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Proposal for Psychological Consulting Services Minneapolis Police Department



DRI Consulting Proposed Project Staff:

John P. Fennig, Ph.D., Licensed Psychologist, Managing Partner
Norman L. James, Ph.D., Licensed Psychologist
Heather Mortensen, Ph.D.
Katie Callahan, Doctoral Candidate
Heather Johnson, Doctoral Candidate
Amy Feist, BA
Jon Zimmer

May 10, 2007

May 10, 2007

Dear MPD Staff involved in this RFP process,

It has been a great pleasure providing pre-service (and currently a Fitness for Duty) psychological evaluations for the Department these past 6 months to over 100 people. We have also greatly enjoyed being of service to the City of Minneapolis the past seven years on nearly 50 projects of varying degrees of complexity, public profile, and political challenge. (We are just completing our second administration of the City's 360 degree feedback process for all Department Heads, including the Police Chief.) As a firm, we are highly committed to serving those in public service, as we are now doing with city, county, state, and federal agencies. Personally, with family in law enforcement, work we have done for the Department has been particularly interesting and gratifying.

You have seen from us psychological service processes that are scientifically sound, as simple as possible, collaborative, and disposed to determining candidate strengths/likelihood of success (seeking to rule them in rather than trying to weed them out).

You get 2 important results from our pre-employment evaluations, the call on mental health readiness for the job and the call on personality and aptitude fit for being a police officer. The first is pass/fail, the second a detailed written description given to each person we assess and a "heads-up" verbal summary to Academy and FTO staff. We are slightly more expensive than other shops who do this and believe our value is in:

- the accuracy of our call on mental health readiness
- the actionable information put into the hands of the officer candidate about them and their strengths and weaknesses for being in law enforcement. The shelf life on this information is 5 to 7 years and more.
- the verbal briefing given to training staff
- the manner in which we do this;
 - an inclusive and respectful approach to the report (see next paragraph)
 - leveraging technology for speed, flexibility, accuracy and cost effectiveness

For those who are not qualified psychologically, we make the call clearly and quickly, as is our job to do. It has also been our goal to work closely with those who are not going to pass in a respectful and informative manner, for the good of the candidate, the department and the City. We do this by:

- providing them with a copy of their results, in easily readable language. We ask them to comment on the accuracy of the information as a "cross-check" and "sign-off".
- informing them quickly that they are not passing and asking them if they can provide any additional information from them before making the final call. (for example, we speak with current supervisors and others who know the person, and review other information they provide.)
- referring them to the help they need/want to fix what kept them from passing

Additional value to the Department comes from our:

- producing MPD-specific norms of candidates, those who pass and those who do not. These norms do 2 important things. They produce a picture of the culture of an incoming class - the collective personality of those entering the Academy and working their way through the ranks together. They also help improve the predictive power of the assessments, getting at factors that might exist that are unique to the Department.
- finding other factors that predict police officer success. We are tracking those who are not making it (and want to also track those who are stars) at each step in their training and service so as to better predict success and failure from our assessment tools.
- research scales. On an experimental basis, we are testing the candidates on 2 skills that we believe important in police work - visual pursuit (tracking information quickly with the eyes) and 3 dimensional thinking (seeing around corners, as it were). We plan to show the descriptive, if not predictive value of these measures in the future

I am currently the national coordinator of several Katrina Relief projects serviced in our trade by Industrial/Organizational Psychologists. One client is the New Orleans Police Department where 2 teams are at work. One is producing the first Sergeant's promotional exam in over 5 years (Katrina disrupted promotional testing). The other is studying attrition, as an unexpectedly large number of police officers left the NOPD in the last year. Helping NOPD helps us do better work here at home for MPD.

We are told that we do good work (see ratings summaries in Section B.) and we look forward to the opportunity to continue to be of service to the Police Department of the City of Minneapolis.

Sincerely,



John Fennig, Ph.D., Licensed Psychologist and the DRIC MPD assessment staff

DRI Consulting Proposal for Psychological Services for the Minneapolis Police Department

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A. Scope of Services - Describe how service will be provided. Include a detailed listing and description of tasks and deliverables.

The details of our specific pre-service (pre-employment) assessment protocol - word for word - can be seen at www.dric.com/mpd . This is what we have designed and successfully used for the Department and propose to continue to use.

The following are special features of our approach, and highly recommended for any other vendors you use. Dr. Fennig is nationally recognized within the practice of consulting psychology and has presented professionally on the methods used by DRI Consulting:

- We ask if the candidate has a preference for a particular evaluator, for whatever reason, from our reasonably diverse assessment team (see bios at www.dric.com/mpd and in this proposal). The person chosen is that candidate's evaluator.
- Consultative assessment approach where the person being assessed reviews draft results and provide comments and/or additions before we submit final report (they can add but not delete from their results). Creates a sense of "doing with" vs "doing to", a partnership method. Few other consulting firms do it this way.
- Use of computers to deliver assessments. This is job relevant to a police officer and they report it to be much faster and more comfortable than "paper and pencil". Our work was reviewed by our national association and held up as a model for practice - as we have used computers in assessment work for 12 years now (see article at: <http://www.prweb.com/releases/2005/8/prweb268511.php>)
- Use of extensive narratives for the assessments taken to provide in-depth feedback for each person assessed. They get a nearly 80 page "book of them" to help in job success and development planning. See sample in WPP section on next page.

Details of our Assessment Battery:

These tools are the most widely used in this kind of work, heavily researched and shown to be predictive, descriptive and culturally fair.

ASSESSMENT	FEATURES	BENEFITS
Structured Interview	Scripted 30 to 45 minute in-person diagnostic interview.	First hand verbal and non-verbal information gathered about the candidate. Includes self-assessment and the judgment of the evaluator
The MMPI-2 Revised Personnel System, 3rd Edition from Pearson assessments	To fill high-risk, high-stress positions, departments and agencies depend on recommendations to help identify individuals who may be emotionally unsuited for	Based on the most widely researched self-report instrument for employee selection, the MMPI-2 helps to confidently evaluate candidates for critical jobs. It

