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<b>PROJECT TITLE</b>	<b>EXHIBITS</b> (List all attached exhibits - Scope of Work, Work Schedule, Payment Schedule, Renewal Options, etc.)
<b>CONTRACTOR</b>	<b>CITY OF REDMOND PROJECT ADMINISTRATOR</b> (Name, address, phone #)  City of Redmond
<b>CONTRACTOR'S CONTACT INFORMATION</b> (Name, address, phone #)	<b>BUDGET OR FUNDING SOURCE</b>
<b>CONTRACT COMPLETION DATE</b>	<b>MAXIMUM AMOUNT PAYABLE</b>

**THIS AGREEMENT** is entered into on \_\_\_\_\_, 20\_\_ between the City of Redmond, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

**WHEREAS**, the CITY desires to accomplish the above-referenced project; and

**WHEREAS**, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

**WHEREAS**, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

**IN CONSIDERATION OF** the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. **Retention of Consultant - Scope of Work.** The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. **Completion of Work.** The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. **Payment.** The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice

the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. Changes in Work. The CONSULTANT shall make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. Extra Work.

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute under the Disputes clause of this agreement, as provided in Section 13. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. **Ownership of Work Product.** Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT.

7. **Independent Contractor.** The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. **Indemnity.** The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of the CONSULTANT, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that:

A. The CONSULTANT's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. The CONSULTANT's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of the CONSULTANT and the CITY, or of the CONSULTANT and a third party other than an officer, agent, subconsultant or employee of the CONSULTANT, shall apply only to the extent of the negligence or willful misconduct of the CONSULTANT.

9. **Insurance.** The CONSULTANT shall provide the following minimum insurance coverages:

A. Worker's compensation and employer's liability insurance as required by the State of Washington;

**B. General public liability and property damage insurance in an amount not less than a combined single limit of two million dollars (\$2,000,000) for bodily injury, including death, and property damage per occurrence.**

**C. Professional liability insurance, if commercially available in CONSULTANT's field of expertise, in the amount of two million dollars (\$2,000,000) or more against claims arising out of work provided for in this agreement.**

**The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.**

**All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement. The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the City, and any other insurance maintained by the CITY shall be excess and not contributing insurance with respect to the CONSULTANT's insurance. The certificates of insurance shall cover the work specified in or performed under this agreement. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.**

**10. Records. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose.**

**11. Notices. All notices required to be given by either party to the other under this Agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this Agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.**

12. **Project Administrator.** The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it meets the requirements of this Agreement, and for reviewing, monitoring and approving the quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator.

13. **Disputes.** Any dispute concerning questions of fact in connection with the work not disposed of by agreement between the CONSULTANT and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

14. **Termination.** The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified above. In the event that this agreement is terminated by the City other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. **Non-Discrimination.** The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, creed, color, national origin, sex, religion, honorable discharged veteran or military status, familial status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog or service animal by a person with a disability, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this Agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. **Compliance and Governing Law.** The CONSULTANT shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

17. **Subcontracting or Assignment.** The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any sub-consultants approved by the CITY at the outset of this agreement are named on separate Exhibit attached hereto and incorporated herein by this reference as if set forth in full.

18. **Non-Waiver.** Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

19. **Litigation.** In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, in and for King County. The prevailing party in any such litigation shall be entitled to recover its costs, including reasonable attorney's fees, in addition to any other award.

20. **Taxes.** The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

21. **City Business License.** The CONSULTANT has obtained, or agrees to obtain, a business license from the CITY prior to commencing to perform any services under this agreement. The CONSULTANT will maintain the business license in good standing throughout the term of this Agreement.

