

9/15/22, 7:05 AM

Review and Sign



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

Memorandum

Thursday, September 08, 2022

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

VIA: Dr. Michael Deleo, Dean
MDC – School of Justice, Public Safety, and Law Studies

FROM: Elizabeth Lugo Martinez, Interim Director Assessment Center
MDC – North Campus, School of Justice Assessment Center

SUBJECT: Contract –City of Doral Police Department Promotional Examination

The City of Doral Police Department would like to enter into an agreement with the School of Justice Assessment Center to provide their 2022 Police Sergeant promotional assessment.

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

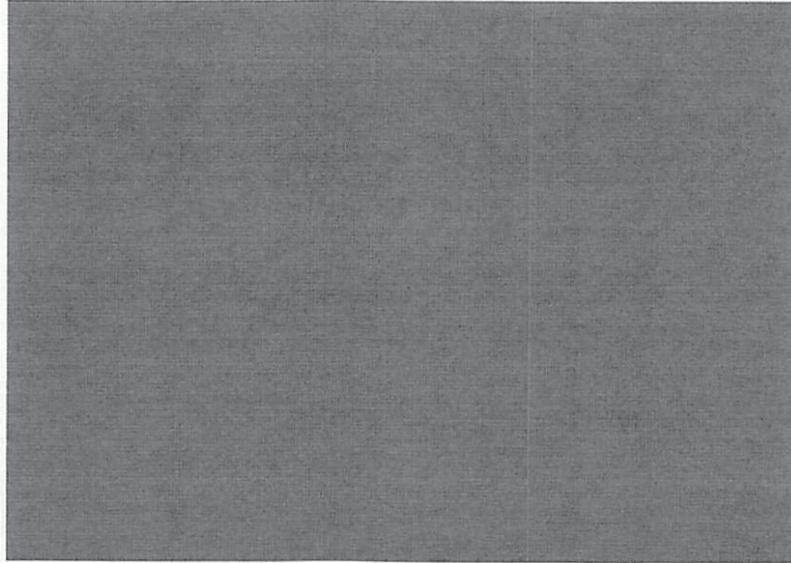
I respectfully submit the attached original contract for your review and approval.

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



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CONTRACT

City of Doral

Police Department Promotional Process
Police Sergeant



Prepared By:

Elizabeth Lugo Martinez. MSHR

The Assessment Center

Miami Dade College – School of Justice

11380 NW 27th Avenue, Suite 8324

Miami, Florida 33167-3495

P: 305.237.8012

elugomar@mdc.edu

Agreement

This Agreement is entered into this 2nd day of September, 2022 ("Effective Date"), and is by and between The City of Police Department ("Department"), and The District Board of Trustees of Miami Dade College, Florida, a public educational subdivision of the State of Florida ("College"), for its School of Justice Assessment Center ("School").

Recitals

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

Whereas, the Department and the administrative staff of the Department have reviewed the proposal submitted

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

NOW, THEREFORE, the parties agree as follows:

1. Dates for the Development and Administration:

- a. The School shall develop the written examination by October 7, 2022.
- b. The administration of the written examination shall be completed on December 13, 2022.
- c. The School shall develop assessment center exercises by November 9, 2022.
- d. The administration of the assessment center exercise shall be completed on January 04, 2023.

2. Extension of Times:

Extensions of time may be granted by the mutual agreement of the parties' contract representatives, which is Chief Raul Ubieta and, for the College, is Elizabeth Lugo Martinez, Interim Director of Assessment Center. Such extensions of time shall be confirmed by written instrument or email.

3. Payment by the Department:

- a. The School shall submit an invoice to the Department for payment based on the Proposal and the 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 under the terms of this Agreement shall be in writing and shall be deemed to have been effectively given if sent by personal delivery, nationally recognized overnight carrier, or registered or certified mail to the following addresses:

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<p>City of Doral Police Department 6100 NW 99th Avenue Doral, FL 33166 Attn: Raul M. Ubiata, Chief of Police</p>	<p>Miami Dade College School of Justice Miami Dade College - North Campus 11380 N.W. 27th Avenue Miami, FL 33167 Attn: Dr. Michael Deleo, Dean</p>
	<p>with a copy to:</p> <p>Javier A. Ley-Soto, Esq. General Counsel Miami Dade College Office of Legal Affairs 300 N.E. 2nd Avenue, Room 1453 Miami, FL 33132</p>

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

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

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

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

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

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

11. Force Majeure: Neither party will be liable in any way nor be deemed to have defaulted under or breached this Agreement for delays in or failure to perform any provision of this Agreement when and to the extent such delay or failure is proximately caused by or results from acts or events beyond the impacted party's (the "Impacted Party") reasonable control, including without limitation, the following "force majeure" events ("Force Majeure Event"): (a) earthquakes, volcanoes, tornadoes, hurricanes, floods, drought, fires, lightning, heat wave, or other severe weather conditions or acts of God; (b) interruptions or disruptions related to the pandemic Covid-19, including any government orders that are issued by a governmental entity having competent jurisdiction; internet outages, cyber-attacks, power outages, or interruptions in communications infrastructure. The Impacted Party affected by a Force Majeure Event will notify the other party (the "NonImpacted Party") upon the occurrence of an event that could or does constitute a Force Majeure Event. The Impacted Party shall diligently take all reasonable measures to avoid or mitigate such failure. If the Impacted Party is unable to perform the obligations of the Agreement due to the Force Majeure Event, the Impacted Party may terminate the Agreement.

