

THE CITY OF NEW HAVEN

BUREAU OF PURCHASES

200 Orange Street

New Haven, Connecticut 06510
(203) 946-8201 - FAX (203) 946-8206

Toni N. Harp
Mayor



Michael V. Fumiatti
Purchasing Agent

REQUEST FOR PROPOSALS

The City of New Haven is accepting Proposals for the following:

Psychological Testing of Police Recruits– 2018-01-1206

Proposals must be submitted in the form and manner specified in the request. Forms and specifications may be obtained from the Bureau of Purchases, website: www.cityofnewhaven.com/purchasingbureau.

Hardcopy submission: One (1) Original and one CD or Thumb Drive containing the complete proposal.

Electronic submission is submitted through your login on our website:

www.cityofnewhaven.com/purchasingbureau/CheckSubmissionIP.asp

THE BUREAU OF PURCHASES
200 ORANGE STREET, ROOM 301
NEW HAVEN, CT 06510

**RFP's will be accepted until 11:00 AM EST on, January 30, 2018
at which time all respondents will be publicly identified and read aloud.**

Submitted by:

Behavioral Health Consultants, LLC

Company Name

3018 Dixwell Ave

Street Address

Hamden, CT 06518

City, State & Zip Code

Dr. Mark J. Kirschner

Contact

MJKIRSCHNER@BHCSERVICES.COM

Email

(203) 288-3554

Telephone #

(203) 281-0235

Fax #

STATEMENT OF QUALIFICATIONS

All questions must be answered and the data given must be clear and comprehensive. The contractor/vendor may submit any additional information he/she desires.

1. *Name of Vendor/Contractor*

Behavioral Health Consultants, LLC

2. *Permanent main office address*

3018 Dixwell Ave
Hamden, CT, 06518

3. *Contact Information: Phone, Fax, E-mail,*

Dr. Mark Kirschner
(203) 288-3554 x13 (Office)
(203) 281-0235 (Fax)
(203) 530-4462 (Cell)
mjkirschner@bhcservices.com

4. *When organized*

Behavioral Health Consultants, LLC is a limited liability corporation/partnership that was incorporated in the State of Connecticut in December, 1999 and has been in operation since January 2000.

Behavioral Health Consultants, LLC is privately held. The principles of BHC are Arnold Holzman, Ph.D., ABPP, Mark Kirschner, Ph.D., ABPP, Georgann Witte, Ph.D. and James Rascati, LCSW.

5. *State of Connecticut CONCORD registration number*

#8755183000

6. *Legal form of ownership. If a corporation, where incorporated.*

Behavioral Health Consultants, LLC is a limited liability corporation/partnership that was incorporated in the State of Connecticut in December, 1999 and has been in operation since January 2000.

Behavioral Health Consultants, LLC is privately held. The principles of BHC are Arnold Holzman, Ph.D.,ABPP, Mark Kirschner, Ph.D.,ABPP, Georgann Witte, Ph.D. and James Rascati, LCSW.

7. *How many years have you been engaged in services, under your present name?*

18

8. *Experience in work similar in scope of services and in importance to this solicitation opportunity.*

BHC currently provides pre-employment psychological evaluation services to 59 police departments throughout the State of CT. All services are provided on an as-needed basis and as such there are no formal service contracts or specific fee contracts. Contacts within each department can vary from the Chief, training director, human resources contact or civil service commissioner. Specific references for contact about our current provision of pre-employment psychological evaluations services have been provided in Appendix A. Additional references can be made available upon request.

The following is a list of the current law enforcement departments for whom we provide pre-employment services:

Ansonia Police Department
Berlin Police Department
Bethel Police Department
Bloomfield Police Department
Branford Police Department
Bridgeport Police Department
Bristol Police Department
Brookfield Police Department
Clinton Police Department
Cornwall Police Department
Coventry Police Department
Derby Police Department
East Hartford Police Department
East Haven Police Department
Easton Police Department
Essex Police Department
Fairfield Police Department
Greenwich Police Department
Groton City Police Department
Guilford Police Department
Hamden Police Department
Killingly Police Department
Manchester Police Department
Middlebury Police Department
Middletown Police Department
Monroe Police Department
Naugatuck Police Department
New Britain Police Department

New Canaan Police Department
Newington Police Department
New London Police Department
New Milford Police Department
Newtown Police Department
North Branford Police Department
North Haven Police Department
Norwalk Police Department
Norwich Police Department
Oxford Police Department
Plymouth Police Department
Redding Police Department
Ridgefield Police Department
SCSU Police Departments.
Seymour Police Department
Shelton Police Department
South Windsor Police Department
Stamford Police Department
Stratford Police Department
Trumbull Police Department
UCONN Health Center Police Department
Waterbury Police Department
WCSU Police Department
West Hartford Police Department
West Haven Police Department
Weston Police Department
Westport Police Department
Wilton Police Department
Winchester Police Department
Vernon Police Department
Yale University Police Department

In addition to the above departments, BHC had provided pre-employment psychological evaluations for the New Haven Police Department from 2008-2017.

9. *Have you ever failed to complete any work awarded to you? If so, where and why?*

NO

10. *Have you ever defaulted on a contract? If so, where and why?*

NO

11. *Describe any pending litigation or other factors, which could affect your organization's ability to perform this agreement*

NONE

12. Names, titles, reporting relationships, and background and experience of the principal members of your organization, including the officers. Indicate which individuals are authorized to bind the organization in negotiations with the City of New Haven

Arnold Holzman, Ph.D., ABPP (Authorized)
Managing Partner
Board Certified in Clinical Psychology

Dr. Holzman received his Ph.D. in 1981 from the State University of New York at Binghamton. Dr. Holzman maintains a general practice with specialization in the treatment of emotional disorders, disability due to injury, stress mediated medical disorders and workplace issues.

Dr. Holzman has extensive experience providing organizational development training and consultation, including executive coaching, team building, pre-employment and fitness for duty evaluations. He has conducted pre-employment psychological evaluations of public safety candidates for over 20 years.

Dr. Holzman has published numerous professional articles, articles for the lay public, and a book on psychological management of chronic pain. Dr. Holzman served as a clinical docent (supervisor) for the Yale University Department of Psychology. Dr. Holzman is a member of the American Psychological Association, the Connecticut Psychological Association, and the Association for Behavioral and Cognitive Therapy. Dr. Holzman is active in various community organizations throughout Connecticut.

Mark J. Kirschner, Ph.D., ABPP (Authorized)
Chief Administrative Officer
Board Certified in Police and Public Safety Psychology

Dr. Kirschner received his Ph.D. in 1990 from Ohio University. Dr. Kirschner maintains a general practice with specialization in the assessment and treatment of elderly patients, children and adolescents. He also has specialization in the treatment of anxiety, OCD, sexual dysfunction, stress-related medical disorders, ADHD and child behavior problems. In addition to a general practice, Dr. Kirschner currently works with over 70 law enforcement and public safety agencies, providing the gamut of services including pre-employment psychological evaluations, fitness-for-duty evaluations, Employee Assistance Programs, organizational consultation and development, critical incident debriefing, peer-support team development and consultation, conflict mediation, SWAT/Crisis negotiation team consultation, and training. Dr. Kirschner is Board Certified in Police and Public Safety Psychology by the American Board of Professional Psychology and is currently the only psychologist in the State of Connecticut to have achieved this distinction.

Dr. Kirschner holds a gubernatorial appointment as the psychologist representative to the State of CT's Psychiatric Security Review Board. He is also an instructor at the New

Haven, Milford and Bridgeport Police Department Academies, and is certified by the Connecticut POST Council to provide training.

Dr. Kirschner is a member of the Police Psychological Services Section of the International Association of Chiefs of Police and currently serves as chair of the section. He is also a member of the Society of Police and Criminal Psychology, the Psychologist's in Public Service Division of the American Psychological Association, the Connecticut Psychological Association, the American College of Forensic Examiners. Dr. Kirschner is listed on the National Register of Health Service Providers in Psychology.

**James Rascati, LCSW (Authorized)
Director of Organizational Services**

Mr. Rascati is the Director of Organizational Services for BHC. Mr. Rascati received his M.S.W. from Fordham University in 1981 and his BA in Psychology from Southern Connecticut State College in 1972. He brings decades of experience in behavioral health, employee assistance program management, organizational development, training and consultation services. He is responsible for the administrative, account management, clinical, organizational development consultation and training needs for over 100 organizations serving over 50,000 lives. He currently works with 48 law enforcement agencies throughout the State of Connecticut.

Mr. Rascati has developed an expertise in working within the subculture of the law enforcement community. In addition to his clinical and teaching responsibilities he has developed Police Peer Support teams for thirty law enforcement agencies in Connecticut. He is also a certified instructor for the State of Connecticut Police Officer Standards and Training Council.

Mr. Rascati also maintains an appointment as a Clinical Instructor in Psychiatry (Social Work) at the Yale University School of Medicine, Department of Psychiatry.

**Georgann Witte, Ph.D. (Authorized)
Clinical Director**

Dr. Witte received her Ph.D. in 1987 from Ohio University. Dr. Witte maintains a general practice with specialization in the assessment and treatment of adults. Her clinical specialties include anxiety, depression and substance abuse disorders. Dr. Witte has participated in various research projects at Yale University School of Medicine concerning substance abuse treatment. She furthermore has extensive specialty training in Cognitive Therapy. Dr. Witte is federally certified as a Substance Abuse Professional and conducts SAP evaluations on public safety individuals as well as the general public. She is a member of the American Psychological Association and the CT Psychological Association.

13. *Name, title, address and telephone number of the individual to whom all inquiries about this Proposal should be addressed.*

Dr. Mark Kirschner
Partner/ Chief Administrative Officer
Behavioral Health Consultants, LLC
3018 Dixwell Ave
Hamden, CT 06518
(203) 288-3554 x13 (Office)
(203) 281-0235 (Fax)
(203) 530-4462 (Cell)
mjkirschner@bhcservices.com

14. *Will you upon request, fill out a detailed financial statement and furnish any other information or sign a release that may be required by the City of New Haven?*

YES

15. *Tax Identification number(s)*

TX ID#06-1563820

16. *Addendum acknowledgement Indicate Yes or None. In the event that you indicate "none" and there have been addendum issued, you are still responsible for the addendum content. See section **Interpretation of Addenda** for details*

YES

REQUESTED INFORMATION

1. *How many years have you been engaged in providing psychological assessment services? For law enforcement?*

Dr. Mark Kirschner and Dr. Arnold Holzman are the clinicians who provide the assessment services for BHC. They have both been in practice in the greater New Haven area for over 27 years. They both use various forms of psychological assessment extensively in their current practices for pre-employment screenings, general clinical assessment, the evaluation of pain syndromes and neuropsychological assessment.