22. **Entire Agreement.** This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

**page 8 – Consulting Services Agreement, Non-Public Work  
City of Redmond, standard form**

**IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the  
day and year first above written.**

**CONSULTANT:**

**CITY OF REDMOND:**

\_\_\_\_\_  
**By:** \_\_\_\_\_  
**Title:** \_\_\_\_\_

\_\_\_\_\_  
**Angela Birney, Mayor**  
**DATED:** \_\_\_\_\_

**ATTEST/AUTHENTICATED:**

\_\_\_\_\_  
**City Clerk, City of Redmond**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
**Office of the City Attorney**



# PROJECT PROPOSAL

## City of Redmond, WA

### Design, Development, and Administration of Job-related Promotional Exams for the Redmond Fire Department (RFP 10803-23)

Prepared by:  
Jack Clancy Associates

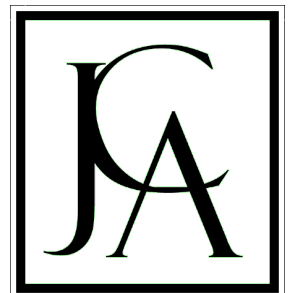
1104 Corporate Way  
Sacramento, CA 95831  
Phone: 888.438.5221  
Fax: 916.960.1140

[www.JackClancyAssociates.com](http://www.JackClancyAssociates.com)

Matthew L. Gruver  
Principal  
Cell: 916.612.6797

[MGruver@JackClancyAssociates.com](mailto:MGruver@JackClancyAssociates.com)

November 22, 2023



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## ***EXECUTIVE SUMMARY***

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November 22, 2023

Audrey Stenerson  
Purchasing Division  
City of Redmond  
P.O. Box 97010  
Redmond, WA 98073-9710

Re: RFD Promotional Examinations

Ms. Stenerson,

Jack Clancy Associates is pleased to present to the City of Redmond the following proposal outlining our approach to assisting the City and the Redmond Fire Department with its upcoming promotional examinations for Battalion Chief, Captain, Lieutenant, Driver/Operator, Medical Services Administrator, and Medical Services Officer.

Our methodology for the proposed project is designed to comply with all prevailing technical and professional guidelines including the *Uniform Guidelines on Employee Selection Procedures*, the *Standards for Educational and Psychological Testing*, the *Principles for the Validation and Use of Personnel Selection Procedures* of the Society for Industrial and Organizational Psychology, and the latest version of the *Guidelines and Ethical Considerations for Assessment Center Operations*.

We hope this information meets with your approval and we look forward to working with you on this exciting project. If you have any questions regarding the content of this cost proposal or need any additional information, please feel free to contact me directly at 916-612-6797, or via e-mail at [MGruver@JackClancyAssociates.com](mailto:MGruver@JackClancyAssociates.com).

Respectfully,



Matthew Gruver  
Principal

Jack Clancy Associates is the premier provider of assessment and selection programs to the public sector. Our knowledge, expertise and customer service are unparalleled as we have been the industry leader in helping to build successful organizations since 1980. Headquartered in Sacramento, CA with a satellite operation in Denver, CO our services include the design and development of assessment centers and employment examinations for recruitment, selection, and promotion, and we specialize in the assessment and evaluation of public safety command personnel. Specifically, we offer services in the areas of assessment centers and assessment center-type processes, structured interviews, performance and practical examinations, customized written examinations, and management style analysis.

We are thoroughly familiar with professional and regulatory standards in the testing area, and our principals possess significant knowledge and experience in fair employment, the *Uniform Guidelines on Employee Selection Procedures*, and the *Guidelines and Ethical Considerations for Assessment Center Operations*. Jack Clancy Associates is organized in the State of California as a sole-proprietorship and the following person is authorized to execute the proposed contract:

**Matt Gruver**  
**1104 Corporate Way**  
**Sacramento, CA 95831**  
**Office: (888) 438 - 5221**  
**Cell: (916) 612 - 6797**  
**Fax: (916) 960 - 1140**  
**MGruver@JackClancyAssociates.com**

Matt Gruver specializes in the development and administration of public sector selection and leadership development programs. Over the past 30 years, Mr. Gruver has designed and developed performance tests and assessment centers for the full range of supervisory and management positions within the public safety field. He is considered an expert in the field of public safety testing and assessment and was heavily involved in the Transportation Security Administration's (TSA) efforts to federalize and staff the nation's airports and arm commercial pilots as part of the Federal Flight Deck Officer program.

