



# INVOICE



Mark Foster Company  
1050 Allgood Rd.  
Athens, Ga 30606  
[REDACTED]

DATE	12/23/2025
INVOICE #	631
PO#	
PROJECT	Powder Springs Police
DUE DATE	Upon Receipt

BILL TO			
Chief Joe Bennett Powder Springs Police 1114 Richard D. Sailors Parkway Powder Springs, GA 30127			
SERVICE	AMOUNT		
<b>SGT:</b> 1 Written Exam 1 Assessment Center			
<b>LT:</b> 1 Assessment Center			
			<b>\$ 9,000.00</b>

If you have any questions about this invoice, please contact  
Mark Foster at [REDACTED]  
**Thank You for Your Business!**



## SERVICES PROSPECTUS

### INTRODUCTION

This scope of work proposal is provided to the Powder Springs Georgia Police Department (PSPD) by Mark Foster Company (MFC) for promotional testing services for the ranks of Sergeant and Lieutenant. This scope of work can be modified to meet the needs of the Department as mutually agreed.

### SERVICES TO BE PROVIDED

#### **Review Existing/Conduct Job Analysis for Target Ranks**

The starting point for establishing test validity is a job analysis study. The purpose of a job analysis study is to learn as much as possible about the positions for which the tests will be developed and administered. The testing instruments should then be developed from the information provided in the job analysis study. MFC shall review previous job analysis studies for each target rank. These studies will be updated as needed to reflect current job information or new job analysis studies will be conducted if job requirements have changed significantly from the results of the previous studies. Additional information such as the department's written directive system, local ordinances, and selected portions of the State Code should also be reviewed. A selected group of SMEs may also be asked to review the job analysis information and test materials prior to administration for applicability to the PSPD.

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## Test Development

### Written Exams

MFC shall develop one 100-item written exam for the rank of Sergeant. Materials used to prepare the exam will be based on a mutually agreeable study guide which shall include PSPD policies, laws, conditions and professionally accepted standards. The written exams will be administered by MFC. Test materials can be reviewed by Subject Matter Experts (SMEs) for content and relevance to the Department.

### Assessment Centers

MFC will develop three assessment center exercises specifically for each of the PSPD target ranks (6 exercises total: 3 for Lieutenant; 3 for Sergeant). SMEs can review these completed exercises and make recommendations based on local conditions. All exercises will comply with department policy and will be based on local conditions and requirements.

Typical exercises include a role play scenario which will take the form of a structured interview with a preparation period. The candidate will be required to review a packet of materials prior to the meeting and then answer questions regarding the problems and recommend solutions. This exercise usually addresses personnel related issues. The second exercise takes the form of an oral presentation to the panel of assessors. This exercise allows a preparation time followed by a briefing to the panel regarding a problem with operations and/or policy and procedures. Or an oral board interview is an option to replace the oral presentation exercise. The third exercise is a written memo that typically tests the candidate's experience and knowledge of leadership and supervision techniques. These are typical exercises and adjustments or variations may be required.

These three types of exercises have been used over the past twenty years and have proven their value in identifying strong leaders. If there are other types of exercises that are more appropriate for PSPD, MFC will utilize these as

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appropriate. MFC will provide written orientation materials to be distributed to all candidates to ensure they have reasonable expectations regarding the process.

### **Assessment Center Administration**

MFC will provide a 6-10 hour assessor training program the day prior to beginning the assessment centers. It is anticipated that the assessment center can process 12-14 candidates per day. The length of the assessment center will be dependent on the number of candidates. Dr. Foster and other qualified staff of MFC will be on-site to administer all phases of the assessment center operation. PSPD shall provide housing and per-diem for each assessor during the time that the assessment center is in operation. PSPD shall provide housing to not more than two MFC staff while on-site to conduct the assessment centers. MFC and PSPD will work together to identify and select qualified assessors to serve on the assessment center panels.

### **Delivery of Results**

MFC shall provide assessment center results to PSPD administration within ten days of the completion of the assessment center. The results will be delivered in a fashion agreeable with PSPD policy (i.e., banded roster, rank order, etc.).

### **Feedback to Candidates**

Each candidate that completes the assessment center will receive a confidential feedback letter that details his/her performance in each job related dimension. From this information the candidate will also be able to compare his/her scores with the candidate pool average.

### **Technical Support**

In the event that a legal or administrative challenge to the testing process is made within one year of the delivery of the test results, MFC agrees to provide

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up to sixteen hours of consultation and/or technical support at no additional cost to PSPD as part of this scope of work. Thereafter, MFC shall provide consultation and/or technical support at the rate of \$1,500 per day as needed.

#### FACILITY NEEDS

PSPD shall provide six classroom type rooms to administer the assessment center for each rank. These facilities would be required from 08:00 to 17:00 each day.

#### COST OF SERVICES

The total cost of services for MFC to develop and administer the written exam (1) and assessment centers (2) for the PSPD is \$9,000. The fees associated for each rank are as follows: Lieutenant - \$3,500; and Sergeant - \$5,500. The cost for the classroom facilities and the housing and per diem for the assessors and MFC staff as noted is the responsibility of PSPD. All expenses including travel expenses for MFC are included with the exception of housing during the assessment center. MFC can complete this work as mutually agreed.

#### CREDENTIALS

Dr. Mark Foster earned his doctorate in industrial/organizational psychology from the University of Georgia. He has consulted with more than 100 law enforcement agencies regarding selection and promotional testing.

Dr. Foster primarily consults in the area of job analysis, test development and validation, assessment center design, administration and development, and biodata. He has conducted more than 500 job analysis studies using various techniques. He has developed more than 500 written job knowledge examinations and more than 750 assessment centers. All exams and assessment centers have been developed for law enforcement agencies to incorporate policies and procedures, local ordinances, state law, and particular developmental needs.

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Dr. Foster has published book chapters regarding assessment center programs and job analysis. He has published in distinguished journals of research such as the *Journal of Applied Psychology*, *Personnel Psychology*, and *Human Performance*. He is a member of the American Psychological Association, the Society of Industrial and Organizational Psychology, and the Society of Police and Criminal Psychology.

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CONTACT INFORMATION

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

A handwritten signature in black ink, appearing to read "Mark Foster".

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REFERENCES AVAILABLE UPON REQUEST