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

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[INTENTIONALLY LEFT BLANK]

IN WITNESS WHEREOF this Agreement has been signed in duplicate by the duly authorized representative of the re:

Attest to execution on behalf of City of Doral Police Department

City of Doral Police Department on behalf of its Police De

By: Raul Ubieta

By: Herman Organvidez

Printed Name: Raul Ubieta, Chief of Police

Printed Name: Herman Organvidez, City Manager

Date: 10-6-22

Date: 10/6/2022

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

THE DISTRICT BOARD OF TRUSTEES OF MIAMI DADE COLLEGE, FLORIDA

Witness: Michael DeLeo
Michael DeLeo (Sep 12, 2022 10:20 EDT)

By: Dr. Oberhiru Ovueraye
Oberhiru Ovueraye (Sep 13, 2022 10:14 EDT)

Printed Name: Dr. Michael Deleo, Dean School of Justice

Printed Name: Dr. Oberhiru Ovueraye, Vice Provost Workforce Programs and Professional

Date: Sep 12, 2022

Date: Sep 13, 2022

[Signature]

10/6/2022

Approved as to form and legal sufficiency

Leon Saunders
Leon Saunders (Sep 12, 2022 10:12 EDT)

L. Christopher Saunders, Esq., Assistant Gene

Date: Sep 12, 2022

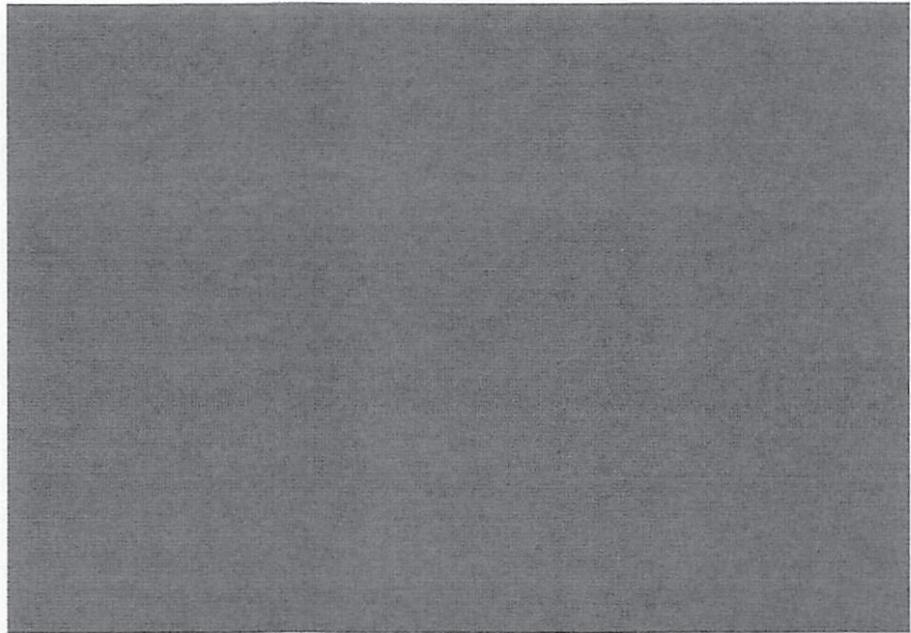
Courtney

6/2022

Click here to sign

Sep 15, 2022





Proposal Exhibit A

City of Doral

Police Department Promotional Process
Police Sergeant

August 24, 2022



Prepared By:

Kenia Machado, Assessment Analyst
The Assessment Center
Miami Dade College – School of Justice, Public
Safety, and Law Studies
11380 NW 27th Avenue, Suite 8324
Miami, Florida 33167-3495
P: 305.237.1331
F: 305.237-1807
kmachad2@mdc.edu

Doral Police Department Promotional Processes – Police Sergeant

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Doral Police Department Promotional Processes – Police Sergeant

August 24, 2022

Chief Raul M. Ubieta
City of Doral
6100 NW 99th Avenue
Doral, FL 33166

Re: Doral Police Department Promotional Process – Police Sergeant

Dear Chief Ubieta,

Miami Dade College's Assessment Center presents to the City of Doral its proposal of our approach to provide services to the City and the Doral 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 personal and organizational 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 of Personnel Selection* of the Society for Industrial and Organizational Psychology (SIOP), and the *Guidelines and Considerations for Assessment Center Operations*.

Description of Department Needs

The City of Doral is seeking to partner with a consulting firm in order to develop and administer a written examination and an In-basket exercise, which allows the evaluation and selection of the most qualified candidates for Police Sergeant.

The promotional process will include a review of the existing job analysis, policy, and bibliographies for the Sergeant, as well as the development, administration, and evaluation of a written examination and an In-basket exercise.