Prior to joining Jack Clancy Associates, Mr. Gruver was the Senior Manager of testing and assessment services for CPS Human Resource Services. He is a frequent presenter at regional and national conferences on issues related to selection and is an active member of numerous professional organizations. He holds a Master of Arts degree in Industrial/ Organizational Psychology from California State University, Sacramento.

## ***PROJECT APPROACH***

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The following information outlines JCA's approach to meeting the promotional testing needs of the City of Redmond in the most efficient and cost-effective manner possible. This approach will apply to the promoted positions of Battalion Chief, Fire Captain, Fire Lieutenant, Driver/Engineer, Medical Services Administrator (MSA), and Medical Services Officer (MSO).

### ***Project Set-up & Job Analysis Review***

The first activity of each test development project will be to meet with representatives of the City and the RFD to discuss the performance expectations of the position before starting the job analysis review phase of the project. In reviewing and/or updating the job analysis for a specific rank, JCA will convene a small panel of department representatives, i.e., subject matter experts or SMEs, with significant knowledge of the target position to assist with the development of a questionnaire that would be administered to the incumbents (and their supervisors) to gather information on: 1) the important and frequently performed tasks and duties associated with the target position; 2) the overall criticality of the knowledge, skills, abilities, and other characteristics (KSAOs) required to perform the tasks of the job; 3) the linkage between the tasks and KSAOs; and 4) a determination of where and when the KSAOs are acquired and how important they are to job success. JCA staff will then analyze the identified critical KSAOs in order to develop the criteria to be evaluated in the examination process, and in each individual examination component.

### ***Written Examination Development & Administration***

For those KASOs most amenable to written testing at a given rank, JCA staff will work closely with the SME group to develop a customized job-knowledge examination having specific relevance to the target position and the organization. Each test item will be developed by JCA's staff of highly trained item writers and be carefully reviewed for relevancy and appropriateness by the SMEs before finalization. JCA will provide all written test materials and administer all written examinations in order to maintain the security and integrity of the testing process.

Once a written examination is administered, JCA will score the test and evaluate test performance, and address any issues surrounding the individual test items with the SME group, before finalizing the scores.

### ***Assessment Process Design & Development***

Based on the job analysis information, JCA will then work with the SMEs to design and develop a set of exercises to measure the critical dimensions of each job. The actual exercises utilized will depend on the review of the critical performance dimensions, but we would expect to use some combination of the following exercises where needed:

- **In-Basket Exercise.** This type of exercise requires the candidate to review a set of memos, e-mails, and other communications with the directive to review, prioritize, and recommend a course of action for each.

- **Oral Presentation Exercise.** This type of exercise requires the candidate to plan and organize their thoughts and make notes for a short presentation on a specific job-related issue or problem impacting department operations.
- **Background Presentation Exercise/QRQ.** This type of exercise requires the candidate to prepare a short presentation on their professional background and preparation for promotion.
- **Role Play Exercise.** This type of exercise requires the candidate to interact with one or more role players in connection with a specific job-related problem or situation.
- **Tactical/Operational Exercise.** This type of exercise requires the candidate to take command of and run an operational situation or critical incident utilizing the the incident command system (ICS) and RFD *Best Practices*.

For Driver/Engineer, specifically, we recommend that the performance exam consist of multiple, interactive components to include any combination of the following:

- Pre-trip Operations: In this component candidates are evaluated on their skill/ability in performing a pre-trip inspection and preparing an apparatus for operation. This component could also include a parts identification and troubleshooting stage.
- Apparatus Operations: In this component candidates are evaluated on their skill/ability to drive department apparatus and perform common driving maneuvers. This component could include engineer *rodeo* events, an actual street drive, or some combination of both.
- Pumping Operations: In this component candidates are evaluated on their skill/ability to operate RFD pumpers. This component could include calculating hydraulic pressures and water flows, and pumping actual hose lines from both a static and non-static water source.
- Aerial Ladder Operations: In this component candidates are evaluated on their skill/ability to properly operate RFD aerial apparatus. This component could include driving, setting up the aerial, and performing both rescue and firefighting operations.