 <p>MMPI-2™ Minnesota Multiphasic Personality Inventory-2</p> <p>Sample report for Law Enforcement</p>	demanding public safety roles.	presents in-depth, occupation-specific information—with tailored reports for six public safety fields.
<p>DRIC Personal History Survey - short form for Police Evaluations</p>	In-depth “bio-data” of job history and functions, education, family background, career aspirations and expectations, self evaluation, and future life goals	Provides a systematic and thorough context for all other assessment and development work
 <p>California Psychological Inventory™ (CPI 260™) Configural Analysis Report</p> <p>sample report</p>	In-depth assessment of intra and interpersonal style and achievement orientation in both professional and personal lives; uses styles to predict career fit. Police norms used for this project.	A powerful tool used to find and develop successful employees and developing leaders. Allows comparison to successful manager profiles
 <p>Fundamental Interpersonal Relations Orientation – Behavior (FIRO-B)™ Interpretive Report for Organizations</p> <p>sample report</p>	Assesses personality dynamics, individual approaches to inclusion, power/control, and affection and ways that these affect interpersonal relationships in the workplace	Useful for screening for personnel selection, predicting leadership potential, highlighting development needs.
 <p>Thomas-Kilmann (TKI) Conflict Mode Instrument</p> <p>sample report</p>	Measures preferences for competing, collaborating, compromising, avoiding, and accommodation in conflict situations	Provides information on leadership and interpersonal strengths in conflict situations, and points to developmental needs
<p>Employee Aptitude Survey (EAS)</p> <p>sample report</p>	Highly predictive and job specific battery of mental ability measures. Timed (speed) tests of mental skills in 4 areas: vocabulary, math, numerical and verbal reasoning. Police norms used for this project.	Provides mental ability comparison to national samples of managers, executives, and other business professionals

Tasks and Deliverables List

I. Pre-employment Evaluations

- Meetings with stakeholders prior to first assessment center to further assess needs, concerns, expectations for the work (e.g. PCRC, Command Staff, Police Federation, elected officials, others as suggested/required)
- Conduct assessment centers (see at www.dric.com/mpd)
- Provide individual assessments to those unable to make the centers
- Produce evaluation reports
- Provide written report copy and detailed feedback to all candidates
- Finalize reports and determinations of psychologically qualified or not qualified
- Participate in round-table review of candidates
- Provide consultation as requested to candidates (especially those not passing and current MPD employees - such as CSOs)
- Provide consultation as requested to Academy, FTO or CSO Training Staff
- Provide in-person feedback to those hired mid-way through the Academy
- Summarize psychological information, track progress of those evaluated and report summaries periodically to MPD Administration
- Stay current on best practices and expert knowledge in the field of pre-employment evaluations for police
- Any other duties as requested

II. Fitness for Duty Examinations

- Provide individual assessments
- Produce evaluation reports
- Finalize reports and determinations of psychologically qualified or not qualified
- Provide consultation as requested regarding FFDE to Command Staff and others
- Summarize psychological information, track progress of those evaluated and report summaries periodically to MPD Administration

- Stay current on best practices and expert knowledge in the field of police fitness for duty evaluations
- Any other duties as requested

B. Experience and Capacity - Describe background and experience demonstrating ability to provide required services. Indicate if company expansion is required to provide service.

Drs. Fennig and James bring a combined 50 plus years of experience and expertise to this project. DRI as a firm was founded in 1991 and has done psychological assessment work for 16 years for local and national organizations, including extensive work in the public sector and for clients in public safety. Current clients include: Cities of Minneapolis and St. Paul, Army Corps of Engineers, University of Minnesota Medical School, State of Minnesota and many others.

As you know, those who we have evaluated for MPD the past 6 months have gotten the chance also to evaluate us. Our ratings for 5 assessment centers and from over 80 people to date who rated us are as follows. We know that these scores may be inflated some as these people are under evaluation, but they seem to suggest we are doing the job well, as do the written comments (available to review from us or DC Gerlicher):

The extent to which you were treated professionally by DRI Consulting staff today at the Assessment Center

Rating	Frequency
Well above average	57
Above average	25
Average	1
Below average	0
Well below average	0

Did the Assessment Center allow you to present yourself accurately to DRIC and MPD?

Answer	Frequency
Yes	83
No	1

Norman James

	Excellent	Good	Average	Fair	Poor
Friendly, showed interest in me	24	4	1		
Allowed me to describe myself well to them	24	5	0		
Overall skills as an interviewer	25	4	0		

Heather Mortensen

	Excellent	Good	Average	Fair	Poor
Friendly, showed interest in me	9	2			
Allowed me to describe myself well to them	9	2			
Overall skills as an interviewer	10	1			

Katie Callahan

	Excellent	Good	Average	Fair	Poor
Friendly, showed interest in me	23	1			
Allowed me to describe myself well to them	24				
Overall skills as an interviewer	23	1			

John Fennig

	Excellent	Good	Average	Fair	Poor
Friendly, showed interest in me	16	2			
Allowed me to describe myself well to them	16	2			
Overall skills as an interviewer	12	6			

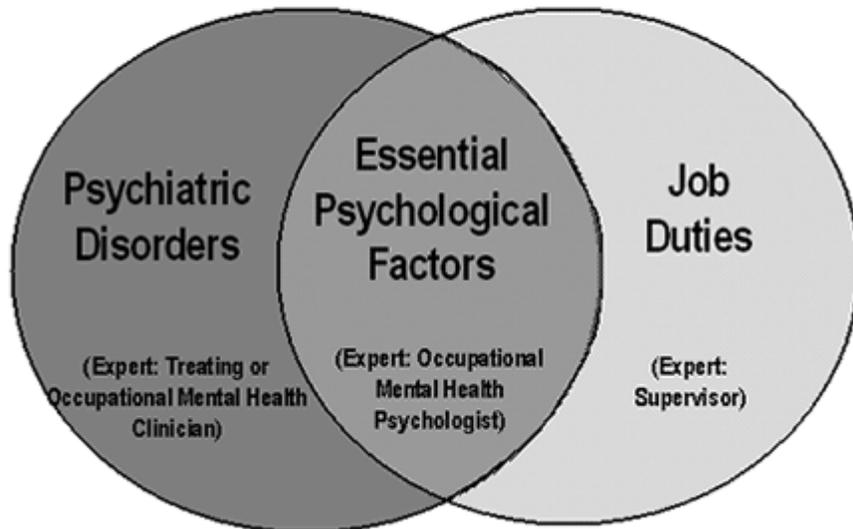
Amy Feist as assessment administrator (if you worked with her):

	Excellent	Good	Average	Fair	Poor
Ability to help	63	12			
Overall Effectiveness	65	9			

Fitness for Duty

An effective fitness for duty evaluation involves 3 key factors and skills working with all 3:

Figure 1. Relationship Between Psychiatric Disorders and Job Duties



Source: *Journal of Controversial Medical Claims*, 7, 15-21

We are very good at the 3 components to this model - the job analysis, the evaluation of psychological functioning and the fit of the two. We do not have a great deal of experience with this specific to police work, but are doing one currently for MPD as we write this proposal. We like the "pool of 3" approach for this particular psychological service and are willing to be one of 3 in the pool. As such, we can take on evaluations that we are competent to do and refer/pass on those that we are not.