Drs. Kirschner and Holzman have been providing pre-employment psychological assessment services for law enforcement for over 20 years.

2. *Experience in work similar in scope of service?*

Behavioral Health Consultants, LLC has been providing pre-employment psychological services for public safety positions for over 20 years. In addition to law enforcement, evaluations, evaluations have been conducted on firefighters, college security guards, emergency dispatchers, park rangers, security guards, detention attendants, special investigators and school crossing guards. We currently provide pre-employment assessment services for 70 municipalities, agencies, universities and departments.

In addition to the above, Dr. Kirschner is contracted with the Drug Enforcement Administration to provide pre-employment psychological evaluations for DEA agents and with Amtrak to provide pre-employment psychological evaluations for Amtrak police officers

3. *Using a 10 year frame describe your experience working in the law enforcement field?*

Over the past 10 years, Behavioral Health Consultants, LLC has had extensive experience working within the law enforcement field. We currently consult and provide various services to over 70 law enforcement and public safety departments within the state of Connecticut, as well as serving as a sub-contractor for pre-employment services for several nationally held accounts. These services include pre-employment psychological evaluations, fitness for duty evaluations, treatment of individuals and their families, Employee Assistance Program administration, training, organizational/management consultation, critical incident interventions, consultation to SWAT/CNT teams and Peer Support Team development, training and consultation.

Dr. Kirschner and Mr. Rascati are frequently called upon to provide training to officers and departments. They are POST certified to provide training to officers in the areas of stress management, PTSD, suicide and depression, substance abuse, supervisor-subordinate relationships, and diversity/cultural competency. They provide ongoing recertification training as well as training the New Haven, Bridgeport and Milford Police Academies. In addition to direct training to departments, Dr. Kirschner and Mr. Rascati

have been called upon nationally to speak on topics related to law enforcement, with venues such as the CT Police Chief's Association (CPCA), the International Association of Chiefs of Police (IACP), AFSME, the CT Law Officer Memorial Foundation, the American Psychological Association, and the Los Angeles Police Department.

Within the past 10 years, BHC has been called upon to work with and support law enforcement in the aftermath of the two major mass casualty events within the State, namely Hartford Distributors and the Sandy Hook tragedies. BHC has been instrumental in helping the individual officers as well as the departments to recover from these traumatic events. Dr. Kirschner and Mr. Rascati have given talks to law enforcement as well as the public on resiliency and recovery from a mass casualty situation. Mr. Rascati was part of a collaborative group, sponsored by the NAMI/COPS Office that developed a guidebook for police departments entitled "Preparing for the Unimaginable: How Chiefs Can Safeguard Officer Mental Health Before and After Mass Casualty Events".

BHC has worked directly with the New Haven Police Department over the past 10 years providing the full range of services noted above. We were instrumental in developing the New Haven Peer Support Team in 2005 and have seen the team grow to over 45 members. This program has since expanded to other departments that we work with in the State to now include 180 officers from 30 different departments. We have consulted with the department to develop various protocols, including response to officer involved shootings. BHC over the past 10 years has responded to over 115 critical incidents involving the NHPD, including line-of-duty deaths, officer involved shootings, horrific accidents and officer suicides. In December 2006, both Dr. Kirschner and Mr. Rascati were recognized by the NHPD with an Award for Outstanding Contribution to the department.

In addition to working within law enforcement within the State of CT, Dr. Kirschner has been very involved with law enforcement on a national level. He has been very active in the International Association of Chiefs of Police (IACP), serving on multiple committees including those responsible for developing the current IACP guidelines on pre-employment psychological evaluations, fitness-for-duty evaluations, and officer-involved shootings. He currently serves as chair of the Police Psychological Services Section (PPSS) within IACP, serving as a resource to other police psychologists as well as to police chiefs internationally. He recently was involved in creating a diversity committee within the PPSS, tasked with looking at the issues of diversity and cultural competency as they impact on psychologists working across the four domains of service to law enforcement: assessment, intervention, operations and consultation.

In 2013, Dr. Kirschner became Board Certified in Police and Public Safety Psychology by the American Board of Professional Psychology. Board certification connotes special competency in a specific area, as established by an extensive sequence of formal education, training and experience. Less than 5% of all psychologists across the country achieve ABPP certification and Dr. Kirschner is the **only psychologist in Connecticut** to be a board-certified specialist in Police and Public Safety Psychology and one of only 80 internationally. Through continuing education and ongoing participation in national

professional organizations, Dr. Kirschner remains at the forefront of current trends, literature and research on police psychology and provides guidance to BHC as a whole in terms of its programs and practices.

4. *New Haven is a community policing city. Explain your concept of community policing and how it will pertain to your assessment selection and screening process of police recruits.*

The Department of Justice/COPS defines community policing as follows: “a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder and fear of crime.”

There are three key components in community policing: Community Partnerships, Organizational Transformation and Problem Solving. These three components require certain critical qualities in police officers tasked with the job of community policing. These include effective interpersonal skills, awareness of differing perspectives, understanding those differing perspectives when dealing with others on a one to one basis and successfully relating to others in both non-emotional and emotionally evocative situations. Our selection protocol as described elsewhere addresses the qualities noted above by assessing different aspects of personality and behavioral functioning as they relate to community policing. For example, some of the specific qualities which are measured objectively in our assessment procedure are Social Responsibility, Tolerance, Self-Control, and Adaptability/Flexibility.

The City of New Haven has 10 different police districts that officers are assigned to. It is the expectation of officers that they get to know the district residents as well as have the community be familiar with them as the officers who serve their neighborhood. It is the expectation that trust and mutual respect will develop between the residents and the officers, the true essence of what community policing is all about.

Part of our evaluation process explores a candidate’s understanding of community policing as well as their experience in dealing with different gender and ethnic groups. Cultural sensitivity and tolerance are critical essential functions of a police officer which are measured as part of our evaluation process.

5. *Submit a psychological test battery for a law enforcement candidates based on new data and assessments available in the competitive field of psychology. Submit corresponding sample written report.*

Behavioral Health Consultants follows the guidelines set forth by IACP and utilizes a standardized testing protocol for post-offer pre-employment psychological evaluations that is supported by an extensive research base. All included test measures are selected with regard to the measure’s ability to provide information relevant to the suitability and stability of candidates. The evaluation differs from a general clinical psychological evaluation in that all components of the evaluation relate to the essential job functions and

business necessity as outlined under the Americans with Disabilities Act of 1990 and the ADA Amendments Act of 2008 (Public Law 110-325, ADAAA).

All evaluations are conducted in a fair and unbiased manner regardless of the candidate's specific background. Fully informed consent is obtained prior to the commencement of each evaluation. Consistent with EEOC guidelines, all candidates are given the same standardized evaluation and complete the same evaluation process.

The goal of the pre-employment psychological evaluations is to identify if the candidate is free from any emotional or mental condition that might adversely affect the candidate's ability to perform the duties associated with a public safety position, to otherwise ensure that the candidate is capable of withstanding the psychological demands of the position, and to determine if the candidate is psychologically suited for the job.

Behavioral Health Consultants maintains an objective abilities based approach to pre-employment psychological evaluations for public safety employees. For law enforcement candidates, our final reports contain twelve distinct job-related dimensions on which candidates are rated. These dimensions were adopted from California's Commission on Peace Officer Standards and Training (POST) which includes the following domains: Emotional Regulation/Stress Tolerance, Excessive Risk Taking Behavior, Impulse Control/Attention to Safety, Assertiveness/Persuasiveness, Social Competence, Teamwork, Decision Making/Judgment, Adaptability/Flexibility, Conscientiousness/Dependability, Integrity/Ethics, Problem-Solving/Learning and Communication Skills. As Connecticut does not have specific statutory guidelines for conducting this type of evaluation, California's very well researched POST Commission's dimensions are used as the anchor for all ratings of candidates by Behavioral Health Consultants. The identified attributes were developed following an extensive job analysis. Examples of specific positive and counterproductive behaviors of each dimension can be found on the POST website at <http://www.post.ca.gov/peace-officer-psychological-screening-dimensions.aspx>.

Specific Test Instruments Included in the Post-Offer Pre-Employment Psychological Evaluation Protocol conducted by Behavioral Health Consultants, LLC.

The California Psychological Inventory (CPI)

The CPI is a self-report questionnaire designed to measure normal-range human behavior. It consists of 434 true/false items representing concepts -- such as Tolerance, Responsibility, Integrity, Empathy, and Self-Control -- that are commonly used to describe and understand human behavior. The CPI Police and Public Safety Screening Report (PPSSR), created by Law Enforcement Psychological Services (LEPS), is a specialized report designed for use by licensed psychologists in conducting psychological evaluations of candidates for police and other public safety positions. The principal purpose of the report is to help the evaluator assess the psychological suitability of the candidate to perform the functions required by the job.

This screening report, which is based on a normative sample of more than 50,000 public safety job applicants, supplements the basic CPI instrument and offers risk statements that estimate the likelihood that a candidate will demonstrate specific selection relevant problems, be rated by experienced psychologists as poorly suited, or be involuntarily separated from employment. The CPI also provides norms for public safety job incumbents, which allow the candidate's test scores to be compared to those of candidates who were subsequently hired and successfully held the job that the candidate is applying for. In addition to these norms, there are specific norms available to compare the applicant against other applicants with the same gender and ethnicity. One of the most predictive scales used on the CPI measures Tolerance or an individual's ability to accept differing viewpoints and as well as tolerance and acceptance of others in general.

The screening report also offers a list of individual "selection-relevant" CPI items endorsed by the candidate, indicating responses identified by a panel of expert psychologists, and by a research study on officer performance, that may be indicators of possible job performance problems.

The CPI is the mostly widely used measure of normal personality/ emotional suitability in the field of pre-employment assessment of public safety candidates.

The Personality Assessment Inventory (PAI)

The PAI is a self-report questionnaire designed to evaluate personality and psychopathology. It consists of 344 items that are answered on a four-alternative scale, with response options *False, Slightly True, Mainly True, and Very True*. The PAI Police and Public Safety Screening Report, also created by LEPS, is a specialized report designed to be used by licensed psychologists in conducting psychological evaluations of candidates for police and other public safety positions. The principal purpose of the report is to help the evaluator assess the emotional stability of the applicant, in order to screen out candidates who display job-relevant psychopathology.

This screening report, which is based on a normative sample of more than 18,000 public safety job applicants, supplements the basic PAI report with a number of innovative features designed specifically to help make employment screening decisions in the public safety field. These features -- which are similar to the features of the CPI Police and Public Safety Report -- include risk statements that estimate the likelihood that the candidate will demonstrate specific selection relevant problems, be rated by experienced psychologists as poorly suited, or be involuntary separated from employment. It also allows for a comparison to norms for public safety job incumbents who were subsequently hired and successfully held the job for which the candidate is applying.