Regardless of the specific exercises or exam components developed for use in each process, JCA will work with the SMEs to review the critical job behaviors, tasks, and KSAOs; design and develop each assessment instrument; and determine applicable rating standards or criteria. All decisions made on the selection of specific assessment exercises would be made in conjunction with, and final approval of, the City and the RFD. In addition, JCA will provide all training materials, exercise materials, rating and scoring guides, and all rating and documentation forms; and facilitate each assessment process to ensure uniform and comparable ratings among assessors.

As required, JCA will recruit all assessors and role players needed for each assessment process. The assessor team recruited to evaluate each candidate group will include experienced command personnel at or above the target rank. While experience is the prime criterion, attention will also be given to balancing each group of assessors by ethnicity and gender. JCA recommends conducting a comprehensive assessor training session just prior to the administration of each assessment process. The training session will involve the assessment techniques developed as part of the target assessment process and ensure that the assessors are competent in observing, recording, classifying, and evaluating candidate behavior.

Lastly, just prior to the administration of each examination process, JCA will provide the candidate group with written orientation material and conduct a classroom style orientation session. The written materials and orientation session will emphasize the assessment model and types of exercises, the performance dimensions, and expected candidate behavior as it is our experience that the more open and straightforward the information provided the candidates, the better they do and the more acceptability the assessment process has.

### ***Project Follow-up***

Following the completion of each exam process, JCA will combine the scores of the individual examination components and present the overall results, and all completed examination materials, to the City. In addition, JCA will provide the City with:

- Summary ratings of each candidate's performance in each exercise, or exam component, and the overall relative rankings of the candidates.
- Performance feedback information from the assessor group regarding the strengths and developmental needs of each candidate and the candidate group as a whole.
- Assistance in responding to any candidate questions or inquiries regarding the examination process.

## ***PROJECT FEES & SCHEDULE***

As an active supporter of fire agencies throughout the country, we are very aware of the financial pressures faced by local agencies and will cooperate with the City to ensure that all examination processes are conducted in the most efficient and cost-effective manner possible. Project cost estimates are listed below along with the assumptions upon which they are based:

- The City will provide the time of subject matter experts (SMEs) to assist with job analysis and exam development activities at all ranks.
- The City will provide meeting sites and meeting locations for all project activities (and exam administrations).
- JCA will recruit the necessary assessors and/or raters for the promotional examination processes and reimburse them directly for any expenses incurred.
- JCA will provide eight hours of consulting time without charge in defense of each promotional examination process if it is legally challenged and/or litigated. Additional consulting services will be invoiced at the rate of \$250.00 per hour (plus expenses).

**Table 1: Fee Table  
Promotional Examination Services  
(Year 1)**

Exam Component	Hourly Rate	Estimated Total Hours	Estimated Costs *	Total Component Cost
Project Planning and Job Analysis Review	150.00	80		12,000.00
Development and Administration of Written Examinations	150.00	80		12,000.00
Development and Administration of Assessment Processes	150.00	160		24,000.00
Development and Administration of Driver/Engineer Performance Exam	150.00	100		15,000.00
Assessor Expenses			15,000.00	15,000.00*

**Total Cost**

**\$ 78,000.00\*\***

\*Assessor expenses will vary based on time of year due to fluctuations in local transportation and lodging costs. For budgetary purposes we generally estimate \$2000 per day of testing (for 7.5 total days).

\*\*Costs will be omitted for any work or tasks not actually performed during a given testing cycle.



