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**EXECUTIVE SESSION – 7:00 P.M. – COLLECTIVE BARGAINING SECTION 2(C)(2)
OF THE OPEN MEETINGS ACT**

PRE-COUNCIL WORK SESSION — 7:00 P.M.

Agenda of the Regular Meeting

of the City Council of the

CITY OF DARIEN

August 3, 2026

7:30 P.M.

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Declaration of Quorum
5. Questions, Comments and Announcements — **General (This is an opportunity for the [public to make comments or ask questions on any issue](#) – 3 Minute Limit Per Person, Additional Public Comment Period - Agenda Item 18)**
6. Receiving of Communications
7. Mayor's Report
 - A. Summer Interns Capstone Presentation
8. City Clerk's Report
9. City Administrator's Report
10. Department Head Information/Questions
 - A. Police Department
 - B. Municipal Services
11. Treasurer's Report
 - A. Warrant Number — [26-27-07](#)
12. Standing Committee Reports
13. Questions and Comments — **Agenda Related (This is an opportunity for the public to [make comments or ask questions on any item on the Council's Agenda](#) – 3 Minute Limit Per Person)**

14. Old Business
15. Consent Agenda
 - A. An Ordinance Authorizing the [Sale of Personal Property Owned by the City of Darien](#)
 - B. A Motion To Approve the Expenditure of Budgeted Funds to [Purchase Professional Consulting Services](#) From Testing For Public Safety, LLC (TPS, LLC) to Establish a Sergeant Promotional Eligibility List in the Amount of \$14,800.00
 - C. An Ordinance Approving A Variation From Section 5a-7-2-6(A) of the City Code to Permit an Enclosed Patio within the Rear Yard of 1623 Golfview Drive (PZC-26-9: [1623 Golfview Drive](#))
 - D. An Ordinance Approving a Variation from Section 4-3-10-(B)-3 of the City's Sign Code to Permit an Electronic Messaging Sign Instead of a Manual Changeable Copy Sign for a Remodeled Culver's Ground Sign Located at 541 Plainfield Road (PZC-26-10: [541 Plainfield Road](#))
 - E. A Motion [Directing Staff to Research and Prepare Ordinance Text Amendments Allowing Electronic Message Boards](#) on Ground Signs By-Right
16. New Business
 - A. An Ordinance Approving A Variation From Section 5a-5-11(A) of the City Code to Permit a Recreational Vehicle within the Front Yard of 1008 Juniper Lane (PZC-26-11: [1008 Juniper Lane](#))
 - B. A Motion Approving Variations Pursuant to Section 7-5-1(C) of the City Code to Allow Reduced Setbacks and Alternative Screening Measures for a Proposed Chicken Coop, Permitting the Structure to Be Located Adjacent and within an Existing Accessory Structure and Screened through Landscaping in Lieu of a Required Privacy Fence at [2208 Carlow Drive](#)
 - C. A Motion Approving an [Overhead Sewer Assistance Pilot Program](#)
 - D. A Motion Authorizing to [Purchase and Deploy a Web-Based, Work Order Management Software](#), for the Municipal Services/Public Works Department Service Platforms, with Brightly Software Inc, in an Amount Not to Exceed \$40,745.83
17. Questions, Comments and Announcements — **General (This is an opportunity for the public to [make comments or ask questions on any issue](#) – 3 Minute Limit Per Person)**
18. Adjournment

CITY OF DARIEN
**EXPENDITURE APPROVAL LIST
FOR CITY COUNCIL MEETING ON
August 3, 2026**

Approval is hereby given to have the City Treasurer of Darien, Illinois pay to the officers, employees, independent contractors, vendors, and other providers of goods and services in the indicated amounts as set forth.

A summary indicating the source of funds used to pay the above is as follows:

General Fund			\$208,549.32
Water Fund			\$11,617.95
Motor Fuel Tax Fund			\$145.06
Stormwater Management Fund			\$123.64
Special Service Area Tax Fund			
State Drug Forfeiture Fund			
Federal Equitable Sharing Fund - Justice			
Federal Equitable Sharing Fund - Treasury			
Impact Fee Expenditures			
Capital Improvement Fund			\$783,978.85
Cannabis Fund			\$40,694.00
TIF Fund			
<i>Subtotal:</i>			<u>\$1,045,108.82</u>
General Fund Payroll	07/23/26	\$	327,493.26
Water Fund Payroll	07/23/26	\$	48,021.95
<i>Subtotal:</i>			<u>\$ 375,515.21</u>

<i>Total to be Approved by City Council:</i> <u>\$1,420,624.03</u>

Approvals:

Joseph A. Marchese, Mayor

JoAnne E. Ragona, City Clerk

Michael J. Coren, Treasurer

Bryon D. Vana, City Administrator

CITY OF DARIEN
Expenditure Journal
General Fund
Administration
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
COMCAST BUSINESS	CABLE TV FOR CITY HALL	AP080326	4267	Telephone	53.35
DUPAGE COUNTY PUBLIC WORKS	SEWER BILL - CH	AP080326	4271	Utilities (Elec,Gas,Wtr,Sewer)	60.06
ODELSON,MURPHEY,FRAZIER,MCGRAT	LEGAL SERVICES -JUNE 2026	AP080326	4219	Liability Insurance	110.00
ODP BUSINESS SOLUTIONS	OFFICE SUPPLIES - CH	AP080326	4253	Supplies - Office	37.93
ODP BUSINESS SOLUTIONS	TONER- CH	AP080326	4253	Supplies - Office	116.48
ODP BUSINESS SOLUTIONS	FINE TIP PENS	AP080326	4253	Supplies - Office	15.93
ODP BUSINESS SOLUTIONS	TONER & SUPPLIES FOR CH	AP080326	4253	Supplies - Office	133.00
PITNEY BOWES INC	INK FOR POSTAGE MACHINE	AP080326	4253	Supplies - Office	161.01
STAPLES BUSINESS ADVANTAGE	FLASH DRIVES	AP080326	4253	Supplies - Office	50.86
				Total Administration	738.62

CITY OF DARIEN
Expenditure Journal
General Fund
City Council
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
IL STATE POLICE	LIQUOR LICENSE FINGERPRINTING-WIQ... AHMAD KHAN	AP080326	4205	Boards and Commissions	27.00
IL STATE POLICE	LIQUOR LICENSE FINGERPRINTING-SHA... WILLIAMS /CHUCK E CHEE	AP080326	4205	Boards and Commissions	27.00
IL STATE POLICE	LIQUOR LICENSE FINGERPRINTING-JON... FLORES /LA CHULE	AP080326	4205	Boards and Commissions	27.00
IL STATE POLICE	LIQUOR LICENSE FINGERPRINTING-DAIS... OCHOA /CHUCK E CHEESE	AP080326	4205	Boards and Commissions	27.00
				Total City Council	108.00

CITY OF DARIEN
Expenditure Journal
General Fund
Darien Business Alliance
From 7/21/2026 Through 8/3/2026

<u>Vendor Name</u>	<u>Invoice Description</u>	<u>Session ID</u>	<u>Acct Code</u>	<u>Acct Title</u>	<u>Dept Amount</u>
DICK DIAMOND & THE DUSTERS	CONCERT BAND 7-30-26	AP080326	4239	Public Relations	<u>1,900.00</u>
				Total Darien Business Alliance	1,900.00

CITY OF DARIEN
Expenditure Journal
General Fund
Community Development
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
LEMONT NAPA	MUFFLER AND PARTS FOR A3	AP080326	4229	Maintenance - Vehicles	584.20
ODELSON,MURPHEY,FRAZIER,MCGRAT	LEGAL SERVICES -JUNE 2026	AP080326	4219	Liability Insurance	605.00
SERENITY LANDSCAPE GROUP INC	CREDIT FOR VOIDED CK 68285	APCREDIT080...	4328	Const/Prof Reimbursable	(400.00)
				Total Community Development	789.20

CITY OF DARIEN
Expenditure Journal
General Fund
Public Works, Streets
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
ALLIED GARAGE DOOR INC.	BUILDING MAINT- PW GARAGE	AP080326	4223	Maintenance - Building	290.00
ALTA EQUIPMENT COMPANY	TIRE, BRACKET	AP080326	4229	Maintenance - Vehicles	464.19
ALTORFER INDUSTRIES INC	LABOR FOR #204	AP080326	4229	Maintenance - Vehicles	1,693.18
ALTORFER INDUSTRIES INC	BATTERY TEST ON #203	AP080326	4229	Maintenance - Vehicles	911.80
CARLSEN'S ELEVATOR SERVICES	ELEVATOR MAINT- 1710 PLAINFIELD RD	AP080326	4223	Maintenance - Building	965.36
COM ED	7953012222 6701 CLARENDON HILLS RD	AP080326	4271	Utilities (Elec,Gas,Wtr,Sewer)	79.26
CONNELLY ELECTRIC	GENERATOR WORK- JULY 2026	AP080326	4223	Maintenance - Building	12,350.00
DUPAGE COUNTY PUBLIC WORKS	VACTOR DUMPING FEES	AP080326	4257	Supplies - Other	420.00
DUPAGE COUNTY PUBLIC WORKS	SEWER BILL- PW	AP080326	4271	Utilities (Elec,Gas,Wtr,Sewer)	47.34
FROST SOLUTIONS LLC	REPLACE DAMAGED WEATHER STATION	AP080326	4225	Maintenance - Equipment	2,800.00
GRAINGER	TRASH GRABBER	AP080326	4223	Maintenance - Building	263.48
GRAINGER	PAPER TOWEL DISPENSER	AP080326	4223	Maintenance - Building	28.79
GRAINGER	EXTENSION COVER	AP080326	4223	Maintenance - Building	18.90
GRAINGER	CONNECTOR	AP080326	4229	Maintenance - Vehicles	11.44
GRAINGER	FITTING	AP080326	4229	Maintenance - Vehicles	64.68
GRAINGER	COUPLING	AP080326	4229	Maintenance - Vehicles	12.80
GRAINGER	TUBING	AP080326	4229	Maintenance - Vehicles	57.34
IMPACT NETWORKING, LLC	COPIER OVERAGE (6-18 thru 7-17-26) 1041 S FRONTAGE	AP080326	4225	Maintenance - Equipment	88.14
KARA COMPANY, INC.	LATHE	AP080326	4257	Supplies - Other	195.68
LEMONT NAPA	BRAKE CLEANER, CHOKE	AP080326	4229	Maintenance - Vehicles	98.16
M & J ASPHALT PAVING	ROAD PATCH- SAWYER DRAINAGE PROJECT	AP080326	4374	Drainage Projects	11,692.00
MC CANN INDUSTRIES INC	VALVE SHUT OFF, MANIFOLD	AP080326	4229	Maintenance - Vehicles	123.08
NORWALK TANK	6 IN FLEX PIPE	AP080326	4257	Supplies - Other	240.00

CITY OF DARIEN
Expenditure Journal
General Fund
Public Works, Streets
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
OCCUPATIONAL HEALTH CENTERS	PRE-EMPLOYMENT DRUG SCREEN- ALEC P MILLER	AP080326	4219	Liability Insurance	80.00
OCCUPATIONAL HEALTH CENTERS	RANDOM DRUG SCREEN- JEFFREY L CORNEILS	AP080326	4219	Liability Insurance	80.00
OCCUPATIONAL HEALTH CENTERS	RANDOM DRUG SCREEN- JOHN R CORNEILS	AP080326	4219	Liability Insurance	80.00
OCCUPATIONAL HEALTH CENTERS	RANDOM DRUG SCREEN- ANDREW J MILLER	AP080326	4219	Liability Insurance	80.00
OCCUPATIONAL HEALTH CENTERS	RANDOM DRUG SCREEN- KAYDEN SMITH	AP080326	4219	Liability Insurance	80.00
OREILLY AUTOMOTIVE, INC.	TRUCK CLEANING SUPPLIES	AP080326	4229	Maintenance - Vehicles	114.93
POMP'S TIRE SERVICE, INC.	TIRES	AP080326	4229	Maintenance - Vehicles	970.80
POMP'S TIRE SERVICE, INC.	TIRES	AP080326	4229	Maintenance - Vehicles	997.92
POMP'S TIRE SERVICE, INC.	CREDITS APPLIED TO INV 470118035 & 280185075	AP080326	4229	Maintenance - Vehicles	(1,919.95)
RAGS ELECTRIC	SIGNAGE 75th ST BY HIGH SCHOOL	AP080326	4350	Forestry	5,690.50
RAGS ELECTRIC	RAGS / COM ED ISSUE AT 8408 CRAMER LANE	AP080326	4359	Street Light Oper & Maint.	1,730.00
SITE ONE LANDSCAPE SUPPLY	SEED	AP080326	4257	Supplies - Other	480.62
TKB ASSOCIATES INC	LASERFISCHE LICENSE	AP080326	4213	Dues and Subscriptions	856.27
UNDERGROUND PIPE & VALVE CO.	HOLLY PARK PIPE REPAIR	AP080326	4257	Supplies - Other	843.80
UNIQUE PRODUCTS & SERVICE CORP	JANITORIAL SUPPLIES FOR PD	AP080326	4345	Janitorial Service	131.58
VERMEER-ILLINOIS, INC	LATE FEE FOR INV PQ0917	AP080326	4229	Maintenance - Vehicles	6.39

CITY OF DARIEN
Expenditure Journal
General Fund
Public Works, Streets
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
WAREHOUSE DIRECT	JANITORIAL SUPPLIES FOR PW	AP080326	4223	Maintenance - Building	233.05
WAREHOUSE DIRECT	JANITORIAL SUPPLIES FOR PW	AP080326	4223	Maintenance - Building	100.12
WHITMORE ACE HARDWARE	NUMBERS	AP080326	4257	Supplies - Other	8.99
WHITMORE ACE HARDWARE	MAILBOX SUPPLIES	AP080326	4257	Supplies - Other	54.99
WOLF PACK CONSULTING, LLC	PLAT OF GRANT OF EASEMENT -6714-6718 TENNESSEE AVE	AP080326-2	4325	Consulting/Professional	725.00
				Total Public Works, Streets	44,340.63

CITY OF DARIEN
Expenditure Journal
General Fund
Police Department
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
ADVANTAGE CHEVROLET	VEHICLE REPAIR D8	AP080326	4229	Maintenance - Vehicles	215.95
DU-COMM	QUARTERLY SHARES (8-1-26 thru 10-31-26)	AP080326	4325	Consulting/Professional	122,278.75
DU-COMM	FACILITY LEASE- (8-1-26 thru 10-31-26)	AP080326	4325	Consulting/Professional	4,556.56
DUPAGE COUNTY PUBLIC WORKS	SEWER BILL- PD	AP080326	4271	Utilities (Elec,Gas,Wtr,Sewer)	313.94
FLOCK GROUP INC	FLOCK SAFETY- 2ND YEAR PAYMENT	AP080326	4217	Investigation and Equipment	27,000.00
IL SECRETARY OF STATE POLICE	PLATE R632414 REGISTRATION (P41)	AP080326	4229	Maintenance - Vehicles	151.00
ILEAS	ILEAS 2026 MEMBERSHIP DUES	AP080326	4213	Dues and Subscriptions	120.00
INDUSTRIAL ORG SOLUTIONS	PSYCH EXAM- CANDIDATES LANCASTER & RODRIGUEZ	AP080326	4205	Boards and Commissions	1,150.00
LEMONT NAPA	AIR FILTER FOR D8	AP080326	4229	Maintenance - Vehicles	127.30
LEMONT NAPA	AIR FILTER	AP080326	4229	Maintenance - Vehicles	127.30
LEMONT NAPA	BRAKE PADS	AP080326	4229	Maintenance - Vehicles	43.07
MAGPUL INDUSTRIES CORP	RIFLE SLINGS	AP080326	4217	Investigation and Equipment	67.26
ODELSON,MURPHEY,FRAZIER,MCGRAT	LEGAL SERVICES -JUNE 2026	AP080326	4219	Liability Insurance	2,200.00
PHYLAX SOLUTIONS LLC	K9 MAINTENANCE TRAINING- (April thru June 2026)	AP080326	4263	Training and Education	1,050.00
RAY O'HERRON CO. INC.	LOREK- BADGE HOLDER CLIP	AP080326	4269	Uniforms	26.03
RAY O'HERRON CO. INC.	UNIFORM- OFFICER HOSPER	AP080326	4269	Uniforms	249.36
THEODORE POLYGRAPH SERVICE	POLYGRAPH - Z. MOLEN	AP080326	4205	Boards and Commissions	225.00
TKB ASSOCIATES INC	LASERFISCHE LICENSE	AP080326	4225	Maintenance - Equipment	771.35
				Total Police Department	160,672.87

CITY OF DARIEN
Expenditure Journal
General Fund
Police Department
From 7/21/2026 Through 8/3/2026

<u>Vendor Name</u>	<u>Invoice Description</u>	<u>Session ID</u>	<u>Acct Code</u>	<u>Acct Title</u>	<u>Dept Amount</u>
				Total General Fund	208,549.32

CITY OF DARIEN
Expenditure Journal
Water Fund
Public Works, Water
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
DUPAGE COUNTY PUBLIC WORKS	VACTOR DUMPING FEES	AP080326	4231	Maintenance - Water System	420.00
DUPAGE COUNTY PUBLIC WORKS	SEWER BILL- PW	AP080326	4271	Utilities (Elec,Gas,Wtr,Sewer)	47.34
LEE JENSEN SALES, CO., INC.	WATER SYSTEM MAINTENANCE	AP080326	4231	Maintenance - Water System	937.00
LEMONT NAPA	ROCKER SWITCH FOR 400	AP080326	4229	Maintenance - Vehicles	18.69
LEMONT NAPA	CIR BREAKER FOR 400	AP080326	4229	Maintenance - Vehicles	15.99
ROUTE 66 ASPHALT CO	75TH ASPHALT	AP080326	4231	Maintenance - Water System	615.44
ROUTE 66 ASPHALT CO	ASPHALT PATCH	AP080326	4231	Maintenance - Water System	178.89
ROUTE 66 ASPHALT CO	ASPHALT PATCH	AP080326	4231	Maintenance - Water System	1,062.66
SHREVE SERVICES INC	TOPSOIL 5-12-26	AP080326	4231	Maintenance - Water System	660.00
TKB ASSOCIATES INC	LASERFISCHE LICENSE	AP080326	4213	Dues and Subscriptions	856.28
UNDERGROUND PIPE & VALVE CO.	REPAIR PARTS	AP080326	4231	Maintenance - Water System	2,520.90
UNDERGROUND PIPE & VALVE CO.	6 IN MACRO COUPLING	AP080326	4231	Maintenance - Water System	830.00
WAREHOUSE DIRECT	JANITORIAL SUPPLIES FOR PW	AP080326	4223	Maintenance - Building	233.05
WAREHOUSE DIRECT	JANITORIAL SUPPLIES FOR PW	AP080326	4223	Maintenance - Building	100.12
WATER PRODUCTS - AURORA	6 INCH ALPHA VALVE	AP080326	4231	Maintenance - Water System	1,290.09
YELLOWSTONE LANDSCAPE	EMERGENCY TREE REMOVALS- BEHIND 8409 CAPTONS	AP080326	4231	Maintenance - Water System	1,831.50
				Total Public Works, Water	11,617.95
				Total Water Fund	11,617.95

CITY OF DARIEN
Expenditure Journal
Motor Fuel Tax
MFT Expenses
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
DYNEGY ENERGY SERVICES	ENERGY- STREET LIGHTS	AP080326	4840	Street Lights	145.06
				Total MFT Expenses	145.06
				Total Motor Fuel Tax	145.06

CITY OF DARIEN
Expenditure Journal
State Drug Forfeiture Fund
Drug Forfeiture Expenditures
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
WEX BANK	GAS FOR POLICE DEPT	AP080326	4273	Vehicle (Gas and Oil)	123.64
				Total Drug Forfeiture Expenditures	123.64
				Total State Drug Forfeiture Fund	123.64

CITY OF DARIEN
Expenditure Journal
Capital Improvement Fund
Capital Fund Expenditures
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
BUILDERS PAVING LLC	PAVING- ROAD PROGRAM	AP080326	4855	Street Reconstruction/Rehab	778,526.55
BUILDERS PAVING LLC	PAVING- REGENCY GROVE REPAIR	AP080326	4855	Street Reconstruction/Rehab	3,540.00
HIGH STAR TRAFFIC	SIGNAGE FOR PLAINFIELD/ LINDEN CLOSURE	AP080326	4390	Capital Improv-Infrastructure	1,912.30
				Total Capital Fund Expenditures	783,978.85
				Total Capital Improvement Fund	783,978.85

CITY OF DARIEN
Expenditure Journal
Cannabis Funds
Police Department
From 7/21/2026 Through 8/3/2026

Vendor Name	Invoice Description	Session ID	Acct Code	Acct Title	Dept Amount
NAPLETON FLEET GROUP	2026 DODGE DURANGO PURSUIT VEHICLE	AP080326	4232	Miscellaneous Expenditures	40,694.00
				Total Police Department	40,694.00
				Total Cannabis Funds	40,694.00
Report Total					1,045,108.82

AGENDA MEMO
City Council
August 3, 2026

ISSUE STATEMENT

Approval of an ordinance authorizing the sale or disposal of surplus property.

ORDINANCE**BACKGROUND/HISTORY**

Committee is requesting that the following property be declared as surplus property and auctioned using an on-line auction service, GovDeals.com, or disposed of:

ITEM	EXPLANATION
1. (1) Microwave	No longer works
2. (1) Box of Life Vac Bags	No longer needed
3. (2) Giga Fast Ethernet EZ500-S w/plug	No longer needed
4. (1) D-Link Ethernet Switch DES-1105 w/plug	No longer needed
5. (36) 4X Lightbulb Packs 100W	No longer needed
6. (10) 1X Lightbulb Pack 60W	No longer needed
7. (3) 120V Lightbulbs 65W	No longer needed
8. (7) 120V Lightbulbs 75W	No longer needed
9. (17) 130V Lightbulbs 150W	No longer needed
10. (3) 130V Lightbulbs 100W	No longer needed
11. (6) 130V Lightbulbs 60W	No longer needed

Committee recommends the above be declared surplus property and disposed of or auctioned using GovDeals.com.

ALTERNATE CONSIDERATION

As recommended.

DECISION MODE

This item will be placed on the August 3, 2026 City Council Agenda for formal approval.

CITY OF DARIEN

DU PAGE COUNTY, ILLINOIS

ORDINANCE NO. _____

**AN ORDINANCE AUTHORIZING THE SALE
OF PERSONAL PROPERTY
OWNED BY THE CITY OF DARIEN**

**ADOPTED BY THE
MAYOR AND CITY COUNCIL
OF THE
CITY OF DARIEN**

THIS 3rd DAY OF AUGUST, 2026

**Published in pamphlet form by authority
of the Mayor and City Council of the City
of Darien, DuPage County, Illinois, this
_____ day of August, 2026.**

ORDINANCE NO. _____

**AN ORDINANCE AUTHORIZING THE SALE
OF PERSONAL PROPERTY
OWNED BY THE CITY OF DARIEN**

WHEREAS, in the opinion of at least three fourths of the corporate authorities of the City of Darien, it is no longer necessary or useful, or for the best interests of the City of Darien, to retain ownership of the personal property hereinafter described; and

WHEREAS, it has been determined by the Mayor and City Council of the City of Darien to sell said personal property at a Public Auction or dispose of said property.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, IN THE EXERCISE OF ITS HOME RULE POWERS, as follows:

SECTION 1: The Mayor and City Council of the City of Darien find that the following described personal property, now owned by the City of Darien, is no longer necessary or useful to the City of Darien and the best interests of the City of Darien will be served by auctioning it using GovDeals.com or disposing of said property.

ITEM	EXPLANATION
1. (1) Microwave	No longer works
2. (1) Box of Life Vac Bags	No longer needed
3. (2) Giga Fast Ethernet EZ500-S w/plug	No longer needed
4. (1) D-Link Ethernet Switch DES-1105 w/plug	No longer needed
5. (36) 4X Lightbulb Packs 100W	No longer needed
6. (10) 1X Lightbulb Pack 60W	No longer needed
7. (3) 120V Lightbulbs 65W	No longer needed
8. (7) 120V Lightbulbs 75W	No longer needed
9. (17) 130V Lightbulbs 150W	No longer needed
10. (3) 130V Lightbulbs 100W	No longer needed
11. (6) 130V Lightbulbs 60W	No longer needed

ORDINANCE NO. _____

SECTION 2: The City Administrator is hereby authorized and directed to sell the aforementioned personal property, now owned by the City of Darien. Items will be auctioned using GovDeals.com or disposing of said property.

SECTION 3: This Ordinance and each of its terms shall be the effective legislative act of a home rule municipality without regard to whether such Ordinance should (a) contain terms contrary to the provisions of current or subsequent non-preemptive state law, or (b) legislate in a manner or regarding a matter not delegated to municipalities by state law. It is the intent of the corporate authorities of the City of Darien that to the extent that the terms of this Ordinance should be inconsistent with any non-preemptive state law, that this Ordinance shall supersede state law in that regard within its jurisdiction.

SECTION 4: This Ordinance shall be in full force and effect from and after its passage and approval as provided by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, this 3rd day of August, 2026.

AYES: _____

NAYS: _____

ABSENT: _____

ORDINANCE NO. _____

**APPROVED BY THE MAYOR OF THE CITY OF DARIEN, DU PAGE COUNTY,
ILLINOIS, this 3rd day of August, 2026.**

JOSEPH MARCHESE, MAYOR

ATTEST:

JOANNE E. RAGONA, CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

MOTION NO. _____

AGENDA MEMO**City Council****August 3, 2026****ISSUE STATEMENT**

Consideration of a motion to approve the expenditure of budgeted funds to purchase professional consulting services from Testing for Public Safety, LLC (TPS, LLC) to establish a sergeant promotional eligibility list in the amount of \$14,800.

BACKUP**BACKGROUND/HISTORY**

The current eligibility list for promotion from officer to sergeant will expire on March 5, 2027. We have promoted one officer from the current eligibility list. The Fire and Police Commission, Rules and Regulations, established the eligibility list to expire after three years. In order to have a list of eligible officers for promotion, we need to establish a list. The establishment of a list of qualified officers for the potential need for promotion to sergeant is needed in case of the retirement of any of the current supervisors over the next three years. To conduct a valid, defensible list, an outside agency is required to conduct a written examination and a structured oral interview. Those two weighted tests, in combination with weighted merit rating and seniority points, will establish a list.

TPS, LLC submitted the lowest qualified bid of the (3) vendors that we contacted.

Item	FYE27 Budget	Actual Cost
Boards & Commissions Professional Consulting Services	\$11,000 – Line 40-4205	\$14,800

Proposals/Bids

Testing for Public Safety, LLC (TPS, LLC)	\$14,800
IO Solutions, Inc.	\$23,975
Resource Management Associates (RMA)	\$18,150

STAFF/COMMITTEE RECOMMENDATION

Committee recommends a motion to approve the expenditure of budgeted funds to purchase professional consulting services from Testing for Public Safety, LLC (TPS, LLC) in the amount of \$14,800.

ALTERNATE CONSIDERATION

As recommended.

DECISION MODE

This item will be placed on the August 3rd, 2026, City Council agenda for formal approval.

MOTION NO._____

**PASSED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE
COUNTY, ILLINOIS, this 3rd day of August 2026.**

AYES: _____

NAYS: _____

ABSENT: _____

2026 Sergeant Promotional Testing Quote Comparison

	Testing for Public Safety		IO Solutions	Resource Management Associates (RMA)	
Conduct a Job Analysis to Determine Job Duties for Validation		No Cost	\$ 240.00		
Orientation Meeting with Promotional Candidates	\$ 1,000.00	Optional	\$ 1,440.00		
Promotion Written Exam	\$ 3,600.00		\$ 8,820.00	\$ 1,000.00	
Use of Department Documents	\$ 1,000.00	Optional			
Exam scored via computer on site	\$1,000.00	Optional			
Test administration to include onsite scoring (RMA)				\$ 750.00	
Conduct a Review Session Immediately Following the Exam		No Cost		\$ 250.00	Review and appeal process OPTIONAL
Preparation of test booklets at \$20/candidate (est 13 candidates)	\$ 200.00	Per Trip		\$ 260.00	
Development of new policy/questions at \$30 each (RMA)				\$ 390.00	If necessary
Oral Interview Structured Assessment Center for Sergeant	\$ 3,600.00		\$ 12,200.00	\$ 1,500.00	
Board Training, test materials, scoring and interview monitor (TPS)	\$ 500.00				
Monitor for Additional Days (TPS)	\$ 500.00	Per Day			
Test administration up to 15 candidates (RMA)				\$ 12,500.00	
Travel Fee per Trip for Personnel (TPS)	\$ 200.00	Per Trip			
\$200 per Overnight Stay for Personnel (TPS)	\$ 200.00	Per Trip			
Candidate feedback sessions (RMA)				\$ 1,500.00	Optional
Project Expenses (TPS)					
Assessor per diem (3 assessors @ \$500 each for 2 days) \$3000 (TPS)	\$ 3,000.00				
Assessor travel fee (RMA)				Unknown	.725/mile for travel
Project Expenses (IOSolutions)			\$ 1,275.00		
	\$ 14,800.00		\$ 23,975.00	\$ 18,150.00	

AGREEMENT

THIS AGREEMENT for professional services, dated this **2th of July 2026**, by and between the *Testing for Public Safety, LLC* (hereinafter “TPS, LLC”) and the **Darien Police Department** (hereinafter “Department”):

A. Basic Services

1. Effective **July 2, 2026**, and continuing through **July 23, 2027**, TPS shall, pursuant to the terms and conditions set forth herein, provide the Department with the professional consulting services set forth in **Exhibit A** attached hereto and made a part hereof.

B. Operation

1. The relationship between TPS and the Department shall be that of an independent contractor providing professional services.

2. TPS shall furnish, or make contact with other individuals or entities to furnish such professional, technical, or clerical services as are needed for the administration of the TPS programs. TPS shall provide for all salaries and the employer’s share of social security, worker’s compensation, and all other taxes imposed on an employer with reference to any personnel employed by TPS in relation to the performance of the terms of this Agreement.

3. All test materials developed and administered by TPS are the property of TPS, LLC. This Agreement provides for a one-time usage of test materials specifically developed for the purpose of executing this Agreement. Department agrees to respect the copyright of all TPS materials and agrees not to duplicate said materials without the expressed written consent of the Director of TPS, LLC.

4. All records kept by TPS concerning the designated programs herein shall be the property of TPS provided that the Department shall have the right to access and review the information contained in such records.

5. In the event an applicant or incumbent requires a reasonable accommodation in the administration of any test by TPS the Department agrees to pay a reasonable additional fee therefore.

6. The total cost to the Department for services of TPS as provided for in this Agreement shall be in the amount set forth in **Exhibit A**. Such amount shall be remitted to TPS within thirty (30) days after completion of the agreed services. The services rendered by TPS under this Agreement shall be considered as “professional services”. Upon request, TPS shall provide a fully itemized statement concerning the services rendered under this Agreement.

C. Additional Services

1. The Department may, from time to time, require changes in the scope of the services of TPS to be performed under this Agreement. Such changes, including any increases or decreases in the amount of compensation to TPS which are mutually agreed upon by the parties hereto, and approved by all other necessary and proper authorities, shall be incorporated in written amendments to this Agreement.

2. TPS further agrees that its personnel will appear, if necessary, to testify on behalf of the Department with regard to any legal challenge involving TPS programs, and that TPS personnel shall make such appearance without compensation other than out-of-pocket expenses.

D. Miscellaneous

1. If TPS fails to fulfill in a timely and proper manner the obligations pursuant to this Agreement, the Department shall thereupon have the right to terminate this Agreement by giving written notice to TPS at least thirty (30) days prior to the effective date of such termination. In the event of termination, neither party hereto shall be relieved of liability to the other for damages sustained by virtue of any breach of this Agreement, and the Department may withhold payment to TPS for the purpose of setoff until such time as the exact amount of damages due the Department can be determined.
2. If the Department shall fail to fulfill in a timely and proper manner the obligations pursuant to this Agreement, TPS shall thereupon have the right to terminate this Agreement. Said notice shall be given to the Department at least thirty (30) days prior to the effective date of such termination. In the event of termination, neither party hereto shall be relieved of liability to the other for damages sustained by virtue of any breach of this Agreement.
3. TPS shall indemnify and hold harmless the Department from any and all loss, damage, injury or liability caused by the negligence of TPS or its employees or agents in performing its obligations provided in this Agreement.
4. TPS shall not be held liable and the Department shall hold TPS harmless from any and all loss, damage, injury or liability caused by the negligence of the Department or its employees or agents in disregarding or ignoring any professional opinion, diagnosis or recommendation of TPS or its employees or agents while TPS is performing its obligations provided in this Agreement.
5. TPS certifies and warrants that it has the capacity to perform the services as required by the Department with high professional quality, ability and expertise and further certifies and warrants that it has the capacity and authority to enter into this Agreement.
6. TPS and its employees, agents and representatives, in the performance of this Agreement, agree not to discriminate against any employee or applicant for employment with respect to his or her tenure, terms, conditions, or privileges of employment, or any matter directly or indirectly related to employment, because of race, color, sex, religion, national origin, ancestry, disability, or Vietnam Era veteran status.
7. This Agreement shall be binding upon and shall inure to the benefit of TPS its partners, successors, assigns, legal and personal, representatives, and administrators.
8. At the expiration of the initial term hereof, or upon earlier termination of this Agreement pursuant to Section D, 4, the parties shall review the compensation paid by Department and the services rendered by TPS through the date of such termination to determine whether Department is entitled to any reimbursement or whether TPS is entitled to additional compensation, and any necessary adjustments shall be made.
9. Nothing herein shall be construed as creating any personal liability on the part of any officer, director, agent, or employee of any public body which may be a party hereto.
10. This Agreement represents the entire understanding between and among the parties hereto. This Agreement may not be changed, altered, or amended; modification of this Agreement must be in writing, executed by the parties hereto, refer to this Agreement by date, and must be executed on a form entitled "Supplemental Agreement" approved by all parties hereto.



Testing for Public Safety, LLC (dba IPSP)

Exhibit A

Agreement with Darien Police Department For a Police Sergeant Promotion Process

Process Steps:

- I. Establish Job Relevance
 - A. Develop consolidated job descriptions via survey
 - B. Select source materials with guidance of Development Committee
- II. Train and Inform Candidates about Process
 - A. Provide candidates with descriptive process booklets
 - B. (Optional) Orientation session with additional preparation tips
- III. Write and Validate Written Test Questions
 - A. Write test questions on all reading materials
 - B. Validate test questions via committee review before or after exam
- IV. Administer Written Test
 - A. Provide test booklets
 - B. Administer test site
 - C. Provide all testing material
- V. Conduct an Appeal/Review Session immediately after the written exam
 - A. Provide candidates with a copy of their own answer sheet and an answer key
 - B. Receive written appeals on test questions
 - C. Meet with committee afterwards to review appeals
- VI. Develop Structured Interview/Assessment Center Materials
 - A. Meet with the committee to identify assessment goals
 - B. Develop structured questions and scoring guidelines
 - C. Validate material either before or after test administration
- VII. Administer Interviews and Assessment Centers
 - A. Train oral interview board
 - B. Monitor the interview and assessment exercises to guide candidates through the process
- VIII. Score Results
 - A. Compute all scoring
 - B. Generate results lists
 - C. Combine results with other process components (seniority, etc.)
- IX. Provide Individual Feedback
 - A. Provide candidates with individual scores and rank order standing
- X. Derive Final List
 - A. Provide Department with final scores and rank order list



Testing for Public Safety, LLC (dba IPSP)

Project Costs:

- I. Conduct a job analysis to determine job duties/responsibilities for validation **NO CHARGE**
- II. Orientation Meeting with Promotion Candidates (Optional)
\$1,000.00 per day to provide a session of candidate training. Each session is scheduled for two to three hours. Candidate training provides a thorough description of the written exam, oral interview, and assessment exercises. Specifically, candidates will review the scoring procedures, and receive tips on how to prepare for the process.
- III. Promotion Written Exam
\$3,600.00 to provide one (1) written exam per rank level with no more than twenty (20) candidates per rank.
- A. **Additional \$1,000.00** if Department chooses local documents (i.e., Standard Operating Procedures, Rules and Procedures, Union Contract) for test questions.
 - B. Cost assumes that Department or candidates will purchase source materials.
 - C. Department will provide test site.
 - D. Cost for additional candidates over twenty (20) is \$50.00 per candidate.
 - E. Cost includes one (1) day of test administration.
 - F. Cost includes all test materials and scoring.
 - G. **(Optional)** Department may elect to have the exam scored via computer on-site at a cost of \$1,000.00.
- IV. Conduct a Review Session immediately following the exam **NO CHARGE**
Candidates will have the opportunity to review their test booklet, a photocopy of their own answer sheet, and an answer key listing the correct answer and book page number. They may write appeals on questions if they disagree with the answer listed in the key.
- V. Promotion Oral Interview/Assessment Center Exercises
\$3,600.00 to provide oral interview/assessment center **per rank level** with no more than twenty (20) candidates.
- A. **Additional \$500** for board training, all test materials, scoring and interview monitor for first day. If assessments continue for multiple days, TPS monitor provided @ \$500.00 per day (after first day).
 - B. Department will provide test site.
 - C. Cost for additional candidates over twenty (20) is \$50.00 per candidate.
 - D. TPS will assist in identifying and securing assessors, in addition to all notifications and travel assistance **at no cost. However Department will directly compensate outside board of three (3) administrative level officers.** Current established rate is \$500.00 per rater for each day of assessments (\$1,500 per day). For those raters who travel from a distance and require accommodations, Department will also reimburse them for hotel accommodations. (TPS will attempt to identify raters who do not require accommodations when possible.)
- VI. Produce Final Results List **NO CHARGE**
Compute candidate seniority scores based on hire dates provided by department, combine all scores, and provide feedback for candidates.
- VII. \$200.00 travel fee per trip for TPS personnel
- VIII. \$200.00 per overnight stay for TPS personnel.

IN WITNESS WHEREOF, the parties have executed this Agreement.

TESTING FOR PUBLIC SAFETY, LLC

DARIEN POLICE DEPARTMENT

By: _____

By: _____

Date: _____

Date: _____



Testing for Public Safety, LLC (dba IPSP)

5948 North College Avenue, 2nd floor, Indianapolis, IN 46220

Phone: (317) 259 - 4285

www.ipsp.net

COST ESTIMATE BASED ON 13 CANDIDATES TESTING

Conduct/Maintain job analysis to determine Sgt job responsibilities	No charge
Orientation for Candidates	\$1,000.00 (optional)
Promotion Written Exam for Sergeant	\$3,600.00
Use of Department Documents	\$1,000.00 (optional)
Conduct exam review session, allowing candidates to appeal items	No charge
\$200.00 travel fee per trip for TPS personnel	\$ 200.00
 Oral Interview Structured Assessment Center for Sergeant	 \$3,600.00
Board training, all test materials, scoring	\$ 500.00
Interview Monitor – 2 nd day	\$ 500.00
\$200.00 travel fee per trip for TPS personnel	\$ 200.00
\$200.00 per overnight stay for TPS personnel	\$ 200.00
 Produce Final Results List	 <u>No charge</u>

TOTAL ESTIMATE: \$8,800 - \$10,800

**Additionally, three assessors would be compensated for two days @ \$500 each:
Three assessors x \$500 each x 2 days = \$3,000.

Proposal to Provide a Police Sergeant Promotional Process

MEMO

Presented to: The City of
Darien, Illinois





INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
PUBLIC SAFETY SELECTION EXPERTS

RFP Title: Proposal to Provide a Police Sergeant Promotional Process

Date of Opening: July 10, 2026

Industrial/Organizational Solutions, Inc. (IOS) is pleased to have the opportunity to present this proposal to the City of Darien, Illinois. This proposal will describe IOS's plan to provide a promotional process for the rank of Sergeant in the Police Department. We would welcome the opportunity to discuss our proposal with you or to clarify any points about which you may have questions.

This proposal contains confidential, proprietary information that IOS considers trade secret. We request that you contact IOS prior to disclosing or sharing the contents of this document with any party, pursuant to a Freedom of Information law request or otherwise. IOS has compiled this proposal independently and without collusion.

We truly look forward to the opportunity to serve your agency.

Chad C. Legel, M.S., President & CEO

Proposal Contact:

Chad C. Legel, M.S., President & CEO
Industrial/Organizational Solutions, Inc.
(d.b.a., I/O Solutions, IOS)
1520 Kensington Road – Suite 110
Oak Brook, IL 60523
chad@iosolutions.com
Phone: 888.784.1290
Fax: 708.410.1558
<https://iosolutions.com>
FEIN: 36-3783421

THIS PROPOSAL CONTAINS TRADE-SECRET INFORMATION:

The Freedom of Information Act, 5 U.S.C. 552, generally obligates government agencies to make certain records available to members of the public upon request. FOIA exempts from mandatory disclosure nine categories of information, including documents which contain “trade secrets and commercial or financial information obtained from a person and privileged or confidential.” 5 U.S.C. 552(b)(4). The purpose of subdivision 552(b)(4) is twofold – to protect individuals who disclose information to the government from competitive disadvantage and to preserve the confidentiality of information provided by citizens to the government when the information is of a type that ordinarily would not be released to the public. *Audio Technical Services, Ltd. v. United States Department of the Army*, 487 F. Supp. 779, 781 (D.C., 1979); *Burke Energy Corp. v. United States Department of Energy*, 583 F. Supp 507, 510 (D.C. Kan., 1984).

In order to be exempt from mandatory disclosure pursuant to subdivision 552(b)(4), information must be (a) relevant to a commercial or financial matter, (b) obtained by the government from a party outside the government and (c) of a confidential or privileged character. *National Parks and Conservation Association v. Morton*, 498 F.2d 765, 766 (D.C., 1974).

IOS considers the section of this proposal titled “Scope of Services” to be confidential and trade secret information and should not be disclosed to any external party.

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Executive Summary

This proposal will detail IOS's plan to provide a promotional process for the rank of Police Sergeant. Following is an overview of the project methodology that will be undertaken to complete this project.

- Kick-off Meeting
 - Meet with client to review methods, discuss expectations/goals, review project challenges/obstacles and establish mutually agreeable timeline.
- Written Job Knowledge Exam Design
 - Develop an examination plan/blueprint that identifies core knowledge areas and sources that will be used to assess knowledge areas.
 - Draft exam questions.
 - Review exam questions with subject matter experts.
 - Compile and print final exam.
 - Identify “minimally qualified” cut-off score.
 - Design candidate appeal/challenge process/procedure.
 - Score exams and produce rank-ordered results.
- Structured Oral Interview Design
 - Develop an interview plan based on discussions with subject matter experts that identifies question themes that are job-related and will allow for the assessment of the most essential job skills.
 - Develop interview questions and pieces including candidate instructions, rating criteria, assessor/actor scripts, candidate orientation information, etc.
 - Review and revise interview content and criteria with subject matter experts as necessary.
 - Finalize and print assessment materials.
- Candidate Orientation Presentation
 - Develop and deliver a candidate preparation presentation that informs candidates concerning the promotional assessment process, offer preparation insights and strategies and provides information about common mistakes and misconceptions regarding exams and assessments.
- Written Exam Administration
 - Provide test booklets, answer sheets and pencils.
 - Proctor and oversee the administration of the exam.
 - Oversee the candidate appeal/challenge process and review and respond to appeals accordingly.
 - Score the exam and provide the agency with final results.
- Structured Oral Interview Administration
 - Develop a candidate schedule to accommodate eligible candidates.
 - Recruit assessors and provide training.
 - Oversee and manage the administration of the oral interview.

- Score the oral interview and create individual candidate developmental feedback reports.
- Concluding Meeting
 - Meet with the agency's representatives following the project to critique the process and identify any areas for future improvement.

As we execute this project plan, there are a few key factors that guide us:

- Best Practices: We view it as our responsibility to inform you regarding the best or most appropriate means of accomplishing this project. We will review your current testing process and may make suggestions as to how it can be improved. Often, items like job analysis, cut-off scores, scoring systems, assessment reliability considerations, assessor panels, etc., can be reconsidered to improve a testing process. We will discuss these items with you in an effort to ensure that your process is highly defensible.
- Flexibility: While we care to inform you regarding how your process can be improved, we also realize that every department deals with practical constraints (e.g., union agreements, state laws, local ordinances, etc.) that may require a process to be carried out in a particular way. We are very flexible in identifying these needs and working within these constraints.
- Disparate Impact: We always attempt to design a selection process that mitigates disparity between protected classes to the greatest extent possible. There are numerous strategies that we can employ related to assessment composition, cut-off score, scoring systems, and other areas that can positively impact the diversity of the promotional list. We will discuss these options during the kick-off meeting to make sure that we chart a mutually desirable path.

Because of the complexity and high-stakes nature of this project, there are a number of details that must be finalized based on future discussion and specific information should IOS be awarded this project. The methodology we propose herein is intended as a road map and will be modified accordingly.

We look forward to the opportunity to work with you!

Company Background

Industrial/Organizational Solutions, Inc. (IOS) was established in 1997 and is incorporated under the laws of the state of Illinois. We are headquartered in Oak Brook, IL (suburban Chicago) and are comprised of approximately 70 employees. IOS specializes in public safety entry-level and promotional selection and the majority of our employees are trained in personnel selection, psychometrics and legal issues associated with selection. Over 35 of our staff hold Masters or Ph.Ds. in Industrial/Organizational Psychology. We are the largest firm in the US dedicated exclusively to public safety personnel selection.

IOS's focus on public safety selection is very intentional. We believe that we provide a valuable and necessary service to public safety agencies. Our two highest goals are to 1) design selection systems that identify the most capable and talented individuals for positions and 2) design selection systems that result in outcomes that are racially and gender diverse by employing selection processes that minimize disparity and adverse impact. We also value the work that public safety agencies do and we are honored to work alongside these agencies.

IOS's expertise in the area of public safety selection has afforded us the opportunity to work with a number of agencies whose selection processes are overseen by a federal court or the US Department of Justice. During these projects, IOS generally works collaboratively with the local agency and the DOJ/court to institute a best practice solution in an environment that has historically dealt with disparate impact outcomes:

- Buffalo, NY – IOS worked with the city and federal court to design an entry-level police officer test. IOS also designed police and fire promotional testing process that were reviewed and accepted by the DOJ.
- Miami, FL – IOS was selected to design a police lieutenant assessment process and has working with the city and DOJ on multiple occasions to ensure a successful outcome.
- Pittsburgh, PA – IOS designed and validated a firefighter testing process that met the requirements of the DOJ and has been successfully deployed multiple times.

IOS works with agencies in almost every state in the United States, including 25 of the largest 50 cities by population. We also work with many large county and state law enforcement and fire service agencies. The following client list provides a representative sample of some of the largest agencies for which IOS have provided entry-level or promotional assessment services in the past two years. This list is not exhaustive, but is intended to demonstrate many of the larger agencies with whom we are currently under contract.

ALABAMA

- Tuscaloosa FD (Promo)
- Tuscaloosa PD (Promo)

ARKANSAS

- Little Rock FD (Entry)

CALIFORNIA

- San Diego FD (Promo)
- San Diego PD (Promo)

- San Francisco FD (Promo)

- San Francisco PD (Promo)

COLORADO

- CO FF Consortium (Entry)

- CO State Patrol (Entry, Promo)

CONNECTICUT

- Bridgeport FD (Entry)

- Bridgeport PD (Entry, Promo)

- CT Fire Chiefs (Entry)

DISTRICT OF COLUMBIA

- DC Fire Rescue (Entry, Promo)

FLORIDA

- FL Dept. of Law Enf. (Entry)

- Jacksonville Correction (Promo)
- Jacksonville FD (Promo)
- Jacksonville PD (Promo)
- Miami Beach FD (Entry, Promo)
- Miami Beach PD (Entry, Promo)

GEORGIA

- Atlanta PD (Promo)
- Augusta FD (Promo)
- Cobb FD (Promo)
- Cobb SO (Promo)
- Columbus PD (Promo)
- Forsyth FD (Promo)
- Gwinnett CO (Promo)
- Gwinnett FD (Promo)
- Gwinnett PD (Promo)
- Gwinnett SO (Promo)

ILLINOIS

- Chicago FD (Entry, Promo)
- Chicago PD (Entry)
- Cook County (Entry, Promo)
- IL State Police (Entry, Promo)
- Naperville FD (Entry)
- Naperville PD (Entry)
- Rockford FD (Entry, Promo)
- Rockford PD (Promo)

INDIANA

- Indianapolis FD (Entry, Promo)
- Indianapolis PD (Entry, Promo)

IOWA

- Davenport FD (Promo)
- Davenport PD (Promo)

KANSAS

- Kansas City FD (Promo)
- Kansas City PD (Promo)

MAINE

- Portland PD (Entry PO)

MARYLAND

- Howard County PD (Entry)
- Montgomery County CO (Entry, Promo)

- Montgomery County FD (Entry, Promo)
- Montgomery County PD (Promo)
- Montgomery County SO (Promo)

MASSACHUSETTS

- MA State Police (Promo)
- MA Trail Court (Entry, Promo)

MICHIGAN

- Ann Arbor PD (Promo)
- Detroit PD (Promo)
- Grand Rapids PD (Promo)

MINNESOTA

- Minneapolis PD (Promo)
- St. Paul PD (Promo)

MISSISSIPPI

- MS Highway Patrol (Promo)

MISSOURI

- Kansas City FD (Promo)
- Springfield FD (Entry, Promo)
- Springfield PD (Entry, Promo)

NEVADA

- Las Vegas FD (Promo)

NEW JERSEY

- NJ Dept. of Personnel (Entry)

NEW MEXICO

- Albuquerque FD (Promo)
- Albuquerque PD (Promo)
- Bernalillo FD (Promo)
- Bernalillo CO (Promo)
- Los Alamos FD (Entry, Promo)
- Los Alamos PD (Entry, Promo)

NEW YORK

- Buffalo FD (Promo)
- Buffalo PD (Entry, Promo)
- NY Metro Trans. Auth. (Entry)
- NY Dept. Civil Service (Entry)
- NY State Police

NORTH CAROLINA

- Charlotte FD (Promo)

- Charlotte PD (Promo)
- Raleigh PD (Promo)

OHIO

- Cleveland PD (Promo)
- Cincinnati FD (Entry, Promo)
- Cincinnati PD (Entry, Promo)

OKLAHOMA

- Broken Arrow FD (Promo)
- Oklahoma City PD (Entry, Promo)
- Tulsa FD (Promo)
- Tulsa PD (Promo)

OREGON

- Portland FD (Promo)
- Portland PD (Promo)

PENNSYLVANIA

- Pittsburgh FD (Entry)
- Pittsburgh PD (Promo)

SOUTH CAROLINA

- Columbia PD (Promo)

TENNESSEE

- Chattanooga FD (Promo)
- Chattanooga PD (Promo)
- Nashville PD (Promo)

TEXAS

- Arlington FD (Entry, Promo)
- Austin PD (Promo)
- Corpus Christi FD (Promo)
- Corpus Christi PD (Promo)
- Fort Worth FD (Entry)
- Fort Worth PD (Entry)
- Harris County Sheriff (Promo)
- San Antonio FD (Entry, Promo)
- San Antonio PD (Entry, Promo)

VIRGINIA

- Chesapeake PD (Promo)
- Chesterfield County PD (Promo)
- Suffolk PD (Promo)
- Virginia Beach PD (Promo)

WISCONSIN

- Milwaukee FD (Entry, Promo)

IOS has a reputation as the elite public safety selection consulting firm in the nation. In addition to working with many of the most prominent agencies in the nation, we also publish exams and assessment tools that are routinely considered to be the best in the national marketplace. In

2007, the City of Chicago contracted with an independent consulting firm to evaluate all firefighter exams that were commercially available in an effort to identify the best exam for the City. The available options were narrowed down and then technical documentation was scrutinized. Based on this review, the top three exams were chosen and a local criterion-related validation study was conducted. IOS's entry-level firefighter exam was then selected as the best option based on validity evidence and its ability to mitigate disparate impact outcomes. The exam was administered to over 20,000 candidates. In 2010, the City of Virginia Beach contracted with another independent consulting firm to conduct a similar review of exams. Again, IOS's firefighter examination was selected. More recently, in 2013, the City of Chicago engaged in a similar process to identify a police officer exam. IOS's entry-level law enforcement exam was selected and administered to approximately 16,000 candidates. We are proud of the fact that our products, when independently scrutinized and evaluated by objective, trained experts, are consistently recognized as top notch.

IOS's consultants have experience designing and defending selection processes. In addition to working with the DOJ and the federal courts to design appropriate testing processes, our consultants have also served as expert witnesses and fact witnesses in litigation proceedings. Most notably, IOS developed a testing process for the New Haven, CT Fire Department that was considered in the Supreme Court of the United States in ***Ricci v. DeStefano***. The Court concluded that the testing process was fair and valid and it required that New Haven implement the results of the testing process. IOS's consultant, Chad Legel, was instrumental in providing evidence/deposition to defend the validity and fairness of the testing process.

IOS was founded on the premise that public safety selection processes can be improved. Our experience has taught us that many consulting firms providing public safety testing services do not apply the rigor and expertise needed to properly validate selection tools and ensure their success. IOS is committed to improving the state of public safety selection through a commitment to the science of selection and through education.

IOS is a value-driven organization. We are guided by four core values: a commitment to ensuring that our exams and assessments reflect best-practices in the science of selection, a commitment to providing our clients with successful testing solutions and a remarkable consultant-client experience, a commitment to educating our clients as to what we are doing and why and a commitment to putting the nation's best consulting team at your disposal. These values will be evident to you every step of the way.



Commitment to the Science of Selection

The development, validation and use of exams and assessments are based on the science of personnel selection and psychometric theory. The science of exam design and validation ensures that the exam can identify qualified candidates and can withstand the rigors of legal scrutiny should the use of the exam ever be challenged. Individuals that develop and implement exams and assessments need to be thoroughly trained in Personnel Selection and Psychometric Theory and have a firm grasp of the field of Industrial Psychology. Too often, testing tools are not constructed in a manner that ensures their validity or defensibility. Not only is this risky, but it doesn't provide any assurance that the client is finding the most qualified individuals to hire and promote. In short, when you ignore the science of testing, you risk not identifying

those individuals that are going to best contribute to the success of your organization. IOS offers a team of highly qualified and experienced Industrial Psychologists who specialize in designing, validating and implementing testing and assessment processes for public safety organizations.

Your agency can be confident in the soundness of our services because we adhere closely to professional guidelines that control the quality and precision of the tools we develop and employ. Our products and services adhere strictly to the following legal and professional guidelines:

- *Federal Uniform Guidelines on Employee Selection Procedures.*
- *Recent court cases affecting the interpretation of the Uniform guidelines.*
- *Principles for the Validation and Use of Personnel Selection Procedures (Principles), published by Division 14 of the American Psychological Association.*
- *Standards for Education and Psychological Testing published by the American Educational Research Association, and the National Council on Measurement in Education.*
- *Guidelines & Ethical Considerations for Assessment Center Operations published by the International Task Force on Assessment Center Guidelines.*
- *Civil Rights Acts of 1964 and 1991.*
- *The Americans with Disabilities Act.*
- *Standards published by CALEA (Commission on Accreditation for Law Enforcement Agencies).*
- *International Fire Service Training Association (IFSTA).*
- *State laws, local ordinances and contracts.*



Commitment to the Service of Selection

Exams and assessments provide a clear service – they help you make better decisions about who to hire and promote. Testing and assessment choices need to be made in the context of local conditions and values. Collective bargaining agreements, budgets, initiatives to diversify the workforce and other critical factors greatly affect which exams and assessments you select. We realize that in order to best serve our clients interests, we have to understand their condition and needs. We are committed to learning about our clients and working with them to design the most advantageous selection system. A necessary element of this principle is that we are flexible and responsive to our clients. Customer service is a common claim but it is rarely delivered to the proper degree. The principal members of IOS have been successful in the testing and assessment industry by putting our customers first. We deliver on our promises and we will work vigorously to ensure that our client's interests are well-served.



Commitment to Educating our Clients

The field of testing and assessment is complicated and constantly evolving. This reality, combined with the fact that many testing conventions do not align with best practice, requires that test users are properly educated about the value and capability of various testing methods and the relative validities and usefulness of these methods. We feel strongly that we must provide both state-of-the-art testing tools and education to our clients about how to best design and deploy their selection processes. We are committed to objectively and professionally working with test user's to educate them about the strengths and weaknesses of testing methods and to impart proper expectations about the value and utility of the tools from which they can choose. The principal members of IOS are responsible for establishing an annual

meeting to train test users concerning best practices and routinely provide pro bono training seminars for organizations such as the International Personnel Management Association (IPMA), the Commission on the Accreditation of Law Enforcement Agencies (CALEA), the International Personnel Assessment Council (IPAC), the Illinois Public Employer Labor Relations Association (IPELRA), and numerous state police and fire chiefs associations.



Commitment to our Employees

In order to provide the best products and deliver the highest quality service, you have to employ the best people in your industry. Our employees are the brightest and most capable. You, the client, deserve to feel like you have the most dynamic people and sharpest minds working for you. This will be evident from the first time you meet them until the time they deliver the end product. We aim to foster a working environment that demands excellence, values personal development and rewards dedication and achievement. By doing this, we know that we will best serve our clients and ensure long and successful working relationships.

This proposal will detail our approach to managing your project. While we offer what we believe is the appropriate plan to accomplish your objective, we look forward to meeting with you and discussing the project in order to tailor our approach to best serve your interests.

We firmly believe that we are the best at what we do. We sincerely hope that you will contact our clients to learn more about us. We look forward to the opportunity to work with you!



INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
EXPERTS IN THE SCIENCE OF PUBLIC SAFETY SELECTION

Company Experience and Personnel

IOS's team consists of some of the most recognized and experienced leaders in the highly specialized and litigious field of public safety selection. Our consultants are all trained in Industrial/Organizational Psychology and specialize in employment testing and public safety human resources consulting. Our team is sufficiently deep to allow us to proficiently manage numerous projects simultaneously, while never compromising customer service or expertise. Our team is augmented by technical advisors in the areas of law enforcement, fire service and legal issues.

Our team is managed and overseen by Chad Legel, M.S. and Brian O'Sullivan, Ph.D. (ABD), who between them have over 35 years of experience in test development and validation. This management teams meets with consultants on a bi-weekly basis to review projects, discuss strategies and address project challenges. This approach ensures that all IOS projects are performed consistently and at the highest possible level.

IOS only has one main office from which it conducts all of its work out of. This location is in Oak Brook, IL, which is just outside of Chicago, IL.

The following table presents our project team.

Team Member	Qualifications	Project Role
Chad Legel, M.S. President and CEO	Industrial/Organizational Psychologist	Consultant/Project Director
Brian J. O'Sullivan, M.S. (ABD) Vice President, Consulting Services	Industrial/Organizational Psychologist	Consultant/Project Director
Mark Tawney, Ph.D. Vice President, Testing Services	Industrial/Organizational Psychologist	R&D Consultant and Psychometrician
Courtney Wierzbicki, Ph.D. Director, Consulting Services	Industrial/Organizational Psychologist	Consultant
Drew Weedfall, Ph.D. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
Samantha Boblak, M.A. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
Haley Jochim, M.A. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
Amy Eitapence, M.A. Manager, Regional Assessments	Industrial/Organizational Psychologist	Consultant
Maxwell Porter, Ph.D. Manager, Testing Services	Industrial/Organizational Psychologist	Consultant

Tami Hatzis Manager, Content Development	Personnel Selection Specialist	Content Specialist
David M. Finch, Ph.D. Principal Consultant	Industrial/Organizational Psychologist	Consultant
John Ford, Ph.D. Principal Consultant	Industrial/Organizational Psychologist	Consultant
Rob Shepard, M.A. Principal Consultant	Industrial/Organizational Psychologist	Consultant
Jacob Wolfarth, M.S. Sr. Consultant	Industrial/Organizational Psychologist	Consultant
Jason Saville, Ph.D. Sr. Consultant	Industrial/Organizational Psychologist	Consultant
Linda Reynaud, M.A. Sr. Consultant	Industrial/Organizational Psychologist	Consultant
Mackenzie Crawford, M.A. Sr. Consultant	Industrial/Organizational Psychologist	Consultant
Maureen Rozewicki, M.A. Sr. Consultant	Industrial/Organizational Psychologist	Consultant
Cody Atkinson, M.S. Consultant	Industrial/Organizational Psychologist	Consultant
Grace Vestuto, M.S. Consultant	Industrial/Organizational Psychologist	Consultant
Lawrence Nisivaco, M.A., M.B.A. Consultant	Industrial/Organizational Psychologist	Consultant
Frankie Torres, Ph.D. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Stoney Bowles, M.S. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Allison Johnston, M.A. Sr. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Alyssa Huizar, M.A. Sr. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Barbara Soens, M.S. Sr. Associate Consultant	Industrial/Organizational Psychologist	Consultant

Harry Vuong, M.A. Sr. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Josh DuBois, M.A. Sr. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Oscar Garcia, M.B.A. Sr. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Alexandria Cruz, M.S. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Anthony Rea, M.S. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Chris Epting, M.A. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Christina Carassas, M.S. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Emily Liner, M.A. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Emma Harrington, M.A. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Erin Nieszal, M.A. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Meagan Phimmason, M.A. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Michael Trease, M.A. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Moses Bovenschen, M.S. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Sydney Walsh, M.A. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Ashley Roberson Sr. Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Bryna Soto Sr. Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator

Casey Carroll Sr. Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Cynthia Leyva Sr. Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Emily Balice-Tsiros Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Jayde Nguyen Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Ben Felix Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Bri McAloon Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Justin Keldani Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Meaghan Burton Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Reya Tucker, M.S. Managing Consultant	Industrial/Organizational Psychologist	Consultant
Courtney Green, M.A. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Jillian Ledesma, M.A. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Neeraj Mallisery, M.A., M.B.A. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Alexa Bolwin, M.A. Managing Researcher	Industrial/Organizational Psychologist	Research Analyst
Carolyn Pham, M.S. Research Specialist	Personnel Selection Specialist	Research Analyst
Amelia Caliendo, M.A. Assessment Specialist	Personnel Selection Specialist	Assessment Specialist
Mahika Chitti, M.A. Assessment Specialist	Personnel Selection Specialist	Assessment Specialist
Kc Valentine, M.S. Consulting Assistant	Personnel Selection Specialist	Consulting Assistant

Victoria Aspurez Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
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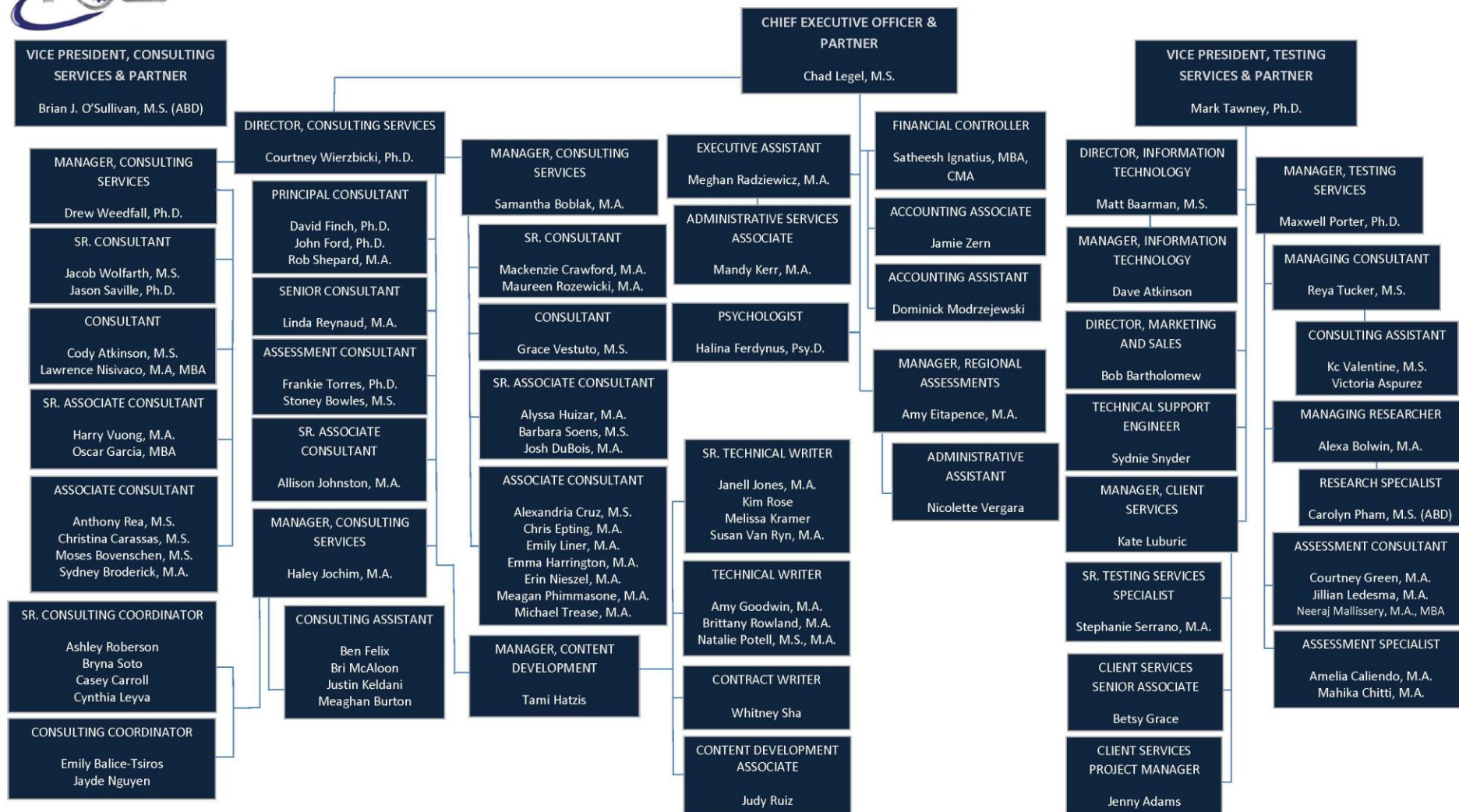
**We also have a large project support team that allows us to apply a great deal of additional resources to a project if need be. This team includes additional associate consultants, job analysts, technical writers, etc.

The following section presents our organizational chart followed by a professional biography for each of our key project team members.



INDUSTRIAL/ORGANIZATIONAL SOLUTIONS

EXPERTS IN THE SCIENCE OF PUBLIC SAFETY SELECTION





CHAD C. LEGEL, M.S.
President & Chief Executive Officer

Background Statement:

Mr. Legel is the President and a Principal Member of Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Mr. Legel has 18 years of experience in the field of public safety testing and assessment. He specializes in developing, validating, deploying and defending public safety testing systems such as assessment centers, promotional job knowledge examinations, physical ability tests, entry-level examinations and oral interviews.