Assessment Center Objectives

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

- Review of job analyses
- Review of bibliographies (reading lists) currently used as the basis of job knowledge and recommendations for revisions
- Conduct orientation session
- Development of the Written Examination and In-basket exercise
- Administration of the Written Examination and In-basket exercise
- Review of item appeals
- Evaluation of In-basket exercise
- Preparation and delivery of results
- Preparation and delivery of final report

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Doral Police Department Promotional Processes – Police Sergeant

Additionally, Miami Dade College will assist the Department in addressing any concerns, requests a regarding the entire promotional process. After the written examination is completed and evaluated, a re the process and its results will be provided to the Department. This report will contain ethnic and gender 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 a please do not hesitate to contact us at 305-237-1331, or via e-mail at kmachad2@mdc.edu

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Doral Police Department Promotional Processes – Police Sergeant

QUALIFICATIONS OF THE FIRM**DESCRIPTION OF COMPANY**

Company Contact Information	ADDRESS	PHONE NUMI
	Miami Dade College, North Campus School of Justice Assessment Center 11380 NW 27th Avenue, Room 8324 Miami, FL 33167	Phone: (305) 2 Fax: (305) 237 EMAIL ADDR kmachad2@m

Brief History

- Miami Dade College was established in 1959.
- It is a four-year, state-supported college with eight ca and numerous outreach centers.
- Miami Dade College is governed by a seven-member Board of Trustees and a college president.

Designation / Distinction

Miami Dade College is a State of Florida, public education institution as identified in 1000.21, Florida Statutes (2007;

Personnel Assigned to Project

Kenia Machado, MSIO

FORM OF BUSINESS

The School of Justice Assessment Center is a revenue generating entity within Miami Dade Col Dade College is a Corporation and was incorporated on September 6, 1960. The corporatic board is as follows:

Corporation Title	Name
President	Madeline Pumariega
Vice President	Dr. Malou C. Harrison
Chief Enrollment Officer	Dr. Jaime Anzalotta
Campus President – Hialeah	Dr. Anthony Cruz
Campus President - Homestead	Dr. Oscar Loynaz
Campus President – Kendall	Dr. Pascale Charlot
Campus President – Medical Campus	Dr. Bryan Stewart
Campus President – North Campus	Dr. Fermin Vazquez
Campus President – Padron Campus	Dr. Alanka Brown
Campus President – West Campus	Dr. Beverly Moore-Garcia
Campus President – Wolfson Campus	Dr. Beatriz Gonzalez

Doral Police Department Promotional Processes - Police Sergeant

Chair, Board of Directors	Michael Bileca
Vice Chair, District Board of Trustees	Nicole Washington
Board of Director, Member	Dr. Anay Abraham
Board of Director, Member	Roberto Alonso
Board of Director, Member	Marcell Felipe
Board of Director, Member	Ismare Monreal

BACKGROUND AND EXPERIENCE

The School of Justice Assessment Center (Assessment Center) has an unparalleled depth and breadth in public safety assessment ranging from entry level to chief's level positions. The Assessment Center is 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 Administration (LEAA) and for nearly 30 years, has provided comprehensive selection and promotional services to a variety of public safety agencies nationwide. Backed by Miami Dade College, an educational institution 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 for integrity among public safety agencies. Since 1985, the Assessment Center has assisted city and county external recruitment for chiefs of police and other executive positions such as directors of corrections, fire departments, and data systems.

The Assessment Center has the experience and resources to conduct job analyses, develop and administer relevant exercises, evaluate records, and analyze performance data for any public safety position. Tests are tailored to individual agencies' needs and range from content-valid written tests and assessment-based exercises 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 such as the Federal Bureau of Investigations (FBI) and the London Metropolitan Police have benchmarked with our Center to establish similar assessment programs. The Center has also collaborated with law enforcement departments to develop 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.

Doral Police Department Promotional Processes – Police Sergeant

The Assessment Center is staffed by a Director, an Assessment Analyst, five full-time and part-time administrative members and two contracted Psychologists. Our team of dedicated professionals, with advanced degrees in behavioral sciences and extensive experience in assessment, strive to develop customized solutions to meet 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:

Kenia Machado, Assessment Analyst
Miami Dade College, North Campus
School of Justice Assessment Center
11380 NW 27th Avenue, Room 8324
Miami, FL 33167
Phone: (305) 237-1331

(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 of the largest and best colleges in the country. It is governed by a seven-member District Board of Trustees with a college president. The Miami Dade College School of Justice Assessment Center was established 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 that meets the learner's needs at the center of decision-making and working in partnership with its dynamic multicultural community.

The Vision:

Doral Police Department Promotional Processes – Police Sergeant

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

- satisfied, well-prepared students who, through their extraordinarily positive experience have acquired the needed knowledge and skills to be successful in their on-going academic career pursuits;
- empowered employees, working within an environment that encourages creativity, risk 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 training programs; and
- effective use of adequate resources to enable programs to flourish and the talents of people to emerge.

(5) Contract Team:

Kenia Machado, MS, Assessment Analyst (Project Manager)

(6) Company Contact Information:

Miami Dade College, North Campus
School of Justice Assessment Center
11380 NW 27th Avenue, Room 8324
Miami, Florida 33167
Phone: (305) 237-1476
Phone: (305) 237-1858

(7) Accreditations:

Miami Dade College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

(8) 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.