The PAI is the second mostly widely used measure of normal personality/ emotional suitability in the field of pre-employment assessment of public safety candidates.

The Psychological History Questionnaire (PsyQ)

The Psychological History Questionnaire (PsyQ), created by Johnson, Roberts, and Associates, is a self-report questionnaire that provides life history information pertinent to

the evaluation of candidates for public safety positions. This information is intended to determine the extent to which the findings from psychological testing are corroborated by actual behavior. The PsyQ contains 340 questions on 14 topic areas (Education, Employment, Military Experience, Law Enforcement Experience, Driving Record, Financial History, Legal History, Substance Use, General Information, Developmental History, Adult Relationships, Parental Responsibilities, Psychological Treatment and Evaluation History, and Job Relevant Sexual History).

The PsyQ report summarizes the information from the questionnaire in terms of "critical" and "serious" admissions in order to highlight major problems in a candidate's background as well as the frequency that these responses are reported in the normative base which is then used as a guide in conducting an interview with the candidate.

Writing Sample

A writing sample is obtained to better assess the candidate's ability to write clearly and effectively with concise language while still being able to convey a point utilizing proper punctuation and grammar.

Structured Interview

Although much can be deduced from written test questionnaires, a comprehensive examination approach is required during the pre-employment psychological screening which should also include a review of a candidate's background history, referral information, behavioral observations, and a structured interview, in addition to the test data. The structured interview covers generally accepted life areas that have been found to have relevance to public safety employment, and also includes a review of mental health and substance abuse history. The interview is an opportunity to expand on any issues raised in the background investigation, on the PSYQ as well as in the psychological testing. Final written reports will reflect an integrated approach that leads to the determination whether a candidate meets the minimum qualifications to safely and effectively perform the identified job functions.

All of the objective testing instruments noted above have been shown to not demonstrate any adverse impact against minorities and other protected groups. In fact, unlike other measures available in the public domain, the normative samples for the PPSSR on the CPI and PAI included a high number of minority applicants. In addition, the same protocol utilized by BHC is used for pre-employment evaluations in large municipalities with high minority populations, such as Atlanta, Chicago, Washington D.C., and San Francisco. It is noted that there are a high number of minorities represented in these police departments (e.g. Atlanta 72%; Chicago 48%) and these testing instruments have shown no adverse impact in their hiring processes.

BHC does not use a measure of cognitive abilities in its assessment protocol because these measures have been shown to demonstrate adverse impact against minorities.

Please see Appendix B for redacted three (3) samples of actual pre-employment psychological evaluations which have recently been completed.; 1 Qualified and 2 Non-Qualified.

6. *Provide documentation that supports the capacity for objective clinical judgment based on an oral interview with the police candidates.*

There is no specific documentation that can attest to an individual's capacity for objectivity or freedom from bias. Psychologists, in general, go through years of supervised training designed to develop their skills in interviewing and clinical reasoning. While it is understood that everyone is subject to some level of bias, albeit implicit, psychologists are trained to become aware of any such biases so as to mitigate against their having any influence on their clinical judgement. In addition, psychologists are bound by the Ethical Principles put out by the American Psychological Association. Specifically, Principle E: Respect for People's Rights and Dignity speaks to this issue:

Psychologists respect the dignity and worth of all people, and the rights of individuals to privacy, confidentiality, and self-determination. Psychologists are aware that special safeguards may be necessary to protect the rights and welfare of persons or communities whose vulnerabilities impair autonomous decision making. Psychologists are aware of and respect cultural, individual, and role differences, including those based on age, gender, gender identity, race, ethnicity, culture, national origin, religion, sexual orientation, disability, language, and socioeconomic status, and consider these factors when working with members of such groups. Psychologists try to eliminate the effect on their work of biases based on those factors, and they do not knowingly participate in or condone activities of others based upon such prejudices.

In addition to the above, BHC utilizes a semi-structured interview as part of their pre-employment evaluation process. The oral interview reviews the information gathered through the testing process and provides an opportunity for the candidate to clarify any issues which are identified as potentially problematic. In this way, the candidate is given an opportunity to provide explanation to answers in a dynamic fashion, rather than merely relying on the static results of the psychometric testing. The interview will also evaluate a candidate's knowledge and understanding of a law enforcement career, the candidate's ability to handle stress, the candidate's views on community policing and the candidate's history of interaction with others of different sex/ethnic groups.

7. *Provide a systemic written procedure for the candidate referrals process and each step of the psychological evaluation process. In addition, how such data will be accessible to the Chief of Police and Board of Police Commissioner, both quantitatively and qualitatively.*

BHC follows the IACP Guidelines for the provision of pre-employment psychological evaluations, which outline the procedure by which evaluations should be conducted. The following protocol is therefore recommended for the provision of evaluation services to the NHPD:

a) The NHPD will refer candidates to BHC for evaluation after completion of their background and polygraph evaluations. Research studies have shown that the vast majority of candidates will be disqualified from the employment process on the basis of these examinations; as such, the pre-employment psychological evaluation process should be reserved for only those candidates who have “passed” these processes. Appointments for evaluation will be coordinated between BHC and the identified NHPD representative.

b) The NHPD will notify the candidate of the date, time and location of the psychological evaluation. Evaluations will be conducted at a BHC office in either Hamden or Guilford, CT.

c) At the beginning of the testing process, candidates will be asked to read and sign a consent for evaluation form as well as a release of information form. These forms outline the nature and objective of the pre-employment evaluation, recipients of the final report, a statement that the NHPD is the client and owner of the final report, the probable uses of the evaluation and the limits of confidentiality.

d) The candidate will complete all the psychometric testing (PSYQ, CPI, PAI, Writing Sample) in a proctored environment. A dictionary will be provided in the room so that candidates have the opportunity to look up any words which are not understood.

e) All objective testing will be scored by BHC staff utilizing updated and currently available scoring software. The testing results will be available for review by Drs. Kirschner and Holzman prior to conducting the oral interview.

f) All candidates will undergo a comprehensive semi-structured interview as outlined in the previous question.

g) The psychologist will assimilate all sources of data available to him and make an assessment of the candidate’s emotional suitability and stability to perform the essential functions of a police officer.

h) The psychologist will complete a written report which will summarize the findings and offer a final rating. Verbal feedback about the result of the evaluation are provided to the identified department representative and the complete written report is provided within 5 days of the date of the evaluation.

Evaluation outcomes will be monitored on a regular basis. Current research in the field of assessment in police psychology has determined that 15-20% of all candidates who undergo a pre-employment psychological evaluation consistent with the IACP guidelines will be found "Not Qualified." BHC will compare their outcome data to national standards as well as evaluate for any adverse impact in the process. Data can be made available to the department as requested, which can outline the number of candidates assessed and the number who were considered as Qualified or Not Qualified. This report can be broken down by age, gender and ethnic group.

BHC will be available to consult with the Chief, the Board of Commissioners, and/or any representatives of the public to review the data, answer any questions about the evaluation process, or answer questions about the results of a specific candidate.

8. *How will you evaluate and justify your candidate selection? Must be able to justify candidate selection in written reports available to Chief of Police and Board of Police Commissioners.*

Behavioral Health Consultants maintains an objective abilities based approach to pre-employment psychological evaluations for public safety employees. For law enforcement candidates, our final reports contain twelve distinct job-related dimensions on which candidates are rated. These dimensions were adopted from California's Commission on Peace Officer Standards and Training (POST) which includes the following domains: Emotional Regulation/Stress Tolerance, Excessive Risk Taking Behavior, Impulse Control/Attention to Safety, Assertiveness/Persuasiveness, Social Competence, Teamwork, Decision Making/Judgment, Adaptability/Flexibility, Conscientiousness/Dependability, Integrity/Ethics, Problem-Solving/Learning and Communication Skills. As Connecticut does not have specific statutory guidelines for conducting this type of evaluation, California's very well researched POST Commission's dimensions are used as the anchor for all ratings of candidates by Behavioral Health Consultants. The identified attributes were developed following an extensive job analysis. Examples of specific positive and counterproductive behaviors of each dimension can be found on the POST website at <http://www.post.ca.gov/peace-officer-psychological-screening-dimensions.aspx>.

On the basis of an assimilation of all pieces of data available at the time of the evaluation (e.g. interview, testing, background), candidates are given risk ratings (High, Moderate, Low) for job relevant deficiencies in the required psychological competencies noted above. Applicants with a high risk rating on one or more dimensions do not meet standards to perform the essential functions of the position. Applicants with moderate risk ratings on one dimension meet qualification standards but demonstrate an elevated potential for performance problems that may be mitigated through training, supervision and experience. Applicants with multiple moderate risk ratings raise significant concerns for future performance problems and a final determination is based on a summation of the areas of concern.

Candidates are given a rating of “Qualified” or “Not Qualified”. In addition to the final rating, specific concerns are identified and highlighted in the conclusions which can serve as a basis for further investigation by the department in terms of confirmatory or corroborating information which was received as part of the formal background or polygraph procedures. No candidate is considered “Not Qualified” on the basis on any singular piece of information, but rather it is evidence of problematic issues across multiple sources of information (e.g. background plus testing or testing plus interview).

It is noted that candidates are not “selected” as an end product of the pre-employment psychological evaluation. This evaluation should only be considered as one aspect of the hiring process and should be reviewed in consideration with other information available to the department; the ultimate hiring decision is at the discretion of the agency/department.

During the course of providing our evaluation services, Drs. Holzman, Kirschner and all administrative and other professional employees of BHC will always be aware of and strictly adhere to the highest of standards of professional ethics which will include maintaining strict confidentiality of all candidates evaluated. Our standards of confidentiality follow those standards furnished by the American Psychological Association as well as all applicable laws of the State of Connecticut as applied to psychological practice.

9. Describe, in detail, your experience in working with diverse populations and multilingual cultures.

Throughout the time that BHC has been in operation, we have always strived to make our services available to a diverse population. We believe that our success in achieving this is evidenced by our current work providing clinical services to a wide range of populations and ethnic groups. We have decades of experience working with diverse populations and multilingual cultures. We currently provide EAP services to over 100 companies with approximately 50,000 covered lives. Our client companies include municipalities, unions, manufacturing companies, law firm, public health agencies and public safety departments. BHC also provides diversity and cultural sensitivity training for our client agencies as well as the public safety departments that we work with.

BHC has worked with the City of New Haven and the New Haven Board of Education for over 15 years, providing EAP and organizational/consultation services. New Haven is a City comprised of many diverse populations and multilingual groups and we believe that our record of service to the City has been exemplary. In addition to New Haven, we also work with other diverse cities and towns including Bridgeport, Stratford, Stamford, East Haven, Waterbury and New London, just to name a few.