Education:

Illinois Institute of Technology, Chicago, Illinois
Master of Science: Industrial/Organizational Psychology (2000)
Coursework completed toward a Ph.D. in same field

Cornell College, Mt. Vernon, Iowa
Bachelor of Arts, Psychology (1998)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
Chicago Industrial/Organizational/Psychology (CIOP)

Professional Experience:

- | | |
|-----------------|--|
| 2013 to Present | <p>Industrial/Organizational Solutions, Inc.
President & Chief Executive Officer</p> <ul style="list-style-type: none">• Manage the operations of one of the nation's leading public safety human resources consulting firms• Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems• Provided best-practice training to public safety agencies, human resources and civil service personnel |
| 2011 to 2013 | <p>Selection Works, LLC
President and CEO, Co-Founder</p> <ul style="list-style-type: none">• Led recruitment, test publication and consulting divisions• Consulted with police and fire agencies to design entry-level and promotional testing systems• Developed state-of-the-art entry-level examinations for national distribution |

- 2006 to 2011 Industrial/Organizational Solutions, Inc.
President and Chief Operations Officer
- Managed the recruitment, test publication and consulting divisions of a multi-million dollar human resources consulting firm
 - Provided training to human resources and civil service personnel nationwide
 - Provided best-practice training to municipalities
 - Managed the Fire and Police Testing Summit, a national training seminar
- 2003 to 2006 Industrial/Organizational Solutions, Inc.
Vice-President of Consulting
- Managed a public safety consulting team
 - Validated exams and assessments
 - Managed the deployment of large scale selection projects
 - Designed Department of Transportation certification examinations
 - Created training articles for national trade journals
- 1999 to 2003 Industrial/Organizational Solutions, LLC
Consultant
- Developed testing and assessment processes for public safety organizations
 - Researched and developed standardized, off-the-shelf entry-level and promotional examinations for public safety agencies
 - Designed sales talent selection tools for private industry
- 1999 United Airlines
Contractor – Flight Attendant Hiring
- Interviewed prospective flight attendants
 - Analyzed employee survey data

Summary of Selection Projects:

Mr. Legel has a wealth of experience providing selection consulting services to a diverse listing of state, municipal and county public safety agencies. Following is a partial list of the jobs that Mr. Legel has personally managed in the past 19 years:

Client	Project Title	Timeframe
Colorado Highway Patrol	Major Assessment Center	2017
Hattiesburg, MS	Review and Redesign of Civil Service Rules; develop of police and fire promotional testing procedures	2017
Raleigh, NC	Police Detective, Sergeant and Captain promotional assessments	2017
San Antonio, TX	Police Captain Assessment	2017

Oklahoma City, OK	Police Officer Physical Ability Test	2017
Dallas, TX	Fire Battalion Chief Assessment	2017
Plano, TX	Police Officer Physical Ability Test	2016
Colorado Highway Patrol	Patrol captain assessment center	2016
Rockford, IL	Recruited applicants, and developed and administered assessment center for the rank of Police Chief.	2016
Colorado Highway Patrol	Patrol sergeant assessment center.	2015
St. Paul, MN	Police Sergeant written exam and assessment center.	2015
Mesquite, TX	Development of entry-level firefighter physical ability test.	2015
San Antonio, TX	Development and administered a written exam and assessment center for the police lieutenant and police captain ranks.	2015
St. Paul, MN	Development and administered a written exam and assessment center for the police sergeant rank.	2014
San Antonio, TX	Development and administered a written exam and assessment center for the police captain rank.	2013
Cobb County, GA	Developed and administered written exams and assessment centers for the police sergeant and lieutenant ranks.	2013
Cobb County, GA	Developed and administered written exams and assessment centers for the sheriff sergeant and lieutenant ranks.	2013
Des Plaines, IL	Developed and administered a fire lieutenant written exam and assessment center.	2013
Augusta, GA	Developed and administered written examinations and assessment centers for the ranks of sergeant (engineer), lieutenant, captain and battalion chief.	2012
Davenport, IA	Developed assessment centers for the police sergeant and lieutenant ranks.	2012
Lincolnshire, IL	Developed and administered a police sergeant assessment center.	2012
Illinois State Police	Developed and administered a written examination and assessment center for the ranks of master sergeant and sergeant.	2012
Plano, TX	Developed an entry-level firefighter oral interview process.	2012
Des Plaines, IL	Developed and administered a police sergeant written exam and assessment center.	2012
Austin, TX	Validation of an entry-level firefighter examination process	2011
Baltimore, MD	Development of a promotional examination and assessment for police lieutenant	2011
Bridgeport, CT	Validation of a selection process for firefighter	2011
Cook County, IL	Validation of entry-level corrections officer examination	2011
CSX Transportation	Consultation regarding the design of a police officer recruitment and selection process	2011
Omaha, NE	Job analysis for police and fire ranks and development of a police lieutenant assessment process	2011

Pittsburgh, PA	Validation of a written examination for firefighter	2011
Tulsa, OK	Development and administration of police department promotional exams and assessment centers	2011
Austin, TX	Development and administration of a written examination and assessment center for fire battalion chief	2010
Baltimore, MD	Development of a promotional examination and assessment for police sergeant	2010
Bridgeport, CT	Validation of a selection process for police officer	2010
Dell, Inc.	Translation and validation of a global sales force assessment	2010
Sidney, OH	Development of a selection process for the fire chief position	2010
Baltimore, MD	Development of a promotional examination and assessment for police lieutenant	2009
Chicago, IL	Validation of a dispatcher examination and development of a test of verbal fluency	2009
Joplin, MO	Development of a firefighter physical ability test	2009
Lincoln, NE	Development of a firefighter physical ability test	2009
Minneapolis, MN	Development of an assessment center process for Deputy Chief	2009
San Antonio, TX	Review of firefighter hiring process for compliance with professional and legal requirements and best practices	2009
Sidney, OH	Development of a selection process for the police chief position	2009
Woodridge, IL	Development of a police officer interview process	2009
Augusta, GA	Development of exams and assessment centers for the engineer, lieutenant, captain and battalion chief ranks	2008
Baltimore, MD	Development of a promotional testing process for police sergeant	2008
Cobb County, GA	Development of exams and assessment centers for the sergeant and lieutenant ranks in the Sheriff's Department	2008
Gwinnett County, GA	Development of a fire engineer exam and pumping assessment	2008
Wisconsin Department of Health, EMS Board	Development of an Intermediate EMT recertification examination	2008
Woodridge, IL	Development of a police sergeant interview process	2008
Austin, TX	Development and administration of a police chief assessment process	2007
Cook County, IL	Development of police, corrections and court services promotional examinations	2007
Dallas, TX	Oversight and consultation related to fire promotional testing	2007
Jacksonville, FL	Development of promotional testing processes for police sergeant and lieutenant	2007
Virginia Department of Motor Vehicles	Review, analysis and update of motor vehicle and motorcycle certification examinations	2007
Waukesha County, WI	Development of a sheriff deputy physical ability test	2007
Arlington Heights, IL	Development of a police sergeant interview process	2006

Chicago, IL	Validation of a firefighter examination	2006
Cobb County, GA	Development and administration of police sergeant and lieutenant promotional testing processes	2006
Dallas, TX	Oversight and consultation related to fire promotional testing	2006
Hartford, WI	Development and administration of a police chief assessment process	2006
Kansas Board of Emergency Medical Services	Development of first responder, basic EMT and intermediate EMT certification examinations	2006
Crystal Lake, IL	Development of a firefighter physical ability test	2005
Denver, CO	Development of a police captain assessment center	2005
Massachusetts Port Authority	Development of promotional testing processes for fire lieutenant, captain and assistant chief	2005
Reading, MA	Development of a police chief assessment process	2005
Arlington Heights, IL	Development of a police officer interview process	2004
Florida Department of Law Enforcement	Development of a basic abilities test for academy entrance	2003
Naperville, IL	Development of a police officer physical ability test	2003
New Haven, CT	Development of promotional testing processes for fire lieutenant and captain	2003
Richton Park, IL	Development of a police sergeant interview process	2003
Tulsa, OK	Development of entry-level examinations and physical ability tests for police officer and firefighter	2003
Westmont, IL	Development of a police officer physical ability test	2003
Arlington Heights, IL	Development of a firefighter physical ability test	2002
Arlington Heights, IL	Development of a firefighter interview process	2002
Frankfort, KY	Development of fire department promotional assessments	2002
Gwinnett, GA	Development of an engineer pumping practice assessment	2002
Gwinnett, GA	Development of a fire captain assessment process	2002
Massachusetts State Police	Development of a video-based situational judgment test for state troopers	2002
Revenue Storm, Inc.	Development of a sales person skill and personality assessment tool	2002
METRA Police Department	Development of promotional processes for police sergeant and lieutenant	2001
Minneapolis, MN	Development of a police sergeant assessment process	2001
Naperville, IL	Development of a police officer interview process	2001
Norridge, IL	Police staffing and organizational structure study	2001
Orange County, FL	Development of a firefighter physical ability test	2001
Warwick, RI	Delivery of a candidate examination preparation and training session	2001

Gwinnett County, GA	Development of a police corporal promotional assessment process	2000
Gwinnett County, GA	Development of a sheriff sergeant promotional assessment process	2000
Little Rock, AR	Development of a firefighter interview process	2000
Naperville, IL	Development of a firefighter physical ability test	2000
Naperville, IL	Development of a firefighter interview process	2000
Savannah, GA	Transportability of the CPAT	2000
Upper Arlington, IL	Development of an entry-level firefighter examination	2000
Upper Arlington, OH	Development of an entry-level police officer examination	2000

In addition to these numerous projects, Mr. Legel has accomplished the following:

- Led the development of emergency medical technician certification examination processes for the states of Kansas, Wisconsin, Oregon and Illinois
- Provided testing/assessment best practices training to the City of Austin TX and the Austin Firefighters Association during collective bargaining negotiations
- Evaluated firefighter testing practices for the City of San Antonio
- Evaluated and monitored the police and fire promotional testing practices for the City of Dallas, TX
- Founded The Police and Fire Testing Summit, an annual meeting, currently in its sixth year, of police and fire executives and human resources directors to provide training on personnel selection topics.
- Redesigned the State of Virginia motor vehicle written certification examination process to improve test validity and reliability

Training Presentations:

- “Intersecting I-O Psychology and Law Enforcement,” panel discussion at the Society for Industrial Organizational Psychology Annual Conference, Orlando FL, April 2017.
- “Trends in Public Safety Recruitment,” Illinois City Managers Association Spring Conference, Lombard IL, March 2017
- “An Alternative to High-Volume Oral Interviews,” National Public Employer’s Labor Relations Association Annual Training Conference, Savannah, GA, March 2015
- “Improving the Conventional Oral Interview,” Public Safety Assessment Forum, College of DuPage, Glen Ellyn IL, July 2012
- “The Illinois POWER Test: Considering its Use as a Screening Tool,” Public Safety Assessment Forum, College of DuPage, Glen Ellyn IL, July 2012
- “The Firefighter Hiring Act,” Illinois Public Employer’s Labor Relations Association Training Meeting, Arlington Heights, IL, June 2012
- “Achieving Racial Diversity in Public Safety Testing,” Washington State Civil Service Meeting, Ellensburg, WA, September 2011

- “Best Practices and Considerations in Response to the Illinois Firefighter Hiring Act (Public Act 97-0251),” Illinois Public Employer Labor Relations Association (IPELRA), Hoffman Estates, IL, September 2011
- “Improving Firefighter Selection Practices: Diversity, Recruiting, Oral Interviews and Assessment Centers,” Wisconsin Fire Chiefs Education Association Annual Meeting, Green Bay, WI, September 2011
- “Understanding Metrics of Fairness: Adverse Impact, Standardized Mean Differences, and Significance Testing,” International Personnel Assessment Council (IPAC), Washington DC, July 2011
- “Testing and Assessment Concepts and Best Practices,” Connecticut Consortium of Municipalities, Wallingford, CT, June 2011
- “Using Integrity Tests to Improve Efficiency and Mitigate Disparate Impact”, Ohio Association of Chiefs of Police Annual Training Conference, Newark OH, April 2011
- “Considering Disparate Impact Beyond Impact Ratios,” Presented at the 2011 International Personnel Assessment Council Conference, Washington D.C., Legel, C. C., O’Sullivan, B. J. & Tawney, M. W. (2011).
- “Test Developer’s Perspective on *Ricci v. DeStefano*”, International Personnel Management Association, Human Resources Central Region Conference, June 2010
- “The *Ricci* Decision and Its Impact on Hiring and Promotions”, Connecticut Conference of Municipalities Annual Conference, Hartford CT, October 2009
- “Firefighter Entry-level and Promotional Testing Best Practices,” Austin Labor Relationship and Collective Bargaining Negotiation Session, Austin, TX, September 2009
- “Test Validity”, Littler Mendelson P.C. Class Action Strategy Conference, Phoenix AZ, April 2009
- “Selecting and Retaining Generation Y Candidates for Public Safety Agencies,” Police and Fire Testing Summit, Oak Brook IL, January 2006
- “Development of Reliable Structured Oral Interviews”, CALEA, Burlington VT, November 2000

Publications:

- Upgrading Your Police Officer Oral Interviews, Law and Order Magazine, Hendon Publishing, December 2012.
- Evaluating an Entry-Level Examination, Law and Order Magazine, Hendon Publishing, December 2005.

Litigation:

- City of Clarksville Police Department - Promotional process challenge – 2002
 - Provided deposition testimony
- City of New Haven Fire Department - Promotional process challenge – 2004 – 2009, (*Ricci v. DeStefano*, 129 S. Ct. 2658, 2671, 174 L. Ed. 2d 490 (2009))
 - Provided deposition testimony
- City of Austin Fire Department - Entry-level firefighter selection arbitration – 2011
 - Testified on behalf of the City of Austin as the test developer/expert



BRIAN J. O'SULLIVAN, Ph.D. (ABD)
Vice President of Consulting

Background Statement:

Mr. O'Sullivan worked as a project manager and consultant for a large public safety testing firm that deals with law enforcement and fire service agencies prior to joining IOS, Inc. Mr. O'Sullivan has successfully led our consulting team as the Director of Consulting at IOS since 2001. He was promoted to his present role as Vice President in 2011. In his ten years with our firm, Brian has managed over 100 projects involving police and fire department assessment centers, promotional test development, structured oral interviews, entry-level exam development, physical-ability test development and performance-evaluation-process development and he personally handles many of our most notable projects. A partial list of Mr. O'Sullivan's project work follows below:

- Prince George's County Police Department
- New Orleans, LA Police Department
- Charlotte-Mecklenburg Police Department
- San Diego, CA Police Department
- Atlanta Police Department
- Buffalo, NY Police Department
- New York City Police Department
- Washington, D.C. Metropolitan Police Dept.
- Chicago Police Department
- Chicago Fire Department
- Massachusetts State Police Department
- New Jersey State Police Department
- Austin, TX Police and Fire Departments
- Houston Police Department
- Minneapolis Police Department
- Forsyth County, GA Sheriff's Office
- Orange County, FL Fire Rescue
- North Miami Police Department
- Savannah, GA Police Department
- Gwinnett County Police Dept.
- Gwinnett County Sheriff's Dept.
- Gwinnett County Corrections Department
- Huntsville, AL Police Department
- Fort Wayne, IN Police Department
- Newport News, VA Police Department
- Joliet, IL Police Department
- Cook County, IL Sheriff's Department
- Jefferson County, KY Sheriff's Office
- Iowa Sheriff's Association
- Denver, CO Fire Department

- Racine, WS Fire Department
- New Haven, CT Fire Department

Education:

Illinois Institute of Technology, Chicago, Illinois
 Ph.D. (ABD): Industrial/Organizational Psychology (1999-2009)
 Master of Science: Industrial/Organizational Psychology (1998)

Illinois State University, Normal, Illinois
 Bachelor of Science, Psychology and Communications (1995)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
 Chicago Industrial/Organizational/Psychology (CIOP)

Professional Experience:

2011 to Present Industrial/Organizational Solutions, Inc.
 Vice President of Consulting

2005 to 2011 Industrial/Organizational Solutions, Inc.
 Director of Consulting

- Responsible for hiring, training and mentoring team of I/O Psychologists in test development/assessment projects.
- Manages consulting team to ensure soundness of methodology, quality of products and services.
- Manages and serves as the primary technical lead, consultant and day-to-day project manager/client liaison on the firm's largest consulting initiatives.
- Manages all aspects of consulting projects, including work plans, project deliverables, scheduling, communications and client relations.
- Consults with agencies, associations, civil service commissions, state peace officer standards and training bodies, union representatives, and other parties regarding all aspects of public safety human resources.
- Conducts and reports job analysis, which includes the following tasks: conducting job observations; developing, administering and analyzing job-analysis questionnaires; reporting job-analysis findings; developing and facilitating task/skill-linkage workshops; analyzing linkage data; developing examination plans.
- Conducts and reports criterion-related and content-validation studies. Analyzes data from these studies. Also develops technical

reports, incorporating job-analysis, criterion-related and content-validation results.

- Develops, validates and implements the following: cognitive, personality and situational-judgment tests for entry-level and promotional positions; structured behavior-based interviews; written and role-play assessment exercises; physical-ability tests.
- Acts as an assessor in assessment centers, structured interviews and other assessment components. Assesses candidates on critical competency areas.

2002 to 2005

Industrial/Organizational Solutions, Inc.

Project Manager

- Responsible for hiring, training and mentoring team of I/O Psychologists in test development/assessment projects.
- Manages and serves as the primary technical lead, consultant and day-to-day project manager/client liaison on the firm's largest consulting initiatives.
- Managed consulting team to ensure soundness of methodology, quality of products and services.
- Managed all aspects of consulting projects, including contracting, determination of project deliverables, scheduling, communications, client relations, billing and ensuring the technical quality of all work to be completed.
- Developed, validated, and implemented the following: cognitive, personality and situational-judgment tests for entry-level and promotional positions; structured behavior-based interviews; written and role-play assessment exercises.
- Responsible for all phases of research and test development, including experimental design, data collection and analysis, item-writing and analysis, report-writing, and final presentation.
- Conducted job analysis, which included the following tasks: job observations; developed, administered, and analyzed job-analysis questionnaires; reported job analysis findings; developed and facilitated task/skill-linkage workshops; analyzed linkage data; developed examination plans.
- Conducted and reported criterion-related and content validation studies. Analyzed data from these studies. Developed technical reports, incorporating job analysis, criterion-related and content-validation results.

1997 to 2001

Stanard and Associates, Inc.

Senior Human Resources Consultant

- Served as primary project manager and consultant (reporting directly to the vice president) on projects involving entry-level selection and promotional assessment, performance management, employee-

attitude survey development, and organizational analysis and development.

- Managed all aspects of consulting projects, including contracting, determination of project deliverables, scheduling, communications, client relations, billing and ensuring the technical quality of all work to be completed.
- Developed and implemented performance-management processes and 360-degree feedback instruments.
- Developed entry-level selection processes and promotional processes in accordance with all local, state and federal guidelines.
- Developed employee-attitude and retention surveys, analyzed data and prepared reports for clients.
- Developed entry-level tests, promotional examinations and assessments, structured oral assessments/interviews, assessment centers and physical-ability assessments.
- Conducted all technical aspects of consulting projects, including all phases of job analysis, product development, test administration, product training, data analysis, scoring, validation and project documentation/technical-report writing.
- Advised clients on legal issues related to selection, promotion, evaluation of employee performance and other related human resources matters.
- Conducted research on current products, including validation studies, statistical analyses and normative studies. Provided technical support for off-the-shelf products.
- Responsible for new product development, including the development and validation of a nationwide correctional officer examination expected to increase company sales revenue by approximately 10-15 percent.
- Supervised full-time consultant and was responsible for hiring, training and supervising all interns.
- Wrote proposals and presented services to clients.

1999

NCS/Pearson

Research Associate

- Maintained and revised SRA employment tests, norms and administration manuals. Developed and programmed computerized versions of tests and provided technical support.

1997

The Ball Foundation

Test and Selection Specialist

- Provided entry-level testing services to local area apprenticeship programs and aided office manager with general human resources functions.
- Developed an internal employee handbook.

- Conducted job analyses, constructed test batteries, administered examinations, and conducted scoring and reporting activities.
- Developed a product catalog and coordinated nationwide distribution.
- Conducted marketing and sales activities, including developing marketing pieces and attending relevant trade shows (SHRM, ASTD and APA).
- Conducted preliminary research activities for test development.

Summary of Selection Projects:

Mr. O’Sullivan has a wealth of experience providing selection consulting services to a diverse listing of state, municipal and county public safety agencies. Following is a partial list of the jobs that Mr. O’Sullivan has personally managed in the past 16 years:

Contract Title	Project Description	Timeframe
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Police Officer III.	2026
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Detective.	2026
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2026
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2026
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2026
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2026
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2026
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2026
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2026
Chicago, IL Police Department	Development of job analysis. Development of the written examination for the rank of Lieutenant. Development of assessment centers for the ranks of Lieutenant.	2025-2026
Charlotte Mecklenburg Police Department	Development and administration of the assessment center for the rank of Captain.	2025
Prince George’s County Police Department	Job analysis and written examination development, validation, administration, and scoring for the rank of Corporal.	2025
Minneapolis, MN Police Department	Development of the written examination for the rank of Sergeant. Development of the assessment center for the rank of Sergeant.	2025
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Police Officer III.	2024
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Detective.	2024
San Diego Police	Written examination and assessment center development,	2024

Department	validation, administration and scoring for the rank of Sergeant.	
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2024
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2024
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2024
Prince George's County Police Department	Job analysis and written examination development, validation, administration, and scoring for the rank of Corporal.	2024
Prince George's County Police Department	Job analysis and written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2024
Prince George's County Police Department	Job analysis and written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2024
Prince George's County Police Department	Job analysis and written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2024
Minneapolis, MN Police Department	Development of the written examination for the rank of Lieutenant. Development of the assessment center for the rank of Lieutenant.	2024
Chicago, IL Police Department	Development of job analysis. Development of the written examination for the rank of Sergeant. Development of a written assessment for the rank of Sergeant.	2023-24
Chicago Fire Department	Job analysis and development of written examination and assessment center for the rank of Captain.	20223
Chicago Fire Department	Job analysis and development of written examination and assessment center for the rank of Battalion Chief.	2023
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2023
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2023
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2023
Minneapolis, MN Police Department	Development of the written examination for the rank of Sergeant. Development of the assessment center for the rank of Sergeant.	2023
Buffalo, NY Fire Department	Development of the written examination for the rank of Captain. Development of assessment centers for the rank of Captain.	2023
Buffalo, NY Fire Department	Development of the written examination for the rank of Lieutenant. Development of assessment centers for the rank of Lieutenant.	2023
Buffalo, NY Fire Department	Development of the written examination for the rank of Detective. Development of assessment centers for the rank of Detective.	2023
Charlotte Mecklenburg Police Department	Development and administration of written examinations and assessment centers for the rank of Sergeant.	2021
Charlotte Mecklenburg Police Department	Development and administration of assessment center for the rank of Lieutenant.	2021
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Police Officer III.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Detective.	2020
San Diego Police	Written examination and assessment center development,	2020

Department	validation, administration and scoring for the rank of Sergeant.	
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2020
Buffalo, NY Fire Department	Development of the written examination for the rank of Captain. Development of assessment centers for the rank of Captain.	2022
New Orleans, LA Police Department	Development of job analysis. Development and administration of the assessment center for the rank of Lieutenant.	2022
Minneapolis, MN Police Department	Development of the written examination for the rank of Lieutenant. Development of the assessment center for the rank of Lieutenant.	2022
Minneapolis, MN Police Department	Development of the written examination for the rank of Sergeant. Development of the assessment center for the rank of Sergeant.	2022
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2022
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2022
Chicago, IL Fire Department EMS	Development of written examination for the rank of Ambulance Commander. Administered and led rating process of candidate performances from the assessment center.	2022
Chicago, IL Fire Department EMS	Development of written examination for the rank of Paramedic Field Chief.	2022
Buffalo, NY Police Department	Development and administration of the written examination for the rank of Detective Sergeant. Development and administration of assessment center for the rank of Detective Sergeant.	2022
Buffalo, NY Police Department	Development and administration of the written examination for the rank of Inspector. Development and administration of assessment center for the rank of Inspector.	2021
Chicago, IL Police Department	Development of job analysis. Development of the written examination for the rank of Lieutenant. Development of assessment centers for the rank of Lieutenant.	2021-22
Charlotte Mecklenburg Police Department	Development and administration of the assessment center for the rank of Captain.	2021
Buffalo, NY Police Department	Development and administration of the written examination for the rank of Lieutenant. Development and administration of assessment center for the rank of Lieutenant.	2021
Buffalo, NY Police Department	Development and administration of the written examination for the rank of Detective. Development and administration of assessment center for the rank of Detective.	2021
New Orleans, LA Police Department	Development of job analysis. Development and administration of the assessment center for the rank of Captain.	2021
Charlotte Mecklenburg Police Department	Development and administration of written examinations and assessment centers for the rank of Sergeant.	2021
Charlotte Mecklenburg Police Department	Development and administration of assessment center for the rank of Lieutenant.	2021
Austin Police Department	Administration of the assessment center for the rank of Sergeant	2020
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2020
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2020
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Commander.	2020

Minneapolis, MN Police Department	Development and administration of the written examination for the rank of Sergeant. Development and administration of the assessment center for the rank of Sergeant.	2020
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2020
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2020
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2020
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2020
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Police Officer III.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Detective.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2020
Buffalo, NY Police Department	Development and administration of written examinations and assessment centers for the rank of Detective.	2019
Buffalo, NY Police Department	Development and administration of written examinations and assessment centers for the ranks of Detective Sergeant.	2019
Buffalo, NY Police Department	Development and administration of written examinations and assessment centers for the ranks of Lieutenant.	2019
Buffalo, NY Police Department	Development and administration of written examinations and assessment centers for the rank of Captain.	2019
Chicago Fire Department	Job analysis and development of written examination and assessment center for the rank of Battalion Chief.	2019
Milwaukee Fire Department	Development and administration of written examinations and assessment centers for the rank of Lieutenant.	2019
Milwaukee Fire Department	Development and administration of written examinations and assessment centers for the rank of Captain.	2019
Minneapolis Police Department	Development of assessment center for the rank of Lieutenant.	2019
Austin Police Department	Development and administration of assessment centers for the rank of Sergeant.	2019
Austin Police Department	Development and administration of assessment centers for the rank of Lieutenant.	2019
Austin Police Department	Development and administration of assessment centers for the rank of Commander.	2019
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2018
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2018
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Captain.	2018
Pittsburgh, PA Bureau of	Written examination, and assessment center development,	2018

Police	validation, administration, and scoring for the rank of Sergeant.	
Minneapolis, MN Police Department	Written examination and assessment center development, validation, and administration for the rank of Sergeant.	2018
Indianapolis Metropolitan Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2018
Indianapolis Metropolitan Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2018
Indianapolis Metropolitan Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Captain.	2018
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2018
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2018
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration and scoring for the rank of Police Officer III.	2018
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration and scoring for the rank of Detective.	2018
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration and scoring for the rank of Sergeant.	2018
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2018
New York Civil Service, State Wide Entry Level Test	Job analysis, validations, and development of written examination to be used as a state tool.	2015-2018
Pittsburgh, PA Bureau of Police	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2017
Pittsburgh, PA Bureau of Police	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2017
Minneapolis, MN Police Department	Written examination and assessment center development, validation, and administration for the rank of Lieutenant.	2017
Miami, FL Police Department	Job analysis and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2017
Buffalo, NY Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Detective.	2017
Buffalo, NY Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Detective Sergeant.	2017
Buffalo, NY Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2017
Buffalo, NY Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Captain.	2017
Buffalo, NY Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank	2017

	of Inspector.	
San Francisco, CA Police Department	Job analysis and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2016-2017
Chicago, IL Fire Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Paramedic Field Chief.	2016-2017
Chicago, IL Fire Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Ambulance Commander.	2016-2017
Cincinnati, OH Police Department	Assessment center development, validation, administration, and scoring for the rank of Captain.	2016-2017
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Police Officer III.	2016
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Detective.	2016
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2016
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2016
Ann Arbor, MI Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2016
Ann Arbor, MI Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2016
Houston Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2016
Houston Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2016
Houston Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2016
Minneapolis, MN Police Department	Written examination and assessment center development, validation, and administration for the rank of Sergeant.	2016
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2016
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2016
Baltimore City, MD Police Department	Job analysis update, written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2015-2016
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of EMS Battalion Chief.	2015
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of EMS Captain.	2015
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of EMS Lieutenant.	2015
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Suppression Lieutenant.	2015

Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Suppression Captain.	2015
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Suppression Lieutenant.	2015
Cook County Sheriff's Office Department of Corrections	Written examination, validation, and scoring for the ranks of Sergeant and Lieutenant.	2015
Cook County Sheriff's Office Department of Court Services	Written examination, validation, and scoring for the ranks of Sergeant and Lieutenant.	2015
Cook County Sheriff's Office	Written examination, validation, and scoring for the ranks of Police Officer, Sergeant and Lieutenant.	2015
Ann Arbor, MI Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2015
Ann Arbor, MI Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2015
Minneapolis, MN Police Department	Written examination and assessment center development, validation, and administration for the rank of Lieutenant.	2015
Milwaukee, WI Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Lieutenant.	2015
Milwaukee, WI Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Captain.	2015
Minneapolis, MN Police Department	Written examination and assessment center development, validation, and administration for the rank of Sergeant.	2014
Arlington, TX Fire Department	Job analysis review/update, written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2014
Arlington, TX Fire Department	Job analysis review/update, written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2014
St. Louis, MO Police Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Lieutenant.	2013-2014
St. Louis, MO Police Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Captain.	2013-2014
Miami, FL Police Department	Job analysis, written examination, and assessment center development, validations, administration, and scoring for the rank of Lieutenant.	2013-2014
Atlanta, GA Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2013-2014
Atlanta, GA Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2013-2014
San Diego, CA Police Department	Job analysis written examination and structured oral assessment development, validation, administration and scoring for the rank of Police Officer III.	2013-2014
San Diego, CA Police Department	Job analysis written examination and structured oral assessment development, validation, administration and scoring for the rank of Detective.	2013-2014

San Diego, CA Police Department	Job analysis written examination and structured oral assessment development, validation, administration and scoring for the rank of Sergeant.	2013-2014
San Diego, CA Police Department	Job analysis written examination and structured oral assessment development, validation, administration and scoring for the rank of Lieutenant.	2013-2014
Chicago, IL Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2013-2014
Milwaukee, WI Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Captain.	2013
Milwaukee, WI Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Lieutenant.	2013
Milwaukee, WI Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of HMO.	2013
San Jose, CA Fire Department	Written examination and assessment center development, validation, and administration for the rank of Fire Engineer.	2013
San Jose, CA Fire Department	Written examination and assessment center development, validation, and administration for the rank of Prevention Inspector.	2013
San Jose, CA Fire Department	Written examination and assessment center development, validation, and administration for the rank of Arson Investigator.	2013
Springfield, IL Police and Fire Departments	Written Examinations and Oral Interview development and administration for police and fire.	2013
Minneapolis, MN Police Department	Job analysis review/update, written examination and assessment center development, validations, administration and scoring for the rank of Lieutenant.	2012-2013
Buffalo Police Department	Job analysis written examination and structured oral assessment/assessment center development, validations, administration and scoring for Detective, Detective-Sergeant, Lieutenant, Captain and Inspector.	2011-2012
San Diego, CA Police Department S	Job analysis written examination and structured oral assessment development, validations, administration and scoring for police officer III, Detective, Sergeant and Lieutenant.	2011-2012
Atlanta, GA Police Department Sergeant and Lieutenant Promotional Process	Job analysis update, written examination and structured oral assessment development, validations, administration and scoring for police Sergeant and Lieutenant.	2011-2012
Tulsa, OK Police Department	Job analysis and written examination and assessment center development, validation, administration and scoring for the ranks of Corporal, Sergeant, Captain, Major and Deputy Chief.	2011-2012
Ann Arbor, MI Police Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant and Lieutenant.	2011-2012
Chicago Fire Department, EMS	Job analysis and written examination and assessment center development, validation, administration and scoring for the rank of Ambulance Commander and Paramedic Field Chief	2011-2012
Omaha Police and Fire Department	Oversight on the development of written examinations and assessment centers, including development, validation, administration and scoring for the rank of Police Sergeant, Lieutenant and Captain and Fire Specialist, Lieutenant, Captain and Battalion Chief. Conduct job analysis for all protective services ranks. Assistance with the implementation of the city's entry-level	2011-2012

	fire fighter selection process.	
Florida Department of Transportation, Motor Carrier Division	Written examination development, validation, administration and scoring for the rank of Sergeant.	2011
Cook County Sheriff's Office promotional process	Written examination development, validation, administration and scoring for the ranks of Corrections Sergeant and Lieutenant, Court Services Sergeant and Lieutenant and Sheriff's Police Officer (lateral), Sergeant and Lieutenant.	2011
Springfield, IL Police and Fire Departments	Test coordination, administration, scoring/banding, analysis and reporting for entry-level positions of police officer and firefighter.	2011
Minneapolis Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant	2011
Buffalo Police Department	Development and validation of a test battery for Police Officer in the BPD. Includes the development of a parallel cognitive examination, the transportability of an integrity inventory and an assessment of personality. Worked with city's legal council, the DOJ (and DOJ's testing expert) and the local courts to implement a suitable entry-level selection process and was able to lift 33-year old court oversight of the process.	2010-2011
Arlington, TX Fire Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Lieutenant and Captain.	2010-2011
Minneapolis Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2010-2011
Illinois State Police (through the State Police Merit Board)	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant and Master Sergeant.	2010
Houston Police Department Promotional Process	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant (Additional testing from 2009 list).	2010
Massachusetts State Police	Written job knowledge development, validation and administration to the rank of Sergeant	2010
Washington D.C. Fire Sergeant, Lieutenant and Captain Promotional Process	Job analysis, written examination and assessment center development, validation, administration and scoring for three ranks	2009-2010
Washington D.C. Fire Suppression Battalion Chief Promotional Process	Job analysis, written examination and assessment center development, validation, administration and scoring for Fire Suppression Battalion Chief	2009-2010
Washington D.C. EMS Captain Promotional Process	Job analysis, written examination and assessment center development, validation, administration and scoring for EMS Captain	2009-2010
City of Chicago- Police Communication Operator I Selection Process	Test coordination, administration, scoring, analysis and reporting for entry-level position.	2010
San Diego, CA Police Department Sergeant and Lieutenant Promotional Process	Job analysis, written examination and structured oral assessment development, validation, administration and scoring for police Sergeant and Lieutenant.	2009-2010
Los Alamos Fire Department Promotional Process to Assistant Chief and Deputy Chief	Assessment center development, validation, training, administration and reporting for the ranks of AC and DC.	2009
Illinois State Police (through the State Police Merit	Job analysis to the rank of Trooper.	2009

Board)		
City of Chicago- Police Communication Operator I Selection Process	Job analysis, test development and validation for a test of oral communication clarity. Test coordination, administration, scoring, analysis and reporting for entry-level position.	2009
Atlanta, GA Police Department Sergeant and Lieutenant Promotional Process	Job analysis, written examination and structured oral assessment development, validations, administration and scoring for police Sergeant and Lieutenant.	2009
Chicago Fire Department-Entry-Level Fire USERRA Examination	Retesting for entry-level fire examination for military candidates per USERRA: Fire entry-level written examination administration and application processing.	2009
Cook County Sheriff's Office promotional process	Written examination development and administration for sheriff's police Sergeant and Lieutenant, court services Sergeant and Lieutenant and correctional division Sergeant, Lieutenant and Captain.	2009
Houston Police Department Promotional Process	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2009
Houston Police Department Promotional Process	Written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2009
Washington, D.C. Metropolitan Police Department	Development of a job knowledge examinations for the ranks of Sergeant, Lieutenant, and Captain	2008-2009
Massachusetts State Police	Written job knowledge and structured oral assessment development, validation and administration to the rank of Captain.	2009
Minneapolis Police	Job analysis to the ranks of Sergeant, Lieutenant and Captain for the MPD.	2009
DC Metro Police	Development of a job knowledge examination for the ranks of Sergeant, Lieutenant, and Captain.	2008-2009
Milwaukee Fire Department Entry-Level Testing Process	Job analysis, validation, administration and scoring on a fire entry-level examination for the city of Milwaukee. Development, validation and assessor training of an entry-level fire structured oral interview.	2008-2009
Austin, TX Police Commander and Lieutenant Promotional Process	Developed, validated, and administered an assessment center for the ranks of Lieutenant and Commander.	2008
Buffalo, NY Police Promotional Process	Retesting for military candidates: Written examination and assessment center for Lieutenant, Detective and Captain.	2008
Chicago Fire Department-FCOI Entry-Level Testing	Entry-level written examination validation, administration, application processing and scoring for Fire Communications Officer I position.	2008
Joplin MO Police Department PAT Development	Development and validation of an entry-level police physical ability test for the Joplin Police Department.	2008
Los Alamos Fire Department Promotional Process	Development, validation and administration of assessment centers for the ranks of Battalion Chief and Assistant Chief for LAFD.	2008
Lisle, IL Police Department Promotional Process for Sergeant	Administration of an OTS written examination and development, validation, administration and scoring of a Sergeant assessment center.	2008
Buffalo, NY Police Promotional Process to the ranks of Detective and Detective Sergeant	Job analysis, written examination and structured oral interview (Detective) and structured oral assessment (Detective Sergeant) development, validation, administration and scoring for police Detective and Detective Sergeant.	2008
Buffalo, NY Police Promotional Process to the	Job analysis, written examination and assessment center development, validation, administration and scoring for police	2008

ranks of Captain and Inspector	Captain and Inspector.	
Buffalo, NY Police Promotional Process to the rank of Lieutenant	Job analysis, written examination and structured oral assessment development, validation, administration and scoring for police Lieutenant.	2008
State of New Jersey, Department of Personnel	Retesting of entry-level test made up of three parallel forms (developed in 2005-2006) for positions statewide including law enforcement officer, sheriff's officer, sheriff's deputy, corrections officer, state ranger, etc. Scoring and analysis for NJ-LEE 2008 administration	2008
Moline, IL Police Department Promotional Process to Lieutenant	Development, validation and administration of a written examination and assessment center to the rank of Lieutenant in the Moline PD.	2007
Gwinnett County, GA Protective Services	Job analysis for the ranks of Corporal, Sergeant and Lieutenant in the Police, Sheriff's and Corrections Department; Job analysis for the ranks of Driver Engineer, Lieutenant and Captain in the Fire Department.	2007
Chicago Fire Department-Entry-Level Fire Written Examination	Entry-level written examination validation, administration coordination and scoring-- project consultant role.	2006
Forsyth, GA Sheriff's Department	Promotional written examination and assessment center development, validation and administration to the ranks of Sergeant, Lieutenant & Captain.	2006
Tacoma, WA Police Department	Lieutenant promotional examination development.	2006
Houston, TX Police Department	Promotional written examination and assessment center development, validation, and administration to the rank of Captain. Development and administration of a promotional job knowledge examination for 41 candidates, as well as the development of an assessment center for 25 candidates.	2005-2006
Austin, TX Police Department	Conducted a job analysis and managed the job knowledge examination development for the rank of Corporal.	2005-2006
State of New Jersey, Department of Personnel	Re-development of three forms of the NJ-LEE entry-level selection tool.	2005-2006
Minneapolis, MN Police Department	Assessment center development, validation, and administration to the rank of Lieutenant. Job analysis revision & assessment center development, validation & administration for 40 candidates.	2005
Austin, TX Police Department	Developed, validated, and administered an assessment center for the rank of Sergeant.	2005
Austin, TX Police Department	Conducted a job analysis and managed the job knowledge examination development for the rank of Detective.	2005
Orange County, FL Fire Rescue Department	Job analysis, assessment center development; situation judgment test development, computer writing assessment development and job knowledge examination development for the rank to Lieutenant.	2005
Massachusetts State Police	Written job knowledge and structured oral assessment development, validation and administration to the rank of Captain.	2005
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Corporal in the Sheriff's Department.	2005
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Sergeant in the Sheriff's Department.	2005
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Sheriff's Department.	2005

Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Sheriff's Department.	2005
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Sergeant in the Corrections Department.	2005
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Corporal in the Police Department.	2005
Fort Lauderdale, FL Fire Department	Fire Inspector II promotional examination development.	2005
Fort Lauderdale, FL Fire Department	Driver Engineer promotional examination development.	2005
Tacoma, WA Police Department	Captain promotional examination development.	2005
Tacoma, WA Police Department	Detective promotional examination development.	2005
West Pittston, PA Police Department	Entry-level examination administration; PAT administration/consultation & oral board development and administration for 27 candidates in August 2005 & 9 candidates in October 2005.	2005
Washington, D.C. Metropolitan Police Department	Development of a job knowledge examination for the ranks of Sergeant, Lieutenant, and Captain, for 1015, 196, and 108 candidates, respectively.	2004-2005
Austin, TX Police Department	Developed, validated, and administered an assessment center for the ranks of Lieutenant and Commander.	2004-2005
Massachusetts State Police	Written job knowledge and structured oral assessment development, validation and administration to the rank of Lieutenant.	2004-2005
Reading, MA Police Department	Assessment center development and administration to the rank of Police Chief.	2004-2005
Springfield, MO Police Department	Promotional written examination and assessment center development, validation & administration to the ranks of Corporal & Sergeant.	2004-2005
State of New Jersey, Department of Personnel	Statewide job analysis, physical ability test development, assessment center development; situation judgment test development, computer writing assessment development and job knowledge examination development. Initial job analysis and entry-level test development and validation of three parallel forms for positions statewide including law enforcement officer, sheriff's officer, sheriff's deputy, corrections officer, state ranger, etc.	2004
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Sheriff's Department.	2004
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Communications Officer III & IV in the Communication's Division of the Police Department.	2004
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Sergeant in the Sheriff's Department.	2004
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Sergeant in the Police Department.	2004
St. John's Island, SC Fire Protection District	Entry-level and incumbent standard physical ability test development & validation and fitness program development.	2004
McHenry County, IL	Promotional written examination and assessment center	2004

Sheriff's Department	development and administration to the rank of Lieutenant, 8 candidates, 7 assessors recruited.	
Westchester, IL Fire Department	Promotional written examination and assessment center development and administration to the rank of Lieutenant, 5 candidates (3 AC).	2004
Norwalk, CT Police Department	Conducted a job analysis, entry-level (NCJOSI) test field-testing, and criterion validation.	2004
Orange County, FL Fire Rescue Department	Job analysis, assessment center development; situation judgment test development, computer writing assessment development for the rank to Battalion Chief.	Spring 2004
Orange County, FL Fire Rescue Department	Job analysis, assessment center development; situation judgment test development, computer writing assessment development and job knowledge examination development for the rank to Battalion Chief.	Fall 2004
New York State Police Department	Entry-Level written examination validation. Conducted a job analysis, field tested I/O Solutions Entry-Level Exam (NCJOSI) and validated the criterion of the NCJOSI.	2003-2004
Massachusetts State Police	Written job knowledge examination development, validation and administration to the rank of Sergeant.	2003-2004
Ozark, AL and Enterprise, AL Fire Departments	Entry-level and incumbent standard physical ability test development & validation for two agencies.	2003-2004
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Corporal in the Police Department.	2003
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Sergeant in the Sheriff's Department.	2003
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Sergeant in the Police Department.	2003
Schaumburg, IL Police Department	Promotional written examination development and administration to the rank of Lieutenant, 3 candidates.	2003
Westmont, IL Police Department	Promotional Job Knowledge Examination Development & Assessment Center Development for 11 sergeant (8 AC) candidates and 4 lieutenant candidates (3 AC).	2003
Clarksville, TN Police Department	Promotional process development and validation for the ranks of Sergeant & Lieutenant.	2003
Richton Park, IL Police Department	Assessment center development and administration to the rank of Sergeant, 3 candidates, 3 assessors recruited.	2003
New Haven, CT Fire Department	Promotional written job knowledge examination and structured oral assessment development, validation & administration to the ranks of Lieutenant and Captain.	2003
Frankfort, KY Fire Department	Assessment center development and administration to the ranks of Driver Engineer, Lieutenant, Captain, Battalion Chief & Deputy Chief.	2003
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Police Department.	2002-2003
Gwinnett County, GA Protective Services	Written job knowledge and practical tactical exercise development, validation and administration to the rank of Driver Engineer in the Fire Department.	2002-2003
North Miami, FL Police Department	Promotional written examination and assessment center development, validation & administration to the ranks of Sergeant & Lieutenant.	2002-2003
Matteson, IL Police Department	Assessment center development and administration to the rank of Sergeant, 5 candidates, 3 assessors recruited.	2002-2003

Tulsa, OK Police and Fire Department	Entry-level police and fire written examination development & validation, structured oral interview development & validation and entry-level physical ability test development & validation.	2002-2003
Massachusetts State Police	Entry-level video-based situational judgment test development, validation and administration.	2002
Gwinnett County, GA Protective Services	Written job knowledge examination development, validation and administration to the rank of Corporal in the Sheriff's Department.	2002
Gwinnett County, GA Protective Services	Written job knowledge, assessment center development and structured oral assessment development validation and administration to the rank of Sergeant in the Correction's Department.	2002
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Sheriff's Department.	2002
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Corporal in the Corrections Department.	2002
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Captain in the Fire Department.	2002
North Miami, FL Police Department	Entry-level police written examination development & validation, B-PAD validation, entry-level physical ability test validation and entry-level selection process review.	2002
Roselle, IL Police Department	Managerial assessment for promotion to Deputy Chief.	2002
Gwinnett County, GA Protective Services	Job analysis for the ranks of Corporal, Sergeant and Lieutenant in the Police, Sheriff's and Corrections Department; Job analysis for the ranks of Driver Engineer, Lieutenant and Captain in the Fire Department.	2002

Publications:

O'Sullivan, B.J. and Roch, S. (April 1999). *The Longitudinal Effects of FOR and Observational Training on Accuracy*. Paper presented at the 14th Annual Meeting for the Society for Industrial and Organizational Psychology, Atlanta, GA.

Jones, J.A., O'Sullivan, B.J., and Carson, A. (August 1998). *Mechanical Aptitude Measurement*. Paper presented at the Meeting of the American Psychological Association, San Francisco, CA.



MARK W. TAWNEY, Ph.D.
Principal & Vice President of Testing Services

Background Statement:

Dr. Tawney has twenty years of experience in public safety testing and assessment and has led the test publication and research and development divisions of two national public safety testing firms. Dr. Tawney is a Principal Member who leads our Testing Services division. Dr. Tawney is a gifted psychometrician and test validation expert. Dr. Tawney frequently works with the Department of Justice, serving as the expert for agencies navigating various litigation, court orders and decrees. He holds a Ph.D. in Industrial/Organizational Psychology from Illinois Institute of Technology and Masters' degrees in Experimental Psychology from DePaul University and Personnel Human Resource Development from Illinois Institute of Technology. Dr. Tawney's major area of research and contribution to the field of I/O psychology deals with investigating alternative methodologies to enhance non-cognitive selection tools. His research aims to enhance the predictive quality of these assessment tools such that they can be used in conjunction with more traditional cognitive assessments with the ultimate aim of increasing prediction of assessments while mitigating adverse impact against protected classes.

Education:

Illinois Institute of Technology, Chicago, Illinois
Ph.D.: Industrial/Organizational Psychology (2012)
Master of Science, Personnel and Human Resource Development (2007)

DePaul University, Chicago, Illinois
Master of Science, Experimental Psychology (2005)

Coe College, Cedar Rapids, Iowa
Bachelor of Science, Psychology & Philosophy (2003)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
Chicago Industrial/Organizational/Psychology (CIOP)

Professional Experience:

2013 to Present	Industrial/Organizational Solutions, Inc. Principle - Vice President of Testing Services
2011 to 2013	Selection Works, LLC. Co-Founder - Vice President of Research and Development

2005 to 2011

Industrial/Organizational Solutions, Inc.
Research and Development Manager

Summary of Selection Projects:

The following table provides a small sampling of Dr. Tawney's projects over the past few years.

Client Consulting Work		
Client	Project Description	Timeframe
Jacksonville, FL	Oversaw the job analysis project for Jacksonville, FL entry-level firefighter position. Project included onsite interviews observations and the deployment of a job analysis questionnaire.	2024
New York State Police	Served as project lead in transitioning an IOS developed entrance trooper exam for NYSP to a computer-based test. Served as liaison between the NYSP and Pearson VUE to ensure accurate translation of exam content to computer testing. Evaluated exam results to ensure best-practice standards are met regarding selection rates and that results were unbiased against protected classes - e.g., race and ethnicity, and gender.	2023-present
Massachusetts Trial Court	Developed two entry-level selection systems for the positions of court officer and probation officer. Project work included: Examination plan development from collected job analytic data, development of cognitive and non-cognitive questions, pilot and local field-testing, and criterion-related and content validation strategies for the various components of the examination. Established minimally qualified cuts-score and monitored use of exam to ensure results were unbiased against protected classes -. e.g., race and ethnicity, and gender. Development and validity of structured oral interviews, and deployment of training protocols for assessors.	2023-present
Charlotte, NC Fire Department	Oversaw the validation and cut-score analysis of the department's physical ability testing. Agency deployed IOS' Fireground Physical Ability Test (FPAT). Conducted field-testing and criterion-related validation study for the FPAT as well as supporting its use through content validation procedures.	2022
Baltimore County Police Department, MD	Developed county-wide entry-level selection examination for the Baltimore County Police Department. Project work included: Examination plan development from collected job analytic data, development of cognitive and non-cognitive questions, pilot and local field-testing, and criterion-related and content validation strategies for the various components of the examination. Established minimally qualified cuts-score and monitored use of exam to ensure results were unbiased against protected classes -. e.g., race and ethnicity, and gender. Served as Department's expert to collaborate with the Department of Justice, who had oversight on the project due to an existing consent decree.	2021 - present

Rhode Island State Police	Served as project manager for RISP's entry-level trooper selection process. Project included oversight of agencies written exam and structured oral interview process.	2021
Charlotte, NC Fire Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, biodata, integrity, situation judgment. Designed and validated a structured oral assessment and managed the administration of the interview. Evaluated exam and SOI results to ensure best-practice standards are met regarding selection rates and that results were unbiased against protected classes - e.g., race and ethnicity, and gender.	2020 - 2023
Chicago, IL Police Department	Served as project lead in transitioning an IOS developed entrance exam for Chicago PD to a computer-based test. Served as liaison between Chicago Department of Human Resources, Chicago PD, and Pearson VUE to ensure accurate translation of exam content to computer testing. Evaluated exam results to ensure best-practice standards are met regarding selection rates and that results were unbiased against protected classes - e.g., race and ethnicity, and gender. Established monitoring program to ensure client was continually updated on examination results, passing rates, and disparate impact.	2019-present
Florida Department of Law Enforcement	Developed state-wide entry-level selection examination for the State of Florida for two positions under the purview of the FDLE - entry-level law enforcement officer and entry-level correctional officer. Project work included: Refinement of IOS' cognitive ability measure used by the FDLE to reduce the cognitive section by means of an item analysis process. Include an IOS' non-cognitive measure and conducted factor analysis, and item analysis to create an optimal measure for the new exam battery. Conducted transportation study and synthetic validity study for the respective positions to support the use of the new exam battery. Conducted analysis to determine appropriate weights and cut-offs that would achieve an unbiased outcome. Served as Department's expert to collaborate with the Department of Justice, who had oversight on the project due to an existing consent decree.	2019-present
Buffalo, NY Police Department	Developed entry-level selection examination for the Buffalo, NY Police Department. Project work included: Examination plan development from collected job analytic data, development of cognitive and non-cognitive questions, pilot and local field-testing, and criterion-related and content validation strategies for the various components of the examination. Established minimally qualified cuts-score and monitored use of exam to ensure results were unbiased against protected classes -e.g., race and ethnicity, and gender.	2019 to present

Cook County, IL Sheriff's Office and Merit Board	Conducted job task analysis and validity studies for three positions for the Cook County, IL Sheriff's Office. Those positions were for court officer, correctional officer, and police officer. Validation strategies included use of content validation, criterion-related validation studies and synthetic validation. Served as expert witness for County during litigation regarding the impact and validity of County's selection tools.	2019-2021
Connecticut Firefighter Testing Consortium	Managed large testing consortium including 15+ members in Connecticut. Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, biodata, integrity, situation judgment. Designed and validated a structured oral assessment and managed the administration of the interview. Evaluated exam and SOI results to ensure best-practice standards are met regarding selection rates and that results were unbiased against protected classes - e.g., race and ethnicity, and gender.	2018-2023
New York State Police	Developed state-wide entry-level selection examination for the New York State Police. Project work included: Examination plan development from collected job analytic data, development of cognitive and non-cognitive questions, pilot and local field-testing, and criterion-related and content validation strategies for the various components of the examination. Established minimally qualified cuts-score and monitored use of exam to ensure results were unbiased against protected classes -. e.g., race and ethnicity, and gender.	2018-2022
Cincinnati, OH Fire Department	Conducted local transportation validation study and job analysis for an entry-level selection tool for the position of firefighter. Analyzed results for an assessment of impact of minimally qualified cut-off point.	2017-present
Cincinnati, OH Police Department	Conducted local transportation validation study and job analysis for an entry-level selection tool for the position of police officer. Analyzed results for an assessment of impact of minimally qualified cut-off point.	2017-present
Milwaukee, WI Fire Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, and a structured oral interview. Developed methods for deploying "daily" SOI training for 200 plus civilian raters.	2017-2019

New Jersey Civil Service Commission	Customized and re-validated entry-level selection process for the entry-level firefighter position across the state of New Jersey. Including CTT and DIF analysis for item level impact, and removal of poor functioning items. Conducted predictive validation study with selection tool by linking recently hired firefighters' academy and job performance with their examination results.	2017-2019
Indianapolis, IN Police Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, integrity and a structured oral assessment - including a video-based writing sample, video-based SJT, and structured oral interview.	2017 - 2019
Chicago, IL Police Department	Developed methodologies and strategies to establish minimally qualified cut-point for the developed examination and analyzed the testing impact on sub-groups.	2017-2018
Cook County Merit Board, IL	Customized and validated entry-level selection process for the entry-level positions. Including CTT and DIF analysis for item level impact. Conducted empirical keying methodology to validate a custom keying solution for a measure of integrity. Project yielded customized solution that greatly reduced impact against protected classes, while maintaining prediction of essential criteria.	2017
Edmond, OK Fire Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, integrity and a structured oral interview. Developed methods for adding structure to final stage Chief's interview - a semi-structured interview.	2017
Indianapolis, IN Fire Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, integrity and a structured oral interview.	2017
Richmond, VA Fire Department	Conducted local transportation validation study and job analysis for an entry-level selection tool for the position of firefighter. Analyzed results for an assessment of impact of minimally qualified cut-off point.	2017
New York Mass Transit Authority Police Department	Conducted a state-wide transportability validation study for the large-scale administration of an entry-level police examination to approximately 20,000 applicants.	2017

New York State Department of Civil Service	Development of state-wide entry-level selection examination for the State of New York. Project work included: Examination plan development from job analytic data, development of cognitive and non-cognitive questions, pilot and local field-testing, and criterion-related and content validation strategies for the various components of the examination. Served as Department's expert to collaborate with the Department of Justice, who had oversight on the project.	2016-2020
Lubbock, TX	Customized an entry-level selection exam and conducted a transportability validation study, while servicing as City's expert to collaborate with the Department of Justice.	2016-2017
Dallas, TX Police Department	Conducted job analysis for all non-executive ranks within the department.	2016 - 2017
Montgomery County, MD Fire and Rescue Department	Customized and validated entry-level selection process for the entry-level firefighter position. Including CTT and DIF analysis for item level impact, transportability study and structure oral interview development utilizing a content validation strategy.	2016
Chicago, IL Police Department	Customized and validated entry-level selection process for the entry-level police officer position. Including CTT and DIF analysis for item level impact. Conducted empirical keying methodology to validate a custom keying solution for a measure of integrity.	2016
Bridgeport, CT Fire Department	Customized and validated entry-level selection exam for the entry-level firefighter position. Including CTT and DIF analysis for item level impact, concurrent validation study and content validation study for a situational judgement test.	2016
Norwalk, CT Fire Department	Standardization, cut-off score analysis, and impact statistics of entry-level testing battery which included a multi-staged written exams and structured oral interview.	2016
Buffalo, NY Police Department	Development and validation of entry-level selection exam for the entry-level police officer position.	2015-2016
New York State Department of Civil Service	Development of state-wide job analysis for the purpose of developing and validation of a new entry-level selection process for the State of New York. Project work included: Job analysis interviews and observation, development of job analysis questionnaire and linkage analysis survey and the development of a comprehensive state-wide sampling plan and analysis. Served as Department's expert to collaborate with the Department of Justice, who had oversight on the project.	2015-2016
Massachusetts Trial Court	Development and validation of physical ability test for the position of entry-level court officers for the Massachusetts Trail Court.	2015

Bridgeport, CT Police Department	Customized and developed entry-level selection tool to hire for the entry-level police officers for the Bridgeport, CT Police Department which included: local field-testing and criterion-related validation study, content validation sessions and custom scoring of a Situation judgement test with SMEs, item-analysis and DIF analysis on archival examination results, custom cut-score analysis.	2015
New Jersey Civil Service Commission	Customized and developed entry-level selection tool to hire for the entry-level firefighter position in the State of New Jersey which included: transportation of evidence for a written exam, local field-testing, content validation sessions and custom scoring of a Situation judgement test with SMEs, field test and validation of a physical ability test, item-analysis and DIF analysis on examination results, custom cut-score analysis.	2015
Houston, TX Fire Department	Assessed test and item functioning after initial use by means of conducting DIF analysis and item analysis on applicant data with the goal of improving future test performance.	2015
Florida Department of Financial Service - Firefighter Job Task Analysis	Conduct state-wide job analysis for the entry-level firefighter position (paid and volunteer) in the State of Florida which included: interviews, large scale job analysis questionnaire deployment to over 5000 incumbent firefighters, linkage analysis, and development of technical reports.	2014-2015
Chicago, IL Fire Department	Aided in the validation and customization work of an entry-level selection tool to hire entry-level firefighters for the city of Chicago.	2014-2015
	Developed methodologies and strategies to establish minimally qualified cut-point for the developed examination and analyzed the testing impact on sub-groups.	
New Jersey Civil Service Commission	Conducted state-wide job analysis for the entry-level firefighter position in the State of New Jersey which included: interviews, large scale job analysis questionnaire deployment to 3000 incumbent firefighters, linkage analysis and test plan development.	2014-2015
Miami, FL Fire Department	Conducted job analysis, transportability validation study and cut-off score analysis for an entry-level selection examination.	2014
Massachusetts Trial Court	Conducted state-wide job analysis, test customization and validation of the entry-level selection examination for three positions within the organization.	2014-2023
Chicago IL Police Department	Aided in the validation and customization work of an entry-level selection tool to hire entry-level police officers for the city of Chicago.	2013-2014

	Developed methodologies and strategies to establish minimally qualified cut-point for the developed examination and analyzed the testing impact on sub-groups.	
Pittsburgh PA Fire Department	Validated and customized a scoring solution of an off-the-shelf product for use in hiring entry-level firefighters. Conducted DIF analysis, item-analysis and cut-score analysis as well as pareto-optimal weighting analysis between battery components to ensure examination process was unbiased and withstood legal scrutiny.	2013-2022
Pittsburgh PA Fire Department	Served as a technical expert for the city as they collaborated with the Department of Justice for the entry-level hiring process.	2013-2014
Pennsylvania State Police	Customized and validated off-the-shelf selection tool for use by the state to select individuals to enter state academies. Conducted DIF analysis, item-analysis and a cut-score analysis to ensure examination was unbiased against sub-groups	2013-2014
Connecticut Emergency Medical Services	Developed and validated Emergency Medical Examinations (EMR & EMT) recertification exams for the state of Connecticut.	2013-2014
San Antonio, TX	Conducted transportability validation study and job analysis for the development and customization of an entry-level firefighter selection battery including a cognitive ability measure, personality index and integrity inventory. Oversaw the delivery and administration of this selection system.	2009-2018
San Antonio, TX	Conducted transportability validation study and job analysis for the development and customization of an entry-level police officer selection battery including a cognitive ability measure, personality index and integrity inventory. Oversaw the delivery and administration of this selection system.	2009-2018
Houston, TX Fire Department	Developed and validated a customized entry-level selection tool to hire entry-level firefighters.	2012-2013
	Assessed test and item functioning after initial use by means of conducting DIF analysis and item analysis on applicant data with the goal of improving future test performance.	
Illinois State Police & Illinois State Police Merit Board	Developed and validated a customized entry-level selection tool to select applicants to enter academies.	2012
Edmond, OK Fire Department	Developed and validated a customized entry-level selection tool to hire entry-level firefighters.	2012
Dell Computers	Developed globally administered sales talent assessment tool used by Dell Large Enterprise Unit to aid in a larger organization change initiative.	2009-2011

	Managed the IT infrastructure development of a web administration application to allow for global deployment of the assessment tool.	
	Managed assessment tool's translation into 6 languages and assessed parallelism by means of structural equation modeling.	
Austin, TX Fire Department	Development and validation of entry-level selection process battery, including a cognitive ability measure, personality index, and integrity inventory.	2010-2011
	Served as technical expert and legal support for the development, validation, and implementation of entry-level selection process.	
Seattle Fire Department	Designed a testing process and customized scoring solution for firefighters.	2011
Cook County Merit Board, IL	Developed and presented county-wide candidate orientation and test preparation program for County's entry-level criminal justice officer positions.	2009-2011
Bridgeport, CT Police Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, integrity and a structured oral interview.	2010
Buffalo, NY Police Department	Development and validation of a test battery for Police Officer in the BPD. Includes the development of a parallel cognitive examination, the transportability of an integrity inventory and an assessment of personality. Worked with city's legal counsel, the DOJ (and DOJ's testing expert) and the local courts to implement a suitable entry-level selection process and was able to lift 33-year-old court oversight of the process.	2010-2011
Missouri State Highway Patrol	Conducted longitudinal study to validate integrity exam for entry-level troopers.	2007-2010
New York State Police	Developed, validated and implemented state-wide entry-level selection exam, including the customization of a personality inventory and cognitive ability tool.	2009
Milwaukee Fire Department	Conducted job analysis, transportability validation study, and examination customization / development for the entry-level selection process.	2008
Wisconsin Emergency Medical Service Board	Served as technical expert for the development of EMT – Intermediate Technician exam.	2008
	Developed, implemented and supported statewide web-application system for the delivery of EMT – I-Tech exam program.	

Criminal Justice Officer Basic Abilities Test - Law Enforcement Officer (CJBAT - LEO)	Entry-level examination for the State of Florida's law enforcement positions. Exam measures cognitive ability.	2007
Criminal Justice Officer Basic Abilities Test - Corrections Officer (CJBAT - CO)	Entry-level examination for the State of Florida's corrections positions. Exam measures cognitive ability.	2007
Florida Department of Law Enforcement	Developed, validated and implemented statewide assessment program for entry-level criminal justice officers and managed statewide client service for this program.	2006-2019

Publications:

- Choplin, J. M. & **Tawney, M. W.** (August, 2005). *Comparison-Induced Anchoring Effects*, Proceedings of the 27th Annual Conference of the Cognitive Science Society, Stresa, Italy.
- Legel, C. C., O'Sullivan, B. J. & **Tawney, M. W.** (2011). *Considering Disparate Impact Beyond Impact Ratios*. Presented at the 2011 International Personnel Assessment Council Conference, Washington D.C.
- **Tawney, M. W.** (2006). *Implicit attitudes, racial bias, and LMX: The impact of latent racism on leader member exchange relationships*. Presented at the 27th Annual Industrial Organizational and Organizational Behavior (IOOB) Conference, Fairfax, VA.
- **Tawney, M. W.** (2008). [Integrity Testing...the Selection Tool of the Future](#). *Law & Order Magazine*, 56(12), 34-38.
- **Tawney, M. W.** and Choplin J. (2004) *Comparison-induced anchoring effects*. Presented at the Midwest Psychology Association, Chicago, IL
- **Tawney, M. W.**, and Deprez-Sims, A-S. (2010). *Integrity Testing for Public Safety Selection*. Presented at the 118th American Psychological Association (APA) conference, San Diego, CA.
- **Tawney, M. W.**, Ishaya, N. and Ayman, R. (2007). *Effect of Ratings sources and Leader's Gender on Performance Appraisal*. Presented at the 28th Annual Industrial Organizational and Organizational Behavior (IOOB) Conference, Indianapolis, IN.
- **Tawney, M. W.**, Jacobson, C. J., Porter, M. G., & Szarek, R. W. (2019, April). Reducing disparity and increasing diversity in law enforcement hiring. Poster presented at the Thirty-Fourth Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.

- **Tawney, M. W.**, and Lehn, D. (2003). *Individual difference in sensory threshold for self-relevant stimuli as a function of self-consciousness*. Presented at Midwest Psychology Association, Chicago, IL.
- **Tawney, M. W.**, Mead, A., & Solberg, E. (April, 2008). *Empirical keying of personality-oriented data: Development and comparison of methods*. Symposium Presented at the 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, CA.
- Towler, A. & **Tawney, M. W.** (March, 2008). *Charismatic leadership emergence: Role of work values*. Presented at the 20th Annual Association for Psychological Science Conference, Chicago, IL.



COURTNEY WIERZBICKI (Nelson), Ph.D.
Director, Consulting Services

Background Statement:

Dr. Wierzbicki (formerly Nelson) is a consultant and director at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Dr. Wierzbicki has experience in developing, validating, administering and defending assessment centers, promotional job knowledge examinations, entry-level examinations and oral interviews in the public safety sector.

Education:

The University of Tulsa, Tulsa, Oklahoma

Doctor of Philosophy: Industrial/Organizational Psychology (2013)

Dissertation: The impact of differential learning on the relationship between training and store level outcomes.

The University of Tulsa, Tulsa, Oklahoma

Master of Arts: Industrial/Organizational Psychology (2010)

Saint Louis University, St. Louis, Missouri

Bachelor of Arts, Psychology (2008)

Certificate in Human Resource Management, John Cook School of Business

Summa Cum Laude

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Society of Human Resource Management (SHRM)

Professional Experience:

2021 to Present

Industrial/Organizational Solutions, Inc.

Director, Consulting Services

- Oversees a team of approximately 50 consulting staff, including 4 team managers
- Performs all functions of a consultant

2016 to 2021

Industrial/Organizational Solutions, Inc.

Manager

- Performed all functions of a consultant, in addition to:

- Led a team of consultants to deliver high-quality assessment projects. Ensures that team members are applying best practices of the industry. Actively mentors and teaches team members.
- Supervised a team of consultants in order to ensure effective completion of tasks. Conducts annual performance appraisals and directly oversees team members work on a weekly basis.
- Managed the hiring, training, and development of new consulting staff.

2016

Industrial/Organizational Solutions, Inc.
Senior Consultant

- Independently and simultaneously managed multiple test development and validation projects for promotion testing\ assessment systems
- Conducted job analysis (interviews and observations) to identify the essential knowledge, skills, and abilities and other characteristics necessary for performance

2013 to 2015

Industrial/Organizational Solutions, Inc.
Consultant

- Consulted with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems
- Provided best-practice training to public safety agencies, human resources and civil service personnel

2011 to 2012

Hogan Assessment Systems
Research Associate, Research & Development Department

- Constructed selection profiles for client specific jobs using personality and values-based assessments
- Conducted validity generalization research for employee selection and development initiatives using meta-analysis, synthetic validity, and transport validity methods
- Aligned and mapped client competency models to Hogan competencies
- Carried out job analysis procedures including content analysis/job documentation review, interviewing job incumbents, and collection of focus group data

2010

PennWell Corporation
Intern, Human Resources

- Conducted employee selection interviews and made hiring recommendations to managers
- Designed structure oral interviews through job analysis, question generation, and question selection
- Interpreted psychological assessments (cognitive ability, personality, and emotional intelligence)

2009 to 2010

Reliant Live Consulting
Intern

- Compiled multiple resources to develop leadership competencies following 360 performance appraisal
- Created and managed a database of leadership development resources

Summary of Selection Projects:

Client	Project Description	Timeframe
Tulsa, OK	Developed a written examination and assessment center for the rank of Police Lieutenant.	2025
San Antonio, TX	Conducted job analysis for the ranks of Police Captain, Lieutenant, Sergeant, and Detective/Investigator	2025
Tulsa, OK	Developed a written examination and assessment center for the rank of Police Sergeant.	2025
San Antonio, TX	Developed a written examination for the rank of Police Sergeant and Detective/Investigator	2025
Austin, TX	Developed a written examination for the rank of Corporal/Detective.	2025
Tulsa, OK	Developed a written examination and assessment center for the rank of Fire District Chief.	2025
San Antonio, TX	Developed a written examination and assessment center for the rank of Fire District Chief.	2025
San Antonio, TX	Developed a written examination for the rank of Fire Engineer, Fire Lieutenant, and Fire Captain	2025
Rockford, IL	Conducted candidate screening, developed and administered assessment center for the rank of Fire Chief	2025
Austin, TX	Developed a written examination and assessment center for the rank of Police Sergeant.	2025
Austin, TX	Developed a written examination and assessment center for the rank of Police Commander.	2025
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Lieutenant.	2025
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Apparatus Operator.	2025
Omaha, NE	Developed SOI question bank for Fire promotional ranks	2024
Tulsa, OK	Conducted job analysis for the ranks of Police Captain and Major	2024
San Antonio, TX	Developed a written examination for the rank of Fire Engineer	2024
Tulsa, OK	Developed a written examination and assessment center for the rank of Police Lieutenant.	2024

Tulsa, OK	Developed an assessment center for the rank of Police Captain.	2024
Tulsa, OK	Developed an assessment center for the rank of Police Deputy Chief.	2024
San Antonio, TX	Conducted job analysis for the ranks of Fire Engineer, Lieutenant, Captain, and Division Chief.	2024
Pinellas County Sheriff's Office, FL	Developed written examinations for the rank of Sergeant for DDC and LEO	2024
Austin, TX	Developed a written examination for the rank of Police Commander, Lieutenant, Sergeant, and Corpora/Detective.	2024
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Lieutenant.	2024
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Apparatus Operator.	2024
Tulsa, OK	Developed a written examination and assessment center for the rank of Fire District Chief.	2024
San Antonio, TX	Developed a written examination and assessment center for the rank of Police Lieutenant.	2024
San Antonio, TX	Developed a written examination and assessment center for the rank of Police Captain.	2024
Tulsa, OK	Developed an assessment center for the rank of Fire Captain.	2023
Austin, TX	Developed a written examination for the rank of Lieutenant.	2023
Tulsa, OK	Developed an assessment center for the rank of Fire Assistant Chief.	2023
Tulsa, OK	Developed an assessment center for the rank of Fire District Chief.	2023
Tulsa, OK	Developed a written examination for the rank of Fire Lieutenant.	2023
Kenosha, WI	Developed an assessment center for the rank of Fire Chief	2023
San Antonio, TX	Developed a written examination for the rank of Detective.	2023
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Lieutenant.	2023
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Apparatus Operator.	2023
Tulsa, OK	Developed a written examination and assessment center for the rank of Police Sergeant.	2023
Tulsa, OK	Developed an assessment center for the rank of Fire Deputy Chief.	2023
Austin, TX	Developed a written examination and assessment center for the rank of Police Commander.	2023
Omaha, NE	Developed an assessment center for the rank of Fire Chief	2023
Omaha, NE	Developed assessment centers for the rank of Assistant Fire	2023

	Chief	
Austin, TX	Developed a written examination for the rank of Police Corporal - Detective.	2022
Austin, TX	Conducted job analysis for the ranks of Police Corporal, Detective, Sergeant, Lieutenant, and Captain.	2022
Austin, TX	Developed a written examination and assessment center for the rank of Police Sergeant.	2022
Tulsa, OK	Developed a written examination and assessment center for the rank of Fire District Chief.	2022
Tulsa, OK	Developed an assessment center for the rank of Police Captain.	2022
Milwaukee, WI	Developed a written examination and assessment center for the rank of Fire Captain.	2022
Milwaukee, WI	Developed a written examination and assessment center for the rank of Fire Lieutenant.	2022
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Lieutenant.	2022
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Apparatus Operator.	2022
San Antonio, TX	Developed a written examination and assessment center for the rank of Police Captain.	2022
San Antonio, TX	Developed a written examination for the rank of Police Sergeant	2022
Tulsa, OK	Conducted job analysis for the ranks of Police Sergeant and Lieutenant	2021
Milwaukee, WI	Developed a written examination and assessment center for the rank of Fire Captain.	2021
Tulsa, OK	Developed a written examination for the rank of Fire Lieutenant.	2021
Tulsa, OK	Developed a written examination and assessment center for the rank of Fire District Chief.	2021
Tulsa, OK	Developed a written examination and assessment center for the rank of Fire Captain.	2021
Rockford, IL	Conducted candidate screening, developed and administered assessment center for the rank of Fire Chief	2021
Rockford, IL	Conducted candidate screening, developed and administered assessment center for the rank of Police Chief	2021
Saint Paul, MN	Developed a written exam and assessment center for Fire Captain	2021
Davenport, IA	Developed an assessment center for the rank of Fire Captain	2021
San Antonio, TX	Developed a written examination for the rank of Police Detective	2021
Austin, TX	Developed a written examination and assessment center for the rank of Police Commander	2021

Austin, TX	Developed a written examination and assessment center for the rank of Police Lieutenant	2021
San Antonio, TX	Developed a written examination for the rank of Police Sergeant	2021
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Lieutenant.	2021
Forsyth County, GA	Developed a written examination and practical assessment for the rank of Fire Apparatus Operator.	2021
Tulsa, OK	Developed a written examination and assessment center for the rank of Police Lieutenant.	2021
Saint Paul, MN	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2021
Forsyth County, GA	Developed an assessment center for the rank of Fire Captain	2020
San Antonio, TX	Developed a written examination and assessment center for the rank of Police Lieutenant	2020
San Antonio, TX	Developed a written examination for the rank of Police Detective Investigator	2020
Tulsa, OK	Developed a written examination and assessment center for the rank of Fire District Chief.	2020
St. Paul, MN	Developed an assessment center for the rank of Police Commander	2020
Tulsa, OK	Developed a written examination and assessment center for the rank of Police Lieutenant.	2020
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Lieutenant.	2020
Forsyth County, GA	Developed a written examination and practical assessment for the rank of Fire Apparatus Operator.	2020
Tulsa, OK	Developed and administered an assessment center for the rank of Fire Deputy Chief	2020
San Antonio, TX	Developed a written examination for the rank of Police Sergeant.	2020
Tulsa, OK	Developed and administered an assessment center for the rank of Police Major.	2019
Tulsa, OK	Developed and administered an assessment center for the rank of Police Captain.	2019
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2019
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2019
Tulsa, OK	Developed a written examination for the rank of Fire Equipment Operator.	2019
Saint Paul, MN	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2019

Forsyth County, GA	Developed and administered written examination and assessment center for the rank of Battalion Chief.	2019
Forsyth County, GA	Developed and administered written examination and practical assessment for the rank of Fire Apparatus Operator.	2019
Guilford County Sheriff's Office	Conducted job analysis for the ranks of Detention Sergeant, Detention Lieutenant, Sworn Sergeant, and Sworn Lieutenant. Developed written examinations for the ranks of Sworn Sergeant and Detention Sergeant. Developed assessment centers for the ranks of Detention Sergeant and Detention Lieutenant	2018
San Antonio, TX	Developed a written examination for the rank of Police Sergeant and Captain.	2018
Pinellas County Sheriff's Office, FL	Developed written examination for the ranks of Sergeant (Law Enforcement Office and Department of Corrections)	2018
Mississippi Highway Safety Patrol	Conducted job analysis for the ranks of Master Sergeant, Lieutenant, and Major. Developed and administered structured oral interviews for the ranks of Master Sergeant, Lieutenant, and Major	2018
Arlington, TX	Developed a written examination for the rank of Deputy Fire Marshal.	2018
Arlington, TX	Developed a written examination for the rank of Fire Prevention Specialist.	2018
Dallas, TX	Developed and administered assessment center for the rank of Police Sergeant.	2018
Forsyth County, GA	Developed and administered written examination and assessment center for the rank of Lieutenant.	2018
Forsyth County, GA	Developed and administered written examination and practical assessment for the rank of Fire Apparatus Operator.	2018
Arlington, TX	Developed a written examination for the ranks of Lieutenant and Captain.	2018
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Captain.	2018
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2018
Austin, TX	Developed a written examination for the rank of Police Lieutenant.	2018
Austin, TX	Developed a written examination for the rank of Police Commander.	2018
Austin, TX	Developed a written examination for the rank of Police Sergeant.	2018
Arlington, TX	Developed a written examination for the rank of Fire Apparatus Operator.	2018
Tulsa, OK	Developed and administered written examination and assessment center for the rank of District Chief.	2018

Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2018
San Antonio, TX	Developed a written examination for the rank of Police Detective-Investigator.	2018
Pinellas County Sheriff's Office, FL	Developed written examination for the ranks of Sergeant (Law Enforcement Office and Department of Corrections)	2017
Austin, TX	Developed a written examination for the rank of Police Corporal - Detective.	2017
Tulsa, OK	Developed a written examination for the rank of Fire Equipment Operator.	2017
Forsyth County, GA	Developed and administered written examination and assessment center for the rank of Battalion Chief.	2017
Saint Paul, MN	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2017
Saint Paul, MN	Developed and administered assessment center for the rank of Police Commander.	2017
Dallas, TX	Developed and administered assessment center for the rank of Police Sergeant.	2017
Dallas, TX	Developed and administered assessment center for the rank of Police Lieutenant.	2017
San Antonio, TX	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2017
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Captain.	2017
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Lieutenant.	2017
Tulsa, OK	Developed and administered assessment center for the rank of Police Captain.	2017
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2017
Montgomery County, MD	Developed and administered assessment center for the rank of Fire Captain.	2017
Montgomery County, MD	Developed and administered assessment center for the rank of Fire Battalion Chief.	2017
San Antonio, TX	Developed and administered written examination and assessment center for the rank of Police Lieutenant.	2017
San Antonio, TX	Developed and administered written examination and assessment center for the rank of Police Captain.	2017
Forsyth County, GA	Developed and administered written examination and practical assessment for the rank of Fire Apparatus Operator.	2017

Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2017
San Antonio, TX	Developed a written examination for the rank of Police Detective/Investigator.	2016
Tulsa, OK	Conducted job analysis for the ranks of Fire Equipment Operator, Captain, District Chief, Assistant Chief, and Deputy Chief.	2016
Montgomery County, MD	Developed and administered written examination and assessment center for the ranks of Master Firefighter and Fire Lieutenant.	2016
Chattanooga, TN	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2016
Chattanooga, TN	Developed and administered written examination and assessment center for the rank of Police Lieutenant.	2016
Chattanooga, TN	Developed and administered written examination and assessment center for the rank of Police Captain.	2016
Pinellas County Sheriff's Office, FL	Developed written examination for the ranks of Sergeant (Law Enforcement and Department of Corrections)	2016
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2016
Springfield, IL	Developed and validated structured oral interview for entry level police officer.	2016
Montgomery County, MD	Conducted job analysis for the rank of Fire Assistant Chief.	2016
Forsyth County, GA	Developed and administered written examination and assessment center for the rank of Fire Lieutenant.	2016
Montgomery County, MD	Conducted job analysis for the rank of Police Captain.	2016
Forsyth County, GA	Developed and administered written examination and practical assessment for the rank of Fire Apparatus Operator.	2016
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Lieutenant.	2016
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Captain.	2016
Austin, TX	Developed and administered assessment center for the rank of Police Commander.	2016
Austin, TX	Developed and administered assessment center for the rank of Police Lieutenant.	2016
Austin, TX	Developed and administered assessment center for the rank of Police Sergeant.	2016
Saint Paul, MN	Developed and administered assessment center for the rank of Police Sergeant.	2016
Omaha, NE	Developed and administered assessment center for the rank of Fire Battalion Chief.	2016

Tulsa, OK	Developed and administered assessment center for the rank of Police Corporal.	2016
Tulsa, OK	Developed and administered assessment center for the rank of Police Sergeant.	2016
Rockford, IL	Conducted candidate screening and administered assessment center for the rank of Police Chief	2016
Springfield, IL	Developed and administered written examination and assessment center for the ranks of Police Lieutenant.	2016
Springfield, IL	Developed and administered written examination and assessment center for the ranks of Police Sergeant.	2016
Tulsa, OK	Developed and administered assessment center for the rank of Police Major.	2016
Tulsa, OK	Developed and administered assessment center for the rank of Police Captain.	2015
Austin, TX	Conducted job analysis for the ranks of Police Detective, Corporal, Sergeant, Lieutenant, and Commander.	2015
Buffalo, NY	Conducted job analysis for the rank of Police Officer	2015
St. Paul, MN	Developed and administered assessment center for the rank of Police Lieutenant.	2015
Pinellas County Sheriff's Office, FL	Developed written examination for the ranks of Sergeant (Law Enforcement and Deputy of Corrections)	2015
Forsyth County, GA	Developed and administered written examination and assessment center for the rank of Fire Battalion Chief.	2015
San Antonio, TX	Developed a written examination for the rank of Police Sergeant.	2015
San Antonio, TX	Developed a written examination for the rank of Police Detective.	2015
San Antonio, TX	Developed and administered written examination and assessment center for the rank of Police Lieutenant.	2015
San Antonio, TX	Developed and administered written examination and assessment center for the rank of Police Captain.	2015
Arlington, TX	Conducted job analysis, developed a written examination, and developed a scoring rubric for a practical skills evaluation for the rank of Apparatus Operator	2015
Omaha, NE	Developed and administered an in-basket exercise and assessment centers for the rank of Police Captain.	2015
Springfield, IL	Developed and validated structured oral interview for entry level firefighter.	2015
Springfield, IL	Developed and validated structured oral interview for entry level police officer.	2015
Forsyth County, GA	Conducted job analysis, developed and administered written examination and assessment center for the rank of Fire Lieutenant.	2015

Omaha, NE	Developed and validated structured oral interview for entry level firefighter.	2015
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2015
San Jose, CA	Developed written examination for the rank of Fire Engineer.	2015
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Lieutenant.	2015
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Captain.	2015
Tulsa, OK	Developed and administered assessment center for the rank of Deputy Chief of Police.	2015
Springfield, IL	Conducted job analysis, developed and administered written examinations and assessment center for the rank of fire battalion chief.	2015
Springfield, IL	Conducted job analysis, developed and administered written examinations and assessment center for the rank of Fire Captain.	2015
San Jose, CA	Conducted job analysis, developed and administered written examination and assessment center for the rank of Fire Captain.	2014
City of Miami, FL	Conducted job analysis for the rank of Firefighter.	2014
San Antonio, TX	Developed written examination for the rank of Police Sergeant.	2014
San Antonio, TX	Developed written examination for the rank of Police Detective.	2014
Plano, TX	Developed written examination for the rank of Assistant Chief.	2014
Plano, TX	Developed written examination for the rank of Battalion Chief.	2014
Plano, TX	Developed and administered written examination for the rank of Fire Captain.	2014
Plano, TX	Developed written examination for the rank of Fire Lieutenant.	2014
Plano, TX	Developed written examination for the rank of Fire Apparatus Operator.	2014
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2014
Tulsa, OK	Developed and administered assessment center for the rank of Police Captain.	2014
Tulsa, OK	Developed and administered assessment center for the rank of Police Major.	2014
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2014
Pinellas County Sheriff's Office, FL	Developed and administered written examination and assessment center for the rank of Sergeant LEO (Law Enforcement Officer).	2014
Pinellas County Sheriff's Office, FL	Developed and administered written examination and assessment center for the rank of Sergeant DCB (Detention & Corrections Bureau).	2014

Pinellas County Sheriff's Office, FL	Developed and administered assessment center for the rank of Lieutenant LEO (Law Enforcement Officer).	2014
Pinellas County Sheriff's Office, FL	Developed and administered assessment center for the rank of Lieutenant DCB (Detention & Corrections Bureau).	2014
DFW Airport Fire and Police	Developed technical interview questions for the ranks of Police Sergeant and Lieutenant and Fire Captain and Battalion Chief.	2014
St. Paul, MN	Assisted in the development of written examination and assessment center for the rank of Sergeant.	2014
Omaha, NE	Developed and administered written examinations and assessment centers for the rank of Fire Captain.	2014
San Jose, CA	Developed written examination for the rank of Fire Engineer.	2014
San Jose, CA	Conducted job analysis, developed and administered written examinations and assessment center for the rank of fire battalion chief.	2014
Miami Beach, FL	Conducted job analysis, developed and administered written examinations and structured oral interview for the rank of Lifeguard II.	2014
Miami Beach, FL	Conducted job analysis, developed and administered written examinations and structured oral interview for the rank of Lifeguard Lieutenant.	2014
Omaha, NE	Developed and administered assessment center for Assistant Fire Chief.	2014
Omaha, NE	Developed and administered written examination and assessment center for police captain.	2013
San Jose, CA	Developed and administered written examinations and assessment centers for the rank of Arson Investigator.	2013
San Jose, CA	Developed and administered written examinations and assessment centers for the rank of Fire Prevention Inspector.	2013
Forsyth County, GA	Conducted job analysis, developed and administered written examinations and assessment center for the rank of fire Battalion Chief.	2013
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2013
DFW Airport Fire and Police	Conducted job analysis for the ranks of fire captain and battalion chief, sergeant and lieutenant for police. Linked job analysis tasks and KSAs to off-the-shelf promotional tests.	2013
Milwaukee, WI	Assisted in the development and administration of written examinations and assessment centers for the rank of Lieutenant.	2013
Milwaukee, WI	Conducted job analysis and assisted in the development and administration of written examinations and assessment centers for the rank of Fire Captain.	2013

Omaha, NE	Conducted job analysis and assisted in the development of written examination and assessment center for the rank of Paramedic Shift Supervisor.	2013
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Presentations:

- **Nelson, C.A.**, Benson, M., Bonilla, D., Foldes, H., Muros, J., Roberston, L., & Zaldivar, K. (April 2015). Stepping into Organizations: Strategies for Talking to the Business. Panel Discussion at the 30th Annual Conference for the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- **Nelson, C. A.**, Brummel, B. J., & Wright, C. (April, 2013). The relationship between training scores and store-level outcomes. Poster presented at the 28th Annual Conference for the Society for Industrial and Organizational Psychology, Houston, TX.
- Parker, K. N., Brummel, B. J., **Nelson, C. A.**, Hannam, K. A., & Thomason, A. (April, 2013). Examining the curvilinear relationship between income and job satisfaction. Poster presented at the 28th Annual Conference for the Society for Industrial and Organizational Psychology, Houston, TX.
- Simonet, D. V., Narayan, A., & **Nelson, C. A.** (April, 2013). Who is empowered? A dispositional basis to psychological empowerment. Poster presented at the 28th Annual Conference for the Society for Industrial and Organizational Psychology, Houston, TX.
- **Nelson, C. A.**, Simonet, D. V., & Narayan, A. (April, 2012). Exploring the proactive realization process of organizational culture via critical incident methodology. In A. Narayan (Co-Chair) & D. Simonet (CoChair), Key to the Lock: Matching Qualitative Methodology to Organizational Questions. Symposium at the 27th Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.
- Palmer, A. J., Robertson, L., **Nelson, C. A.**, & Pickering, D. (April, 2012). Employability using personality assessment. Poster presented at the 27th Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.
- Simonet, D. V., Narayan, A., & **Nelson, C. A.** (April, 2012). Mediated relationships between psychological safety and multidimensional psychological empowerment. Poster presented at the 27th Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.
- Simonet, D. V., Packell, K. M., Pellebon, C., **Nelson, C. A.**, & Narayan, A. (April, 2011). Eliciting and categorizing organizational member values: Value laddering technique. Poster presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.