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Doral Police Department Promotional Processes – Police Sergeant

BUSINESS REFERENCES

Name of Firm	Address of Firm	Contact for Firm	Scope of Services
Coral Gables Police Department	2801 Salzedo Street Coral Gables, Florida 33134	Danette Lejo Personnel Analyst of Public Safety (305) 460-5532 dtucen@coralgables.com	Job Analyses, Written Exams, & Assessment Centers for: ❖ Sergeant ❖ Lieutenant
Doral Police Department	6100 N.W. 99 Avenue, Doral, Florida 33178	Fatima Nunez Police Captain 305) 593-6699 Ext. 2117 Fatima.Nunez@doralpd.com	Written Exams & Assessment Centers for: ❖ Sergeant
Florida Department of Agriculture and Consumer Services	The Rhodes Building 2005 Apalachee Parkway Tallahassee, FL 32399-1650	John P. Terry Promotion Process Coordinator Office of Agricultural Law Enforcement (850) 245-1388 John.Terry@FDACS.gov	Written Exams for: ❖ Corporal ❖ Sergeant ❖ Investigator II
Florida International University Police Department	885 SW 109th Ave., PG-5, Miami, Florida 33199	Alexander Casas Chief of Police (305) 348-2623 adcasas@fiu.edu	Written Exams for: ❖ Sergeant
Golden Beach Police Department	1 Golden Beach Drive, Golden Beach, Florida 33160	Rudy Herbello Chief of Police (305) 932-2444 rherbello@goldenbeach.us	Written Exams & Assessment Centers for: ❖ Sergeant
Hallandale Beach Police Department	400 S Federal Highway, Hallandale Beach, Florida 33009	Sonia Quinones Chief of Police (954) 457-1400 squinones@cobb.org	Written Exam & Assessment Centers for: ❖ Sergeant
Hialeah Gardens Police Department	10301 NW 87th Avenue, Hialeah Gardens, Florida 33016	Michael Lopez Police Captain 305-558-3333 MLopez@hgpd.org	Written Exam & Assessment Centers for: ❖ Sergeant
Margate Police Department	5790 Margate Boulevard, Margate, Florida 33063	Michael Palma Police Captain 954-935-5431 mpalma@margatefl.com	Written Exams for: ❖ Sergeant
Medley Police Department	7777 NW 72nd Avenue, Medley, Florida 33166	Jeanette Said-Jinete Chief of Police (305) 883-2047 Jsaid@medleypd.com	Written Exams & Assessment Centers for: ❖ Sergeant
Miami-Dade Police Department	9105 NW 25th Street, Miami, Florida 33172-1500	Dena Kelly MDPD Human Resources Section Manager 305-471-1968 DKelly2@mdpd.com	Job Analyses, Written Exams, & Assessment Centers for: ❖ Entry Level Officer ❖ Corporal ❖ Sergeant ❖ Lieutenant ❖ Captain
Miami-Dade School Police Department	3300 NW 27th Avenue, Miami, Florida 33142	Manuel Arrebola Police Major 786-256-9798 marrebol@mdc.edu	Job Analyses, Written Exams, & Assessment Centers for: ❖ Sergeant ❖ Lieutenant

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Doral Police Department Promotional Processes – Police Sergeant

Name of Firm	Address of Firm	Contact for Firm	Scope of Services
Miami Gardens Police Department	18611 NW 27th Avenue, Miami Gardens, Florida 33056	Joseph Schaefer Commander (305) 474-1494 Joseph.schaefer@mgpdfil.org	Written Exams & Assessment Center for: ❖ Sergeant
Miami Springs Police Department	201 Westward Drive, Miami Springs, Florida 33166	Armando Guzman Chief of Police (305) 887-1444 aguzman@mspd.us	Written Exams & Assessment Center for: ❖ Sergeant
North Bay Village Police Department	1666 John F. Kennedy Causeway, Suite 300, North Bay Village, Florida 33141	Carlos Noriega Chief of Police (305) 758-2626, ext. 37 cnoriega@nbvillage.com	Assessment Center for: ❖ Sergeant
North Miami Police Department	North Miami Police Department 700 NE 124 Street North Miami, FL 33161	Angel Rivera Assistant Chief 305-891-0294 arivera@northmiamipolice.com	Job Analyses, Written Exams, & Assessment Centers for: ❖ Sergeant ❖ Lieutenant
North Miami Beach Police Department	16901 NE 19th Avenue, North Miami Beach, Florida 33162-3153	Stuart Nichols Police Captain (305) 949-5500 ext. 2602 Stuart.Nichols@nmbpd.org	Job Analyses, Written Exams, & Assessment Center for: ❖ Sergeant ❖ Captain
Opa Locka Police Department	2495 Ali Baba Avenue, Opa Locka, Florida 33054	Scott Israel Chief of Police (305) 681-1033 sisrael@opalockpd.com	Written Exams & Assessment Center for: ❖ Entry Level Officer ❖ Sergeant ❖ Deputy Chief Psychological Testing for: ❖ Police Applicant ❖ Dispatchers
Pinecrest Police Department	12645 Pinecrest Parkway, Pinecrest, Florida 33156	Derrick Bowman Police Major (305) 234-2100 dbowman@pinecrest-fl.gov	Assessment Centers for: ❖ Sergeant
Surfside Police Department	9293 Harding Avenue, Surfside, Florida 33154	Julio Yero Chief of Police (305) 861-4862 jyero@townofsurfsidefl.gov	Assessment Centers for: ❖ Sergeant
Sunrise Police Department	10440 W. Oakland Park Boulevard, Sunrise, Florida 33351	Michael West (954) 764-4357 MWest@sunrisefl.gov	Written Exams & Assessment Centers for: ❖ Sergeant ❖ Lieutenant
Warwick Fire Department	111 Veteran's Memorial Dr Warwick, RI 02886 United States	Thomas Bradley Deputy Chief of Safety and Training (401) 468-4062 thomas.e.bradley@warwickri.com	Written Exams for: ❖ EMS Coordinator ❖ Deputy Chief ❖ Fire Lieutenant ❖ Fire Captain ❖ Fire Prevention ❖ Rescue Lieutenant