APPENDIX A

References

- 1) David Dunn, Director
Bridgeport Civil Service Commission, Rm 325
45 Lyon Terrace
Bridgeport, CT 06604
(203) 576-7101
Evaluation Services: Police, Fire, Dispatchers
- 2) Chief Chris Edson
Naugatuck Police Department
229 Church Street
Naugatuck, CT 06770
(203) 729-5222
Evaluation Services: Police
- 3) Cherrie Lamb
City of Waterbury Human Resource Director
236 Grand Street
Waterbury, CT 06702
(203) 574-6761
Evaluation Services: Police
- 4) Asst. Chief Steve Waznik
Yale University Police Department
101 Ashmun Street
New Haven, CT 06511
(203) 432-4400
Evaluation Services: Police
- 5) Chief Ed Lennon
East Haven Police Department
471 N High Street
East Haven, CT 06512
(203) 468-3820
Evaluation Services: Police
- 6) Ron Ing
Town of Stratford , Human Service Director
2725 Main Street
Stratford, CT 06615
(203) 385-4007
Evaluation Service: Police, Fire, Dispatch

APPENDIX B

Report Samples

CONFIDENTIAL

PRE-EMPLOYMENT PSYCHOLOGICAL EVALUATION

FOR PROFESSIONAL USE ONLY

November 21, 2017

Name: Yyyyyy *ZZZZZZZZ*
Date of Birth: 00/00/0000
Department: XXXXXXXX Police Department
Evaluation Procedures: Clinical Interview
California Psychological Inventory (CPI)
Personality Assessment Inventory (PAI)
Psychological History Report (PsyQ)
Writing Sample

Reason for Referral:

Mr. Yyyyyy *ZZZZZZZZ* is a 23-year old single male referred for pre-employment psychological evaluation by the Xxxx Xxxxx Police Department to determine his psychological suitability and stability to perform the essential functions of a police officer. The nature and purpose of this post conditional offer psychological evaluation was explained and an informed consent was obtained.

Background Information

Mr. *ZZZZZZZZ* currently lives with his parents. He grew up in an intact family along with a younger sister. He describes a nurturing childhood that was devoid of any developmental stressors, traumas or abuse. He reports good relationships with his family and they are supportive of his career as a police officer.

Mr. *ZZZZZZZZ* reported that he has desired to be a police officer for a while. His grandfather was a CT State trooper. He knew he wanted to be in public service given that his father is a firefighter. Given his academic and internship experiences, he is well aware as to the positive and negative aspects of a career in law enforcement and appears to have given thought to himself within this role.

Educational History:

Mr. *ZZZZZZZZ* has a Bachelor's Degree in Criminal Justice from Michigan State University. He denied any academic difficulties or learning disabilities. As part of his academic work, he completed an internship with the Meridien Township, MI Police department. He completed an EMT course but needs to retake the written exam due to failing it the first time.

Employment History:

Mr. ZZZZZZZZ currently works as a special education paraprofessional, a position he has held for the past years. In addition to this, he also works part-time as a waiter/bartender, a position he has held for the past 2 months. Prior to this, he worked various summer jobs during college and high school as a lifeguard and restaurant bar back. He denied ever being fired from a job or any work related disciplinary problems.

Legal History:

Mr. ZZZZZZZZ denied ever being the victim of nor perpetrator of a crime. He additionally denied any history of vandalism, violence or theft.

Substance Use History:

Mr. ZZZZZZZZ reported that he currently consumes 3-5 alcoholic drinks per week on average. He was last intoxicated on St. Patrick's Day and reported that this has occurred 5 times in the past 12 months. He reported smoking marijuana 1 time on his 21st birthday in 3/15.

Psychiatric History:

Mr. ZZZZZZZZ denied any prior mental health history. His only meeting with a mental health professional was for a prior pre-employment psychological evaluation.

Financial History:

Mr. ZZZZZZZZ denied any previous or current financial difficulties.

Applicants Test Taking Approach

Mr. ZZZZZZZZ's results can be accepted as **valid**, and therefore, the profiles produced can be considered a reasonably accurate reflection of this his characteristic interpersonal style, personality traits, character, and typical work ethic and habits.

Psychometric Test Assessment:

Mr. ZZZZZZZZ's test results do not indicate traits or attributes that are likely to interfere with performing the essential job functions of a police officer in a safe and effective manner. Satisfactory adjustment is indicated.

The test results also do not show any evidence of any emotional or psychological instability when compared to a community sample. The results indicate that psychological problems are unlikely to impede the candidate's ability to perform the duties of a police officer.

Summary: Essential Job Elements/Risk Factors:

The assessment results indicate the following risk (high, moderate, low) for job relevant deficiencies in the required psychological competencies. Applicants with a high risk rating on one or more dimensions do not meet standards to perform the essential functions of the position. Applicants with moderate risk ratings meet qualification standards but demonstrate an elevated potential for performance problems that may be mitigated through training, supervision and experience.

Cluster 1: Interpersonal Behavior

Hi	Mod	Low	
		X	1. SOCIAL COMPETENCE: Involves communicating with others in a tactful and respectful manner, and showing sensitivity and concern in one's daily interactions. Can interact and deal effectively with people from varying social and cultural backgrounds. Attempts to resolve conflicts through persuasion rather than force.
		X	2. TEAMWORK: Involves working effectively with others to accomplish goals, as well as subordinating personal interests for the good of the working group and agency. It involves establishing and maintaining effective, cooperative working relationships with fellow officers, supervisors, community partners, representatives of other agencies, and others tasked with serving and protecting the community.
		X	3. ASSERTIVENESS/PERSUASIVENESS: Involves unhesitatingly taking control of situations in a calm and appropriately assertive manner, even under dangerous or adverse conditions.

Cluster 2: Judgment and Adaptability

		X	4. DECISION-MAKING AND JUDGMENT: Involves common sense, "street smarts," and the ability to make sound decisions, demonstrated by the ability to size up situations quickly and take the appropriate action. It also involves the ability to sift through information to glean that which is important, and, once identified, to use that information effectively.
		X	5. ADAPTABILITY/FLEXIBILITY: Involves the ability to change gears and easily adjust to the many different, sudden, and sometimes competing demands inherent in law enforcement work. Can apply knowledge and reasoning to make prompt and effective decisions quickly in both routine and non-routine situations; can make sound decisions in a timely manner; can size up a situation quickly and take appropriate actions.

Cluster 3: Emotional Control

		X	6. EMOTIONAL REGULATION AND STRESS TOLERANCE: Involves the ability to maintain composure and stay in control, particularly during life-threatening, time-critical events and other stressful situations. It includes taking the negative aspects of the job in stride and maintaining an even temperament, as well as accepting criticism rather than becoming overly defensive or allowing it to hamper job performance. Refrains from overreacting when subjected to physical or verbal abuse; exercises restraint and uses the minimum amount of force necessary to handle a given situation.
		X	7. AVOIDING SUBSTANCE ABUSE AND OTHER RISK-TAKING BEHAVIOR: Involves avoiding participation in behavior that is inappropriate, self-damaging, and can adversely impact organizational functioning, such as alcohol and drug abuse, domestic violence, sale of drugs and gambling.
		X	8. IMPULSE CONTROL/ATTENTION TO SAFETY: Involves taking proper precautions and avoiding impulsive and/or unnecessarily risky behavior to ensure both public and personal safety. Refrains from overreacting when subjected to physical or verbal abuse. Can maintain composure and performs effectively in stressful situations.

Cluster 4: Work Attitudes

		X	9. CONSCIENTIOUSNESS/DEPENDABILITY: Involves diligent, reliable, conscientious work patterns; performing in a timely, logical manner in accordance with rules and regulations and agency policies. Follows orders; is reliable, thorough, punctual, accurate; can assume responsibility for share of the workload; works with minimal supervision. Can proceed on assignments without waiting to be told what to do; is consistently productive.
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		X	10. INTEGRITY/ETHICS: Involves maintaining high standards of personal conduct. It consists of attributes such as honesty, impartiality, trustworthiness, and abiding laws, regulations and procedures.
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Cluster 5: Communication/Learning Skills

		X	11. COMMUNICATION SKILLS: <u>Writes</u> clearly and concisely; uses acceptable grammar, punctuation and spelling; writing is well organized, complete and accurate. <u>Speaks</u> in a clear, understandable manner and comprehends various types of information; can talk effectively with persons of divergent cultural and educational backgrounds; speaks with good pronunciation, projects voice clearly; can be understood, and understands others, when transmitting on police radio.
		X	12. PROBLEM SOLVING/LEARNING: Comprehends new information and applies that which has been learned to on-the-job situations.

Impressions and Recommendations

Mr. Yyyyyy Zzzzzzzzz is a 23-year old gentleman referred for pre-employment psychological evaluation by the Xxxx Xxxxx Police Department. The results of the current evaluation suggest that Mr. Zzzzzzzzz is emotionally and psychologically stable and there were no factors identified that would negatively impact his performance as a police officer. He appears to demonstrate a personality structure that would allow him to perform the essential functions of a police officer without difficulty.

In consideration of the above, Mr. Zzzzzzzzz is rated as **QUALIFIED** for hire as a police officer for the Xxxx Xxxxx Police Department.

The above listed rating and evaluation represents, within the limits of reasonable professional certainty, my opinion as to the candidate's psychological qualification for the position. This evaluation should only be considered as one aspect of the hiring process and should be reviewed in consideration with other information available to the department; the ultimate hiring decision is at the discretion of the agency/department. The above evaluation should be considered valid for one year and only utilized for the position and agency for which the candidate was assessed. This report contains confidential medical information and should be kept in a separate medical file apart from the individual's personnel record.

Mark J. Kirschner, Ph.D., ABPP
 Board Certified in Police and Public Safety Psychology
 Clinical Psychologist

CONFIDENTIAL

PRE-EMPLOYMENT PSYCHOLOGICAL EVALUATION

FOR PROFESSIONAL USE ONLY

October 17, 2017

Name: Yyyyy Zzzzzz
Date of Birth: 00/00/0000
Department: XXXXXXXXXXXX Police Department
Evaluation Procedures: Clinical Interview
California Psychological Inventory (CPI)
Personality Assessment Inventory (PAI)
Psychological History Report (PsyQ)
Writing Sample
Polygraph-XXXXXXXXXX

Reason for Referral:

Ms. Yyyyy Zzzzzz is a 48-year-old married female referred for pre-employment psychological evaluation by the XXXXXXXXXXXX Police Department to determine her psychological suitability and stability to perform the essential functions of a police officer. The nature and purpose of this post-conditional offer psychological evaluation was explained and informed consent was obtained.

Significant Background Information:

Ms. Zzzzzz currently lives with her husband of 22 years and their 2 children (ages 15 & 14). Her husband is a finance accountant and she stated that the relationship is stable and problem-free. She denied any history of domestic violence. She grew up in an intact family as the youngest of 3 children. She denied any developmental traumas, stressors or abuse. She reports good relationships with all her family members and they are supportive of her desire to become a police officer.