Publications:

Smit, B., Ryan, L., & **Nelson, C.** (2016). Does job autonomy increase or decrease negative emotional displays from service workers? A test of competing hypotheses. *Journal of Personnel Psychology*.

Simonet, D. V., Narayan, A., & **Nelson, C.** (2015). A social-cognitive moderated mediated model of psychological safety and empowerment. *Journal of Psychology: Interdisciplinary and Applied*, 149, 818-845.

Nelson, C. A., Brummel, B. J., Grove, D. F., Jorgenson, N., Gamble, R., & Sen, S. (2010). Measuring creativity in software design. Proceedings of the International Conference on Computational Creativity, 205-214.



ANDREW WEEDFALL, Ph.D.
Manager, Consulting Services

Background Statement:

Dr. Weedfall is a consultant and Manager of the Consulting Services Division at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Dr. Weedfall has experience with project management, job analysis, the development, validation, and administration of promotional job knowledge examinations, structured interview, and assessment centers.

Education:

North Carolina State University – Raleigh, NC

Doctor of Philosophy: Industrial/Organizational Psychology (2019)

Dissertation: Individual Differences in Perceptions of Cyber Incivility: Mitigating the Negative Effects of Incivility with Job Crafting

North Carolina State University – Raleigh, NC

Master of Science: Industrial/Organizational Psychology (2016)

West Virginia University – Morgantown, WV

Bachelor of Arts, Psychology (2013)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2021 – pres. Industrial/Organizational Solutions, Inc.

Manager, Consulting Services

- Performs all functions of an assessment consultant
- Supervises and leads a team of consulting staff. Oversees and monitors employees' work to ensure the effective completion of tasks. Ensures that team members are applying best practices of the industry. Actively mentors, coaches, and trains team members. Conducts annual performance appraisals.
- Assists with the training, hiring, and onboarding of new consulting team members.

2019 – 2021 Industrial/Organizational Solutions, Inc.

Assessment Consultant

- Consults with public safety agencies to develop, validate, administer, and defend promotional testing and assessment systems
- Conducts job analysis (interviews and observations) to identify the essential knowledge, skills, abilities, and other characteristics necessary for performance
- Provides best-practice training to public safety agencies, human resources, and civil service personnel
- Develops technical reports for processes by documenting all aspects of the process and validation evidence to support assessments

2014 - 2018

The Friday Institute for Educational Innovation
Graduate Research Assistant

- Planned, conducted, and delivered reports of, statistical tests and quantitative data analysis
- Leveraged data analysis expertise to provide recommendations to clients regarding the best approach to assess and evaluate their programs.
- Designed reports to meet client needs by presenting data and results through non-technical language and effective visuals to inform the future directions of their programs.
- Used psychometrics expertise to advise on and conduct a scale validation study and co-authored a published manuscript
- Independently managed and met goals and expectations for concurrent projects.

Summary of Selection Projects:

Client	Project Description	Timeframe
Chicago Police Department - Chicago, IL	Conducted job analysis for the rank of detective and developed the written examination and written assessment for the rank of detective	2025-2026
Bridgeport Police Department - Bridgeport, CT	Conducted job analysis for the rank of detective, developed the written exam, and developed and administered the assessment center for the rank of detective	2025-2026
New Haven Fire Department - New Haven, CT	Developed and administered the written examination and assessment center for the ranks of captain, battalion chief, and deputy chief (AC only)	2025
Carmel Fire Department - Carmel, IN	Developed and administered the written examination and practical assessment for the rank of engineer	2025
Jacksonville Sheriff's Office - Jacksonville, FL	Administered the assessment center for the rank of police lieutenant	2025
Bridgeport Department of Public Safety - Bridgeport, CT	Conducted job analysis for the rank of deputy director and developed and administered the assessment centers for the rank of deputy director	2025

San Francisco Police Department - San Francisco, CA	Assisted with the administration of the assessment center for the rank of sergeant	2025
North Carolina State Highway Patrol - State of North Carolina	Developed and administered the written examination and assessment center for the ranks of sergeant, first sergeant, and lieutenant	2025
Chicago Police Department - Chicago, IL	Reviewed, validated, and modified the existing selection procedures for SWAT members.	2024-2025
Pittsburgh Bureau of Fire - Pittsburgh, PA	Assisted with administration of the assessment center for the rank of battalion chief	2024
Lexington Police Department - Lexington-Fayette Urban County, KY	Developed and administered the written exam and assessment center for the ranks of sergeant and lieutenant	2024
Chicago Fire Department - Chicago, IL	Developed, validated, and oversaw the administration of the make-up written examination and make-up oral assessment component for the ranks of captain.	2024
Bridgeport Police Department - Bridgeport, CT	Developed the written exam, and developed and administered the assessment center for the rank of sergeant	2024
Oak Park Police Department - Oak Park, IL	Developed and administered the assessment center for the rank of sergeant	2024
Dover Police Department - Dover, DE	Developed written examinations for the ranks of master corporal and sergeant	2024
North Carolina State Highway Patrol - State of North Carolina	Developed and administered the written examination and assessment center for the ranks of sergeant, first sergeant, and lieutenant	2024
Chicago Police Department - Chicago, IL	Conducted nationwide research on the selection methods used for SWAT members. Conducted job analysis for SWAT officers.	2023-2024
Chicago Fire Department - Chicago, IL	Developed, validated, and oversaw the administration of the oral assessment component for the ranks of captain and battalion chief	2023
Dover Police Department - Dover, DE	Developed written examinations for the ranks of master corporal and sergeant	2023
North Carolina State Highway Patrol - State of North Carolina	Developed and administered the written examination and assessment center for the ranks of sergeant, first sergeant, and lieutenant	2023
Charlotte Fire Department - Charlotte, NC	Developed and administered the written examination and assessment center for the ranks of captain, battalion chief, and division chief (AC only)	2023
Chicago Police Department - Chicago, IL	Conducted nationwide research on the selection methods used for mounted patrol officers. Conducted job analysis and developed the practical and oral interview components of the mounted patrol selection process	2022 - 2023
Anaheim Police Department - Anaheim, CA	Conducted job analysis for the rank of lieutenant and developed and administered the written exam and assessment centers for the ranks of sergeant and lieutenant (AC only)	2022

Lexington Police Department - Lexington-Fayette Urban County, KY	Developed and administered the written exam and assessment center for the ranks of sergeant and lieutenant	2022
Chicago Fire Department - Chicago, IL	Developed the oral assessment component for the ranks of ambulance commander and paramedic field chief	2022
Charlotte Fire Department - Charlotte, NC	Developed written examination for the rank of Engineer	2022
Bridgeport Police Department - Bridgeport, CT	Conducted job analysis, and developed the assessment center for the rank of captain	2022
Charlotte Fire Department - Charlotte, NC	Developed and administered the written examination and assessment center for the ranks of captain, battalion chief, and division chief (AC only)	2022
Virginia Beach Police Department - Virginia Beach, VA	Developed written examination and developed the assessment center for the rank of sergeant	2022
Pasadena Police Department - Pasadena, TX	Developed written examination for the rank of sergeant	2022
North Carolina State Highway Patrol - State of North Carolina	Developed and administered the written examination and assessment center for the ranks of sergeant, first sergeant, and lieutenant	2022
Virginia Beach Police Department - Virginia Beach, VA	Developed written examination for the rank of Police Officer II	2022
Bridgeport Department of Public Safety - Bridgeport, CT	Conducted job analysis, developed the written exam, and developed and administered the assessment center for the role of Public Safety Supervisor	2022
Virginia Beach Police Department - Virginia Beach, VA	Developed and administered the assessment center for the ranks of lieutenant and captain	2022
Anaheim Police Department - Anaheim, CA	Conducted job analysis and developed and administered the written exam and assessment center for the rank of sergeant	2021
Grand Rapids Police Department - Grand Rapids, MI	Conducted job analysis and developed and administered the written exam and assessment center for the ranks of sergeant, lieutenant, and captain (JA and AC only)	2021
Kyle Police Department - Kyle, TX	Developed and administered the assessment center for the ranks of sergeant and lieutenant	2021
Bridgeport Police Department - Bridgeport, CT	Conducted job analysis, developed the written exam, and developed and administered the assessment center for the rank of lieutenant	2021
Bridgeport Fire Department - Bridgeport, CT	Developed written examination and developed and administered the assessment center for the rank of Fire Inspector	2021
Charlotte Fire Department - Charlotte, NC	Developed written examination for the rank of Engineer	2021
North Carolina State Highway Patrol - State of North Carolina	Developed and administered the written examination and assessment center for the ranks of sergeant, first sergeant, and lieutenant	2021
Charlotte Fire Department - Charlotte, NC	Developed and administered the written examination and assessment center for the ranks of captain, battalion chief, and division chief (AC only)	2021

Kalamazoo Department of Public Safety - Kalamazoo, MI	Developed written examination for the rank of detective	2021
Virginia Beach Police Department - Virginia Beach, VA	Developed written examination and developed the administered the assessment center for the rank of sergeant	2021
Virginia Beach Police Department - Virginia Beach, VA	Developed written examination for the rank of Police Officer II	2021
Virginia Beach Police Department - Virginia Beach, VA	Developed and administered the assessment center for the ranks of lieutenant and captain	2021
Kalamazoo Department of Public Safety - Kalamazoo, MI	Developed written examination for the rank of sergeant	2020
Lexington Police Department - Lexington-Fayette Urban County, KY	Developed and administered the written exam and assessment center for the ranks of sergeant and lieutenant	2020
Kyle Police Department - Kyle, TX	Conducted job analysis, developed and administered the assessment center for the ranks of sergeant and lieutenant	2020
Jacksonville Sheriff's Office - Jacksonville, FL	Assisted with the development of the written exam for the ranks of police sergeant, police lieutenant, and corrections sergeant. Developed and administered the assessment center for the rank of police sergeant.	2020
Sidney Fire Department - Sidney, OH	Developed the structured oral interview and developed and administered the assessment center for the fire chief position	2020
Baltimore Fire Department - Baltimore, MD	Administered the assessment center for the rank of battalion chief	2020
Bridgeport Police Department - Bridgeport, CT	Developed the written exam, and developed and administered the assessment center for the rank of detective	2020
Bridgeport Fire Department - Bridgeport, CT	Conducted job analysis, developed the written exam, and developed and administered the assessment center for the rank of lieutenant	2020
Rockford Police Department - Rockford, IL	Developed and administered the assessment center for the rank of lieutenant	2020
North Carolina State Highway Patrol - State of North Carolina	Assisted with the administration of the written exam, and development and administration of the assessment center for the ranks of sergeant, first sergeant, and lieutenant	2020
Orland Fire Protection District - Orland Park, IL	Developed and administered a written exam and assessment center for the rank of battalion chief	2020
Pittsburgh Police Department - Pittsburgh, PA	Assisted with administration of the assessment center for the rank of sergeant	2020
Cincinnati Fire Department - Cincinnati, OH	Assisted with administration of the assessment center for the rank of lieutenant	2020
DC Fire EMS - Washington DC	Conducted job analysis interviews and observations for the ranks of sergeant, lieutenant, and captain	2020
Grand Rapids Police Department - Grand Rapids, MI	Assisted with development and administration of the assessment center for the ranks of Sergeant, Lieutenant, and Captain	2019-2020
Kalamazoo Department of Public Safety - Kalamazoo, MI	Developed written examination for the rank of Detective	2019-2020

Pasadena Police Department - Pasadena, TX	Developed written examinations for the rank of Sergeant and Lieutenant	2019-2020
Buffalo Fire Department - Buffalo, NY	Assisted with the development and administration of the assessment center for the rank of Captain	2019
Bernalillo County Fire Department - Bernalillo County, NM	Assisted with implementation of the assessment center for the rank of Engineer	2019
Guilford County Sheriff's Office - Guilford County, NC	Assisted with the development and administration of the assessment center for the ranks of Sworn Sergeant and Sworn Lieutenant	2019
Kalamazoo Department of Public Safety - Kalamazoo, MI	Developed written examination and wrote a technical report for the rank of Sergeant	2019
Augusta Fire Department - Augusta, GA	Assisted with implementation of the assessment center for the ranks of Sergeant and Lieutenant	2019
Raleigh Police Department - Raleigh, NC	Assisted with implementation of the assessment center for the rank of Detective	2019
Raleigh Police Department - Raleigh, NC	Assisted with implementation of the assessment center for the ranks of Sergeant and Lieutenant	2019
Austin Police Department - Austin, TX	Assisted with implementation of the assessment center for the rank of Lieutenant	2019
Baltimore Police Department - Baltimore, MD	Assisted with implementation of the assessment center for the rank of Sergeant	2019
Springfield Fire Department - Springfield, MO	Conducted job analysis interviews and observations for the rank of Firefighter	2019
Cincinnati Fire Department - Cincinnati, OH	Assisted with implementation of the assessment center for the rank of District Chief	2019
Tulsa Police Department - Tulsa, OK	Assisted with implementation of the assessment center for the rank of Captain	2019

Publications and Presentations:

- Jones, M. G., Ennes, M., **Weedfall, A.**, Chesnutt, K., Cayton, E. (In Press). The development and validation of a measure of science capital, habitus, and future science interests. *Research in Science Education*.
- Oakley, S. L., **Weedfall, A.**, Pond III, S. B., (April, 2016). Linking Core Self-Evaluations to Organizational Citizenship: A Risk Orientation Perspective. Poster presented at the 31st Annual Conference for the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Oakley, S. L., **Weedfall, A.**, Pond III, S. B., (April, 2016). Enhancing Attitudes Toward Diversity Training: Framing, Format, and Goal Orientation. Poster presented at the 31st Annual Conference for the Society for Industrial and Organizational Psychology, Anaheim, CA.

SAMANTHA BOBLAK, M.A.
Manager, Consulting Services



Background Statement:

Samantha is a consultant and Manager of the Consulting Services Division at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Samantha has experience with project management, job analysis, the development, validation, and administration of job knowledge examinations and assessment centers.

Education:

Roosevelt University
Master of Arts, Industrial/Organizational Psychology (2016)

North Central College
Bachelor of Arts, Psychology (2014)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2021-Present Manager, Consulting Services, I/O Solutions, Inc.

- Consults with public safety agencies to develop, validate, implement, and defend promotional testing/assessment systems (including all work outlined below as an Assessment Consultant).
- Provides best-practice training to public safety agencies, human resources, and civil service personnel.
- Communicates with clients to ensure all aspects of the process are complete and meet their requirements.
- Supervises and leads a team of consulting staff. Oversees and monitors employees' work to ensure effective completion of tasks. Conducts annual performance appraisals and directly oversees team member work on an ongoing basis. Recruits, hires, and onboards new employees.
- Oversees the training and development of consulting staff, including the development and delivery of structured training on technical concepts, coaching, and ongoing development to

ensure team members are applying best practices within the industry.

2019-2021

Assessment Consultant, I/O Solutions, Inc.

- Developed, validated, and implemented all components of promotional processes.
- Coordinated with clients and other vendors any and all logistics related to the administration of promotional processes (i.e., securing facility space).
- Managed and conducted job analyses.
- Developed and administered assessment center exercises.
- Managed job knowledge written examinations.
- Used SPSS and Excel to analyze data gathered from written examinations and assessment centers.
- Developed technical reports for all phases of assessment processes.
- Communicated with clients to ensure all aspects of the process are complete and meet their requirements.

2018-2019

Senior Assessment Specialist, I/O Solutions, Inc.

- Worked closely with the Vice President of Consulting Services to develop, validate, and implement all components of promotional processes for large public safety clients.
- Managed and conducted job analyses.
- Developed and administered assessment center exercises.
- Managed job knowledge written examinations.
- Used SPSS and Excel to analyze data gathered from written examinations and assessment centers.
- Developed technical reports for all phases of assessment processes.
- Communicated with clients to ensure all aspects of the process are complete and meet their requirements.

2016-2018

Assessment Specialist, I/O Solutions, Inc.

- Worked directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Managed and conducted job analyses.
- Developed and administered assessment center exercises.
- Managed job knowledge written examinations.
- Used SPSS and Excel to analyze data gathered from written examinations and assessment centers.
- Developed technical reports for all phases of assessment processes.

- Communicated with clients to ensure all aspects of the process are complete and meet their requirements.

2015-2016

Consulting Assistant, I/O Solutions, Inc.

- Worked with consultants to provide support for all phases of promotional processes.
- Proof read, printed, and assembled all assessment-related documents to prepare for the administration of assessment processes.
- Assisted in the administration of job knowledge written examinations and assessment centers.
- Entered data and compiled feedback reports for assessment candidates after the administration of the promotional process.

Summary of Selection Projects

Client	Project Description	Timeframe
Pittsburgh Bureau of Police	Development and administration of written examination and assessment center for the rank of Sergeant.	2025
Chicago, IL Police Department	Development and administration of a structured interview for the rank of Captain.	2024-2025
Pittsburgh Bureau of Fire	Development and administration of job analysis and assessment center for the rank of Battalion Chief.	2024
Illinois State Police	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Master Sergeant.	2024
Washington D.C. Fire and EMS	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2024
Cook County Sheriff's Office Police Department	Development and administration of written examinations for the ranks of Police Officer, Sergeant, and Lieutenant.	2024
Cook County Sheriff's Office Court Services Department	Development and administration of written examinations for the ranks of Sergeant and Lieutenant.	2024
Cook County Sheriff's Office Department of Corrections	Development and administration of written examinations for the ranks of Sergeant and Lieutenant.	2024
Pittsburgh Bureau of Police	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Lieutenant.	2023
Indianapolis, IN Fire Department	Development and administration of written examinations and assessment centers for the ranks of Lieutenant, Captain, and Battalion Chief.	2023
Illinois State Police	Development and administration of written examinations and assessment centers for the ranks of Lieutenant and Captain.	2023
Edmond, OK Fire Department	Development and administration of written examinations and assessment centers for the rank of Relief Driver.	2023

Cook County Sheriff's Office Police Department	Development and administration of written examinations for the ranks of Police Officer, Sergeant, and Lieutenant.	2023
Ann Arbor, MI Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Lieutenant.	2023
District of Columbia Fire and EMS Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2022
New Mexico State Police	Development and administration of an assessment center for the rank of Lieutenant.	2022
Kenosha, WI Police Department	Development and administration of an assessment center for the ranks of Police Chief.	2022
Rockford, IL Fire Department	Development and administration of written examinations and assessment centers for the ranks of Lieutenant, Captain, and District Chief.	2022
Arlington Heights, IL Fire Department	Development and administration of a written examination and tactical assessment for the rank of Lieutenant.	2022
Las Vegas, NV Fire Department	Development and administration of written examinations and assessment centers for the ranks of Captain and Battalion Chief.	2022
Illinois State Police	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Master Sergeant.	2022
Colorado State Highway Patrol	Development and administration of an assessment center for the rank of Captain.	2021
Rockford, IL Police Department	Development and administration of an assessment center for the rank of Lieutenant.	2021
New Mexico State Police	Development and administration of an assessment center for the rank of Lieutenant.	2021
Kenosha, WI Fire Department	Development and administration of an assessment center for the ranks of Fire Chief.	2021
Illinois State Police	Development and administration of written examinations and assessment centers for the ranks of Lieutenant and Captain.	2021
Cook County Sheriff's Office Police Department	Development and administration of written examinations for the ranks of Police Officer, Sergeant, and Lieutenant.	2021
Cook County Sheriff's Office Department of Court Services	Development and administration of job analysis for the ranks of Sergeant and Lieutenant.	2021
Cook County Sheriff's Office Department of Corrections	Development and administration of job analysis for the ranks of Sergeant and Lieutenant.	2021
Edmond, OK Fire Department	Development and administration of written examinations and assessment centers for the ranks of Relief Driver, Lieutenant, and Battalion Chief.	2021
Las Vegas, NV Fire Department	Development and administration of written examination and assessment center for the rank of Engineer.	2021
City of Bridgeport, CT	Development and administration of job analysis and organizational analysis for the rank of Public Safety Supervisor.	2021
Bridgeport, CT Fire Department	Updated job description; development and administration of assessment center for the rank of Deputy Fire Marshal.	2021

Springfield, MO Police Department	Development of written examination and assessment center for the rank of Sergeant.	2021
Miami Beach, FL Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Lieutenant.	2021
Miami Beach, FL Fire Department	Development and administration of written examinations and assessment centers for the ranks of Lieutenant and Captain.	2021
New Mexico State Police	Development and administration of job analysis and assessment centers for the ranks of Lieutenant and Captain.	2020
Las Vegas, NV Fire Department	Development and administration of written examinations and assessment centers for the ranks of Lieutenant and Captain.	2020
Mississippi State Highway Patrol	Development and administration of assessment center and internal interview for the rank of Lieutenant.	2020
Miami Beach, FL Police Department	Job analysis for the ranks of Sergeant and Lieutenant.	2020
Springfield, MO Police Department	Development of written examination and assessment centers for the ranks of Corporal and Lieutenant.	2020
Mississippi State Highway Patrol	Development and administration of written examination, assessment center and internal interview for the rank of Master Sergeant.	2020
Pittsburgh Bureau of Police	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Lieutenant.	2020
Buffalo, NY Police Department	Development and administration of written examinations and assessment centers for the ranks of Detective, Detective Sergeant, Lieutenant and Captain	2019
Springfield, MO Police Department	Administration of assessment center for the rank of Sergeant.	2019
Chicago Fire Department	Job analysis and development of written examination and assessment center for the rank of Battalion Chief.	2019
Milwaukee Fire Department	Development of written examinations and assessment centers for the ranks of Lieutenant and Captain.	2019
Edmond, OK Fire Department	Development of written examinations for the ranks of Lieutenant, Training Captain, and EMS Captain.	2019
Minneapolis Police Department	Development of assessment center for the rank of Lieutenant.	2019
Montgomery County, MD Police Department	Administration of assessment center for the rank of Sergeant.	2019
Tulsa Police Department	Administration of assessment center for the rank of Sergeant.	2019
San Antonio Police Department	Assisted in the administration of the assessment center for the rank of Lieutenant.	2019
Mississippi State Highway Patrol	Development and administration of assessment center and internal interview for the rank of Master Sergeant.	2019

Austin Police Department	Development and administration of assessment centers for the ranks of Sergeant, Lieutenant and Commander.	2019
Tulsa Police Department	Administration of assessment center for the rank of Corporal.	2018
Orland Park Fire Prevention District	Administration of driving practical assessment for the rank of Lieutenant.	2018
Mississippi State Highway Patrol	Administration of assessment center for the rank of Master Sergeant.	2018
Minneapolis Police Department	Development and administration of written examination for the rank of Sergeant. Development of assessment center for the rank of Sergeant.	2018
Indianapolis Fire Department	Administration of written examination and assessment center for the ranks of Lieutenant, Captain, and Battalion Chief.	2018
Pittsburgh Bureau of Police	Development and administration of written examination and assessment center for the rank of Sergeant.	2018
Arlington Heights Fire Department	Development and administration of written examination and assessment center for the rank of Lieutenant.	2018
Indianapolis Metropolitan Police Department	Development of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2018
San Diego Police Department	Development and administration of written examinations and assessment centers for the ranks of Police Officer III, Detective, Sergeant, and Lieutenant.	2018
Atlanta Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Lieutenant.	2018
Houston Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2018
Edmond, OK Fire Department	Development of a written examination for the rank of Fire Prevention Captain.	2018
Miami, FL Police Department	Development of assessment center exercises for the Lieutenant promotional process. Assisted in the administration of the assessment center.	2017
Buffalo, NY Police Department	Job analysis, written examinations, and assessment centers for the ranks of Detective, Detective Sergeant, Lieutenant, Captain and Inspector.	2017
Cincinnati, OH Police Department	Assessment center administration for the rank of Captain.	2017
Garwood, NJ Police Department	Development of written examination for the rank of Sergeant.	2017
East Brunswick, NJ Police Department	Development of written examination for the rank of Sergeant.	2017
Greeley, CO Fire Department	Development of written exam and written exercise for the rank of Lieutenant.	2017

Arvada Fire Protection District	Development and administration of assessment center for the rank of Paramedic.	2017
Houston Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2016
Atlanta Police Department	Administration of written examinations for the ranks of Sergeant and Lieutenant.	2016
Dallas, TX Police Department	Job analysis interviews and questionnaires for the ranks of Sergeant and Lieutenant.	2016
New Jersey Transit Police Department	Development of written examinations for the ranks of Sergeant and Lieutenant.	2016
Portland, ME Fire Department	Development of written examinations for the ranks of Lieutenant and Captain.	2016
Wooster, OH Police Department	Development of a written examination for the rank of Sergeant.	2016
Edmond, OK Fire Department	Development of a bank of structured oral interview questions for the rank of Deputy Chief of Operations	2016



HALEY JOCHIM, M.A.
Manager, Consulting Services

Background Statement:

Haley joined IOS in 2017. She obtained her Master's Degree in Industrial/Organizational Psychology from Elmhurst College. Haley is a consultant and Manager of the Consulting Services Division at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Haley has experience with project management, job analysis, the development, validation, and administration of job knowledge examinations and assessment centers.

Education:

Elmhurst College
Master of Arts: Industrial/Organizational Psychology (2019)

North Central College
Bachelor of Science, Human Resource Management (2017)
Minor in Psychology and Spanish

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

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| August 2024 to Present | <p>Manager, Consulting Services, I/O Solutions, Inc.</p> <ul style="list-style-type: none">• Consults with public safety agencies to develop, validate, implement, and defend promotional testing/assessment systems (including all work outlined below as an Assessment Consultant).• Provides best-practice training to public safety agencies, human resources, and civil service personnel.• Communicates with clients to ensure all aspects of the process are complete and meet their requirements.• Supervises and leads a team of consulting staff. Oversees and monitors employees' work to ensure effective completion of tasks. Conducts annual performance appraisals and directly oversees team member work on an ongoing basis. Recruits, hires, and onboards new employees.• Oversees the training and development of consulting staff, including the development and delivery of structured training on technical concepts, coaching, and ongoing development to |
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ensure team members are applying best practices within the industry.

April 2022 to August 2024
June 2021 to April 2022
May 2019 to June 2021

Consultant, I/O Solutions, Inc.

Senior Associate Consultant, I/O Solutions, Inc.

Assessment Specialist, I/O Solutions, Inc.

- Conducts job analysis (interviews and observations) to identify the essential knowledge, skills, abilities, and other characteristics necessary for performance.
- Develops technical reports for processes by documenting all aspects of the process and validation evidence to support assessments.
- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Facilitates item review meetings with clients
- Travels to various client locations throughout the US to assist with assessment center administration
- Manages and conducts job analyses to gather information about position(s) of interest
- Manages written exam projects independently
- Administers exams/assessments and analyzes resulting data
- Uses SPSS and Excel to generate results for various reports
 - Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.)

2017 to May 2019

Consulting Assistant, I/O Solutions, Inc.

- Worked with consultants to provide support for all phases of promotional processes.
- Proofed, printed, and assembled all assessment-related documents to prepare for the administration of assessment processes.
- Assisted in the administration of job knowledge written examinations and assessment centers.
- Entered data and compiled feedback reports for assessment candidates after the administration of the promotional process.

Summary of Selection Projects:

Client	Project Description	Timeframe
Minneapolis, MN Police Department	Development of the written examination for the rank of Lieutenant. Development of the assessment center for the rank of Lieutenant.	2026

Buffalo, NY Police Department	Development of the written examination for the ranks of Lieutenant, Detective, Detective Sergeant, Captain, and Inspector. Development of assessment centers for the ranks of Lieutenant, Detective, Detective Sergeant, Captain, and Inspector.	2026
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant, Lieutenant, Detective and Police Officer III.	2026
Atlanta Police Department	Written examination and assessment center development, validation and scoring for the ranks of Sergeant and Lieutenant.	2026
Indianapolis Metropolitan Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2026
Chicago, IL Police Department	Development of job analysis. Development of the written examination for the rank of Lieutenant. Development of assessment centers for the ranks of Lieutenant.	2025-2026
Charlotte Mecklenburg Police Department	Development of the assessment center for the rank of Captain.	2025
Prince George's County Police Department	Written examination development, validation, administration, and scoring for the rank of Corporal.	2025
Minneapolis, MN Police Department	Development of the written examination for the rank of Sergeant. Development of the assessment center for the rank of Sergeant.	2025
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant, Lieutenant, Detective and Police Officer III.	2024
Prince George's County Police Department	Written examination development, validation, administration, and scoring for the ranks of Corporal, Sergeant, Lieutenant, and Captain. Assessment center development, validation, administration and scoring for the ranks of Sergeant, Lieutenant, and Captain.	2024
Atlanta Police Department	Written examination and assessment center development, validation and scoring for the ranks of Sergeant and Lieutenant.	2024
Minneapolis, MN Police Department	Development of the written examination for the ranks of Sergeant and Lieutenant. Development of the assessment center for the rank of Lieutenant.	2024
Chicago, IL Police Department	Development of job analysis. Development of the written examination for the rank of Sergeant. Development of a written assessment for the rank of Sergeant.	2023-24

Chicago, IL Fire Department	Development of written examination and assessment center development for the ranks of Captain and Battalion Chief.	2023
Indianapolis Metropolitan Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2023
Minneapolis, MN Police Department	Development of the written examination for the rank of Sergeant. Development of the assessment center for the rank of Sergeant.	2023
Buffalo, NY Police Department	Development of the written examination for the ranks of Lieutenant, Detective, and Captain. Development of assessment centers for the ranks of Lieutenant, Detective, and Captain.	2023
Charlotte Mecklenburg Police Department	Development and administration of written examinations for the rank of Sergeant. Development and administration of the assessment centers for the ranks of Sergeant and Lieutenant.	2022-23
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant, Lieutenant, Detective and Police Officer III.	2022
Buffalo, NY Fire Department	Development of the written examination for the rank of Captain. Development of assessment centers for the rank of Captain.	2022
Minneapolis, MN Police Department	Development of the written examination for the ranks of Sergeant and Lieutenant. Development of the assessment center for the ranks of Sergeant and Lieutenant.	2022
Atlanta Police Department	Written examination and assessment center development, validation and scoring for the ranks of Sergeant and Lieutenant.	2022
Chicago, IL Fire Department EMS	Development of written examination and assessment center development for the ranks of Ambulance Commander and Paramedic Field Chief.	2022
Buffalo, NY Police Department	Development of the written examination for the ranks of Detective Sergeant and Inspector. Development of assessment centers for the ranks of Detective Sergeant and Inspector.	2022
Chicago, IL Police Department	Development of job analysis. Development of the written examination for the rank of Lieutenant. Development of assessment centers for the ranks of Lieutenant.	2021-22
Charlotte Mecklenburg Police Department	Development of the assessment center for the rank of Captain.	2021

Buffalo, NY Police Department	Development and administration of the written examination for the ranks of Detective and Lieutenant. Development and administration of assessment centers for the ranks of Detective and Lieutenant.	2021
New Orleans, LA Police Department	Development of job analysis. Development and administration of the assessment center for the rank of Captain.	2021
Charlotte Mecklenburg Police Department	Development and administration of written examinations for the rank of Sergeant. Development and administration of the assessment centers for the ranks of Sergeant and Lieutenant.	2021
Austin Police Department	Administration of the assessment center for the rank of Sergeant.	2020
Houston Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Commander.	2020
Bellevue, NE Fire Department	Development of written examination for the rank of Fire Captain.	2020
Indianapolis Metropolitan Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2020
District of Columbia Fire and Emergency Medical Services	Assisted in the administration of the written examination for the rank of Sergeant. Assisted in the administration of the assessment center for the ranks of Sergeant, Lieutenant, and Captain.	2020
Minneapolis, MN Police Department	Development and administration of the written examination for the rank of Sergeant. Development and administration of the assessment center for the rank of Sergeant.	2020
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant and Lieutenant.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant, Lieutenant, Detective and Police Officer III.	2020
Cincinnati, OH Fire Department	Assisted in the administration of the assessment center for the rank of Fire Lieutenant.	2020
Chicago, IL Fire Department	Written examination scoring and analysis and assessment center development for the rank of Battalion Chief.	2019
Bellevue, NE Fire Department	Development of written examination for the ranks of Fire Captain and Battalion Chief.	2019

Baltimore, MA Police Department	Conducted a job analysis for the ranks of Sergeant and Lieutenant. Developed and administered assessment center for the rank of Lieutenant.	2019
Shelby County Sheriff's Office	Developed and administered assessment center for the rank of Captain.	2019
Detroit, MI Police Department	Administration of assessment center for the rank of Detective.	2019
Harris County, TX Sheriff's Office	Administration of assessment center for the rank of Captain	2019
Raleigh, NC Police Department	Development and management of written examination for the ranks of Sergeant and Detective. Development and management of the assessment center for the ranks of Sergeant, Lieutenant, and Detective	2019
Milwaukee, WI Fire Department	Development and administration of assessment center for the ranks of Captain and Lieutenant.	2019
Buffalo, NY Police Department	Written examination validation and assessment center development for the ranks of Detective, Detective Sergeant, Lieutenant, and Captain.	2019
San Francisco, CA Fire Department	Job analysis and assessment center development and validation for the rank of Lieutenant.	2019
Buffalo, NY Police Department	Development of assessment centers for the ranks of Detective, Detective Sergeant, Lieutenant and Captain	2019
Chicago Fire Department	Development of written examination and assessment center for the rank of Battalion Chief.	2019
Austin Police Department	Development of assessment centers for the ranks of Sergeant, Lieutenant and Commander.	2019
Cincinnati, OH Fire Department	Administration of assessment center for the rank of Fire Captain.	2019
Monroe County Sheriff's Office	Developed assessment centers for the rank of Road Lieutenant and Jail Sergeant.	2018
City of Roswell, Georgia	Developed the written examination and assessment center for the rank of Police Sergeant and an assessment center for the rank of Police Lieutenant.	2018
Atlanta Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Lieutenant. Development of candidate feedback reports.	2018
Houston Police Department	Administration of assessment center for the rank of Lieutenant.	2018
IL State Police Merit Board	Conducted job analysis interviews for the ranks of Sergeant and Master Sergeant. Development of candidate feedback reports.	2018
Shelby County Sheriff's Office	Conducted a job analysis and pay study for the Criminal Analyst position.	2018

Minneapolis, MN Police Department	Administration of assessment center for the rank of Sergeant.	2018
Indianapolis, IN Fire Department	Administration of assessment center for the ranks of Fire Lieutenant, Captain, and Battalion Chief.	2018
Cobb County, GA	Developed and administered assessment center for the rank of Fire Captain.	2017
Cook County Sheriff's Office Merit Board	Written examination development for court services Sergeant and Lieutenant and correctional division Sergeant, and Lieutenant.	2017



AMY EITAPENCE, M.A.
Manager of Regional Assessments

Background Statement:

Ms. Eitapence is the manager for the regional promotional testing division of I/O Solutions, Inc. (IOS), a personnel and human resources consulting firm that specializes in testing and assessment. Ms. Eitapence has experience in developing, validating, and administering assessment centers, promotional job knowledge examinations, entry-level examinations and oral interviews in the public safety sector.

Education:

University at Albany, SUNY
Master of Arts, Industrial/Organizational Psychology (2013)

University at Oneonta, SUNY
Bachelor of Science, Psychology (2010)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
American Psychological Association (APA)

Professional Experience:

- | | |
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| 2026 to Present | <p>Industrial/Organizational Solutions, Inc. (IOS)
Manager of Regional Assessments</p> <ul style="list-style-type: none">• Consults with public safety agencies to develop, validate, implement, and defend promotional testing/assessment systems (including all work outlined below as an Assessment Consultant).• Provides best-practice training to public safety agencies, human resources, and civil service personnel.• Communicates with clients to ensure all aspects of the process are complete and meet their requirements.• Oversees and monitors employees' work to ensure effective completion of tasks. Conducts annual performance appraisals and directly oversees team member work on an ongoing basis. Recruits, hires, and onboards new employees.• Oversees the training and development of consulting staff, including the development and delivery of structured training |
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on technical concepts, coaching, and ongoing development to ensure team members are applying best practices within the industry.

2014 to 2026 Industrial/Organizational Solutions, Inc. (IOS)

Manager, Recruitment Services

- Project management for entry-level recruitment, including but not limited to: developing job applications, coordinating the intake of applications and supporting documentation, screening applications using client specific parameters and administering testing
- Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems. Systems include entry-level and promotional written exams, oral interviews and assessment centers.
- Provide best-practice training to public safety agencies, human resources and civil service personnel
- Oversee recruitment project managers and administrative staff.

2013 to 2014

Excelsior College

Data Analyst

- Conduct an array of activities that support psychometric, test administration, and test development functions
- Assist in standard setting sessions, using the Angoff method to set cut points for college level examinations
- Conduct analyses including, but not limited to: item analysis, dimensionality, speededness, and form equating
- Coordinate the production of psychometric technical handbooks for publication

2011 to 2013

Chequed.com

Research Analyst

- Talent management solutions for organizations with high-volume hiring needs
- Facilitated in the selection procedures for a pre-employment selection and screening
- Responsibilities included directly working in test development, validation studies, job analyses, candidate interviews, and job profile benchmarking

2011 to 2013

NYS Department of Civil Service

Intern, Testing Services Assistant

- Assisted in test item construction, review, and evaluation
- Contributed to appropriate exam comparisons, synthesizing surveys, subject matter expert reviews, and constructing exams

Summary of Selection Projects:

Client	Project Description	Timeframe
Woodridge Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2024
Northbrook Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2024
West Chicago Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2024
Hinsdale Police Department	Development and management of written examination for sergeant.	2024
Morton Grove Fire Department	Development and management of written examination for lieutenant.	2024
Niles Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2024
Mundelein Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2024
Western Springs Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2024
Oak Park Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2024

Arlington Heights Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Hoffman Estates Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Western Springs Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Palatine Fire Department	Development and management of written examination for lieutenant.	2023
Oak Park Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Arlington Heights Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Northbrook Fire Department	Development and management of written examination for driver engineer.	2023
Wheeling Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Mayfield Police Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Rolling Meadows Police Department	Development and management of written examination for sergeant.	2023

Waukegan Police Department	Development and management of written examination for sergeant.	2023
Elgin Police Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Oswego Fire Department	Development of entry-level structured oral interview for firefighter.	2023
Mount Prospect Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
South Holland Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Glenview Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Oak Park Fire Department	Development and management of written examination for battalion chief. Development of assessment center for battalion chief. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2023
Burr Ridge Police Department	Development of structured oral interview for lateral police officer.	2023
Northbrook Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2022
Elmhurst Fire Department	Development of assessment center for lieutenant and battalion chief. Conducted candidate orientations. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2022
Mount Prospect Fire Department	Development of entry-level structured oral interview for firefighter.	2022

Evergreen Park Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2022
Riverside Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2022
Winnetka Police Department	Written exam development, administration and scoring for rank of sergeant.	2022
Wheeling Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2022
Downers Grove Fire Department	Development of entry-level structured oral interview for firefighter.	2022
Elgin Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2022
Northbrook Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2021
Woodridge Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2021
Gurnee Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2021

Mundelein Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2021
Greeley Fire Department	Written exam development, administration and scoring for rank of lieutenant and battalion chief.	2021
Arlington Heights Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2021
Tri-Lakes Monument Fire Protection District	Written exam development, administration and scoring for rank of lieutenant.	2021
West Chicago Police Department	Development and management of structured oral interview (SOI) for sergeant. Written exam development, administration and scoring.	2021
Evergreen Park Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2021
Winnetka Police Department	Written exam development, administration and scoring for rank of sergeant.	2021
Des Plaines Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2021
Wilmette Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2021
Mayfield Police Department	Development and management of written examination for sergeant, lieutenant and chief. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2021
Waukegan Police Department	Written exam development, administration and scoring for rank of sergeant.	2020

Westmont Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
Wheeling Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
Brookfield Police and Fire	Development of entry-level structured oral interview for police officer and firefighter. Development of promotional structured oral interview for police sergeant and fire lieutenant.	2020
Northbrook Fire Department	Written exam development, administration and scoring for driver/engineer	2020
Huntley Police Department	Development of entry-level structured oral interview for police officer.	2020
Western Springs Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
Oak Park Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
Willowbrook Police Department	Development of entry-level structured oral interview for police officer.	2020
Rolling Meadows Police Department	Written exam development, administration and scoring for rank of sergeant.	2020
Clarendon Hills Police Department	Development of entry-level structured oral interview for police officer.	2020
Niles Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
Mount Prospect Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020

Western Springs Police Department	Development of entry-level structured oral interview for police officer.	2020
Elgin Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
Northbrook Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
Elmhurst Fire Department	Development of assessment center for battalion chief and lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
Oak Park Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
Oak Park Fire Department	Development and management of written examination for battalion chief. Development of assessment center for battalion chief. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2019
Orland Fire Department	Development of entry-level structured oral interview for firefighter.	2019
La Grange Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2019
Burr Ridge Police Department	Development of entry-level structured oral interview for police officer.	2019
Arlington Heights Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2019

Wheeling Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports. Prepared and managed Merit and Efficiency process.	2019
Plainfield Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2019
Grayslake Police Department	Written exam development, administration and scoring for rank of sergeant. Development and management of structured oral interview (SOI) for sergeant. Conducted assessor training and management of SOI.	2019
Elgin Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2019
Wilmette Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2019
Des Plaines Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2019
Berwyn Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018
Berwyn Police Department	Development and management of written examination for sergeant and lieutenant. Development of assessment center for sergeant and lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018
Oak Park Police	Development and management of structured oral interview (SOI) for police chief. Conducted assessor training and management of SOI.	2018
Northbrook Fire Department	Development and management of written examination for captain. Development of assessment center for captain. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018

Long Grove Fire Protection District	Written exam development, administration and scoring for rank of lieutenant.	2018
Des Plaines Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018
Winnetka Police Department	Written exam development, administration and scoring for rank of sergeant.	2018
Morton Grove Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2018
Woodridge Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018
Mundelein Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018
Lincolnshire-Riverwoods FPD	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018
Hinsdale Police Department	Written exam development, administration and scoring for rank of sergeant.	2018
Lemont Police Department	Written exam development, administration and scoring for rank of sergeant.	2018
Downers Grove Police Department	Development of structured oral interview for entry-level officers.	2018
Downers Grove Fire Department	Development of structured oral interview for entry-level firefighters.	2018
Barrington Fire Department	Written exam development, administration and scoring for rank of assistant chief.	2018
Elgin Fire & Police Departments	Development of entry-level structured oral interview for both police and fire.	2018
Arlington Heights Police Department	Development of assessment center for commander. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018

Arlington Heights Police Department	Written exam development, administration and scoring for rank of sergeant.	2018
La Grange Fire Department	Development and management of written examination for lieutenant. Development and management of structured oral interview. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018
Brookfield Fire Department	Development of structured oral interview for rank of captain. Conducted assessor training and management of oral interviews.	2017
Brookfield Police Department	Development of structured oral interview for rank of sergeant. Conducted assessor training and management of oral interviews.	2017
Brookfield Police Department	Development of structured oral interview for rank of lieutenant. Conducted assessor training and management of oral interviews.	2017
Clarendon Hills Police Department	Written exam development, administration and scoring for rank of sergeant.	2017
Darien Police Department	Development of structured oral interview for entry-level officers.	2017
Evergreen Park Police Department	Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Glenview Police Department	Development of structured oral interview for entry-level officers.	2017
Huntley Fire Protection District	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Huntley Fire Protection District	Development and administration of structured oral interview for entry-level firefighters.	2017
La Grange Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Lake Bluff Police Department	Written exam development, administration and scoring for rank of sergeant. Development of structured oral interview.	2017
Lake Forest Police Department	Written exam development, administration and scoring for rank of sergeant.	2017
Mount Prospect Police Department	Development of structured oral interview for entry-level officers and lateral hires. Conducted assessor training.	2017

Mount Prospect Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Niles Fire Department	Development and management of written examinations for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientations. Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports.	2017
Oak Park Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Oak Park Police Department	Development and management of written examinations for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Plainfield Police Department	Development and administration of structured oral interview for entry-level officers.	2017
Plano Police Department	Development and administration of structured oral interview for entry-level officers.	2017
Rolling Meadows Police Department	Written exam development, administration and scoring for rank of sergeant.	2017
Western Springs Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Westmont Police Department	Development and management of written examinations for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Wheeling Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Willowbrook Police Department	Development of structured oral interview for entry-level officers.	2017

Wilmette Police Department	Written exam development, administration and scoring for rank of lieutenant.	2017
Woodridge Police Department	Development of structured oral interview for entry-level officers.	2017
Arlington Heights Police Department	Written exam development, administration and scoring for rank of sergeant.	2016
Norwood Park Fire Protection District	Development of structured oral interview for entry-level firefighters.	2016
West Chicago Police Department	Written exam development, administration and scoring for rank of sergeant. Development of oral interview, conduct assessor training and manage interview administration.	2016
Western Springs Police Department	Development of structured oral interview for entry-level officers. Conduct assessor training and manage interview administration.	2016
Berwyn Fire Department	Development and management of written examinations for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Berwyn Police Department	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for sergeant and lieutenant. Conducted candidate orientations. Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports.	2015
Downers Grove Fire Department	Development and management of written examinations for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Long Grove Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2015
Maywood Fire Department	Development and administration of oral interviews for entry-level firefighter.	2015
Maywood Police Department	Development and administration of oral interviews for entry-level officer.	2015
Moline Fire Department	Development and management of written examinations for Battalion Chief. Development of assessment center for Battalion Chief. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Morton Grove Fire Department	Written exam development, administration and scoring for rank of sergeant.	2015

Mundelein Police Department	Development of oral interview for entry-level officer. Development of oral interview for sergeant. Administration of written examinations for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Norwood Park Fire Protection District	Written exam development, administration and scoring for rank of lieutenant. Development of oral interview, conduct assessor training and manage interview administration.	2015
Palatine Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2015
Plano Police Department	Development of structured oral interview for entry-level officers.	2015
Prospect Heights Fire Protection District	Development and management of written examinations for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Tri-State Fire Protection District	Development and administration of oral interviews for entry-level firefighter.	2015
Villa Park Police Department	Development and management of written examinations for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Wilmette Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2015
Woodridge Police Department	Development of structured oral interview for entry-level officers.	2015



MAXWELL G. PORTER, Ph.D.
Manager, Testing Services

Background Statement:

Dr. Porter is a Manager in the Research & Development Department, a division of Testing Services at IOS, a personnel and human resources consulting firm that specializes in testing and assessment. He completed his PhD in Industrial-Organizational Psychology at Illinois Institute of Technology. Dr. Porter has experience in entry-level as well as promotional testing processes with a specialty in data/statistical analysis, test development and validation, and job analysis procedures. He has worked with clients on a statewide, municipal, and department level. As a manager, Dr. Porter frequently engages in the following employment testing processes:

- JAQ development and analysis
- Online survey design & implementation
- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Content-validation (CVR implementation, Angoff calculation, SME review sessions)
- Full-cycle project management
- Physical Ability Test (PAT) development, validation, implementation and analysis
- Cut score analysis & defensibility
- Test score banding (SED)
- Classical test theory item-analysis
- Legal issues in personnel selection
- Differential item functioning (DIF)
- Assessment center development, implementation, and analysis
- Structured Oral interview (SOI) development and implementation
- Validity Transportation
- Individual assessment (i.e. personality and managerial/leadership potential assessment)

Education:

Illinois Institute of Technology, Chicago
Doctor of Philosophy, Industrial-Organizational Psychology (2023)

Illinois Institute of Technology, Chicago
Master of Science, Industrial-Organizational Psychology (2016)

Creighton University, Omaha
Bachelor of Science, Psychology, Magna cum Laude (2011)
Minor: Business Administration

Presentations & Publications:

Liang, J-S., Patil, A., Pfister, H., Lam, T.H., **Porter, M.G.**, & Morris, S.B. (2026, 30 April - May 3). *Using Topic Modeling to Uncover Gender Bias in Clinical Psychological Evaluation* [Poster]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA, United States.

Morris, S. B. (Chair) & McKay, P. F. (Discussant) (2024), *Using Analytics to Accelerate Progress on Diversity, Equity and Inclusion* [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL, United States. Lezotte, D., & Cottrell, J. (2024). *A Data-Analytic Approach to Uncovering Root Causes of Pay and Career Inequities* Wang, Y., Hartmann, A, & Fleener, B. A. (2024). *Using Role Overlap Analysis to Enhance Fairness at Work* Wilson, K. (2024). *Integrating Quantitative and Qualitative Data in Civil Rights Audits*. **Porter, M.**, & Morris, S. B. (2024). *Assessing Gender Bias in Clinical Psychological Evaluation for Law Enforcement*.

Cates, H., **Porter, M. G.**, & Wills, B. (2021, November). *The Nuts and Bolts of an Electronic Police Trainee Exam*. Presented at the National Public Employer Labor Relations Association conference, New Orleans, LA.

Tawney, M. W., Jacobson, C. J., **Porter, M. G.**, & Szarek, R. W. (2019, April). *Reducing disparity and increasing diversity in law enforcement hiring*. Poster presented at the Thirty-Fourth Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.

Morris, S. B. , & **Porter, M. G.** (2018). *Adverse Impact and Equal Employment Opportunity Analytics*. *obo in Management*. doi: 10.1093/obo/9780199846740-0153

Porter, M. G., Morris, S. B., & De Corte, W. (2017, April). *Pareto-Optimal Composites: Predicted vs. Realized Validity-Diversity Tradeoffs*. Symposium presented at Thirty-Second Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

Porter, M. G., & Morris, S. B. (2015, November). *An examination of Pareto-optimality to public safety selection data*. Presented at the Ideas in Testing Research seminar, Chicago, IL.

Professional Experience:

April 2019 to Present Industrial/Organizational Solutions, Inc. (IOS)
Manager, Testing Services

2017 to April 2019 Industrial/Organizational Solutions, Inc. (IOS)
Consultant/Sr. Researcher, Testing Services

2014 to June 2017 Industrial/Organizational Solutions, Inc. (IOS)
Research Analyst, Testing Services

2014 Industrial/Organizational Solutions, Inc. (IOS)
Research Associate, Testing Services

2013 – 2014 Illinois Institute of Technology (IIT)
Graduate Statistics Teaching Assistant

Summary of Selection Projects:

Client	Project Description	Timeframe
New York State Police	Statewide Job Analysis process for novel development of entry-level trooper PAT. Delivered online JAQ survey. Develop custom simulation-based PAT with job-related evolutions and managed field testing of new PAT course. Conduct criterion-related validity study to demonstrate predictive validity of the test. Provide cut score recommendation based on analysis of incumbent field test data.	2026 - Ongoing
Sioux Falls, SD Fire Department	Job Analysis and Validity Transportation process for entry-level firefighter position. Managed the administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Provided written examination via online remote-proctored format.	2025-2026
Apopka, FL Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2025-2026
Montgomery County, TN Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2025
Chesterfield, VA Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2025

Pasco County, FL Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2024
Jerome County, OH Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2024
Kentucky Department of Criminal Justice Training (DOCJT)	Conducted statewide job analysis of entry-level law enforcement and entry-level telecommunicator positions. Conducted JAQ focus groups with incumbents, administered large-scale JAQ surveys across the Commonwealth, conducted task-to-academy curriculum linkages, and provided phased action plans for curriculum modification based on the results of the study.	2024
Bridgeport, CT Department of Corrections	Oversaw the transport validation of entry-level exam for Civilian Detention Officer position. Conducted JAQ focus group, administered online transport questionnaire, and analyzed results.	2024
Indianapolis, IN Fire Department	Managed the administration of a written exam to approx. 900 firefighter candidates. Developed a virtual one-way structured oral interview platform allowing candidates to securely interview from their homes. Provided in-depth incumbent assessor training and oversaw SOI scoring for over 700 candidate video responses.	2024
Miami Beach, FL Fire Department	Provided multiday virtual candidate orientation sessions. Oversaw administration and scoring of written exam for approx. 400 firefighter applicants	2024
Illinois State Police Merit Board	Validated newly designed physical fitness test for ISP Trooper position. Conducted focus groups, administered PFIT specification survey, oversaw incumbent field test, and determined minimum qualification standards.	2024-2025
Nashville, TN Fire & EMS Department	Validated custom physical ability test (FPAT) simulation for EMS. Collected content validity evidence through online physical task JAQ. Conducted PAT field test using department incumbent sample and conducted criterion validation via collection of approx. 100 job performance ratings. Validated a local cut score based on field test data and adverse impact considerations. Developed incumbent score gradient bands for internal usage.	2024

North Charleston, SC Testing Consortium	Validated fireground physical ability test (FPAT) simulation for consortium of six different agencies. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2024
Franklin, TN Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2023
Richmond, VA Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2023
South Adams County, CO Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2023
Broward County, FL PAT Validation	Validated existing PAT and Fitness assessment for entry and academy usage using both content and construct methods. Conducted adverse impact analysis of archival data and provided recommendations for exercise modification.	2023
Miami Beach, FL Fire Department	Provided multiday virtual candidate orientation sessions. Oversaw administration and scoring of written exam for approx. 400 firefighter applicants	2022-2023
Bridgeport, CT Police Department	Oversaw administration of custom written examination. Developed fully custom SOI based on job analytic data and SME input. Provided in-depth incumbent assessor training and oversaw SOI administration to candidates.	2022

Clarksville, TN Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2022
Lower Merion Township, PA Police Department	Job Analysis and Validity Transportation process for entry-level police officer position. Managed the administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Provided written examination and developed two custom SOIs. Provided in-depth rater training.	2022
Winchester VA, Police Department	Job Analysis process for entry-level Police Officer position. Delivered online JAQ survey. Developed custom PAT with job-related evolutions and managed incumbent field testing of new PAT course. Provided cut score recommendation based on analysis of incumbent field test data. Provided Proctor Guide and Candidate Preparation Guide	2022
Illinois State Police Merit Board	Developed fully custom SOI (with 3 forms) based on job analytic data and SME input. Provided in-depth incumbent assessor training and rating materials.	2022
Massachusetts State Police, MA	Conducted job analysis for to-be-developed Cadet program. Determined essential tasks and KSAOs for the position and developed custom written examination for cadet position. Field tested exam using recruit sample, and administered to subsequent cadet applicant sample.	2022
San Antonio, TX Police Department	Conducted focus group with SMEs to collect updated validity evidence of existing PAT simulation course. Analyzed archival applicant course data to evaluate adverse impact and utility.	2021-2022
Omaha, NE Fire Department	Job Analysis and Validity Transportation process for entry-level firefighter position. Managed the administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Provided written exam for over 450 candidates and delivered comprehensive adverse impact report of test outcomes. Developed and administered custom SOI via electronic format. Provided in-depth rater training.	2021-2022

Nashville, TN Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using entire department (N = 700+) and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2021-2022
Illinois State Police Merit Board	Job Analysis process for entry-level Trooper position. Managed the conduction of virtual job analysis meetings with Troopers statewide, conducted statewide sampling plan, as well as administration of an online JAQ survey. Analyzed JAQ data and compiled technical report.	2021-2022
Fort Worth, TX Fire Department	Provided written exam for over 1,600 candidates and delivered comprehensive adverse impact report of test outcomes.	2021
Tulsa, OK Fire Department	Gathered JAQ data on critical SAOs and developed custom SOI. Provided in-depth assessor training.	2021
Edmond, OK Fire Department	Developed custom SOI, managed onsite rater training, and video recording of candidate responses. Administered custom Semi-structured Oral Interview (i.e. Chief's interview) and provided in-depth training to fire chiefs.	2021
Bridgeport, CT Police Department	Oversaw administration of custom written examination. Developed fully custom SOI based on job analytic data and SME input. Provided in-depth incumbent assessor training and oversaw SOI administration to over 250 candidates.	2021
Fort Worth, TX Police Department	Job Analysis and Validity Transportation process for entry-level Patrol Officer position. Managed the administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Provided written exam for ~600 candidates and delivered comprehensive adverse impact report of test outcomes.	2020-2021
Florida State Highway Patrol	Job Analysis and Validity Transportation process for entry-level trooper position. Delivered online JAQ survey. Updated existing PAT with additional job-related evolutions and managed field testing of new PAT course. Provided new cut score recommendation based on analysis of incumbent field test data.	2020-2021
Missouri State Highway Patrol	Job Analysis and Validity Transportation process for entry-level Commercial Vehicle Officer position. Delivered online JAQ survey. Updated existing PAT with additional job-related evolutions and managed field testing of new PAT course. Developed guidelines for the mobile administration of the PAT statewide. Provided new cut score recommendation based on analysis of incumbent field test data.	2021

Indianapolis, IN Fire Department	Managed the administration of a written exam to over 1,100 firefighter candidates. Developed a virtual one-way structured oral interview platform allowing candidates to securely interview from their homes. Provided in-depth incumbent assessor training and oversaw SOI scoring for over 950 candidate video responses.	2020
Anaheim, CA Fire Department	Job Analysis and Validity Transportation process for entry-level firefighter position. Managed the conduction of on-site job analysis visits as well as administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Developed custom SOI, provided in-depth incumbent assessor training and oversaw SOI administration	2020
Greenville, SC Police Department	Job Analysis and Validity Transportation process for entry-level Patrol Officer position. Managed the conduction of on-site job analysis visits as well as administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Developed custom SOI, provided in-depth incumbent assessor training and oversaw SOI administration. Validated (content) existing custom physical ability test (PAT) simulation. Worked with SMEs to content validate departmental Medical Health Screening process.	2019
Greenville, SC Fire Department	Job Analysis and Validity Transportation process for entry-level firefighter position. Managed the conduction of on-site job analysis visits as well as administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Developed custom SOI, provided in-depth incumbent assessor training and oversaw SOI administration. Validated (content & criterion) existing custom physical ability test (PAT) simulation. Worked with SMEs to content validate departmental Medical Health Screening process.	2019
Washington DC, Fire & EMS	Job Analysis and Validity Transportation process for entry-level firefighter position. Managed the conduction of on-site job analysis visits as well as administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Provided written exam for over 3,000 candidates and delivered comprehensive adverse impact report of test outcomes.	2019
Fort Worth, TX Fire Department	Job Analysis and Validity Transportation process for entry-level firefighter position. Managed the administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Provided written exam for ~1,300 candidates and delivered comprehensive adverse impact report of test outcomes.	2019
Indianapolis, IN Police Department	Written examination scoring. Full SOI development and administration with department SMEs.	2019

Lakewood, CO Police Department	Developed custom SOI, implemented video SJT and administered integrity inventory to entry level candidates. Performed statistical score banding of results and delivered comprehensive adverse impact report.	2016-2020
Edmond, OK Fire Department	Developed custom SOI, managed onsite rater training, and video recording of candidate responses. Developed new custom Semi-structured Oral Interview (i.e. Chief's interview) provided in-depth training to fire chiefs.	2018
Indianapolis, IN Fire Department	Managed the administration of a written exam to over 1,000 firefighter candidates. Developed fully custom SOI based on job analytic data and SME input. Provided in-depth incumbent assessor training and oversaw SOI administration to over 800 candidates.	2018
Miami Beach, FL Fire Department	Provided multiday on-site candidate orientation sessions. Oversaw administration and scoring of written exam for over 500 firefighter applicants	2018
Providence RI, Police Department	Developed fully custom SOI based on job analytic data and SME input. Provided in-depth incumbent and community assessor training.	2018
Bridgeport, CT Police Department	Oversaw administration of custom written examination. Developed fully custom SOI based on job analytic data and SME input. Provided in-depth incumbent assessor training and oversaw SOI administration to over 250 candidates.	2018
Indianapolis, IN Police Department	Job Analysis and Validity Transportation process for entry-level police officer position. Managed the conduction of on-site job analysis visits as well as administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Developed custom SOI, implemented custom video written exercise, and custom video SJT.	2017-2018
Cobb County, GA Fire Department	Job Analysis and Validity Transportation process for entry-level firefighter position. Delivered online JAQ survey. Analyzed and re-validated previously developed PAT. Provided new cut score recommendation based on analysis of archival incumbent data.	2017-2018
Miami Beach, FL Police Department	Developed fully custom entry-level written exercise. Scripted, filmed, and directed the onsite creation of six video scenarios. Developed objective criteria/rating scales based on assessment of candidate recall and written ability.	2017-2020

Edmond, OK Fire Department	Job Analysis and Validity Transportation process for entry-level firefighter position. Delivered online JAQ survey. Administered battery of entry-level exams. Developed custom SOI, managed onsite rater training, and video recording of candidate responses. Developed custom Semi-structured Oral Interview (i.e. Chief's interview) provided in-depth training to fire chiefs.	2017
New York Metropolitan Transit Authority (MTA)	Job Analysis and Validity Transportation process for entry-level police officer position. Managed the conduction of on-site job analysis visits as well as administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2017
Bridgeport, CT Fire Department	Criterion-related validation of past test data. Situation Judgement content validation. Written examination item-analysis and administration. Custom SOI development and administration	2016
Indianapolis, IN Police Department	Criterion-related validity transportation analysis conducted. On-site job analysis visits. Written examination scoring. Full SOI development and administration with department SMEs.	2016-2017
Massachusetts Trial Court, MA	Development, validation (content & criterion), field-testing, and administration of custom physical ability test (PAT) simulation	2015-2016
Florida Department of Law Enforcement (FDLE)	CJBAT exam cut-score re-analysis and modification. Classical and Differential Item Functioning (DIF) item analyses performed. Adverse impact analysis and significance testing.	2015-2016
Florida Division of State Fire Marshal, Bureau of Fire Standards & Training	Conducted statewide job analysis for firefighter position. Included: job analysis interviews, observations, JAQ survey development, administration and analysis. Identified critical KSAOs & Tasks and analyzed survey data across variety of key demographic variables.	2015
New York Civil Service Commission	Conducted statewide job analysis for police officer position: Included on-site observations, interviews and JAQ content reviews	2015
New Jersey Civil Service Commission	Conducted statewide job analysis for firefighter position including: on-site interviews, observations, JAQ administration, analysis, and written exam field testing.	2015
Bridgeport, CT Police Department	Creation, validation, and scoring of custom written exam process.	2015



DAVID M. FINCH, Ph.D.
Principal Consultant

Background Statement:

Dr. Finch is a Principal Consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. In this role, Dr. Finch serves his clients as the principal consultant and project manager for the development, validation, and administration of promotional assessments, including assessment centers, job knowledge tests, situational judgment tests, job simulations, and structured oral interviews. Dr. Finch is a recognized expert in employee selection and assessment, having served as testifying and settlement expert for class-action lawsuits related to employment discrimination in this space.

Education:

The University of Georgia, Athens, Georgia
Doctor of Philosophy: Industrial/Organizational Psychology (2004)

The University of Georgia, Athens, Georgia
Master of Science: Industrial/Organizational Psychology (2002)

Virginia Tech, Blacksburg, Virginia
Bachelor of Science, Psychology (1999)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

- | | |
|-----------------|---|
| 2021 to Present | Industrial/Organizational Solutions, Inc.
Principal Consultant <ul style="list-style-type: none">• Consult with public safety agencies to develop, validate, and administer promotional testing/assessment systems |
| 2016 to 2021 | DMF Consulting Services LLC
Principal <ul style="list-style-type: none">• Designed and delivered high impact, evidence-based solutions to attract, select, develop, and retain diverse and high-performing talent for organizations big and small. |

2014 to 2016

ClarkDietrich Building Systems

Director, Human Resources / Talent Management

- Led talent acquisition and management Center of Excellence for \$750M company (1,300+ employees). Trusted advisor to the CEO regarding succession planning for C-level executives, including the CEO position. Also, served as senior HR Business Partner for 3 lines of business as well as various regional operating units.

2004 to 2014

APTMetrics, Inc

Director & Practice Leader

- For a prominent HR consulting firm, directed cross-functional teams comprised of I/O psychologists, HR professionals, and IT professionals on large-scale talent acquisition, talent management, and OD consulting engagements for Fortune 500 and other major organizations.
- Tapped by the CEO to establish and build a Government Consulting Practice. Partnered with the CEO to formulate and implement the business strategy, defined and communicated the long-term mission and goals to the organization, and defined the staffing and resource requirements necessary to achieve business objectives.
- Served as a testifying and consulting expert for both plaintiffs' and defendants' counsel for class-action lawsuits related to employment discrimination in selection, promotion, and performance management.
- Viewed as in-house expert for psychometric and data management questions.