Firm Capacity:

You require a firm to be able to manage 30 to 45 candidates per assessment center, including those needing individual evaluations who cannot make the scheduled large group assessments. No special expansion of the practice is necessary to meet the needs of this project. We are a nationally recognized ("Field Training") teaching firm, like a medical school. As such, student staff graduate and others join. Heather Mortensen is graduating and going to a prestigious position at Target Corporation. Heather Johnston, doing doctoral work at the University of St. Thomas, beat out 15 skilled applicants to succeed Heather as a trainee on our staff this fall.

Financially we are sound and will continue to be in business over the 3 year period of the contract. The firm is 16 years old and profitable. Our billings have grown steadily over this time and for 2007 will exceed \$600,000. 70% of our work is on longer term contracts, across the public and private sectors - locally and nationally. Should you require audited financials, Sara Stimpson with our accounting firm Zellner & Associates can provide this (651-287-9826).

C. References - List references from contracts similar in size and scope.

Organization	Projects	Contact
 <p>US Army Corps of Engineers®</p>	<p>Assessment and development services to over 300 people to date in last 7 years.</p>	<ul style="list-style-type: none"> US Army Corps of Engineers Carl Korman, Chief of Counseling, USACE Sacramento District, 916-557-5291, Carl.E.Korman@usace.army.mil
	<p>Assessment services to 40 supervisory level staff and delivery of skills training</p>	<ul style="list-style-type: none"> Metro Transit Commission - Oakland, CA Valerie Stark, HR Consultant, 510-817-5871 vstark@mtc.ca.gov
	<p>Consultation services to the Chief and department</p>	<ul style="list-style-type: none"> St. Paul Fire Department Doug Holton, (former) Fire Chief (now with Milwaukee) 651-775-0110 (personal cell) dholton@comcast.net
	<p>50 projects over 7 years, including pre-service psychological assessments for the Police Department, fitness for duty eval, pre-hire testing for many department heads, managers and staff.</p>	<ul style="list-style-type: none"> City of Minneapolis Police Department Deputy Chief Scott Gerlicher, 612-673-2445 scott.gerlicher@ci.minneapolis.mn.us City of Minneapolis Human Resource Department Pam French, Director, 612-673-2139, Pamela.French@ci.minneapolis.mn.us

D. Personnel Listing - Show involved individuals with resumes and specific applicable experience. Subcontractors should also be listed, including the identification of any that are certified in the City of Minneapolis Small & Underutilized Business Program.

These are provided at end of this proposal. Dr. Norman James is an MBE sub-contractor for the current and proposed evaluation team. You can also see staff bios at www.dric.com/mpd

E. Cost - Indicate proposed cost of service including how determined; rates; direct costs and payment billing schedule; list of charges per classification of employee.

I. Pre-employment Evaluations

1. Meetings with stakeholders prior to first assessment center to further assess needs, concerns, expectations for the work (e.g. PCRC, Command Staff, Police Federation, elected officials, others as suggested/required). **Hourly at rates per chart below.**
2. Conduct assessment centers (see at www.dric.com/mpd). **Charges only for facilities, if not provided by the City.**
3. Provide individual assessments to those unable to make the centers. **Fee is in 4 below, plus administrative time for special arrangements, scheduling at \$125/hour**
4. Produce evaluation reports. **\$650**
5. Provide written report copy and detailed feedback to all candidates. **Fee is included in 4 above.**
6. Finalize reports and determinations of psychologically qualified or not qualified. **Fee is included in 4 above.**
7. Participate in round-table review of candidates. **Fee is included in 4 above.**
8. Provide consultation as requested to candidates (especially those not passing and current MPD employees - such as CSOs). **Hourly at rates per chart below.**
9. Provide consultation as requested to Academy, FTO or CSO Training Staff. **Hourly at rates per chart below.**
10. Provide in-person feedback to those hired mid-way through the Academy. **Per person charge of only \$50 and highly recommended to do.**
11. Summarize psychological information, track progress of those evaluated and report summaries periodically to MPD Administration. **No charge, unless tasked to a larger study by the department.**
12. Stay current on best practices and expert knowledge in the field of pre-employment evaluations for police. **No charge, our obligation.**
13. Any other duties as requested. **Hourly at rates per chart below.**

II. Fitness for Duty Examinations

1. Provide individual assessments. **\$1750**

2. Produce evaluation reports. **Hourly at rates below.**
3. Finalize reports and determinations of psychologically qualified or not qualified. **Hourly at rates per chart below.**
4. Provide consultation as requested regarding FFDE to Command Staff and others. **Hourly at rates per chart below.**
5. Summarize psychological information, track progress of those evaluated and report summaries periodically to MPD Administration. **No charge, unless tasked to a larger study by the department.**
6. Stay current on best practices and expert knowledge in the field of police fitness for duty evaluations. **No charge, our obligation**
7. Any other duties as requested. **Hourly at rates below.**

Rates:

CONSULTANT TIME				
Consultant hourly rates below are based on level of DRIC staff involved (partner, senior, consultant or administrative) and reflect our published and standard Public Sector (government) rates.				
	Partner	Senior Consultant	Consultant	Administrative
Hourly rate	\$250	\$225	\$200	\$125

Notes:

- o "Consultant time" includes in-person, e-mail and/or telephone consultation/feedback - as well as consultant time traveling to the client's place of business, a convenience of the client not having to travel to us.
- o Fees will have a 3% annual increase over the 3 years of this contract (at the start of the calendar year). Mileage and parking for staff travel is charged in addition per City reimbursement rates.

F. Insurance – Indicate proposed insurance coverage for the project.

Note: this is already on file exactly as specified with City for section 6 of General Conditions for RFP and that we concur with all 26 terms/conditions as stated. We update this filing annually and would continue to do so if awarded this contract. The terms and conditions are consistent with our own legal and ethical practices as licensed psychologists in Minnesota.

See attached current coverages for our work with the City of Minneapolis at end of proposal.



G. Grant-funded Services - Include a copy of the most recent audit report and management letter if vendor receives over \$50,000 in City contracts annually and if vendor is not an individual proprietor.

John Fennig dba, DRI Consulting is an individual proprietor.

See Contractor Participation Form and Request for Small Business Participation Goals Form on next pages.



**CONTRACTOR PARTICIPATION FORM
CITY OF MINNEAPOLIS
WOMEN, MINORITY AND SMALL BUSINESS UTILIZATION PLAN**

PROPOSER'S NAME: Dr John P Fenning dba DRI CONSULTING

ADDRESS: 2 Uter Lane North Oaks, MN 55127

TELEPHONE NUMBER: 651-415-1400

CONTACT NAME: Amy Feist

PROJECT NAME: Psychological Consultation to Police Department

RFP NUMBER: None

Each proposal shall be accompanied with this document. Proposers who fail to submit this document may be deemed non-responsive and their proposal may be rejected.