Ms. Zzzzzz reported that she has desires a career in law enforcement to help others and work with the community. She stated that she thinks she would be good at the job due to being a good observer. She likes the variability of the job. She denied any significant exposure to law enforcement and as such, she appears to be unaware as to the positive and negative aspects of a career in law enforcement. When asked what she thought the best thing was about being a police officer, she stated "the uniform....you don't have to think about what to wear every day." When

asked what she thought the worst thing was about being a police officer, she paused for awhile and that stated "I can't think of the worst." She does not appear to have given much thought to herself within this role. When asked what the most difficult thing would be for her to transition into in terms of being a police officer, she replied "Nothing." She reported previously being disqualified from the Norwalk process (2016) after completing a polygraph and psychological testing, however she stated that she was never given a reason as to why.

Educational History:

Ms. Zzzzzz has an Associate's Degree in General Studies from Nnnnnn Community College (2010) and a Bachelor's Degree in Psychology from Aaaaaa Aaaaa University (2014). She is currently working on a Master's Degree in Social Work from Fordham University. She denied any academic problems or learning disabilities. She stated that right out of high school, she chose to work until 2002 when she had her children. She is EMT certified.

Employment History:

Ms. Zzzzzz is currently employed per diem as a psychiatric technician/unit clerk at Xxxxxxx Hospital, a position she has held for 3 ½ years. She stated that she works 4-7 hours 1-2 times per week. She currently also volunteers 1 day/week as an EMT for Dddddd Emergency Medical Services, a position she has held for the past 2 years. Prior to this, she was attending school and volunteering since 2007. From 2002-2007, she worked part-time as an executive assistant at Time-Warner Cable. Prior to this, she worked full-time as an administrative assistant for several different companies from 1988-2002. She denied ever being fired from a job or any significant work related disciplinary problems.

Legal History:

Ms. Zzzzzz denied ever being the victim of nor perpetrator of a crime. She additionally denied any history of violence, vandalism or theft. She reported having 7 traffic citations since she started driving, none within the past 3 years.

Psychiatric History:

Ms. Zzzzzz reported that she currently sees a therapist 1-2 times per month and has done so for the past 16 years. She stated that she has had difficulty coping with stress and difficulties with being assertive. She stated that one of the reasons that she chose her current academic pursuits was to better learn how to manage life and develop better coping skills. She stated that she also utilizes her therapist as a tutor for her academic work given that he is also an instructor at Fordham. She reported previously being on Zoloft for 1 year but discontinued this 4 months ago due to not liking how it made her feel. She stated that she was prescribed this to help deal with irritability and the effects of peri-menopause.

Substance Use History:

Ms. Zzzzzz reported that she consumes less than 1 alcoholic drink per week on average. She stated that she was last intoxicated 3 weeks ago and stated that this has occurred 3 times in the past 12 months. She reported smoking marijuana 7 times, the last being in 1984. She also reported doing cocaine 1 time in 1987.

Financial History:

Ms. Zzzzzz denied any previous or current financial difficulties.

Applicant's Test-Taking Approach:

Ms. Zzzzzz's results are considered invalid, due to the candidate responding to the items in a random and inconsistent manner, as well as attempting to present herself in an overly favorable light. The profiles produced cannot be considered a reasonably accurate reflection of her characteristic interpersonal style, personality traits, character, and typical work ethic and habits. She stated that when she takes a test, she always likes to get the right answers. When queried how this might impact her on the current testing wherein there were no right answers, she stated that she just tried to be her.

Psychometric Test Assessment:

Ms. Zzzzzz's lack of candor on the testing precludes any psychometric determination of her emotional suitability or stability for a police officer position. As such, these factors cannot be ruled out on the basis of testing.

Summary: Essential Job Elements/Risk Factors:

The assessment results indicate the following risk (high, moderate, low) for job relevant deficiencies in the required psychological competencies. Applicants with a high risk rating on one or more dimensions do not meet standards to perform the essential functions of the position. Applicants with moderate risk ratings meet qualification standards but demonstrate an elevated potential for performance problems that may be mitigated through training, supervision and experience.

Cluster 1: Interpersonal Behavior

Hi	Mod	Low	
		X	1. SOCIAL COMPETENCE: Involves communicating with others in a tactful and respectful manner, and showing sensitivity and concern in one's daily interactions. Can interact and deal effectively with people from varying social and cultural backgrounds. Attempts to resolve conflicts through persuasion rather than force.
		X	2. TEAMWORK: Involves working effectively with others to accomplish goals, as well as subordinating personal interests for the good of the working group and agency. It involves establishing and maintaining effective, cooperative working relationships with fellow officers, supervisors, community partners, representatives of other agencies, and others tasked with serving and protecting the community.
	X		3. ASSERTIVENESS/PERSUASIVENESS: Involves unhesitatingly taking control of situations in a calm and appropriately assertive manner, even under dangerous or adverse conditions.

Cluster 2: Judgment and Adaptability

		X	4. DECISION-MAKING AND JUDGMENT: Involves common sense, "street smarts," and the ability to make sound decisions, demonstrated by the ability to size up situations quickly and take the appropriate action. It also involves the ability to sift through information to glean that which is important, and, once identified, to use that
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			information effectively.
	X		5. ADAPTABILITY/FLEXIBILITY: Involves the ability to change gears and easily adjust to the many different, sudden, and sometimes competing demands inherent in law enforcement work. Can apply knowledge and reasoning to make prompt and effective decisions quickly in both routine and non-routine situations; can make sound decisions in a timely manner; can size up a situation quickly and take appropriate actions.

Cluster 3: Emotional Control

	X		6. EMOTIONAL REGULATION AND STRESS TOLERANCE: Involves the ability to maintain composure and stay in control, particularly during life-threatening, time-critical events and other stressful situations. It includes taking the negative aspects of the job in stride and maintaining an even temperament, as well as accepting criticism rather than becoming overly defensive or allowing it to hamper job performance. Refrains from overreacting when subjected to physical or verbal abuse; exercises restraint and uses the minimum amount of force necessary to handle a given situation.
		X	7. AVOIDING SUBSTANCE ABUSE AND OTHER RISK-TAKING BEHAVIOR: Involves avoiding participation in behavior that is inappropriate, self-damaging, and can adversely impact organizational functioning, such as alcohol and drug abuse, domestic violence, sale of drugs and gambling.
		X	8. IMPULSE CONTROL/ATTENTION TO SAFETY: Involves taking proper precautions and avoiding impulsive and/or unnecessarily risky behavior to ensure both public and personal safety. Refrains from overreacting when subjected to physical or verbal abuse. Can maintain composure and performs effectively in stressful situations.

Cluster 4: Work Attitudes

		X	9. CONSCIENTIOUSNESS/DEPENDABILITY: Involves diligent, reliable, conscientious work patterns; performing in a timely, logical manner in accordance with rules and regulations and agency policies. Follows orders; is reliable, thorough, punctual, accurate; can assume responsibility for share of the workload; works with minimal supervision. Can proceed on assignments without waiting to be told what to do; is consistently productive.
		X	10. INTEGRITY/ETHICS: Involves maintaining high standards of personal conduct. It consists of attributes such as honesty, impartiality, trustworthiness, and abiding laws, regulations and procedures.

Cluster 5: Communication/Learning Skills

		X	11. COMMUNICATION SKILLS: Writes clearly and concisely; uses acceptable grammar, punctuation and spelling; writing is well organized, complete and accurate. Speaks in a clear, understandable manner and comprehends various types of information; can talk effectively with persons of divergent cultural and educational backgrounds; speaks with good pronunciation, projects voice clearly; can be understood, and understands others, when transmitting on police radio.
		X	12. PROBLEM SOLVING/LEARNING: Comprehends new information and applies that which has been learned to on-the-job situations.

Issues Concerning the Americans with Disabilities Act

Ms. Zzzzzz's test results on measures of emotional stability fell within normal limits and indicate that this applicant is free from serious emotional disorder and is essentially psychological stable. The review of the applicant's employment, social and psychological history supported these test results. Therefore, there is no evidence that Ms. Zzzzzz exhibits a psychological disability covered by The Americans with Disabilities Act, and I do not perceive the applicant as disabled. Any concerns expressed in this report about the ability of Ms. Zzzzzz to perform the essential job functions of a police officer are based on the psychological traits and characteristics identified in her test data, life history, and interview behavior.

Impressions and Recommendations

Ms. Yyyyy Zzzzzz is a 48-year-old woman referred for pre-employment psychological evaluation by the Xxxxxxxxxx Police Department. The results of the current evaluation reveal substantial evidence of deficits in required competencies and/or counterproductive behavior incompatible with the safe and effective performance of the essential functions of a police officer. Her performance on the psychometric testing was extremely defensive and inconsistent, which precluded any objective assessment of her current psychological functioning. This was even more problematic given that she has a significant history of difficulties coping with stress and life, which difficulties she continues to address via therapy and academic pursuits. In addition, she presents interpersonally as a soft-spoken, unassertive individual who may show difficulties adapting to the ever-changing environment of law enforcement. Taken together, Ms. Zzzzzz's test results, behavior during the interview process and her behavioral history suggest that she is at high risk for job performance difficulties as a police officer in the area of Emotional Regulation/ Stress Tolerance, while being at moderate risk in the areas of Assertiveness/Persuasiveness and Adaptability/Flexibility. Problematic behavior documented in these areas can include, but are not limited to, difficulty accurately assessing the demands of a given situation, difficulty asserting herself when the demands of the situation call for it, difficulty demonstrating flexibility in her every day functioning, difficulty handling ambiguous situations, and difficulty handling the stressful nature of the job. In addition, she is unaware of the nature of the career she is attempting to pursue which puts her at significant risk for premature termination once the true nature of the job is made known to her. As such, there is an unacceptably elevated risk of job relevant counterproductive behaviors as noted above that cannot be disconfirmed by other evidence, and which will likely cause difficulties for Ms. Zzzzzz as a police officer.

In consideration of the above Ms. Zzzzzz is rated as **NOT QUALIFIED** for hire as a police officer for the Xxxxxxxxxx Police Department, with the concerns noted above.

The above listed rating and evaluation represents, within the limits of reasonable professional certainty, my opinion as to the candidate's psychological qualification for the position. This evaluation should only be considered as one aspect of the hiring process and should be reviewed in consideration with other information available to the department; the ultimate hiring decision is at the discretion of the agency/department. The above evaluation should be considered valid for one year and only utilized for the position and agency for which the candidate was assessed.

This report contains confidential medical information and should be kept in a separate medical file apart from the individual's personnel record.