Summary of Selection Projects:

Client	Project Description	Timeframe
Cincinnati Fire Department	Developed and administered fire practical for the rank of fire apparatus operator	2025
Jacksonville Fire Rescue Department (FL)	Developed and administered written job knowledge exams and situational judgment tests for the ranks of engineer, rescue district chief, and rescue lieutenant	2025
Miami Beach Fire Department	Developed and administered written exams and assessment centers for the ranks of fire lieutenant and captain	2025
Virginia Beach Fire Department	Conducted job analyses for the ranks of fire captain and battalion chief	2025
Virginia Beach Fire Department	Developed and administered assessment center for the rank of battalion chief	2025
Virginia Beach Fire Department	Developed and administered written exam and assessment center for the rank of fire captain	2025

Massachusetts State Police	Conducted job analyses for the ranks for sergeant, lieutenant, and captain	2025
Massachusetts State Police	Developed and administered assessment center for the rank of captain	2025
Miami Beach Police Department	Developed and administered written exams and assessment centers for the ranks of police sergeant and lieutenant	2025
Miami Beach Ocean Rescue	Developed written exams for the ranks of lifeguard II and lieutenant	2025
Cincinnati Police Department	Developed and administered written exam and assessment center for the rank of lieutenant	2024
Cincinnati Fire Department	Developed written examination and assessment center for the rank of district chief	2024
Miami Beach Fire Department	Conducted job analyses for the ranks of fire lieutenant and captain	2024
Miami Beach Ocean Rescue	Conducted job analyses for the ranks of lifeguard II and lieutenant	2024
Jacksonville Fire Rescue Department (FL)	Developed and administered written job knowledge exams and situational judgment tests for the ranks of prevention lieutenant, prevention captain, and prevention district chief	2024
Jacksonville Fire Rescue Department (FL)	Conducted job analyses for the ranks of prevention captain and prevention district chief	2024
San Francisco Fire Department	Developed and administered assessment center for the rank of captain	2024
New Haven Police Department (CT)	Developed and administered written examinations and assessment centers for the ranks of detective, sergeant, lieutenant, and captain	2024
New Haven Police Department (CT)	Conducted job analyses for the ranks of detective, sergeant, lieutenant, and captain	2024
Massachusetts State Police	Developed written exams for the ranks of sergeant and lieutenant	2024
Cincinnati Police Department	Developed and administered assessment center for the rank of captain	2024
Virginia Beach Police Department	Developed and administered written examination and assessment center for the rank of sergeant	2024
Virginia Beach Police Department	Developed and administered assessment centers for the ranks of lieutenant and captain	2024
Massachusetts State Police	Developed written exam for the rank of lieutenant	2023
Virginia Beach Police Department	Developed written examination for the rank of Police Officer II	2023
San Francisco Police Department	Developed and administered assessment centers for the ranks of lieutenant and captain	2023

Jacksonville Fire Rescue Department (FL)	Developed and administered written job knowledge exams and situational judgment tests for the rank of rescue lieutenant and rescue captain	2023
Jacksonville Fire Rescue Department (FL)	Conducted job analysis for the rank rescue captain	2023
Cincinnati Fire Department	Developed written examinations and assessment centers for the ranks of lieutenant and captain	2023
Miami Beach Police Department	Developed and administered written examinations and assessment centers for the ranks of sergeant and lieutenant	2022-2023
Virginia Beach Police Department	Developed and administered written examination and assessment center for the rank of sergeant	2022-2023
Virginia Beach Police Department	Developed and administered assessment centers for the ranks of lieutenant and captain	2022-2023
Jacksonville Fire Rescue Department (FL)	Conducted job analyses for the ranks of engineer, suppression lieutenant, and rescue district chief	2022
Jacksonville Fire Rescue Department (FL)	Developed and administered written job knowledge exams and situational judgment tests for the ranks of engineer, suppression lieutenant, and rescue district chief	2022
Massachusetts State Police	Developed written exam for the ranks of lieutenant and captain	2022
Virginia Beach Police Department	Developed written examination for the rank of Police Officer II	2022
Virginia Beach Police Department	Administered the assessment center for the rank of sergeant	2022
Miami Beach Ocean Rescue	Developed written examinations for the ranks of lifeguard II and lieutenant	2022
Cincinnati Police Department	Conducted job analysis for the rank of lieutenant	2022
Cincinnati Police Department	Developed and administered written exam and assessment center for the rank of lieutenant	2022
Cincinnati Fire Department	Developed and administered written exams and assessment centers for the ranks of lieutenant and district chief	2022
Monroe County Sheriff's Office (NY)	Developed and administered assessment center for the rank of jailor captain	2022
Cleveland Division of Police	Developed and administered written examinations and assessment centers for the ranks of sergeant, lieutenant, and captain	2021-2022
Omaha Fire Department	Conducted job analysis and developed written examination for the rank of captain	2021-2022
Broken Arrow Fire Department (OK)	Developed and administered written examinations and assessment centers for the ranks of lieutenant and captain	2021-2022
Cincinnati Police Department	Conducted job analysis for the ranks of sergeant and lieutenant	2021-2022

Cincinnati Police Department	Developed and administered written exam and structured oral assessment for the rank of sergeant	2021-2022
Omaha Fire Department	Developed and administered practical for the rank of engineer	2021
Monroe County Sheriff's Office (NY)	Developed and administered assessment center for the rank of Road Patrol Captain	2021
Cleveland Division of Police	Conducted job analysis for the ranks of sergeant, lieutenant, and captain	2021
Kansas City Police Department	Assisted with development of situational judgment test for the ranks of detective and sergeant	2021
Buffalo Fire Department	Assisted with administration of the assessment center for the ranks of lieutenant, battalion chief, and division chief	2021
New Orleans Police Department	Assisted with administration of the assessment center for the rank of captain	2021

Publications:

Berman, W. H., Scott, J. C., & **Finch, D. M.** (2005) *Assessments: Connecting Employees with the Performance Improvement Process*. Workforce Performance Solutions, 2(June), 1-5.

Finch, D.M., Edwards, B.D., & Wallace, J.C. (2009). Multi-stage selection strategies: Simulating the effects on adverse impact and expected performance for various predictor combinations. *Journal of Applied Psychology*, 94(2), 318-340.

Wallace, J.C., Edwards, B.D., Arnold, T., Frazier, M., & **Finch, D.M.** (2009). Work stressors, role-based performance, and the moderating influence of organizational support. *Journal of Applied Psychology*, 94(1), 254-262.

Wallace, J.C., Edwards, B.D., Shull, A., & **Finch, D.M.** (2009). Examining the consequences in the tendency to suppress and reappraise emotions on task-related job performance. *Human Performance*, 22(1), 23-43

Wallace, J.C., Edwards, B.D., Mondore, S., & **Finch, D.M.** (2008). Employee Discrimination Claims and Employee-initiated Lawsuits: Does Procedural Justice Climate Moderate the Claims → Disputes Relationship? *Journal of Managerial Issues*, 20(3), 313-326.

Reithel, S.M., & **Finch, D.M.** (2007). Leadership: Nature versus Nurture? *Chief Learning Officer*, February, 29-31.

Finch, D.M. (2004). *Multiple hurdle selection strategies: Simulating the effects on adverse impact and predictive efficiency for various predictor combinations*. Unpublished doctoral dissertation, University of Georgia, April 2004.

Finch, D.M. (2002). *Rater personality and judgments of sexual harassment*. Unpublished master's thesis, University of Georgia, February 2002.

Presentations:

Finch, D. M. (2012). *Rise of the Machines: Technology and Selection*. Facilitator for SIOP 2012 Interactive Session. Presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Baxter, D., **Finch, D. M.**, Gerhold, C., & Mayfield, D. (2009). *Selection Balancing Act: Prediction, Cost, and Legal Risk*. Presentation at the 117th Annual Conference of the American Psychological Association, Toronto, ON.

Finch, D.M., Wallace, J.C., Edwards, B.D., Arnold, T., & Frazier, M. (2008). *Work stressors, role-based performance, and support climate: A moderated model*. Paper presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology (SIOP), San Francisco, CA.

Finch, D.M. (2006). *Practitioner's Dilemma: Selecting a High Performing and Diverse Workforce?* Paper presented at the 21st Annual Society for Industrial/Organizational Psychology (SIOP) Conference, Dallas, TX.

Stukalsky, S.S. & **Finch, D.M.** (2006). *From Rater Errors to System Solutions: Evaluating Web-Based Performance Measurement*. In S. Fallaw (Chair) and R. Gatewood (Discussant), *Technology and Selection System Design: Challenges and Best Practices*. Presentation delivered in the Practitioner Forum at the 21st Annual Society for Industrial/Organizational Psychology (SIOP) Conference, Dallas, TX.

Hecht, J.E., **Finch, D.M.**, Landau, H.I., & Stokes, G.S. (2002). *A longitudinal examination of biodata subgroup stability*. Paper presented at the 17th Annual Society for Industrial/Organizational Psychology (SIOP) Conference, Toronto, ON.

Gellar, E.S. & **Finch, D.M.** (1998). *Effects of the Environment on the Alcohol Consumption Patterns of Men and Women College Students*. Poster presented at the Annual Meeting of the American Psychological Association (APA), San Francisco.



JOHN M. FORD, Ph.D.
Principal Consultant

Background Statement:

Dr. Ford is a Principal Consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Dr. Ford has experience as the principal consultant and project manager for entry-level and promotional assessment products and services, including standardized written tests, job analyses, test validation and transportability studies, oral boards/structured interviews, physical ability tests, promotional written tests, promotional assessment centers, litigation support, performance evaluations, and recruitment surveys. In addition to the development, validation, and administration of assessment processes, Dr. Ford also has extensive experience in providing the following consulting services:

- ❖ Assisting agencies with preparing RFPs that are specifically targeted to the organizations needs and/or getting sole source approval.
- ❖ Providing expert consultation for both technically literate and lay client contacts regarding legal requirements and issues (e.g., EEOC guidelines, testing options, test results, validation, adverse impact, cut scores, accommodations for candidates with disabilities, etc.).
- ❖ Reviewing new legislation and local requirements/civil service guidelines to ensure client compliance.
- ❖ Educating and working with civil service commissions, human resource agencies, public safety departments, and government officials to ensure the legal defensibility of their selection systems and to gain organizational, political, and public acceptance for their processes.
- ❖ Meeting with interested parties (e.g., unions and employee groups, community organizations, minority groups, media) to address concerns and gain buy-in for projects.
- ❖ Conducting statistical analyses (item analyses, scoring, adverse impact, repeat test taker analyses, reliability analyses, statistical validation, transportability analyses, fairness analyses, etc.) and creating eligibility lists.
- ❖ Analyzing, interpreting, and presenting project results to client representatives, government officials, civil service commissions, and community representatives.
- ❖ Providing litigation support (e.g., conducting statistical analyses, reviewing reports, participating in strategy meetings with attorneys, preparing supporting materials) for expert witness testimony and court cases.

Education:

Louisiana State University, Baton Rouge, Louisiana
Doctor of Philosophy: Industrial/Organizational Psychology (2002)

California State University, Bakersfield, Bakersfield, California
Master of Arts: Psychology (1998)

Weber State University
Bachelor of Science, Psychology (1996)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

- 2016 to Present Industrial/Organizational Solutions, Inc.
Principal Consultant
- Consult with public safety agencies to develop, validate, administer, and defend promotional testing/assessment systems
- 2001 to 2015 CWH Research, Inc.
Director of Consulting Services
- Management and supervision of a staff that provides entry-level and promotional testing products, services, consultation, and client support to public agencies across the United States and Canada.

Summary of Selection Projects:

Client	Project Description	Timeframe
Albuquerque Police Department	Management of written examination for Lieutenant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2025-2026
Tuscaloosa Police Department	Management of written examinations for Sergeant, Lieutenant, Captain, and Assistant Chief. Development of assessment centers for Sergeant and Lieutenant. Development of structured interviews for Captain and Assistant Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center and structured interview administrations. Manage candidate feedback reports.	2025=2026
Metropolitan Nashville Police Department	Management of written examinations for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2025-2026
Bexar County Sheriff's Office	Management of written examinations for Detention Lieutenant.	2025
Bexar County Sheriff's Office	Management of written examinations for Detention Captain.	2025
Columbus Fire & Emergency Medical Services	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, Captain, and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2025

Bexar County Sheriff's Office	Management of written examinations for Detention Corporal.	2025
Metropolitan Nashville Police Department	Development of assessment center for Captain. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2025
Albuquerque Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2025
Albuquerque Fire Rescue	Management of written examinations for Paramedic Lieutenant and Suppression Lieutenant.	2025
Bexar County Sheriff's Office	Management of written examinations for Law Enforcement Lieutenant.	2025
Albuquerque Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2025
Albuquerque Fire Rescue	Management of written examinations for Suppression Driver.	2024-2025
Tuscaloosa Fire & Rescue Service	Management of written examinations for Fire Apparatus Operator, Lieutenant, and Captain. Development of practical examination (Aerial Test, Pump Test, Rodeo Test) for Fire Apparatus Operator. Development of assessment centers for Lieutenant and Captain. Development of oral interview for Battalion Chief and Deputy Chief. Conduct candidate orientations. Conduct assessor training and manage practical examination, assessment center, and oral interview administrations. Manage candidate feedback reports.	2024-2025
San Diego Fire-Rescue Department	Management of written examination for Captain. Development of assessment center for Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2024-2025
Metropolitan Nashville Police Department	Management of written examinations for Lieutenant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2024-2025
San Diego Fire-Rescue Department	Management of written examination for Battalion Chief. Development of assessment center for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2024-2025
Bexar County Sheriff's Office	Management of written examinations for Law Enforcement Investigator.	2024
Bexar County Sheriff's Office	Management of written examinations for Law Enforcement Sergeant.	2024
Albuquerque Fire Rescue	Management of written examinations for Battalion Chief. Development of assessment center for Battalion Chief. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2024

Albuquerque Police Department	Management of written examination for Lieutenant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2024
Albuquerque Fire Rescue	Management of written examinations for Captain. Development of assessment center for Captain. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2024
Metropolitan Nashville Police Department	Management of written examinations for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2024
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal.	2024
Albuquerque Fire Rescue	Management of written examinations for Paramedic Lieutenant and Suppression Lieutenant.	2024
Albuquerque Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2024
Bexar County Sheriff's Office	Management of written examinations for Detention Lieutenant.	2024
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver and Suppression Driver.	2024
Tuscaloosa Police Department	Management of written examinations for Sergeant, Lieutenant, Captain, and Assistant Chief. Development of assessment centers for Sergeant and Lieutenant. Development of structured interviews for Captain and Assistant Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center and structured interview administrations. Manage candidate feedback reports.	2023-2024
Metropolitan Nashville Police Department	Development of assessment center for Captain. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2023-2024
Bexar County Sheriff's Office	Management of written examinations for Detention Sergeant.	2023
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal.	2023
Albuquerque Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2023
San Diego Fire-Rescue Department	Management of written examination for Battalion Chief. Development of assessment center for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2023
Columbus Fire & Emergency Medical Services	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, Captain, and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2023

Metropolitan Nashville Police Department	Management of written examinations for Lieutenant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2023
Bexar County Sheriff's Office	Management of written examinations for Detention Captain.	2023
San Diego Fire-Rescue Department	Management of written examination for Captain. Development of assessment center for Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2023
Albuquerque Police Department	Management of written examination for Lieutenant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2023
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal.	2023
Albuquerque Fire Rescue	Management of written examinations for Paramedic Lieutenant and Suppression Lieutenant.	2023
Bexar County Sheriff's Office	Management of written examinations for Detention Sergeant.	2023
Metropolitan Nashville Police Department	Management of written examinations for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2023
Bexar County Sheriff's Office	Management of written examinations for Law Enforcement Investigator.	2023
Tuscaloosa Fire & Rescue Service	Management of written examinations for Fire Apparatus Operator, Lieutenant, and Captain. Development of practical examination (Aerial Test, Pump Test, Rodeo Test) for Fire Apparatus Operator. Development of assessment centers for Lieutenant and Captain. Development of oral interview for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage practical examination, assessment center, and oral interview administrations. Manage candidate feedback reports.	2023
Albuquerque Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022-2023
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver and Suppression Driver.	2022-2023
Metropolitan Nashville Police Department	Development of assessment center for Captain. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022
Albuquerque Police Department	Management of written examination for Lieutenant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022

Albuquerque Fire Rescue	Management of written examinations for Battalion Chief. Development of assessment center for Battalion Chief. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022
Albuquerque Fire Rescue	Management of written examinations for Captain. Development of assessment center for Captain. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022
Metropolitan Nashville Police Department	Management of written examinations for Lieutenant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal (2 written examinations),	2022
Metropolitan Nashville Police Department	Management of written examinations for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022
Bexar County Sheriff's Office	Management of written examinations for Detention Lieutenant (2 written examinations),	2022
Albuquerque Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022
San Diego Fire-Rescue Department	Management of written examination for Captain. Development of assessment center for Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022
Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2022
San Diego Fire-Rescue Department	Management of written examination for Captain. Development of assessment center for Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, and Suppression Lieutenant.	2021-2022
Tuscaloosa Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Development of structured interviews for Captain and Assistant Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center and structured interview administrations. Manage candidate feedback reports.	2021-2022

Metropolitan Nashville Police Department	Development of assessment center for Captain. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2021
Albuquerque Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2021
Columbus Fire & Emergency Medical Services	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, Captain, and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2021
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal (2 written examinations), Detention Sergeant, Detention Captain, Law Enforcement Sergeant, and Law Enforcement Investigator.	2021
San Diego Fire-Rescue Department	Management of written examination for Battalion Chief. Development of assessment center for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2021
Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2021
Albuquerque Police Department	Management of written examination for Lieutenant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2021
Tuscaloosa Fire & Rescue Service	Management of written examinations for Fire Apparatus Operator, Lieutenant, and Captain. Development of practical examination (Aerial Test, Pump Test, Rodeo Test) for Fire Apparatus Operator. Development of assessment centers for Lieutenant and Captain. Development of oral interview for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage practical examination, assessment center, and oral interview administrations. Manage candidate feedback reports.	2020-2021
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, and Suppression Lieutenant.	2020-2021
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal, Detention Lieutenant, Law Enforcement Entry Test, Law Enforcement Captain, and Law Enforcement Lieutenant.	2020
San Diego Fire-Rescue Department	Management of written examinations for Captain and Battalion Chief. Development of assessment centers for Captain and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2019-2020

Tuscaloosa Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Development of structured interviews for Captain and Assistant Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center and structured interview administrations. Manage candidate feedback reports.	2019-2020
Albuquerque Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2019-2020
Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Captain. Development of assessment centers for Sergeant and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2019-2020
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, Suppression Lieutenant, Captain, and Battalion Chief. Development of assessment centers for Captain and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2019-2020
University of Alabama Police Department	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2019-2020
Tuscaloosa Fire Rescue	Development of assessment center for Fire Marshal. Conduct assessor training and manage assessment center. Manage candidate feedback reports.	2019
San Diego Fire-Rescue Department	Management of USERRA assessment center for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2019
Columbus Fire & Emergency Medical Services	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, Captain, and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2019
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal, Detention Captain, Detention Sergeant, Law Enforcement Entry Test, Law Enforcement Investigator, and Law Enforcement Sergeant.	2019
Albuquerque Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2019
Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2018-2019

Tuscaloosa Fire & Rescue Service	Management of written examinations for Fire Apparatus Operator, Lieutenant, and Captain. Development of practical examination (Aerial Test, Pump Test, Rodeo Test) for Fire Apparatus Operator. Development of assessment centers for Lieutenant and Captain. Development of oral interview for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage practical examination, assessment center, and oral interview administrations. Manage candidate feedback reports.	2018-2019
Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2018-2019
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver and Suppression Driver.	2018-2019
Cobb County Fire & Emergency Services	Management of written examinations for Engineer and Lieutenant. Development of assessment centers for Engineer and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2018
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal, Detention Sergeant, Detention Lieutenant, Law Enforcement Investigator, Law Enforcement Sergeant, Law Enforcement Lieutenant, and Law Enforcement Transfer.	2018
San Diego Fire-Rescue Department	Management of written examinations for Captain and Battalion Chief. Development of assessment centers for Captain and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017-2018
Tuscaloosa Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017-2018
Albuquerque Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017-2018
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, Suppression Lieutenant, Captain, and Battalion Chief. Development of assessment centers for Captain and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017-2018
Columbus Fire & Emergency Medical Services	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, Captain, and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017

Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017
Albuquerque Fire Department	Development and administration of job analysis for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, Suppression Lieutenant, Captain, and Commander.	2017
Kansas City, Kansas Police Department	Management of written examination for Captain. Development of assessment center for Captain. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2017
Cobb County Fire & Emergency Services	Management of written examinations for Engineer and Lieutenant. Development of assessment centers for Engineer and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017
Tuscaloosa Fire & Rescue Service	Management of written examinations for Fire Apparatus Operator, Lieutenant, and Captain. Development of practical examination (Aerial Test, Pump Test, Rodeo Test) for Fire Apparatus Operator. Development of assessment centers for Lieutenant and Captain. Development of oral interview for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage practical examination, assessment center, and oral interview administrations. Manage candidate feedback reports.	2017
Albuquerque Police Department	Management of written examination for Sergeant and Lieutenant. Development of assessment center for Sergeant and Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2017
Albuquerque Fire Department	Management of written examination for Driver.	2017
Bexar County Sheriff's Office	Management of written examinations for Law Enforcement Deputy Sheriff, Law Enforcement Transfer Exam, Law Enforcement Lieutenant, Law Enforcement Captain, Detention Corporal, Detention Sergeant, Detention Lieutenant, and Detention Captain.	2017
Bexar County Sheriff's Office	Management of written examinations for Law Enforcement Investigator and Sergeant.	2016
Metropolitan Nashville Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2016
Albuquerque Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2016
Albuquerque Fire Department	Management of written examinations for Driver, Lieutenant, Captain, and Commander. Development of assessment centers for Captain and Commander. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2016
University of Alabama Police	Management of written examinations for Sergeant, Lieutenant,	2016

Department	and Captain. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	
Cobb County Fire & Emergency Services	Management of written examinations for Engineer and Lieutenant. Development of assessment centers for Engineer and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2016
San Diego Fire-Rescue Department	Management of written examinations for Captain and Battalion Chief. Development of assessment centers for Captain and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2016
Kansas City, Kansas Police Department	Management of written examinations for Sergeant, Detective, and Captain. Development of assessment centers for Sergeant, Detective, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2015-2016
Tuscaloosa Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2015-2016
Columbus Fire & Emergency Medical Services	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, Captain, and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2015
Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2015
Cobb County Fire & Emergency Services	Development of structured interview for Captain. Conduct assessor training and manage structured interview administration. Manage candidate feedback reports.	2015
Cobb County Fire & Emergency Services	Management of written examinations for Engineer and Lieutenant. Development of assessment centers for Engineer and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2015
Tuscaloosa Fire & Rescue Service	Management of written examinations for Fire Apparatus Operator, Lieutenant, and Captain. Development of practical examination (Aerial Test, Pump Test, Rodeo Test) for Fire Apparatus Operator. Development of assessment centers for Lieutenant and Captain. Development of oral interview for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage practical examination, assessment center, and oral interview administrations. Manage candidate feedback reports.	2014-2015
Fairfax County Police Department	Development and validation of Physical Ability Test for entry-level Police Officer and entry-level Animal Control Officer	2010-2015

	positions.	
University of Alabama Police Department	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2014
Metropolitan Nashville Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2014
Tuscaloosa Fire & Rescue Service	Development of oral interview for EMS Chief. Conduct assessor training and manage oral interview administration. Manage candidate feedback reports.	2014
Casa Grande Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2014
Charleston Fire Department	Scoring, data analysis, and evaluating structured oral interview for entry-level Firefighter.	2014
Charleston Fire Department	Development, validation, and scoring of structured oral interview for entry-level Firefighter.	2014
Rhode Island State Police Department	Conduct assessor training for structured oral interview for entry-level Trooper position.	2014
Rockford Police Department	Management of written examination for Sergeant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2014
Albuquerque Fire Department	Conduct orientation for Captain assessment center.	2014
Arvada Fire Protection District	Development, validation, and scoring of oral interview for entry-level Firefighter.	2014
Tuscaloosa Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2013-2014

Presentations:

- **Ford, J.M.,** Hornick, C.W., & Fox, K. (2014, July). Adverse Impact: A Primer on What You Need to Know. Workshop given at the Thirty-Eighth Annual Conference of the International Personnel Assessment Council, Denver, CO.
- **Ford, J.M.,** Hornick, C.W., & Fox, K. (2014, July). Public Safety Hiring: A Tutorial on Improving Your Selection Process From the RFP to the First Day of the Academy. Presentation given at the Thirty-Eighth Annual Conference of the International Personnel Assessment Council, Denver, CO.
- Igou, F., Feuquay, J., Blair, M., Hornick, C.W., & **Ford, J. M.** (2011, July). To band or not to band: Is that the question? Presentation given at the Thirty-fifth Annual Conference of the International Personnel Assessment Council, Washington D.C.
- **Ford, J.M.,** Hornick, C.W., & Carnahan, T.J. (2008, June). Bridging the bureaucratic morass: Successfully navigating common obstacles to successful assessment and hiring in the public

- sector. Presentation given at the Thirty-Second Annual Conference of the International Public Management Association Assessment Council, Oakland, CA.
- **Ford, J.M., & Blair, M.D.** (2008, June). It all begins with the job analysis: Using job analyses to identify talent and drive organizational success. Workshop given at the Thirty-Second Annual Conference of the International Public Management Association Assessment Council, Oakland, CA.
 - Carnahan, T.J., Hornick, C.W., & **Ford, J.F.** (2008, June). The first shall be last and the last shall be first: Does presentation order and scheduling impact candidate scores in assessment centers? Presentation given at the Thirty-Second Annual Conference of the International Public Management Association Assessment Council, Oakland, CA.
 - **Ford, J.M.** (2007, June). Moving beyond “eeny, meeny, miny, moe”: What factors should guide the evaluation of selection tests. Presentation given at the Thirty-first Annual Conference of the International Public Management Association Assessment Council, St. Louis, MO.
 - Blair, M.D., & **Ford, J.M.** (2007, June). Adverse Impact: Pitfalls, pollyanna, and practical advice for practitioners. Workshop given at the Thirty-first Annual Conference of the International Public Management Association Assessment Council, St. Louis, Mo.
 - Blair, M.D., & **Ford, J.M.** (2006). It all begins with the job analysis: Expanding the job domain to minimize adverse impact in selection. *PTC Quarterly*, 2, 10-11.
 - **Ford, J.M., & Blair, M.D.** (September, 2006). Adverse impact: Misconceptions, facades, and pitfalls. What practitioners need to know today. Presentation given at the Western Regional Intergovernmental Personnel Assessment Council 2006 Meeting, Berkeley, CA.
 - **Ford, J.M., & Blair, M.D.** (2006, June). How do you rate what you don’t know: The impact of familiarity between raters and ratees on performance evaluations. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
 - **Ford, J.M., & Blair, M.D.** (2006, June). Approaches to addressing adverse impact: Opportunities, facades, and pitfalls. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
 - Blair, M.D., & **Ford, J.M.** (2006, June). Factors influencing applicant performance when retaking employment exams. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
 - Blair, M.D., & **Ford, J.M.** (2006, June). The next generation in firefighter selection: A new model for a new generation. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
 - **Ford, J.M., Hornick, C.W., & Killian, J.H.** (2005, June). Do you see what I see?: Are different rater sources evaluating the same thing? Presentation given at the Twenty-ninth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Orlando, FL.
 - **Ford, J.M., & Greguras, G.J.** (2003, April). Examining the influence of organizational politics on multisource feedback systems. Paper presented at the Eighteenth Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

- **Ford, J.M., & Greguras, G. J.** (2002, April). Examining the influence of supervisor-subordinate agreement on LMX relationships. Paper presented at the Seventeenth Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Greguras, G. J., **Ford, J., & Brutus, S.** (2001, May). Manager attention to and use of multi-source feedback. In M. P. Born & M. E. G. van der Velde (Co-chairs), Managerial behavior and assessment. Symposium conducted at the Tenth Annual Conference of the European Congress on Work and Organizational Psychology, Prague, Czech Republic.
- **Ford, J. M. & Greguras, G. J.** (2001, April). An examination of the multidimensionality of supervisor perceptions of leader-member exchange. Paper presented at the Sixteenth Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Greguras, G. J., **Ford, J. M., & Brutus, S.** (2000, April). Which rater source matters most? A policy capturing study. Paper presented at the Fifteenth Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Publications:

Greguras, G.J., & **Ford, J.M.** (2006). An examination of the multidimensionality of supervisor and subordinate perceptions of leader-member exchange. *Journal of Occupational and Organizational Psychology*, 79, 433-465.

Greguras, G. J., **Ford, J.M., & Brutus, S.** (2003). *Manager attention to multisource feedback. Journal of Management Development*, 22, 345-361.



ROB SHEPARD, M.A.
Principal Consultant

Background Statement:

Rob Shepard is a principal assessment consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Rob has years of experience as an external consultant with job analysis, assessment design, data analysis, developing, validating, and administering assessment centers, and project management.

Education:

University of Detroit-Mercy – Detroit, MI
Master of Arts: Industrial/Organizational Psychology (2008)

Oakland University – Rochester, MI
Bachelor of Arts: Psychology (2005)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2023 to Present	Principal Consultant, Industrial/Organizational Solutions, Inc.
2021 to 2023	Senior Consultant, Industrial/Organizational Solutions, Inc.
	• Independently and simultaneously manage multiple test development and validation projects for promotional testing and assessment. • Consult with public safety agencies to develop, validate, and defend promotional testing and assessment systems. • Conduct job analysis to identify the essential knowledge, skills, abilities, and other characteristics necessary for performance. • Provide best-practice training to public safety agencies, human resources, and civil service personnel. • Write technical reports for assessment processes, documenting all aspects of the development, administration, results and validation evidence to support assessments.

**2018 to 2021
2015 to 2018**

**Senior Consultant, Talent Solutions, SHL
Consultant, Talent Solutions, SHL**

- Led large and highly complex client projects, across industries, to implement selection tools/processes, audit current incumbents, and identify potential development areas.
- Analyzed and presented aggregate and individual data to clients by integrating in multiple assessment instruments.
- Presented to executive client stakeholders to share project outcomes and recommendations.
- Supported and scoped pre-sales and RFP efforts that met client needs and wrote SOWs for the agreed upon work.
- Partnered with clients to identify and implement assessment and/or development solutions to best fit their needs.
- Conducted job analysis, created technical documentation, and provided best practice advisory support to clients.
- Monitored and ensured that all legal guidelines were met related to the use of assessments.

2011 to 2015

Consultant, Development Dimensions International (DDI)

- Managed multiple manufacturing client assessment center set ups.
- Legally validated testing, hands-on, and interview assessment tools.
- Delivered assessment and developmental feedback to Managers and Supervisors.
- Managed job analysis projects, utilizing interviews, job observations, and surveys.

2009 to 2011

Assessment Center Manager, DDI

- Managed the assessment and staffing process during the startup of a new manufacturing facility in Tennessee.
- Trained, managed, coached, and developed a diverse team of 12 DDI and State of TN employed administrators.
- Facilitated all aspects of the assessment and selection process to fully meet all client driven hiring targets.

2008 to 2009

Project Associate, DDI

- Point of contact to officials at automobile client headquarters and multiple plant locations.
- Supported all client plants in the U.S. to ensure summer replacement hire quotas were met on time.

Summary of IOS Selection Projects:

Client	Project Description	Year End
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the rank of Certified Captain.	2025
Harris County, TX Sheriff's Office	Development and administration of the job analysis, written exam, and assessment center for the rank of Communications Commander.	2025
Harris County, TX Sheriff's Office	Development and administration of the job analysis, written exam, and assessment center for the rank of Detective.	2025
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the ranks of Certified Captain, Certified Lieutenant, Certified Sergeant, Certified Detective, Detention Captain, Detention Lieutenant, Detention Sergeant, Communications Supervisor, and Communications Commander.	2025
Kansas City, MO Fire Department	Development and administration of the job analysis, written exam, and assessment center for the rank of EMS Captain.	2025
Kansas City, MO Fire Department	Development and administration of the written exam for the rank of Communications Supervisor.	2025
Kansas City, MO Fire Department	Development and administration of the job analysis and written exam for the rank of Fire Apparatus Operator.	2025
New Orleans, LA Police Department	Development and administration of the assessment center for the rank of Lieutenant.	2025
Prince George's County, MD Fire Department	Development and administration of the written exam and assessment center for the rank of FF/Medic Lieutenant.	2025
Prince George's County, MD Fire Department	Development and administration of the written exam and assessment center for the rank of Technician.	2025
Las Vegas, NV Fire & Rescue	Development and administration of the written exam and assessment center for the rank of Engineer.	2025
Las Vegas, NV Fire & Rescue	Development and administration of the job analyses for the ranks of Battalion Chief and Captain.	2025
Saint Paul, MN Police Department	Development and administration of the written exams and assessment centers for the ranks of Commander and Sergeant.	2025
Bridgeport, CT Fire Department	Development and administration of the written exam and assessment center for the rank of Lieutenant.	2024
Bridgeport, CT Fire Department	Development and administration of the job analysis, written exam, and assessment center for the rank of Fire Inspector.	2024
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the ranks of Detention Lieutenant, Detention Sergeant, and Communications Supervisor.	2024
Kansas City, MO Fire Department	Development and administration of the written exams and assessment centers for the ranks of Division Chief, Battalion Chief, and Captain.	2024
Las Vegas, NV Fire & Rescue	Development and administration of the written exams and assessment centers for the ranks of Battalion Chief and Captain.	2024
Massachusetts Trial Court	Development and administration of the job analyses, written exams and assessment centers for Probation and Security.	2024
New Orleans, LA Police Department	Development and administration of the job analyses and assessment centers for the ranks of Major and Captain.	2024
Norfolk, VA Fire Department	Development and administration of the job analyses, written exams, and assessment centers for the ranks of Battalion Chief, Captain, and Lieutenant.	2024
Prince George's County, MD Fire Department	Development and administration of the job analyses and assessment centers for the ranks of FF/Medic Battalion Chief and Paramedic Battalion Chief	2024

Client	Project Description	Year End
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the rank of Certified Captain.	2025
Harris County, TX Sheriff's Office	Development and administration of the job analysis, written exam, and assessment center for the rank of Communications Commander.	2025
Harris County, TX Sheriff's Office	Development and administration of the job analysis, written exam, and assessment center for the rank of Detective.	2025
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the ranks of Certified Captain, Certified Lieutenant, Certified Sergeant, Certified Detective, Detention Captain, Detention Lieutenant, Detention Sergeant, Communications Supervisor, and Communications Commander.	2025
Kansas City, MO Fire Department	Development and administration of the job analysis, written exam, and assessment center for the rank of EMS Captain.	2025
Kansas City, MO Fire Department	Development and administration of the written exam for the rank of Communications Supervisor.	2025
Kansas City, MO Fire Department	Development and administration of the job analysis and written exam for the rank of Fire Apparatus Operator.	2025
New Orleans, LA Police Department	Development and administration of the assessment center for the rank of Lieutenant.	2025
Prince George's County, MD Fire Department	Development and administration of the written exam and assessment center for the rank of FF/Medic Lieutenant.	2025
Prince George's County, MD Fire Department	Development and administration of the written exam and assessment center for the rank of Technician.	2025
Las Vegas, NV Fire & Rescue	Development and administration of the written exam and assessment center for the rank of Engineer.	2025
Las Vegas, NV Fire & Rescue	Development and administration of the job analyses for the ranks of Battalion Chief and Captain.	2025
Saint Paul, MN Police Department	Development and administration of the written exams and assessment centers for the ranks of Commander and Sergeant.	2025
Prince George's County, MD Fire Department	Development and administration of the job analysis, written exam, and assessment center for the rank of FF/Medic Captain.	2024
Saint Paul, MN Police Department	Development and administration of the written exams and assessment centers for the ranks of Commander and Sergeant.	2024
Bridgeport, CT Fire Department	Development and administration of the job analysis for the rank of Pumper Engineer.	2023
Bridgeport, CT Fire Department	Development and administration of the written exam and assessment center for the rank of Captain.	2023
Bridgeport, CT Fire Department	Development and administration of the job analysis and assessment center for the rank of Assistant Chief.	2023
Bridgeport, CT Police Department	Development of the assessment center and interview for the rank of Assistant Chief.	2023
Detroit, MI Police Department	Development and administration of the written exams and assessment centers for the ranks of Lieutenant, Detective, and Sergeant.	2023
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the ranks of Captain, Lieutenant, Sergeant, Detention Captain, Detention Lieutenant, Detention Sergeant, and Communications Supervisor.	2023
Las Vegas, NV Fire & Rescue	Development and administration of the written exam and assessment center for the rank of Engineer.	2023
Las Vegas, NV Fire & Rescue	Development and administration of the job analysis for the rank of Administrative Battalion Chief.	2023

Client	Project Description	Year End
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the rank of Certified Captain.	2025
Harris County, TX Sheriff's Office	Development and administration of the job analysis, written exam, and assessment center for the rank of Communications Commander.	2025
Harris County, TX Sheriff's Office	Development and administration of the job analysis, written exam, and assessment center for the rank of Detective.	2025
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the ranks of Certified Captain, Certified Lieutenant, Certified Sergeant, Certified Detective, Detention Captain, Detention Lieutenant, Detention Sergeant, Communications Supervisor, and Communications Commander.	2025
Kansas City, MO Fire Department	Development and administration of the job analysis, written exam, and assessment center for the rank of EMS Captain.	2025
Kansas City, MO Fire Department	Development and administration of the written exam for the rank of Communications Supervisor.	2025
Kansas City, MO Fire Department	Development and administration of the job analysis and written exam for the rank of Fire Apparatus Operator.	2025
New Orleans, LA Police Department	Development and administration of the assessment center for the rank of Lieutenant.	2025
Prince George's County, MD Fire Department	Development and administration of the written exam and assessment center for the rank of FF/Medic Lieutenant.	2025
Prince George's County, MD Fire Department	Development and administration of the written exam and assessment center for the rank of Technician.	2025
Las Vegas, NV Fire & Rescue	Development and administration of the written exam and assessment center for the rank of Engineer.	2025
Las Vegas, NV Fire & Rescue	Development and administration of the job analyses for the ranks of Battalion Chief and Captain.	2025
Saint Paul, MN Police Department	Development and administration of the written exams and assessment centers for the ranks of Commander and Sergeant.	2025
New Orleans, LA Fire Department	Development and administration of the job analyses, written exams, and assessment centers for the ranks of Battalion Chief and Captain.	2023
Saint Paul, MN Fire Department	Development and administration of the job analysis and written exam for the rank of Captain.	2023
Buffalo, NY Fire Department	Development of the assessment center for the rank of Captain.	2022
Chesterfield, VA Police Department	Administration of the assessment centers for the ranks of Lieutenant and Sergeant.	2022
Harris County, TX Sheriff's Office	Development and administration of the job analyses, written exams, and assessment centers for the ranks of Captain, Lieutenant, Sergeant, Detention Lieutenant, Detention Sergeant, and Communications Supervisor.	2022
Harris County, TX Sheriff's Office	Development of the written exam and assessment center for the rank of Detention Sergeant.	2022
Jacksonville, FL Fire Department	Development of the situational judgment test for the rank of Engineer.	2022
Kansas City, MO Fire Department	Development and administration of the job analyses, written exams, and assessment centers for the ranks of Division Chief, Assistant Division Chief, Battalion Chief, Captain, and Communications Supervisor.	2022
Miramar, FL Fire-Rescue Department	Development and administration of the written exam and assessment center for the rank of Battalion Chief.	2022
New Orleans, LA	Development and administration of the assessment center for the rank of	2022

Client	Project Description	Year End
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the rank of Certified Captain.	2025
Harris County, TX Sheriff's Office	Development and administration of the job analysis, written exam, and assessment center for the rank of Communications Commander.	2025
Harris County, TX Sheriff's Office	Development and administration of the job analysis, written exam, and assessment center for the rank of Detective.	2025
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the ranks of Certified Captain, Certified Lieutenant, Certified Sergeant, Certified Detective, Detention Captain, Detention Lieutenant, Detention Sergeant, Communications Supervisor, and Communications Commander.	2025
Kansas City, MO Fire Department	Development and administration of the job analysis, written exam, and assessment center for the rank of EMS Captain.	2025
Kansas City, MO Fire Department	Development and administration of the written exam for the rank of Communications Supervisor.	2025
Kansas City, MO Fire Department	Development and administration of the job analysis and written exam for the rank of Fire Apparatus Operator.	2025
New Orleans, LA Police Department	Development and administration of the assessment center for the rank of Lieutenant.	2025
Prince George's County, MD Fire Department	Development and administration of the written exam and assessment center for the rank of FF/Medic Lieutenant.	2025
Prince George's County, MD Fire Department	Development and administration of the written exam and assessment center for the rank of Technician.	2025
Las Vegas, NV Fire & Rescue	Development and administration of the written exam and assessment center for the rank of Engineer.	2025
Las Vegas, NV Fire & Rescue	Development and administration of the job analyses for the ranks of Battalion Chief and Captain.	2025
Saint Paul, MN Police Department	Development and administration of the written exams and assessment centers for the ranks of Commander and Sergeant.	2025
Police Department	Lieutenant.	
Saint Paul, MN Police Department	Development and administration of the job analysis, written exam, and assessment center for the rank of Sergeant.	2022
Saint Paul, MN Police Department	Development and administration of the job analysis and assessment center for the rank of Commander.	2022
Buffalo, NY Fire Department	Administration of the assessment centers for the ranks of Division Chief, Battalion Chief, and Lieutenant.	2021
Cleveland, OH Police Department	Development of the job analyses for the ranks of Lieutenant and Sergeant.	2021
Jacksonville, FL Fire Department	Development of the written exams for the ranks of Suppression District Chief and Rescue Lieutenant.	2021
Raleigh, NC Police Department	Administration of the assessment centers for the ranks of Lieutenant and Sergeant.	2021



LINDA H. REYNAUD, M.A.
Senior Assessment Consultant

Ms. Reynaud is a consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Ms. Reynaud has a variety of experiences in the private and public sectors in developing, validating, and administering selection processes. Ms. Reynaud also has extensive experience in job analyses and technical report writing.

EDUCATION

George Mason University

M.A. Industrial/Organizational Psychology, 1988

James Madison University

B.S. Psychology (cum laude, with distinction), 1987

Professional Experience

2012-Present Senior Consultant, I/O Solutions, Inc.

- Consult with public safety agencies to design, develop and validate promotional testing/assessment systems
- Conduct job analysis to identify the essential knowledge, skills, and abilities and other characteristics necessary for performance
- Write technical reports for assessment processes, documenting all aspects of the development, administration, results and validation evidence to support assessments

2000-2011 Consultant, e-Selex.com

- Served as project manager, designing and developing online selection systems for large private industry clients
- Conducted concurrent criterion related validation studies, including analyses and authoring validation reports
- Wrote proposals, technical specifications documents, and technical reports

1997-2000 Consultant, SHL, Inc.

- Consulted with Fortune 500 clients to develop and validate selection tools
- Managed the design and development of online hiring systems
- Completed large scale job analyses
- Wrote technical reports to document projects

1994-1997 Testing and Assessment Analyst, Circuit City Stores, Inc.

- Developed and implemented assessment centers for store management positions

- Developed Competency Models, utilized for recruitment, hiring, promotion and performance management systems
- Created a 360 degree feedback instrument, training, and policies
- Designed interview guides for store positions
- Completed test validation analyses and wrote validation reports
- Developed standard operating procedures for store selection
- Led cross-functional project to improve sales associate productivity and customer service

1992-1997 Adjunct Instructor, University of Richmond

**1992-1994 Organizational & HR Development Manager,
Virginia Department of Rehabilitative Services**

- Facilitated organizational development programs
- Led cross-functional team in the development of success factors for agency staff
- Conducted training needs assessment and developed agency's annual HR development plan
- Authored training proposal to obtain federal in-service training grant funds; managed grant funds

1990-1992 Selection & Assessment Specialist, Altria

- Developed and administered assessment centers for sales manager position and middle manager positions
- Developed 360 feedback instrument and process
- Designed and implemented assessment processes for various purposes (e.g., placement in re-organization, associate development, training needs analysis)
- Participated in the design of and training for a performance appraisal system
- Participated in the development of a Management Competency Model
- Conducted job analyses and validation studies on selection instruments
- Authored panel interview guides and test administration manuals

1988-1990 Research Associate, Human Resources Research Organization (HumRRO)

- Served as research analyst under lead researchers
- Authored technical reports, prepared communication materials, conducted job analysis interviews

1988 Research Associate (Intern), Morris & McDaniel, Inc

- Wrote items for police, security and fire job knowledge exams

Summary of IOS Selection Projects:

Client	Project Description	Timeframe
Bernalillo County Fire Department	Job knowledge written examination development for the rank of Engineer and written examination development and assessment center development and administration for the ranks of Captain in the Bernalillo County Fire Department.	2025
Chattanooga Fire Department	Job analyses and job knowledge written examination development and assessment center development and administration for the ranks of Lieutenant, Captain and Battalion Chief.	2025
Chesterfield County Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Captain in the Chesterfield County Police Department.	2025
Jacksonville Sheriff's Office - Police	Job knowledge written examination development and assessment center development and administration for the ranks of Police Lieutenant and Police Sergeant and assessment center administration for a Military Make-up of the 2023 process for the rank of Police Sergeant in the Jacksonville Sheriff's Office.	2025
Omaha Fire Department	Job knowledge written examination development and assessment center development and administration for the rank of FAE and Assistant Fire Marshall and assessment center development and administration for the rank of Assistant Fire Chief.	2025
Suffolk Police Department	Job knowledge written examination development for the rank of Communications Lead Operator and written examination development and assessment center development and administration for the ranks of Master Police Officer, Sergeant, Lieutenant and Captain in the Suffolk Police Department.	2025
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Battalion Commander and Lieutenant in the Bernalillo County Fire Department.	2024
Chesterfield County Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Captain in the Chesterfield County Police Department.	2024
Norfolk Department	Job analyses and job knowledge written examination development and assessment center development and administration for the ranks of Sergeant, Lieutenant and Captain.	2024
Omaha Fire Department	Job knowledge written examination development and assessment center development and administration for the rank of FAE, Captain and Battalion Chief.	2024
Petersburg Fire, Rescue and Emergency Services	Job knowledge written examination development and administration for the ranks of Captain and Battalion Chief. Process conducted for both ranks in Jan/Feb and Apr/May.	2024
Suffolk Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Master Police Officer, Sergeant and Lieutenant in the Suffolk Police Department.	2024
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Captain and Engineer in the Bernalillo County Fire Department.	2023
Chattanooga Fire Department	Job analyses and job knowledge written examination development and assessment center development and administration for the ranks of Lieutenant, Captain and Battalion Chief.	2023

Chesterfield County Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Captain in the Chesterfield County Police Department.	2023
Jacksonville Sheriff's Office - Police	Job knowledge written examination development and assessment center development and administration for the rank of Police Lieutenant and Police Sergeant in the Jacksonville Sheriff's Office.	2023
Omaha Fire Department	Job knowledge written examination development and assessment center development and administration for the rank of FAE.	2023
Petersburg Fire, Rescue and Emergency Services	Job analysis development and administration for the ranks of Captain and Battalion Chief.	2023
Portland Police Bureau	Job knowledge written examination development and assessment center development and administration for the ranks of Lieutenant and Sergeant in the Portland Police Bureau.	2023
Suffolk Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Communications Lead Operator, Master Police Officer, Lieutenant, Sergeant, and Captain in the Suffolk Police Department.	2023
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander, Lieutenant, and Engineer in the Bernalillo County Fire Department.	2022
Chesterfield County Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Captain in the Chesterfield County Police Department.	2022
Jacksonville Sheriff's Office - Corrections	Job analysis development and administration for the ranks of Sergeant and Lieutenant. Job knowledge written examination development and assessment center development and administration for the rank of Corrections Sergeant in the Jacksonville Sheriff's Office.	2022
Jacksonville Sheriff's Office - Police	Job analysis development and administration for the ranks of Sergeant and Lieutenant.	2022
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer and Captain in the Los Alamos Fire Department.	2022
Omaha Fire Department	Job analysis, job knowledge written examination development and assessment center development and administration for the ranks of FAE, Captain, and Battalion Chief.	2022
Portland Police Bureau	Job knowledge written examination development and assessment center development and administration for the rank of Captain in the Portland Police Bureau.	2022

Suffolk Police Department	Job analysis update for ranks of Master Police Officer, Lieutenant, Sergeant, and Captain. Job knowledge written examination development and assessment center development and administration for the ranks of Communications Lead Operator, Master Police Officer, Lieutenant, Sergeant, and Captain in the Suffolk Police Department.	2022
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander, Captain, and Engineer in the Bernalillo County Fire Department.	2021
Chattanooga Fire Department	Job analyses and job knowledge written examination development and assessment center development and administration for the ranks of Lieutenant, Captain and Battalion Chief.	2021
Chesterfield County Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Captain in the Chesterfield County Police Department.	2021
Jacksonville Sheriff's Office – Corrections	Job knowledge written examination development and assessment center development and administration for the rank of Corrections Lieutenant in the Jacksonville Sheriff's Office.	2021
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer and Captain in the Los Alamos Fire Department.	2021
Los Alamos Police Department	Job knowledge written examination development and assessment center development and administration for the rank of Sergeant in the Los Alamos Police Department.	2021
Portland Police Bureau	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Lieutenant in the Portland Police Bureau.	2021
Suffolk Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Communications Lead Operator, Master Police Officer, Lieutenant, Sergeant, and Captain in the Suffolk Police Department.	2021
Austin-Travis County EMS	Job knowledge written examination development for the rank of Clinical Specialist-Field in the Austin-Travis County EMS Department.	2020
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander, Captain, and Lieutenant in the Bernalillo County Fire Department.	2020
Chesterfield County Police Department	Job analyses, job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Captain in the Chesterfield County Police Department.	2020
Coral Gables Fire Department	Job knowledge written examination development for the rank of Driver Engineer, Lieutenant, and Battalion Chief in Coral Gables Fire Department.	2020
Jacksonville Sheriff's Office – Corrections	Job knowledge written examination development and assessment center development and administration for the rank of Corrections Sergeant in the Jacksonville Sheriff's Office.	2020
Jacksonville Sheriff's Office – Police	Job knowledge written examination development and assessment center development and administration for the ranks of Police Sergeant and Lieutenant in the Jacksonville Sheriff's Office.	2020
Los Alamos Fire	Job knowledge written examination development and assessment	2020

Department	center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire Department.	
Portland Police Bureau	Job knowledge written examination development and assessment center development for the rank of Sergeant in the Portland Police Bureau.	2020
Suffolk Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Communications Lead Operator, Master Police Officer, Lieutenant, Sergeant, and Captain in the Suffolk Police Department.	2020
Austin-Travis County EMS	Job knowledge written examination development for the rank of Clinical Specialist-Field and Clinical Specialist-Communications. Job knowledge written examination development and assessment center development and administration for the rank of Captain-Communications and Captain-Field.	2019
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander, Captain and Engineer in the Bernalillo Fire Department.	2019
Chattanooga Fire Department	Job analyses and job knowledge written examination development and assessment center development and administration for the ranks of Lieutenant, Captain and Battalion Chief.	2019
Coral Gables Fire Department	Job knowledge written examination development for the rank of Captain in Coral Gables Fire Department.	2019
Jacksonville Sheriff's Office – Corrections	Job knowledge written examination development and assessment center development and administration for the ranks of Corrections Sergeant and Lieutenant in the Jacksonville Sheriff's Office.	2019
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire Department.	2019
Austin-Travis County EMS	Job knowledge written examination development for the ranks of Medic II Communications, Medic II Field and Commander Communications. Job knowledge written examination development and assessment center development and administration for the ranks of Commander Communications, Captain Field and Captain Communications.	2018
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander and Lieutenant in the Bernalillo Fire Department.	2018
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, Battalion Chief and Assistant Fire Chief in the Carrollton Fire Department.	2018
Chattanooga Police Department	Assessment center development and administration for the rank of Captain in the Chattanooga Police Department.	2018
Coral Gables Fire Department	Job knowledge written examination development for the ranks of Lieutenant and Commander in Coral Gables Fire Department. Coordinated entry-level testing.	2018

Jacksonville Sheriff's Office	Job knowledge written examination development and assessment center development and administration for the ranks Police Sergeant and Lieutenant in the Jacksonville Sheriff's Office. Job analyses for the ranks of Corrections Sergeant and Lieutenant in the Jacksonville Sheriff's Department.	2018
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire Department.	2018
Los Alamos Police Department	Job knowledge written examination development and assessment center development and administration for the rank of Sergeant in the Los Alamos Police Department.	2018
Austin-Travis County EMS	Job knowledge written examination development for the ranks of Medic II Communications, Medic II Field, and Captain Field. Structured Oral Interview development for rank of Medic I.	2017
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander and Captain in the Bernalillo Fire Department. Practical assessment development and administration for the rank of Engineer.	2017
Bernalillo County Metropolitan Detention Center	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Lieutenant.	2017
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2017
Chattanooga Fire Department	Assessment center development and administration for the ranks of Lieutenant and captain in the Chattanooga Fire Department.	2017
Coral Gables Fire Department	Job knowledge written examination development for the rank of Captain in Coral Gables Fire Department. Coordinated entry-level testing.	2017
Jacksonville Sheriff's Office	Assessment center development for military make-up assessments for the ranks of Police Sergeant and Lieutenant in the Jacksonville Sheriff's Office.	2017
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire Department. .	2017
Austin-Travis County EMS	Job knowledge written examination development and assessment center administration and development for the ranks of Captain Field, Commander Field, Captain Communications, and Commander Communications. Job knowledge written examination development for the ranks of Medic II Communications and Medic I Field. Structured Oral Interview development for rank of Medic I.	2016
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander and Lieutenant in the Bernalillo Fire Department.	2016

Bernalillo County Metropolitan Detention Center	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Lieutenant.	2016
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2016
Coral Gables Fire Department	Job knowledge written examination development for the ranks of Lieutenant and Battalion Chief in Coral Gables Fire Department.	2016
Jacksonville Sheriff's Office	Assessment center development and administration for the ranks of Sergeant and Lieutenant in the Jacksonville Sheriff's Office.	2016
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire Department. Entry level firefighter testing coordination.	2016
Los Alamos Police Department	Job knowledge written examination development and assessment center development and administration for the rank of Sergeant in the Los Alamos Police Department.	2016
Savannah Police Department	Job knowledge written examination development and assessment center development and administration for the rank of Sergeant in the Savannah Police Department.	2016
Austin Fire Department	Job knowledge written examination development for the ranks of Fire Specialist, Lieutenant, Captain, and Battalion Chief in the Austin Fire Department.	2015
Austin-Travis County EMS	Job knowledge written examination development for the ranks of Medic II Communications, Captain Communications, Commander Communications, and Medic II Field. Structured Oral Interview development for Medic I.	2015
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Captain and Engineer in the Bernalillo Fire Department.	2015
Bernalillo County Metropolitan Detention Center	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Lieutenant.	2015
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2015
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire Department.	2015
Montgomery County Department of Corrections and Rehabilitation	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Lieutenant.	2015

Edmond, OK	Structured oral interview development for the rank of Chief - Fire Prevention.	2015
Massachusetts Trial Court	Written exam, situation judgement test and essay exam development for the ranks of ACPO and CPO in Probation and Family and Juvenile Courts.	2015
Austin Fire Department	Job knowledge written examination development for the ranks of Fire Specialist, Lieutenant, Captain, Battalion Chief and Division Chief in the Austin Fire Department. Job analysis for rank of Division Chief.	2014
Austin-Travis County EMS	Job knowledge written examination development for the ranks of Medic II Communications, Captain Communications, Commander Communications, Medic II Field, Captain Field, and Commander Field. Assessment center development and administration for Captain Field and Commander Field in the Austin-Travis County EMS department. Structured Oral Interview development for entry-level Medic.	2014
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Captain and Commander in the Bernalillo Fire Department.	2014
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2014
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire Department. Completed entry-level firefighter testing.	2014
Los Alamos Police Department	Job knowledge written examination development and assessment center development and administration for the rank of Sergeant.	2014
Lafayette (LA) Sheriff's Office	Job knowledge written examination development for first-line supervisors in the sheriff's department.	2013
Austin Fire Department	Job knowledge written examination development for the ranks of Fire Specialist, Lieutenant, Captain, and Battalion Chief in the Austin Fire Department.	2013
Austin-Travis County EMS	Job analyses and job knowledge written examination development for the ranks of Medic II Communications, Captain Communications, Commander Communications, Medic II Field, Captain Field, Commander Field and Division Chief. Job analyses and entry-level examination development for the ranks of Medic I Communications and Medic I Field.	2013
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Captain and Commander in the Bernalillo Fire Department.	2013
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2013

Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Captain and Battalion Chief in the Los Alamos Fire Department.	2013
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2012
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Deputy Chief in the Los Alamos Fire Department. Completed entry-level firefighter testing.	2012
Odessa Fire Department	Job knowledge written examination development for the ranks of Field Training Officer, Detective, Lieutenant, Sergeant, Corporal and Police Officer.	2012
Lafayette (LA) Sheriff's Office	Job knowledge written examination development for the rank of Dispatch Supervisor in the sheriff's department.	2012



JACOB WOLFARTH, M.S.
Senior Consultant

Background Statement:

Jacob Wolfarth joined IOS in January of 2019. In his graduate studies and professional career, Mr. Wolfarth has primarily focused on assessment and selection, especially as it relates to public safety. Mr. Wolfarth has experience with job analysis, test development and validation, assessment administration, adverse impact analysis, and technical report writing.

Education:

Purdue University
M.S. in Industrial/Organizational Psychology

Professional Experience:

August 2021 – present Consultant, I/O Solutions, Inc.

- Manage complex promotional processes for various public-safety departments (including police, fire, sheriff's offices, and corrections)
- Conduct job analysis interviews, observations, and job analysis questionnaires to serve as the basis of promotional processes
- Work with departmental subject matter experts to identify test material that assesses critical job-related knowledge areas
- Collaborate with departmental subject matter experts to develop assessment center exercises that assess critical job-related skills and abilities
- Conduct in-depth training sessions to prepare law enforcement and fire service experts for assessing candidates during an assessment center
- Document projects by writing comprehensive technical reports, outlining key project decisions and demonstrating evidence of validity
- Conduct basic statistical operations on assessment data including analyses of variance, standardizing test scores, computing descriptive statistics, weighting assessment components, and conducting adverse impact analyses

January 2019 – August 2021 Assessment Specialist, I/O Solutions, Inc.

- Works closely with Dr. Brian Marentette, a Manager of Consulting Services, to develop, validate, and implement all components of promotional processes for large public safety clients.
- Manages the development and implementation of job analyses.
- Develops and administers assessment center exercises.
- Uses SPSS, R, and Excel to analyze data gathered from written examinations and assessment centers.
- Develops technical reports for all phases of assessment processes.

July-September 2018 Research Consultant, TechPoint

- Worked closely with the CEO and the Director of Talent to design and execute a job analysis project
- Led the execution of the Jobs in Tech Project, one of the first projects to synthesize jobs in technology, outlining the necessary tasks and KSA's to succeed

Summary of Selection Projects:

Mr. Wolfarth has a wealth of experience providing selection consulting services to a diverse listing of state, municipal and county public safety agencies. Following is a partial list of the jobs that Mr. Wolfarth has been involved with in recent years.

Client	Project Description	Timeframe
Shelby County Sheriff's Office	Promotional process for the ranks of sworn sergeant, lieutenant, and captain	2025
Montgomery County Department of Correction and Rehabilitation	Promotional process for the ranks of sergeant and captain	2025
Montgomery County Police Department	Promotional process for the ranks of MPO and sergeant	2025
Cincinnati Fire and Police Department	Promotional process for the ranks of police sergeant and fire lieutenant	2025
Chattanooga Police Department	Promotional processes for the ranks of master patrol officer, sergeant, lieutenant, and captain	2025
Montgomery County Fire and Rescue Service	Promotional process for the ranks of fire captain and battalion chief	2025
Springfield IL Fire Department and Police Department	Promotional process for the ranks of police sergeant, police lieutenant, fire captain and fire battalion chief	2025
Springfield MO Police Department	Promotional process for the rank of sergeant, lieutenant, and corporal	2025
Gwinnett County Department of Fire and Emergency Services	Promotional process for the rank of Fire Captain and Lieutenant	2025
Gwinnett County Sheriff's Office	Promotional process for the ranks of Deputy Sheriff Corporal, Jailer Corporal, Deputy Sheriff Sergeant, and Deputy Sheriff Lieutenant	2025
Cincinnati Fire Department and Police Department	Promotional process for the ranks of District Chief (fire) and Lieutenant (police)	2024
Montgomery County Department of Corrections and Rehabilitation	Promotional process for the ranks of SGT and LT	2023-2024
Westmont IL Police Department	Promotional process for the rank of SGT	2024
Des Plaines IL Police Department	Promotional process for the rank of SGT	2024
Gwinnett County Department of Fire and Emergency Services	Promotional processes for the rank of Driver Engineer, LT, and CPT	2023-2024
Barneget Township Police Department	Promotional processes for the ranks of SGT and LT	2023-2024
Gwinnett County Sheriff's Office	Promotional processes and job analysis study for the ranks of Deputy Sheriff Corporal, Sergeant, and Lieutenant and Jailer Corporal.	2023-2024
Springfield MO Police	Promotional processes for the ranks of Corporal and SGT	2023-2024

Department		
Montgomery County Sheriff's Office	Promotional processes for the ranks of SGT and LT	2023
Montgomery County Fire and Rescue Service	Promotional processes for the ranks of Master Firefighter, LT, CPT, and BC	2023-2024
Mayfield Heights Fire Department	Promotional process for the rank of LT	2023
Shelby County Sheriff's Office	Promotional processes for Sworn SGT, LT and CPT and Jailer SGT and LT	2023-2024
Stafford Township Police Department	Promotional processes for the ranks of SGT and LT	2023
Montgomery County Police Department	Promotional processes for the ranks of MPO and SGT	2023



JASON SAVILLE, Ph.D.
Consultant

Background Statement:

Dr. Jason Saville is a senior consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment for first responder organizations. Dr. Saville has experience with the development and administration of job analyses, job knowledge examinations, and assessment centers, as well as project management and technical report writing. Dr. Saville also has multiple years of experience in multidisciplinary teams that collaborate with clients to research, design, iteratively develop, and implement cutting-edge solutions.

Education:

North Carolina State University – Raleigh, NC
Doctor of Philosophy: Industrial/Organizational Psychology (2023)
Dissertation: Virtual Reality Learning Self-Efficacy: Does the Topic of VR Training Matter?

North Carolina State University – Raleigh, NC
Bachelor of Arts: Psychology (2018)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
Human Factors and Ergonomics Society (HFES)
Applied Human Factors and Ergonomics (AHFE)

Professional Experience:

2022 - present	Industrial/Organizational Solutions, Inc. Senior Consultant (November 2025 – present) Consultant (2022 - November 2025) • Manage complex promotional processes for various public-safety departments (including police and fire) • Direct the completion of detailed job analysis studies for public safety job classifications • Facilitate discussions with public safety agency subject matter experts to identify written test material that assesses critical job-related knowledge areas • Collaborate with public safety agency subject matter experts to develop assessment center exercises that
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assess critical job-related skills, abilities, and other characteristics

- Conduct in-depth frame-of-reference training to prepare law enforcement, fire service, and EMS experts for assessing candidates during live and pre-recorded assessment center performance
- Document projects by writing comprehensive technical reports, outlining key project decisions, and demonstrating evidence of validity
- Conduct basic statistical operations on assessment data including analyses of variance, standardization of test scores, computation of descriptive statistics, weighting of assessment components, and adverse impact
- Provide promotional procedure consultation and best practices for public safety agencies

2019 – 2022

**Center for Educational Informatics, NC State University
Graduate Research Assistant**

- Contributed to grant-funded research and development in all stages of project pipelines for the National Institute of Standards and Technology (NIST), National Science Foundation (NSF), and Department of Defense (DoD), with project budgets of \$500,000 to \$2,000,000+
- Delivered strategy, risk assessment, and statistical analyses for multi-disciplinary teams developing tools to meet the technology needs of partner organizations, including designing, prototyping, and evaluating equipment for first responders, building a team communication analysis toolkit for the U.S. Army, and combining multi-modal analytics to measure visitor engagement with exhibits for the North Carolina Museum of Natural Sciences
- Led software testing activities and working closely with software development team using microservices architecture, including iterative refinement of a simulated emergency response scenario for first responders
- Developed and refined rigorous research skills of statistical testing, quantitative data analysis, and reporting

2019 – 2020

**Poole College of Management, NC State University
Co-Instructor**

- Co-instructed 5 summer courses of Human Resources Management, teaching 271 undergraduate students
- Regularly provided learning feedback to students and used student feedback for iterative course improvement

Summary of Selection Projects:

Client	Project Description	Timeframe
Prince George's County Police Department - Prince George's County, MD	Developing and administering written examinations and assessment centers for the ranks of Corporal (WE only), Sergeant, Lieutenant, and Captain	2025/2026
Prince George's County Department of Corrections - Prince George's County, MD	Developing and administering written examination for the ranks of Corrections Corporal	2025/2026
Prince George's County Sheriff's Office - Prince George's County, MD	Developing and administering written examinations for the ranks of Deputy Sheriff First Class and Corporal	2025/2026
Alexandria Fire Department - Alexandria, VA	Developing and administering written examinations and assessment centers for the ranks of Fire Captain and EMS Captain	2025/2026
Charlotte Fire Department - Charlotte, NC	Developing and administering written examinations and assessment centers for the ranks of Captain, Battalion Chief, and Division Chief (AC only)	2025/2026
Raleigh Police Department – Raleigh, NC	Conducting job analysis studies for the ranks of Detective, Sergeant, and Lieutenant, to precede 2026 promotional process development	2025/2026
Prince George's County Department of Corrections - Prince George's County, MD	Developing and administering assessment center for the rank of Corrections Captain	2025/2026
Prince George's County Sheriff's Office - Prince George's County, MD	Developed and administered written examinations for the ranks of Deputy Sheriff First Class, Corporal, Sergeant, and Lieutenant, and assessment centers for the ranks of Sergeant and Lieutenant	2025
Prince George's County Department of Corrections - Prince George's County, MD	Developed and administered written examinations for the ranks of Corrections Corporal, Sergeant, and Lieutenant and assessment centers for the ranks of Corrections Sergeant and Lieutenant	2025
Alexandria Fire Department - Alexandria, VA	Developed and administered written examination and assessment centers for the ranks of Fire Lieutenant and Battalion Chief (AC only)	2025
Charlotte Fire Department - Charlotte, NC	Developed and administered the written exam and assessment center for the ranks of Engineer (WE only), Captain, Battalion Chief, and Division Chief (AC only)	2025
New Haven Fire Department – New Haven, CT	Conducted job analysis studies for the Suppression ranks of Captain, Battalion Chief, Deputy Chief and Prevention ranks of Fire Inspector/Investigator, Life Safety Compliance Officer, Public Assembly Inspector, Fire Investigative Supervisor, Deputy Fire Marshal, and Fire Marshal	2024-2025
Charlotte Fire Department - Charlotte, NC	Developed and administered the written exam and assessment center for the ranks of Captain, Battalion Chief, and Division Chief (AC only)	2024
Charlotte Fire Department - Charlotte, NC	Developed written examination for the rank of Engineer	2024

Anaheim Police Department - Anaheim, CA	Developed and administered the written exam and assessment centers for the ranks of Sergeant and Lieutenant (AC only)	2024
Prince George's County Sheriff's Office - Prince George's County, MD	Developed and administered written examinations for the rank of Deputy Sheriff First Class and Corporal	2024
Prince George's County Department of Corrections - Prince George's County, MD	Developed and administered written examinations for the rank of Corrections Corporal	2024
Alexandria Fire Department - Alexandria, VA	Conducted job analyses for the ranks of Fire Lieutenant, Fire Captain, EMS Lieutenant, EMS Captain, and Battalion Chief; developed and administered written examinations and assessment centers for the ranks of Fire Lieutenant, Fire Captain, EMS Lieutenant, EMS Captain, and Battalion Chief (AC only); provided consultation on organizational rank restructuring informed by job analysis studies; conducted USERRA military make-up written examination and assessment center for the rank of Fire Lieutenant	2024
Raleigh Police Department – Raleigh, NC	Developed and administered written examinations for the ranks of Sergeant, Lieutenant, and Detective	2024
Prince George's County Department of Corrections - Prince George's County, MD	Conducted job analyses for the ranks of Corrections Corporal, Sergeant, Lieutenant, and Captain	2023-2024
Sweetwater, FL Police Department	Development of written exam for the rank of Sergeant	2023
Charlotte Fire Department - Charlotte, NC	Assisted with implementation of the written exam and assessment center for the ranks of Captain, Battalion Chief, and Division Chief (AC only)	2023
Charlotte Fire Department - Charlotte, NC	Developed written examination for the rank of Engineer	2023
Anaheim Police Department - Anaheim, CA	Assisted with implementation of the assessment center for the ranks of Sergeant and Lieutenant	2023
Jacksonville Fire Rescue Department - Jacksonville, FL	Assisted with development of job analysis report for the rank of Rescue Captain	2023
Jacksonville Fire Rescue Department - Jacksonville, FL	Assisted with development of written situational judgement test for the rank of Rescue Captain	2023
Anaheim Police Department - Anaheim, CA	Developed and administered the written examination and assessment center for the rank of Sergeant	2023
Prince George's County Police Department - Prince George's County, MD	Conducted job analyses for the ranks of Police Office First Class, Corporal, Sergeant, Lieutenant, and Captain	2023
Prince George's County Sheriff's Office - Prince George's County, MD	Conducted job analyses for the ranks of Deputy Sheriff First Class, Corporal, Sergeant, Lieutenant, and Captain	2023

Publications:

- Spain, R., Min, W., Kumaran, V., Pande, J., **Saville, J.**, & Lester, J. (2025). Applying large language models to enhance dialogue and communication analysis for adaptive team

- training. *International Journal of Artificial Intelligence in Education*, 1-35.
<https://doi.org/10.1007/s40593-025-00479-5>
- Pande, J., Min, W., Spain, R.D., **Saville, J.D.**, & Lester, J. (2023). Robust team communication analytics with transformer-based dialogue modeling. In N. Wang, G. Rebolledo-Mendez, N. Matsuda, O. C. Santos, & V. Dimitrova (Eds), *Artificial Intelligence in Education: 24th International Conference, AIED 2023*. Springer International Publishing. https://doi.org/10.1007/978-3-031-36272-9_52
 - **Saville, J.D.** (2023). *Virtual Reality Learning Self-Efficacy: Does the Topic of VR Training Matter?* [Doctoral dissertation, North Carolina State University]. North Carolina State University Research Repository. <https://repository.lib.ncsu.edu/handle/1840.20/40269>
 - **Saville, J. D.**, Spain, R. D., Johnston, J. H., & Lester, J. C. (2022). An analysis of squad communication behaviors during a field-training exercise to support tactical decision making. In J. Wright & D. Barber (Eds.), *Human factors and simulation. AHFE (2022) international conference. AHFE open access* (Vol. 30). AHFE International, USA. <https://doi.org/10.54941/ahfe1001498>
 - Spain, R. D., Min, W., **Saville, J. D.**, Emerson, A., Pande, J., Brawner, K., & Lester, J. C. (2022). Leveraging advances in natural language processing to support team communication analytics in GIFT. In A. M. Sinatra (Ed.), *Proceedings of the 10th annual GIFT users symposium (GIFTSym10)* (pp. 147-156). US Army Combat Capabilities Development Command - Soldier Center. <https://www.gifttutoring.org/documents/159>
 - **Saville, J. D.**, Spain, R. D., Slack, D., Hill, E., & Lester, J. (2022). Evaluating the usability of a next-generation heads-up display for firefighters in a virtual environment. *Proceedings of the Human Factors and Ergonomics Society Annual Meeting*, 66(1), 1942–1946. <https://doi.org/10.1177/1071181322661199>
 - Noble, S. M., **Saville, J. D.**, & Foster, L. L. (2022). VR as a choice: What drives learners' technology acceptance? *International Journal of Educational Technology in Higher Education*, 19(6). <https://doi.org/10.1186/s41239-021-00310-w>
 - **Saville, J. D.** & Foster, L. L. (2021). Does technology self-efficacy influence the effect of training presentation mode on training self-efficacy? *Computers in Human Behavior Reports*, 4, 100124. <https://doi.org/10.1016/j.chbr.2021.100124>
 - **Saville, J. D.**, Spain, R. D., Johnston, J., & Lester, J. (2021). Exploration of team communication behaviors from a live training event. In S. Nazir, T. Z. Ahram, & W. Karwowski (Eds.), *Advances in human factors in training, education, and learning sciences. AHFE 2021. Lecture notes in networks and systems* (Vol. 269, pp. 101-108). Springer. https://doi.org/10.1007/978-3-030-80000-0_13
 - Spain, R., Min, W., **Saville, J. D.**, Brawner, K., Mott, B., & Lester, J. (2021). Automated assessment of teamwork competencies using evidence-centered design-based natural language processing approach. In B. S. Goldberg (Ed.), *Proceedings of the ninth annual GIFT users symposium (GIFTSym9)* (pp. 140-149). U.S. Army Combat Capabilities Development Command - Soldier Center. <https://gifttutoring.org/documents/155>
 - Min, W., Spain, R., **Saville, J. D.**, Mott, B., Brawner, K., Johnston, J., & Lester, J. (2021). Multidimensional team communication modeling for adaptive team training: A hybrid deep learning and graphical modeling framework. In I. Roll, D. McNamara, S. Sosnovsky, R. Luckin, & V. Dimitrova (Eds.), *Artificial intelligence in education: 21st international*

conference, *AIED 2021* (pp. 293-305). Springer International Publishing.
https://doi.org/10.1007/978-3-030-78292-4_24

- Spain, R., **Saville, J.**, Liu, B., Slack, D., Hill, E., Holloway, J., Norsworthy, S., Mott, B., & Lester, J. (2020). Investigating a virtual reality-based emergency response scenario and intelligent user interface for first responders. In *Proceedings of the human factors and ergonomics society annual meeting*, (Vol. 64, No. 1, pp. 2114-2118).
<https://doi.org/10.1177/1071181320641513>
- Spain, R., Min, W., **Saville, J. D.**, Mott, B., Brawner, K., Johnston, J., Goodwin, G., & Lester, J. (2020). Team communication analytics using automated speech recognition. In B.S. Goldberg (Ed.), *Proceedings of the eighth annual generalized intelligent framework for tutoring (GIFT) users symposium (GIFTSym8)* (pp. 145-154). U.S. Army Combat Capabilities Development Command - Soldier Center. <https://gifttutoring.org/documents/152>

Presentations:

- **Saville, J. D.** & Foster, L. (2021, May). *All learners are not the same: Technology self-efficacy moderates the relationship between training modality and learner confidence* [Poster]. 2021 APS Virtual Convention.
- Noble, S. M., **Saville, J. D.**, & Foster, L. L. (2020, June). *Examining virtual reality learning acceptance using the unified theory of acceptance and use of technology* [Poster]. 35th annual meeting of the Society for Industrial and Organizational Psychology.