Doral Police Department Promotional Processes – Police Sergeant

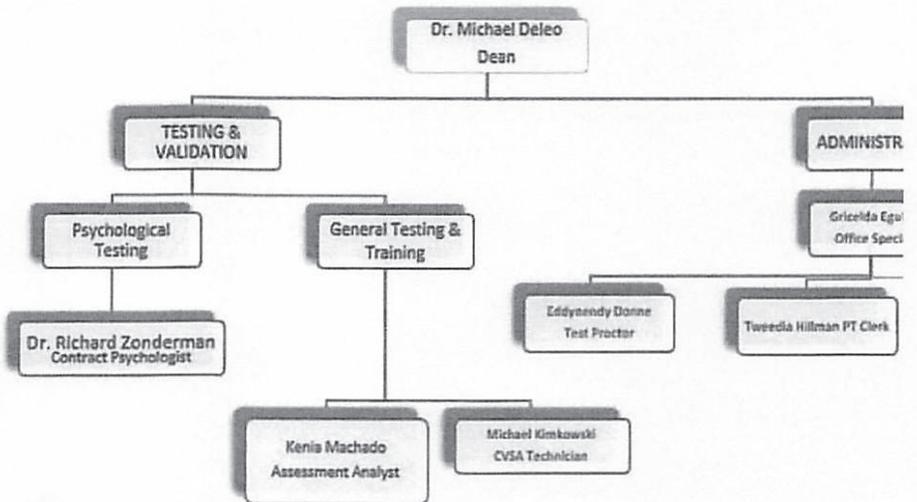
KEY PERSONNEL

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

Kenia Machado, MS
Assessment Analyst

- Project management of promotional processes
- Test development, validation, and administration
- Conducts and coordinates meetings with SM
- Trains Assessors to evaluate exercises
- Job Analysis
- Oversees test evaluation processes

ASSESSMENT CENTER ORGANIZATIONAL CHART



Doral Police Department Promotional Processes – Police Sergeant

PROFESSIONAL STAFF RESUMES

Kenia Machado, M.S.**SUMMARY OF QUALIFICATIONS**

- ❖ Experience in Research and Statistics
- ❖ Excellent Oral Presentation and Communication Skills
- ❖ Excellent collaboration and teamwork-oriented

EDUCATION

- ❖ M.S., Industrial Organizational Psychology, Albizu University, Miami FL.
- ❖ B.S., Clinical Psychology, Carlos Albizu University, Miami FL.
- ❖ Certified Project Manager – Six Sigma (Black Belt)
- ❖ Contract Law Certification – Harvard University

PROFESSIONAL EXPERIENCE

Assessment Analyst- Miami Dade College School of Justice 02/2022 - Present

- ❖ Develops, implements and evaluates complex assessment center exercises for promotional hire enforcement personnel.
- ❖ Prepares job analysis reports to establish the validity of personnel selection instruments and to ensure instruments are consistent with EEOC Uniform Guidelines for Employee Selection Procedures and American Psychological Association Standards.
- ❖ Develops assessments such as In-basket, Strategic Planning, Interactive Exercise, Oral Board, evaluate candidate's skills and abilities in leadership positions.
- ❖ Conducts subject matter expert group meetings to obtain critical job-relevant incidents from which to develop assessment center exercises.
- ❖ Develops new training programs to develop more revenue for the Assessment Center, including training materials.
- ❖ Selects, trains, and evaluates high-ranking law enforcement assessors from across the country to conduct assessment center exercises in a valid and reliable manner.
- ❖ Facilitates training workshops based on the needs of our clients.
- ❖ Analyzes current assessments and training programs for improvement needs and makes recommendations to enhance current assessment options.
- ❖ Conducts research in current assessments, method of implementation, and revised standards.
- ❖ Research bidding opportunities and prepares proposals for potential contracts.