Mark J. Kirschner, Ph.D., ABPP
Board Certified Specialist in Police and Public Safety Psychology
Clinical Psychologist

CONFIDENTIAL

PRE-EMPLOYMENT PSYCHOLOGICAL EVALUATION

FOR PROFESSIONAL USE ONLY

February 2, 2017

Name: Xxxx Xxxx
Date of Birth: February 0, 0000
Department: City of ZZZZZZZZ Police Department
Evaluation Procedures: Clinical Interview
California Psychological Inventory (CPI)
Personality Assessment Inventory (PAI)
Psychological History Report (PsyQ)
Writing Sample
Polygraph-ZZZZZZZZ

Reason for Referral:

Mr. Xxxx Xxxx is a 56-year old divorced male referred for pre-employment psychological evaluation by the City of ZZZZZZZZZZ Police Department to determine his psychological suitability and stability to perform the essential functions of a police officer. The nature and purpose of this post conditional offer psychological evaluation was explained and an informed consent was obtained.

Background Information

Mr. Xxxx currently lives alone. He has been married and divorced twice. The first marriage lasted 2 years and the second marriage last 3 years. He has a 28-year old son from a previous relationship. He grew up in an intact family as the 8th of 9 children. He described a nurturing childhood that was devoid of any developmental traumas, stressors or abuse. He reports good relationships with his family members and they are supportive of his desire to become a police officer.

Mr. Xxxx reported that he desires a career in law enforcement due to looking up to and respecting police officers. He does not like when he sees going on in the world and feels that he can make a difference. He believes that he is a good person and can uphold the law in a just way. He denied any significant exposure to law enforcement and as such, he appears to be somewhat unaware as to the positive and negative aspects of a career in law enforcement. He does not appear to have given significant thought to himself within this role. When asked what

the most difficult thing would be for him to transition into as a police officer, he replied "Not working with my hands."

Educational History:

Mr. Xxxx has GED. He dropped out of school after the 11th grade due to wanting to work to help with the household finances. He ultimately went back a year later and took night classes to get his GED. He denied any academic problems or learning disabilities. He reported being suspended from high school 1 time for truancy.

Employment History:

Mr. Xxxx is currently unemployed and has been so for the past 3 weeks. He works as a self-employed mason, a position he has held for the past 20 years. He stated that his work is variable and seasonal which has necessitated him working for others. In addition to this position, he worked part-time as a truck unloader at Lowes for 4 ½ years. Prior to this, he worked as a mason foreman for 2 ½ years before being laid off. Prior to this, he worked as a mason foreman for another company for 5 ½ years before the company closed. Prior to this, he worked as an oil technician for 4 years, leaving this position due to concerns that he might be fired. He denied ever being fired from a job or any significant work related disciplinary problems.

Legal History:

Mr. Xxxx reported that he has been arrested 4 times. He indicated that all 4 arrests were for DWI. The first was in 1992 for which his license was suspended for 6 months and he was required to take a driving awareness class. The second was in 1995 for which his license was suspended for 6 months and he paid a fine. The third was in 1996 for which his license was suspended for a year and he was required to take an alcohol awareness class. The 4th was in 1998 when he drove off the road and struck a tree. His license was suspended for 16 months and he again was required to take alcohol education classes. He reported having 7 traffic citations since he started driving and 3 in the past 3 years. The most recent citation was in 2016 for Traveling Too Fast.

Substance Use History:

Mr. Xxxx reported that he does not consume alcohol and has not done so since 2000. Prior to this point, there was a time when he would consume 1-2 drinks per day. He reported blacking out from alcohol on 6 occasions. He reported smoking marijuana 10 times, the last being in 1979. He also reported doing cocaine on 5 occasions in 1979. He denied ever taking any medication which was not prescribed to him. He stated that he has not done alcohol or any form of illicit drugs since he completed rehabilitation in 2000.

It is noted that on his polygraph the candidate acknowledged other drug usage which he did not disclose during his testing or when specifically asked during the interview. His polygraph indicated that he did hashish on 5 occasions and LSD on 1 occasion. During his polygraph, he reported that he used cocaine 20 times and marijuana 20-25 times. When asked about these discrepant numbers, he stated that his claims on the polygraph were not accurate. He was unable to explain why he failed to disclose his use of opiates, hashish or opiates on the psychometric testing.

Psychiatric History:

Mr. Xxxx reported becoming addicted to Oxycontin after a back injury and ultimately went to an inpatient rehabilitation facility for 8 days in 2000. He reported seeing a psychiatrist in 2001 after his first divorce and was prescribed Zoloft which he took for several months. He later participated in marital counseling with his 2nd wife and then continued on in individual treatment. There was no medication prescribed at that time.

It is noted that on his polygraph, he reported that he never received any form of treatment or counseling for an emotional condition which is contradictory to his current report. He also failed to report his prescription of Zoloft in his background questionnaire.

Financial History:

Mr. Xxxx reported being sent to collections for a medical bill, which debt has since been paid off. He also filed bankruptcy in 2008 due to being overextended on bills and credit card debt. He denied any current financial problems and no longer has any credit cards.

Interview Behavior and Mental Status:

Mr. Xxxx was late for the scheduled evaluation, although he did call ahead to indicate that he was stuck in traffic. He was neatly dressed in sneakers, jeans, sweater and a baseball cap, and his posture, gait and mannerisms were normal. He talked clearly and was easily understood, and he appeared to comprehend spoken language well. He seemed of average intelligence based on vocabulary, writing sample and thought content. He was noted to be argumentative and resistant to following instructions during the evaluation process. He began the evaluation process by indicating that he had previously competed the testing, which when confronted with the inaccuracy and impossibility of this statement, he indicated that it must have been something else. He was resistant to following the instructions and protocols given by the administrative staff which required intervention by this examiner on several occasions to demand compliance. The candidate was resistant to relinquishing his cellphone during the testing portion of the evaluation, stating that he needed to constantly check in on his employees and that he was not told that this evaluation would be a lengthy procedure and take him away from work for so long. The candidate then had to be confronted with the inaccuracy of this claim and referenced the letter which was sent to him that states "The evaluation is a time-consuming process and you should not make plans for the rest of the day," to which the candidate stated that "no one told me that I would have to do all of this." The candidate was told that if he could not comply with the requirements of the evaluation process due to his personal work issues then the evaluation could not continue. When the candidate was told that after completion of his testing, he would have to return for his interview, he became angered and stated that he could not do that and wanted to reschedule for another time. He contacted ZZZZZZZZZ Civil Service and was told that if he did not return for the interview then he would be automatically disqualified as it could not be rescheduled for another time and again he was instructed not to plan for any other activities on this date.

It is noted that during the interview, the candidate indicated that the people whom he was concerned about earlier in the day related to work were not his own actual employees and they

were not working for him. They were merely individuals whom he helped set up with an independent job.

Applicants Test Taking Approach

Mr. XXXX's results can be accepted as **valid**, and therefore, the profiles produced can be considered a reasonably accurate reflection of this his characteristic interpersonal style, personality traits, character, and typical work ethic and habits. It is noted that the candidate made numerous errors in the endorsement of items on the test., which when confronted with he was unable to explain why he made those errors.

Psychometric Test Assessment:

Test results suggest satisfactory adjustment when compared to a community sample. When compared to other police officer applicants, the candidate appears to have significantly more difficulty maintaining behavioral self-control and refraining from behavior which might cause serious conflict with others. There is indication of issues with anger, poor self-discipline and a failure to comply with societal norms.

The test results also do not show any evidence of any emotional or psychological instability when compared to a community sample. When compared to a normative sample, the candidate appears to display more antisocial beliefs and difficulties with anger and aggression.

Mr. XXXX's responses to the psychological tests indicate that there is a **high risk** of having a pre-hire history of behavioral problems in the areas of job performance, anger management and substance abuse proclivity. His behavioral history, as reported on the PsyQ and during interview, **SUPPORT** these test-based concerns.

Summary: Essential Job Elements/Risk Factors:

The assessment results indicate the following risk (high, moderate, low) for job relevant deficiencies in the required psychological competencies. Applicants with a high risk rating on one or more dimensions do not meet standards to perform the essential functions of the position. Applicants with moderate risk ratings meet qualification standards but demonstrate an elevated potential for performance problems that may be mitigated through training, supervision and experience.

Cluster 1: Interpersonal Behavior

Hi	Mod	Low	
	X		1. SOCIAL COMPETENCE: Involves communicating with others in a tactful and respectful manner, and showing sensitivity and concern in one's daily interactions. Can interact and deal effectively with people from varying social and cultural backgrounds. Attempts to resolve conflicts through persuasion rather than force.
		X	2. TEAMWORK: Involves working effectively with others to accomplish goals, as well as subordinating personal interests for the good of the working group and agency. It involves establishing and maintaining effective, cooperative working relationships with fellow officers, supervisors, community partners, representatives of other

			agencies, and others tasked with serving and protecting the community.
		X	3. ASSERTIVENESS/PERSUASIVENESS: Involves unhesitatingly taking control of situations in a calm and appropriately assertive manner, even under dangerous or adverse conditions.

Cluster 2: Judgment and Adaptability

	X		4. DECISION-MAKING AND JUDGMENT: Involves common sense, "street smarts," and the ability to make sound decisions, demonstrated by the ability to size up situations quickly and take the appropriate action. It also involves the ability to sift through information to glean that which is important, and, once identified, to use that information effectively.
		X	5. ADAPTABILITY/FLEXIBILITY: Involves the ability to change gears and easily adjust to the many different, sudden, and sometimes competing demands inherent in law enforcement work. Can apply knowledge and reasoning to make prompt and effective decisions quickly in both routine and non-routine situations; can make sound decisions in a timely manner; can size up a situation quickly and take appropriate actions.

Cluster 3: Emotional Control

X			6. EMOTIONAL REGULATION AND STRESS TOLERANCE: Involves the ability to maintain composure and stay in control, particularly during life-threatening, time-critical events and other stressful situations. It includes taking the negative aspects of the job in stride and maintaining an even temperament, as well as accepting criticism rather than becoming overly defensive or allowing it to hamper job performance. Refrains from overreacting when subjected to physical or verbal abuse; exercises restraint and uses the minimum amount of force necessary to handle a given situation.
		X	7. AVOIDING SUBSTANCE ABUSE AND OTHER RISK-TAKING BEHAVIOR: Involves avoiding participation in behavior that is inappropriate, self-damaging, and can adversely impact organizational functioning, such as alcohol and drug abuse, domestic violence, sale of drugs and gambling.
		X	8. IMPULSE CONTROL/ATTENTION TO SAFETY: Involves taking proper precautions and avoiding impulsive and/or unnecessarily risky behavior to ensure both public and personal safety. Refrains from overreacting when subjected to physical or verbal abuse. Can maintain composure and performs effectively in stressful situations.