GRACE VESTUTO, M.S.
Assessment Consultant

Background Statement:

Grace has been with IOS since 2021. She holds a Master of Science in Psychology and is completing her PhD in Industrial/Organizational Psychology at the Illinois Institute of Technology. She has experience in job analysis, job knowledge exam development, situational judgement test development, assessment center development, exam and assessment administration, adverse impact analysis, and technical report writing.

Education:

Illinois Institute of Technology
PhD, Industrial/Organizational Psychology (Expected 2027)

Illinois Institute of Technology
Master of Science, Psychology (2024)

North Central College
Bachelor of Arts, Psychology, Speech Communications, Theatre (2021)

Professional Experience:

2025 to Present

Assessment Consultant, I/O Solutions, Inc.

- Manages complex promotional processes for various public-safety departments (including police, fire, sheriff's offices, and corrections).
- Conducts job analysis interviews, observations, and job analysis questionnaires to serve as the basis of promotional processes.
- Works with departmental subject matter experts to identify test material that assesses critical job-related knowledge areas.
- Collaborates with departmental subject matter experts to develop assessment center exercises that assess critical job-related skills and abilities.
- Conducts in-depth training sessions to prepare law enforcement and fire service experts for assessing candidates during an assessment center.
- Documents projects by writing comprehensive technical reports, outlining key project decisions and demonstrating evidence of validity.
- Conducts basic statistical operations on assessment data including standardizing test scores, computing descriptive statistics, weighting assessment components, and conducting adverse impact analyses.

2024 to 2025 **Senior Associate Consultant, I/O Solutions, Inc.**

2022 to 2024 **Associate Consultant, I/O Solutions, Inc.**

- Worked with department subject matter experts to develop assessment content.
- Worked directly with consultants and consulting managers to develop, validate, and implement all components of promotional processes for public safety clients.
- Facilitated item review meetings with clients.
- Communicated with clients to ensure all aspects of the process are complete and meet requirements.
- Conducted job analyses to gather information about position(s) of interest.
- Managed written exam projects independently.
- Administered exams/assessments and analyzes resulting data.
- Used SPSS, R and Excel to generate results for various reports.
- Traveled to various client locations throughout the US to assist with assessment center and written exam administration.
- Developed and administers assessment center exercises.
- Developed documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).

2021 to 2022

Consulting Assistant, I/O Solutions, Inc.

- Worked with consultants to provide support for all phases of promotional processes.
- Proofread, printed, and assembled all assessment-related documents to prepare for the administration of assessment processes.
- Assisted in the administration of job knowledge written examinations and assessment centers.
- Entered data and compiled feedback reports for assessment candidates after the administration of the promotional process.
- Traveled to various client locations throughout the US to assist with assessment center and written exam administration.

Summary of Selection Projects:

Client	Project Description	Timeframe
New Orleans Police Department	Administered assessment center for rank of Lieutenant.	2025
Cincinnati Fire Department	Administered assessment center for rank of Lieutenant.	2025
Harris County Sheriff's Office	Administered assessment center ratings for ranks of Certified Sergeant, Certified Lieutenant, Detention Sergeant, and Detention Lieutenant.	2025
Gwinnett County Sheriff's Office	Assisted in development of and administered assessment center for ranks of Deputy Sheriff Sergeant and Deputy Sheriff Lieutenant.	2025
Jacksonville Fire and Rescue	Administered written exam for rank of Lieutenant.	2025

Department		
Indianapolis Police Department	Assisted in development of assessment center for ranks of Sergeant, Lieutenant, and Captain.	2025
Oklahoma City Police Department	Developed written exam and assessment center for ranks of Lieutenant and Captain.	2025
Austin Police Department	Administered assessment center for rank of Sergeant.	2025
Prince George's County Sheriff's Office	Administered written exams for ranks of Corporal, Deputy Sheriff First Class, Sergeant, and Lieutenant.	2025
Westerville Police Department	Developed and administered structured oral interview for ranks of Sergeant and Lieutenant.	2025
Portland Fire & Rescue Department	Assisted in development of and administered assessment center for rank of Captain.	2025
Edmond Fire Department	Assisted in development of and administered assessment center for rank of Prevention Specialist.	2025
Kansas City, Missouri Fire Department	Administered assessment center for rank of Captain.	2025
Prince George's County Police Department	Assisted in development of and administered written exam for rank of Corporal.	2025
Massachusetts State Highway Patrol	Administered assessment center for rank of Captain.	2025
Portland Police Bureau	Assisted in development of and administered assessment center for rank of Sergeant.	2025
Kansas City, KS Police Department	Assisted in development of written exam, situational judgement test, and assessment center for ranks of Detective, Sergeant, and Captain. Administered written exam for ranks of Detective, Sergeant, and Captain.	2025
North Carolina State Highway Patrol	Administered written exam for ranks of Sergeant, First Sergeant, and Lieutenant.	2025
Minneapolis Police Department	Assisted in development of and administered assessment center for rank of Sergeant.	2025
San Francisco Police Department	Assisted in development of written exam, situational judgement test, and assessment center for rank of Sergeant. Administered assessment center for rank of Sergeant.	2025
Omaha Police Department	Assisted in development of written exam and assessment center for rank of Sergeant.	2025
Montgomery County, OH Sheriff's Office	Developed written exams for rank of Sergeant.	2025
Atlanta Police Department	Assisted in development of assessment center for rank of Lieutenant.	2024
Alexandria Fire and Emergency Medical Services	Assisted in development of assessment center for ranks of Lieutenant and Captain.	2024
Los Alamos Fire Department	Assisted in development of assessment center for ranks of Driver/Engineer and Captain. Administered assessment center for rank of Driver/Engineer.	2024
Norfolk Police Department	Administered written exam for ranks of Sergeant, Lieutenant, and Captain.	2024
San Diego Police Department	Administered assessment center for ranks of Detective and POIII.	2024

Prince George's County Police Department	Administered written exam for rank of Corporal. Administered assessment center for ranks of Sergeant, Lieutenant, and Captain.	2024
Atlanta Police Department	Administered written exam for ranks of Sergeant and Lieutenant.	2024
Cook County Corrections Department	Administered written exam for ranks of Sergeant and Lieutenant.	2024
Prince George's County Fire Department	Administered assessment center for ranks of Fire Battalion Chief and Paramedic Battalion Chief.	2024
Cook County Police Department	Administered written exam for rank of Sergeant.	2024
Norfolk Fire Department	Administered assessment center for ranks of Lieutenant, Captain, and Battalion Chief.	2024
North Carolina State Highway Patrol	Administered written exam for ranks of Sergeant, First Sergeant, and Lieutenant.	2024
Omaha Fire & Rescue Department EMS	Assisted in development of written exam and assessment center for rank of Paramedic Shift Supervisor. Administered assessment center for rank of Paramedic Shift Supervisor.	2024
Gwinnett Police Department Communications	Developed written exams for ranks of COIII, COIV, and CSS.	2024
Portland Fire & Rescue Department	Assisted in development of written exam and assessment center for ranks of Lieutenant, Battalion Chief, and Senior Inspector. Administered assessment center for ranks of Lieutenant and Senior Inspector.	2024
Chicago Police Department	Assisted in development of situational judgement test for the rank of Sergeant.	2024
Omaha Police Department	Assisted in development of written exam and assessment center for ranks of Lieutenant and Captain.	2023
Los Alamos Fire Department	Assisted in development of written exam and assessment center for ranks of Driver/Engineer and Captain.	2023
Montgomery County, OH Sheriff's Office	Developed written exams for rank of Sergeant.	2023
Chicago Fire Department	Assisted in development of written exam and assessment center for ranks of Captain and Battalion Chief.	2023
Charlotte-Mecklenburg Police Department	Assisted in development of assessment center for rank of Captain.	2023
Indianapolis Police Department	Assisted in development of and administered assessment center for rank of Sergeant, Lieutenant, and Captain.	2023
Wheeling Fire Department	Administered written exam for entry-level position.	2023
New Orleans Police Department	Assisted in development of and administered assessment center for rank of Sergeant.	2023
Buffalo Police Department	Assisted in development of and administered written exam for ranks of Detective, Lieutenant, and Captain. Assisted in development of assessment center for ranks of Detective, Lieutenant, and Captain.	2023
Detroit Police Department	Administered written exam and oral review for ranks of Detective, Sergeant, and Lieutenant.	2023

North Carolina State Highway Patrol	Administered written exam for ranks of Sergeant, First Sergeant, and Lieutenant.	2023
Montgomery County, MD Sheriff's Office	Administered written exam for rank of Corrections Sergeant.	2022
Kansas City, Missouri Fire Department	Administered assessment center for ranks of Captain and Assistant Division Chief.	2022
Jacksonville Fire and Rescue Department	Assisted in development of situational judgement test for the rank of Suppression Lieutenant.	2022
Chesapeake Police Department	Assisted in development of and administered assessment center for ranks of Sergeant and Lieutenant.	2022
La Grange Park Police Department	Assisted in development of structured oral interview for rank of Sergeant.	2022
Anaheim Police Department	Assisted in development of assessment center for rank of Sergeant.	2022
Illinois State Police	Administered assessment center ratings for rank of Lieutenant.	2022
Gwinnett Police Department	Assisted in development of assessment center for rank of Sergeant.	2022
Kansas City, KS Police Department	Assisted in development of situational judgement test for the rank of Captain.	2022
Guilford County Sheriff's Office	Assisted in development of assessment center for ranks of Detention Sergeant and Detention Lieutenant. Administered written exam for ranks of Detention Sergeant and Sworn Sergeant.	2022
Sweetwater Police Department	Administered written exam for rank of Sergeant.	2022
New Mexico State Police	Assisted in development of assessment center for rank of Lieutenant.	2022
D.C. Fire and Emergency Services	Administered written exam and assessment center for ranks of Sergeant, Lieutenant, and Captain.	2022
Arlington Heights Fire Department	Administered assessment center ratings for rank of Lieutenant.	2022
Atlanta Police Department	Administered written exam for ranks of Sergeant and Lieutenant.	2022
Miramar Fire Department	Administered written exam and assessment center for rank of Battalion Chief.	2022
Chicago Police Department	Administered assessment center ratings for rank of Lieutenant.	2022
Moline Police Department	Administered assessment center for rank of Sergeant.	2021
Edmond Fire Department	Administered assessment center for ranks of Lieutenant and Battalion Chief.	2021



LAWRENCE NISIVACO, M.A., M.B.A.
Consultant

Lawrence is a consultant and joined Industrial/Organizational Solutions, Inc. in 2021 as an associate consultant. He holds two Master's Degrees: Business Management and Industrial and Organizational Psychology from Elmhurst University. He has experience in job analysis, assessment administration and statistical analysis.

Education:

Elmhurst University

Master of Arts, Business Management – concentration in Management of People (2021)

Elmhurst University

Master of Arts, Industrial and Organizational Psychology (2020)

Illinois State University

Bachelor of Arts, Psychology – concentration in Human Resources (2018)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2025 to Present

Consultant, I/O Solutions, Inc.

- Consulted with public safety agencies across the United States to design, develop, and validate comprehensive promotional assessment systems for police, fire, sheriff's offices, and correctional facilities, managing multiple concurrent projects with competing timelines while maintaining positive client relationships
- Conducted comprehensive job analyses using interviews, observations, and structured questionnaires to identify essential knowledge, skills, abilities, and other characteristics necessary for successful job performance, collaborating with departmental subject matter experts to develop job-relevant assessment content
- Authored technical reports documenting all aspects of assessment development, administration, results, and validation evidence to ensure legal defensibility and professional standards compliance; developed administrative documents and responses to examination appeals
- Designed assessment center exercises with subject matter experts to evaluate critical job-related competencies; created comprehensive

	schedules, candidate instructions, and administrative documentation to ensure smooth examination processes • Conducted in-depth assessor training sessions for law enforcement and fire service experts, ensuring accurate, standardized candidate evaluations during assessment center administrations • Recommended defensible assessment cut scores utilizing the Modified Angoff method and supporting psychometric data • Administered promotional examinations and assessments throughout project lifecycles for public safety agencies • Performed psychometric analyses using SPSS and Excel, including analyses of variance, standardization procedures, descriptive statistics, component weighting, and adverse impact analyses to generate statistical results for client deliverables
2023 to 2025	Senior Associate Consultant, I/O Solutions, Inc. • Independently replicated statistical analyses and psychometric calculations for approximately 100 client deliverables annually, ensuring accuracy and compliance with organizational protocols as quality control for the consulting division's promotional products; conducted standardization based on panel differences, exercise difficulty, and component variations to ensure fairness.
2021 to 2023	Associate Consultant, I/O Solutions, Inc. • Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry. • Travels to various client locations throughout the US to assist with assessment center and written exam administration. • Conducts job analyses to gather information about position(s) of interest. • Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.). • Aid in the development of assessment centers tailored to clients needs.
2019 to 2021	Associate Consultant, GAN Human Resources • Developed job analysis survey to identify job specific tasks, knowledge, skills, abilities, and other factors to ensure a valid and legally defensible selection process. • Travel throughout Illinois to administer a battery of tests for various Unions. • Produced comprehensive validation documentation analyzing job analysis results and examination performance metrics for multiple Illinois Unions, delivering professionally-grounded, defensible support for entry-level selection processes.

2019 to 2021

Survey & Data Specialist, Kincentric (Aon)

- Programed and administered surveys, monitoring site, reporting site for Fortune 500 clients to facilitate data-driven decision making; led workstreams related to data management, analysis and quality control.
- Led Inclusion & Diversity and longitudinal studies; used various tools (SPSS, Excel) and programming knowledge (Python) to identify priority areas for action; analyzed 2.5 million data points and produced a report that was critical in determining the organization's action plan.

Summary of Selection Projects:

Client	Project Description	Timeframe
Greater Cleveland Regional Transit Authority	Conducted job analyses for the ranks of Sergeant and Lieutenant. Developed and administered assessment centers for the ranks of Sergeant and Lieutenant.	2025
Shelby County Police Department	Aided in the administration of the assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2025
Sioux Falls Fire Rescue	Conducted job analyses for the ranks of Fire Apparatus Operator and Fire Captain.	2025
Gwinnett County Police Department	Developed job knowledge written examinations for the ranks of Corporal and Sergeant, and also developed and administered an assessment center for the rank of Sergeant.	2025
Gwinnett County Department of Corrections	Developed job knowledge written examinations for the ranks of Corporal, Sergeant, and Lieutenant, and also developed assessment centers for the ranks of Sergeant and Lieutenant.	2025
Virginia Beach Police Department	Conducted job analyses for the ranks of Police Officer II, Sergeant, Lieutenant, and Captain. Developed job knowledge written examinations for the ranks of Police Officer II and Sergeant, and also developed and administered assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2025
Massachusetts State Police	Conducted job analysis for the rank of Sergeant. Developed job knowledge written examination for the rank of Sergeant	2025
Virginia Beach Fire Department	Aided in the development and administration of the assessment centers for the ranks of Captain and Battalion Chief.	2025
New Haven Police Department	Developed and administered an assessment center for the rank of Lieutenant.	2025
Massachusetts State Police	Developed and administered an assessment center for the rank of Captain.	2024-2025
Miami Beach Fire Department	Conducted job analysis, administered job knowledge written examination and appeal process, as well as developed and administered assessment center for the ranks of Lieutenant and Captain.	2024-2025

Miami Beach Ocean Rescue	Conducted job analysis and developed job knowledge written examination for the ranks of Lifeguard II and Lifeguard Lieutenant.	2024-2025
Bellevue Fire Department	Developed a job knowledge written examination for the rank of Captain.	2024
Gurnee Police Department	Developed and administered job knowledge written examination and assessment center for the rank of Sergeant.	2024
Jacksonville Fire & Rescue Department	Conducted job analysis, administered and scored job knowledge written examination on-site for the ranks of Prevention Lieutenant, Prevention Captain, Prevention District Chief and Suppression District Chief.	2024
New Haven Police Department	Conducted job analysis for the ranks of Detective, Sergeant, Lieutenant, and Captain. Developed and administered job knowledge written examination for ranks of Detective and Sergeant. Developed and administered assessment center for the ranks of Detective, Sergeant, and Captain.	2024
Suffolk Police Department	Aided in the administration of the assessment center for the ranks of Sergeant, Lieutenant, and Captain.	2024
Virginia Beach Police Department	Developed job knowledge written examinations for the ranks of Police Officer II and Sergeant and also developed and administered an assessment center for the ranks of Sergeant, Lieutenant, and Captain.	2024
San Francisco Police Department	Developed and administered assessment centers for the ranks of Lieutenant and Captain.	2024
Massachusetts State Police	Developed job knowledge written examinations for the ranks of Sergeant and Lieutenant.	2023-2024
San Francisco Fire Department	Developed and administered an assessment center and managed the rating process for the rank of Captain.	2023-2024
Bellevue Fire Department	Developed job knowledge written examinations for the ranks of Fire Apparatus Engineer, Captain, and Battalion Chief.	2023
Chattanooga Fire Department	Developed job knowledge written examinations for the ranks of Lieutenant and Captain, and also developed and administered assessment centers for the ranks of Lieutenant, Captain, and Battalion Chief.	2023
Chesterfield Police Department	Developed job knowledge written examinations for the ranks of Sergeant and Lieutenant and also developed and administered an assessment center for the ranks of Sergeant and Lieutenant.	2023
Cincinnati Fire Department	Administered assessment center for the rank of Lieutenant.	2023

Cincinnati Police Department	Developed and administered an assessment center for the rank of Captain.	2023
Jacksonville Fire & Rescue Department	Conducted job analysis, created situational judgement test items, scored job knowledge written examination on-site, and responded to appeals for the protest hearing for the rank of Rescue Captain.	2023
Jacksonville Sheriff's Office - Police	Conducted protest hearing for job knowledge written examination for the rank of Sergeant. Developed and administered assessment center for the rank of Sergeant.	2023
Gurnee Police Department	Administered assessment center for the rank of Sergeant.	2023
Miami Beach Police Department	Aided in the assessment center appeal process for the ranks of Sergeant and Lieutenant.	2023
North Carolina State Highway Patrol	Administered job knowledge written examinations for the rank of Sergeant, First Sergeant and Lieutenant	2023
Portland Police Bureau	Developed job knowledge written examination for the rank of Sergeant and also developed and administered an assessment center for the ranks of Sergeant and Lieutenant.	2023
San Francisco Police Department	Developed and administered assessment centers and managed the rating processes for the ranks of Lieutenant and Captain.	2023
Virginia Beach Police Department	Developed job knowledge written examinations for the ranks of Police Officer II and Sergeant, and also developed and administered assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2023
Bellevue Fire Department	Developed job knowledge written examinations for the ranks of Fire Apparatus Engineer and Captain.	2022
Bellevue Police Department	Developed job knowledge written examination for the rank of Lieutenant.	2022
Bernalillo County Fire Department	Job knowledge written examinations development and assessment centers development and administration for the ranks of Engineer, Lieutenant and Commander.	2022
Bridgeport Police Department	Administered assessment center for the rank of Lieutenant.	2022
Chattanooga Police Department	Developed assessment center exercises for the ranks of Sergeant, Lieutenant and Captain.	2022
Chesterfield Police Department	Developed assessment center exercises for the ranks of Sergeant and Lieutenant.	2022
Gwinnett County Police Department	Developed assessment center exercises for the ranks of Sergeant and Lieutenant.	2022
Jacksonville Fire & Rescue Department	Developed Situational Judgement Test items for the ranks of Captain and District Chief.	2022

Jacksonville Sheriff's Office - Corrections	Job analysis development and administration for the ranks of Sergeant and Lieutenant.	2022
Jacksonville Sheriff's Office - Police	Job analysis development and administration for the ranks of Sergeant and Lieutenant.	2022
Kansas City, Kansas Police Department	Developed Situational Judgement Test items for the rank of Captain.	2022
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer and Captain.	2022
Oklahoma City Police Department	Job knowledge written examination development and assessment center development and administration for the rank of Lieutenant.	2022
Omaha Fire Department	Job analysis, job knowledge written examination development and assessment center development and administration for the ranks of FAE, Captain and Battalion Chief.	2022
Plano Police Department	Developed a job knowledge written examination and assessment center for the ranks of Sergeant and Lieutenant.	2022
Portland Police Bureau	Developed and administered an assessment center for the rank of Captain.	2022
Suffolk Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Communications Lead Operator, Master Police Officer, Sergeant, Lieutenant and Captain.	2022
Charlotte Fire Department	Administered assessment center for an entry-level selection process.	2021
Jacksonville Sheriff's Office - Corrections	Developed and administered an assessment center for the rank of Lieutenant.	2021
Rockford Police Department	Administered assessment center for the rank of Lieutenant.	2021



MACKENZIE CRAWFORD, M.A.
Assessment Consultant

Background Statement:

Mackenzie Crawford joined IOS in 2023. She obtained her Master's Degree in Industrial/Organizational Psychology from Roosevelt University. She has experience in job analysis, job knowledge examination development, situational judgment test development, assessment center development, assessment administration, adverse impact analysis and technical report writing within the public safety sector and other industries, including logistics, finance and banking, transportation, aviation, and healthcare.

Education:

Roosevelt University

Master of Arts, Industrial/Organizational Psychology (2019)

University of California, Riverside

Bachelor of Arts, Psychology (2016)

Professional Experience:

2023 to Present

Assessment Consultant, I/O Solutions, Inc.

- Manages multiple client timelines to ensure effective project completion
- Builds and maintains positive relationships with clients
- Manages and conducts job analysis to gather information about positions of interest
- Conducts assessor trainings prior to assessment center administration to ensure accurate candidate ratings
- Recommends assessment cut scores utilizing the Modified Angoff approach and other related data
- Creates assessment center schedules and corresponding candidate documentation
- Works with department subject matter experts to develop assessment content
- Administers exams/assessments and analyzes resulting data
- Uses SPSS and Excel to generate results for various reports
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.)

2021 to 2023

Senior Consultant, Global Customized Assessment, Korn Ferry

- Delivered a range of different internal and client projects including data analysis, custom psychometrics for high-value international clients, internal continuous improvement projects, and established effective processes for new products and services
- Developed and refined bespoke Situational Judgment Tests for clients to improve quality of hires
- Performed statistical analyses to examine assessment validity and adverse impact to improve validity of assessments while ensuring fairness
- Project managed complex product consulting projects, coordinated the work of international interdisciplinary teams and clients, and developed internal process guides for similar projects in the future
- Created and delivered client presentations for business development, project plans and milestones, job analyses, and validation results
- Supported sales and new business development efforts
- Delivered highly technical information to non-technical audiences, which included both internal audiences and clients
- Designed custom competency frameworks and developed corresponding custom report content
- Provided technical input and psychometric expertise in the support and customization of existing products, as well as in designing new assessments

2019 to 2021

Assessment & Selection Associate, Aon

- Supported the development, validation, and implementation of selection and assessment solutions for sixteen Fortune 500 clients
- Designed and validated several customized Realistic Job Previews for a Fortune 50 aviation organization in order to decrease turnover and increase identification of high-potential candidates
- Conducted job analyses, as well as content and criterion-related validation studies
- Wrote technical reports regarding bespoke assessment solutions
- Developed, refined, and implemented innovative, predictive, and legally defensible assessment tools and selection procedures to help clients identify high-potential job candidates

Summary of IOS Selection Projects:

Client	Project Description	Timeframe
Pittsburgh Bureau of Police	Conducted job analysis for the ranks of Sergeant and Lieutenant	2025
Chicago Police Department	Developed situational judgment test for the rank of Detective	2025
Los Alamos Fire Department	Developed and administered promotional process for the ranks of Captain and Driver Engineer	2025
Kansas City, KS Police Department	Developed and administered promotional process for the	2025

	ranks of Sergeant, Detective, and Captain	
Portland Fire & Rescue	Developed and administered a promotional process for the rank of Captain	2025
San Francisco Police Department	Developed and administered a promotional process for the rank of Sergeant	2025
Portland Police Bureau	Developed and administered a promotional process for the rank of Sergeant	2025
Omaha Police Department	Developed and administered a promotional process for the ranks of Sergeant, Lieutenant, and Captain	2025
Edmond Fire Department	Developed and administered a promotional process for the ranks of Prevention Captain and EMS Captain	2025
Portland Fire & Rescue	Developed and administered promotional process for the ranks of Lieutenant, Battalion Chief, and Senior Fire Inspector.	2024
Los Alamos Fire Department	Developed and administered promotional process for the ranks of Captain and Driver Engineer.	2024
Omaha Fire Department	Developed and administered promotional process for the rank of Paramedic Shift Supervisor.	2024
San Francisco Police Department	Conducted job analysis for the rank of Sergeant.	2024
Chicago Police Department	Developed situational judgment test for the rank of Sergeant.	2024
Jacksonville Fire & Rescue Department	Developed situational judgment tests for the rank of Prevention Lieutenant, Prevention Captain, and Prevention District Chief.	2024
Illinois State Police	Developed assessment center for the rank of Master Sergeant.	2024
New Haven Police Department	Conducted job analysis for the ranks of Detective, Lieutenant, and Captain.	2024
San Antonio Police Department	Administered assessment center for the rank of Lieutenant.	2024
Alexandria Fire Department	Developed assessment center for ranks of Battalion Chief and EMS Captain.	2024
Springfield Fire Department	Conducted job analysis for the ranks of Captain, Equipment Operator, Fire Marshal, Fire Training Captain, Lieutenant, and Rescue & Salvage Specialist	2024
Jacksonville Fire & Rescue Department	Developed situational judgment test for the rank of Rescue Captain.	2023
Miami Beach Police Department	Administered assessment center for the rank of Sergeant.	2023
Detroit Police Department	Administered assessment center for the ranks of Sergeant, Detective, and Lieutenant.	2023
Portland Fire & Rescue	Administered assessment center for the rank of Captain.	2023
Jacksonville Sheriff's Office	Administered assessment center for the rank of Lieutenant.	2023
Portland Police Bureau	Administered promotional process for the rank of Lieutenant.	2023
Los Alamos Fire Department	Developed and administered promotional process for the ranks of Captain and Driver Engineer.	2023
Omaha Police Department	Developed and administered promotional process for ranks of Lieutenant and Captain.	2023
San Francisco Police Department	Developed assessment center for the ranks of Lieutenant and Captain.	2023
Minneapolis Police Department	Administered assessment center for the rank of Sergeant.	2023



MAUREEN ROZEWICKI (JONES), M.A.
Consultant

Background Statement:

Maureen Rozewicki joined IOS in June 2018. She has experience in job analysis, job knowledge examination development, assessment center development, assessment administration, adverse impact analysis, and technical reporting within the public safety sector.

Education:

Elmhurst College
M.A. in Industrial/Organizational Psychology (2020)

North Central College
B.A. in Human Resource Management (2018)
B.A. in Psychology (2018)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

- | | |
|-----------------|---|
| 2022 to Present | <p>Consultant, I/O Solutions, Inc.</p> <ul style="list-style-type: none">• Manages multiple client timelines to ensure effective project completion.• Builds and maintains positive relationships with clients.• Manages and conducts job analysis to gather information about positions of interest.• Conducts assessor training prior to assessment center administration to ensure accurate candidate ratings.• Recommends assessment cut scores utilizing the Modified Angoff approach and other related data.• Creates assessment center schedules and corresponding candidate documentation.• Works with department subject matter experts to develop assessment content.• Administers exams/assessments and analyzes resulting data.• Uses SPSS and Excel to generate results for various reports.• Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.). |
|-----------------|---|

2020 to 2022

Senior Associate Consultant, I/O Solutions, Inc.
Associate Consultant, I/O Solutions, Inc.

- Worked directly with consultant to develop, validate and implement assessment centers for jobs in the public safety industry.
- Assisted Managing Consultant in large-scale, high-stake selection processes.
- Traveled to various client locations throughout the US to assist with assessment administration.
- Conducted data analysis through multiple assessment instruments.
- Conducted and analyzed adverse impact analysis.
- Used job analysis to ensure assessment center validity.
- Worked with department subject matter experts to develop assessment content.
- Prepared situational judgment tests.

2018 to 2020

Consulting Assistant, I/O Solutions, Inc.

- Worked with consultants to provide support for all phases of promotional processes.
- Proofread, printed and assembled all assessment-related documents to prepare for the administration of assessment processes.
- Assisted in the administration of job knowledge written examinations and assessment centers.
- Entered data and compiled feedback reports for assessment candidates after the administration of the promotional process.
- Developed written examination items.

Summary of Selection Projects:

Client	Project Description	Timeframe
Fort Wayne Fire Department	Developed and administered promotional process for rank of Lieutenant.	2025
Fort Wayne Fire Department	Developed and administered promotional process for rank of Captain.	2025
Grand Rapids Police Department	Developed and administered written examination for ranks of Sergeant and Lieutenant. Developed and administered assessment center for ranks of Sergeant, Lieutenant, and Captain.	2025
Gwinnett Corrections	Developed written examination for ranks of Corporal, Sergeant, and Lieutenant. Developed and administered assessment center for ranks of Sergeant and Lieutenant.	2025
Illinois State Police	Developed promotional process for ranks of Lieutenant and Captain.	2025

Moline Fire Department	Developed and administered promotional process for rank of Captain.	2025
Moline Police Department	Developed written examination for rank of Sergeant.	2025
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Road Sergeant.	2025
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Jailor Captain.	2025
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Jailor Sergeant.	2025
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Road Lieutenant.	2025
Rockford Police Department	Developed and administered assessment center for rank of Sergeant.	2025
Broken Arrow Fire Department	Developed and administered assessment center for rank of Deputy Fire Marshal.	2024
Broken Arrow Fire Department	Developed promotional process for ranks of Lieutenant and Captain.	2024
Broken Arrow Fire Department	Developed and administered assessment center for rank of District Chief.	2024
Clarksville Police Department	Developed promotional process for ranks of Sergeant, Lieutenant, and Captain.	2024
Davenport Fire Department	Developed written exam for rank of Engineer.	2024
District of Columbia Fire and EMS Department	Administered written examination for ranks of Sergeant, Lieutenant, and Captain.	2024
Fort Wayne Fire Department	Developed and administered promotional process for rank of Lieutenant.	2024
Fort Wayne Fire Department	Developed and administered promotional process for rank of Battalion Chief.	2024
Gwinnett Corrections	Developed written examination for ranks of Corporal, Sergeant, and Lieutenant. Developed and administered assessment center for ranks of Sergeant and Lieutenant.	2024
Illinois State Police	Developed and administered promotional process for ranks of Sergeant and Master Sergeant.	2024
Kansas City, KS Fire Department	Developed promotional process for ranks of Captain and Battalion Chief.	2024
Moline Fire Department	Developed written exam for rank of Lieutenant.	2024
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Road Lieutenant.	2024

Monroe County Civil Service Commission	Developed and administered assessment center for rank of Road Captain.	2024
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Jailor Lieutenant.	2024
Rockford Police Department	Developed and administered assessment center for rank of Lieutenant.	2024
Clarksville Police Department	Conducted job analysis for the ranks of Sergeant and Lieutenant.	2023
Clarksville Police Department	Developed promotional process for ranks of Sergeant, Lieutenant, and Captain.	2023
Coral Gables Fire Department	Developed written exam for rank of Captain.	2023
Coral Gables Police Department	Conducted job analysis for the ranks of Sergeant and Lieutenant.	2023
Coral Gables Police Department	Developed and administered promotional process for ranks of Sergeant and Lieutenant.	2023
Davenport Fire Department	Developed written exam for ranks of Lieutenant and Captain.	2023
DeKalb Police Department	Conducted job analysis for the ranks of Sergeant, Lieutenant, and Captain.	2023
DeKalb Police Department	Developed and administered promotional process for ranks of Sergeant, Lieutenant, and Captain.	2023
Grand Rapids Police Department	Developed and administered written examination for ranks of Sergeant and Lieutenant. Developed and administered assessment center for ranks of Sergeant, Lieutenant, and Captain.	2023
Gwinnett Communications	Developed written examination for ranks of Communications Officer III, Communications Officer IV, and Communications Shift Supervisor.	2023
Gwinnett Corrections	Developed written examination for ranks of Corporal, Sergeant, and Lieutenant. Developed and administered assessment center for ranks of Sergeant and Lieutenant.	2023
Moline Police Department	Developed written examination for ranks of Sergeant and Lieutenant.	2023
Monroe County Civil Service Commission	Developed and administered assessment center for ranks of Investigator Sergeant, Jailor Sergeant, and Jailor Captain.	2023
Montgomery Co. OH Sheriff's Office	Developed written examination for rank of Sergeant.	2023
Mundelein Police Department	Developed and administered assessment center for ranks of Commander and Deputy Chief.	2023

Rockford Police Department	Developed and administered assessment center for rank of Lieutenant.	2023
Atlanta Police Department	Administered written exam for ranks of Sergeant and Lieutenant.	2022
Clarksville Police Department	Developed promotional process for ranks of Sergeant, Lieutenant, and Captain.	2022
Cook County Sheriff's Office	Administered written exam for ranks of Corrections Sergeant, Corrections Lieutenant, Court Services Sergeant, and Court Services Lieutenant.	2022
Coral Gables Fire Department	Developed written exam for ranks of Lieutenant and Battalion Chief.	2022
DeKalb County Police Department	Administered assessment center for ranks of Sergeant, Lieutenant, and Captain.	2022
District of Columbia Fire and EMS Department	Developed and administered promotional process for ranks of Sergeant, Lieutenant, and Captain.	2022
Guilford County Sheriff's Office	Developed and administered assessment center for Sworn Sergeant, Sworn Lieutenant, Detention Sergeant, and Detention Lieutenant.	2022
Gwinnett Communications	Developed written examination for ranks of Communications Officer III, Communications Officer IV, and Communications Shift Supervisor.	2022
Gwinnett Corrections	Developed written examination for ranks of Corporal, Sergeant, and Lieutenant.	2022
Illinois State Police	Developed and administered promotional process for ranks of Sergeant and Master Sergeant.	2022
Kenosha Police Department	Developed assessment center for rank of Chief.	2022
Moline Fire Department	Developed and administered promotional process for rank of Captain.	2022
Monroe County Civil Service Commission	Developed and administered assessment center for ranks of Road Sergeant and Investigator.	2022
Montgomery Co. OH Sheriff's Office	Developed written examination for rank of Sergeant.	2022
North Carolina State Highway Patrol	Administered written exam for ranks Sergeant, First Sergeant, and Lieutenant.	2022
Oak Park Police Department	Developed and administered promotional process for rank of Sergeant.	2022
Rockford Fire Department	Administered assessment center for ranks of Lieutenant and District Chief.	2022
Tulsa Police Department	Administered written exam for rank of FD02.	2022

Bernalillo Fire Department	Developed and administered assessment center for ranks of Commander, Captain, and Lieutenant.	2021
Buffalo Police Department	Administered assessment center for ranks of Detective and Lieutenant.	2021
Charlotte Fire Department	Developed and administered assessment center for ranks of Division Chief, Battalion Chief, and Captain.	2021
Chattanooga Fire Department	Developed and administered assessment center for ranks of Lieutenant, Captain, and Battalion Chief.	2021
Chesterfield Police Department	Developed assessment center for rank of Sergeant.	2021
Chicago Police Department	Conducted a job analysis and developed written examination and assessment center for rank of Lieutenant.	2021
Clarksville Police Department	Developed promotional process for ranks of Sergeant, Lieutenant, and Captain.	2021
Colorado State Patrol	Administered assessment center for rank of Captain.	2021
Coral Gables Fire Department	Development of written examination for the ranks of Driver Engineer and Captain.	2021
Davenport Fire Department	Development of written examination for the ranks of Lieutenant and Captain.	2021
Davenport Police Department	Developed written examination for ranks of Corporal and Sergeant.	2021
Gwinnett County Fire Department	Administered practical assessment for rank of Driver Engineer.	2021
Jacksonville Fire and Rescue Department	Developed situation judgement test for ranks of Suppression District Chief and Rescue Lieutenant.	2021
Jacksonville Sheriff's Office Corrections	Developed assessment center for rank of Lieutenant.	2021
Kansas City, Kansas Fire Department	Administered practical assessment for rank of Driver Engineer.	2021
Kansas City, KS Police Department	Developed and administered assessment center for ranks of Detective and Sergeant.	2021
Kenosha Fire Department	Developed and administered assessment center for rank of Chief.	2021
Montgomery Co. OH Sheriff's Office	Developed written examination for rank of Sergeant.	2021
North Carolina State Highway Patrol	Developed assessment center for rank of First Sergeant, Sergeant, and Lieutenant.	2021
Saint Paul Police Department	Administered assessment center for rank of Sergeant.	2021
Suffolk Police Department	Developed and administered assessment center for rank of Master Police Officer, Sergeant, Lieutenant, and Captain.	2021

Tulsa Police Department	Administered assessment center for rank of Lieutenant.	2021
Baltimore City Fire Department	Administered assessment center for rank of Battalion Chief.	2020
Baltimore Police Department	Administered assessment center for ranks of Sergeant and Lieutenant.	2020
Baltimore Police Department	Developed written exam items for rank of Lieutenant.	2020
Bernalillo County Fire Department	Developed and administered assessment center for ranks of Lieutenant, Captain, and Commander.	2020
Chattanooga Police Department	Developed written exam items for rank of Master Police Officer.	2020
Chesapeake Police Department	Administered assessment center for ranks of Sergeant, Lieutenant, and Captain.	2020
Cincinnati Police Department	Administered assessment center for rank of Lieutenant.	2020
Coral Gables Fire Department	Developed written examination for the ranks of Fire Battalion Chief and Lieutenant.	2020
District of Columbia Fire and EMS Department	Administered assessment center for the ranks of Sergeant, Lieutenant, and Captain.	2020
Forsyth County Fire Department	Developed assessment center for rank of Lieutenant.	2020
Guilford County Sheriff's Office	Developed assessment center for rank of Sworn Sergeant and Sworn Lieutenant.	2020
Kansas City, KS Fire Department	Administered assessment center for rank of Battalion Chief.	2020
Kansas City, KS Police Department	Developed situational judgement test for the rank of Captain.	2020
New Mexico State Police	Developed assessment center for rank of Captain.	2020
Pittsburgh Bureau of Police	Developed and administered assessment center for rank of Lieutenant.	2020
Rockford Police Department	Administered assessment center for the rank of Lieutenant.	2020
Saint Paul Police Department	Administered assessment center for rank of Commander.	2020
San Antonio Police Department	Administered assessment center for the rank of Lieutenant.	2020
San Diego Police Department	Administered assessment center for ranks of POIII, Detective, Sergeant, and Lieutenant.	2020
Tulsa Fire Department	Developed and administered assessment center for rank of FD03.	2020
Tulsa Fire Department	Administered assessment center for the rank of FD07.	2020
Tulsa Police Department	Administered assessment center for ranks of Sergeant and Captain.	2020
Baltimore Police Department	Conducted a job analysis for the ranks of Sergeant and Lieutenant.	2019
Chattanooga Police Department	Administered assessment center for the ranks of Sergeant and Lieutenant.	2019

Columbia Police Department	Administered assessment center for the ranks of Corporal, Sergeant, and Lieutenant.	2019
Kansas City, KS Police Department	Developed situational judgement test for the rank of Detective.	2019
Miami Beach Police Department	Administered assessment center for the ranks of Sergeant and Lieutenant.	2019
Raleigh Police Department	Developed assessment center for rank of Detective.	2019
Rockford Fire Department	Administered assessment center for the rank of Lieutenant.	2019
Chesapeake Police Department	Administered assessment center for the ranks of Sergeant, Lieutenant, and Captain.	2018
Richfield Police Department	Administered assessment center for the ranks of Sergeant and Lieutenant.	2018



FRANKIE TORRES, PH.D.
Consultant

Background Statement:

Frankie Torres joined IOS in July 2024. He has experience in job analysis, job knowledge examination development, assessment center development, assessment administration, adverse impact analysis, and technical reporting within the public safety sector.

Education:

Ph.D. in Industrial/Organizational (I/O) Psychology: December 2025

University of Houston, Houston, TX

Dissertation: State-level Healthcare Quality and Access Mitigates the Impact of Precarious Work on Ill-being
(Supervisor: Alan Witt, Ph.D.)

M.A. in Industrial/Organizational (I/O) Psychology: December 2022

University of Houston, Houston, TX

Thesis: Addressing the leaky pipeline: The role of external and internal decision-makers
(Supervisor: Christiane Spitzmueller, Ph.D.)

B.S. in Biochemistry: May 2020

Texas A&M University, College Station, TX

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

Consultant; I/O Solutions, Inc. (July 2024 – Present)

Assessment Consultant: Manages multiple client timelines to ensure effective project completion; Builds and maintains positive relationships with clients; Manages and conducts job analysis to gather information about positions of interest; Conducts assessor training prior to assessment center administration to ensure accurate candidate ratings; Recommends assessment cut scores utilizing the Modified Angoff approach and other related data; Creates assessment center schedules and corresponding candidate documentation; Works with department subject matter experts to develop assessment content; Administers exams/assessments and analyzes resulting data; Uses R, SPSS, and Excel to generate results for various reports; Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).

Intern (Organizational Development); Arcesium (June 2023 – November 2023)

Performance Management Consultant: Extensively studied and analyzed the performance management and goal-setting processes in a matrixed environment to consult the Senior Vice President of Human Capital on best and current practices; Advised on change management strategies to increase manager engagement in a 360-feedback program involving 100+ participants; Created training materials for managers to follow when providing employee feedback to improve feedback quality; Conducted thorough analysis to identify trainings for employees to advance their professional skills; Automated the procedure in which tenured employees are assigned to mentor new hires.

Consultant; Northeast Gas Association (June 2021 – June 2022)

Organizational Assessment of Employee Safety Culture and Safety Practices: Developed and administered surveys to assess safety culture in 20+ organizations; Revised communication materials for company leadership and employees to provide information and persuade employees to participate; Conducted pilot interviews with employees to ensure survey language and content applied to organizations and was easy to understand across jobs; Developed Tableau visual solutions to augment safety culture; Analyzed survey data to identify drivers of safety culture, benchmarks across the industry, and areas for improvement (i.e., training, recognition, etc.); Presented complex analytical findings and recommendations to company representatives.

Consultant; City of Houston Public Works Department (September 2022 – September 2023)

Diversity Training Consultant: Conducted an organizational assessment to develop, implement, and evaluate a diversity training for the City of Houston's Public Works sector; Met with training leaders and facilitators to identify training needs and consult on best practices for future trainings; Developed a survey to capture key diversity metrics post-training; Attended trainings to capture qualitative employee data on training effectiveness and efficiency.

Consultant; The Helfer Society (March 2022 – August 2023)

Experience Survey Consultant: Developed a survey, along with physicians, to capture job attitudes and behaviors for child abuse pediatricians; Interviewed subject matter experts to determine which attitudes and behaviors were most important to capture for this job type; Conducted pilot tests with physicians to ensure survey language and content was applicable to organizations and easy to understand.

Consulting Assistant; Bureau of Safety and Environmental Enforcement (August 2020 – February 2021)

Development of a Report to Improve Employee Safety: Assisted in creating an executive summary that advised the Bureau of Safety and Environmental Enforcement on how to reduce slips, trips, and falls on offshore drilling rigs; Conducted literature review on academic articles and industry reports to identify key drivers that increase employee safety.

Summary of Selection Projects:

Client	Project Description	Timeframe
Austin Police Department	- Developed a written exam for the rank of Commander. - Developed and administered an assessment center for the rank of Commander.	In Progress
Jacksonville Sheriff's Office	- Developed and administered a Military-Makeup assessment center for the rank of Corrections Lieutenant. - Developed and administered a written exam and assessment center for the rank of Corrections Sergeant.	In Progress
Bridgeport Custodial Services	Developed and administered an interview for the rank of Custodian IV.	In Progress
Bridgeport Fire Department	Developed and administered an assessment center for the rank of Senior Fire Inspector.	In Progress
Hialeah Police Department	Developed a written exam for the rank of Lieutenant.	In Progress
Corpus Christi Fire Department	- Developed a written exam for the rank of Battalion Chief. - Developed and administered an assessment center for the rank of Battalion Chief.	In Progress
Norfolk Fire-Rescue	Developed and administered a written exam and assessment center for the ranks of Lieutenant, Captain,	In Progress

	and Battalion Chief.	
Austin Police Department	- Developed a written exam for the rank of Lieutenant. - Developed and administered an assessment center for the rank of Lieutenant.	2025
Bridgeport Fire Department	- Developed a written exam for the rank of Engineer. - Developed a pumping practical for the rank of Engineer.	2025
Hialeah Fire Department	- Developed a written exam for the rank of Lieutenant. - Developed and administered an oral exam for the rank of Lieutenant.	2025
Akron Police Department	- Conducted a job analysis for the rank of Lieutenant. - Developed a written exam for the rank of Lieutenant. - Developed and administered an assessment center for the rank of Lieutenant.	2025
Jacksonville Sheriff's Office	Developed and administered a written exam and assessment center for the rank of Corrections Lieutenant.	2025
Corpus Christi Police Department	- Developed a written exam for the ranks of Lieutenant and Captain. - Developed and administered an assessment center for the ranks of Lieutenant and Captain.	2025
Hialeah Fire Department	- Developed a written exam for the rank of Assistant Chief of Operations. - Developed and administered an oral exam for the rank of Assistant Chief of Operations.	2025
Orleans Parish Sheriff's Office	- Conducted a job analysis for the ranks of Sergeant and Lieutenant. - Developed and administered an assessment center for the ranks of Sergeant and Lieutenant.	2025
Omaha Fire Department	Developed post-assessment center interview questions	2024
Hoover Fire Department	Developed and administered an assessment center for the ranks of Lieutenant and Captain.	2024



STONEY BOWLES, M.S.
Consultant

Background Statement:

Stoney Bowles joined IOS in September of 2022. In his professional career, Mr. Bowles has 37 years' experience in the Fire Service which include all ranks from firefighter to fire chief. Mr. Bowles has served as an assessor for promotional processes for more than 30 years. Mr. Bowles' experience and education provide real world experience for exercise development, assessment administration, and client insight.

Education:

Columbia Southern University Indiana University – Purdue University of Indianapolis
M.S. in Organizational Leadership (2016)

Reinhardt University
Cum Laude B.A. in Organizational Management Leadership (2011)

Professional Experience:

September, 2022 - Present Consultant, I/O Solutions, Inc.

- Work with departmental subject matter experts to identify test material that assesses critical job-related knowledge areas
- Collaborate with departmental subject matter experts to develop assessment center exercises that assess critical job-related skills and abilities
- Conduct in-depth training sessions to prepare law enforcement and fire service experts for assessing candidates during an assessment center

November 1984 – February 2022 Fire Service Professional

- Began fire service career with Cobb County Fire and Emergency Services. Promoted from firefighter through Battalion Chief and Division Chief of Training. Retired December 2014.
- Appointed Fire Chief Covington Fire Department 2015-2018.
- Health and Safety Officer Cherokee County Fire and Emergency Services 2018-2020.
- Deputy Chief of Operations, Hall County Fire Rescue 2020-2022.

Summary of Selection Projects:

Mr. Bowles has a wealth of experience providing selection consulting services to a diverse listing of municipal and county public safety agencies. Following is a partial list of the jobs that Mr. Bowles has been involved with in the past year.

Client	Project Description	Timeframe
Fort Wayne FD	LT and CPT Tactical Exercise Development	2025
Hialeah FD	CPT and AC Tactical Exercise Development	2025
Las Vegas Fire Rescue	Engineer Practical Assessment Exercise Development	2025
Springfield Ill FD	BC and CPT Tactical Exercise Development	2025
Charlotte Fire Department	BC and CPT Tactical Exercise Development	2025
Tulsa FD	BC Tactical Exercise Development	2025
Alexandria Va FD	LT CPT and BC Tactical Exercise Development	2025
Miami Beach Fire Rescue	LT and CPT Tactical Exercise Development	2025
Chattanooga FD	LT Tactical Exercise Development	2025
Virgina Beach FD	LT and CPT Tactical Exercise Development	2025
Forsyth County FD	ENG and LT Tactical Exercise Development	2025
Cincinnati FD	ENG Practical Assessment Exercise Development	2025
Prince George's FD	LT Tactical Exercise Development	2025
Omaha FD	Assistant Chief Tactical Exercise Development	2025
Carmel FD	Engineer Practical Assessment Exercise Development	2025
Rockford FD	LT and DC Tactical Exercise Development	2025
Los Alamos FD	ENG and CPT Exercise Development	2025
New Haven FD	LT CPT and BC Tactical Exercise Development	2025
Cincinnati FD	LT Tactical Exercise Development	2025
DC Fire	SGT, LT and CPT Tactical Exercise Development	2025
PGFD	Technician Practical Assessment Exercise Development	2025
Bernalillo County FD	CPT Tactical Exercise Development	2025
Moline FD	CPT Tactical Exercise Development	2025
Broken Arrow FD	Training Officer, LT and CPT Tactical Exercise Development	2025
Norfolk FD	LT CPT and BC Tactical Exercise Development	2025
Des Plaines FD	LT Tactical Exercise Development	2025
Bridgeport FD	Engineer Practical Assessment Exercise Development	2025
Northbrook FD	LT Tactical Exercise Development	2025
Petersburg FD	CPT and BC Tactical Exercise Development	2025
Gwinnett County FES	Engineer Practical Assessment Exercise Development	2025
Corpus Christi FD	CPT and BC Tactical Exercise Development	2025
Las Vegas Fire Rescue	CPT and BC Tactical Exercise Development	2025
Charlotte FD	Tactical Exercise Development for BC, CPT	2024
Petersburg FD	Tactical Development for BC and CPT	2024
Broken Arrow FD	Exercise Development for FMO	2024
San Francisco FD	Tactical Exercise Development for CPT	2024
Fort Wayne FD	Tactical Exercise Development for Lt	2024
Norfolk FD	Tactical Exercise Development for BC, CPT, and Lt	2024

DCFEMS	Tactical Exercise Development for CPT, LT, SGT	2024
Prince George's County FD	Tactical Exercise Development for BC and EMS Division Chief	2024
Las Vegas FD	Tactical Development for BC and CPT	2024
Tulsa FD	Tactical Development for DC	2024
Edmond FD	Exercise Development for Training Officer, Training Chief	2024
Forsyth County FD	Tactical Exercise Development for Lt and ENG	2024
Alexandria FD	Tactical Exercise Development for BC, CPT and Lt	2024
KCMFD	Tactical Development for BC, EMS DC, and CPT	2024
Rockford FD	Tactical Development for DC	2024
Omaha FD	Tactical Exercise Development for CPT, BC, and SGT	2024
Hoover FD	Tactical Exercise Development for BC and CPT	2024
Hialeah FD	Exercise Development for Assistant Chief	2024
Pittsburg B of F	Tactical Exercise Development for CPT	2024
Kansas City Kansas FD	Tactical Exercise Development for BC and CPT	2024
Los Alamos FD	Exercise Development for CPT and Engineer	2024
Corpus Christi FD	Tactical Exercise Development for BC and AC	2024
Charlotte FD	Tactical Exercise Development for DC, BC, Captain,	2023
Las Vegas FD	Practical Exercise for Engineer (Aerial and Engine)	2023
Edmond FD	Practical Exercise for Relief Driver, Exercise Development for FMO, Training Chief	2023
Tulsa FD	Tactical Exercise development for DC, CPT and Lt	2023
KCKFD	Tactical Exercise Development for BC	2023
Portland FD	Tactical Exercise Development for CPT	2023
Fort Wayne FD	Tactical Exercise Development for Lt	2023
Omaha FD	Exercise Development for Assistant Chief	2023
New Orleans FD	Tactical Exercise Development for DC and CPT	2023
Chicago FD	Tactical Exercise Development for BC, CPT	2023
Kenosha FD	Exercise Development for Fire Chief	2023
Los Alamos FD	Exercise Development for Engineer	2023
Indianapolis FD	Tactical Exercise Development for BC, CPT, and Lt	2023
Forsyth County FD	Exercise Development for Lt and Engineer	2023
Bridgeport FD	Tactical Exercise Development for Lt	2023
Bernalillo FD	Exercise Development for CPT and Engineer	2023
Cincinnati FD	Tactical Exercise Development for CPT and Lt	2023
San Francisco FD	Tactical Exercise Development for CPT	2023
Petersburg FD	Tactical Exercise Development for BC and CPT	2023
Washington DC Fire	Review and advise tactical exercise	2022
Guilford County Sheriff Office	Exercise Development for Sgt.	2022
Jacksonville Fire Rescue	Written exam SME collaboration	2022

Omaha FD	Tactical exercise for Captain	2022
Omaha FD	Engineer Tactical assessment	2022
Buffalo FD	Tactical exercise development for Captain	2022
Broken Arrow FD	AC Exercise development for Training Officer, Battalion Chief, and Deputy Chief	2022
Fort Wayne FD	Exercise development for Battalion Chief	2022
Raliegh PD	Exercise Development for Sgt.	2022
Tulsa Fire Dept	Exercise development for Captain and Battalion Chief	2022
Tulsa PD	Exercise development for Lt. and Captain	2022
Los Alamos FD	Exercise development for Engineer	2022
Kansas City Missouri FD	Exercise development for Captain	2022
KCKFD	Exercise development and practical assessment for Engineer	2022
Gwinnett County Fire and Emergency Services	Exercise development for Captain	2022
Bridgeport FD	Exercise development for Captain and Assistant Chief	2022
Omaha FD	Exercise development for Fire Chief	2022



ALLISON JOHNSTON, M.A.
Senior Associate Consultant

Background Statement:

Allison joined IOS in 2019 and moved into the associate consultant role in 2021. She obtained her Master's Degree in Criminology and Criminal Justice from Southern Illinois University. She has experience in job analysis, job knowledge exam development, assessment center development, assessment administration, and recruitment within the public safety sector.

Education:

Southern Illinois University
Master of Arts, Criminology and Criminal Justice (2018)

Southern Illinois University
Bachelor of Arts, Criminology and Criminal Justice (2016)

Professional Experience:

2023 to Present
2021 to 2023

Senior Associate Consultant, I/O Solutions, Inc.
Associate Consultant, I/O Solutions, Inc.

- Works with department subject matter experts to develop assessment content.
- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Facilitates item review meetings with clients.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Communicates with clients to ensure all aspects of the process are complete and meet requirements.
- Conducts job analyses to gather information about position(s) of interest.
- Manages written exam projects independently.
- Administers exams/assessments and analyzes resulting data.
- Uses SPSS and Excel to generate results for various reports.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).

2019 to 2021

Consulting Coordinator, I/O Solutions, Inc.

- Manages recruitment of assessors for I/O Solutions' assessment processes.
- Coordinates with assessors and consultants on travel arrangements, expenses, and logistics.
- Proof, print, and assemble all assessment-related documents to prepare for the administration of assessment processes.
- Assist in the administration of job knowledge written examinations and assessment centers.
- Assist with entering and proofing of critical assessment data.

Summary of Selection Projects:

Client	Project Description	Timeframe
Harris County Sheriff's Office	Developed assessment center content for the rank of Communications Supervisor.	2025
Shelby County Sheriff's Office	Developed assessment center content for the rank of Captain.	2025
Massachusetts Trial Court	Developed situational judgment test content for the rank of Chief Probation Officer and First Assistant Chief Probation Officer.	2025
Jacksonville Fire Rescue Department	Administered a written examination for the rank of Rescue Lieutenant.	2025
Bridgeport Police Department	Conducted job analysis interviews for the rank of Detective.	2025
Chicago Police Department	Conducted job analysis interviews for the rank of Detective. Developed situational judgement test content for the rank of Detective.	2025
Carrollton Fire Rescue	Developed written examinations for the ranks of Apparatus Operator and Captain.	2025
Rockford Fire Department	Conducted recruitment and screening of candidates for the rank of Fire Chief. Developed and administered an assessment center for the rank of Fire Chief.	2025
Plano Police Department	Administered an assessment center for the rank of Sergeant.	2025
San Antonio Police Department	Developed and conducted job analysis for the ranks of Detective Investigator, Sergeant, Lieutenant, and Captain. Developed written examinations for the ranks of Detective Investigator and Sergeant.	2025
Arlington Fire Department	Developed written examinations for the ranks of Fire Prevention Lieutenant, Fire Prevention Captain, Apparatus Operator, Lieutenant, Captain, and Battalion Chief.	2025
North Carolina State Highway Patrol	Served as an assessor for assessment centers for the ranks of Sergeant and Lieutenant.	2025
Austin Police Department	Developed written examinations and assessment centers for the ranks of Sergeant and Commander. Developed a written examination for the rank of Corporal/Detective.	2025

Forsyth County Fire Department	Developed written examinations and assessment centers for the ranks of Fire Apparatus Operator and Lieutenant.	2025
Springfield Fire Department	Conducted job analysis interviews for the rank of Captain.	2025
Pinellas County Sheriff's Office	Developed written examinations for the ranks of DDC Sergeant and LEO Sergeant.	2025
San Antonio Fire Department	Developed an assessment center for the rank of District Fire Chief. Developed written examinations for the ranks of Engineer, Lieutenant, and Captain.	2025
Tulsa Police Department	Developed and administered written examinations and assessment centers for the ranks of Sergeant and Lieutenant. Developed and administered an assessment center for the rank of Major.	2025
Tulsa Fire Department	Developed and administered a written examination and assessment center for the rank of FD05. Developed and administered a written examination for the rank of FD02.	2025
Orleans Parish Sheriff's Office	Developed and conducted job analysis for the ranks of Sergeant and Lieutenant.	2024
Omaha Fire Department	Developed internal interview content for the department.	2024
Raleigh Police Department	Conducted job analysis interviews for the rank of Major. Developed assessment center content for the rank of Sergeant.	2024
Atlanta Police Department	Developed assessment center content for the ranks of Sergeant and Lieutenant.	20244
San Diego Police Department	Developed assessment center content for the rank of Sergeant.	2024
San Antonio Fire Department	Developed a written examination for the rank of Engineer.	2024
Guilford County Sheriff's Office	Developed assessment center content for the rank of Detention Lieutenant.	2024
Pinellas County Sheriff's Office	Developed written examinations for the ranks of DDC Sergeant and LEO Sergeant.	2024
Carrollton Fire Rescue	Developed written examinations for the ranks of Apparatus Operator, Captain, and Battalion Chief.	2024
Maryland National Capital Parks Police Department	Conducted job analysis interviews for the ranks of PO3 and PO4.	2024
Gwinnett County Sheriff's Office	Conducted job analysis interviews for the rank of Lieutenant.	2024
Arlington Fire Department	Developed written examinations for the ranks of Fire Prevention Specialist, Fire Prevention Lieutenant, Apparatus Operator, Lieutenant, Captain, and Battalion Chief.	2024
New Haven Police Department	Developed assessment center content for the rank of Sergeant.	2024
Tulsa Fire Department	Developed and administered a written examination and assessment center for the rank of FD05.	2024

Austin Police Department	Developed written examinations for the ranks of Corporal/Detective, Sergeant, and Commander.	2024
Forsyth County Fire Department	Developed and conducted job analysis for the ranks of Fire Apparatus Operator and Lieutenant. Developed written examinations and assessment centers for the ranks of Fire Apparatus Operator and Lieutenant.	2024
Tulsa Police Department	Developed and conducted job analysis for the ranks of Captain and Major. Developed an assessment center for the rank of Deputy Chief.	2024
San Antonio Police Department	Developed a written examination for the rank of Sergeant and Detective Investigator. Developed and administered written examinations and assessment centers for the ranks of Lieutenant and Captain.	2024
Virginia Beach Police Department	Developed assessment center content for the ranks of Lieutenant and Captain.	2023
Alexandria Fire Department	Conducted job analysis interviews for the rank of Captain.	2023
Massachusetts Trial Court	Developed situational judgment test content for the rank of Assistant Chief Court Officer.	2023
Prince George's County Sheriff's Office	Conducted job analysis interviews for the rank of Sergeant.	2023
Prince George's County Department of Corrections	Conducted job analysis interviews for the ranks of Lieutenant and Captain.	2023
Prince George's County Police Department	Conducted job analysis interviews for the ranks of Corporal, Sergeant, and Lieutenant.	2023
Chicago Police Department	Conducted job analysis interviews for the rank of Sergeant. Developed assessment center content for the Mounted Patrol.	2023
Kenosha Fire Department	Administered an assessment center for the rank of Fire Chief.	2023
Omaha Fire Department	Administered an assessment center for the rank of Assistant Fire Chief.	2023
Carol Gables Police Department	Conducted job analysis interviews for the rank of Lieutenant.	2023
Forsyth County Fire Department	Developed written examinations and assessment centers for the ranks of Fire Apparatus Operator and Lieutenant.	2023
North Carolina State Highway Patrol	Served as an assessor for assessment centers for the ranks of First Sergeant and Lieutenant.	2023
Clarksville Police Department	Conducted job analysis interviews for the ranks of Lieutenant and Captain.	2023
Ann Arbor Police Department	Conducted job analysis interviews for the rank of Lieutenant.	2023
Norfolk Police Department	Conducted job analysis interviews for the ranks of Lieutenant and Captain.	2023
San Antonio Police Department	Developed written examinations for the ranks of Detective and Sergeant.	2023

Tulsa Police Department	Developed written examinations and assessment centers for the ranks of Sergeant and Major. Administered an assessment center for the rank of Major.	2023
Miami Beach Police Department	Developed assessment center content for the rank of Lieutenant.	2023
Austin Police Department	Developed written examinations for the ranks of Sergeant, Lieutenant, and Commander. Developed an assessment center for the rank of Commander.	2023
Jacksonville Fire and Rescue Department	Conducted situational judgement test appeals for the rank of Suppression Lieutenant.	2023
Tulsa Fire Department	Developed and administered a written examination for the rank of FD02. Developed and administered written examinations and assessment centers for the ranks of FD03 and FD05. Developed and administered an assessment center for the rank of FD06.	2023
Carrollton Fire Rescue	Developed written examinations for the ranks of Apparatus Operator and Captain.	2023
Arlington Fire Department	Developed written examinations for the ranks of Fire Prevention Investigator, Fire Prevention Specialist, Apparatus Operator, Lieutenant, and Captain.	2023
Tulsa Police Department	Developed a written examination for the rank of Lieutenant. Developed assessment centers for the ranks of Lieutenant and Captain.	2022
Tulsa Fire Department	Developed a written examination for the rank of FD02. Developed written examinations and assessment centers for the ranks of FD03 and FD05.	2022
Milwaukee Fire Department	Developed and administered written examinations and assessment centers for the ranks of Lieutenant and Captain.	2022
Forsyth County Fire Department	Developed written examinations and assessment centers for the ranks of Fire Apparatus Operator and Lieutenant. Developed an assessment center for the rank of Captain.	2022
Chicago Fire Department	Conducted job analysis interviews for the ranks of Captain and Battalion Chief.	2022
Fort Wayne Fire Department	Conducted job analysis interviews for the rank of Captain.	2022
Saint Paul Police Department	Conducted job analysis interviews for the rank of Sergeant.	2022
District of Columbia Fire and EMS Department	Administered assessment centers for the ranks of Sergeant, Lieutenant, Captain, and EMS Lieutenant.	2022
Ann Arbor Police Department	Administered written examinations for the ranks of Sergeant and Lieutenant.	2022
Carrollton Fire Rescue	Developed written examinations for the ranks of Sub Apparatus Operator, Captain, Battalion Chief, and Assistant Chief.	2022
San Antonio Police Department	Developed written examinations for the ranks of Detective and Sergeant. Developed and administered written examinations and assessment centers for the ranks of Lieutenant and Captain.	2022
Arlington Fire Department	Developed written examinations for the ranks of Fire Prevention Investigator, Fire Prevention Specialist, Lieutenant,	2022

	and Deputy Chief.	
North Carolina State Highway Patrol	Administered written examinations for the ranks of Sergeant, First Sergeant, and Lieutenant.	2022
Austin Police Department	Developed and conducted job analysis for the ranks of Corporal/Detective, Sergeant, Lieutenant, and Commander. Developed written examinations for the ranks of Corporal/Detective and Sergeant. Developed and administered an assessment center for the rank of Sergeant.	2022
Harris County Sheriff's Office	Conducted job analysis interviews for the ranks of Lieutenant, Captain, and Detention Lieutenant. Administered written examinations and assessment centers for the ranks of Communications Supervisor, Sergeant, Lieutenant, Captain, Detention Sergeant, and Detention Lieutenant.	2022
Carrollton Fire Rescue	Developed a written examination for the rank of Apparatus Operator.	2021
Arlington Fire Department	Developed written examinations for the ranks of Apparatus Operator and Fire Prevention Specialist.	2021
Cleveland Police Department	Conducted job analysis interviews for the ranks of Lieutenant and Captain.	2021
Grand Rapids Police Department	Developed assessment center content for the ranks of Sergeant, Lieutenant, and Captain.	2021
Chicago Fire Department	Conducted job analysis observations for the ranks of Ambulance Commander and Paramedic Field Chief.	2021
Milwaukee Fire Department	Developed and administered an assessment center for the rank of Lieutenant.	2021
Cook County Sheriff's Office	Conducted job analysis interviews for the ranks of Corrections Sergeant and Lieutenant.	2021
Austin Police Department	Developed and administered an assessment center for the rank of Lieutenant.	2021
Tulsa Fire Department	Developed and administered a written examination for the rank of FD02. Developed and administered written examinations and assessment centers for the ranks of FD03 and FD05.	2021
Rockford Police Department	Conducted recruitment and screening of candidates for the rank of Police Chief. Developed and administered an assessment center for the rank of Police Chief.	2021
Rockford Fire Department	Conducted recruitment and screening of candidates for the rank of Fire Chief. Developed and administered an assessment center for the rank of Fire Chief.	2021
Chicago Police Department	Conducted job analysis interviews for the rank of Lieutenant.	2021
Corpus Christi Fire Department	Developed and conducted job analysis for the ranks of Firefighter II Engineer, Firefighter II EMS, Captain, Battalion Chief, and Assistant Chief.	2021
Anaheim Police Department	Conducted job analysis interviews for the rank of Sergeant.	2021

Jacksonville Fire Rescue Department	Conducted job analysis interviews for the ranks of Rescue Lieutenant and Suppression Captain.	2021
Ann Arbor Police Department	Administered assessment centers for the ranks of Sergeant and Lieutenant.	2021
Baltimore City Fire Department	Developed and administered assessment centers for ranks of Suppression Lieutenant and Captain. Developed a written examination and assessment center for the rank of EMS Lieutenant.	2021
Chesterfield County Police Department	Administered assessment centers for the ranks of Sergeant and Lieutenant.	2021
Tulsa Police Department	Administered a written examination for the rank of Lieutenant. Conducted job analysis interviews for the ranks of Sergeant and Lieutenant.	2021
North Carolina State Highway Patrol	Developed and administered assessment centers for the ranks of Sergeant, First Sergeant, and Lieutenant. Administered written examinations for the ranks of Sergeant, First Sergeant, and Lieutenant.	2021
Gwinnett County Fire and Emergency Services	Administered a written examination for the rank of Captain.	2021
Edmond Fire Department	Conducted job analysis interviews for the rank of Lieutenant.	2021
Omaha Fire Department	Conducted job analysis interviews for the ranks of Fire Apparatus Engineer and EMS Shift Supervisor.	2021
Virginia Beach Police Department	Administered assessment centers for the ranks of Lieutenant and Captain.	2021
Baltimore Police Department	Administered assessment centers for the ranks of Sergeant and Lieutenant.	2020
San Antonio Police Department	Administered assessment centers for the ranks of Lieutenant and Captain.	2020
Shelby County Sheriff's Office	Administered assessment centers for the ranks of Corrections Sergeant and Corrections Lieutenant.	2020
Illinois State Police Merit Board	Administered assessment centers for the ranks of Sergeant and Master Sergeant.	2020
District of Columbia Fire and EMS Department	Administered written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2020
North Carolina State Highway Patrol	Administered written examinations for the ranks of Sergeant, First Sergeant, and Lieutenant.	2020
Baltimore City Fire Department	Developed written examination items for the rank of Fire Pump Operator.	2020
Baltimore Police Department	Developed written examination items for the rank of Lieutenant.	2020
Chattanooga Police Department	Developed written examination items for the rank of Master Police Officer.	2020
Bernalillo County Fire Department	Developed written examination items for ranks of Battalion Commander.	2020

Kansas City, KS Fire Department	Administered a written examination and assessment center for the rank of Captain.	2019
Baltimore Police Department	Administered an assessment center for the rank of Lieutenant.	2019
Illinois State Police Merit Board	Administered assessment centers for the ranks of Lieutenant and Captain.	2019
San Francisco Police Department	Conducted job analysis interviews for the rank of Lieutenant.	2019
Jacksonville Sheriff's Office	Administered an assessment center for the rank of Corrections Sergeant.	2019
Chattanooga Fire Department	Administered assessment centers for the ranks of Lieutenant, Captain, and Battalion Chief.	2019
Baltimore Police Department	Conducted job analysis interviews for the ranks of Sergeant and Lieutenant.	2019
San Antonio Police Department	Administered an assessment center for the rank of Lieutenant.	2019

Summary of Recruitment Projects:

Client	Project Description	Timeframe
Charlotte Fire Department	Managed recruitment and coordination of assessors for the ranks of Captain, Battalion Chief, and Division Chief	2021
Racine Police Department	Managed recruitment and coordination of assessors for the rank of Lieutenant.	2021, 2020
Chattanooga Fire Department	Managed recruitment and coordination of assessors for the ranks of Lieutenant, Captain, and Battalion Chief.	2021
Kansas City, KS Fire Department	Managed recruitment and coordination of assessors for the ranks of Driver, Captain, and Battalion Chief.	2021, 2020
Miami Beach Fire Department	Managed recruitment and coordination of assessors for the ranks of Lieutenant and Captain.	2021
Baltimore Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020, 2019
Forsyth County Fire Department	Managed recruitment and coordination of assessors for the rank of Captain.	2020
Houston Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant, Lieutenant, and Commander.	2020
San Antonio Police Department	Managed recruitment and coordination of assessors for the ranks of Lieutenant and Captain.	2020
Suffolk Police Department	Managed recruitment and coordination of assessors for the ranks of Communications Lead Operator, Master Police Officer, Sergeant, Lieutenant, and Captain.	2020
Guilford County Sheriff's Office	Managed recruitment and coordination of assessors for the ranks of Sworn Sergeant, Sworn Lieutenant, Detention Sergeant, and Detention Lieutenant.	2020, 2019

Augusta Fire Department	Managed recruitment and coordination of assessors for the ranks of Lieutenant and Captain.	2020
Austin Police Department	Managed recruitment and coordination of assessors for the rank of Sergeant and Lieutenant.	2020, 2019
Lexington Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020
Cincinnati Police Department	Managed recruitment and coordination of assessors for the rank of Lieutenant.	2020
Kyle Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020
Baltimore City Fire Department	Managed recruitment and coordination of assessors for the ranks of Emergency Vehicle Operator, Fire Pump Operator, Suppression Lieutenant, Suppression Captain, Suppression Battalion Chief, EMS Lieutenant, and EMS Captain.	2020, 2019
Jacksonville Sheriff's Office	Managed recruitment and coordination of assessors for the ranks of Corrections Sergeant.	2020
Illinois State Police Merit Board	Managed recruitment and coordination of assessors for the ranks of Sergeant, Master Sergeant, Lieutenant, and Captain.	2020, 2019
Chicago Fire Department	Managed recruitment and coordination of assessors for the rank of Battalion Chief.	2020
Pittsburgh Bureau of Police	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020
Roswell Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020
Las Vegas Fire Rescue	Managed recruitment and coordination of assessors for the ranks of Engineer, Captain, and Battalion Chief.	2020, 2019
Indianapolis Metropolitan Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant, Lieutenant, and Captain.	2020
New Mexico State Police	Managed recruitment and coordination of assessors for the ranks of Lieutenant and Captain.	2020
Springfield Police Department	Managed recruitment and coordination of assessors for the ranks of Corporal and Lieutenant.	2020
Minneapolis Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020, 2019
Orland Fire Protection District	Managed recruitment and coordination of assessors for the ranks of Battalion Chief.	2020
Cincinnati Fire Department	Managed recruitment and coordination of assessors for the rank of Lieutenant and District Chief.	2020, 2019
Buffalo Police Department	Managed recruitment and coordination of assessors for the ranks of Detective, Detective Sergeant, Lieutenant, and Captain.	2019
Buffalo Fire Department	Managed recruitment and coordination of assessors for the rank of Captain.	2019
Harris County Sheriff's Office	Managed recruitment and coordination of assessors for the rank of Captain.	2019

Milwaukee Fire Department	Managed recruitment and coordination of assessors for the ranks of Lieutenant and Captain.	2019
Cobb County Fire Department	Managed recruitment and coordination of assessors for the rank of Captain.	2019
Broken Arrow Fire Department	Managed recruitment and coordination of assessors for the ranks of Captain and Battalion Chief.	2019
Rockford Fire Department	Managed recruitment and coordination of assessors for the ranks of Captain and District Chief.	2019



ALYSSA ALEJANDRE, M.A.
Senior Associate Consultant

Background Statement:

Alyssa joined IOS as an Associate Consultant in 2022. She obtained her Master's Degree in Industrial/Organizational Psychology from Elmhurst University. She has experience in job analysis, job knowledge exam development, assessment center development, assessment administration, and technical report writing within the public safety sector.