**Table 2: Fee Table  
Promotional Examination Services  
(Year 2)**

Exam Component	Hourly Rate	Estimated Total Hours	Estimated Costs *	Total Component Cost
Project Planning and Job Analysis Review	150.00	80		12,000.00
Development and Administration of Written Examinations	150.00	80		12,000.00
Development and Administration of Assessment Processes	150.00	160		24,000.00
Development and Administration of Driver/Engineer Performance Exam	150.00	100		15,000.00
Assessor Expenses			15,000.00	15,000.00*

<b>Total Cost</b>
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<b>\$ 78,000.00</b>
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As is our practice, JCA will provide on-going formal and informal updates as needed during each testing process. The following sample schedule represents a typical timeline associated with exam development projects of this nature:

Project Milestone	Target Date
<ul style="list-style-type: none"> <li>Meet with City and/or RFD representatives to finalize project timelines and expectations, review job analysis information, and discuss exam content.</li> </ul>	Project week 1
<ul style="list-style-type: none"> <li>Develop written exams and assessment exercises.</li> </ul>	Project weeks 2 - 9
<ul style="list-style-type: none"> <li>Finalize written exams and assessment exercises.</li> <li>Conduct candidate orientation(s).</li> </ul>	Project weeks 10 - 11
<ul style="list-style-type: none"> <li>Administer written exams and assessment processes.</li> <li>Provide exam results.</li> </ul>	Project week 12
<ul style="list-style-type: none"> <li>Provide written and/or in-person candidate feedback.</li> </ul>	Project weeks 18 - 20

## ***PROJECT TEAM***

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The team that we have assembled to support Mr. Gruver has over 90 years of combined public safety assessment and testing experience and possesses significant industry knowledge of the fire service. Our key staff dedicated to this project will include:

### **Jack Clancy** **Technical Director**

For over 50 years, Jack Clancy has specialized in designing and conducting assessment procedures for the public sector. His experience has been in the area of personnel assessment and development for professional-level and general supervisory/management positions. Specialty practice areas include job analysis, assessment centers, executive selection, validation research, and management coaching. Mr. Clancy has a Master of Science degree in Industrial/Organizational Psychology and designed his first assessment center in the 1970s. He is a member of numerous professional organizations and was a member of the international task force that drafted the 1989 *Guidelines and Ethical Considerations for Assessment Center Operations*.

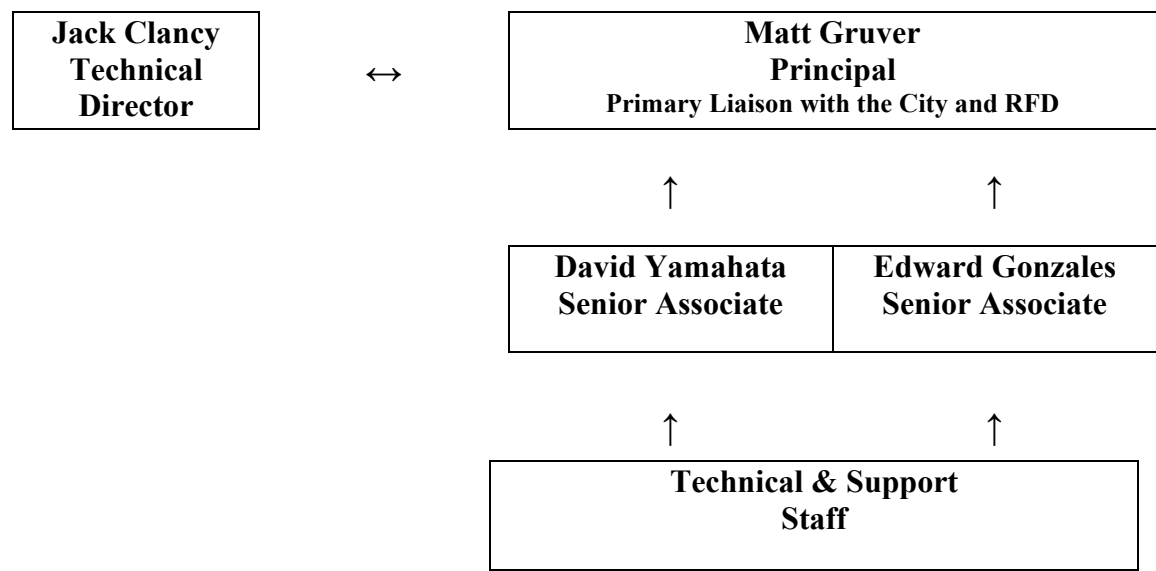
### **David Yamahata** **Senior Associate**