Industrial-Organizational Psychology Consultant 01/2020 - Present

- ❖ Conducts Organizational Assessments
- ❖ Develops Job Position Descriptions
- ❖ Develops Organizational Structure, Strategies, and Norms
- ❖ Develops Customized Trainings
- ❖ Provides expertise to task order projects
- ❖ Provides diversity training, LGBTQIA+, Work Mindfulness, and Leadership Trainings

Doral Police Department Promotional Processes – Police Sergeant

Adjunct Professor-Industrial Organizational Psychology – Carlos Albizu University-Psychology and Education- Miami Campus 01/2022-Present

Academic Administrative Assistant – Clinical Psychology (Psy.D.) – Albizu University 03/2017 – 02/2022

- ❖ Maintains knowledge of program curriculum and pre-requisites
- ❖ Collaborates in the development and revision of program curriculum
- ❖ Facilitates the implementation of policies and procedures
- ❖ Reviews applicant documents, GRE scores, statements of purpose
- ❖ Coordinates applicant interviews with Faculty members
- ❖ Manages program daily operations
- ❖ Develops academic course schedules and workload schedules
- ❖ Provides logistical support for doctoral academic events
- ❖ Conducts data analysis for enrollment
- ❖ Delivers onboarding orientation and train new employees
- ❖ Act as liaison between program director and institutional directors

Economic Self Sufficiency Specialist – Department of Children and Families (DCF) 1/2010 – 12/2015

- ❖ Interviews applicants to verify information and conduct investigations to determine public benefit (e.g., Food Stamps, Medicaid, and Cash Assistance)
- ❖ Provides expertise regarding Federal and state program regulations (State of Florida)
- ❖ Determines individual program eligibility in accordance with current regulations
- ❖ Investigates public benefit fraud
- ❖ Leads special assignments involving other governmental agencies
- ❖ Conducts regular reviews, audits, and update policies based on legal guidance

METHODOLOGY AND APPROACH

The City of Doral is seeking a qualified consultant to provide the following services in relation to promotion for the Doral Police Department for the rank of Police Sergeant:

- Review of job analyses
- Review of bibliographies (reading lists) currently used as the basis of job knowledge recommendations for revisions
- Conduct orientation sessions
- Development of the Written Examination and In-basket exercise
- Administration of the Written Examination and In-basket exercise
- Review of item appeals
- Evaluation of In-basket exercise
- Preparation and delivery of results
- Preparation and deliver of final report

Doral Police Department Promotional Processes – Police Sergeant

Full-time employees (FTEs) who are professional staff members of the Assessment Center and hold advanced degrees in the behavioral sciences will be dedicated to the project with a percentage of assistance as necessary. The project will also utilize professional and administrative staff members.

The development of the examination 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 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 race, years of experience, etc.
- SMEs must be experienced and active in the target position (e.g. SMEs should not be on probation or should not be temporarily assigned to the position). At least one year of job experience in the target position 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. It remains an issue of test security. The Assessment Center has many safeguards in place to maintain the integrity of test exercises, checklists, and related test materials.

Subject Matter Expert Security Subject Matter Expert (SME) panels are structured to use progressively more expert review. Job incumbents are used for initial development work (e.g. Job Analyses and Criteria Reports). Personnel at or above the rank of Sergeant are used for testing 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 secure access environments. All SME notes are collected after each meeting. It is the position of the Assessment Center that all agencies should communicate their firm commitment to protect and preserve the integrity of systems and 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 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 testing are tightly controlled and accounted for at all times, and that SMEs clearly understand the critical nature of test materials confidentiality.

Physical Security During the development, administration, and feedback stages of a testing program, all test item materials are secured by the Assessment Center in a restricted-access facility located in the School of Justice. Only Assessment Center staff members are permitted access to this facility. During the evaluation stage of an assessment center, all test items 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.

Doral Police Department Promotional Processes – Police Sergeant

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

Computer Security All test items development is conducted within the confines of Assessment Center. Center personnel are the only users of these computers. The computers have secured casings and are 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 receive a standard set of supplies for testing purposes. In order to minimize the exposure of test exercises, stringent rules are applied to the development of test administration schedules. All test components have a maximum duration of one day. Where necessary, candidates are sequestered to avoid the likelihood of information sharing that could compromise test security.

Doral Police Department Promotional Processes – Police Sergeant

JOB ANALYSIS PHASE

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

EXERCISE DEVELOPMENT PHASE

WRITTEN EXAMINATION DEVELOPMENT & DEVELOPMENT MEETINGS

For each rank, the consultant will develop a multiple-choice exam using previously selected sources. The Consultant will prepare a master examination consisting of 150 items. Each item will include an appropriate source citation (including page number) for each test item. SMEs will be presented with written items created by the consultant for review and will decide collectively, under the guidance of a professional Center staff member, whether items should be included on the exams on the basis of clarity, relevance, and difficulty. Items approved by the SME panel will be included in the exams. The exam will have 150 items and will include a candidate test booklet and an annotated key.

A minimum of three SME meetings are needed to review the Written Exam items per rank. During each meeting, items are presented with the actual items created by Center staff and asked to evaluate each item on its clarity and relevance. At this time, items found to be unclear or lacking relevance can be reworded or discarded. Items that are discarded based on a lack of clarity will be replaced by Center staff with items covering the same content.

IN-BASKET DEVELOPMENT & DEVELOPMENT MEETINGS

In the In-Basket Exercise, candidates are presented with a simulated "desktop" that contains various types of materials (e.g. Interoffice Memorandum, Email from subordinate, Letter from citizen) that when viewed represent a work-scenario of an administrative nature and are designed to cue the candidate to perform. To complete the In-Basket, candidates are required to produce one or more written work products (e.g. department forms, compose a reply to one or more emails) within the allotted time. The work products are reviewed at the conclusion of the exercise and evaluated by the assessor team at a later time. In addition to presenting candidates with a realistic situation, the In-Basket Exercise offers a high degree of realism because the items are designed to resemble the actual documents used by the Department. Scenarios may include (but are not limited to) responding to citizen complaints, addressing payroll and/or personnel issues (e.g. scheduling, discipline development), and communicating with chain-of command (in writing). The exercise can be administered on a personal computer (i.e. electronically), on printed sheets of paper, or using a combination of both.