Education:

Elmhurst University
Master of Arts, Industrial/Organizational Psychology (2022)

University of Illinois at Chicago
Bachelor of Arts, Applied Psychology, Criminology, Law, and Justice (2020)

Professional Experience:

2024 to Present
2022 to 2024

Senior Associate Consultant, I/O Solutions, Inc.
Associate Consultant, I/O Solutions, Inc.

- Works with department subject matter experts to develop assessment content.
- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Facilitates item review meetings with clients.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Communicates with clients to ensure all aspects of the process are complete and meet requirements.
- Conducts job analyses to gather information about position(s) of interest.
- Manages written exam projects independently.
- Administers exams/assessments and analyzes resulting data.
- Uses SPSS and Excel to generate results for various reports.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).

2022 to 2022

Associate Recruitment Consultant, SThree

- Generated qualified candidate pool for career opportunities in biotechnology, pharmaceutical, and medical device companies
- Sourced active and passive candidates through cold calling, internet sourcing through job boards, social media sourcing, and Boolean searches
- Scheduled interviews and ensured an impressive candidate experience through communication and timely feedback
- Collaborated with recruitment team to meet team's recruitment metrics and provided additional recruitment coverage for team member' when needed

Summary of Selection Projects:

Client	Project Description	Timeframe
Omaha Fire Department	Assisting with the development and administration of the written examination and assessment center for the rank of Battalion Chief and Captain.	2026
Tulsa Police Department	Assisting with the development and administration of the written examination and assessment center for the rank of Sergeant.	2026
Petersburg Fire, Resue, & Emergency Services	Assisted with the development and administration of the written examinations and assessment center for the rank of Battalion Chief and Captain.	2025-2026
Colorado State Patrol	Assisted with the development and administration of the written examinations and assessment center for the rank of Captain.	2025-2026
Pueblo County Sheriff's Office	Assisted with the administration of the written examination for the ranks of Sergeant and Lieutenant.	2025
Greenville Fire/Rescue	Assisted with the administration of the written examination for the rank of Lieutenant.	2025
Gwinnett County Police Department	Assisted with the development and administration of the written examinations for the ranks of Communications Officer III, Communications Officer Supervisor, and Communications Officer Shift Supervisor.	2025
Montgomery County Sheriff's Office	Assisted with the development and administration of the written examination for the rank of Sergeant.	2025
Bernalillo County Fire Rescue	Assisted with the development and administration of the written examinations and assessment centers for the rank of Captain and Engineer.	2025
Suffolk Police Department	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Captain, Lieutenant, Master Police Officer, and Sergeant.	2025
Omaha Fire Department	Assisted with the development and administration of the Assistant Fire Chief assessment center.	2025
Jacksonville Sheriff's Office	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Police Sergeant and Police Lieutenant.	2025

Chesterfield County Police Department	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Sergeant and Lieutenant.	2025
Chattanooga Fire Department	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Battalion Chief, Captain, and Lieutenant.	2025
Omaha Fire Department	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Fire Apparatus Engineer and Assistant Fire Marshal.	2025
Bernalillo County Fire Rescue	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Engineer, Commander, and Lieutenant.	2024
Suffolk Police Department	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Master Police Officer, Sergeant, and Lieutenant.	2024
Norfolk Police Department	Conducted job analysis for the ranks of Captain, Lieutenant, and Sergeant. Assisted with the development and administration of the written examinations and assessment centers for the ranks of Captain, Lieutenant, and Sergeant.	2024
Omaha Fire Department	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Battalion Chief, Captain, and Fire Apparatus Engineer.	2024
Petersburg Fire, Rescue, & Emergency Services	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Battalion Chief and Captain.	2024
Chesterfield County Police Department	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Lieutenant and Sergeant.	2024
Petersburg Fire, Rescue, & Emergency Services	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Battalion Chief and Captain. Conducted job analysis for the rank of Captain.	2023/2024
Greenville Fire/Rescue	Assisted with the development and administration of the written examination for the rank of Fire Lieutenant.	2023
Bernalillo County Fire Rescue	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Captain and Engineer.	2023
Illinois State Police	Assisted with the administration of the Captain and Lieutenant assessment centers.	2023
Suffolk Police Department	Assisted with the development and administration of the written examinations and assessment centers for the ranks of Communications Lead Operator, Captain, Lieutenant, and Sergeant.	2023
Portland Police Bureau	Assisted with the development and administration of the Lieutenant assessment center.	2023
Jacksonville Sheriff's Office	Assisted with the development and administration of the Lieutenant assessment center.	2023
Tulsa Police Department	Assisted with the assessment center administration for the rank of Sergeant.	2023
Chattanooga Fire Department	Assisted with the assessment center administration for the ranks of Captain, Lieutenant, and Battalion Chief.	2023
Raleigh Police Department	Assisted with the development of the assessment center for the ranks of Lieutenant and Detective. Assisted with the administration of the exam and assessment center for the ranks of Lieutenant, Sergeant, and Detective.	2023

Broken Arrow Fire Department	Developed the inbox exercise for the rank of Battalion Chief.	2023
Suffolk Police Department	Assisted with a job analysis update for the ranks of Master Police Officer, Sergeant, Lieutenant, and Captain.	2022
Jacksonville Fire and Rescue Department	Assisted with administration and on-site scoring of written examination for the rank of Rescue District Chief.	2022
Jacksonville Fire and Rescue Department	Assisted in the development of the situational judgement test for the rank of Suppression Lieutenant.	2022
Portland Fire and Rescue	Developed the structured oral interview for the rank of Senior Fire Inspector.	2022
Gwinnett County Police Department	Assisted with the development of the subordinate meeting exercise for the rank of Lieutenant.	2022
Kansas City, Missouri Fire Department	Administered the written examination and assessment center for the ranks of Captain and Assistant Division Chief.	2022



BARBARA SOENS, M.S.
Associate Consultant

Background Statement:

Barbara joined IOS in 2022 as an associate consultant. She obtained her Master's Degree in Industrial/Organizational Psychology from National Louis University in Chicago, Illinois. She has experience in job analysis, job knowledge exam development, assessment center development, technical report writing, and written exam and assessment administration within the public safety sector.

Education:

National Louis University
Master of Science, Industrial/Organizational Psychology (2021)

Loyola University
Bachelor of Science

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

October 2022
To Present

Associate Consultant, I/O Solutions, Inc.

- Works with department subject matter experts to develop assessment content.
- Works with consultants to provide support for all phases of promotional processes.
- Works directly with consultants and consulting managers to develop, validate, and implement assessment centers for jobs in the public safety industry.
- Facilitates item review meetings with clients.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Communicates with clients to ensure all aspects of the process are complete and meet requirements.
- Conducts job analysis interviews to gather information about position(s) of interest.
- Manages written exam projects independently.
- Administers exams/assessments and analyzes resulting data.

- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).
- Uses SPSS and Excel to generate results for various reports.
- Prepared situational judgment tests

Summary of Selection Projects:

Client	Project Description	Timeframe
Kansas City, KS FD	Developed assessment center content for promotional process for rank of Assistant Chief.	In Progress
Davenport, IA Fire	Developed exam plan and written exam for rank of Engineer	In Progress
Broken Arrow FD	Developed assessment center content for promotional process for rank of Suppression Training Officer.	In Progress
Broken Arrow FD	Developed assessment center content for promotional process for rank of EMS Training Officer.	In Progress
Harris County FD	Developed assessment center content for promotional process for rank of Battalion Chief.	2026
Broken Arrow FD	Administered assessment center for promotional process for ranks of Lieutenant and Captain.	2026
Monroe County Civil Service Commission	Administered assessment center for promotional process for rank of Investigator.	2026
Jacksonville FD	Administered on-site scoring for written exams for rank of Engineer	2025
Prince George's County Sheriff's Office	Administered on-site scoring for written exams for ranks of Corporal, Deputy Sheriff First Class, Sergeant, and Lieutenant.	2025
Fort Wayne Fire Department	Developed and administered promotional process for rank of Lieutenant.	2025
Fort Wayne Fire Department	Developed assessment center content for promotional process for rank of Lieutenant and Captain.	2025
Grand Rapids Police Department	Developed and administered written examination for ranks of Sergeant and Lieutenant. Developed and administered assessment center for ranks of Sergeant, Lieutenant, and Captain.	2025
Harris County Sheriff's Office	Developed assessment center content for assessment center for rank of Detention Sergeant.	2025
Rockford PD	Developed assessment center content for assessment center for rank of Lieutenant.	2025
San Antonio PD	Conducted job analysis interviews for the rank of Detective	2025
Pittsburgh PD	Conducted job analysis interviews for the rank of Sergeant	2025
Monroe County Civil Service Commission	Developed assessment center content for promotional process for Investigator	2025

Mount Prospect, Deerfield, Hoffman Estates, Skokie, Rockton, IL	Administered Entry Level Exams for Police and Fire	2025
Moline FD	Developed and administered assessment center for rank of Captain.	2025
Deerfield PD	Administered written exam for rank of Sergeant.	2025
Chicago Detective	Conducted Job Analysis Observations for rank of Detective	2025
Chicago Detective	Conducted job analysis interviews for the rank of Detective	2025
Gwinnett Corrections	Developed and administered assessment center for ranks of Sergeant and Lieutenant.	2025
Gwinnett Corrections	Developed written examination for ranks of Corporal, Sergeant, and Lieutenant.	2025
Broken Arrow, OK	Developed assessment center content for promotional process for rank of Lieutenant and Captain.	2025
Illinois State Police	Developed promotional process content and administered for ranks of Lieutenant and Captain.	2025
Moline Fire Department	Developed and administered promotional process for rank of Captain.	2025
Bridgeport, CT	Conducted job analysis interviews for the rank of Custodian IV	2025
Moline Police Department	Developed written examination for rank of Sergeant.	2025
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Road Sergeant.	2025
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Jailor Captain.	2025
Monroe County Civil Service Commission	Developed exercises for assessment center for rank of Jailor Sergeant.	2025
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Road Lieutenant.	2025
Rockford Police Department	Developed exercises for assessment center for rank of Sergeant.	2025
Grand Rapids Police Department	Developed assessment center exercises for ranks of Sergeant, Lieutenant, and Captain.	2025
Gwinnett Corrections	Developed written examination for ranks of Corporal, Sergeant, and Lieutenant. Developed and administered assessment center for ranks of Sergeant and Lieutenant.	2025
Norwood Park FD	Administered written exam for rank of Lieutenant	2025
Colorado State Patrol	Developed and administered assessment center for rank of CPL/SGT	2025

North Carolina State Highway Patrol	Did assessment ratings (internally) for ranks of SGT, FSGT, LT	2025
North Carolina State Highway Patrol	Administered assessment center for ranks of sergeant, first sergeant, and lieutenant	2025
North Carolina State Highway Patrol	Administered written exam for ranks of sergeant, first sergeant, and lieutenant	2025
Edmond, OK	Developed assessment center content for rank of Prevention Specialist	2025
Tulsa, Oklahoma Police	Developed assessment center content for rank of sergeant	2025
Corpus Christi, TX Police	Developed and administered written exam and assessment center for rank of Captain	2025
Corpus Christi, TX Police	Developed and administered written exam and assessment center for rank of Lieutenant	2025
Gwinnett Fire	Conducted job analysis interviews for the rank of Lieutenant	2025
Coral Gables Police Department	Developed written exam and assessment center for MMU rank of Sergeant	2025
Kansas City KS, PD	Conducted job analysis interviews for the rank of Detective	2025
Montgomery CO, MD PD	Conducted job analysis interviews for the rank of Sergeant	2025
Davenport, IA Fire	Developed exam plan and written exam for ranks of lieutenant and captain	2025
Montgomery, TN Police	Developed (FLLE -First Line Leadership Exam) written exam (administered in January, March, April)	2025
Grand Rapids Police Department	Developed assessment center content for ranks of Sergeant, Lieutenant, and Captain.	2025
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Road Sergeant	2025
New Haven Fire	Conducted job analysis interviews for the rank of Fire Inspector	2025
Springfield Fire	Conducted job analysis interviews for the rank of Captain.	2025
Montgomery, TN Police	Developed (FLLE -First Line Leadership Exam) written exam	2024
Kansas City, KS Fire	Developed and administered written exam and assessment center for rank of Captain	2024
Kansas City, KS Fire	Developed and administered written exam and assessment center for rank of Battalion Chief	2024
Fort Wayne Fire Department	Developed and administered written exam and assessment center for rank of Battalion Chief	2024
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Road Captain	2024

Clarksville police Department	Written exercise: helped with ratings done internally. Help with creating admin docs and development for the AC process done by client)	2024
Illinois State Police	Developed and administered assessment center for ranks of MSGT, and SGT.	2024
Rockford police	Developed and administered assessment center for rank of lieutenant	2024
Moline Fire	Developed written exam for rank of fire lieutenant	2024
Gwinnett Corrections	Helped in the development of the orientation video, developed written exam for ranks of CPL, SGT, LT; Administered assessment center for SGT and LT	2024
Rockford Police Investigator	Developed written exam for rank of Investigator	2024
Broken Arrow Fire Department	Developed and administered assessment center for ranks of Deputy Chief	2024
Broken Arrow Fire Department	Developed and administered written examination and assessment center for ranks of Lieutenant, and Captain.	2024
Davenport Fire Department	Developed written exam for rank of Engineer.	2024
Fort Wayne Fire Department	Developed and administered written exam and assessment center for rank of Lieutenant.	2024
Monroe County Civil Service Commission	Developed and administered assessment center for rank of Road Lieutenant.	2024
Broken Arrow Fire Department	Developed and administered assessment center for rank of Deputy Fire Marshal.	2023
Clarksville Police Department	Conducted job analysis for the ranks of Sergeant and Lieutenant.	2023
Coral Gables Police Department	Conducted job analysis for the ranks of Sergeant and Lieutenant.	2023
Coral Gables Police Department	Developed and administered assessment center for ranks of Sergeant and Lieutenant.	2023
DeKalb Police Department	Conducted job analysis for the ranks of Sergeant, Lieutenant, and Captain.	2023
DeKalb Police Department	Developed and administered assessment center for ranks of Sergeant, Lieutenant, and Captain.	2023
Grand Rapids Police Department	Developed and administered assessment center for ranks of Sergeant, Lieutenant, and Captain.	2023
Gwinnett Communications	Developed written examination for ranks of Communications Officer III, Communications Officer IV, and Communications Shift Supervisor.	2023
Mundelein Police Department	Developed and administered assessment center for ranks of Commander and Deputy Chief.	2023
Rockford Police Department	Developed and administered assessment center for rank of Lieutenant.	2023

Fort Wayne Fire Department	Administered written examination for the rank of Battalion Fire Chief.	2023
Fort Wayne Fire Department	Administered assessment center for the rank of Battalion Fire Chief.	2023
Monroe County Sheriff's Office	Developed and administered assessment center for the rank of Sergeant, Jailor Sergeant and Jailor Captain.	2023
North Carolina State Highway Patrol	Administered written examination for the ranks of Sergeant, First Sergeant, and Lieutenant.	2023
Rockford Fire Department	Administered assessment center for the rank of Fire Captain.	2022
Oak Park Police Department	Administered assessment center for the rank of Sergeant.	2022
Suffolk Police Department	Administered assessment center for the ranks of Sergeant, Lieutenant, Captain, and Master Police Officer.	2022



CODY ATKINSON, M.S.
Senior Associate Consultant

Background Statement:

Cody joined IOS at the associate consultant role in 2022. He obtained his Master's Degree in Industrial-Organizational/Social Psychology from Illinois State University. He has experience in job analysis, job knowledge exam development, assessment center development, assessment administration, and recruitment within the public safety sector.

Education:

Illinois State University
Master of Science, Industrial-Organizational/Social Psychology (2021)

Illinois State University
Bachelor of Science, Psychology (2019)

Professional Experience:

2024 to Present

Senior Associate Consultant, I/O Solutions, Inc.

- Independently replicated statistical analyses and psychometric calculations for approximately 100 client deliverables annually, ensuring accuracy and compliance with organizational protocols as quality control for the consulting division's promotional products; conducted standardization based on panel differences, exercise difficulty, and component variations to ensure fairness.

2022 to 2024

Associate Consultant, I/O Solutions, Inc.

- Works with department subject matter experts to develop assessment content.
- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Facilitates item review meetings with clients.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Communicates with clients to ensure all aspects of the process are complete and meet requirements.
- Conducts job analyses to gather information about position(s) of interest.
- Manages written exam projects independently.
- Administers exams/assessments and analyzes resulting data.
- Uses SPSS, R, and Excel to generate results for various reports.

- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).

2021 to 2022

Organizational Development Consultant, Moran Consulting.

- Analyzed survey data and interviews to gain insight into the processes, culture, and goals of the organization.
- Conducted customer interviews to effectively identify areas to improve customer service.
- Improved processes by creating function specific standards for employees across several organizations.
- Created surveys to evaluate organizational levels of performance in customer service.
- Managed company's LinkedIn account by posting content driving traffic to the company page and website.
- Managed company's marketing via Google Ads and LinkedIn Advertising.
- Communicated with potential clients to diagnose their organizational needs and recommended services to best address those needs.
- Created training content such as case studies, scripts, and universal standards of behavior for a variety of different industries.

Summary of Selection Projects:

Client	Project Description	Timeframe
Bridgeport, CT Fire Department	Development and administration of the written exam and assessment center for the rank of Lieutenant.	2024
Bridgeport, CT Fire Department	Development and administration of the job analysis, written exam, and assessment center for the rank of Fire Inspector.	2024
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the ranks of Detention Lieutenant, Detention Sergeant, and Communications Supervisor.	2024
Kansas City, MO Fire Department	Development and administration of the written exams and assessment centers for the ranks of Division Chief, Battalion Chief, and Captain.	2024
Las Vegas, NV Fire & Rescue	Development and administration of the written exams and assessment centers for the ranks of Battalion Chief and Captain.	2024
Massachusetts Trial Court	Development and administration of the job analyses, written exams and assessment centers for Probation and Security.	2024
New Orleans, LA Police Department	Development and administration of the job analyses and assessment centers for the ranks of Major and Captain.	2024

Norfolk, VA Fire Department	Development and administration of the job analyses, written exams, and assessment centers for the ranks of Battalion Chief, Captain, and Lieutenant.	2024
Prince George's County, MD Fire Department	Development and administration of the job analyses and assessment centers for the ranks of FF/Medic Battalion Chief and Paramedic Battalion Chief	2024
Prince George's County, MD Fire Department	Development and administration of the job analysis, written exam, and assessment center for the rank of FF/Medic Captain.	2024
Saint Paul, MN Police Department	Development and administration of the written exams and assessment centers for the ranks of Commander and Sergeant.	2024
Bridgeport, CT Fire Department	Development and administration of the job analysis for the rank of Pumper Engineer.	2023
Bridgeport, CT Fire Department	Development and administration of the written exam and assessment center for the rank of Captain.	2023
Bridgeport, CT Fire Department	Development and administration of the job analysis and assessment center for the rank of Assistant Chief.	2023
Bridgeport, CT Police Department	Development of the assessment center and interview for the rank of Assistant Chief.	2023
Detroit, MI Police Department	Development and administration of the written exams and assessment centers for the ranks of Lieutenant, Detective, and Sergeant.	2023
Harris County, TX Sheriff's Office	Development and administration of the written exams and assessment centers for the ranks of Captain, Lieutenant, Sergeant, Detention Captain, Detention Lieutenant, Detention Sergeant, and Communications Supervisor.	2023
Las Vegas, NV Fire & Rescue	Development and administration of the written exam and assessment center for the rank of Engineer.	2023
Las Vegas, NV Fire & Rescue	Development and administration of the job analysis for the rank of Administrative Battalion Chief.	2023
New Orleans, LA Fire Department	Development and administration of the job analyses, written exams, and assessment centers for the ranks of Battalion Chief and Captain.	2023
Saint Paul, MN Fire Department	Development and administration of the job analysis and written exam for the rank of Captain.	2023
Arlington Fire Department	Developed written examination for the ranks of Captain and Fire Prevention Specialist.	2022
Carrollton Fire Department	Developed written examination for the rank of Apparatus Operator.	2022
Oklahoma City Police Department	Administered assessment center for the rank of Lieutenant.	2022
Saint Paul Police Department	Administered assessment center for the rank of Sergeant.	2022

Charlotte-Mecklenburg Police Department	Developed assessment center for the ranks of Sergeant and Lieutenant.	2022
Buffalo Fire Department	Administered assessment center for the rank of Captain.	2022
San Diego Police Department	Developed and administered assessment center for the ranks of Police Officer III, Detective, Sergeant, and Lieutenant.	2022
New Orleans Police Department	Administered assessment center for the rank of Lieutenant.	2022
Jacksonville Sheriff's Office	Administered assessment center for the rank of Detention Sergeant.	2022



HARRY VUONG, M.A.
Senior Associate Consultant

Background Statement:

Harry joined IOS in 2017. Mr. Vuong has experience in recruiting assessors and coordinating their travel, expenses, and logistics for assessment centers. Mr. Vuong also has experience in job analysis, job knowledge exam development, assessment center development, assessment administration, and recruitment within the public safety sector. Mr. Vuong communicates well with project managers and assessors throughout all phases of the projects he is part of.

Education:

The Chicago School of Professional Psychology
M.A. in Industrial/Organizational Psychology (2013)

Loyola University Chicago
B.A. in Psychology (2009)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2024 – present Senior Associate Consultant, I/O Solutions, Inc.

- Works with department subject matter experts to develop assessment content.
- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Facilitates item review meetings with clients.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Communicates with clients to ensure all aspects of the process are complete and meet requirements.
- Conducts job analyses to gather information about position(s) of interest.
- Administers exams/assessments and analyzes resulting data.
- Uses SPSS and Excel to generate results for various reports.
- Manage recruitment of assessors (raters) for I/O Solutions' assessment processes for external clients.

2022 - 2024

Associate Consultant, I/O Solutions, Inc.

- Works with department subject matter experts to develop assessment content.
- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Facilitates item review meetings with clients.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Communicates with clients to ensure all aspects of the process are complete and meet requirements.
- Conducts job analyses to gather information about position(s) of interest.
- Administers exams/assessments and analyzes resulting data.
- Uses SPSS and Excel to generate results for various reports.
- Manage recruitment of assessors (raters) for I/O Solutions' assessment processes for external clients.
- Coordinate with assessors on travel arrangements, expenses and logistics.

2019 - 2022

Senior Consulting Coordinator, I/O Solutions, Inc.

- Manage recruitment of assessors (raters) for I/O Solutions' assessment processes for external clients.
- Coordinate with assessors on travel arrangements, expenses and logistics.
- Review and proof documents related to assessments.
- Create/modify administrative materials related to assessment administration.
- Print and prepare assessment and testing materials.
- Travel and assist with administration of on-site assessment center coordination and activities.
- Assist with entering and proofing critical assessment data.

2017 - 2019

Consulting Coordinator, I/O Solutions, Inc.

- Manage recruitment of assessors (raters) for I/O Solutions' assessment processes for external clients.
- Coordinate with assessors on travel arrangements, expenses and logistics.
- Review and proof documents related to assessments.
- Create/modify administrative materials related to assessment administration.
- Print and prepare assessment and testing materials.
- Travel and assist with administration of on-site assessment center coordination and activities.
- Assist with entering and proofing critical assessment data

Summary of Selection Projects:

Client	Project Description	Timeframe
Columbus Fire & Emergency Medical Services	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant, Lieutenant, Captain, and Battalion Chief. Developed assessment center content for each rank. Assisted in administration of assessment centers.	2025
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Captain. Developed assessment center content for the rank. Assisted in administration the assessment center.	2025
Albuquerque Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant. Developed assessment center content for the rank. Assisted in administration the assessment center.	2025
Tuscaloosa Fire & Rescue Service	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Fire Apparatus Operator, Lieutenant, Captain, Battalion Chief, and Deputy Chief. Developed assessment center content for each rank. Assisted in administration of assessment centers.	2025
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain. Developed assessment center content for rank. Assisted in administration of assessment centers.	2025
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Lieutenant. Developed assessment center content for the rank. Assisted in administration the assessment center.	2025
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Battalion Chief. Developed assessment center content for rank. Assisted in administration of assessment centers.	2025
Brookfield Fire Department	Manage the recruitment and coordination of assessors for the Structured Oral Interview for Entry Level.	2025
Elgin Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2025
Maywood Fire Department	Manage the recruitment and coordination of assessors for the Structured Oral Interview for the rank of Lieutenant.	2025
South Holland Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2025
Woodridge Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2025
Albuquerque Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Lieutenant. Developed assessment center content for the rank. Assisted in administration of the assessment center.	2024
Northbrook Fire Department	Manage the recruitment and coordination of assessors for the Captain assessment center process.	2024
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant. Developed assessment center content for the rank. Assisted in administration at the assessment center.	2024

Albuquerque Fire Rescue Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Battalion Chief. Developed assessment center content for each rank. Assisted in administration of assessment centers.	2024
Albuquerque Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant. Developed assessment center content for the rank. Assisted in administration at the assessment center.	2024
Arlington Heights, IL Fire Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Lieutenant.	2024
Brookfield, IL Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the ranks of Entry Level and Sergeant	2024
Brookfield, IL Fire Department	Manage the recruitment and coordination of assessors for the Entry Level Structure Oral Interview process.	2024
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Captain. Developed assessment center content for the rank. Assisted in administration at the assessment center.	2024
Springfield, MO Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Corporal.	2024
Tuscaloosa, AL Police Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Sergeant, Lieutenant, Captain, and Deputy Chief. Developed assessment center content for each rank. Assisted in administration at of assessment centers.	2024
Westmont, IL Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2024
Albuquerque Police Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Sergeant (x2) and Lieutenant. Developed assessment center content for the ranks of Sergeant and Lieutenant. Assisted in administration at both assessment centers.	2023
Arlington Heights Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2023
Brookfield, IL Fire Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the ranks of Entry Level, Lieutenant, and Captain.	2023
Brookfield, IL Police Department	Manage the recruitment and coordination of assessors for the Entry Level Structure Oral Interview process.	2023
Charlotte, NC Fire Department	Manage the recruitment and coordination of assessors for the Assessment Center for the ranks of Captain, Battalion Chief, & Division Chief	2023
Columbus, GA Fire & EMS	Manage the recruitment and coordination of assessors for four Assessment Centers for the rank of Sergeant, Lieutenant, . Developed assessment center content for each rank.	2023
Elgin, IL Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Lieutenant.	2023
Elmhurst, IL Fire Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Lieutenant & Battalion Chief.	2023
Glenview, IL Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2023
Hoffman Estates, IL Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2023
Mayfield Police Department	Manage the recruitment and coordination of assessors for the	2023

	Assessment Center for the ranks of Sergeant and Lieutenant.	
Mayfield Fire Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Lieutenant.	2023
Montgomery County, MD Department of Corrections	Manage the recruitment and coordination of assessors for the Assessment Center for the ranks of Sergeant and Lieutenant.	2023
Mount Prospect, IL Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2023
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for four Assessment Centers for the rank of Sergeant and Lieutenant. Developed assessment center content for each rank. Assisted in administration at each assessment centers.	2023
Niles, IL Fire Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Lieutenant.	2023
Northbrook, IL Fire Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Lieutenant.	2023
North Carolina Highway Patrol	Manage the recruitment and coordination of assessors for the Assessment Center.	2023
Oak Park, Fire Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Lieutenant & Battalion Chief.	2023
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Captain and Battalion Chief. Developed assessment center content for each rank. Assisted in administration at both assessment centers.	2023
Springfield, MO Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2023
Tuscaloosa, AL Fire Department	Manage the recruitment and coordination of assessors for four Assessment Centers for the rank of Fire Apparatus Operator, Lieutenant, Captain, and Battalion Chief. Developed assessment center content for each rank. Assisted in administration at both assessment centers.	2023
Western Springs, IL Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2023
Wheeling, IL Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Lieutenant.	2023
Abilene, Texas Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the ranks of Battalion Chief.	2022
Albuquerque Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant. Assisted in administration at both assessment centers.	2022
Albuquerque Fire Rescue Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank Battalion Chief. Assisted in administration at both Captain and Battalion Chief assessment centers.	2022
Ann Arbor, MI Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant.	2022
Augusta, GA Fire Department	Manage the recruitment and coordination of assessors for the Assessment Centers for the rank of Sergeant, Lieutenant, and Captain.	2022
Brookfield, IL Fire Department	Manage the recruitment and coordination of assessors for the Entry Level Structure Oral Interview process.	2022
Chattanooga, TN Police Department	Manage the recruitment and coordination of assessors for the Assessment Centers for the rank of Sergeant, Lieutenant, and	2022

	Captain.	
Evergreen Park Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2022
Lexington, KY Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the ranks of Sergeant & Lieutenant.	2022
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, & Captain. Assisted in the exercise development. Assisted in administration of the assessment centers.	2022
Norwood Park, IL Fire Department	Developed the Structured Oral Interview and Written Exam for the rank of Lieutenant.	2022
Riverside, IL Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2022
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Captain. Assisted in administration of the assessment center.	2022
Springfield, MO Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Corporal.	2022
Wheeling, IL Police Department	Manage the recruitment and coordination of assessors for the Assessment Center for the rank of Sergeant.	2022
Omaha Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the ranks of Sergeant, Lieutenant, and Captain.	2021
Raleigh Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the ranks of Detective, Sergeant, & Lieutenant.	2021
Abilene, Texas Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the ranks of Lieutenant and Captain.	2021
Kenosha, WI Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Chief.	2021
Illinois State Police	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant and Captain.	2021
Las Vegas, NV Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Engineer.	2021
Springfield, MO Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2021
Miami Beach, FL Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant and Sergeant.	2021
Montgomery County, MD Department of Corrections	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant and Sergeant.	2021
Oklahoma City, OK Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant and Captain. Assisted in administration of both assessment centers.	2021
Northbrook Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant.	2021
Mundelein Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2021
Arlington Heights Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2021
Evergreen Park Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2021
Des Plaines Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2021
Mayfield Police Department	Manage the recruitment and coordination of assessors for	2021

	Assessment Centers for the rank of Sergeant, Lieutenant, & Chief.	
Columbus Fire & Emergency Medical Services	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain, & Battalion Chief.	2021
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, & Captain. Assisted in administration of the assessment centers.	2021
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for an Assessment Center for the rank of Battalion Chief. Assisted in administration of the assessment center.	2021
Albuquerque Police Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Sergeant and Lieutenant. Assisted in administration of all three assessment centers.	2021
Indianapolis, IN Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant, Captain, & Battalion Chief. Assisted in administration of assessment center.	2021
Ann Arbor, MI Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant.	2021
Buffalo, NY Fire Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of District Chief, Battalion Chief, and Lieutenant.	2021
Jacksonville, FL Fire Department	Coordinated with external SMEs for the ranks of District Chief and Rescue Lieutenant	2021
Chesapeake, VA Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant and Captain.	2020
Tulsa, OK Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant and Captain.	2020
Niles Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant.	2020
Mount Prospect Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2020
Western Springs Police Department	Manage the recruitment and coordination of assessors for an Entry Level SOL.	2020
Elgin Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant. Assisted in administration of assessment center.	2020
Northbrook Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant.	2020
Elmhurst Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant & Battalion Chief.	2020
Oak Park Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2020
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Battalion Chief. Assisted in administration of both assessment centers.	2020
Tuscaloosa Police Department	Administration of a assessment center for the ranks of Lieutenant, Captain, and Assistant Chief.	2020
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant & Captain.	2020

	Assisted in administration of both assessment centers.	
University of Alabama Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain, & Battalion Chief. Assisted in administration of assessment center.	2020
Albuquerque Fire Rescue	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Battalion Chief. Assisted in administration of both assessment centers.	2020
Ann Arbor, MI Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant.	2020
Indianapolis, IN Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant, Captain, & Battalion Chief. Assisted in administration of assessment center.	2020
Washington, D.C. Fire & EMS Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain. Assisted in administration of the written exam.	2020
Dallas, TX Fire & Rescue Department	Manage the recruitment and coordination of assessors for an Assessment Centers for the rank of Lieutenant.	2020
Grand Rapids, MI Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain. Assisted in administration of assessment center.	2020
Albuquerque Police Department	Manage the recruitment and coordination of assessors of an Assessment Centers for the rank of Lieutenant. Assisted in administration of the assessment center.	2019
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for an USERRA Assessment Centers for the rank of Battalion Chief.	2019
Ann Arbor Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant. Assisted in administration of both assessment centers.	2019
Dallas Fire-Rescue Department	Manage the recruitment and coordination of assessors for an Assessment Centers for the rank of Captain.	2019
Columbus Fire & Emergency Medical Services	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant, Lieutenant, Captain, and Battalion Chief. Assisted in administration of both assessment centers.	2019
Detroit, MI Police Department	Manage the recruitment and coordination of assessors for an Assessment Center for the ranks of detective, sergeant, and lieutenant. Assisted in administration of the assessment center.	2019
Tuscaloosa, AL Fire Rescue Service	Administration of a Practical exam for the rank of Fire Apparatus Operator.	2019
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant.	2019
Grand Rapids Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain. Assisted in administration of assessment center.	2019
Forsyth County, GA Fire Department	Administration of assessment center for the rank of Lieutenant.	2019
Albuquerque Fire Rescue	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Battalion Chief. Assisted in administration of both assessment centers.	2018

Albuquerque Police Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Sergeant (2) and Lieutenant. Assisted in administration of all three assessment centers.	2018
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Battalion Chief. Assisted in administration of both assessment centers.	2018
Ann Arbor Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant. Assisted in administration of both assessment centers.	2018
Dallas Fire-Rescue Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Section Chief, Captain, and Lieutenant.	2018
Buffalo Fire Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Battalion Chief, Captain, and Lieutenant. Assisted in administration of assessment centers.	2017
Grand Rapids Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain. Assisted in administration of assessment center.	2017
Broken Arrow, OK Fire Department	Manage the recruitment and coordination of assessors for an Assessment Center for the rank of EMS Training Major.	2017
Dallas Fire-Rescue Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Lieutenant. Assisted in administration of assessment center.	2017
Dallas Police Department	Manage the recruitment and coordination of assessors for an Assessment Center for the rank of Sergeant.	2017
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Captain, Lieutenant, and Sergeant.	2017
Columbus, GA Fire & EMS	Manage the recruitment and coordination of assessors for four Assessment Centers for the rank of Battalion Chief, Captain, Lieutenant, and Sergeant.	2017
Indianapolis Metropolitan Police Department	Job analysis interviews for the ranks of Sergeant and Lieutenant.	2017
Albuquerque Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant. Assisted in administration of assessment centers.	2017
Baltimore City Fire Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of EMS Battalion Chief, EMS Captain, and EMS Lieutenant.	2017



JOSHUA DuBOIS, M.A.
Senior Associate Consultant

Background Statement:

Joshua joined IOS in 2018 and moved into the associate consultant role in 2021. He obtained his Master's Degree in Industrial/Organizational Psychology from Elmhurst University. He has experience in job analysis, assessment administration, and job knowledge examination development within the public safety sector.

Education:

Elmhurst University
Master of Arts, Industrial/Organizational Psychology (2021)

North Central College
Bachelor of Arts, Psychology (2019)

Professional Experience:

2024 to Present
2021 to 2024

Senior Associate Consultant, I/O Solutions, Inc.
Associate Consultant, I/O Solutions, Inc.

- Works directly with consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Conducts job analyses to gather information about position(s) of interest.

2018 to 2021

Content Development Assistant, I/O Solutions, Inc.

- Developed job knowledge written examination items for both fire and law enforcement agencies.
- Reviewed, proofed and finalized written exams to ensure content validity and defensibility.
- Created and maintained internal content database containing over 1,000 technical sources/textbooks used for client examinations
- Managed internal bank of examination items for compiling/use in future client examination development

Summary of Written Examination Projects:

Client	Project Description	Timeframe
Roanoke County Police Department	Administered job knowledge written examination for the ranks of Police Officer II and Sergeant.	2025
Racine Police Department	Administered job knowledge written examination for the ranks of Sergeant, Investigator, and Traffic Investigator.	2025
Roanoke County Police Department	Administered job knowledge written examination for the ranks of Police Officer II and Sergeant.	2024
Racine Police Department	Administered job knowledge written examination for the ranks of Sergeant, Investigator, and Traffic Investigator.	2024
Roanoke County Police Department	Administered job knowledge written examination for the ranks of Police Officer II and Sergeant.	2023
Racine Police Department	Administered job knowledge written examination for the ranks of Sergeant, Lieutenant, and Investigator.	2023
Roanoke County Police Department	Administered job knowledge written examination for the ranks of Police Officer II and Sergeant.	2022
Racine Police Department	Administered job knowledge written examination for the ranks of Sergeant and Investigator.	2022



OSCAR GARCIA, M.B.A.
Senior Associate Consultant

Background Statement:

Oscar joined IOS in 2022 as an Associate Consultant and was promoted to Senior in April of 2025. He obtained his master's degree in Business Administration. He has experience in job analysis, job knowledge exam development, assessment center development, assessment administration, and recruitment within the public safety sector.

Education:

North Central College
Master of Business Administration (2020)

North Central College
Bachelor of Arts, Human Resource Management (2018)

North Central College
Bachelor of Arts, Psychology (2018)

Professional Experience:

- | | |
|------------------------|---|
| 2022 to Present | <p>Senior Associate Consultant, I/O Solutions, Inc.</p> <ul style="list-style-type: none">• Works with department subject matter experts to develop assessment content.• Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.• Facilitates item review meetings with clients.• Travels to various client locations throughout the US to assist with assessment center and written exam administration.• Communicates with clients to ensure all aspects of the process are complete and meet requirements.• Conducts job analyses to gather information about position(s) of interest.• Manages written exam projects independently.• Administers exams/assessments and analyzes resulting data.• Uses SPSS and Excel to generate results for various reports.• Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.). |
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Summary of Projects:

Client	Project Description	Timeframe
Austin Police Department	Developed a written exam for the rank of Commander. Developed and administered an assessment center for the rank of Commander.	In Progress
Jacksonville Sheriff's Office	Developed and administered a Military-Makeup assessment center for the rank of Corrections Lieutenant. Developed and administered a written exam and assessment center for the rank of Corrections Sergeant.	In Progress
Bridgeport Custodial Services	Developed and administered an interview for the rank of Custodian IV.	In Progress
Bridgeport Fire Department	Developed and administered an assessment center for the rank of Senior Fire Inspector.	In Progress
Hialeah Police Department	Developed a written exam for the rank of Lieutenant.	In Progress
Corpus Christi Fire Department	Developed a written exam for the rank of Battalion Chief. Developed and administered an assessment center for the rank of Battalion Chief.	In Progress
Norfolk Fire-Rescue	Developed and administered a written exam and assessment center for the ranks of Lieutenant, Captain, and Battalion Chief.	In Progress
North Carolina State Highway Patrol	Administered an assessment center and written exam for the rank of Sergeant, First Sergeant, and Lieutenant	In Progress
Cincinnati Police Department	Administered an assessment center for the rank of Captain	2026
Austin Police Department	Developed a written exam for the rank of Lieutenant. Developed and administered an assessment center for the rank of Lieutenant.	2025
Bridgeport Fire Department	Developed a written exam for the rank of Engineer. Developed and administered a pumping practical for the rank of Engineer.	2025
Prince George's County Fire Department	Administered a pumping practical for the rank of Technician	2025
Harris County Sheriff's Office	Administered an assessment center for 9 ranks	2025
Miami Beach Police Department	Administered an assessment center for the ranks of Sergeant and Lieutenant	2025
Akron Police Department	Conducted a job analysis for the rank of Lieutenant. Developed a written exam for the rank of Lieutenant. Developed and administered an assessment center for the rank of Lieutenant.	2025
Fort Wayne Fire Department	Administered a written exam and assessment center for the ranks of Lieutenant and Captain	2025
Omaha Police Department	Administered an assessment center for the rank of Sergeant	2025
Jacksonville Sheriff's Office	Developed and administered a written exam and assessment center for the rank of Corrections Lieutenant. Administered a written exam and assessment center for the rank of Police Sergeant	2025
Corpus Christi Police Department	Developed a written exam for the ranks of Lieutenant and Captain. Developed and administered an assessment center for the ranks of Lieutenant and Captain.	2025
New Haven Police Department	Administered an AC for the rank of Lieutenant	2025
Mass State Police	Administered an assessment center for the rank of Captain	

North Carolina State Highway Patrol	Administered a written exam and assessment center for the ranks of Sergeant, First Sergeant, and Lieutenant	2025
Orleans Parish Sherriff's Office	Administered an assessment center for the rank of Sergeant and Lieutenant.	2025
Edmond Fire Department	Developed an assessment center for the rank of Chief Training Officer.	2024
Colorado State Police	Developed of the written examination for the rank of Captain.	2024
Gwinnett PD	Developed and administered the written examination and assessment center for the rank of Lieutenant.	2024
Chesapeake PD	Developed and administered the written examination and assessment center for the rank of Sergeant, Lieutenant and Captain.	2024
Edmond Fire Department	Developed and administered the written examination and assessment center for the rank of Lieutenant.	2024
Guilford County Sheriff's Department	Developed and administered the written examination and assessment center for the rank of Sworn Sergeant and Detentions Sergeant.	2024
Bridgeport PD	Developed and administered the written examination and assessment center for the rank of Sergeant.	2024
Jacksonville Sheriff's Office	Developed and administered the written examination and assessment center for the rank of Corrections Sergeant.	2024
Tulsa PD	Developed and administered the written examination and assessment center for the rank of Sergeant.	2024
Massachusetts State Trial Court	Administered an assessment center.	2024
Edmond Fire Department	Developed and administered the written examination and assessment center for the rank of Sergeant/Cpt of Training, Prevention Captain,	2024
Omaha Police Department	Developed and administered the written examination and assessment center for the rank of Sergeant.	2023
Portland Oregon, Fire and Rescue	Developed and administered the written examination and assessment center for the rank of Captain.	2023
Raleigh Police Department	Developed and administered the written examination and assessment center for the ranks of Detective, Sergeant, and Lieutenant	2022 - 2023
Kansas City, Kansas Fire Department	Developed and administered the written examination and assessment center for the rank of Battalion Chief.	2022 - 2023
Fort Wayne, IN Fire Department	Developed and administered the job analysis, written examination and assessment center for the rank of Battalion Chief.	2022 - 2023
Broken Arrow, Oklahoma Fire Department	Developed and administered an assessment center for the ranks of Training Officer, Battalion Chief, and Deputy Chief	2022 - 2023
Fort Wayne, IN Fire Department	Developed and administered the job analysis, written examination and assessment center for the ranks of Lieutenant and Captain.	2022
Tulsa, OK Fire Department	Administered an assessment center and written exam for FD03.	2022
Albuquerque, NM State Police	Administered an assessment center for the rank of Lieutenant.	2022
Jacksonville Fire and Rescue Department	Assisted with administration and on-site scoring of written examination for the rank of Rescue District Chief.	2022
Portland Oregon, Fire and Rescue	Administered a written exam for the rank of Senior Inspector.	2022
Illinois State Police	Administered an assessment center for the rank of Sergeant and Master Sergeant	2022



CHRISTOPHER EPTING, M.A.
Associate Consultant

Background Statement:

Chris joined IOS in 2025 as an associate consultant. He obtained his Master's Degree in Industrial/Organizational Psychology from University at Albany in Albany, New York. He has experience in job analysis, job knowledge exam development, assessment center development, technical report writing, and written exam and assessment administration within the public safety sector.

Education:

University at Albany
Master of Arts, Industrial/Organizational Psychology (2025)

College of the Holy Cross
Bachelor of Arts in Psychology

Professional Experience:

June 2025 – Present **Associate Consultant, I/O Solutions, Inc.**

- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Conducts job analyses to gather information about position(s) of interest.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).
- Aid in the development of assessment centers tailored to clients needs.

Summary of Selection Projects:

Client	Project Description	Timeframe
Greater Cleveland Regional Transit Authority	Developed and administered assessment center for ranks of Sergeant and Lieutenant	2025
Gwinnett County Department of Corrections	Developed assessment center content for the Sergeant rank.	2025
Gwinnett County Police Department	Developed and administered assessment center for the Sergeant rank.	2025
Illinois State Police	Administered assessment center for the ranks of Lieutenant and Captain	2025
Sioux Falls Fire Rescue	Conducted job analysis and created a technical report for the ranks of Fire Apparatus Operator and Captain.	2025



CHRISTINA CARASSAS, M.S.
Associate Consultant

Background Statement:

Christina joined IOS in 2025 as an associate consultant. She obtained her Master's Degree in Industrial/Organizational Psychology from the University of Central Florida in Orlando, Florida. She has experience in job analysis, job knowledge exam development, assessment center development, technical report writing, and written exam and assessment administration within the public safety sector.

Education:

University of Central Florida
Master of Science, Industrial/Organizational Psychology (2025)

Florida State University
Bachelor of Science in Psychology & Public Health (2022)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

July 2025 - Present

Associate Consultant, I/O Solutions, Inc.

- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Conducts job analyses to gather information about position(s) of interest.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).
- Aid in the development of assessment centers tailored to clients needs.

Summary of Selection Projects:

Client	Project Description	Timeframe
Indianapolis Metropolitan Police Department	Developed and administered written exam and assessment center for ranks of Sergeant, Lieutenant, and Captain.	2025
Charlotte Mecklenburg Police Department	Developed assessment center content, administration, scoring, and technical report for the rank of Captain.	2025
Chicago Police Department	Developed assessment center administration, validation, and scoring for the rank of Lieutenant. Conducted job analysis interviews/observations and developed written exam content for the rank of Detective.	2025
New Haven Fire Department	Administered written exam and assessment center for the ranks of Captain, Deputy Chief, and Battalion Chief.	2025
Harris County Sheriff's Office	Developed assessment center content for rank of Certified Lieutenant. Administered ratings for ranks of Certified Captain, Detention Captain, Detective, Communications Commander, and Communications Supervisor.	2025
Jacksonville Fire and Rescue Department	Developed written exam content for the rank of Rescue Lieutenant and Rescue District Chief.	2025
San Antonio Police Department	Conducted job analysis interviews and observations for the ranks of Sergeant, Lieutenant, Captain, and Detective.	2025
Raleigh Police Department	Conducted job analysis interviews for the rank of Sergeant, Lieutenant, and Detective.	2025
Greater Cleveland Regional Transit Authority	Administered assessment center for ranks of Sergeant and Lieutenant.	2025
Rockford Police Department	Administered assessment center for rank of Sergeant.	2025
Elgin Police Department	Administered assessment center for the rank of Lieutenant.	2025
Riverside Police Department	Administered assessment center for rank of Sergeant	2025
Hoffman Estates Police Department	Administered assessment center for rank of Sergeant.	2025
Cook County Sheriff's Office	Administered written exam for rank of Police Officer.	2025
Prince George's County Fire Department	Administered written exam for rank of Technician.	2025



MICHAEL TREASE, M.A.
Associate Consultant

Background Statement:

Michael joined IOS in 2025 as an associate consultant. He obtained his Master's Degree in Industrial/Organizational Psychology from Central Michigan University in Mount Pleasant, Michigan. He has experience in job analysis, job knowledge exam development, assessment center development, technical report writing, and written exam and assessment administration within the public safety sector.

Education:

Central Michigan University
Master of Arts, Industrial/Organizational Psychology (2023)

Iowa State University
Bachelor of Arts in Psychology

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

June 2025
To Present

Associate Consultant, I/O Solutions, Inc.

- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Conducts job analyses to gather information about position(s) of interest.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).
- Aid in the development of assessment centers tailored to clients needs.

Summary of Selection Projects:

Client	Project Description	Timeframe
Pittsburgh Police Department	Conducted a job analysis for the ranks of Sergeant and Lieutenant	2025
Chicago Police Department	Developed situational judgment test items for the rank of Detective	2025
Omaha Police Department	Developed and administered a promotional process for the ranks of Lieutenant and Captain.	2025
Los Alamos Fire Department	Developed a promotional process for the ranks of Driver Engineer and Captain	2025
Suffolk Police Department	Administered a written exam and an assessment center for the ranks of Master Police Officer, Sergeant, Lieutenant, and Captain.	2025
Prince George's County Department of Corrections	Administered a written exam for the ranks of Sergeant and Lieutenant.	2025
Edmond Fire Department	Developed a promotional process for the rank of EMS Captain	2025
Harris County Sheriff's Office	Administered an assessment center for the rank of Detective and administered a written exam for the ranks of Certified Captain, Certified Lieutenant, Certified Sergeant, Communications Commander, Communications Supervisor, Detective, Detention Captain, Detention Lieutenant, and Detention Sergeant.	2025
Cook County Sheriff's Office	Administered a written exam for the rank of Police Officer.	2025
Kansas City, Kansas Police Department	Administered an assessment center for the ranks of Sergeant, Captain, and Detective.	2025
Jacksonville Sheriff's Office	Administered an assessment center for the rank of Corrections Lieutenant.	2025
Miami Beach Police Department	Administered a written exam for the ranks of Sergeant and Lieutenant.	2025



MOSES BOVENSCHEN, M.S.
Associate Consultant

Background Statement:

Moses joined IOS in 2024 as an associate consultant. He obtained his Master's Degree in Industrial/Organizational Psychology from Missouri State University in Springfield, Missouri. He has experience in job analysis, job knowledge exam development, assessment center development, technical report writing, and written exam and assessment administration within the public safety sector.

Education:

Missouri State University
Master of Science, Industrial/Organizational Psychology (2024)

Indiana State University
Bachelor of Arts in Psychology

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

July 2024
To Present

Associate Consultant, I/O Solutions, Inc.

- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Conducts job analyses to gather information about position(s) of interest.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).
- Aid in the development of assessment centers tailored to clients needs.

Summary of Selection Projects:

Client	Project Description	Timeframe
Dona Ana County Fire Department	Developed written examinations for the ranks of Sergeant and Master Corporal.	2025
Dover Police Department	Developed a written examination for the rank of Fire Prevention Specialist.	2025
Miami Beach Police Department	Developed and administered both written examinations and assessment centers for the ranks of Sergeant and Lieutenant.	2025
Austin Police Department	Administered assessment centers for the ranks of Commander and Sergeant.	2025
Jacksonville Fire and Rescue Department	Developed and administered written examinations for the ranks of Fire Engineer, Rescue Lieutenant, and Rescue District Chief.	2025
Chattanooga Fire Department	Administered an assessment center for the ranks of Lieutenant, Captain, and Battalion Chief.	2025
Virginia Beach Fire Department	Conducted job analysis for the Captain and Battalion Chief ranks. Developed and administered an assessment center for the ranks of Captain and Battalion Chief.	2025
Virginia Beach Police Department	Conducted job analysis for the POII, Sergeant, Lieutenant, and Captain ranks. Developed and administered an assessment center for the ranks of Sergeant, Lieutenant, and Captain.	2025
New Haven Police Department	Developed an assessment center for the rank of Lieutenant.	2025
North Carolina State Highway Patrol	Administered an assessment center for the ranks of Sergeant, First Sergeant, and Lieutenant.	2025
Massachusetts State Police	Administered an assessment center for the rank of Captain. Conducted job analysis for the ranks of Sergeant and Lieutenant. Developed written exams for the ranks of Sergeant and Lieutenant.	2025
Hoover Fire Department	Administered assessment center for ranks of Lieutenant and Captain.	2024
Orleans Parish Sheriff's Office	Developed and administered assessment center for ranks of Sergeant and Lieutenant.	2024
Minneapolis Police Department	Developed assessment center for Sergeant rank.	2024
Springfield Police Department	Developed assessment center for Lieutenant rank.	2024
San Antonio Fire Department	Conducted job analysis and created a technical report for the Fire Engineer, Lieutenant, Captain, and District Chief ranks.	2024
Colorado State Patrol	Developed assessment center for ranks of Captain and Major.	2024
North Carolina State Highway Patrol	Developed assessment center for ranks of Sergeant and Lieutenant.	2024

Tulsa Police Department	Developed and administered an assessment center for Lieutenant and Captain ranks.	2024
Guilford County Sheriff's Office	Administered assessment center for Sergeant and Lieutenant ranks.	2024
Bridgeport Police Department	Administered assessment center for Sergeant rank.	2024
Omaha Fire Department	Administered assessment center for Fire Apparatus Engineer rank.	2024
Harris County Sheriff's Office	Administered written examination for Telecommunications Supervisor, Sergeant, and Lieutenant ranks.	2024
Illinois State Police	Administered assessment center for Sergeant rank.	2024



REYA TUCKER, M.S.
Managing Consultant, Testing Services

Background Statement:

Reya joined IOS in January of 2019. She obtained her Master's Degree in Industrial/Organizational Psychology from Illinois Tech in 2020. As a Managing Consultant, Reya often uses various statistical analyses to aid in test customization, test development, validation, and technical report composition, in addition to managing part-time employees. As a Managing Consultant, Reya also frequently engages in the following employment testing processes:

- Job analysis and linkage analysis
- Online survey design & implementation
- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Physical Ability Test (PAT) validation, implementation, and analysis
- Differential Item Functioning (DIF)
- Test Score Banding (SED)
- Classical test theory item-analysis
- Validity transportation
- Structured Oral Interview development and implementation
- Custom written examination development
- Full-cycle project management
- Cut score analysis and defensibility
- Content-validation

Education:

Illinois Tech, Chicago, IL
Master of Science, Industrial-Organizational Psychology (2020)

Illinois Tech, Chicago, IL
Bachelor of Science, Psychology (2018)

Presentations:

Green, R., Puri, N., Gandara, D. A., Bauer, K. N., & Garcia M, C. (2021, May). *Gamification in the classroom: Job analysis game of life*. Poster presented at the Association for Psychological Science 2021 Virtual Convention.

Green, R. C. & Bauer, K. (2018, November). *Game-Based Assessment Literature Review*. Presented at the Ideas in Testing Research Seminar, Chicago, IL.

Professional Experience:

August 2024-Present	Industrial/Organizational Solutions, Inc. (IOS) Managing Consultant
October 2020-August 2024	Industrial/Organizational Solutions, Inc. (IOS) Consultant
July 2020-October 2021	Industrial/Organizational Solutions, Inc. (IOS) Research Analyst
January 2019-July 2020	Industrial/Organizational Solutions, Inc. (IOS) Research Associate

Summary of Selection Projects:

Client	Project Description	Timeframe
Pennsylvania State Police	Oversaw statewide job analysis and linkage analysis, including onsite interviews, survey distribution, analyzing data, and technical reporting for both the Liquor Enforcement Officer and the State Trooper positions. Ongoing exam scoring and analysis for both Liquor Enforcement Officer and State Trooper positions.	2025-Current
Florida Department of Law Enforcement	Ongoing project management overseeing the development and maintenance of the FDLE's State Officer Certification Exams for law enforcement, corrections, correctional probation, and auxiliary law enforcement ranks.	2025-Current
Montgomery County, MD Fire and Rescue Services Firefighter Recruit	Manage the virtual and in-person written examination for the entry level firefighter recruit position. Conduct written exam scoring, analysis, and technical reporting. Manage the administration of the virtual oral interview.	2025-Current
Montgomery County, MD Fire and Rescue Service High School Cadet	Manage the in-person written examination and virtual oral interview for high school cadet students. Managed development of an SAO questionnaire, conducted analyses, and utilized results to develop a age-appropriate structured oral interview questions for high school students. Developed and conducted in-depth assessor training. Scored data and conducted impact analyses to ensure fairness of selection process.	2025-Current
Aubrey, TX Fire Department	Oversaw the development and implementation of a custom physical ability test for entry level candidates. Oversaw job analysis interviews and survey. Developed, deployed, and analyzed data from a custom specification survey. Provided cut score recommendation and criterion validity evidence based on analysis of incumbent field test data. Provided Proctor Guide and Candidate Preparation Guide	2025
Kansas City, MO Fire Department	Managed the virtual written examination for the entry level position. Oversaw job analysis, including interviews, analyzing data, and technical report. Conducted scoring and analyses.	2024
Memphis, TN Fire Department	Manage the written examination for the entry level position. Oversaw job analysis, including interviews, analyzing data, and	2023-Current

	technical report. Conducted scoring and analyses.	
Rhode Island Law Enforcement	Conducted state-wide job analysis and linkage analysis to provide an updated task list for all law enforcement positions in the state of Rhode Island (i.e., state, city, and municipal). Assessed current training curriculum taught in all training academies and provided recommendations to improve and update the curriculum.	2023-2024
Nashville, TN Fire Department - EMS	Assisted with the development and implementation of a custom physical ability test for entry-level candidates and current incumbents for the EMS division. Participated job analysis interviews, ride-alongs, and survey administration. Developed, deployed, and analyzed data from a custom specification survey.	2024
South Adams County, CO Fire Department	Assisted with the implementation of the FPAT for entry level candidates and current incumbents. Oversaw deployment of job analysis and specification surveys. Provided onsite support for field testing. Provided cut score recommendation and criterion validity evidence based on analysis of incumbent field test data. Provided Proctor Guide and Candidate Preparation Guide	2023
Omaha, NE Police Department	Managed the written examination and virtual oral interview process for the entry level position. Oversaw job analysis, including interviews and analyzing data. Developed a virtual structured oral interview, developed in depth virtual rater training, and conducted scoring and analyses.	2022-2024
Charlotte, NC Fire Department	Manage full-scale process including the administration of a large-scale written examination and technology-based structured oral interview process to over 400-800 candidates. Hired and oversaw 20 assessors for the structured oral interview. Developed and conducted in-depth assessor training. Scored data, conducted impact analyses and developed technical report.	2020-Current
Winchester, VA Fire Department	Oversaw the development and implementation of a custom physical ability test for entry level candidates. Oversaw job analysis interviews and survey. Developed, deployed, and analyzed data from a custom specification survey. Provided cut score recommendation and criterion validity evidence based on analysis of incumbent field test data. Provided Proctor Guide and Candidate Preparation Guide.	2023
Winchester, VA Police Department	Oversaw the development and implementation of a custom physical ability test for entry level candidates. Oversaw job analysis interviews and survey. Developed, deployed, and analyzed data from a custom specification survey. Provided cut score recommendation and criterion validity evidence based on analysis of incumbent field test data. Provided Proctor Guide and Candidate Preparation Guide.	2022
Hampton, VA Fire Department	Managed the full-scale process including written exam administration, structured oral interview development, and scoring.	2022-Current
Indianapolis, IN Fire Department	Managed the administration of a written exam to 700 firefighter candidates. Developed a virtual one-way structured oral interview platform allowing candidates to securely interview from their homes. Provided in-depth incumbent assessor training and oversaw SOI scoring for over 500 candidate video responses.	2022
Montgomery County, MD Corrections	Managed the scoring and reporting process for a custom written exam. Analyzed test data to evaluate adverse impact.	2021-2023

Baltimore County, MD Police Department	Analyzed job analysis and linkage analysis data and compiled technical report. Developed custom written examination items.	2021-2022
Florida Highway Patrol	Assisted in the development of a custom Physical Ability Test. Conducted job analysis interviews, deployed the job analysis questionnaire and specification questionnaire, and analyzed the data. Provided support in presenting the data to FHP leadership and proposing PAT evolutions. Analyzed data to determine cut score and establish criterion validity. Assisted in writing the technical report.	2020-2022
Cook County Sheriff's Police Department	Oversaw the job analysis process for the Lieutenant and Sergeant positions. Interviewed incumbents, developed, and administered the online JAQ survey. Customized a situational judgement test for the lateral hiring process. Conducted SME interviews and developed new content/items for the examination. Validated the exam through content validity and field test data. Developed scoring program and conducted in-depth data analysis.	2020-2022
San Antonio, TX Police and Fire Departments	Managed the development and implementation of police and fire entry level custom written examinations. Developed custom scoring procedures and compiled technical reports. Developed practice tests and study guides.	2019-Current
Rhode Island State Police	Managed the written exam and SOI administration. Conducted in-depth assessor training. Oversaw scoring of written exam and SOI and delivered impact analyses.	2021
Edmond, OK Fire Department	Managed the written examination process and scoring. Developed custom SOI and Semi-structure Oral Interviews based on job analytic data and SME input. Conducted onsite rater training and custom scoring.	2021-Current
Bridgeport, CT Police Department	Assisted in the development of a fully custom SOI based on job analytic data and SME input. Assisted in SOI administration to over 450 candidates.	2021-2024
Anaheim, CA Fire Department	Conducted validity transportation process for the entry-level firefighter position. Managed administration of the online JAQ survey/ Analyzed JAQ data and compiled a transportability report. Assisted in the development of a custom structured oral interview process.	2020
New York State Police	Conducted on-site job analysis interviews. Wrote custom cognitive ability exam items. Assisted with the validation of a new personality measure.	2020
Lakewood, CO Police Department	Responsible for custom scoring for client and performed statistical test score banding of results. Delivered a comprehensive adverse impact report of the test outcomes.	2020-2024
Houston, TX Police Department	Administration of promotional level sergeant exam. Conducted on-site scoring.	2020
Peoria, IL Police Department	Administration of entry-level police officer position. Conducted on-site scoring.	2020
Austin, TX EMS Department	Developed new structured oral interview items for the client's process. Created new structured oral interview guidebooks and rating materials for the 2020 and 2021 process.	2020 - Current
Washington DC, Fire & EMS	Job Analysis and Validity Transportation process for the entry-level firefighter position. Conducted on-site job analysis interviews. Managed administration of the online JAQ survey.	2019

	Analyzed JAQ data and compiled transportability report.	
Miami Beach, FL Police Department	Oversee and partake in the rating process of entry-level written responses. Delivered adverse impact report of test outcomes.	2019-2025



COURTNEY GREEN

Assessment Consultant, Testing Services

Background Statement:

Courtney joined IOS in November of 2021. She obtained her Master's Degree in Industrial/Organizational Psychology at Elmhurst University in 2023. As a consultant, Courtney often uses various statistical analyses to aid in test customization, test development, validation, and technical report composition.

As a consultant, Courtney also frequently engages in the following employment testing processes:

- Job analysis
- Online survey design & implementation
- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Physical Ability Test (PAT) validation, implementation, and analysis
- Test Score Banding (SED)
- Validity transportation
- Custom written exam item development
- Structured Oral Interview development and implementation
- Full-cycle project management

Education:

Elmhurst University, Elmhurst, IL
Master of Art, Industrial/Organizational Psychology (2023)

Monmouth College, Monmouth, IL
Bachelor of Art, Psychology (2020)
Minor: Communications

Professional Experience:

May 2024 - Current	Industrial/Organizational Solutions, Inc. (IOS) Assessment Consultant
September 2022 - May 2024	Industrial/Organizational Solutions, Inc. (IOS) Associate Consultant
February 2022 - September 2022	Industrial/Organizational Solutions, Inc. (IOS) Research Associate

November 2021- Industrial/Organizational Solutions, Inc. (IOS)
February 2022 Research Assistant

Summary of Selection Projects:

Client	Project Description	Timeframe
Nashville, TN - Davidson County Sheriff's Office	Assisted with a job analysis process for the entry-level correctional officer position. Assisting with the development of a custom written examination, including the development of cognitive written exam items and a situational judgement test battery.	2025 - Current
New York State Police	Assisting with a job analysis process for the entry-level State Trooper position, including onsite job analysis interviews and observations, as well as job analysis questionnaire administration and analysis. Will assist in the development of multiple custom Physical Ability Tests, including development, field testing, and various testing analyses.	2025 - Current
Springfield, IL Police Department and Fire Department	Conducted a Job Analysis and & Validity Transportation process for entry-level Police Officer and Firefighter positions. Managed the administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Developed multiple cycles worth of custom SOI, provided in-depth incumbent assessor training and helped oversee multiple written exam and SOI administrations, including preparation of materials, training of assessors, and scoring. Providing administration and scoring assistance for multiple testing cycles per year.	2024 - Current
Omaha, NE Fire Department	Managed the virtual oral interview process for the entry-level firefighter position. Developed a virtual structured oral interview, developed in -depth virtual rater training, and conducted scoring and analyses.	2024 - Current
Hampton, VA Fire Department	Managing written examination and structured oral interview administration and scoring.	2024 - Current
Rhode Island Law Enforcement	Conducted state-wide job analysis and linkage analysis to provide an updated task list for all law enforcement agencies (i.e. state, city, and municipal). Assess current training curriculum taught in all training academies and provide recommendations and areas of improvement.	2023-2024
Massachusetts State Trial Court	Assisted with a job analysis process for the entry-level probation officer position. Managed and assisted with the development and validation of a custom written examination, including the development of cognitive written exam items and a situational judgement test battery. Managing and assisting with the development of two custom structured oral interviews, including development, administration of the assessment, assessor training, and scoring.	2023 - Current

Omaha, NE Police Department	Managing the written examination and virtual oral interview process for the lateral entry-level police officer position. Developing a virtual structured oral interview, developing-in depth virtual rater training, and conducting scoring and analyses.	2023 - Current
Rhode Island State Police	Managing the examination and structured oral interview process of entry-level state troopers, including the preparation of documents, development and administration of assessor training, and scoring.	2023 - Current
Jacksonville, IL Fire Department	Onsite administration and scoring of written examinations.	2023 - 2024
Lower Merion, PA Police Department	Conducted a Job Analysis and & Validity Transportation process for entry-level Police Officer position. Managed the administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Developed multiple cycles worth of custom SOI. Provided in-depth incumbent assessor training and helping to oversee multiple written exam and SOI administrations, including preparation of materials, training of assessors, and scoring.	2022 - Current
Bridgeport, CT Police Department	Conducted a Job Analysis for the entry-level Police Officer position. Managed the administration of an online JAQ survey. Analyzed JAQ data and compiled an updated technical report for the BPD examination process. Previous assisted in, but now managing the creation of a custom SOI process and the preparation of SOI documents and printing of materials. Providing training to assessors and scoring structured oral interviews.	2022 - Current
Harvey, IL Police Department	Onsite scoring of written examination.	2022 - 2024
Omaha, NE PD; Hampton, VA FD; Winchester, VA FD; Tulsa, OK FD; Baltimore County FD	Conducted Job Analysis Interviews.	2021-2022
Grand Rapids, MI; Douglas County, NE; Lancaster, PA; Shelby County Sheriff's Office, AL; Corpus Christi, TX;	Conducted job analysis and validity transportation process for entry-level police officer position. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2021 -2022
Montgomery County, MD Corrections	Previously rated written response sample for the purpose of an entry-level selection examination. Analyzed test data to evaluate adverse impact and update examination cut scores. Currently manage the scoring and reporting process for a custom written exam.	2021 - Current
Miami Beach, FL Police Department	Rating of written response sample for the purpose of an entry-level selection examination.	2021 - Current
San Antonio, TX Police and Fire Department	Assist with writing custom cognitive ability items semi-annually.	2021 - Current
Charlotte, NC Fire Department	Assisted in the creation of SOI documents, training videos, and printing of materials for the large-scale SOI Process. Assisted with the administration of a multi-day written exam and SOI testing cycle onsite.	2021 - 2025

Chesterfield, VA; Bernalillo County, NM	Conducted job analysis and validity transportation process for entry-level firefighter position. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2021 - 2022
Nashville, TN Fire Department	Assisted with data entry for a predictive validation study of the Physical Abilities Test.	2020-2021
Bridgeport, CT Fire Department	Managed the written examination process for the entry-level firefighter position. Conducted scoring and analyses.	2024
Bridgeport, CT Civil Detention Center	Conducted job analysis and validity transportation process for the entry-level civil detention officer position. Managed the administration of an online JAQ. Analyzed JAQ data and compiled transportability report.	2024
North Charleston, SC Fire Consortium	Assisted in the development of a custom Physical Ability Test. Conducted job analysis interviews, deployed the job analysis questionnaire and analyzed the data. Provided support in presenting the data to FHP leadership and proposing PAT evolutions. Analyzed data to determine cut score and establish criterion validity. Assisted in writing the technical report.	2024
San Antonio, TX Fire Department	Conducted on-site job analysis observations of department personnel of San Antonio positions. Created, distributed, and analyzed a custom Job Analysis Questionnaire and Linkage Analysis Questionnaire for each position. Compiled results in a technical report.	2022
Baltimore County Police	Assisted with writing custom cognitive ability items.	2022



NEERAJ MALLISSERY, M.A, M.B.A.
Assessment Consultant, Testing Services

Background Statement:

Neeraj joined IOS in November of 2021. He obtained his Master's Degree in Industrial/Organizational Psychology and Master's in Business Administration at Roosevelt University in 2023. As a consultant, Neeraj often uses various statistical analyses to aid in test customization, test development, validation, and technical report composition.