1. What percent of the base proposal for this project will be supplied by certified Women and Minority Businesses? MBE 25 % WBE %

Using the matrix below list the name of each certified women and minority business to be utilized on this project, the type of work to be performed and the proposed dollar amount of their Contract. Using the categories below, please document the following information:

Date of Contact	Name of Women or Minority Business	Certification (WBE/MBE)	Person Contacted	Reason for Contact	Type of Work or Supplies	Contract/ Purchase Amount Result
4/2006	Norman C James PhD		Norman James	Licensed Psychologist	Psychological Consulting	25% of work

This page may be photo copied for additional documentation of efforts.

2. List the steps the Proposer will take to insure that certified Women and Minority Businesses will be given an opportunity to participate on this project.
DRI CONSULTING already using services of african american psychologist Dr Norman James for similar work with MPD and will continue to do so.

3. During the performance of this project, will the Proposer join with the City to support training programs or other efforts designed to help certified Women and Minority Businesses? Yes No

Appendix C - Request for Small Business Participation Goals

**REQUEST FOR
SMALL BUSINESS PARTICIPATION GOALS**

TO: City of Minneapolis Small & Underutilized Business Program
 FROM: DBI Consulting _____
John Fennis DEPARTMENT
 TELEPHONE NUMBER: 651 415 1400 5/3/2007
 DATE

GOALS ARE DETERMINED BY THE TYPE OF SERVICES REQUESTED AND AVAILABILITY OF CERTIFIED BUSINESSES ON CONTRACTS ESTIMATED TO BE OVER \$50,000 FOR GOODS OR SERVICES AND \$100,000 ON CONSTRUCTION PROJECTS. PLEASE BE AS SPECIFIC AS POSSIBLE IN PROVIDING PROJECT INFORMATION.

Goods or Services Contracts

Selection Process Through Public BID RFP

Duties to be Performed Psychological Consultation Services

Estimated Contract Value 125,000 Estimated Start Date 7/9/2007 Contract Length 3 yrs
(over 3 years) To July 9 2010

Pre-proposal / Bid Meeting Yes No

Subcontracting Opportunities Yes No

(IF YES) PLEASE LIST SUBCONTRACTING OPPORTUNITIES AND THE ESTIMATED PERCENTAGE OF THE OVERALL CONTRACT.

Dr. Norman James S
Psychological Screenings
and Consultation 25

_____	_____	_____	_____
Duties	percent	Duties	percent
_____	_____	_____	_____
Duties	percent	Duties	percent
_____	_____	_____	_____
Duties	percent	Duties	percent

SUB GOALS (For SUB Department Use)
 Small _____ Women _____ Minority _____
 DATE APPROVED: _____ APPROVED BY: _____



John P. Fennig, Ph.D., L.P.

Managing Partner - Organizational Consulting Psychologist

e-mail:
johnfennig@dric.com

direct phone:
651-308-8412

bio/resume/videoclip:
dric.com/john

“There are few limits to what well functioning teams can do – for the good of the organization and its individual members.”

Dr. John P. Fennig is the Managing Partner for DRI Consulting, and a licensed psychologist. He brings the expertise of over 20 years of successful organization and human resource development work as co-founder of four companies, manager, board director and consultant. John is a “consultant to consultants”. He advises colleagues and their firms as clients, and many student trainees annually.

He is recognized most for his skills in work team facilitation, analysis/understanding, pragmatic creativity and producing the results clients need quickly and effectively. John has worked for large, international consulting firms, designing, planning and implementing change processes for clients in many industries, from Fortune 50 to start-up.

In delivering Solutions for Organizational Success, John and his staff look first at the work system, second at staffing and third at the skills and personalities of individuals in the work team. Specifically, they provide:

Executive/Management Development

Includes strategic and on-the-job coaching of managers, management teams and individuals to increase effectiveness, make decisions, solve problems and improve their leadership skills. John authored the Real World Leadership Toolbox used by over one thousand people to date.

Training/Individual Coaching

Assessment-based training/coaching ensures the individual learner, company

and team needs directly drive training methods and content. John and his staff design and deliver customized, hands-on work sessions and seminars on most skill topics. He has particular interest in maximizing skills of the gifted, talented and/or high potential.

Organization/Team Development

Includes planning, implementing, managing and developing:

- More effective operations
- Teams and teamwork
- Human resources in mergers and acquisitions, turn-arounds
- The culture of the work team
- Performance management systems

Psychological Assessment

Working closely with you to produce methods for gathering, understanding and applying predictive and descriptive information about individual and team-wide work personality. Used for:

- Selection of new hires
- Promotions and development
- Career planning
- Auditing the total human resource or management team picture

John’s Ph.D. is in Counseling Psychology from the Ohio State University, with emphasis on organization development, work personality assessment and performance coaching. His professional research focuses on the role of self-efficacy in optimizing team and individual performance. He has taught at the corporate, university and graduate level for over 25 years. He is the proud parent of teen Cameron, twins Molly and Sean and is also a Portuguese Waterdog owner.



Norman L. James, Ph.D.

EDUCATION

Southern Illinois University, B.A. in Psychology, June 1968.

Southern Illinois University, M.S. in Rehabilitation Counseling Administration, August 1970.

University of Minnesota: Educational Psychology – Department of Psychological Foundations.
Program Competencies: Statistics, Personality, Counseling Psychology, Social Psychology, Higher Ed. (Advisor, Dr. David W. Johnson)
Degree Granted: **Doctor of Philosophy**, March 26, 1982.
Thesis Title: “Social Interdependence, Alienation and Criminal Behavior in Three Criminal Populations.”

Harvard University, Institute for Educational Management, Certificate Award, Summer 1993.

Licensed Psychologist: License # 0818 – State Board of Psychology.

RESPONSIBILITIES AND ACTIVITIES IN HIGHER EDUCATION

Sept. 1969 – Sept. 1970

Activities Consultant: Student Activities Office, Southern Illinois University. Organizing, directing, implementing experiential and content-oriented training programs for student groups and the campus police department who requested assistance for organizational development needs.

Primary emphasis was on leadership programs and working with the leadership committee of Student Government. Supplemental assignment included working with a core of selected professionals from the Student Affairs Division with the intent of developing their skills in group dynamics. Participating professionals included members of Departments of Psychology and Counseling.

Human Relations Trainer

Private Consulting: Organizing, consulting, implementing experiential content-oriented Human Relations programs for community groups, educational institutions, organizations and prisons. Consultant to Marion, IL, Terminal Island, CA, and Atlanta, GA, Federal Penitentiaries and Terre Haute, IN, Federal Penitentiary therapeutic communities.