Cluster 4: Work Attitudes

	X		9. CONSCIENTIOUSNESS/DEPENDABILITY: Involves diligent, reliable, conscientious work patterns; performing in a timely, logical manner in accordance with rules and regulations and agency policies. Follows orders; is reliable, thorough, punctual, accurate; can assume responsibility for share of the workload; works with minimal supervision. Can proceed on assignments without waiting to be told what to do; is consistently productive.
X			10. INTEGRITY/ETHICS: Involves maintaining high standards of personal conduct. It consists of attributes such as honesty, impartiality, trustworthiness, and abiding laws, regulations and procedures.

Cluster 5: Communication/Learning Skills

		X	11. COMMUNICATION SKILLS: Writes clearly and concisely; uses acceptable grammar, punctuation and spelling; writing is well organized, complete and accurate. Speaks in a clear, understandable manner and comprehends various types of information; can talk effectively with persons of divergent cultural and educational
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			backgrounds; speaks with good pronunciation, projects voice clearly; can be understood, and understands others, when transmitting on police radio.
		X	12. PROBLEM SOLVING/LEARNING: Comprehends new information and applies that which has been learned to on-the-job situations.

Issues Concerning The Americans With Disabilities Act:

Mr. Xxxx’s test results on measures of emotional stability fell within normal limits and indicate that this applicant is free from serious emotional disorder and is essentially psychologically stable. A review of the applicant’s employment, social, and psychological history supported these test results. Therefore, there is no evidence that Mr. Xxxx exhibits a psychological disability covered by the Americans with Disabilities Act, and I do not perceive the applicant as disabled. The concerns expressed in this report about the ability of Mr. Xxxx to perform the essential job functions of the position are based on psychological traits and characteristics identified in the applicant’s test data, life history, and interview behavior.

Impressions and Recommendations

Mr. Xxxx Xxxx is a 56-year old gentleman referred for pre-employment psychological evaluation by the City of ZZZZZZZZZ Police Department. The results of the current evaluation reveal substantial evidence of deficits in required competencies and counterproductive behavior incompatible with the safe and effective performance of the essential functions of a police officer. There were significant discrepancies between his polygraph and the information disclosed during this evaluation as well as numerous errors and mistaken endorsements on his psychometric testing. In addition, his behavioral history shows a high level of anti-social behaviors and difficulties with behavioral disconstraint; similar behaviors were noted during the current evaluation process as well as on his testing. Taken together, Mr. Xxxx’s test results, behavior during the interview process and his behavioral history suggest that he is at **high** risk for job performance difficulties as a police officer in the areas of Integrity and Emotional Regulation/Stress Tolerance and a **moderate** risk in the areas of Conscientiousness/Dependability, Social Competence, and Decision Making/Judgment. Problematic behavior documented in these areas include, but are not limited to, difficulty maintaining conscientious work patterns, dishonesty, difficulty following rules and orders, difficulty making sound decisions, difficulty learning from his mistakes, difficulty handling the stressful nature of the job, difficulty maintaining emotional composure and regulation when confronted with ambiguous and challenging situations, difficulty interacting with others in a calm and tactful manner, and difficulty with authority. In addition, his lack of awareness as to the career he is attempting to pursue places him at a higher risk for premature termination once the true nature of a career in law enforcement is made aware to him.

In consideration of the above, Mr. Xxxx is rated as **NOT QUALIFIED** for hire as a police officer for the City of ZZZZZZZZZ Police Department, with the concerns noted above.

The above listed rating and evaluation represents, within the limits of reasonable professional certainty, my opinion as to the candidate’s psychological qualification for the position. This evaluation should only be considered as one aspect of the hiring process and should be reviewed in consideration with other information available to the department; the ultimate hiring decision is at the discretion of the agency/department. The above evaluation should be considered valid

for one year and only utilized for the position and agency for which the candidate was assessed. This report contains confidential medical information and should be kept in a separate medical file apart from the individual's personnel record.

Mark J. Kirschner, Ph.D., ABPP
Board Certified in Police and Public Safety Psychology
Clinical Psychologist

THE CITY OF NEW HAVEN

BUREAU OF PURCHASES
200 Orange Street

New Haven, Connecticut 06510
(203) 946-8201 - FAX (203) 946-8206



DISCLOSURE & CERTIFICATION AFFIDAVIT

CONTRACTOR/VENDOR NAME	Behavioral Health Consultants, LLC
CONTRACTOR/VENDOR ADDRESS	3018 Dixwell Ave Hamden, CT 06518
TELEPHONE /FAX	203-288-3554
CONTACT/E-MAIL ADDRESS	DR. MARK KIRSCHNER MJKIRSCHNER@BHCSERVICES.COM
AGREEMENT FOR:	PSYCHOLOGICAL TESTING FOR POLICE RECRUITS
SOLICITATION TITLE & NUMBER, IF APPLICABLE	2018-01-1206

For the purposes of this Disclosure and Certification Affidavit, the following definitions apply:

- (a) "Person" means one (1) or more individuals, partnerships, corporations, associations, or joint ventures.
- (b) "Contract" means any agreement or formal commitment entered into by the city to expend funds in return for work, labor, services, supplies, equipment, materials or any combination of the foregoing, or any lease, lease by way of concession, concession agreement, permit, or per agreement whereby the city leases, grants or demises property belonging to the city, or otherwise grants a right of privilege to occupy or to use said property of the city.
- (c) "City" means any official agency, board, authority, department office, or other subdivision of the City of New Haven.
- (d) "Affiliate Entity" means any entity listed in sections 9 or 10 below or any entity under common management with the Contractor.

State of Connecticut	County of New Haven	Ss. _____
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I, **MARK J KIRSCHNER** being first duly sworn, hereby deposes and says that:
(type or print your name above)

1.	I am over the age of 18 and understand the obligations of making statements under oath; I understand that the City of New Haven is relying on my representations herein.
2.	I am the corporate secretary or majority owner (including sole proprietorship) of BEHAVIORAL HEALTH CONSULTANTS, LLC OR I am an individual and my name is _____ (Insert Company Name above OR, if an individual, type your name above)
3.	I am fully informed regarding the preparation and terms of the above referenced agreement (the "Agreement") and of all pertinent circumstances related thereto.
4.	(Please select the applicable representation(s) regarding taxes or, if none of the below are accurate, attach an explanation of the status of the relevant tax obligations to this Affidavit): <input checked="" type="checkbox"/> As required by Conn. Gen. Stat. §12-41, the Contractor (and each owner, partner, officer, authorized signatory or Affiliate Entity of the Contractor) has filed a list of taxable personal property with the City of New Haven for the most recent grand list and all taxes are current. <input type="checkbox"/> The Contractor (including any owner, partner, officer or authorized signatory thereof) is not required to file a list of taxable personal property with the City of New Haven for the most recent grand list and does not owe any back taxes to the City of New Haven, either directly or through a lease or other agreement. <input type="checkbox"/> The Contractor or an owner, partner, officer, representative, agent or Affiliate Entity of the Contractor either i) has a PILOT agreement with the City of New Haven or ii) owes back taxes and has executed an agreement with the City of New Haven to pay said back taxes in installment payments. Such agreement is attached and incorporated herein by reference and the payments under said agreement are not in default.
5.	Other than as may be described in section 4 above, the Contractor (including any owner, partner, officer, other authorized signatory or Affiliate Entity) does not have any outstanding monetary obligations to the City of New Haven.
6.	Please select the applicable representation about the Contractor's business registration: <input checked="" type="checkbox"/> Contractor is a Connecticut corporation, partnership, limited liability company or sole proprietorship and its Connecticut Secretary of the State Registration number is 875518300

Contractor is a foreign corporation, partnership, limited liability company or sole proprietorship but is registered to do business in the State of Connecticut. The Contractor's Connecticut Secretary of the State Registration number is _____.

Contractor is a foreign corporation, partnership, limited liability company or sole proprietorship and is not registered to do business in the State of Connecticut. The Contractor is registered in the State of _____ and the State business registration number is _____.

Contractor has confirmed with the Connecticut Secretary of the State that the services it will provide pursuant to the Agreement do not constitute doing business in the State of Connecticut and no registration with the Connecticut Secretary of the State is required. Contractor does otherwise have the following State of Connecticut registrations, certificates or approvals relevant to the Agreement (if not applicable, state not applicable):

7. The following list is a list of the names of **all** persons affiliated with the business of the Contractor who are also affiliated with the City of New Haven. For purposes of this Affidavit, "affiliated with the business of the Contractor" includes any current or former employee (including officers) of the Contractor or any owner, board member or agent of the Contractor, or of any subsidiary or parent company of the Contractor, and "affiliated with the City of New Haven" means any employee, agent, public official, board member, commissioner or any other person serving in an official capacity for or on behalf of the City of New Haven. If none state none. Use additional sheet if necessary (**must be on company letterhead and notarized**):

	Name	City Affiliation Role & Time Frame	Contractor Affiliation Role & Time Frame	DOB
1	NONE			
2				

8. The following list is a list of all contracts in which either the Contractor, any person affiliated with the business of the Contractor or an Affiliate Entity of the Contractor provides, or has provided, services or materials to the City within one (1) year prior to the date of this disclosure. If none, state none. Use additional sheet if necessary (**must be on company letterhead and notarized**):

	Name of Contractor or Affiliate	Affiliation (if applicable)	Contract Number	DOB
1	Behavioral Health Consultants, LLC	EAP Services	A17-0737	
2	Behavioral Health Consultants, LLC	Training-City of New Haven	Memorandum of Understanding	

9. THE CONTRACTOR POSSESSES AN OWNERSHIP INTEREST IN THE FOLLOWING BUSINESS ORGANIZATIONS, IF NONE, STATE NONE. USE ADDITIONAL SHEET IF NECESSARY (**MUST BE ON COMPANY LETTERHEAD AND NOTARIZED**):

	Organization Name	Address	Type of Ownership
1	NONE		
2			

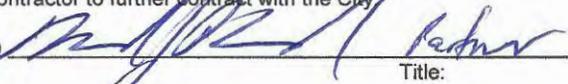
10. THE FOLLOWING PERSONS AND/OR ENTITIES POSSESS AN OWNERSHIP INTEREST IN THE CONTRACTOR. IF THE CONTRACTOR IS A CORPORATION, LIST THE NAMES OF EACH STOCKHOLDER WHOSE SHARES EXCEED TWENTY-FIVE (25) PERCENT OF THE OUTSTANDING STOCK. IF NONE, STATE NONE. USE ADDITIONAL SHEET IF NECESSARY (**MUST BE ON COMPANY LETTERHEAD AND NOTARIZED**):

	Name	Title	% of Ownership	DOB
1	NONE			
2				

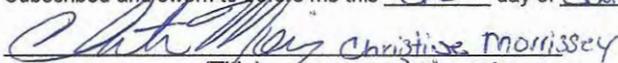
11. IF THE CONTRACTOR CONDUCTS BUSINESS UNDER A TRADE NAME, THE FOLLOWING ADDITIONAL INFORMATION IS REQUIRED: THE PLACE WHERE SUCH ENTITY IS INCORPORATED OR IS REGISTERED TO CONDUCT SUCH BUSINESS; AND THE ADDRESS OF ITS PRINCIPAL PLACE OF BUSINESS, IF NONE, STATE NONE. USE ADDITIONAL SHEET IF NECESSARY (**MUST BE ON COMPANY LETTERHEAD AND NOTARIZED**):

	TRADE NAME	PLACE OF INCORPORATION/REGISTRY	PRINCIPAL PLACE OF BUSINESS
1	NONE		
2			

I hereby certify that I am duly authorized to sign this Affidavit and that the person who will sign the Agreement with the City on behalf of the Contractor will be duly authorized to execute the same. I hereby further certify that the statements set forth above are true and complete on the date hereof and that I, or another authorized individual of the Contractor, will promptly inform the City, in writing, if any of the information provided herein changes or is otherwise no longer accurate at any point during the execution of the above referenced Agreement. I understand that any incorrect information, omission of information or failure of the Contractor to update this information, as described in the foregoing sentence, may result in the immediate termination of any and all agreements the Contractor has with the City of New Haven and disqualification of the Contractor to further contract with the City.