As a consultant, Neeraj also frequently engages in the following employment testing processes:

- Job analysis
- Online survey design & implementation
- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Physical Ability Test (PAT) validation, implementation, and analysis
- Validity transportation
- Custom written exam item development
- Structured Oral Interview development and implementation

Education:

Roosevelt University, Chicago, IL
Master of Art, Industrial/Organizational Psychology (2023)
Master of Business Administration (2023)

University of Alabama, Tuscaloosa, AL
Bachelor of Arts, Psychology (2020)

Professional Experience:

April 2025 - Current	Industrial/Organizational Solutions, Inc. (IOS) Assessment Consultant
May 2023 - April 2025	Industrial/Organizational Solutions, Inc. (IOS) Associate Consultant
February 2022 - May 2023	Industrial/Organizational Solutions, Inc. (IOS) Research Associate
November 2021 - February 2022	Industrial/Organizational Solutions, Inc. (IOS) Research Assistant

Summary of Selection Projects:

Client	Project Description	Timeframe
Moline, IL Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through the online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via the collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2026
Hanover County, VA Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through the online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via the collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2026
Greenville, SC Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through the online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via the collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2026
Tulsa, OK Fire Department	Developed fully custom SOI based on job analytic data and SME input. Provided in-depth incumbent assessor training and oversaw SOI administration to candidates. Provided scores for both the written exams and SOIs.	2025-Current
Lakewood, CO Police Department	Performed statistical score banding of results and delivered a comprehensive adverse impact report.	2025-Current
Greenville, SC Police Department	Developed custom SOI, provided in-depth incumbent assessor training and oversaw SOI administration. Delivered adverse impact report for both written exams and SOIs.	2025-Current
Sioux Falls, SD Fire Department	Job Analysis and Validity Transportation process for entry-level firefighter position. Managed the conduction of on-site job analysis visits as well as administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2025
Montgomery County, TN Fire Department	Developed custom SOI, provided in-depth incumbent assessor training and oversaw SOI administration. Delivered adverse impact report for both written exams and SOIs.	2025
Apopka, FL Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2025
Chesterfield, VA Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2025
Edmond, OK Fire Department	Managed the written examination. Developed custom SOI and Semi-structure Oral Interviews based on job analytic data and SME input. Conducted onsite rater training and assisted in scoring.	2024-Current

Omaha, NE Police Department	Managed the written examination and virtual oral interview process for the entry level position. Oversaw job analysis, including interviews and analyzing data. Developed a virtual structured oral interview, developed in depth virtual rater training, and conducted scoring and analyses.	2024-2025
Pasco County, FL Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2024
Jerome County, OH Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using department incumbent sample and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2024
Kentucky Department of Criminal Justice Training (DOCJT)	Conducted statewide job analysis of entry-level law enforcement and entry-level telecommunicator positions. Conducted JAQ focus groups with incumbents, administered large-scale JAQ surveys across the Commonwealth, conducted task-to academy curriculum linkages, and provided phased action plans for curriculum modification based on the results of the study.	2024
Loudoun County, VA Fire Department	Managed the scoring and reporting process for an online administration of a written exam. Analyzed test data to evaluate adverse impact.	2023-Current
Massachusetts State Trial Court	Assisted with a job analysis process for the entry-level probation officer position. Managed and assisted with the development and validation of a custom written examination, including the development of cognitive written exam items and a situational judgement test battery.	2023 - Current
Indianapolis, IN Fire Department	Assisted in development of a virtual one-way structured oral interview platform allowing candidates to securely interview from their homes.	2023-Current
Rhode Island Law Enforcement	Conducted state-wide job analysis and linkage analysis to provide an updated task list for all law enforcement agencies (i.e. state, city, and municipal).	2023-2024
Jerome Township, Ohio FD	Assisted in the development of a custom Physical Ability Test. Deployed the job analysis questionnaire and analyzed the data. Provided support in presenting the data to leadership and proposing PAT evolutions. Analyzed data to determine cut score and establish criterion validity. Assisted in writing the technical report.	2024 - current
Miami Beach, FL FD	Onsite administration of written examinations.	2023 - Current
Montgomery County, MD Corrections	Previously rated written response sample for the purpose of an entry-level selection examination.	2021 - 2023
Charlotte, NC Fire Department	Assisted in the creation of SOI documents, training videos, and printing of materials for the large-scale SOI Process. Assisted with the administration of a multi-day written exam and SOI testing cycle onsite.	2021 - 2025
Miami Beach, FL PD	Rating of written response sample for the purpose of an entry-level selection examination. Analyzed test data to evaluate adverse impact.	2021 - Current



ALEXA BOLWIN, M.A.
Sr. Researcher, Testing Services

Background Statement:

Alexa joined IOS in October of 2015. She obtained her Master's Degree in Industrial/Organizational Psychology from Elmhurst College in 2016. As a senior researcher, Alexa often uses various statistical analyses to aid in test development, customization, validation, and technical report composition.

As a senior researcher, Alexa also frequently engages in the following employment testing processes:

- Job analysis
- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Content-validation (CVR implementation, Angoff calculation, SME review sessions)
- Classical test theory item-analysis
- Validity transportation
- Cut score analysis

Alexa also possesses an interest in the following areas of the field:

- Survey design and implementation
- Open source "R" software

Education:

Elmhurst College, Elmhurst, IL
Master of Arts, Industrial-Organizational Psychology (2016)

University of Illinois at Chicago, Chicago, IL
Bachelor of Arts, Psychology; Criminology, Law, & Justice (2014)

Professional Experience:

April 2023- Present	Industrial/Organizational Solutions, Inc. (IOS) Sr. Researcher
March 2019- April 2023	Industrial/Organizational Solutions, Inc. (IOS) Research Analyst
September 2016-	Industrial/Organizational Solutions, Inc. (IOS)

March 2019	Testing Services Coordinator
June 2016- September 2016	Industrial/Organizational Solutions, Inc. (IOS) Research Assistant
October 2015- June 2016	Industrial/Organizational Solutions, Inc. (IOS) Consulting Assistant

Summary of Selection Projects:

Client	Project Description	Timeframe
Florida Department of Law Enforcement	Assist with development and maintenance of the FDLE's State Officer Certification Exams for law enforcement, corrections, correctional probation, and auxiliary law enforcement ranks.	2025-present
Chicago, IL Police Department	Generate score reports and adverse impact reports for test administrations to compare results between computer-based and in-person testing.	2023-present
Cook County, IL Sheriff's Office and Merit Board	Generate quarterly and annual adverse impact results for the agency's administration of two IOS exams.	2020-present
Various agencies	Conducted local content validation process for off-the-shelf fire service promotional examination. Managed administration of online "Local Validation" and "Item Review" surveys. Analyzed data and compiled report. Provided client with recommendations regarding exam usage (e.g. recommended cut-score, item removals, etc.).	2018-present
Various agencies	Conducted local content validation process for off-the-shelf law enforcement promotional examination. Managed administration of online "Local Validation" and "Item Review" surveys. Analyzed data and compiled report. Provided client with recommendations regarding exam usage (e.g. recommended cut-score, item removals, etc.).	2018-present
San Antonio, TX Police and Fire Department	Developed custom cognitive ability items semi-annually.	2016-present
Baltimore County Police Department, MD	Assisted with job analysis process for entry-level police officer and cadet positions.	2020-2023
	Assisted with development of and managed the administration of an online performance evaluation tool.	
	Wrote custom cognitive ability and situational judgment exam items.	
Berkeley County Sheriff's Department, WV	Developed semi-custom examinations for First Line Supervisor and Middle Manager ranks.	2022
Lubbock, TX Police Department	Assisted with development of and managed the administration of an online performance	2022

Client	Project Description	Timeframe
	evaluation tool.	
New Jersey State Association of Chiefs of Police	Developed statewide promotional examinations for the ranks of First Line Supervisor, Middle Manager, and Upper Command.	2021-2022
Baytown, TX	Conducted job analysis and developed semi-custom situational judgement tests for police Sergeant and Lieutenant positions. Conducted local validation process. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled report. Developed two forms of examination tailored to job analysis data for SGT and LT ranks. Managed content validation process. Developed custom scoring solution.	2021
Grand Rapids, MI Nashville, TN Des Moines, IA Brooklyn Park, MN	Conducted validity transportation process for entry-level firefighter position. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2020-2021
Roselle, IL Amarillo, TX Weatherford, TX	Conducted validity transportation process for entry-level police officer position. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2020-2021
Montgomery County, MD Corrections	Assisted with re-development process for administration and scoring of custom written examination and written exercise. Managed scoring process for test components and analyzed data to evaluate adverse impact.	2020-2021
Des Moines, IA	Developed semi-custom examination for rank of Senior Fire Medic.	2021
Palm Beach County, FL	Conducted job analysis and validity transportation process for entry-level firefighter position. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Managed content validation process for noncognitive tool. Developed custom scoring solution.	2020
New York State Police	Assisted with job analysis process for entry-level trooper position.	2020
	Assisted with development of and managed the administration of an online performance evaluation tool.	
	Wrote custom cognitive ability exam items.	
Creve Coeur, MO	Developed semi-custom examination for rank of Battalion Chief.	2020
Sycamore, IL	Developed semi-custom examination for rank of Fire Company Officer I.	2020
Wheeling, IL	Developed semi-custom examination for rank of Fire Lieutenant.	2020

Client	Project Description	Timeframe
Massachusetts Trial Court	Managed online examination registration for entry-level and promotional examination processes.	2017-2020
New York State Department of Civil Service	Wrote custom situation-based and cognitive ability exam items.	2016-2019
	Assisted with development of and managed the administration of an online performance evaluation tool. Conducted validity transportation process for four entry-level positions in the State of New York; delivered online survey; analyzed survey results and compiled report.	
Massachusetts Trial Court	Assisted with development of and administered online performance evaluation tool.	2019
Austin-Travis County EMS	Developed custom structured oral interview scenarios and criteria for Medic I Field and Medic I Communications positions.	2019
Creve Coeur, MO	Developed semi-custom examinations for the ranks of EMS Captain and Fire Captain.	2019
Sylvania Township, OH	Developed a semi-custom examination for the rank of Fire Lieutenant.	2019
New Jersey State Association of Chiefs of Police	Developed statewide promotional examinations for the ranks of First Line Supervisor and Middle Manager.	2019
Public Safety Testing, WA	Conducted adverse impact analyses to examine potential disparate impact and subsequent risk for litigation pertaining to the agency's use of three entry-level examinations. Compiled technical report for analysis of each of the three examinations.	2016

Assessment Development Projects:

Assessment	Description	Timeframe
Driver/Engineer Essentials	Developed promotional job knowledge examination for the driver/engineer rank. Update examination content, as needed, on an annual basis.	2025-present
Essentials of Law Enforcement Management exam series for First Line Supervisor, Middle Manager, and Upper Command	Developed promotional job knowledge examination series for the first line supervisor, middle manager, and upper command ranks. Update examination content, as needed, on an annual basis.	2019-present
Fire Officer Essentials exam series for Company Officer I, Company Officer II, and Chief Officer	Developed promotional job knowledge examination series for the company officer I, company officer II, and chief officer ranks. Update examination content, as needed, on an annual basis.	2019-present

Guardian Selection Inventory (GSI)	Assisted in development of entry-level examination battery for law enforcement featuring cognitive ability, situational judgment, personality, and intercultural sensitivity measures.	2024
Law Enforcement Investigator Examination (LEIE)	Developed promotional job knowledge examination for the investigator/detective rank.	2020

Project Management

IOS's project management system is simple and effective. Our corporation employs a large team of Industrial/Organizational Psychologists who serve as project managers/ consultants. From this team, a single individual is identified to manage the day-to-day responsibilities associated with a given project/client. While there is one point of contact in order to simplify the communication process between client and consultant, there is also a team of individuals available to support the project and multiple consultants who are familiar with the project status. Following is an overview of the tenets of our project management system:

1. **Sole Point-of-Contact:** A single, primary consultant/project director is designated to head a project. This ensures a consistent source of information for the client and simple, effective lines of communication. This individual will be available by email, office phone and cell phone on a regular basis. A secondary contact person will also be designated should the agency have an urgent need to contact someone at IOS to discuss the project.
2. **Team Support:** While a single person is managing the project, that person is supported by a large team of consultants, technical writers, project assistants, job analysts, and administrative staff to ensure that the necessary manpower is always available to accomplish the job at hand. The project manager will leverage this assistance to accomplish the proposed project plan according to the stated schedule. The project director is responsible for quality control measures and for transfer of all project deliverables. IOS maintains one of the largest professional staffs in the public safety selection consulting industry, allowing us to meet your agencies needs with a great deal of flexibility and responsiveness.
3. **Team Leader Oversight:** The project director is supervised by the Team Leader, who ensures that all timelines are met and all project works meets our high standards. The Team Leader regularly meets with project director to discuss project progress and strategies. We constantly analyze and evaluate our methodologies in a 'group think' setting to ensure an efficient, effective and state-of-the-art solution.
4. **Planning and Scheduling System:** The project director will be the main client contact and will conduct weekly planning and coordination meetings with the entire project time to ensure that work is efficiently allocated and project managers/coordinators and technical writing staff are on schedule and producing work that follows our methodology and meets our high standards.

Project References

Law Enforcement and Fire Service Promotional Selection Processes

Client	Atlanta, GA Police Department		
Contact	Kristin Knight Lieutenant – Personnel Unit Commander and Background & Recruitment Unit Commander	Address/Phone/E-mail	226 Peachtree Street SW W2611 Atlanta, GA 30303 404.546.2584 KKnight@atlantaga.gov
Contract Title	Police Promotional Written Exams and Oral Assessments		
Contract Period	2009, 2011-2012, 2013-2014, 2016, 2017-2018, 2020, 2022, 2024		
Description:			
• Conducted job analyses in 2009 and 2016, with reviews/updates in 2011, 2013, 2017, 2020 • Developed written exams for Sergeant and Lieutenant • Developed and administered oral assessments for Sergeant and Lieutenant • Recruited and trained 24 assessors • Coordinated and secured examination sites and all lodging for assessors			
No post-test litigation or complaints filed.			

Client	Bridgeport, CT Police Department		
Contact	Lisa Mastronunzio Civil Service Examiner	Address/Phone/E-mail	45 Lyon Terrace Bridgeport, CT 06604 203.576.7109 Lisa.Mastronunzio@Bridgeportct.gov
Contract Title	Development and Administration of Police Assistant Chief Structured Oral Interview		
Contract Period	March 2023 – January 2024		
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	September 2015 – November 2015; June 2022 – May 2023		
Contract Title	Development of Police Detective Written Exam and Development and Administration of Police Detective Assessment Center		
Contract Period	December 2014 – April 2015; January 2020 – January 2021		
Contract Title	Development of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	February 2014 – July 2014; December 2018 – February 2019; January 2024 – January 2025		
Contract Title	Development of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	March 2013 – December 2013; January 2021 – February 2022		

Client	Bridgeport, CT Fire Department		
Contact	Lisa Mastronunzio Civil Service Examiner	Address/Phone/E-mail	45 Lyon Terrace Bridgeport, CT 06604 203.576.7109 Lisa.Mastronunzio@Bridgeportct.gov
Contract Title	Development of Fire Captain Written Exam and Development and Administration of Fire Captain Assessment Center		
Contract Period	December 2022 – April 2023		
Contract Title	Development and Administration of Fire Assistant Chief Assessment Center		
Contract Period	August 2022 – March 2023		

Contract Title	Development of Fire Inspector Written Exam and Development and Administration of Fire Inspector Assessment Center
Contract Period	June 2021 – September 2022; May 2024 – August 2024
Contract Title	Development of Fire Lieutenant Written Exam and Development and Administration of Fire Lieutenant Assessment Center
Contract Period	March 2020 – January 2021; September 2023 – January 2024
Contract Title	Development and Administration of Deputy Fire Marshal Assessment Center
Contract Period	December 2020 – April 2021

Client	Broken Arrow, OK Fire Department		
Contact	Jeremy Moore Fire Chief	Address/Phone/E-mail	1101 N. 6 th Street Broken Arrow, OK 74012 918.259.8360 x6355 JKMoore@brokenarrowok.gov
Contact	Mark Steward Assistant Fire Chief	Address/Phone/E-mail	1101 N. 6 th Street Broken Arrow, OK 74012 918.259.8360 x6361 JSteward@brokenarrowok.gov
Contract Title	Development and Administration of Fire Lieutenant and Captain Written Exams and Fire Lieutenant, Captain, Deputy Chief and Fire Marshal Assessment Centers		
Contract Period	February 2024 – July 2024		
Contract Title	Development and Administration of Fire Training Officer, Battalion Chief and Deputy Chief Assessment Centers		
Contract Period	September 2022 – February 2023		
Contract Title	Development and Administration of EMS Major and EMS Officer Assessment Centers		
Contract Period	April 2023 – June 2023		
Contract Title	Development and Administration of Fire Lieutenant and Captain Written Exams and Fire Lieutenant, Captain, Deputy Fire Marshal Assessment Centers		
Contract Period	April 2021 – November 2022		
Contract Title	Development and Administration of Fire Lieutenant Written Exam and Assessment Center		
Contract Period	April 2020 – August 2020		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Written Exams and Assessment Centers		
Contract Period	January 2019 – July 2019		
Contract Title	Development and Administration of Fire Lieutenant, Fire Investigator and OPS Training Officer Written Exams and Assessment Centers		
Contract Period	March 2018 – February 2019		
Contract Title	Development and Administration of Fire Lieutenant, Deputy Chief and EMS Major Written Exams and Assessment Centers		
Contract Period	February 2017 – January 2018		

Client	Buffalo, NY Fire Department		
Contact	G.G.(Gladys) Herndon-Hill Commissioner	Address/Phone/E-mail	65 Niagara Square City Hall - Room 1001 Buffalo, NY 14202 716.851.9613 CS15@ch.ci.buffalo.ny.us
Contract Title	Development of a Fire Captain Written Exam and Development and Administration of a Fire Captain Assessment Center		
Contract Period	June 2022 – February 2023		
Contract Title	Development of a Fire Lieutenant Written Exam and Development and Administration of a Fire Lieutenant, Battalion Chief and Division Chief Assessment Centers		
Contract Period	July 2021 – March 2022		

Contract Title	Development of a Fire Captain Written Exam and Development and Administration of a Fire Captain Assessment Center
Contract Period	August 2019 – January 2020
Contract Title	Development of Fire Lieutenant and Captain Written Exams and Development and Administration of Fire Lieutenant, Captain, Battalion Chief and Division Chief Assessment Centers
Contract Period	January 2017 – February 2018

Client	Buffalo, NY Police Department		
Contact	G.G. (Gladys) Herndon-Hill Commissioner	Address/Phone/E-mail	65 Niagara Square City Hall - Room 1001 Buffalo, NY 14202 716.851.9613 CS15@ch.ci.buffalo.ny.us
Contract Title	Development of Police Detective, Lieutenant and Captain Written Exams and Development and Administration of Police Detective, Lieutenant and Captain Assessment Centers		
Contract Period	January 2023 – December 2023		
Contract Title	Development of Police Detective Sergeant and Inspector Written Exams and Development and Administration of Police Detective Sergeant and Inspector Assessment Centers		
Contract Period	February 2022 – February 2023		
Contract Title	Development of Police Detective and Lieutenant Written Exams and Development and Administration of Police Detective Lieutenant Assessment Centers		
Contract Period	April 2021 – November 2021		
Contract Title	Development of Police Detective, Detective Sergeant, Lieutenant and Captain Written Exams and Development and Administration of Police Detective, Detective Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	September 2019 – April 2020		
Contract Title	Development of Police Inspector, Detective, Detective Sergeant, Lieutenant and Captain Written Exams and Development and Administration of Police Inspector, Detective, Detective Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	January 2017 – November 2017		
Contract Title	Development of Police Inspector, Detective, Detective Sergeant, Lieutenant and Captain Written Exams and Development and Administration of Police Inspector, Detective, Detective Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	December 2011 – August 2012		
Contract Title	Development of Police Inspector and Captain Written Exams and Development and Administration of Police Inspector and Captain Assessment Centers		
Contract Period	September 2007 – September 2008		
Contract Title	Development of Police Detective, Detective Sergeant and Lieutenant Written Exams and Development and Administration of Police Detective, Detective Sergeant and Lieutenant Structured Oral Assessments		
Contract Period	September 2007 – September 2008		

Client	Chattanooga, TN Fire Department		
Contact	Iris Neal Human Resources Generalist	Address/Phone/E-mail	Fire Administration Building 910 Wisdom Street Chattanooga, TN 37406 423.643.7207 ineal@chattanooga.gov
Contract Title	Development and Administration of Fire Lieutenant and Captain Written Examinations and Development and Administration Fire Lieutenant, Captain and Battalion Chief Assessment Centers		
Contract Period	November 2024 – Present		
Contract Title	Development and Administration of Fire Lieutenant and Captain Written Examinations and		

	Development and Administration Fire Lieutenant, Captain and Battalion Chief Assessment Centers
Contract Period	November 2022 – June 2023
Contract Title	Development and Administration of Fire Lieutenant and Captain Written Examinations and Development and Administration Fire Lieutenant, Captain and Battalion Chief Assessment Centers
Contract Period	December 2020 – April 2021
Contract Title	Development and Administration of Fire Lieutenant and Captain Written Examinations and Development and Administration Fire Lieutenant, Captain and Battalion Chief Assessment Centers
Contract Period	December 2020 – Present
Contract Title	Development and Administration of Fire Lieutenant and Captain Written Examinations and Development and Administration Fire Lieutenant, Captain and Battalion Chief Assessment Centers
Contract Period	December 2018 – May 2019
Contract Title	Development and Administration of Fire Lieutenant and Captain Assessment Centers
Contract Period	April 2017 – June 2017
Contract Title	Development and Administration of Fire Lieutenant and Captain Assessment Centers
Contract Period	July 2014 – December 2015

Client	Chattanooga, TN Police Department		
Contact	Shea Jefferson, MPS Deputy Chief Human Resources Officer	Address/Phone/E-mail	101 East 11th Street - Suite 201 Chattanooga, TN 37402 423.643.7214 sjefferson@chattanooga.gov
Contract Title	Development and Administration of Master Police Officer, Police Sergeant and Lieutenant Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	January 2022 – September 2022		
Contract Title	Development and Administration of Master Police Officer Written Examination		
Contract Period	March 2020 – August 2020		
Contract Title	Development and Administration of Police Sergeant and Lieutenant Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	June 2019 – November 2019		
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	March 2018 – July 2018		
Contract Title	Development and Administration of Police Sergeant and Lieutenant Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	April 2016 – November 2016		

Client	Chicago, IL Police Department		
Contact	Jill May, M.S. Director of Assessment and Selection Methods	Address/Phone/ E-mail	121 N. LaSalle, 1102 Chicago, IL 60602 312.744.1240 Jill.May@cityofchicago.org
Contract Title	Development and Administration of SWAT Assessment Center/Physical Assessment		
Contract Period	April 2024 - Present		
Contract Title	Development and Administration of Police Captain Structured Oral Interview		
Contract Period	January 2024 – Present		
Contract Title	Development and Administration of Police Sergeant Examination and Development and Administration of Police Sergeant Written Assessment		

Contract Period	October 2023 – September 2024
Contract Title	Development and Administration of Mounted Patrol Assessment Center
Contract Period	December 2022 – January 2025
Contract Title	Development and Administration of Police Lieutenant Examination and Development and Administration of Police Lieutenant Oral Examination
Contract Period	June 2021 – February 2023
Contract Title	Development and Administration of Police Sergeant Written Examination and Written Assessment
Contract Period	August 2012 – June 2014
Description:	
- Developed and validated a written job-knowledge examination for the Sergeant rank - Developed and validated a written assessment for the Sergeant rank	

Client	Chicago, IL Fire Department		
Contact	Jill May, M.S. Director of Assessment and Selection Methods	Address/Phone/ E-mail	121 N. LaSalle, 1102 Chicago, IL 60602 312.744.1240 Jill.May@cityofchicago.org
Contract Title	Development and Administration of Fire Captain and Battalion Chief Promotional Examinations and Development and Administration of Fire Captain and Battalion Chief Oral Examinations		
	June 2022 – June 2023		
Contract Title	EMS Promotional Examinations for Ambulance Commander and Paramedic Field Chief		
Contract Period	September 2021 – March 2024		
Contract Title	Development and Administration of Fire Battalion Chief Promotional Examination and Development and Administration of Fire Battalion Chief Oral Examination		
Contract Period	August 2019 – August 2021		
Description:			
- Developing and validating a written job-knowledge examination for each position - Developing and validating a structured oral interview process for each position			
Contract Title	EMS Promotional examinations for Ambulance Commander and Paramedic Field Chief		
Contract Period	February 2016 – September 2017		
Description:			
- Developing and validating a written job-knowledge examination for each position - Developing and validating a structured oral interview process for each position			
Contract Title	EMS Promotional examinations for Ambulance Commander and Paramedic Field Chief		
Contract Period	May 2011 – August 2013		
Description:			
- Developed and validated a written job-knowledge examination for each position - Developed and validated a structured oral interview process for each position			

Client	Cincinnati, OH Police Department		
Contact	Latisha Hazell Human Resources Director	Address/Phone/E-mail	805 Central Avenue – Ste. 200 Cincinnati, OH 45202 513.352.1507 latisha.hazell@cincinnati-oh.gov
Contract Title	Development and Administration of Police Lieutenant Written Examinations and Assessment Center		
Contract Period	August 2024 – January 2025		
Contract Title	Development and Administration of Police Sergeant and Captain Written Examinations and Assessment Centers		
Contract Period	May 2024 – January 2025		
Contract Title	Development and Administration of Police Captain Assessment Center		

Contract Period	September 2023 – February 2024
Contract Title	Development and Administration of Police Lieutenant Written Examination and Assessment Center
Contract Period	March 2022 – September 2022
Contract Title	Development and Administration of Police Sergeant and Captain Written Examinations and Assessment Centers
Contract Period	February 2021 – March 2022
Contract Title	Development and Administration of Police Lieutenant Written Examination and Assessment Center
Contract Period	June 2019 – November 2020
Contract Title	Development and Administration of Police Sergeant Written Examination and Situational Judgment Test
Contract Period	December 2019 – July 2020
Contract Title	Development and Administration of Police Captain Assessment Center
Contract Period	November 2018 – January 2019
Contract Title	Development and Administration of Police Lieutenant Assessment Center
Contract Period	February 2018 – May 2018
Contract Title	Development and Administration of Police Sergeant Written Exercise
Contract Period	February 2018 – May 2018
Contract Title	Development and Administration of Police Captain Assessment Center
Contract Period	January 2017 – June 2017

Client	Cincinnati, OH Fire Department		
Contact	Latisha Hazell Human Resources Director	Address/Phone/E-mail	805 Central Avenue – Ste. 200 Cincinnati, OH 45202 513.352.1507 latisha.hazell@cincinnati-oh.gov
Contract Title	Development and Administration of Fire Lieutenant and Captain Written Examinations and Assessment Centers		
Contract Period	March 2023 – October 2024		
Contract Title	Development and Administration of Fire Lieutenant and District Chief Written Examinations and Assessment Center		
Contract Period	January 2022 – September 2024		
Contract Title	Development and Administration of Fire Captain Assessment Center		
Contract Period	May 2021 – December 2022		
Contract Title	Development and Administration of Fire Lieutenant Written Examination and Assessment Center		
Contract Period	October 2019 – April 2020		
Contract Title	Development and Administration of Fire District Chief Written Examination and Assessment Center		
Contract Period	July 2019 – April 2020		
Contract Title	Development and Administration of Fire Specialist Written Examination and Development and Administration of Fire Captain Assessment Center		
Contract Period	June 2018 – January 2019		
Contract Title	Development and Administration of Fire Lieutenant Written Examination and Assessment Center		
Contract Period	January 2017 – August 2017		

Client				Cobb County, GA Sheriff's Office
Contact	Shirene Douglas, PHR, SHRM-CP Human Resources Manager	Address/Phone/ E-mail	Cobb County Government 100 Cherokee Street, 2 nd Floor Marietta, GA 30090 770.528.2538	

			shirene.douglas@cobbcounty.org
Contract Title	Sergeant and Lieutenant Promotional Processes		
Contract Period	2007-2021		
Description:			
• Developed and administered job knowledge written exams for Sergeant and Lieutenant • Conducted candidate orientations • Developed and administered assessment centers for Sergeant and Lieutenant • Trained assessors • Developed candidate feedback reports			
No post-test litigation or complaints filed.			

Client	Forsyth County, GA Fire Department		
Contact	Jason Shivers Division Chief – Technical Services	Address/Phone/E-mail	3520 Settingdown Road Cumming, GA 30028 678.513.5898 RJShivers@forsythco.com
Contract Title	Development and Administration of Fire Apparatus Operator and Lieutenant Written Exams and Development and Administration of Fire Apparatus Operator and Lieutenant Assessment Centers		
Contract Period	November 2024 - Present		
Contract Title	Development and Administration of Fire Apparatus Operator and Lieutenant Written Exams and Development and Administration of Fire Apparatus Operator and Lieutenant Assessment Centers		
Contract Period	February 2024 – July 2024		
Contract Title	Development and Administration of Fire Apparatus Operator and Lieutenant Written Exams and Development and Administration of Fire Apparatus Operator and Lieutenant Assessment Centers		
Contract Period	May 2023 – October 2023		
Contract Title	Development and Administration of Fire Apparatus Operator and Lieutenant Written Exams and Development and Administration of Fire Apparatus Operator, Lieutenant and Captain Assessment Centers		
Contract Period	January 2022 – November 2022		
Contract Title	Development and Administration of Fire Apparatus Operator and Lieutenant Written Exams and Development and Administration of Fire Apparatus Operator and Lieutenant Assessment Centers		
Contract Period	January 2021 – July 2021		
Contract Title	Development and Administration of Fire Apparatus Operator, Lieutenant and Captain Written Exams and Development and Administration of Fire Lieutenant and Captain Assessment Centers		
Contract Period	January 2020 – December 2020		
Contract Title	Development and Administration of Fire Apparatus Operator and Battalion Chief Written Exams and Development and Administration of Fire Apparatus Operator and Battalion Chief Assessment Centers		
Contract Period	September 2019 – February 2020		
Contract Title	Development and Administration of Fire Apparatus Operator and Lieutenant Written Exams and Development and Administration of Fire Apparatus Operator and Lieutenant Assessment Centers		
Contract Period	March 2018 – May 2019		
Contract Title	Development and Administration of Fire Apparatus Operator and Battalion Chief Written Exams and Development and Administration of Fire Apparatus Operator and Battalion Chief Assessment Centers		
Contract Period	January 2017 – November 2017		
Contract Title	Development and Administration of Fire Apparatus Operator and Lieutenant Written Exams and Development and Administration of Fire Apparatus Operator and Lieutenant		

	Assessment Centers
Contract Period	January 2016 – July 2016
Contract Title	Development and Administration of Fire Apparatus Operator, Lieutenant and Captain Written Exams and Development and Administration of Fire Lieutenant and Captain Assessment Centers
Contract Period	March 2015 – December 2015
Contract Title	Development and Administration of Fire Battalion Chief Written Exam and Development and Administration of Fire Battalion Chief Assessment Center
Contract Period	July 2013 – October 2013

Client	Gwinnett County, GA		
Contact (Main)	Erica Queen	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7949 Erica.Queen@gwinnettcountry.com
Contact (Police)	Sharon Morris	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7930 Sharon.Morris@gwinnettcountry.com
Contact (Corrections)	Sharon Morris	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7930 Sharon.Morris@gwinnettcountry.com
Contact (Sheriff)	Adrienne McAllister	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7914 Adrienne.McAllister@gwinnettcountry.com
Contact (Fire)	Donna Pratt HR Associate III	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7901 Donna.Pratt@gwinnettcountry.com
Contact (Fire)	Michelle Saunders Section Manager	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7925 Michelle.Saunders@gwinnettcountry.com
Contact (Fire)	Andrea Chaney HR Associate III	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7907 Andrea.Chaney@gwinnettcountry.com
Contract Title	Police, Sheriff, Corrections and Fire Promotional Exams and Assessment Centers		
Contract Period	June 2002 – Present		
Description:			
- Conduct job analysis for 12 ranks: Corporal, Sergeant and Lieutenant within the Police, Sheriff and Corrections departments and Driver Engineer, Lieutenant and Captain in the Fire Department - Develop written examinations, situational judgment tests, structured oral assessments and assessment centers as follows: - Police Corporal: 17 cycles			

○ Police Sergeant: 16 cycles ○ Police Lieutenant: 18 cycles ○ Sheriff Corporal: 24 cycles ○ Sheriff Sergeant: 26 cycles ○ Sheriff Lieutenant: 25 cycles ○ Corrections Corporal: 13 cycles ○ Corrections Sergeant: 15 cycles ○ Corrections Lieutenant: 13 cycles ○ Fire Engineer: 15 cycles ○ Fire Lieutenant: 15 cycles ○ Fire Captain: 9 cycles • Helped develop and maintain the candidate appeal and review process associated with protective service examinations
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Client	Houston, TX Police Department		
Contact	Daryn Edwards Assistant Chief	Address/Phone/E-mail	1200 Travis Street – 18 th Floor Houston, TX 77002 832.726.9235 daryn.edwards@houstonpolice.org
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Commander Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Commander Assessment Centers		
Contract Period	January 2020 – February 2021		
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	March 2018 – March 2019		
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	June 2016 – December 2016		

Client	Indianapolis, IN Police Department		
Contact	Richard Ray Captain, Administrative Division	Address/Phone/E-mail	200 E. Washington Street Indianapolis, IN 46204 317.327.3514 Richard.ray@indy.gov
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Assessment Centers		
Contract Period	December 2024 - Present		
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Assessment Centers		
Contract Period	January 2023 – November 2023		
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Assessment Centers		
Contract Period	February 2020 – February 2021		
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Assessment Centers		
Contract Period	January 2018 – August 2018		

Client	Indianapolis, IN Fire Department		
Contact	Mike White Assistant Fire Chief	Address/Phone/E-mail	Indianapolis Fire Department 955 Fort Wayne Avenue Indianapolis, IN 46202

			317.327.7006 mike.white@indy.gov
Contact	Lori White Human Resources Manager	Address/Phone/E-mail	Indianapolis Fire Department 955 Fort Wayne Avenue Indianapolis, IN 46202 317.327.6775 Lori.White@indy.gov
Contract Title	Development and Administration of Fire Lieutenant, Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	May 2023 – November 2023		
Contract Title	Development and Administration of Fire Lieutenant, Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	January 2021 – April 2021		
Contract Title	Development and Administration of Fire Lieutenant, Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	March 2018 – October 2018		

Client	Jacksonville, FL Sheriff's Office		
Contact	Bart W. Laird, PHR, MSHRM Manager of Personnel Services	Address/Phone/ E-mail	Dept. of Personnel & Professional Services 501 E. Bay Street, Suite 303 Jacksonville, FL 32202 904.630.5899 Bart.Laird@jaxsheriff.org
Contract Title	Development and Administration of Corrections Lieutenant Written Examination and Assessment Center		
Contract Period	January 2025 - Present		
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	December 2024 – Present		
Contract Title	Development and Administration of Correction Sergeant Written Examination and Assessment Center		
Contract Period	January 2024 – August 2024		
Contract Title	Development and Administration of Corrections Lieutenant Written Examination and Assessment Center		
Contract Period	February 2023 – August 2023		
Contract Title	Development and Administration of Police Sergeant and Lieutenant Written Examinations and Assessment Centers		
Contract Period	January 2023 – August 2023		
Contract Title	Development and Administration of Corrections Sergeant Written Examination and Assessment Center		
Contract Period	February 2022 – December 2022		
Contract Title	Development and Administration of Corrections Lieutenant Written Examination and Assessment Center		
Contract Period	April 2021 – December 2021		
Contract Title	Development and Administration of Police Sergeant and Lieutenant Written Examinations and Assessment Centers		
Contract Period	February 2020 – January 2021		
Contract Title	Development and Administration of Corrections Sergeant Written Examination and Assessment Center		
Contract Period	June 2020 – January 2021		
Contract Title	Development and Administration of Corrections Sergeant and Lieutenant Written Examinations and Assessment Centers		
Contract Period	January 2018 – September 2019		
Contract Title	Development and Administration of Police Sergeant and Lieutenant Written Examinations		

	and Assessment Centers
Contract Period	September 2017 – January 2019
Contract Title	Development and Administration of Police Sergeant and Lieutenant Assessment Centers
Contract Period	April 2016 – January 2017

Client	City of Las Vegas, NV		
Contact	Jacob Tilford Human Resources Analyst	Address/Phone/ E-mail	500 N. Casino Center Blvd. Las Vegas, NV 89101 702.229.4879 jtilford@LasVegasNevada.gov
Contract Title	Development and Administration of a Fire Engineer Written Examination and Practical Examination		
Contract Period	January 2025 - Present		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	January 2024 – June 2024		
Contract Title	Development and Administration of a Fire Engineer Written Examination and Practical Examination		
Contract Period	January 2023 – May 2023		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	February 2022 – July 2022		
Contract Title	Development and Administration of a Fire Engineer Written Examination and Practical Examination		
Contract Period	January 2021 – June 2021		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	April 2020 – October 2020		
Contract Title	Development and Administration of a Fire Engineer Written Examination and Practical Examination		
Contract Period	February 2019 – July 2019		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	June 2018 – November 2018		
Contract Title	Development and Administration of EMS Field Coordinator and Fire Engineer Written Examinations and Development and Administration of Fire Engineer Practical Examination		
Contract Period	January 2017 – January 2018		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	May 2016 – November 2016		
Contract Title	Development and Administration of EMS Coordinator Written Examination		
Contract Period	May 2015 – October 2015		

Client	Los Alamos, NM		
Contact	Mary Tapia Assistant Human Resources Manager	Address/Phone/ E-mail	Los Alamos County Human Resources 1000 Central Avenue – 2 nd Floor Los Alamos, NM 87544 505.662.8089 mary.tapia@lacnm.us
Contract Title	Police and Fire Promotional Processes		
Contract Period	2010 – Present		
Description:			

- Conduct job analysis for 8 ranks: Driver Engineer, Captain (previously Company Officer), Division Chief (Admin)/Battalion Chief (Operations), Deputy Chief and Assistant Chief within the Fire Department and Sergeant, Lieutenant and Captain within the Police Department.
- Develop written examinations, practical examinations, structured oral interviews, assessment centers and written exercises as follows:
 - Fire Driver Engineer: 16 cycles
 - Fire Captain: 12 cycles
 - Fire Division/Battalion Chief: 10 cycles
 - Fire Deputy Chief: 4 cycles
 - Fire Assistant Chief: 2 cycles
 - Fire Chief: 1 cycle
 - Police Sergeant: 8 cycles
 - Police Lieutenant: 2 cycles
 - Police Captain: 2 cycles

Client	Massachusetts State Police Department		
Contact	Michelle Small Chief Administrative Officer	Address/Phone/E-mail	470 Worcester Road Framingham, MA 01702 508.820.2366 michelle.small@state.ma.us
Contract Title	Police Promotional Processes		
Contract Period	2005 – Present		
Description:			
• Development of promotional processes for three (3) ranks: Police Sergeant, Lieutenant and Captain. • Develop written examinations, structured oral interviews and assessment centers as follows: ○ Police Sergeant: 7 cycles ○ Police Lieutenant: 9 cycles ○ Police Captain: 9 cycles • Development of written examinations, structured oral interviews for the positions of Cadet (3 cycles) and Trooper (1 cycle).			

Client		Minneapolis, MN Police Department	
Contact	Sarah Almquist HR Business Partner	Address/Phone/E-mail	250 S. 4th Street – Room 100 Minneapolis, MN 55415 612.673.2132 sarah.almquist@minneapolismn.gov
Contract Title	Police Promotional Processes		
Contract Period	2005 – Present		
Description:			
• Conduct job analysis for three (3) ranks: Police Sergeant, Lieutenant and Captain. • Develop written examinations and assessment centers as follows: ○ Police Sergeant: 8 cycles ○ Police Lieutenant: 9 cycles ○ Police Captain: 1 cycle			

Client			
Montgomery County, MD Department of Corrections			
Contact	Jacquelyn D. Anderson, PHR Human Resource Specialist	Address/Phone/ E-mail	101 Monroe Street – 7 th Floor Rockville, MD 20850 240.777.5023 jacquelyn.anderson@montgomerycountymd.gov
Contract Title	Development of Sergeant Written Exam and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	October 2022 – March 2023		
Contract Title	Development of Sergeant Written Exam and Development and Administration of Sergeant		

	and Lieutenant Assessment Centers
Contract Period	May 2021 – June 2022
Contract Title	Development of Sergeant Written Exam and Development and Administration of Sergeant and Lieutenant Assessment Centers
Contract Period	September 2019 – January 2020
Contract Title	Development of Lieutenant Written Exam and Development and Administration of Lieutenant Assessment Center
Contract Period	March 2018 – December 2018
Contract Title	Development of Sergeant and Lieutenant Written Exams and Development and Administration of Sergeant and Lieutenant Assessment Centers
Contract Period	January 2017 – March 2018
Contract Title	Development of Sergeant and Lieutenant Written Exams and Development and Administration of Sergeant and Lieutenant Assessment Centers
Contract Period	June 2015 – February 2016
Contract Title	Development of Sergeant and Lieutenant Written Exams and Development and Administration of Sergeant and Lieutenant Assessment Centers
Contract Period	July 2013 – February 2014

Client	Montgomery County, MD Fire Rescue Service		
Contact	Jacquelyn D. Anderson, PHR Human Resource Specialist	Address/Phone/ E-mail	101 Monroe Street – 7 th Floor Rockville, MD 20850 240.777.5023 jacquelyn.anderson@montgomerycountymd.gov
Contract Title	Development and Administration of Fire Battalion Chief Assessment Center		
Contract Period	January 2025 - Present		
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development and Administration of Lieutenant Assessment Center		
Contract Period	July 2024 – January 2025		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Assessment Centers		
Contract Period	March 2023 – December 2023		
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development and Administration of Lieutenant Assessment Center		
Contract Period	July 2022 – December 2022		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Assessment Centers		
Contract Period	January 2021 – March 2022		
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development and Administration of Lieutenant Assessment Center		
Contract Period	August 2020 – January 2021		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Assessment Centers		
Contract Period	April 2019 – March 2020		
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development and Administration of Lieutenant Assessment Center		
Contract Period	March 2018 – December 2018		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Assessment Centers		
Contract Period	February 2017 – February 2018		
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development and Administration of Lieutenant Assessment Center		
Contract Period	July 2016 – January 2018		
Contract Title	Completed Assistant Chief Job Analysis		
Contract Period	September 2015 – October 2016		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Assessment Centers		
Contract Period	April 2015 – March 2016		
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development		

	and Administration of Lieutenant Assessment Center
Contract Period	July 2014 – December 2014
Contract Title	Development and Administration of Fire Captain and Battalion Chief Assessment Centers
Contract Period	February 2013 – January 2014

Client Montgomery County, MD Police Department			
Contact	Debra Marshall Human Resources	Address/Phone/ E-mail	101 Monroe Street – 7 th Floor Rockville, MD 20850 240.777.5042 debra.marshall@montgomerycountymd.gov
Contract Title	Development of Master Police Officer and Sergeant Written Exams and Development and Administration of Police Sergeant Assessment Center		
Contract Period	February 2023 – July 2023		
Contract Title	Development of Master Police Officer and Sergeant Written Exams and Development and Administration of Police Sergeant Assessment Center		
Contract Period	February 2021 – October 2021		
Contract Title	Development of Master Police Officer and Sergeant Written Exams and Development and Administration of Police Sergeant Assessment Center		
Contract Period	February 2019 – November 2019		
Contract Title	Development of Master Police Officer and Sergeant Written Exams and Development and Administration of Police Sergeant Assessment Center		
Contract Period	March 2017 – March 2018		
Contract Title	Completed Police Captain Job Analysis		
Contract Period	May 2016 – August 2016		
Contract Title	Development of Master Police Officer and Sergeant Written Exams and Development and Administration of Police Sergeant Assessment Center		
Contract Period	February 2015 – April 2016		

Client Montgomery County, MD Sheriff's Office			
Contact	Debra Marshall Human Resources	Address/Phone/ E-mail	101 Monroe Street – 7 th Floor Rockville, MD 20850 240.777.5042 debra.marshall@montgomerycountymd.gov
Contract Title	Development of Sergeant and Lieutenant Written Examinations and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	February 2023 – July 2023		
Contract Title	Development of Sergeant and Lieutenant Written Examinations and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	January 2020 – January 2021		
Contract Title	Development of Sergeant and Lieutenant Written Examinations and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	January 2018 – December 2018		
Contract Title	Development of Sergeant and Lieutenant Written Examinations and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	February 2016 – October 2016		
Contract Title	Development of Sergeant and Lieutenant Written Examinations and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	January 2014 – January 2015		

Client City of Portland, OR Fire Department			
Contact	Ryan Gillespie Division Chief	Address/Phone/ E-mail	4800 NE 122 nd Avenue Portland, OR 97230 503.758.2991

			Ryan.Gillespie@portlandoregon.gov
Contract Title	Development and Administration of Fire Inspector and Lieutenant Written Examinations and Development and Administration of Fire Inspector, Lieutenant and Battalion Chief Assessment Centers		
Contract Period	May 2024 - Present		
Contract Title	Development and Administration of Fire Captain Written Examination and Assessment Center		
Contract Period	February 2023 – July 2023		
Contract Title	Development and Administration of Fire Inspector and Lieutenant Written Examinations and Development and Administration of Fire Inspector, Lieutenant and Battalion Chief Assessment Centers		
Contract Period	April 2022 – February 2023		
Contract Title	Development and Administration of Fire Captain Written Examination and Assessment Center		
Contract Period	December 2020 – July 2021		
Contract Title	Development and Administration of Fire Battalion Chief Assessment Center		
Contract Period	September 2020 – January 2021		
Contract Title	Development and Administration of Fire Lieutenant Assessment Center		
Contract Period	January 2020 – April 2020		
Contract Title	Development and Administration of Fire Captain Assessment Center		
Contract Period	January 2019 – November 2019		
Contract Title	Development and Administration of Fire Battalion Chief Assessment Center		
Contract Period	July 2018 – July 2019		

Client	City of Portland, OR Police Department		
Contact	David Abrahamson Police Captain	Address/Phone/ E-mail	Portland Police Bureau 1111 SW 2 nd Avenue Portland, OR 97204 503.793.3837 David.Abrahamson@portlandoregon.gov
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Centers		
Contract Period	December 2024 - Present		
Contract Title	Development and Administration of Police Sergeant Written Examination and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	November 2022 – October 2023		
Contract Title	Development and Administration of a Police Captain Assessment Center		
Contract Period	May 2022 – September 2022		
Contract Title	Development and Administration of Police Sergeant Written Examination and Development and Administration of Police Sergeant and Lieutenant Assessment Centers		
Contract Period	April 2020 – December 2021		

Client	Raleigh, NC Police Department		
Contact	Timothy Tomczak Captain	Address/Phone/E-mail	6716 Six Forks Road Raleigh, NC 27615 919.996.1231 Timothy.Tomczak@raleighnc.gov
Contract Title	Development and Administration of Police Detective, Sergeant and Lieutenant Written Examinations and Assessment Centers		
Contract Period	May 2024 – December 2024		
Contract Title	Development and Administration of Police Detective and Sergeant Written Examinations and Development and Administration of Police Detective, Sergeant and Lieutenant Assessment Centers		

Contract Period	October 2022 – April 2023
Contract Title	Development and Administration of Police Detective and Sergeant Written Examinations and Development and Administration of Police Detective, Sergeant and Lieutenant Assessment Centers
Contract Period	January 2021 – January 2022
Contract Title	Development and Administration of Police Detective and Sergeant Written Examinations and Development and Administration of Police Detective, Sergeant and Lieutenant Assessment Centers
Contract Period	May 2019 – October 2019
Contract Title	Development and Administration of Police Detective and Sergeant Written Examinations and Development and Administration of Police Detective, Sergeant and Lieutenant Assessment Centers
Contract Period	May 2017 – March 2018

Client	San Antonio, TX Police Department		
Contact	Sarah Bilger, PHR Senior HR Analyst	Address/Phone/E-mail	Department of Human Resources 111 Soledad, Suite 100 San Antonio, TX 78205 210.207.8719 Sarah.Bilger@sanantonio.gov
Contract Title	Development of Police Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	December 2023 - Present		
Contract Title	Development of Police Detective and Sergeant Written Examinations		
Contract Period	February 2022 – July 2023		
Contract Title	Development of Police Detective, Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	November 2021 – September 2022		
Contract Title	Development of Police Detective and Sergeant Written Examinations		
Contract Period	November 2020 – May 2021		
Contract Title	Development of Police Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	July 2020 – December 2020		
Contract Title	Development of Police Detective and Sergeant Written Examinations		
Contract Period	November 2019 – May 2020		
Contract Title	Development of Police Detective, Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	August 2018 – March 2019		
Contract Title	Development of Police Detective and Sergeant Written Examinations		
Contract Period	November 2017 – February 2018		
Contract Title	Development of Police Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	January 2017 – October 2017		
Contract Title	Development of Police Detective and Sergeant Written Examinations		
Contract Period	July 2016 – January 2017		
Contract Title	Development of Police Detective, Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	January 2015 – December 2015		
Contract Title	Development of Police Detective and Sergeant Written Examinations		
Contract Period	April 2014 – September 2014		
Contract Title	Development of Police Detective, Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	June 2012 – September 2013		

Client San Antonio, TX Fire Department			
Contact	Sarah Bilger, PHR Senior HR Analyst	Address/Phone/E-mail	Department of Human Resources 111 Soledad, Suite 100 San Antonio, TX 78205 210.207.8719 Sarah.Bilger@sanantonio.gov
Contract Title	Development of Fire Engineer, Lieutenant and Captain Written Examinations		
Contract Period	November 2024 - Present		
Contract Title	Development of Fire Engineer Written Examination		
Contract Period	May 2024 – November 2024		

Client		San Diego, CA Police Department	
Contact	Salvador Gonzalez Sr. Personnel Analyst	Address/Phone/E-mail	1200 Third Ave - Suite 300 San Diego, CA 92101 619.236.7734 SalvadorG@sandiego.gov
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments		
Contract Period	January 2024 – November 2024		
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments		
Contract Period	April 2022 – November 2022		
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments		
Contract Period	November 2019 – December 2020		
Description: - Completed a job analysis updates for the ranks of Sergeant, Lieutenant, Detective and POIII - Developed written exams for all ranks - Delivered a candidate orientation presentation - Developed structured oral assessments for all ranks			
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments		
Contract Period	December 2017 – July 2018		
Description: - Completed a job analysis for the ranks of Sergeant, Lieutenant, Detective and POIII - Developed written exams for all ranks - Delivered a candidate orientation presentation - Developed structured oral assessments for all ranks			
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments		
Contract Period	January 2016 – June 2016		
Description: - Developed written exams for Sergeant, Lieutenant, Detective and POIII - Delivered a candidate orientation presentation - Developed structured oral assessments for all ranks			
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments		
Contract Period	December 2013 – June 2014		
Description: - Developed written exams for Sergeant, Lieutenant, Detective and POIII - Delivered a candidate orientation presentation - Developed structured oral assessments for all ranks			

Trained 20 assessors and administered assessment centers for 117 Sergeant, 47 Lieutenant, 87 Detective and 4 POIII candidates.	
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments
Contract Period	January 2012 – May 2012
Description: - Completed a job analysis for the ranks of Sergeant, Lieutenant, Detective and POIII - Developed written exams for all ranks - Delivered a candidate orientation presentation - Developed structured oral assessments for all ranks - Trained 20 assessors and administered assessment centers for 117 Sergeant, 44 Lieutenant, 80 Detective and 4 POIII candidates.	
Contract Title	Development of Sergeant and Lieutenant Exams and Structured Oral Assessments
Contract Period	October 2009 – February 2010
Description: - Developed written exams for sergeant and lieutenant - Delivered a candidate orientation presentation - Developed sergeant and lieutenant structured oral assessments - Trained 24 assessors and administered assessment centers for 116 sergeant and 45 lieutenant candidates	
Contract Title	Development of Sergeant and Lieutenant Exams and Assessment Centers
Contract Period	April 2007 – December 2007
Description: - Developed written exams for sergeant and lieutenant - Delivered a candidate orientation presentation - Developed sergeant and lieutenant assessment centers - Trained 25 assessors and administered assessment centers for 125 sergeant and 50 lieutenant candidates <i>This contract has been renewed/re-awarded twice beyond the initial contract.</i>	
No post-test litigation or complaints filed.	

Client	San Diego, CA Fire Department		
Contact	Salvador Gonzalez Sr. Personnel Analyst	Address/Phone/E-mail	1200 Third Ave - Suite 300 San Diego, CA 92101 619.236.7734 SalvadorG@sandiego.gov
Contract Title	Development and Administration of Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	October 2024 - Present		
Contract Title	Development and Administration of Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	June 2023 – February 2024		
Contract Title	Development and Administration of Captain Written Examination and Assessment Center		
Contract Period	January 2022 – May 2022		
Contract Title	Development and Administration of Battalion Chief Written Examination and Assessment Center		
Contract Period	August 2021 - January 2022		

Client	San Francisco, CA Police Department		
Contact	Dave Johnson Public Safety Examination Manager	Address/Phone/E-mail	Department of Human Resources One South Van Ness Ave - 4th Floor San Francisco, CA 94103 415.557.4871 dave.johnson@sfgov.org

Contract Title	Development and Administration of Police Sergeant Written Examination
Contract Period	August 2024 – Present
Contract Title	Development and Administration of Police Lieutenant and Captain Assessment Centers
Contract Period	September 2023 – October 2024
Contract Title	Development and Administration of Police Captain Assessment Center
Contract Period	February 2020 – December 2020
Contract Title	Development and Administration of Police Lieutenant Assessment Center
Contract Period	July 2019 – February 2020
Contract Title	Development and Administration of Police Lieutenant Assessment Center
Contract Period	November 2015 – January 2017

Client	San Francisco, CA Fire Department		
Contact	Dave Johnson Public Safety Examination Manager	Address/Phone/E-mail	Department of Human Resources One South Van Ness Ave - 4th Floor San Francisco, CA 94103 415.557.4871 dave.johnson@sfgov.org
Contract Title	Development and Administration of Fire Captain Assessment Center		
Contract Period	October 2023 – October 2024		
Contract Title	Development and Administration of Fire Lieutenant Situational Judgment Test and Development and Administration of Fire Lieutenant Assessment Centers		
Contract Period	May 2021 – June 2022		
Contract Title	Development and Administration of Battalion Chief Assessment Center		
Contract Period	September 2020 – May 2021		
Contract Title	Development and Administration of Fire Lieutenant Situational Judgment Test and Development and Administration of Fire Lieutenant and Battalion Chief Assessment Centers		
Contract Period	August 2016 - March 2018		

Client	City of St. Paul, MN		
Contact	Dan Ferralez Human Resources Consultant	Address/Phone/ E-mail	Office of Human Resources 25 West 4 th Street – 200 City Hall Annex Saint Paul, MN 55102 651.266.6596 dan.ferralez@ci.stpaul.mn.us
Contract Title	Development and Administration of Police Commander Written Examination and Assessment Center		
Contract Period	December 2024 - Present		
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	May 2024 – October 2024		
Contract Title	Development and Administration of Police Commander Written Examination and Assessment Center		
Contract Period	November 2023 – March 2024		
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	June 2022 – January 2022		
Contract Title	Development and Administration of Police Commander Assessment Center		
Contract Period	June 2022 – September 2022		
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	January 2021 – June 2021		
Contract Title	Development and Administration of Police Commander Assessment Center		
Contract Period	December 2019 – January 2021		

Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center
Contract Period	May 2019 – February 2020
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center
Contract Period	September 2017 – February 2018
Contract Title	Development and Administration of Police Commander Assessment Center
Contract Period	July 2017 – January 2018
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center
Contract Period	March 2016 – September 2016
Contract Title	Development and Administration of Police Commander Assessment Center
Contract Period	June 2015 – December 2015
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center
Contract Period	December 2012 – June 2014

Client	City of Tulsa, OK		
Contact	Marty Drobinko Testing Coordinator	Address/Phone/E-mail	175 East 2 nd Street – Suite 1450 Tulsa, OK 74103 918.596.1069 MDROBINKO@cityoftulsa.org
Contract Title	Fire Equipment Operator, Captain, District Chief, Assistant Chief and Deputy Chief		
Contract Period	2017 - Present		
Description:			
• Developed and administered written exams for Fire Equipment Operator • Developed and administered written exams and assessment centers for Fire Captain • Developed and administered written exams and assessment centers for District Chief • Developed and administered assessment center for Deputy Chief			
Contract Title	Police Sergeant, Corporal, Lieutenant, Captain, Major and Deputy Chief		
Contract Period	2011 - Present		
Description:			
• Developed and administered written exam and assessment center for Police Corporal • Developed and administered written exam and assessment center for Police Sergeant • Developed and administered written exam and assessment center for Police Lieutenant • Developed and administered written exam and assessment center for Police Captain • Developed and administered assessment center for Police Major • Developed and administered assessment center for Police Deputy Chief			

Client	City of Virginia Beach, VA		
Contact	Miriam K. Bryant Human Resources Coordinator	Address/Phone/E-mail	Municipal Center Building 18 – Rm 106 2424 Courthouse Drive Virginia Beach, VA 23456 757.385.4663 mbryant@vbgov.com
Contract Title	Development and administration of Police Officer II and Sergeant Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	November 2024 - Present		
Contract Title	Development and administration of Police Officer II and Sergeant Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	September 2023 – December 2024		

Contract Title	Development and administration of Police Officer II and Sergeant Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers
Contract Period	September 2022 – November 2023
Contract Title	Development and administration of Police Officer II and Sergeant Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers
Contract Period	August 2021 – July 2022
Contract Title	Development and administration of Police Officer II and Sergeant Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers
Contract Period	June 2020 – June 2021
Contract Title	Development and administration of Master Police Officer Written Examination
Contract Period	October 2019 – January 2020
Contract Title	Development and administration of Police Sergeant Written Examination and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers
Contract Period	February 2019 – October 2019
Contract Title	Development and administration of Master Police Officer Written Examination
Contract Period	October 2018 – February 2019
Contract Title	Development and administration of Master Police Officer Written Examination
Contract Period	July 2017 – December 2017
Contract Title	Development and administration of Police Lieutenant Written Examination and Assessment Center
Contract Period	February 2017 – October 2017
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes
Contract Period	January 2017 – October 2017
Description:	
• Developed written exam for Fire Captain • Developed and administered assessment centers for both ranks	
Contract Title	Development and administration of Master Police Officer Written Examination
Contract Period	September 2016 – December 2016
Contract Title	Development and administration of Police Sergeant Written Examination and Assessment Center
Contract Period	July 2016 – February 2017
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes
Contract Period	March 2016 – December 2016
Description:	
• Developed written exam for Fire Captain • Developed and administered assessment centers for both ranks	
Contract Title	Development and administration of Master Police Officer Written Examination
Contract Period	September 2015 – December 2015
Contract Title	Development and administration of Police Lieutenant Assessment Center
Contract Period	June 2015 – December 2015
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes
Contract Period	January 2015 – December 2015
Description:	
• Developed written exam for Fire Captain • Developed and administered assessment centers for both ranks	
Contract Title	Development and administration of Police Sergeant Written Examination and Assessment Center

Contract Period	July 2014 – June 2015
Contract Title	Development and administration of Fire Captain Promotional Process
Contract Period	January 2014 – September 2014
Description:	- Developed written exam for Fire Captain - Developed and administered an assessment center
Contract Title	Development and administration of Master Police Officer Written Examination
Contract Period	October 2013 – April 2014
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes
Contract Period	August 2013 – December 2013
Description:	- Developed written exam for Fire Captain - Developed and administered assessment centers for both ranks
Contract Title	Development and administration of Police Lieutenant Assessment Center
Contract Period	May 2013 – November 2013
Contract Title	Development and administration of Police Sergeant Written Examination and Assessment Center
Contract Period	December 2012 – May 2013
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes
Contract Period	August 2012 – February 2013
Description:	- Conducted job analysis for the rank of Battalion Chief and linkage analysis for Captain - Developed written exam for Fire Captain - Developed and administered assessment centers for both ranks

Law Enforcement and Fire Service Entry-Level Selection Processes

Client	Bridgeport, CT Police and Fire Departments		
Contact	Lisa M. Mastronunzio, SHRM-SCP A/Personnel Assistant II	Address/Phone/E-mail	Civil Service Commission City of Bridgeport 45 Lyon Terrace Bridgeport, CT 06604 203.576.7109 lisa.mastronunzio@bridgeportct.gov
Contract Title	Development, validation and administration of entry-level written examinations for both the Police Officer and Firefighter positions		
Contract Period	2010 – Present		
Description:	- Worked with members of the Civil Service Commission to provide examination services as well as a structured oral interview process for police officers and firefighters. - Conducted onsite orientations for candidates and collected data for validation studies. - Trained the supervisors to provide the data on job incumbents. - Developed a structured oral interview and conducted a large-scale training session for the assessors in this process. - Assisted the department in the mandated candidate challenge process. - Delivered a candidate orientation presentation		

Client	City of Chicago, IL		
Contact	Jill May, M.S. Director of Assessment	Address/Phone/ E-mail	121 N. LaSalle, 1102 Chicago, IL 60602

	and Selection Methods		312.744.1240 Jill.May@cityofchicago.org
Contract Title	Entry-level Police Officer Exam		
Contract Period	2013, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024		
Contract Title	Entry-level Firefighter Exam		
Contract Period	2006, Military make-up examination sessions in 2009 and 2010, December 2014		
Description:			
• Develop and validate a cognitive/personality written exam • Administer exam to over 24,000 candidates • Work with City to establish optimal method of test use			
Process resulted in no adverse impact against protected classes – no ensuing litigation			

Client	City of Cincinnati, OH		
Contact	Latisha Hazell Division Manager, Workforce Management	Address/Phone/E-mail	805 Central Avenue – Ste. 200 Cincinnati, OH 45202 513.352.1507 latisha.hazell@cincinnati-oh.gov
Contract Title	Entry-level Firefighter Exam Process		
Contract Period	2017/2018, 2021, 2023		
Description:			
- Conducted a validity transportability study for the firefighter entrance examination - Administered the written examination to over 800 candidates			
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	2017, 2019, 2020, 2021, 2022, 2023, 2024		
Description:			
- Conducted a validity transportability study for the police officer entrance examination - Administered the written examination to over 1300 candidates			

Client	City of Indianapolis, IN		
Contact (Police)	Greg Strehle Police Lieutenant	Address/Phone/E-mail	50 North Alabama Street, Room E209 Indianapolis, IN 46204 317.327.3355 greg.strehle@indy.gov
Contact (Fire)	Tony Jones Division Chief of Personnel	Address/Phone/E-mail	955 Fort Wayne Avenue Indianapolis, IN 46202 317.327.6773 tony.jones@indy.gov
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	2013, 2014, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024		
Description:			
• Conducted a validity transportability study for the police officer entrance examination • Administered the written examination to over 400 candidates • Developed a structured oral interview for the police officer position (starting in 2017) • Administered both the written examination and the structured interview			
Contract Title	Entry-level Firefighter Exam Process		
Contract Period	2012, 2015, 2016, 2018, 2020, 2022, 2024		
Description:			
• Conducted a job analysis of the Firefighter position • Conducted a validity transportability study for the firefighter entrance examination • Developed a structured oral interview for the firefighter position • Administered both the written examination and the structured interview to over 800 candidates			

Client	New Jersey Department of Personnel (NJ DOP)		
Contact	Michael M. Szuter Fire Testing Supervisor	Address/Phone/E-mail	NJ Civil Service Commission Trenton, NJ 08625 609.292.4735 michael.szuter@csc.state.nj.us
Contract Title	Entry-Level Civil Service Firefighter Written Examinations		
Contract Period	2014 - 2018		
Description:			
- Conducted a Statewide job analysis of firefighter and developed entry-level exams to be used for Statewide Civil Service Selection - Administration to over 14,000 candidates resulted in NO adverse impact against protected classes of individuals.			
Contract Title	Entry-level Civil Service Law Enforcement Officer Written Exams		
Contract Period	January 2004 – 2008		
Description:			
- Conducted a Statewide job analysis of law enforcement positions and developed entry-level exams to be used for Statewide Civil Service Selection. - Administration to over 20,000 candidates resulted in NO adverse impact against protected classes of individuals.			

Client	New York State Police		
Contact	Rodger Kirsopp Technical Lieutenant – Hiring Unit	Address/Phone/E-mail	1220 Washington Avenue – Bldg 22 Albany, NY 12226 518.485.5039 Rodger.Kirsopp@troopers.ny.gov
Contract Title	Entry-level State Police Trooper Written Examination		
Contract Period	November 2019 – Present		
Description:			
Conducted a statewide job analysis of the State Trooper position and developed entry-level exam to be used for statewide selection.			

Client		City of Pittsburgh, PA	
Contact	Paula Kellerman Acting Assistant Director	Address/Phone/E-mail	414 Grant Street Pittsburgh, PA 15219 paula.kellerman@pittsburghpa.gov
Contract Title	Entry-level Firefighter Exam Administration		
Contract Period	2014, 2016, 2018, 2021		
Contract Title	Entry-level Firefighter Exam		
Contract Period	October 2012 – February 2014		
Description:			
• Conducted a job analysis of the Firefighter position • Conducted a validity transportability study for the firefighter entrance examination • Conducted a criterion-related validation study for the firefighter entrance examination • Developed candidate training curriculum • Implemented process and worked through federal oversight of entire validation and administration			
Contract Title	Entry-level Firefighter Exam		
Contract Period	October 2011 – July 2012		
Description:			
• Conducted a job analysis of the Firefighter position • Conducted a validity transportability study for the firefighter entrance examination • Conducted a criterion-related validation study for the firefighter entrance examination • Developed candidate training curriculum			

- Implemented process and worked through federal oversight of entire validation and administration

Client	City of Virginia Beach, VA		
Contact	Monica Kopin Staffing and Compensation Coordinator	Address/Phone/E-mail	2424 Courthouse Drive Virginia Beach, VA 23456 mkopin@vbgov.com
Contract Title	Validation and Implementation of Firefighter Entrance Examination and Development and Administration of Firefighter Structured Oral Interview		
Contract Period	2010 - 2018		

911 Operations

Client	City of Chicago, IL		
Contact	Jill May, M.S. Testing Specialist	Address/Phone/E-mail	121 N. LaSalle, 1102 Chicago, IL 60602 312.744.1240 Jill.May@cityofchicago.org
Contract Title	Fire Communications Officer I & Police Communications Officer I and II		
Contract Period	2008 – 2014		
Description:			
• Implemented the National Public Safety Dispatcher Selection Inventory (NPSDSI) and developed a custom assessment of oral communication clarity. • Administered the exams for each cycle of candidates (up to 150 candidates per cycle)			
No post-test litigation or complaints filed.			

Scope of Services

Industrial/Organizational Solutions, Inc. (IOS) is honored to have the opportunity to respond to your Request for Proposals. This section of the proposal will detail our plan to provide a promotional process for the rank of Sergeant in the Darien Police Department.

Kick-off Meeting

We enter into a project with an expectation of implementing a specific best-practice methodology; however, we understand that every client has unique constraints and conditions that must be carefully considered in determining the proper assessment process design. Local laws, rules and procedures may cause us to alter our course. Also, there are often conventions that affect testing practices that cannot be easily changed or adapted such as Civil Service rules, collective bargaining agreements, etc. This is why we place a high value on conducting an initial kick-off meeting to learn about our client's particular situation and to consider the specific goals and expectations. This meeting is critical to ensure that we deliver a successful and beneficial service. The Project Director will first meet with your project manager and other designated personnel to discuss and determine specific objectives, personnel roles and project timelines.

Promotional Job Knowledge Examination Development and Validation

The promotional job knowledge examination is a written tool that is specifically designed to assess essential, job-related **knowledge**. To this end, exam questions will be drawn from relevant, job-related sources of knowledge (i.e., text books, policy, rules, law, etc.). The job knowledge exam will be supported by content validity evidence. This evidence will be established through a thorough linkage of essential knowledge areas identified in the job analysis to the measureable dimensions of the exam, and through subject matter expert involvement in the development of the exam plan and review of exam items.

Exam Plan and Reference List Development

The first step in the development of a written job knowledge exam is the identification of the knowledge areas that should be assessed by the exam and the source, or reference materials from which this knowledge can be drawn. An IOS consultant will review the target job description/job analysis to identify those knowledge areas that should be assessed by the written exam. IOS will provide a recommendation as to the knowledge areas that should be assessed. At this point, IOS can work with department subject matter experts to identify appropriate sources to assess the suggested knowledge areas, or the department can independently recommend sources that assess the suggested knowledge areas.

The following tables identify common knowledge areas that are assessed by public safety written examinations:

General Category	Law Enforcement Exams
Technical Knowledge	Field Operations
	Criminal Investigation
	CompSTAT
	Community Policing
	Ethics in Policing
	Multicultural Law Enforcement
Management Knowledge	Supervision
	Administration
	Leadership/Motivation
Internal Sources	Policy, Procedure, or Operating Guidelines
	Collective bargaining agreement
	State Law

Once sources are selected from which to draft examination questions, it is necessary to create an exam plan that identifies the percentage of items that will be drawn from each source/knowledge area, the specific content that will be focused on, and the information that will be provided to candidates in the reference/study list. A subject matter expert (SME) meeting will be arranged to review these recommendations and finalize the selection of knowledge areas and sources/references. During this Exam Plan Development Meeting, SMEs will be asked to assist in identifying the relative importance of the knowledge areas that will be assessed by the exam. These ratings will be used to establish the number of items that will be drafted to assess specific knowledge areas. In addition, SMEs will review reference/source materials and assist in identifying the chapters and sections that are most relevant for the target position. This step will ensure the test is as job-related as possible and will allow candidates to focus specifically on essential information contained in study materials. In short, this meeting will allow department subject matter experts to ensure that the exam plan and the candidate study/reference list meet their expectations.

Following the Exam Plan Development Meeting, IOS will generate the final exam study list that will contain a list of sources that will be used to create the exam and the specific chapters/sections that candidates should review. This list will be submitted to the department for distribution to eligible candidates. IOS will also produce a candidate preparation document that provides helpful strategies for study and preparing for the written examination. This document can be distributed to candidates or posted on the agency website.

***Note: The department may wish to develop the reference list on their own. In this case, IOS will be charged with ensuring that essential knowledge areas are being assessed via the chosen reference list. IOS may also still need to work with SMEs to identify the specific chapters and sections of source material from which to draw exam items.**

Question Development and Review

IOS maintains a large, dedicated team of technical writers who specialize in the development of job-related, multiple-choice questions that assess core job knowledge areas. The senior members of our team have developed public safety knowledge exam questions for over ten years. The quality of our exam writing is unsurpassed in the industry and leads to fair and effective examinations.

Using the detailed examination plan that was developed, IOS team of highly-trained technical writers will draft exam questions from the identified source materials. Our technical writers take particular care in identifying the most important topics and concepts from source material and drafting questions that are highly job-related. In addition, the technical writers will draft questions of varying degrees of difficulty to ensure that the test is able to discriminate between candidates' levels of job knowledge. Approximately 125 questions will be drafted based on the examination plan. These questions will later be reviewed and distilled down to the best 100 questions. Each question will be drafted in multiple-choice format. Once test questions are developed, an IOS consultant will review each item to ensure that it is job-related, in-line with the exam plan and is free from any apparent bias.

The development of good test items is a critical element to the success of any job-knowledge exam. For this reason, we take care to make sure the following criteria are met:

- **Focus on essential information:** Our item writers rely on the job analysis information gathered by our consultants and base the content of an exam on the test blueprint (or exam plan) that has been developed with SME input and I/O psychology best practices. The item writing team combs selected sources to identify truly job-related, important information from which to draft questions. We try to focus on “action,” when possible (i.e., what should an employee do in a given situation, based on policies and procedures, state and federal law, and current management theory).
- **Multiple-choice test items:** “Scan-form”-style testing is efficient and easy to score, but it has a potential weakness – if candidates can identify the correct response through deductive reasoning, then they are demonstrating deductive reasoning ability rather than demonstrating the desired knowledge. This is why it is critical that answer options be well constructed and that there are enough answer options such that the candidate does not stand a reasonable chance of guessing the right answer.
 - True/false formats are simply insufficient.
 - All tests should have at least four answer options. We create variety by developing both fill-in-the-blank items and “situational” items (or vignettes), asking candidates to put themselves in the position of the employees described in the question.
- **Appropriate difficulty:** We ensure that questions developed for a job-knowledge exam are of the appropriate difficulty for the rank or position being tested. Our item writers carefully search through source material for the information most directly related to the job in question.

- We avoid “tricky” items that would confuse those who are minimally qualified for the position or rank in question.
 - After the items have been developed, we rely on SME input when possible to determine that the content of the items is appropriate for the group of candidates being tested.
 - Another way that we ensure appropriate difficulty is to ensure that answer options are similar to each other in style, structure and length.
- **One correct response:** We carefully craft questions such that there is one correct response and that the remaining responses are incorrect. We consider accuracy to be absolutely crucial in our job-knowledge exams and thoroughly review items both internally (and with the client, when possible).
 - **Avoidance of negatively worded stems/response options:** Negatively worded questions and answer options are confusing. In order to ensure that we are measuring knowledge in a straightforward manner, we try to avoid the use of negatively worded items.
 - **Avoidance of overly complex stems/response options:** Again, we want questions to be simple and easy to understand. For this reason, we avoid confusing or overly lengthy questions while ensuring that the item remains accurate. Our item writers are trained to create clear and focused question stems and distracters.
 - **Avoidance of “all of the above” or “both c and d”-style answer options:** This style of questioning is generally overused and tends to reduce the psychometric quality of a test.
 - **Cultural and gender sensitivity:** Our item writers are trained to use appropriate terminology and language when referring to members of any protected group, referring to their issues and beliefs with respect. When sensitive or controversial subjects must be discussed in our exams, these topics are described in an objective manner. We take care to ensure that personnel are described in gender-neutral, ethnically diverse terms.

IOS will work with the department to assemble an SME panel to review test questions. The purpose of this review is to ensure that test questions are of high quality and to collect SME rating to support the validity of the test and to enable the determination of an appropriate test cut-off score. SMEs will be asked to review each item and offer any pertinent feedback/suggestions. In addition, SMEs will provide a Content Validity Ratio (CVR) Rating and an Angoff Rating. The CVR rating will provide evidence of the degree to which the content of the test mirrors critical content of the job. The Angoff Rating will identify the difficulty of each test item, thus indicating the overall difficulty of the exam. The Angoff process allows for the selection of a cut-off score that equates to minimally qualified levels of job knowledge. While this review is optional, the data collected during this process is highly valuable to the defensibility of the written exam.