A minimum of three SME meetings will be conducted to develop the In-Basket exercise. During the Development Meetings, SMEs are asked to select, from a list of previously generated critical incidents, those they feel (1) best represent a cross-section of tasks performed by persons occupying the target Rank (relevant), (2) are suitable to be presented as an In-Basket (i.e. in written form). After one or more rounds, the scenario is finalized. Then, SMEs are asked to generate the scoring criteria (i.e. set of 10-15 score elements) on the set of behaviors expected to be displayed by the candidates. Each score element represents a criterion to be assessed and corresponds to characteristics of the work products produced. For instance, an email from a subordinate may have a score element of Coaching, which captures competency for Developing Others. Points are awarded based on the degree of developmental guidance provided to the subordinate in the email. SMEs will collaborate with Center staff to develop anchors that correspond to poor, average, and

Doral Police Department Promotional Processes – Police Sergeant

performance of each critical behavior. The final product is a behaviorally anchored rating tool where the points awarded for each score element depend on the behaviors displayed (or not displayed) by the candidate or her responses (written work products) to the scenario.

CANDIDATE ORIENTATION

Consultant will facilitate one general candidate orientation session for each rank. Candidates will be provided an overview of the testing process and with information regarding the written examination and dates, times for each component of the process. Additionally, candidates will receive an orientation/preparation guide with hints. Candidates will also have the opportunity to ask questions at the end of the sessions. The consultant will provide the venue, handouts and other necessary materials.

EXERCISE ADMINISTRATION PHASE

WRITTEN EXAM ADMINISTRATION & EVALUATION

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

The consultant will provide the venue, proctors, and materials necessary for the written test administration. Once the test begins, candidates will be required to provide photo ID, sign in, and sign a copy of the test rules. The test will be timed and once the allotted time frame expires, candidate answer sheets will be collected and sealed by the consultant.

Item appeals will be handled in compliance with collective bargaining agreement requirements. Item appeals will be reviewed by a SME panel under the guidance of the consultant to evaluate the merits of the appeal and make a decision on whether the appeal should be upheld or denied. Consultant will prepare written response to candidate appeals. Additionally, the consultant will conduct an item analysis to identify the existence of technical errors. Points will be awarded for items meeting pre-determined item analysis criteria for exclusion to the test unless otherwise requested by the Department.

IN-BASKET ADMINISTRATION & EVALUATION

The In-basket exercise will be administered separately to each candidate. The Center will provide all test supplies as well as staff necessary for the administration of the In-basket exercise. All supply packages for candidates will be prepared in a standardized manner so that all candidates receive the equivalent supplies for the test. Time frames and instructions will also be standardized so that all candidates receive the same amount of time to complete their exam.

The Assessment Center will recruit law enforcement officers from other police departments to serve as assessors on the day prior to the administration of Assessment Center exercises, assessors will attend an in-person training session that will be facilitated by Center staff. The Center will recruit three (3) assessors per assessment exercise. During the training session, raters will become familiar with the items (i.e. questions, scenario elements) (i.e. target behaviors) associated with the exercise assigned to them, as well as with key as

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evaluation process. Specifically, raters will be instructed on how to (1) take behavioral observation note rating scales provided to them, (3) reach consensus on each score element, and (4) provide constructive feedback to each candidate. Moreover, assessors will learn about common biases that may affect their ability to make ratings (e.g. leniency bias, central tendency bias, similar-to-me-bias). Training shall also include scoring mock exercises as a group. Guided practice enables the trainer to gauge the level of proficiency of the candidate and address any areas needing improvement or clarification.

Assessors will be assigned to score the exercise consistent with their training. Raters are instructed to take observational notes as they evaluate each candidate's performance on the exercise. Independent ratings are made first. Then the assessors are also instructed to reach a consensus after making independent ratings—such that the difference between any two assessors do not differ by more than 1 point (on a 5-point scale) in either direction. Assessors are instructed to provide feedback that is developmental in nature (i.e. strengths and weaknesses) and refers specifically to the candidate's observable performance (i.e. something he/she said or did) regarding the exercise.

RESULTS PHASE**RESULTS & TECHNICAL REPORTS**

The examination will consist of 150 questions. Candidates must have a minimum passing score of seventy percent. A weighting scheme will be discussed to determine the percentage assigned to both the Written In-basket exercise. This will define each candidate's Final Score. Candidates will be ranked in descending order on their Final Score. Consultant will provide a technical report describing all aspects of the process within 10 (30) days from the submission of the results, as well as an individualized feedback report for each candidate.