(Signed) 
Title:

Subscribed and sworn to before me this 26 day of Jan., 2018.


(Title) Christine Morrissey
Notary

My commission expires 3.30.20

State of Connecticut
County of New Haven
35 Guilford

THIS FORM MUST BE NOTARIZED

THE CITY OF NEW HAVEN

BUREAU OF PURCHASES

200 Orange Street

Room 301

New Haven, Connecticut 06510

(203) 946-8201 - FAX (203) 946-8206

Toni N. Harp
Mayor

Michael V. Fumiatti
Purchasing Agent



NON-COLLUSION AFFIDAVIT OF PRIME BIDDER/PROPOSER

State of Connecticut County of (New Haven) ss.

Mark J. Kirschner, being first duly sworn, deposes and says that:

1. He/She is (owner, partner, officer, representative, or agent) of Behavioral Health Consultants, the bidder/proposer that has submitted the attached bid/proposal. (Bidder/Proposer's name)

2. He/She is fully informed respecting the preparation and contents of the attached bid/proposal and of all pertinent circumstances respecting such Bid/Proposal;

3. Such Bid/Proposal is genuine and is not collusive or sham Bid/Proposal;

4. Neither the said Bidder/Proposer nor any of its officers, partners, owners, agents, representative, employees, or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other bidder/proposer, firm or person to submit a collusive or sham Bid/Proposal in connection with the Contract for which the attached Bid/Proposal has been submitted or to refrain from bidding/proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other bidder/proposer, firm or person to fix the price or prices in the attached Bid/Proposal or of any other bidder, or to fix any overhead, profit or cost element of the bid/proposal prices or the Bid/proposal price of any other bidder/proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of New Haven or any person interested in the proposed Contract;

5. The price or prices quoted in the attached /Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the bidder/proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant; and

6. That no Alderman or other officer or employee or person whose salary is payable in whole or in part from the City Treasury is directly or indirectly interested in the Bid/Proposal, or in the supplies, materials, equipment, work or labor to which it relates, or in any of the profits thereof.

(Signed) [Signature]

(Title) Partner

Subscribed and sworn to before me this 26 day of Jan, 2018.

[Signature]
Christine Morrissey

Notary Public
(Title)

My commission expires 3-30-2020

State of Connecticut
County of New Haven
ss: Guilford

EQUAL EMPLOYMENT OPPORTUNITY AGREEMENT

During the performance of this contract, the Contractor agrees as follows:

- a. To comply with all provisions of Executive Order 11246 and Executive Order 11375, Connecticut Fair Employment Practices Act, and the contract compliance ordinance of the City of New Haven, including all standards and regulations which are promulgated by the government authorities who established such acts and requirements, and all standards and regulations are incorporated herein by reference;
- b. Not to discriminate against any employee or applicant for employment because of race, color, religion, age, sex, physical disability or national origin. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to race, color, religion, sex, age, or national origin and physical handicap. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship;
- c. To post, in conspicuous place available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause;
- d. To state, in all solicitations or advertisement for employees placed by or on behalf of the contract, that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, age, physical disability or national origin;
- e. To send to each labor union representative of workers with whom it has a collective bargaining agreement, or other contract or understanding, a notice advising a labor union or worker's representative of the contractor's commitments under the equal opportunity clause of the City of New Haven, and shall post copies of the notice in conspicuous places available to employees and applicants for employment. The contractor shall register all workers in the skilled trades, who are below the journeyman level, with the Apprentice Training Division of the Connecticut State Labor Department;
- f. To utilize labor department and city sponsored manpower programs as a source of recruitment and to notify the contract compliance unit and such programs of all job vacancies;
- g. To take affirmative action to negotiate with qualified minority contractors for any work which may be proposed for subletting, or for any additional services, or work which may be required as a result of this contract;
- h. To cooperate with city departments in implementing required contract obligations for increasing the utilization of minority business enterprises;
- i. To furnish all information and reports required by the Contract Compliance Director pursuant to section 12 1/2 -1, 12 1/2-19 through section 12 1/2-32, 12 1/2-48 through 12 1/2-52 and to permit access to his books, records and accounts by the contracting agency, the Contract Compliance Officer, and the Secretary of Labor for purposes of investigation to ascertain compliance with the program;
- j. If such contractor employs three or more employees to refrain from paying such employees dues and related expense for clubs that restrict membership use of their facilities on the basis of race, color, sex, religion, national origin or ancestry;
- k. To take such action, with respect to any subcontractor, as the City may direct as a means of enforcing the provisions of subparagraphs (a) through (m) herein, including penalties and sanctions for noncompliance, provided however that, in the event the contractor becomes involved or threatened with litigation as a result of such direction by the City, the City will intervene in such litigation to the extent necessary to protect the interest of the City and to effectuate the City's Equal Employment Opportunity Program, in the case of funded directly or indirectly, in whole, or in part, under one or more Federal Assistance Programs, the contractor or the City may ask the United States to enter into such litigation to protect the interest if the United States;
- l. To file, along with his subcontractors, if any, compliance reports with the City in the form and to the extent prescribed in the contract by the Contract Compliance Director of the City of New Haven. Compliance reports filed at such times as directed shall contain information as to the employment practices, policies, programs and statistics of the contractor and his subcontractors, if any;

m. To include the provisions of sub-paragraphs (a) through (m) of this Equal Opportunity Clause in every subcontract or purchase order so that said provisions will be binding upon each such subcontractor or vendor;

n. That a finding, as hereinafter provided, of a refusal by the contractor, or subcontractor, to comply with any portion of this program as herein stated and described, may subject the offending party to any or all of the following penalties:

1. Withholding of all future payments under the involved public contract to the contractor in violation until it is determined that the contractor, or subcontractor, is in compliance with the provisions of the contract;

2. Refusal of all future RFPs for any public contract with the City of New Haven, or any of its departments or divisions, until such time the contractor or subcontractor, is in compliance with the provisions of the contract;

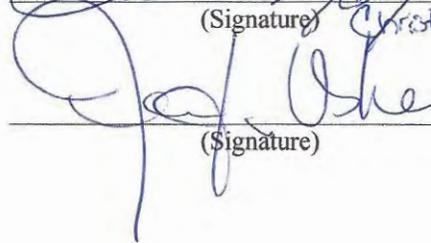
3. Cancellation of the public contract;

4. Recovery of specified monetary penalties;

5. In case of a substantial or material violation, or the threat of substantial or material violation of the compliance procedure or as may be provided in for by the contract, appropriate equitable or legal proceedings may be brought to enforce these provisions against contractors, subcontractors or other organizations, individuals or groups who directly or indirectly are not in compliance with the policy herein outlined. (Ord. of 12-5-77).

IN WITNESS WHEREOF, on the 26th day of January, 2018,
the contract has caused three counterparts of this Agreement to be executed and delivered.

WITNESS:


(Signature) Christine Morrissey

(Signature)

Behavioral Health Consultants, LLC
(Contractor)
By: 
(Signature)
Partner
(Title)

VENDOR "BAN THE BOX" ORDINANCE COMPLIANCE AGREEMENT

The City of New Haven is subject to Ordinance #1585 (2/17/2009) which prohibits unfair discrimination in City hiring policies against persons previously convicted and provides a mechanism to ensure that persons and businesses supplying goods and/or services to the City of New Haven have adopted and employ fair hiring policies and practices that are consistent with the City's goal of removing obstacles to the employment of persons with prior convictions.

Accordingly, during the performance of this contract, the Contractor agrees as follows:

(A) Vendors doing business with the City of New Haven shall adopt and employ conviction history policies, practices, and standards that are consistent with City standards further detailed in the attached ordinance. The Vendors' criminal history standards will be part of the criteria to be evaluated by the City as to whether to award a City contract. Further, the City will be able to evaluate a Vendor's execution of the criminal history standards as a part of the performance criteria of said City contract(s); the Awarding Authority, in consultation with the Office of Corporation Counsel and the Community Services Administration, shall consider any Vendor's deviation from these criminal history standards as grounds for rejection, rescission, revocation, or any other termination of the contract.

(B) Under exigent circumstances, an Awarding Authority, by its highest ranking member, in consultation with the Office of Corporation Counsel and the Community Services Administration, may grant a Vendor a waiver of the criminal history standards on a contract-by-contract basis. A written record of the waiver shall be kept on file by the Awarding Authority, the Community Services Administration and the Office of Corporation Counsel, and shall also be submitted to the City of New Haven Commission of Equal Opportunities. The written record shall include, but not be limited to: (a) a summary of the terms of the contract, (b) the details of the Vendor's failure or refusal to conform to the City's criminal history standards, and (c) a brief analysis of the exigency causing the grant of waiver. No waiver may be considered perfected unless the Awarding Authority fully complies with the provisions of this sub-section.

(C) A Vendor may contact the Community Services Administration to report any problems, concerns or suggestions regarding the implementation, compliance and impact of these sections, and the Community Services Administration shall log every comment received with a summary of the comment and shall keep on file any written comments. Subsequent to logging any comment the Community Services Administration shall refer all complaints to the Office of the Corporation Counsel and shall notify the relevant Awarding Authority of the complaint and any further investigation that the Community Services Administration in consultation with the Office of Corporation Counsel deems necessary or appropriate.

IN WITNESS WHEREOF, on the 26th day of January, 2018, the contract has caused two counterparts of this Agreement to be executed and delivered.

WITNESS:

[Signature]
Signature

CONTRACTOR: Behavioral Health
Consultants, LLC
[Signature]
Signature
Title Partner