Before joining JCA, Deputy Chief Yamahata spent 36 ½ years in the California fire service. He began his career in the early 1970's as a firefighter with the Los Angeles Fire Department and promoted up through the ranks, retiring in 2013 as LAFD's Chief Deputy of Emergency Operations and second in command. Over his long and decorated career Deputy Chief Yamahata held numerous assignments in both fire operations and administration. Since his retirement, he has spent a considerable amount of time working with Mr. Gruver and Mr. Clancy to refine JCA's approach to evaluating fire tactics and strategy in line with the constantly evolving nature of the fire service.

### **Edward Gonzales** **Senior Associate**

Before joining Jack Clancy Associates, Assistant Chief Gonzales spent 29 years in the California fire service. He began his career as a firefighter in the early 1990s and promoted up through the ranks with Contra Costa County Fire, retiring in 2018 as the district's Operations Chief. Over his long and decorated career, Assistant Chief Gonzales held numerous assignments throughout ConFire and trained many of the command personnel who currently lead the organization today. Since his retirement from active service, he too has spent a considerable amount of time working with Mr. Gruver to refine JCA's approach to evaluating fire tactics and strategy in line with the constantly evolving nature of the fire service.

The table below represents the lines of authority and operation for JCA’s project team. Matt Gruver will serve as JCA’s project manager and the primary liaison with the City and the RFD. He will work closely with the RFD’s Training Chief to ensure that all exams adhere to the City’s Personnel Rules, Regulations, and Civil Service Requirements.



**Client Engagement Philosophy**

In addition to our extensive testing and assessment experience, JCA also incorporates its client engagement philosophy into each project. The philosophy relies upon the following principles that we use to develop long-term client relationships that last beyond a single exam cycle:

- **Commitment to Quality**  
JCA ensures that each client engagement meets all legal and professional guidelines and the scientific rigors of testing, but, most importantly, exceeds the quality expected from our clients. JCA ensures that all services are customized to the client and align with the mission and core values of the organization.
- **Consistency in Communication**  
JCA provides a dedicated team for each project to maintain consistent communication and to avoid a “relearning” of information. From project inception through conclusion, our clients can expect to be able to reach the assigned project manager at any point during the process and through multiple means of communication.
- **Dedication to Stakeholders**  
While we aim to exceed the expectations of our clients, we also want candidates to believe they have been treated fairly and provided with a process that closely resembles the experiences they may encounter upon promotion. In addition, when we leave a client engagement, we want to feel confident that taxpayer dollars were used to leave a community in a better state than they were before.

## ***REFERENCES***

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Jack Clancy Associates specializes in the development and administration of small and large-scale public safety assessment processes. We provide a variety of testing instruments and have worked with the City and the Redmond Fire Department on numerous occasions in recent years. Below are a small sample of current clients for which we have recently designed, developed, and administered fire promotional examinations of similar complexity, any of which would be happy to share information on the services provided:

<p>Sacramento Metropolitan Fire  Melisa Maddux, HR Manager  10545 Armstrong Avenue #200  Mather, CA 95655  (916) 859-4533  Designed, developed, and administered promotional exams for Battalion Chief, Captain, Engineer, Deputy Fire Marshal, and Supervising Fire Inspector and Investigator.</p>
<p>Reno Fire Department  Barbara Ackermann, Chief Examiner  1 E. First Street, 5<sup>th</sup> Fl  Reno, NV 89501  (775) 225-7106  Designed, developed, and administered promotional exams for Battalion Chief, Captain, and Fire Marshal.</p>
<p>Contra Costa County Fire  Mike Quesada, Assistant Chief  4005 Port Chicago Highway  Concord, CA 94520  (925) 628-2907  Designed, developed, and administered promotional exams for Battalion Chief, Captain, Engineer, and Fire Prevention Captain.</p>
<p>Colorado Springs Fire Department  Amy Smith, Senior HR Analyst  375 Printers Parkway  Colorado Springs, CO 80910  (719) 385-7244  Designed, developed, and administered promotional exams for Battalion Chief, Captain, Lieutenant, and Driver/Operator.</p>
<p>Redmond Fire Department  Sarah Howland, Operations Manager  8450 161<sup>st</sup> Avenue NE  Redmond, WA 98052  (206) 399-4792  Designed, developed, and administered promotional exams for Battalion Chief, Captain, Lieutenant, Driver/Operator, MSA and MSO.</p>

## ***REQUIRED STATEMENTS***

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JCA will obtain a new Redmond business license and comply with the City's insurance requirements as in past projects.