August 1970 – July 1972

Community Consultant: Community Development – Southern Illinois University. Training and Consulting Services Unit. Organizing and implementing content or experiential workshops for various community organizations. Academic responsibilities for classes in small group process in Community Development. Full responsibility for teaching Black American Studies class in

Norman L. James, Ph.D.

small group leadership. Major intern supervision for four graduate interns enrolled in the Community Development Institute.

July 1, 1971

Special Assignment: Model Cities Agency – Carbondale, IL, working with Public Service Careers enrollees and consulting with Model Cities Manpower programs.

September 1970 – January 1972

Clinical Counseling Internship: Received special training in use of Transactional Analysis and other concepts as applied to Rehabilitation and Therapeutic Counseling processes in prison settings and with private clients, under clinical supervision and direction of Martin Groder M.D. Chief Psychiatrist. This was a continuation of a graduate training internship, Rehabilitation Institute-Southern Illinois University.

September 1972

Assistant Professor: Department of Psychology, St. John's University, Collegeville, MN. Teaching responsibilities for courses in Psychopathology, Black Psychology and Introductory Psychology.

Responsible for teaching of Psychology courses and student supervision of undergraduate interns placed with local state reformatory (St. Cloud). Coordination and designing staff development projects under direction of the President's Office. Administrative title: of Coordinator for Minority Affairs. Responsible for coordinating activities of organized minority groups. Special committee assignments included Academic Affairs, Intercultural Activities, and Graduate Program in Community Development.

September 1973 – February 1976

Assistant Professor: Chairman – Department of Psychology, St. John's University. Administrative Responsibilities for department operations, e.g., course offerings, student services, faculty concerns-policies, etc. Representation of the psychology faculty too other relevant groups in the University community. Teaching responsibilities for course in Black Psychology, Personality Theory, Psychopathology, Individual Differences and Human Relations courses certified under State Education Department's 521 Law.

Special Assignment: Project Director, Learning Resource Center, supported by Ober Foundation, Butler Foundation, and Hill Family Foundation Grants for curriculum and program development in the areas of teaching and learning productivity. University liaison and administrative duties with Ober Foundation representatives. Coordination and direction of grant activities with University community and administration.

Dual Appointment February 1976 – September 1982

Associate Professor: Department of Psychology, St. John's University. Teaching responsibilities for courses in Group Dynamics, Individual Differences, Personal Adjustment, Introductory Psychology, Personality Theory and Humanistic Psychology, Statistics and Tests and Measurements. Committee participation includes Equal Employment Opportunity Committee, Committee for the formation of a Human Development Institute of St. John's University.

Administrative Title:

Norman L. James, Ph.D.

Equal Employment Opportunity Officer – responsible for implementation of Title IX and Title VII institutional survey and monitoring evaluations. Responsibilities included filing University reports to national monitoring agencies. Activities included monitoring, certifying institutional complaints and conducted informational workshops.

October 1982 – 1989

Associate Professor: Department of Psychology, St. John's University. Primary responsibilities for teaching courses, Group Dynamics, Inter-group Relations, Personality Theory, Abnormal Behavior, Psychological Statistics and Psychological Testing and Assessment.

1987 – 1989

Adjunct Professor (Part-time): St. Cloud State University, Department of Psychology. Teaching responsibility for graduate ethics course, "Ethics in Psychology."

Fall 1990

Chairperson: Department of Psychology, St. John's University. Administrative responsibilities for department operations, e.g., course offerings, student services, faculty concerns-policies, etc. Representation of the Psychology Faculty too other relevant groups in the University community. Teaching responsibilities for courses in Black Psychology, Personality Theory, Psychopathology, Individual Differences, and Human Relations courses certified under State Education Department's 521 Law.

Fall 1991 – 1994

Dean, Graduate School of Education, Professional Psychology and Social Work: The University of St. Thomas, a Catholic comprehensive university committed to the liberal arts and community service. Over 1,000 students enrolled in three departments constitution the graduate school (Education, Professional Psychology and Social Work). The School offers a number of master's degrees in three disciplines, two doctoral degrees (Ed.D) in Educational Leadership and Psy.D. in Counseling Psychology) and considerable non-credit programming.

The Dean provides leadership for the school, which would foster the professional growth of its faculty and staff. Works collaboratively with the chairs of the three departments on the preparation and approval of budgets, the attainment of instructional budgetary goals, the evaluation of faculty (including recommendations concerning rank and tenure), the hiring of new faculty and the long range plan for the school. Takes primary responsibility for the public relations and development activities of the school (in conjunction with central University offices). Chairs the graduate school's curriculum committee.

Fall 1994 – Spring 2000

Professor: Graduate Department of Professional Psychology, University of St. Thomas, and St. Paul, Minnesota. Graduate teaching responsibilities for courses in Advanced Group and Social Processes, Advanced Qualitative Methods, Personality Theory & Development, and Group Dynamics. Graduate advisor for Master's and Doctoral students enrolled in the programs. Coordinator for Continuing Education activities offered by the department.

Vita
Norman L. James, Ph.D.

4

Fall 2000

Sabbatical leave – “Gambling addictions”

January 2001 – November 2001

Medical leave

November 2001 – May 2005

Teaching responsibilities: CPSY 601, Theories of Personality and Development. CPSY 751, Professional Development Seminar, CPSY 608 – 609, Counseling Psychology Practicum.

April 2006 - present

Senior Consultant: DRI Consulting- Pre-employment screening, assessments and evaluation of recruit applicants and CSOs for the City of Minneapolis Police Department. Reviewed and advised on the professional work of other psychological evaluators for the Department of Human Resources.

MEMBERSHIP AND OFFICES

Former Member, Board of Directors, Asklepion Foundation, Inc., Carbondale, IL.

Former Chairperson, Program Committee for Black American Studies Department, Southern Illinois University, 1970-71.

Full Member, Minnesota Psychological Association.

Professional Member, Minnesota Association of Black Psychologists, 1987-Present.

Full Member American Psychological Association (APA). (Current) Division 17 Counseling Psychology.

Teaching-Clinical Member of International Transactional Analysis Association, San Francisco, CA.

Former Chairman, Nominating Committee, and Board of Trustees for International Transactional Analysis Association. San Francisco, CA, 1974-1977.

Former Member, Editorial Board for the ITAA Journal.

President, ITAA. January 1, 1982; term expired January 1, 1984.

Member, State Board of Psychology Governor’s appointment – December 1978.

Vice-Chair, Minnesota State Board of Psychology, January 1, 1981 to January 1, 1982; January 1, 1994 to present.

Chair, Minnesota State Board of Psychology, January 1985 to 1987.

Norman L. James, Ph.D.

Professional Advisory Board, 1989 to July 1991 of Minnesota School of Professional Psychology, Minneapolis, MN.

Member, MN State Board of Psychology, Governor's appointment – June 1992.