Doral Police Department Promotional Processes - Police Sergeant

COST**POLICE SERGEANT COSTS**

SERGEANT EXERCISE DEVELOPMENT
Job Analysis Review
Development and preparation of Reading List including meetings with Subject Matter Experts (SME) and review of related materials
Development of Written Examination
Development of In-basket Exercise
Subtotal Sergeant Development
SERGEANT EXERCISE ADMINISTRATION
Orientation:
Preparation of Candidate Test Notification Letters & Candidate Orientation Guide
Execution of 1 comprehensive candidate orientation
Written Exam:
Administration Venue, Set Up, & Tear Down
1 Test Administrator (1 day)
In-basket exercise:
Administration Venue, Set Up, & Tear Down
Audio Visual & Computer Equipment
1 Center Director (1 day)
2 Assessment Analysts (1 day)
1 Clerical Staff Members (1 day)
Development of Candidate Master Schedules
Subtotal Sergeant Administration

9/15/22, 7:05 AM

Review and Sign

Doral Police Department Promotional Processes – Police Sergeant

SERGEANT EXERCISE EVALUATION
Written Exam Evaluation:
Oversee Item Challenge Review
Conduct Statistical Item Analysis
Prepare Written Response to Item Challenges
In-basket Evaluation:
Recruitment of assessors
Assessor Training
Assessor meals (3 days)
Assessment Analyst (3 days)
Assessment Analyst-Consultant (3 days)
Assessment Center Director (1 day)
Preparation of Final Results & Technical Report
Subtotal Sergeant Evaluation
TOTAL SERGEANT PROMOTIONAL PROCESS

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

Signature:

Email: elugomar@mdc.edu

Signature:

Email: elugomar@mdc.edu

Start

9/15/22, 7:05 AM

Review and Sign

Close



1

/ 26



By signing, I agree to this agreement, the [Consumer Disclosure](#) and to do business electronically with Miami Dade College.



Sign

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RESOLUTION No. 22-187

A RESOLUTION OF THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, PURSUANT TO SECTION 2-321 OF THE CITY'S CODE OF ORDINANCES, APPROVING THE WAIVER OF COMPETITIVE BIDDING PROCEDURE WITH THE ASSESSMENT CENTER MIAMI DADE COLLEGE SCHOOL OF JUSTICE, A SOLE SOURCE VENDOR, FOR THE POLICE SERGEANT PROMOTIONAL TEST IN AN AMOUNT NOT TO EXCEED \$10,700.00 FOR FY 21-22 AND \$12,500.00 FOR FY 22-23 ; AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND ENTER INTO AN AGREEMENT, SUBJECT TO APPROVAL AS TO FORM AND LEGAL SUFFICIENCY BY THE CITY ATTORNEY; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the City of Doral Human Resources Department requests a waiver for competitive bidding procedure with The Assessment Center Miami Dade College, School of Justice, a sole vendor; and

WHEREAS, the Police Department is seeking to partner with The Assessment Center Miami Dade College, School of Justice in order to develop and administer a written examination and an In-basket exercise, which allows the evaluation and selection of the most qualified candidates for the rank of Police Sergeant; and

WHEREAS, for the past eight years, the Police Department has partnered with The Assessment Center Miami Dade College, School of Justice to ensure that all of the City and Police Department's needs in conducting a fair and valid promotional process are met.

WHEREAS, Pursuant to Section 2-321 of the City Code, Staff respectfully requests that the City Council authorize the City Manager to negotiate and enter into an agreement with The Assessment Center Miami Dade College, School of Justice, a sole source vendor for the development and administering of the promotional examination for Police

Sergeant in an amount not to exceed \$10,700 for FY 21-22 and \$12,500 for FY 22-23 and further requests that the City Council authorize the City Manager to expend budgeted funds on behalf of the City with respect to the agreement approved herein.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, AS FOLLOWS:

Section 1. Recitals. The above recitals are confirmed, adopted, and incorporated herein and made a part hereof by this reference.

Section 2. Approval. Pursuant to section 2-321, the Mayor and City Council approve the waiver of competitive bidding procedure and authorize the City Manager enter into an agreement with The Assessment Center Miami Dade College, School of Justice, a sole source vendor, highly specialized and proven experts in the field in an amount not to exceed \$10,700 for FY 21-22 and \$12,500 for FY 22-23 is hereby approved.

Section 3. Authorization. The City Manager is hereby authorized to execute the Agreement and expend budgeted funds on behalf of the City.

Section 4. Implementation. The City Manager and the City Attorney are hereby authorized to take such further action as may be necessary to implement the purpose and provisions of this Resolution.

Section 5. Effective Date. This Resolution shall take effect immediately upon adoption.

The foregoing Resolution was offered by Councilmember Puig-Corve who moved its adoption. The motion was seconded by Vice Mayor Cabral and upon being put to a vote, the vote was as follows:

Mayor Juan Carlos Bermudez	Yes
Vice Mayor Digna Cabral	Yes
Councilman Pete Cabrera	Yes
Councilwoman Claudia Mariaca	Yes
Councilman Oscar Puig-Corve	Yes

PASSED AND ADOPTED this 5 day of October, 2022.



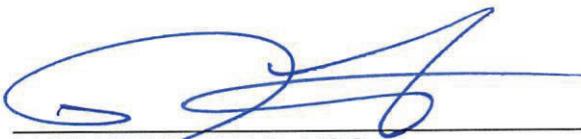
JUAN CARLOS BERMUDEZ, MAYOR

ATTEST:



CONNIE DIAZ, MMC
CITY CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY
FOR THE USE AND RELIANCE OF THE CITY OF DORAL ONLY:



LUIS FIGUEREDO, ESQ.
CITY ATTORNEY