Once submitted, this proposal will remain in effect for 180 days.

**EXHIBIT \_\_\_\_\_**  
**INSURANCE ADDENDUM**

THIS ADDENDUM modifies the provisions of the (check one):        General Services Agreement,        Non-Public Work Consultant Agreement,        Instructional Services Agreement,        Social/Community Services Agreement,        Short Term Facility Agreement,        Fixed Asset Loan Agreement,        Three Party Consultant Agreement (hereinafter "the Agreement") or        Public Work Consultant Agreement entered into between the parties on \_\_\_\_\_, \_\_\_\_\_.

THE UNDERSIGNED PARTIES agree to modify paragraph 8 (if a General Services Agreement), 9 (if Non-Public Work Consultant Agreement), 7 (if Instructional Services Agreement), 6 (if Social/Community Services Agreement), 9 (if Short Term Facility Agreement), 5 (if Fixed Asset Loan Agreement), 10 (if a Three Party Consultant Agreement) or 8 (if Public Work Consultant Agreement) as follows (check all applicable items):

- The general public liability and property damage insurance limit is increased/reduced to \$ \_\_\_\_\_ (insert amount).
- The professional liability insurance amount is increased/reduced to \$ \_\_\_\_\_ (insert amount). This item relates to Consultant and Three Party Consultant Agreements only.
- The professional liability insurance requirement is eliminated. This item relates to Consultant and Three Party Consultant Agreements only.
- The insurance provisions are otherwise modified as follows:  
\_\_\_\_\_  
\_\_\_\_\_

Except as expressly modified above, all insurance-related terms and conditions of the Agreement will remain unchanged and in full force and effect. The City has made no recommendation to the contractor/consultant as to the insurance necessary to protect the contractor/consultant's interests and any decision by the contractor/consultant to carry or not carry insurance amounts or coverage in excess of the above is solely that of the contractor/ consultant.

DATED \_\_\_\_\_, \_\_\_\_\_.

CITY OF REDMOND

CONTRACTOR/CONSULTANT

\_\_\_\_\_  
MAYOR ANGELA BIRNEY

\_\_\_\_\_  
By: \_\_\_\_\_  
Title: \_\_\_\_\_

ATTEST/AUTHENTICATED:

\_\_\_\_\_  
APPLICANT (IF THREE PARTY  
CONSULTANT AGREEMENT

\_\_\_\_\_  
CITY CLERK, CITY OF REDMOND

\_\_\_\_\_  
By: \_\_\_\_\_  
Title: \_\_\_\_\_

APPROVED AS TO FORM:

\_\_\_\_\_  
OFFICE OF THE CITY ATTORNEY

APPROVED:

\_\_\_\_\_  
RISK MANAGER, CITY OF REDMOND

**2024 - 2025 Fire Department Promotional Examinations**  
**Exhibit C – Option for Renewal**

The City intends to enter into an initial two-year agreement, with two (2) optional one-year renewal terms, for a potential maximum total term of four (4) years, provided that 1) Consultant is in compliance with the terms and conditions of the contract and, 2) that the annual payment is cost-effective as determined by the City, and 3) that sufficient funds have been appropriated by the City. The City reserves the right to cancel this contract at any time, upon thirty (30) days' written notice to Consultant.

Should the City exercise a renewal option, the City and Consultant may discuss any necessary changes to services and will confirm price/rates prior to each renewal. Consultant shall notify the City in writing at least thirty (30) days prior to any proposed price adjustment. Acceptance of such a request will be at the sole discretion of the City.