American Association of State Psychology Boards (AASPB). PES Blue-Ribbon Panel of Psychologists "Role Delineation" Study EPPP exam for Psychologists, 1980.

Minnesota Delegate at AASPB, August 1980, August 1982, August 1983, October 1992.

Elected: Member-at-Large, AASPB Executive Committee, August 1983 (3-year term).

Member, Governor's Task Force on Sexual Exploitation by Counselors and Therapists, 1985-86; 1986-87.

Member, Board of Directors – African American Family Services, 1994 - 96.

Member, Board of Directors, Hamm Clinic, St. Paul, MN – 1994 to present.

Hobby: Member of the United States Judo Association, 3rd Degree. Black Belt Holder.

Life Member, KAPPA ALPHA PSI – Social Fraternity.

ACHIEVEMENTS IN PSYCHOLOGY

St. John's University – Chairperson, Department of Psychology, September 1973 – February 1976.

St. John's University – Chairperson, Department of Psychology, September 1990 – June 1991.

State Board of Psychology – one-year appointment, Governor Rudy Perpich, November 1978 – November 1979.

State Board of Psychology – three-year appointment, Governor Al Quie, November 1979 - November 1982.

State Board of Psychology – elected Vice-Chair, June 1980 – September 1982.

State Board of Psychology – four-year appointment, Governor Rudy Perpich, July 1, 1983.

State Board of Psychology – elected Chair, January 1, 1985 – 1987.

State Board of Psychology – four-year appointment, Governor Arnie Carlson, June 1992.

Member, Governor's Task Force on Sexual Exploitation by Counselors and Therapists, 1985-86; 1986-87.

International Transactional Analysis Association (ITAA):
Chairperson, Nominating Committee, 1976-1979.
Member, Editorial Board, 1978-1980.
Vice-President, January 1980 – January 1982.
President, January 1982 – January 1984.

American Association of State Psychology Boards (AASPB) – State of Minnesota Delegate to AASPB Conference, Montreal Canada, August 1980; Washington, D.C., August 1982; Anaheim, CA, August 1983.

Elected: Member-at-Large, Executive Committee, AASPB.

Professional Examination Services (PES) and American Association of State Psychology Boards (AASPB) “Blue Ribbon Validation Panel,” Participant- revised and organized testing domains for entry-level Psychologist – (PES) EPPP National Examination.

Association of State and Provincial Psychology Boards (ASPPB). Appointed to Membership Services Committee. 1992 – 1993.

Association of State and Provincial Psychology Boards (ASPPB). September 1997. Roger C. Smith Award for Outstanding Service to a State Licensing Board.

Minnesota Society for Clinical Hypnosis. Clinical Member

Special Honors:

Commencement Speaker – St. John’s University, June 1973, “What is an Educated Man?”

Speaker, Senior Dinner – College of St. Benedict, May 1991, “CSB – A Lighthouse of Values.”

Association of State and Provincial Psychology Boards (ASPPB) Fellow – Awarded August 1994.

Association of State and Provincial Psychology Boards (ASPPB). September 1997. Roger C. Smith Award for Outstanding Service to a State Licensing Board.

MN Association of Black Psychologist-Distinguished Elder Award-May 18.2002.



Heather Mortensen Consultant

e-mail:
heathermortensen@dric.com

DRI Consulting
2 Otter Lane
North Oaks, MN 55127

general number:
651-415-1400

direct phone:
763-670-3034

website:
www.dric.com

Heather Mortensen is a consultant for DRI Consulting. She is completing her doctoral coursework in counseling psychology at the University of Minnesota in Minneapolis, Minnesota. Her clients have included individuals and groups. Clients of Heather's benefit from her many years of training as a student psychologist, evaluator, consultant, trainer and therapist.

Heather has a strong professional interest in optimizing the satisfaction of individual's in the workplace. Heather not only acknowledges the client's strengths and what is already working for them but also works to implement solutions that are practical, usable and provide immediate change in the client's current situation. While assessing client's needs and implementing change, Heather's work is guided by her strength in understanding and empathizing with her clients and their development needs.

Heather gained experience helping individuals identify their sources of occupational dissatisfaction and implement solutions by counseling individuals through vocational assessment. Furthermore, she's developed her skills using vocational assessments in a variety of settings including education, selection and groups. Heather has also gained experience working with groups through conflict resolution and team building.

As a result of her experiences, her clients at DRI Consulting benefit from her skills in:

- Psychological assessment,
- Individual coaching and
- Team development

Heather has the enthusiasm, commitment and skill to help individuals and groups meet their development needs. She looks forward to helping you and your organization.



Katie Callahan

Consultant

e-mail:
katiecallahan@dric.com

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2 Otter Lane
North Oaks, MN 55127

general number:
651-415-1400

direct phone:
612-490-1058

website:
www.dric.com

Katie is a consultant with DRI. She has a wide range of professional experiences as supervisor, manager, trainer, therapist, facilitator, college tutor, and evaluator. Having worked in both business and psychological positions, Katie has a strong interest in bridging the two fields for the betterment of the worker and the working environment. Her listening and observation skills help her assess a given situation and aid both individuals and teams in strengthening their strengths and addressing their developmental needs.

Katie has gained experience working with teams as president of two honor societies, supervisor of staff members at a day treatment center, and manager of work groups at a distributorship. In all of these situations, Katie addressed such vocational concerns as conflict management and facilitated team development. Using assessment tools related to intelligence and personality factors has strengthened her vocational skills. She is excited to use these skills to serve you in a warm and effective manner.

Education:

University of St. Thomas

Psy.D. in Counseling Psychology 2005 – Present

M.A. in Counseling Psychology Graduation: May 2005
Double B.A. in Business and Psychology Graduation: May 2003

Professional Affiliations:

American Psychological Association, Division 17 – Counseling Psychology

MN Psychological Association

Heather J Johnson

Education:

- PsyD (Doctorate in Counseling Psychology) program at the University of St. Thomas, Graduate School of Professional Psychology, Minneapolis, MN, 2009
- Master of Arts- Counseling Psychology, University of St. Thomas, Minneapolis, MN, 2005
- Bachelor of Arts in French, Ripon College, Ripon, WI, 1998
- Minor in Philosophy of the Humanities, Ripon College, Ripon, WI, 1998
- Study Abroad, Sorbonne University, Paris, France
January - June 1997

Professional Experience:

Neighborhood Involvement Program, Minneapolis, MN

Practicum Student/Therapist- 2006-2007

During my second year doctoral practicum I am currently conducting therapy primarily with adults with issues related to depression, generalized anxiety, post traumatic stress disorder, social phobia, adjustment disorder, chemical dependency, and Axis II disorders. **Total Client Contact Hours (to date): 97**

Neighborhood Involvement Program/Rape and Sexual Abuse Center, Minneapolis, MN

Community Educator- 2006-2007

Conduct Safe Touch presentations in elementary schools (preschool-fifth grade).

University of St. Thomas- Minneapolis, MN

Faculty Selection Committee

Summer-2006

Met with faculty to put together an interview and assessment plan. Reviewed CV's, interviewed candidates, and coordinated selection criteria.

Center for Grief, St. Paul, MN

Practicum Student/Therapist 2004-2005

During my Masters practicum, I provided therapy to clients with anxiety disorders (primarily PTSD), depression, grief/loss issues, chemical dependency, and co-morbid disorders. I also co-facilitated an ongoing suicide loss group that incorporated narrative and cognitive-behavioral therapy along with meditation and mindfulness. I also co-facilitated an on-going grief support group with mixed issues. **Total Client Contact Hours: 217**

Center for Grief- St. Paul, MN

Volunteer/Grief Group Facilitator

2003-2005

Co-facilitated a children's grief group (ages 7-12). Followed a 10 week curriculum dealing with issues such as: feelings, memories, finding support, and moving on.

University of St. Thomas- Minneapolis, MN

Masters Student Advisory Committee Member

2003-2005

**Additional
Volunteer
Experience:**

Volunteer- Second Harvest Food Bank- St. Paul
September 2002

Packaged food boxes for homeless shelters in St. Paul, MN

Volunteer- Naomi Center- St. Paul- *September 2001*

Painted walls and did minor repairs needed at the Center

School Mentor- Big Brothers/Big Sisters-St. Paul

January 1999-May 1999

Worked with a ten-year-old girl on homework and reading skills

Big Sister- Big Brothers/Big Sisters Program-St. Paul

1999 - 2001

Spent time with an eleven-year-old girl doing educational and enjoyable activities to help with academics, self-esteem, and social skills.

Organizations:

American Psychological Association/Graduate Student Affiliate

Minnesota Women in Psychology/Graduate Student Member

Certification:

Prepare/Enrich Program

University of Saint Thomas- *January 2007*

Work Experience:

Mental Health Practitioner- People, Incorporated

2006-Present

Provide individual and group therapy for adults suffering from severe and persistent mental illness. Conduct intake interviews with residential and community clients experiencing a mental health crisis. Write integrated assessment reports and treatment plans for individuals utilizing program. Explore treatment options and community resources for clients prior to discharge from program.

Supervisor, Ecolab Customer Service

2001- 2006

Train new hires on Customer Service policies and procedures.

Involved in total quality management projects to ensure quality in the department. Provide direct feedback to employees in an honest and respectful manner. Work individually with employees to enhance job performance. Maintain positive and professional relationships with co-workers. Groom employees for further advancements in the department and the company.

**Professional
Development:**

Medication Passing Certification

Geritom- *July 2006*

Talent Pipeline Performance Appraisal

Ecolab, Inc.- *January 2006*

Treatment Options for Depression

PESI Healthcare - *March 2005*

Grief and Loss Issues

PESI Healthcare - *October 2004*

Grief Facilitator Training

St. Paul Center for Grief - *March 2003*

Assessment and Treatment of Borderline Personality Disorder

PESI Healthcare - *October 2002*

Personality Disorders in Social Work and Health Care

Cross Country University - *June 2002*

OCI Leadership Foundations Series

Ecolab, Inc./Organizational Concepts Intl., LLC- *June 2002*

Lessons From Children Who Overcome Adversity

College of Education and Human Development-

University of Minnesota - *March 2001*

Understanding Anger

Institute for Cortext Research and Development - *March 2000*

**Professional
Recognition:**

Ecolab 2004 Circle of Excellence Award

Ecolab, Inc- *Awarded March 2005*

References:

Available Upon Request



Amy Feist

Executive Assistant/Office Manager

e-mail:
dric@dric.com

DRI Consulting
2 Otter Lane
North Oaks, MN 55127

general number:
651-415-1400

website:
www.dric.com

Amy Feist is the Executive Assistant/Office Manager for DRI Consulting. She brings a variety of experience in working in corporate, retail and non-profit settings.

Amy has worked either in a supervisory role or in Human Resources for the past 10 years bringing a wide breadth of knowledge and experience to DRI. Organization, attention to detail and communication are a few skills she draws upon. Please see her resume for a list of skills/experience she has.

Amy is lead psychometrist for DRI Consulting. She provides the firm's clients with individual and group needs assessment, psychological test administration and evaluation, employee selection, psychological assessment for employment screening, and career and personal development.

Amy received her Bachelor of Arts degree from Hamline University in St. Paul, Minnesota where she majored in Biology.



Exhibit A-Non-Grant Funded Standard Agreement Insurance (Please fill in a-d)

The following are the insurance requirements for the Contractor. Contractor shall check one box under each insurance area and sign at the bottom. Please note: no changes or additions can be made to this form other than indicating self-insurance status (if applicable, also attach a letter that outlines self-insurance coverage).

a) 1. Worker's Compensation insurance that meets the statutory obligations.

Attached is certificate evidencing above insurance coverage in force as of the Contract start date.

MN Statute Chapter 176 does not apply because Contractor has no employees and will not have any during the life of the Contract.

2. Workers Compensation insurance for non-employees providing services under this Contract (i.e., subcontractors).

Attached is certificate evidencing Workers Compensation insurance coverage in force as of the Contract start date (either umbrella coverage by Contractor or separate coverage by non-employees).

Non-employees such as subcontractors will not provide any services under this Contract.

b) Commercial General Liability insurance. The policy shall be on an "occurrence" basis, shall include contractual liability coverage and the City shall be named an additional insured.

Attached is certificate evidencing above insurance coverage in force as of the Contract start date.

Contractor assumes full responsibility for any and all damages that occur as a result of this Contract.

c) Commercial Automobile Liability insurance covering all owned, non-owned and hired automobiles.

Attached is certificate evidencing above insurance coverage in force as of the Contract start date.

Contractor's personal auto liability insurance coverage addresses the risk. Attached is a letter from insurance agent stating that personal automobile insurance policy covers business usage of all automobile(s) that will be used during the life of this Contract.

Contractor will not drive any automobiles while performing services under this Contract.

d) Professional Liability Insurance providing coverage for the claims that arise from the errors of Contractor or its consultants, omissions of Contractor or its consultants, failure to render a professional service by Contractor or its consultants, or the negligent rendering of the professional service by Contractor or its consultants. The insurance policy must provide the protection stated for two years after completion of work.

Attached is certificate evidencing above insurance coverage in force as of the Contract start date.

Contractors providing service under this Contract who do not carry professional liability insurance agree to assume full responsibility for any and all damages that occur as a result of Contractor's acts, errors or omissions.

Contractor Name (printed) John Fenwick
Contractor Authorized Signature [Signature] Date 3/8/07
PLEASE NOTE THERE ARE MULTIPLE CHECKOFF REQUIREMENTS ABOVE (a-d)

CERTIFICATE OF INSURANCE



- STATE FARM FIRE AND CASUALTY COMPANY, Bloomington, Illinois
- STATE FARM GENERAL INSURANCE COMPANY, Bloomington, Illinois
- STATE FARM FIRE AND CASUALTY COMPANY, Scarborough, Ontario
- STATE FARM FLORIDA INSURANCE COMPANY, Winter Haven, Florida
- STATE FARM LLOYDS, Dallas, Texas

insures the following policyholder for the coverages indicated below:

Name of policyholder John Fennig DBA DRI Consulting
 Address of policyholder 2 Otter Lane, North Oaks, MN 55127-6436
 Location of operations _____
 Description of operations _____

The policies listed below have been issued to the policyholder for the policy periods shown. The insurance described in these policies is subject to all the terms exclusions, and conditions of those policies. The limits of liability shown may have been reduced by any paid claims.

POLICY NUMBER	TYPE OF INSURANCE	POLICY PERIOD		LIMITS OF LIABILITY (at beginning of policy period)
		Effective Date	Expiration Date	
93-CM-0204-3	Comprehensive Business Liability	11/08/2006	11/08/2007	BODILY INJURY AND PROPERTY DAMAGE
This insurance includes:				
<input checked="" type="checkbox"/> Products - Completed Operations <input checked="" type="checkbox"/> Contractual Liability <input checked="" type="checkbox"/> Underground Hazard Coverage <input checked="" type="checkbox"/> Personal Injury <input checked="" type="checkbox"/> Advertising Injury <input type="checkbox"/> Explosion Hazard Coverage <input type="checkbox"/> Collapse Hazard Coverage <input type="checkbox"/> <input type="checkbox"/>				Each Occurrence \$ 1,000,000 General Aggregate \$ 2,000,000 Products - Completed Operations Aggregate \$ 2,000,000
	EXCESS LIABILITY	POLICY PERIOD		BODILY INJURY AND PROPERTY DAMAGE
	<input type="checkbox"/> Umbrella <input type="checkbox"/> Other	Effective Date	Expiration Date	(Combined Single Limit)
				Each Occurrence \$ Aggregate \$
93-KX-3991-0	Workers' Compensation and Employers Liability	10/01/2006	10/01/2007	Part 1 STATUTORY Part 2 BODILY INJURY Each Accident \$ 100,000 Disease Each Employee \$ 100,000 Disease - Policy Limit \$ 500,000
POLICY NUMBER	TYPE OF INSURANCE	POLICY PERIOD		LIMITS OF LIABILITY (at beginning of policy period)
356 0619-E23-23K	2005 Honda Van	11/23/2006	05/23/2007	100,000/300,000/100,000

THE CERTIFICATE OF INSURANCE IS NOT A CONTRACT OF INSURANCE AND NEITHER AFFIRMATIVELY NOR NEGATIVELY AMENDS, EXTENDS OR ALTERS THE COVERAGE APPROVED BY ANY POLICY DESCRIBED HEREIN.

Name and Address of Certificate Holder

City of Minneapolis
 350 South Fifth Street
 Minneapolis, MN 55415

If any of the described policies are canceled before its expiration date, State Farm will try to mail a written notice to the certificate holder 30 days before cancellation. If however, we fail to mail such notice, no obligation or liability will be imposed on State Farm or its agents or representatives.

M. M. Sawe
 Signature of Authorized Representative
 Office Manager 04/02/2007
 Title Date

Agent's Code Stamp

AFO Code F726



- ACE American Insurance Company
- ACE Insurance Company of Illinois
- Atlantic Employers Insurance Company

Psychologists'
Professional Liability Policy (Claims Made)
Minnesota Declarations

(This Policy is issued by the stock insurance company listed above. Herein called "Company".)

BRANCH	B/A	PRODUCER NUMBER
		273865

DATE OF ISSUE	PRIOR CERTIFICATE NUMBER
09/21/2006	

NOTICE: THIS IS A CLAIMS-MADE POLICY. PLEASE REVIEW THE POLICY CAREFULLY. THE POLICY ONLY COVERS CLAIMS THAT ARE FIRST MADE AGAINST THE INSURED AND REPORTED TO THE COMPANY OR THE NAMED INSURED'S AGENT OR BROKER DURING THE POLICY PERIOD UNLESS, AND TO THE EXTENT, THE EXTENDED REPORTING PERIOD OPTION APPLIES.

PURCHASING GROUP POLICY NUMBER: **45-0002000**

Item	DECLARATIONS		CERTIFICATE NUMBER: 78G22425948		
1.	Named Insured		DRI Consulting		
	ADDRESS		2 Otter Ln North Oaks, MN 55127-6436		
	Number & Street, Town, County, State & Zip No.)				
2.	Policy Period: 12.01 A.M. Standard Time At	From:	To:		
	Location of Designated Premises	11/15/2006	11/15/2007		
3.	COVERAGE	LIMITS OF LIABILITY		PREMIUM	
	Professional Liability	\$ 1,000,000	each incident	3,000,000	aggregate \$ 2,426.00
4.	BUSINESS OF THE NAMED INSURED:				
5.	The Named Insured is: <input checked="" type="checkbox"/> Sole Proprietor (including independent contractor) <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Other:				
6.	This policy shall only apply to incidents which happen on or after: a) the policy effective date shown on the Declarations; or b) the effective date of the earliest claims-made policy issued by the Company to which this policy is a renewal; or c) the date specified in any endorsement hereto. 11/15/2004				
7.	This policy is made and accepted subject to the printed conditions in this policy together with the provisions, stipulations and agreements contained in the following form(s) or endorsement(s). 815polcov , Pol_Sep_P , PF-15750 (06/04), PF-15217 (03/04), CC-1K11E , PF-15238 (03/04), PF-15230 (03/04), PF-15245 (03/04), PF-15235 (03/04), PF-15225 (03/04), PF-15242 (03/04), PF-15268 (06/04), PF-15741 (06/04), PF-17914 , 812gprrsum 710POL_VER				
	Notice of Claim should be sent to: Claims Vice President ACE USA 140 Broadway, 40 th Floor New York, NY 10005 Or the agent or broker listed below		All other notices should be sent to: Underwriting Vice President ACE USA 140 Broadway, 41 st Floor New York, NY 10005		
	REPRESENTATIVE:	Agent or broker:	Trust Risk Management Services, Inc.		
		Office address:	181 W Madison St Ste 2900 Chicago, IL 60602-4643		
		City, State, Zip:	1-877-637-9700		