We recognize that agencies are often required to use a pre-determined cut-off score. In these cases, the Angoff process is still appropriate but must be used in a different manner. As a matter of legal defensibility, it is necessary to demonstrate that a cut-off score, even if mandated, equates to minimally qualified job knowledge levels. In a case where an agency is required to use a 70 percent cut-off score, for example, IOS will work toward selecting test items whose composite Angoff score is approximately 70 percent. In this manner, the cut-off score will be in-line with the test's difficulty level.

Data from the item review meeting will be used to select the 100 test questions that will be included in the written exam. These questions will be professionally compiled into a test booklet. Questions from the same source material will be grouped together under a title heading such that candidates are aware of where the item was drafted from as they take the test. IOS will produce all necessary test booklets and scannable answer sheets.

Exam Administration, Scoring, Results Generation and Analysis

IOS will provide all materials needed and will oversee the administration of the written examination. IOS will create an exam specification for the written exam that identifies the correct answer for each item, the source citation from which the question and correct answer are drawn and the knowledge area that the question assesses. This document will be used to generate a computer-based scoring program that will be used to score the exam.

Each completed exam answer sheet will be scanned and processed by an optically scoring machine. Data from this machine will be manually reviewed for accuracy and scored using a computer-generated scoring program.

The project consultant will conduct an item analysis process to ensure that each item of the test functions in a reasonable manner. Specifically, IOS will investigate the following:

- Adverse impact ratio
- Individual item data: item-total correlations, mean (p-value), standard deviation, frequency analysis to check for item with multiple correct responses, etc. If any items appear to be problematic (a large proportion of candidates get the item incorrect or there appear to be multiple correct responses based on candidate data), IOS will engage a discussion with the department and make a recommendation for resolving any issues.

Final test scores will then be calculated. Exam results will be presented in a database format such as Microsoft Excel® and submitted to the department per the department's specifications.

Test Challenge/Appeal Process

It is commonplace to conclude an examination by allowing candidates to participate in a challenge/appeal process where candidates can scrutinize test items and draft appeals to the validity or accuracy of items. IOS generally handles appeals processes in one of two ways. The first option is preferable, but we work with the department to determine the best solution based on standard procedures, convention, circumstances, etc. Following are the two options for challenge processes:

1. Immediately following the administration of the written exam, candidates are provided with an answer key, their test booklet and a copy of their answer sheet. Candidates are allowed to manually score their exam while being proctored by an IOS representative. Candidates are instructed that this score is preliminary and that tests will be carefully scored at a later time. Following this scoring period, candidates are instructed that they will be afforded the opportunity to file appeals to test items if they so choose. As candidates have been able to review the questions (in the test booklet) and make a determination of which items they answered correctly, they can reasonably determine whether or not they wish to file any appeals at that time. Candidates will be allow a fixed period of time (usually one hour) to draft written appeal on appeal sheets provided by IOS. Candidates will be allowed access to the source materials as well as an exam specification that indicated a citation for each test item. IOS will collect all appeals and prepare a written response to these appeals. Appeal responses will be turned over to the agency with a recommended action for each item. IOS will engage a discussion with the agency to determine if any changes should be made to the scoring of test items. Once a determination is made, final scores will be calculated and submitted to the agency.
2. Within a few days of the test, candidates will be allotted a structured time period to review the test booklet, copy of their answer sheet, exam specification, answer key and test source materials. Candidates will be allowed to draft appeals which will be submitted, reviewed and responded to in the manner described above. The agency will likely be responsible for monitoring candidates during these structured time periods.

Promotional Structured Oral Interview

A promotional oral interview should consist of a series of questions that seek to assess a candidate's job-related skills or job suitability. These questions can be job-specific or biographical in nature. The questions in a promotional oral interview usually cover a broad range of topics, skills and abilities in order to generate a wealth of information from which to make a final promotional decision.

The oral interview relies on trained assessors/interviewers to ask questions and rate candidate responses. Assessors can be experts from within the industry or can be assessment specialists with a unique understanding of the requirements, roles and responsibilities of the Sergeant position. The assessors are trained on relevant assessment topics, such as rater errors, standardized assessment, observation and note-taking, and consensus scoring. Behavioral rating criteria are used to assess a candidate's response to each question. This ensures that candidates are judged against a consistent and job-specific set of criteria.

The Promotional Oral Interview Format

One key feature of a promotional interview is whether it is structured or unstructured. A structured interview is one that treats every candidate in exactly the same manner. This means that the same questions are presented to each candidate; the questions are presented in the same order; the assessors/interviewers are all trained in the same manner; the candidate's responses are all assessed in the same manner. An unstructured interview, on the other hand, may ask different questions of candidates and probe certain issues that are of importance based

on an individual candidate's attributes. While unstructured interviews have their place in higher level promotional processes (e.g., high-level management promotions,), the structured interview is the correct choice for a competitive Sergeant promotional process. The structured interview fosters standardization, which is a very desirable feature of any competitive selection process. It allows all candidates to be on an equal footing and compete against each other based on the same criteria. In today's litigious climate, a standardized promotional process is the safest route.

The promotional oral interview adds validity to the selection process by assessing skills and abilities that cannot be assessed in the written examination. In other words, it allows you to be more confident in the accuracy of your promotion decision. A key question to consider is "Why use an oral interview instead of other proven promotional assessment methods?" The simple answer is that an oral interview is a highly efficient assessment of candidate ability. An assessment center requires more planning and organization, more time to administer, more outside assistance, and, generally, more money. In many cases, this is not a viable option. For example, larger agencies may view the administrative complexity and time needed per candidate to be prohibitive—administering an assessment center to hundreds of candidates is simply not always practical. In cases like these, the oral interview is an excellent choice for a promotional selection process component. Promotional oral interviews offer the following primary benefits:

- Administrative ease and efficiency.
- Assessment of a diverse set of skill and ability dimensions.
- Accurate predictions of job success.

Promotional Oral Interview Philosophy

IOS believes that the Sergeant oral interview should focus on critical situations/incidents that occur on the job. By asking questions about specific work situations that will occur on the job, we create more intense scenarios that are similar to role-playing exercises. This is a beneficial outcome as it is our desire to observe the candidate's responses to complex, demanding situations. Our interviews will pose questions that force candidates to verbalize how they would respond to a problem that they might face on the job. These responses are then assessed against criteria that represent how successful incumbents respond to these situations. This style of interview is much more predictive (i.e., valid) than the traditional biographical interviews.

IOS will create a system that fits the needs of the Darien Police Department. We will not only provide you with a set of interview questions but with an entire process that will allow you to administer a state-of-the-art structured Sergeant oral interview. Following are components that we will develop for the promotional oral interviews:

- A set of valid oral interview questions with comprehensive rating criteria.
- Assessor training to prepare assessors to participate in the structured rating process.
- Rating sheets.
- Candidate orientation handouts that provide the candidate with information about the structure of the oral interview.

Assessor/Role-player Recruitment

Assessors are recruited based on a recruitment plan that is accepted by the department/agency. This plan include the target geographic (national vs. state), the acceptable rank/level of assessors, gender and race diversity goals, personal qualifications, and any other criteria valued by the department.

Following are the common rules that IOS imposes on assessor recruitment:

- All assessors must be one rank/level above the rank for which the structured oral interview is being administered.
- All assessors must possess at least two years tenure at the minimally required rank.
- All assessors should be from a similarly sized agency that is organized in a substantially similar manner.
- Racially diverse assessors will be sought to participate in all assessments. Our standard goal will be that one third of all assessors be classified as racial minorities.
- We will seek maximum gender diversity in assessor recruitment.

Assessor Training/Administration

The success of the oral interview relies on trained assessors/interviewers to ask questions and rate candidate responses. Assessors can be experts from within the industry or can be assessment specialists with a unique understanding of the requirements, roles and responsibilities of the target positions. The assessors are trained on relevant assessment topics, such as:

- rater errors,
- standardized assessment,
- observation and note-taking, and
- consensus scoring.

Behavioral rating criteria are used to assess a candidate's response to each question. This ensures that candidates are judged against a consistent and job-specific set of criteria. For this project, structured oral interviews will be developed and rater training protocols and materials will be provided for the target position.

IOS will be onsite and will oversee the administration of the structured oral interview. We will provide all materials needed for the administration. We expect the City to provide a feasible site for the administration of the oral interview.

Candidate Orientation

Preparedness plays a large role in creating fair promotional processes. Because many candidates that will compete in an assessment center have previously experienced assessment centers, it is helpful to provide an orientation process that allows first-time participants to gain the insight that seasoned candidates have obtained through experience. Further, assessment centers from year to year are often conducted by different consulting firms that often conduct assessment centers differently. It is important to clearly communicate to candidates how the assessment center will be conducted and how they will be evaluated. By supplying candidates with an opportunity to learn about and prepare for the assessment center, we will increase the

reliability of candidate scores and reduce the risk of group score differences in the assessment center process.

IOS advocates the uses of a candidate orientation to create transparency and to provide helpful information to candidates. Specifically, we recommend that a live orientation presentation be delivered. This presentation can be video-recorded for presentation to candidates who were not able to attend the original orientation. Should additional sessions be necessary, these can be conducted based on the need of the individual agency. The following are common components of our candidate orientation guide:

- A general introduction to written examinations
- A review of the written examination development process
- Advice for preparing for written examinations
- A general introduction to assessment centers
- A review of the assessment center development process
- Review of the types of exercises that can be included in the assessment center
- An in-depth discussion regarding the nuances of individual exercise types
- Review of the performance dimensions assessed
- Review of the scoring system used for the assessment center
- A discussion concerning assessors and assessor training
- Advice for preparing for assessment centers
- A brief discussion of common mistakes and misconceptions related to assessment centers (these will not cover specific performance expectations)
- A review of the rules governing the assessment center
- Question and answer session

Candidate Feedback

IOS will be responsible for providing candidates with a written feedback report. This report will provide information about the candidates' performance on each on the assessment overall. The report will also highlight assessor observations. Finally, the report will provide information about candidate strengths and developmental needs.

During the oral interview, assessors will be required to document the candidates' primary strengths and developmental needs. During assessor training, assessors will be instructed as to what information to include as feedback. Assessors will also be encouraged to highlight points that increased the candidates' performance or decreased the candidates' performance. All comments will be screened to ensure that assessors are identifying behaviors that will be understandable to the candidate. This screening will also ensure that there are no inappropriate comments included in the candidates' feedback reports. Candidates will also be offered normative information so that they can compare their performance with that of the rest of their peer group. This information will assist the candidates in understanding the scale and how other candidates performed as a group.

Investment

The following tables outline the costs associated with the project plan described in this proposal.

Darien, IL Police Sergeant Promotional Process
Submitted by Industrial/Organizational Solutions, Inc. (IOS)

Police Sergeant (Estimated 15 Candidates)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Kick-off and Planning	1	0	0	0	\$240
Discuss milestones and determine timeline	1				
Component Expenses					\$0
Written Job Knowledge Examination	11	9	55	0	\$8,820
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2				
Draft 125 multiple choice questions based on exam plan.	1	5	46		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	3		6		
Administer exam on-site.	4				
Score exam.	1	2			
Assist in designing/coordinating appeals process and respond to candidate appeals.		2	3		
Component Expenses					\$150
Structured Oral Interview Development	43	13	0	3	\$12,200
Develop 5-7 interview questions and parts based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	24	3			
Review interview questions with SMEs to refine details and ensure accuracy of criteria.	3	1			
Develop efficient assessment schedule and plan out needs for assessment site.	1				
Recruit assessors and coordinate travel logistics (estimated 3 assessors to create 1 panel).		6			
Administer the assessment center (estimated 15 candidates: 2 days, 1 staff).	12				
Compile assessment scores and conduct quality controls.	2	1		1	
Develop candidate feedback reports.	1	2		2	
Component Expenses					\$200
Candidate Orientation Presentation	3	6	0	0	\$1,440
Prepare and deliver a video-based candidate preparation/orientation presentation.	3	6			
Component Expenses					\$0
Pass-Through Expenses					\$1,275
Site Procurement Expenses - Exam and/or assessment center site rental and catering obligations.					Provided by Client
Assessor Travel-related Expenses - Assessor per diems and honorarium.					\$1,275
TOTAL PROJECT INVESTMENT					\$23,975

Project Notes

IOS has used estimated candidate numbers to estimate parameters for exam and assessment processes (e.g., duration of exam/assessment, how many IOS personnel are on-site, etc.) based on our standard practices. Consultant travel-related costs have been calculated based on these estimates. These costs have been built into line-item pricing. IOS will invoice clients as each project component/line-item is completed. The line item total reflects labor, overhead and all travel-related costs. IOS will not provide itemized expenses receipts to client. The component costs are considered to be "fully-loaded."

Site Procurement Expenses and Assessor Travel-related expenses have been estimated. These estimates are based on assumptions regarding candidate numbers, duration, etc. The client will be responsible for these costs in full. IOS will invoice these expenses to the client after IOS has accepted liability for these expenses on behalf of the client. IOS will invoice actual site, assessor flight and assessor lodging costs. A per diem will be calculated based for assessors to cover meals not provided by IOS, transportation, parking, baggage fees, and other incidental travel expenses as appropriate. The per diems will be assessed to the client and will not be reconciled against actual receipts. IOS will invoice expenses up to the allotted budget. If in the course of procuring sites/assessors, IOS becomes aware that the estimated budget will be insufficient for whatever reason, IOS will notify the client and seek to identify a mutually acceptable solution. While we have attempted to establish accurate budgets, significant fluctuations in costs associated with flights and lodging are possible.

IOS has planned for the use of virtual meetings were possible. We are willing to conduct on-site meetings when preferred by the client; however, this may necessitate changes in labor and travel cost estimates.

Schedule of Hourly Rates - IOS 2026

Category	Rate
Consultant/Industrial Psychologist	\$240/hour
Consulting Associate	\$120/hour
Technical Writer	\$90/hour
Administrative Assistant	\$40/hour

Details Regarding Proposed Pricing:

The cost information provided is based on the facts and figures that were provided in the request for proposals. Should the scope of services need to be changed/modified, or the candidate numbers increase, IOS will calculate any additional project costs, based on our published hourly rates, and submit a change order to the agency prior to engaging in additional work.

The proposed costs are fixed-firm and, unless the scope of work is modified, will be invoiced in total. IOS proposes the following invoice schedule: 1/3 upon contract execution, 1/3 upon development of the written examination, and 1/3 upon completion of the project.

Concerning Project-Related Litigation/Challenges

The nature of the contracted work that IOS performs is inherently litigious as it relates to employment and promotion decisions within the context of public safety agencies, which has been a fertile ground for employment litigation for well over 50 years. Some of the lower-scoring candidates, who are not selected, will inevitably find fault with the selection process rather than acknowledge that their performance on the exam/assessment was accurately measured. Often the reasons for litigation go beyond the technical work performed by IOS and target agency rules, practices or other factors that are ancillary to IOS's exam/assessment. Simply stated, our field and the work we perform has a significant risk of litigation for many reasons.

Despite the many risks involved in this work, IOS is committed to assisting our clients in the defense of challenges/litigation. In order to provide competent support, IOS will invoice the client at the current published hourly rates for all activities that IOS undertakes in support of our client's challenge/litigation, including but not limited to: consultation with client concerning the potential or actual challenge/litigation, consultation with internal or external counsel, research, analysis, production of discovery documents, deposition, consultation with IOS's legal counsel, internal discussions among IOS staff regarding strategy, testimony, and assistance securing and vetting experts. These activities are not required for all projects, and only occur based on situation-specific events (e.g., grievance or lawsuit). Therefore, these activities have not been factored into our cost proposal and will be invoiced as they occur.

Hourly Rates for 2026

Classification	Hourly Rate
Consultant (Principal, Ph.D., or Senior Consultant)	\$325
Associate Consultant	\$150
Administrative Support	\$50

Appendix A



Disclosures:

No selectmen or other officer, employee or person who is payable in whole or in part from the City currently has any direct or indirect personal interest in IOS.

IOS, nor any of our employees, have been named as a defendant in any litigation brought as a result of any contract operations for operations and maintenance.

IOS have never been terminated, fired or replaced on a project other than through contracts that have been terminated due to completion.

While we have served as experts, we have never been successfully challenged in litigation.



INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
PUBLIC SAFETY SELECTION EXPERTS

888.784.1290

708.410.1558 (fax)

www.iosolutions.org

www.publicsafetyrecruitment.com





July 1, 2026

Deputy Chief Jason Norton
Darien Police Department
1710 Plainfield Road
Darien, IL 60561

Dear Deputy Chief Norton:

Thank you for contacting me regarding our interest in assisting you in designing and administering a content-valid and customized written examination and assessment center for candidates for the position of Sergeant. **Resource Management Associates** has been involved in providing entry-level and promotional examination services to communities throughout the United States for more than 45 years and we welcome the opportunity to submit this proposal for your consideration.

In the design and administration of promotional examinations, we consider the following to be of paramount importance.

1. The examination should be valid and relevant. That is, it should be based upon a thorough understanding of the position for which candidates are being considered and should accurately measure a candidate's potential for successfully performing the duties of the position.
2. The process should be designed in such a way as to provide every eligible applicant a fair and equal opportunity to demonstrate his or her ability to perform the duties of the position and there should be absolutely no hint of bias, favoritism or personal influence in any part of the examination process.
3. The process should be legally defensible and free from any actual or implied adverse impact against any person or group on the basis of age, gender, race, color, or creed.
4. The process should be cost-effective. While quality should not be sacrificed to cut costs, the costs of the service provided should be justified on the basis of the quality of the final work product.

5. The integrity and credibility of the testing firm, as well as that of the Village and Police Department, should not be questioned as a result of the testing process.

Scope of Services

Based upon my understanding of your requirements, we are prepared to do the following:

Candidate Orientation:

Approximately 60 days prior to the dates scheduled for the written examination and assessment center, will conduct an orientation session. This session will include a Power Point presentation as well as hand-out material, and will include the following:

Written Examination:

- A description of the nature of the written examination (number of questions, time limit, etc.);
- The kinds of questions likely to be included in the examination;
- Sample questions to assist the candidates in knowing the type of information to be included in the written examination;
- Study guides that will provide useful pointers on how to study and what to look for in preparing for a written examination.

Assessment Center:

- A description of the nature of the process
- Information regarding the exercises in which they will participate
- A description of the manner in which their performance will be evaluated.

Written Examination:

We will develop a customized written examination consisting of approximately 100 multiple-choice questions covering police patrol methods, criminal investigation, police administration, supervision, constitutional law, and other related areas.

1. We will provide a Reading List which will identify source materials from which all examination items are drawn. These source materials will be contemporary sources in police administration and operations. Typically, the Reading List includes no more than four sources, in addition to any local references.

We recommend that a minimum of 60 days be allowed between receipt and posting of the reading list and the examination date. This is sufficient time, in our experience, to allow candidates to obtain and study the source materials.

2. We will assemble and prepare a content-valid written examination consisting of approximately 100 multiple-choice items which will reflect the knowledge required to successfully perform the duties and responsibilities of a Sergeant in the Darien Police Department.

3. We will administer the examination at a location provide by the Police Department and on a date and time mutually agreed upon.

4. We will make arrangements to score the examination on-site using computerized scoring methods and providing for an immediate written report to the candidate containing their score as well as a list of the items they answered incorrectly. The Police Commission will subsequently be delivered the final results of this process.

5. We will provide candidates an opportunity to review their test results immediately after the examination and to challenge any questions they may believe to be vague, ambiguous, or capable of being answered more than one way. We will review each appeal and make an independent ruling to be forwarded to you in writing. Where necessary, will re-score the written examination and provide you with a copy of the revised scores within one week.

Assessment Center:

1. We will meet with the designated department representative to review the department organization as well as the duties of the position of Police Sergeant and to discuss the scenarios to be included in the assessment center process. Based upon the information generated as a result of this meeting, we will design exercise materials that will fairly and accurately test the candidates' ability to perform the duties of these positions in a successful manner.

2. We will prepare draft exercise materials and submit them to the designated department representative for review. Following this review, we will make any adjustments in these materials necessary to ensure their relevancy to the position and to the operating procedures of the Darien Police Department.
3. We will administer an assessment center for this position to consist of three (3) exercises designed to reflect the organization, operations and policies of the Darien Police Department and the duties and responsibilities of the position.
4. We propose that all parts of the assessment center, including the candidate evaluation and scoring, be video recorded to document the consistency in the process and fairness to all candidates. The video recordings can also be used to review the performance of the candidates in the exercises.
5. We will select three (3) qualified persons to serve as assessors. These will be persons who have no connection with the department or any of the candidates and who will have no problem in objectively evaluating their performance. Utilizing a single panel of three (3) assessors, we can administer the assessment center process to five (5) candidates per day.
6. We will conduct a training session for the assessors to acquaint them with the nature of the assessment center exercises and the procedures to be employed in evaluating and scoring the candidates. Assessors will also be provided with background information concerning the organization, staffing and operations of the Darien Police Department.
7. Upon concluding the assessment center, we will tabulate the final scores and submit the results to the Fire and Police Commission within one week. Scores shall be based on a maximum 100 percent.
8. Following the assessment center, we will conduct individual candidate feedback sessions (*optional*) with the candidates to review with them their performance in the assessment center and to point out to them areas in need of improvement.

Project Administration

The project would be conducted under the supervision of **Mr. Charles D. Hale**, who is the President of **Resource Management Associates** and has served in that capacity since 1981. Mr. Hale has served as a consultant in law enforcement to over 300 municipalities throughout the United States since 1973 and is the author of three books on police administration. He is also the author of the chapter "Police Patrol" in the text, Local Government Police Management, published by the International City Management Association. Mr. Hale served as a Police Officer and Police Sergeant in El Segundo, California, during which time he earned a Master's Degree in Criminal Justice from California State University at Long Beach.

Charles Hale has designed and administered written examinations, oral examinations and assessment centers of the type described herein for police, fire and public safety departments throughout the United States. Our clients have included the City and County of San Francisco, California; Tallahassee, Florida; Providence, Rhode Island; Madison, Wisconsin; Rockford, Illinois; and numerous municipalities in the Chicago area. Mr. Hale is the author of the text, The Assessment Center Handbook for Police and Fire Personnel, published by Charles C. Thomas Publishers of Springfield, Illinois.

Mr. Steven W. Hale is the Vice-President of **Resource Management Associates**. Steven Hale has more than 35 years of experience in designing and administering customized written promotional examinations, oral examinations and assessment centers. During his tenure with the firm, Mr. Hale has designed and administered several hundred testing assignments for various positions throughout several states. **Resource Management Associates** also utilizes dozens of police and fire practitioners from various regions of the country to serve as Project Managers, Test Administrators and evaluators, for the examinations we administer for our clients. These individuals have extensive practical experience in the field of public safety and have outstanding professional reputations to serve in this capacity. These persons are employed as needed to ensure the successful completion of each testing endeavor we administer.

Organizational Qualifications

Headquartered in Tinley Park, IL, with a satellite office in Cape Coral, FL, **Resource Management Associates, Inc.**, represents fire and police departments in more than a dozen states. **Resource Management Associates** has 45 years of experience in the design and administration of customized promotional examinations for the police, fire and public safety agencies. **Resource Management Associates** is one of the leading providers of police and fire promotional examination services in the United States. We have designed and administered promotional examinations for communities in several states. Since 1981, we have established a reputation for professional work and client satisfaction.

Each year we design and administer more than 150 customized promotional examinations for police and fire departments in several states (*see below*). We have designed and administered written examinations, oral examinations and assessment centers for public safety departments in more than 25 states, including Alabama, Arizona, California, Colorado, Connecticut, Florida, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Maine, Maryland, Massachusetts, Michigan, Mississippi, Missouri, Nebraska, New Hampshire, Ohio, Pennsylvania, Rhode Island, South Carolina, Vermont, Wisconsin, and Wyoming. Over the last fifteen years we have conducted over 3,500 customized and content-valid promotional examinations for a wide range of ranks in the police and fire services.

A number of the police departments for which we develop and administer customized promotional examinations are either state-accredited or nationally-accredited, and our examinations continue to meet the rigorous standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Project Costs

Police Sergeant Examination

Written Examination:

Base Fee	\$ 1,000.00
Preparation of Test Booklets @ \$20.00/candidate	
Development of New Policy/Textbook Questions (if necessary) @ \$30.00/each	
Test Administration (to include on-site scoring)	\$ 750.00
Review and Appeal Process (optional)	\$ 250.00

Assessment Center:

Base Fee	\$ 1,500.00
Test Administration (includes candidate orientation, assessor compensation, and assessor training):	
For up to five (5) candidates (1 day)	\$ 4,500.00
For up to ten (10) candidates (2 days)	\$ 8,500.00
For up to fifteen (15) candidates (3 days)	\$12,500.00
Candidate Feedback Sessions (optional)	\$ 1,500.00

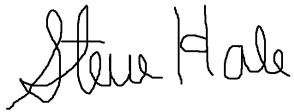
These costs do not include assessor travel @ .725/mile (or current IRS allowable rate at the time of testing), lodging (if required) and meals, which will be billed to the Village at actual costs with digital receipts provided.

Deputy Chief Jason Norton
July 1, 2026 - page 7

Conclusion

Thank you for the opportunity to submit this proposal. We would consider it a privilege to assist you in this important endeavor. If you have any questions about anything contained in this proposal, please let me know.

Sincerely,

A handwritten signature in black ink that reads "Steve Hale". The signature is written in a cursive, flowing style.

Steven W. Hale
Vice-President

Enclosure

AGENDA MEMO
CITY COUNCIL
AUGUST 3, 2026

CASE

PZC-26-9

Variation

Bryan Wozny – 1623 Golfview Drive

ISSUE STATEMENT

Consideration of an ordinance approving a variation from Section 5A-7-2-6(A) of the City Code to permit an enclosed patio within the rear yard of 1623 Golfview Drive, Darien IL 60561 (PIN 09-33-112-028).

ORDINANCE

GENERAL INFORMATION

Petitioner:	Bryan Wozny
Property Owner:	Bryan and Jill Wozny
Property Location:	1623 Golfview Drive
PIN Number:	09-33-112-028
Existing Zoning:	Single-Family Residence Zoning District (R-2)
Existing Land Use:	Detached Single-Family Home
Comprehensive Plan:	Low Density Residential
Surrounding Zoning & Uses	
North:	Single-Family Residence (R-2); Single-Family
East:	Single-Family Residence (R-2); Single-Family
South:	Single-Family Residence (R-2); Golf Course
West:	Single-Family Residence (R-2); Single Family
Size of Property:	0.24 Acres
Floodplain:	N/A
Natural Features:	Front yard slopes to street, rear to golf course
Transportation:	Accessed from a driveway on Golfview Drive.

ATTACHMENTS

- 1) **[LOCATION MAP AND AERIAL PHOTO](#)**
- 2) **[PLAT OF SURVEY AND PLANS](#)**
- 3) **[JUSTIFICATION NARRATIVE](#)** (BY PETITIONER)
- 4) **[SITE PHOTOS](#)**

BACKGROUND / ANALYSIS

Background: The subject property, 1623 Golfview Drive, is located south of Lakeview Drive and North of the Carriage Greens Golf Course in the Single-Family R-2 District (see Attachment 1). It is part of the Sawmill Creek Unit No. 1 Subdivision. The 0.23-acre parcel is improved with a single-family residence constructed in the 1980s, with an attached legal nonconforming deck constructed approximately the same time as the residence. The nonconformity is related to rear yard setbacks, as the deck currently sits approximately 15 feet away from the property line, where a minimum 20-foot rear yard setback would otherwise be required.

Proposal: As depicted in the plat of survey and plans (see Attachment 2), the petitioner proposes to construct a screened enclosure over a portion of the existing deck. The petitioner's justification letter (Attachment 3) describes the home's proximity to the golf course and limited rear yard area, resulting from the placement of the residence on the lot, limit the owner's ability to reasonably enjoy the property because stray golf balls frequently impact the rear yard.

Zoning Code Regulations: Section 5A-7-2-6(A) of the Darien Zoning Code requires a 30 foot rear yard setback, while open unenclosed decks are permitted to encroach 10 feet into the required setback under Section 5A-5-7-3(C). Covered or enclosed structures are subject to the same setback requirements as the principal structure.

Variation: In order to allow the enclosed patio, a variation from the 30-foot rear yard requirement in Section 5A-7-2-6(A) is required. If approved, this variation would be in character with similar properties in the immediate vicinity and the same zoning district, as nearby properties also have nonconforming conditions, including 1607 Golfview Drive (deck 15 feet from rear yard lot line), and 1701 Golfview Drive (primary structure is 15 feet from the rear yard lot line).

Findings of Fact: City staff has reviewed the petitioner's submitted materials. The petitioner submitted a Justification Letter and Site Photos (Attachment 4) with a detailed description of the project and requested relief, in addition to Findings of Fact that would support the variation request. For reference, the criteria the Planning and Zoning Commission and City Council votes on for City Variation requests are included below.

Staff Analysis: The requested variation would permit a screened enclosure to be constructed within the existing footprint of a legally nonconforming deck and would not increase the existing encroachment into the required rear yard setback. The proposal responds to specific site conditions, including the limited rear yard and proximity to the golf course, allowing continued reasonable use of the property. Staff does not anticipate the project will create impacts on neighboring properties or alter the character of the surrounding neighborhood.

Variation Criteria:

The City may grant variations based on the finding-of-fact that supports the following criteria outlined below by the City to be the most relevant to the subject property situation.

- a) The property in question cannot yield a reasonable return if permitted to be used only under the conditions allowed by the regulations in the zone.*
- b) The plight of the owner is due to unique circumstances.*
- c) The variation if granted will not alter the essential character of the locality.*
- d) Essential Need: The owner would suffer substantial difficulty or hardship and not mere inconvenience or a decrease in financial gain if the variation is not granted.*
- e) Problem with Property: There is a feature of the property such as slope or shape or change made to the property, which does not exist on neighboring properties, which makes it unreasonable for the owner to make the proposed improvement in compliance with this title. Such feature or change was not made by the current owner and was not known to the current buyer at the time of purchase.*
- f) Smallest Solution: There is no suitable or reasonable way to redesign the proposed improvements without incurring substantial difficulty or hardship or reduce the amount of variation required to make such improvements.*
- g) Create Neighbor Problem: The variation, if granted, will not cause a substantial difficulty, undue hardship, unreasonable burden, or loss of value to the neighboring*

properties.

- h) Create Community Problem: The variation, if granted, may result in the same or similar requests from other property owners within the community, but will not cause an unreasonable burden or undesirable result within the community.*
 - i) Net Benefit: The positive impacts to the community outweigh the negative impacts.*
 - j) Sacrifice Basic Protections: The variation, if granted, will comply with the purposes and intent of this title set forth in subsection 5A-1-2(A) of this title and summarized as follows: to lessen congestion, to avoid overcrowding, to prevent blight, to facilitate public services, to conserve land values, to protect from incompatible uses, to avoid nuisances, to enhance aesthetic values, to ensure an adequate supply of light and air, and to protect public health, safety, and welfare.*
-

PZEDC MEETING 7/15/2026

The Planning, Zoning and Economic Development Commission held a public hearing for this item on July 15, 2026. The petitioner and members of the public were present. Following staff's presentation, the petitioner addresses the Commission and staff and the petitioner answered questions. **Following deliberation, the Commission voted 5-0 to recommend approval of the petition to the Municipal Services Committee and City Council.**

MSC MEETING 7/27/2026

The Municipal Service Committee reviewed this item at its meeting on July 27, 2026. Staff, the petitioner, and members of the public were present. Following staff's report, the petitioner addressed the Committee and answered questions. **After deliberation, the Committee voted 2-0 to recommend approval of the petition to the City Council.**

DECISION MODE

This item will be placed on the August 3, 2026 City Council agenda for formal consideration.

MEETING SCHEDULE

Planning and Zoning Commission	July 15, 2026
Municipal Services Committee	July 27, 2026
City Council	August 3, 2026

MEMO

ArcGIS Web Map

DuPage Web Mapping Application - DuPage County, Illinois



0 0.01 0.01 0.03 0.04 0.06
mi

DuPage County
Information Technology Department / GIS Division
421 N County Farm Rd.
Wheaton, IL 60187

Phone: 1(630)407-5000
Email: gis@dupageco.org

DuPage Maps Portal:
<https://www.dupage.maps.arcgis.com/home>

This map is for assessment
purposes only.

DuPage County Web Site:
<https://www.dupagecounty.gov>



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- DuPage County
- Townships
- Sections
- Quarter Sections
- Half Quarter Sections

Regional County Boundaries

- COOK
- KANE
- KENDALL
- LAKE

MEMO



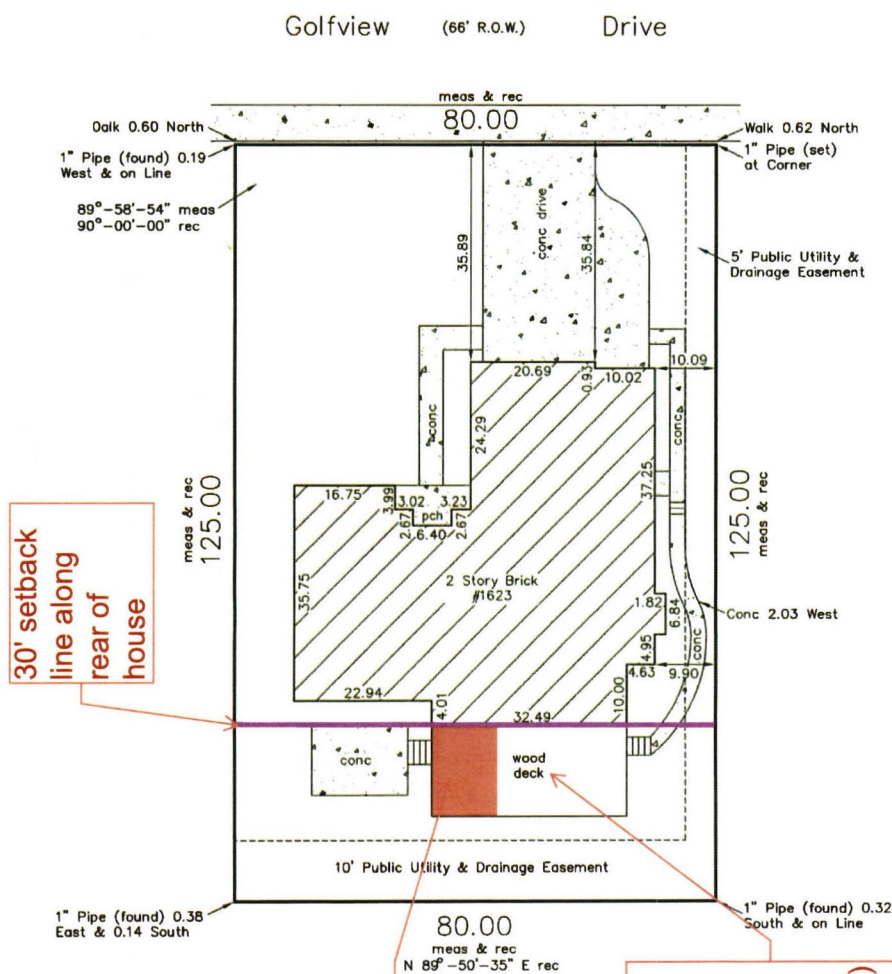
(assumed)

KABAL SURVEYING COMPANY
Land Surveying Services
Plat of Survey

Lot 33 in Sawmill Creek, Unit No. 1, being a Subdivision of part of the East half of the Northwest quarter of Section 33, Township 38 North, Range 11, East of the Third Principal Meridian, according to the Plat thereof Recorded August 15, 1978 as Document R78-76740, in DuPage County, Illinois.

Address: 1623 Golfview Drive, Darien

10407 West Cermak Road
Westchester, Illinois 60154
(708) 562-2652
Fax (708) 562-7314
email: kabal-surveying@comcast.net
website: KabalSurveyingCompany.com
Registration No. 184-003061

**LEGEND**

R.O.W. = right-of-way, E = East
rec = record, N = North, W = West
meas = measured, S = South
pch = porch, rad = radius
prc = point of reverse curve
conc = concrete, pc = point of curve

Area of property is approximately 10,000 square feet

☐ "X" in box indicates that hereon drawn plat was ordered as a non-monumented survey

Please check Legal Description with Deed and report any discrepancy immediately.

Surveyed January 3, 2022

Scale: 1 inch =	20	ft.
Order No.	220107	
Ordered By:	Fry, Attorney at Law	

Approx area
to be
enclosed
and roofed
for screen
porch,
+/- 12'x16'

rebuild in
same size
and location,
+/- 7" lower
(to meet up
with interior
sunken room)

This professional service conforms to the current Illinois minimum standards for a boundary survey

STATE OF ILLINOIS }
COUNTY OF COOK } s.s.

I, MITCHELL P. BALEK, an Illinois Professional Land Surveyor, hereby certify that I have surveyed the property described above and the plat hereon drawn is a correct representation of said survey.

Dimensions are in feet and decimal parts thereof and are corrected to a temperature of 62 degrees Fahrenheit.

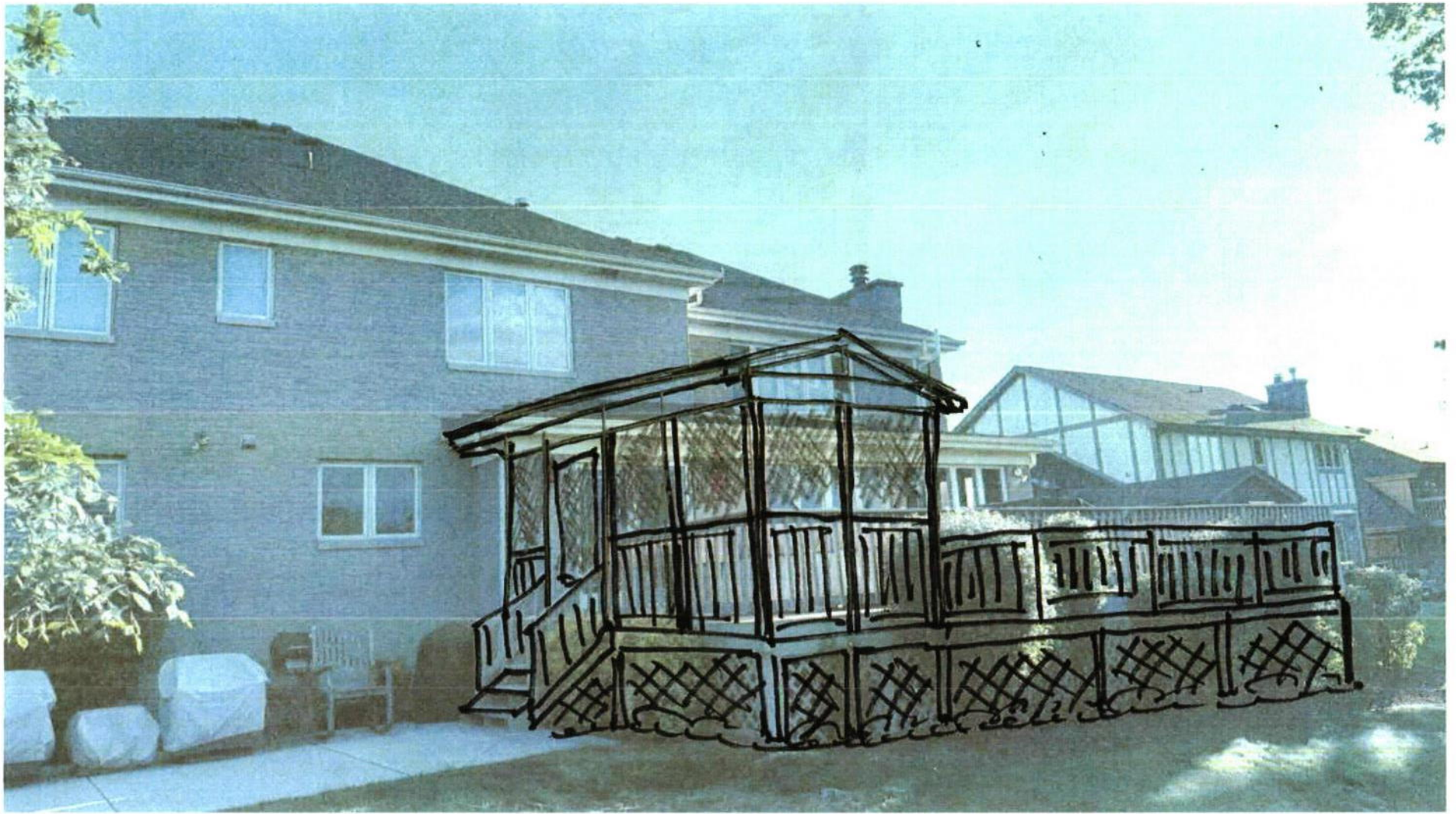
Mitchell P. Balek

Illinois Professional Land Surveyor No. 035-003250
My license expires on November 30, 2022



ORIGINAL SEAL IN RED





CONSTRUCTION SPECIFICATIONS

GENERAL: ALL MATERIALS SHALL BE INSTALLED IN A WORKMANLIKE MANNER AND THE METHODS BE WITHIN THE HIGHEST STANDARDS OF THE APPLICABLE CONSTRUCTION TRADE. ALL WORK SHALL MEET OR EXCEED PROVISIONS OF ALL GOVERNING CODES AND ORDINANCES. THE DRAWINGS ARE GENERAL IN NATURE. IT IS INTENDED THAT THE CONTRACTOR ADJUST DIMENSIONS, MATERIALS AND METHODS OF CONSTRUCTION TO PROPERLY ADAPT THE WORK TO THE SITE CONDITIONS

EXCAVATOR: EXCAVATE FOR ALL FOUNDATION WORK TO DEPTH BELOW GRADE REQUIRED BY LOCAL CODE. FOOTINGS SHALL REST ON UNDISTURBED EARTH.

CONCRETE: SOLID CONCRETE MASONRY UNITS OR MIN 3.000# STRENGTH CONCRETE OF A SIZE SUFFICIENT TO SPREAD THE IMPOSED FOUNDATION LOAD ON THE BEARING SOIL IN ACCORDANCE WITH CODE REQUIREMENTS.

CARPENTRY: ALL WOOD SHALL BE #2 OR BETTER SOUTHERN YELLOW PINE, PRESSURE-TREATED WITH NON-ARSENICE BASED PRESERVATIVE, OF NOMINAL SIZES DETAILING INDICATED ON THE DRAWINGS OR BY CODE.

METALS: ALL HARDWARE SHALL BE HOT-DIPPED GALVANIZED OR OTHER NONCORROSIVE. FINISH AND SHALL BE OF A SIZE AND SPACING SUFFICIENT TO CARRY OR TRANSMIT THE INTENDED STRUCTURAL LOAD IN ACCORDANCE WITH GOVERNING CODES AND APPLICABLE STRUCTURAL STANDARDS. FINISH HARDWARE SHALL BE NON-CORROSIVE AND SUITABLE FOR EXTERIOR APPLICATIONS.

ANALYSIS OF 2x10 CANTILEVERED DECK JOISTS

- CALCULATIONS ARE BASED ON THE FOLLOWING DATA:
- 60 PSF LIVE LOAD
 - 10 PSF DEAD LOAD
 - #2 SYP, FB (ALLOWABLE BENDING STRESS) 907 PSI E = 1.1 E6 PSI
 - CANTILEVER LENGTH 3'-0 MAX.
 - BASE SPAN 8'-o" TO 11 '-o"
 - JOIST SPACING 1 2" oe
 - DEFLECTION LIMITED TO L/240

CALCULATED BENDING STRESS = 654 PSI < 907 PSI OK
DEFLECTION = 0.07 = L/1402 FOR 8'-O BASE SPAN DEFLECTION = 0.26" = L/503 FOR 11 '-O" BASE SPAN

THE CALCULATIONS INDICATE SUCH AN APPLICATION IS ACCEPTABLE AND SATISFIES THE DESIGN SPECIFICATIONS OF THE WESTERN WOOD PRODUCTS ASSOCIATION.

UPLIFT AND UPLIFT RESISTANCE

FOR THESE CALCULATIONS THE "WORST CASE" COLUMN (LONGEST SPAN AND LARGEST CONTRIBUTING AREA) WAS USED. THE DECK WAS CONSIDERED A FLAT ROOF, TABLE 1609.4.3 OF THE IBC IS FOR A ROOF WITH MEAN HEIGHT OF 30 FEET LOCATED IN EXPOSURE B. TABLE R301.2(3) OF THE IRC LISTS THE LOWEST MEAN ROOF HEIGHT AT 15' WITH AN ADJUSTMENT COEFFICIENT OF 1.00. THIS DECK IS AVERAGE +/- 2' - 11" ABOVE GRADE. DESIGN WIND SPEED - 115 MPH.

UPLIFT
DECK CONTRIBUTING AREA = 7' - 0" x 8' - 0" = 56.0 SF

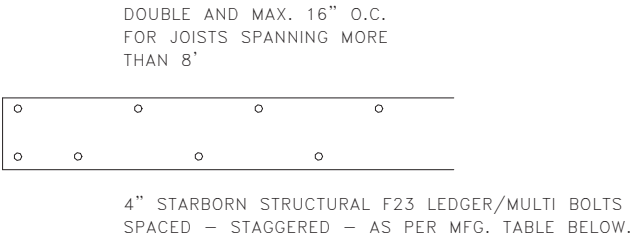
UPLIFT WAS INTERPOLATED FROM TABLE 1609.6.2.1(1), VERTICAL LOAD, INTERIOR ZONE, WINDWARD ROOF, LOAD DIRECTION - LONGITUDINAL.
110MPH = -16.0 120MPH = -19.1 115MPH = -17.55
56.0 SF x 17.55PSF = 983# UPLIFT

RESISTANCE TO UPLIFT

THE MASCORE METAL POST HAS AN ALLOWABLE WORKING LOAD FOR UPLIFT RESISTANCE OF +/- 4800#.

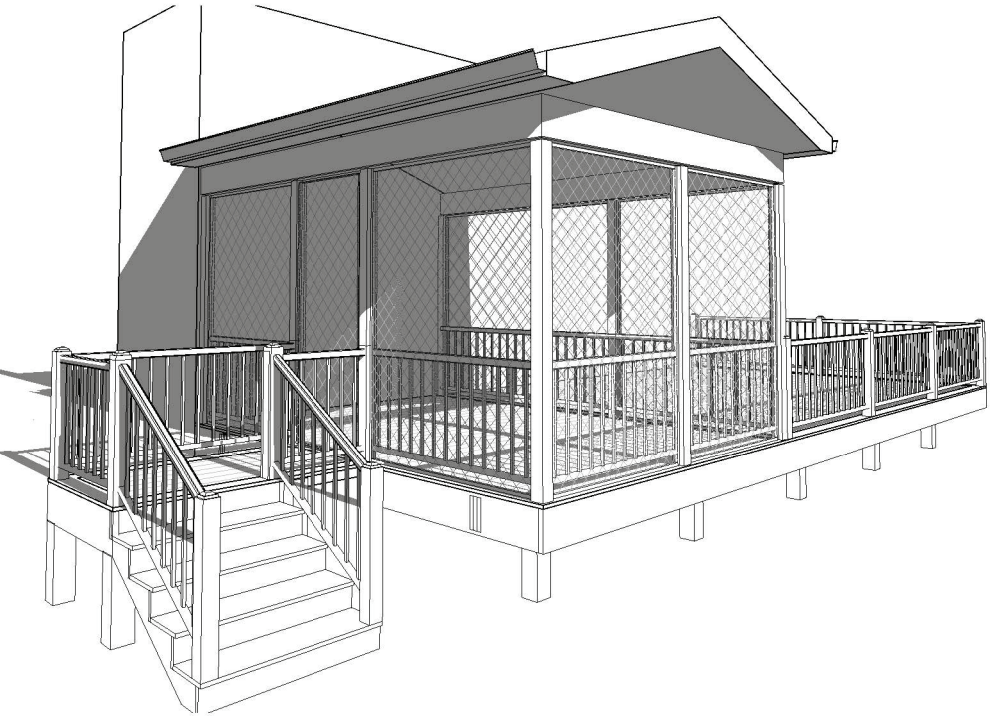
DEAD LOAD 56.0 SF x 10#/SF= 560#

MASCORE METAL POST 4800
HEADLOK 640
DEAD LOAD 560 TOTAL 6000 OK



LEDGER BOLT PATTERN DETAIL NTS

BASED ON 60#LL, S. PINE LEDGER AND 2x LUMBER HOUSE RIM JOIST	
JOIST LENGTH (SPAN FROM LEDGER)	ON CENTER SPACING
6'-0" OR LESS	17"
+6'-0" TO 8'-0"	13"
+8'-0" TO 10'-0"	10"
+10'-0" TO 12'0"	8"
+12'-0" TO 14'-0"	7"
+14'-0" TO 16''-0"	6"



GENERAL INFORMATION

USE GROUP R-5
CONSTRUCTION TYPE 5B

DESIGN LOADS

LIVE LOAD 60#/sf
DEAD LOAD 10#/sf
TOTAL LOAD 70#/sf

DESIGN WIND SPEED - 115 MPH.
AREA = 538 SF

Roof Design Loads:

ROOF LIVE LOAD = 20 psf
DEAD LOAD = 10 psf
MWFRS Wind Load:
CASE A NW = +/- 21.6 psf
CASE A NL = +/- 19.64 psf
CASE B NW = +/- 12.44 psf
CASE B NL = +/- 29.63 psf
ROOF SNOW = 43.68 psf

BUILDING CODES

2024 INTERNATIONAL BUILDING CODE IL ED.
2024 INTERNATIONAL EXISTING BUILDING CODE IL ED



SEI PROJECT NO.
260049.02
SEI IL COA NO.
184.006994



924 W 75TH ST
UNIT 120-129
NAPERVILLE IL 60565
office@royaldeck.com

SHEET 1 - NOTES & SPECS

Bryan Wozny

1623 Golfview Dr,

Darien, Illinois, 60561

06/10/26 4:48:43 PM

Zoning Variation: Justification Narrative

Bryan Wozny (Owner)

1623 Golfview Drive, Darien, IL. 60561

We are requesting the ability to add a 16'x12' roofed screen room over the existing footprint of the deck, which would be within the 30' setback line along the rear of the house. We would also like to replace the entire deck that is currently rotting using the existing footprint that extends 16' south from the house into the rear 30' setback line. Finally, using the existing deck footprint, we would like to lower the existing height of the deck (no more than 7") to be lower than the sunken floor of the room in the southeast corner of the main level of the house. Currently, this room in the house has a floor height lower than the other rooms and lower than the existing height of the deck.

After moving in January 2022, we learned quickly the summer of 2022 that the main tree in the backyard helping block golf balls hitting the house or deck from the Carriage Greens Gold Course was dying. After consultation with an arborist the tree was a hazard and removed the summer of 2023.

In 2024 an accolade elm was planted to protect the house and deck from golf balls in the future. That tree was defective and replaced with the same tree type in 2025 that is now healthy and growing, but it will take at least 15 years (~2040) before it will begin to effectively block golf balls.

Since losing the original tree, my mother, wife, and kids have all had close encounters with golf balls hitting them while on the deck. One morning a golf ball missed hitting my 68yr old mother in the head by <2 feet. My kids are anxious when sitting on the back deck. We now no longer can comfortably sit on our back deck to have dinner or just enjoy the outside or golf course due to the constant concern of being hit by a golf ball.

In learning that our existing deck was also rotting and needed to be replaced, we explored replacement options and considered a screen room like our next door neighbors at 1619 Golfview Dr. Building a 16'x12' roofed screen room over the west end of the deck (over the existing footprint of the deck) would provide a fully protected area for my family to sit and eat outside, while also protecting the remaining east side of the deck from being directly hit by golf balls.

This additional roof and screen over our deck would not cause any neighboring properties substantial difficulty, hardship, burden, or loss of value as majority of homes would not even see the screen room. Those on the golf course would still have unobstructed views of the golf course and there are no homes directly south of us due to the golf course.

Zoning Variation: Justification Narrative (cont.)

1623 Golfview Drive, Darien, IL. 60561

Decision Criteria:

2a. The property in question could yield a reasonable return if permitted to be used only under the conditions allowed by the regulations in the zone since future owners may not be aware of the hazards or concern, the same way we were unaware. However, the occupants could not comfortably sit in the backyard without concern of being hit by a golf ball.

2b. The plight of the owner is due to unique circumstances creating safety concerns and hazards from golf balls without any natural vegetation currently helping block/protect golf balls from hitting the house, deck, or those relaxing in the backyard.

2c. If granted, the variation will not alter the essential character of the locality since the screen room would be on top of the existing footprint of the current and future deck.

3a. This variation is an essential need to be able to use our backyard, 25% of our property.

3b. There is a problem with the property that was not known at the time we bought the house: the backyard tree was dying and needed to be removed, which then created a unique problem with the property not being protected from golf balls.

3c. A smaller solution was tried two different times by planting new trees, but this solution will take 15 years or more to offer the solution and protection needed.

3d. This variation, if granted, will not cause any neighboring properties substantial difficulty, hardship, burden, or loss of value to neighboring properties. Those on the golf course would still have unobstructed views of the golf course and there are no homes directly south of us due to the golf course.

3e. This variation, if granted, may result in the same or similar requests from other property owners within the community, but will not cause an unreasonable burden or undesirable result since all the like houses facing the golf course do not have houses directly south of them and all neighboring houses would still have unobstructed views of the golf course.

3f. The fact that my family can comfortably sit in our backyard to relax, grill, and eat will provide a greater net benefit than that of any of the hardships or concerns from the neighbors that will still have unobstructed views of the golf course.

3g. This variation, if granted, will prevent blight, protect from incompatible uses, avoid nuisances, and protect the safety and welfare of my family or guests when sitting in our backyard.

MEMO









CITY OF DARIEN
DU PAGE COUNTY, ILLINOIS

ORDINANCE NO. _____

**AN ORDINANCE APPROVING A VARIATION FROM SECTION 5A-7-2-6(A) OF THE
CITY CODE TO PERMIT AN ENCLOSED PATIO WITHIN THE REAR YARD OF
1623 GOLFVIEW DRIVE**

(PZC-26-9: 1623 Golfview Drive)

**ADOPTED BY THE
MAYOR AND CITY COUNCIL
OF THE
CITY OF DARIEN**

THIS 3rd DAY OF AUGUST, 2026

**Published in pamphlet form by authority
of the Mayor and City Council of the City
of Darien, DuPage County, Illinois, this
_____ day of August, 2026.**

ORDINANCE NO. _____

**AN ORDINANCE APPROVING A VARIATION FROM SECTION 5A-7-2-6(A) OF THE
CITY CODE TO PERMIT AN ENCLOSED PATIO WITHIN THE REAR YARD OF
1623 GOLFVIEW DRIVE**

(PZC-26-9: 1623 Golfview Drive)

WHEREAS, the City of Darien is a home rule unit of local government pursuant to the provisions of Article VII, Section 6 of the Illinois Constitution of 1970; and

WHEREAS, as a home rule unit of local government, the City may exercise any power and perform any function pertaining to its government except as limited by Article VII, Section 6; and

WHEREAS, the property legally described in Section 1 (the “Subject Property”), is zoned R-2 Single Family Residence District pursuant to the Darien Zoning Regulations;

WHEREAS, the petitioner has requested approval of a variation from the terms of the Darien Zoning Ordinance, Section 5A-7-2-6(A) of the City Code to permit an enclosed patio within the rear yard of 1623 Golfview Drive; and

WHEREAS, pursuant to notice as required by the Illinois Municipal Code and the Darien Zoning Ordinance, a public hearing was conducted by the Planning, Zoning, and Economic Development Commission on July 15, 2026 to consider the Petition; and

WHEREAS, based upon the evidence, testimony, and exhibits presented at the July 15, 2026 public hearing, the Planning, Zoning, and Economic Development Commission voted 5-0 to recommend approval of the Petition to the Municipal Services Committee and City Council; and

WHEREAS, based upon the evidence, testimony, and exhibits presented at the July 27, 2026 Municipal Services Committee meeting, the Committee unanimously recommended

ORDINANCE NO. _____

approval of the Petition by a vote of 2-0; and

WHEREAS, the City Council has reviewed the findings and recommendations described above and hereby determines to grant the petition subject to the terms, conditions, and limitations described herein below.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, IN THE EXERCISE OF ITS HOME RULE POWERS, ILLINOIS, as follows:

SECTION 1: Subject Property. This Ordinance is limited and restricted to the property generally located at 1623 Golfview Drive, Darien, Illinois, and legally described as follows:

LOT 33 IN SAWMILL CREEK, UNIT NO. 1, BEING A SUBDIVISION OF PART OF THE EAST HALF OF THE NORTHWEST QUARTER OF SECTION 33, TOWNSHIP 38 NORTH, RANGE 11, EAST OF THE THIRD PRINCIPAL MERIDIAN, ACCORDING TO THE PLAT THEREOF RECORDED AUGUST 15, 1978 AS DOCUMENT R78-76740, IN DUPAGE COUNTY, ILLINOIS.

PROPERTY ADDRESS: 1623 GOLFOVIEW DRIVE, DARIEN, ILLINOIS 60561

PERMANENT INDEX NO.: 09-33-112-028

SECTION 2: Variation Granted. A variation is hereby granted from the Zoning Ordinance, Section 5A-7-2-6(A) of the City Code to permit an enclosed patio within the rear yard.

SECTION 3: Home Rule. This ordinance and each of its terms shall be the effective legislative act of a home rule municipality without regard to whether such ordinance should (a) contain terms contrary to the provisions of current or subsequent non-preemptive state law, or (b) legislate in a manner or regarding a matter not delegated to municipalities by state law. It is the intent of the corporate authorities of the City of Darien that to the extent the terms of this ordinance

ORDINANCE NO. _____

should be inconsistent with any non-preemptive state law, this ordinance shall supercede state law in that regard within the City of Darien.

SECTION 4: Effective Date. This Ordinance shall be in full force and effect upon its passage, approval, and publication as required by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, this 3rd day of August, 2026.

AYES _____

NAYS: _____

ABSENT: _____

APPROVED BY THE MAYOR OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, this 3rd day of August, 2026.

ATTEST:

JOSEPH MARCHESE, MAYOR

JOANNE E. RAGONA, CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

AGENDA MEMO
CITY COUNCIL
AUGUST 3, 2026

CASE

PZC-26-10

Variation (Sign)

541 Plainfield Road – DM Darien RF, LLC

ISSUE STATEMENT

Consideration of an ordinance approving a variation from Section 4-3-10-(B)-3 of the City's Sign Code to permit an electronic messaging sign instead of a manual changeable copy sign for a remodeled Culver's ground sign located at 541 Plainfield Road.

ORDINANCE

GENERAL INFORMATION

Petitioner:	DM Darien RF, LLC
Property Owner:	DM Darien RF, LLC
Property Location:	541 PLAINFIELD ROAD
PIN Number:	09-27-207-032
Existing Zoning:	(B-2) Community Shopping Center Business District
Existing Land Use:	Drive Through Food and Beverage Establishment
Comprehensive Plan:	Commercial
Surrounding Zoning & Uses	
North:	(R-1) Single Family Residence District; Single Family
East:	(B-2) Community Shopping Center Business District; Fitness Center
South:	(R-3) Multi-Family Residence District; Apartments
West:	(R-3) Multi-Family Residence District; Apartments
Size of Property:	1.46 Acres
Floodplain:	N/A
Natural Features:	N/A
Transportation:	The petition site gains access from a full service driveway on Plainfield Road.

ATTACHMENTS

- 1) **[LOCATION MAP AND AERIAL IMAGE](#)**
- 2) **[PLAT OF SURVEY](#)**
- 3) **[SIGN PLANS](#)**
- 4) **[JUSTIFICATION BY PETITIONER](#)**

PLANNING OVERVIEW/DISCUSSION

The subject property is located at the 541 Plainfield Road (see Attachment 1). The property was approved and developed for the construction of a Culver's in 1998 (see Attachment 2). It has operated continuously since then, undergoing several remodels.

The property owner currently seeks to remodel the monument sign in front of the building along Plainfield Road, and is requesting approval of a variation to permit an electronic messaging sign, instead of the current manual changeable copy sign. They would remove the existing lower portion

of the sign and construction a full color electronic messaging center in its place, as shown on the plans (see Attachment 3). The sign would advertise only current promotions, deals and information relative to the Culver's restaurant and would not contain any unrelated advertisements.

The petitioner's justification (see Attachment 4) finds that the EMC is necessary to maintain Culver's national brand standards, improve customer communication, and modernize the site's signage. The petitioner further contends that the proposed sign will not adversely affect the surrounding area or public health, safety, or welfare. Staff note that several electronic message boards have been approved over the years, most notably the City's own marquee sign located at the southwest corner of Plainfield Road and Cass Ave.

Message centers and changeable copy signs are permitted on ground signs under Section 4-3-10-(B)-3 of the City's Sign Code, however that code section specifies that they must be manual. As such, a variation would be required if the sign is to be approved, shown below:

- **Section 4-3-10-(B)-3: Signs In The Business Districts**
Variation to allow an electronic message board. Code currently states that the sign shall be manual changeable copy only.

Per Section 4-3-18 of the Sign Code, the Planning and Zoning Commission shall consider the following in reviewing a sign variation.

- 1. The available locations for adequate signage on the property.*
- 2. The effect of the proposed sign on pedestrian and motor traffic.*
- 3. The cost to the applicant in complying with the Sign Code as opposed to the detriment, if any, to the public from granting the variation.*
- 4. If undue hardships and practical difficulties result in complying with the Sign Code and if these hardships are a result of previous actions of the applicant.*
- 5. The general intent of the Sign Code.*

Section 4-3-2 of the Sign Code provides the general intent of the code. It is adopted for the following purposes:

- 1. To promote and protect the public health, safety, comfort, morals, convenience, and general welfare of the residents of the City.*
- 2. To enhance the physical appearance of the City by preserving the scenic and natural beauty of the area.*
- 3. To promote the safety and recreational value of public travel.*
- 4. To protect the public investment in streets and highways by reducing sign or advertising distractions that may increase traffic accidents.*
- 5. To ensure compatibility of signs with surrounding land uses.*
- 6. To enhance the economy of the City by promoting the reasonable, orderly, and effective display of outdoor advertising.*
- 7. To protect the pedestrians and motorists within the City from damage or injury caused by distractions, obstructions, and hazards created by a proliferation of off-site advertising signs.*

8. *To prevent the proliferation of off-site advertising signs which distract from the development of the City in an aesthetically pleasing manner.*
9. *To preserve the character of the City which is a single-family residential community by assuring the compatibility of signs with the surrounding land uses.*

PZEDC MEETING 7/1/2026

The Planning, Zoning and Economic Development Commission held a public hearing for this item at its meeting on July 1, 2026. Following staff's report, the petitioner addressed the Commission and answered questions. The Commission discussed public perception of electronic signs changing over time. The Commission also discussed what conditions would be necessary to ensure the sign operated in a way that didn't impact neighbors or motorists.

Following deliberation, the Commission voted 5-0 to recommend approval of the petition to the Municipal Services Committee and City Council, with the following conditions of approval:

- 1. Messages on the sign must be displayed for a minimum of 30 seconds.**
- 2. The sign is permitted to operate from 6AM to close.**
- 3. The sign must comply with all other provisions of the sign code.**

MSC MEETING 7/27/2026

The Municipal Services Committee reviewed this item at its meeting on July 27, 2026. Staff, the petitioner and members of the public were present. Following staff's report, the petitioner addressed the Committee and answered questions. **After deliberation, the Committee voted 2-0 to recommend approval of the petition to the City Council as recommended by the PZEDC.**

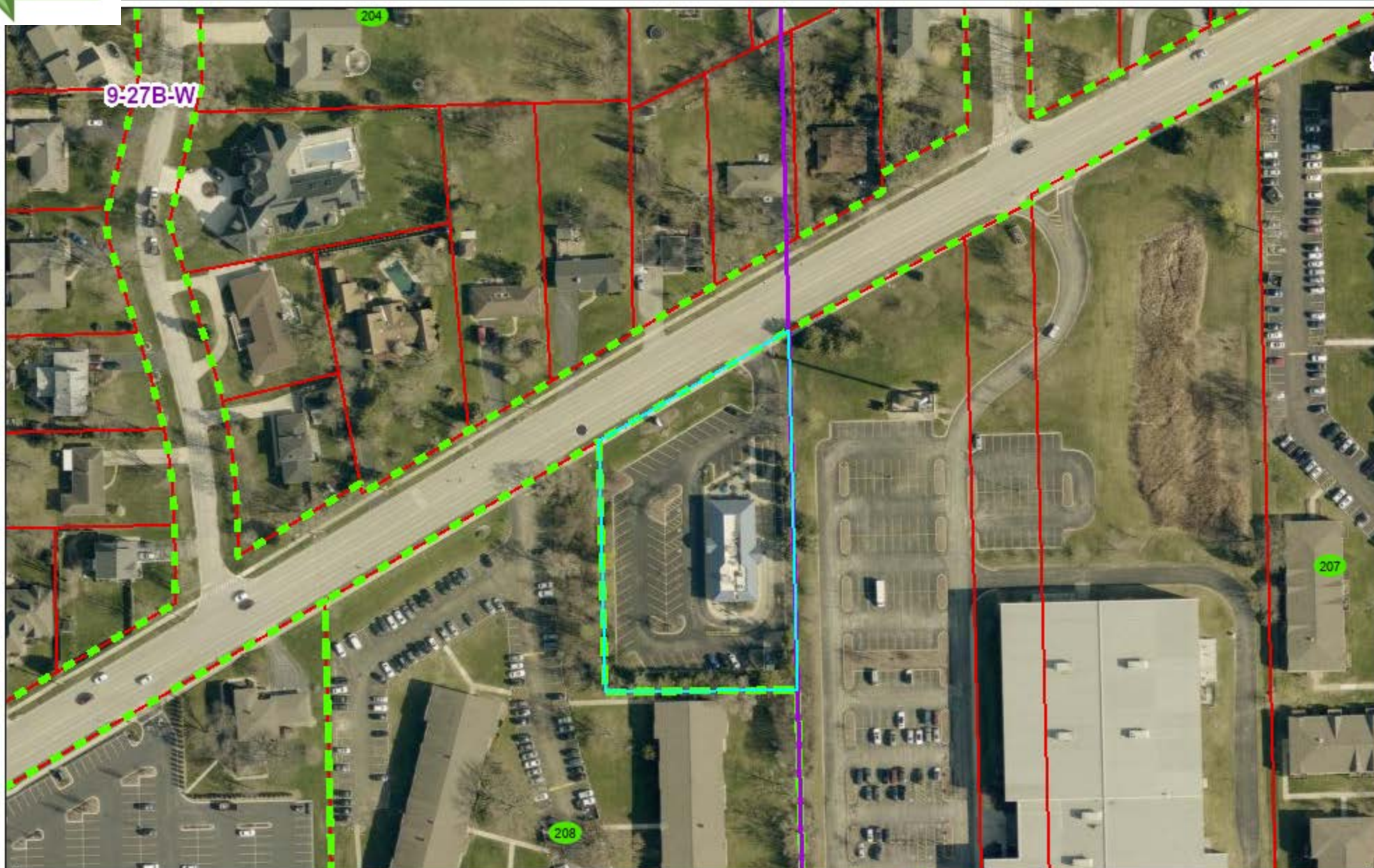
DECISION MODE

This item will be placed on the August 3, 2026 City Council agenda for formal consideration.

MEETING SCHEDULE

Planning and Zoning Commission
Municipal Services Committee
City Council

July 1, 2026
July 27, 2026
August 3, 2026



0 0.02 0.04 0.07 0.11 0.14 mi

DuPage County
Information Technology Department / GIS Division
421 N County Farm Rd.
Wheaton, IL 60187

Phone: 1(630)407-5000
Email: gis@dupageco.org

DuPage Maps Portal:
<https://www.dupage.maps.arcgis.com/home>

This map is for assessment
purposes only.

DuPage County Web Site:
<https://www.dupagecounty.gov>



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- DuPage County
- Townships
- Sections
- Quarter Sections
- Half Quarter Sections

Regional County Boundaries

- COOK
- KANE
- KENDALL
- LAKE

PLAT OF SURVEY

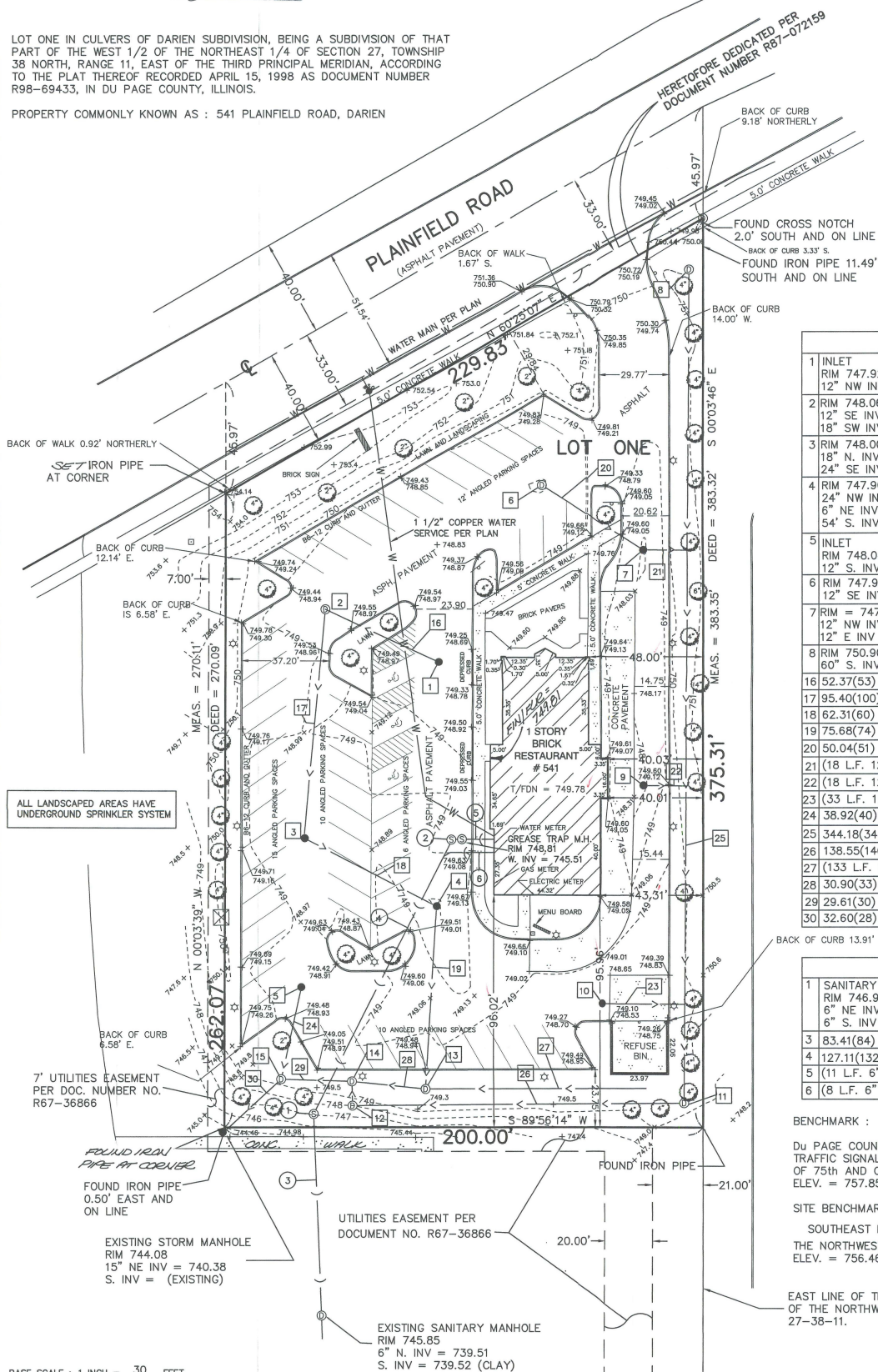
CITY OF DARIEN
Engineering Department

4-22-99
APPROVED

BY
GENTILE AND ASSOCIATES, INC.
PROFESSIONAL LAND SURVEYORS
SHOWING FINAL GRADING

LOT ONE IN CULVERS OF DARIEN SUBDIVISION, BEING A SUBDIVISION OF THAT PART OF THE WEST 1/2 OF THE NORTHEAST 1/4 OF SECTION 27, TOWNSHIP 38 NORTH, RANGE 11, EAST OF THE THIRD PRINCIPAL MERIDIAN, ACCORDING TO THE PLAT THEREOF RECORDED APRIL 15, 1998 AS DOCUMENT NUMBER R98-69433, IN DU PAGE COUNTY, ILLINOIS.

PROPERTY COMMONLY KNOWN AS : 541 PLAINFIELD ROAD, DARIEN



		□ STORM SEWER	
1	INLET RIM 747.92 (748.0) 12" NW INV = 745.19 (745.0)	9	RIM = 747.84 (748.0) 12" E. INV = 744.84 (745.0)
2	RIM 748.06 (748.0) 12" SE INV = 744.54 (744.47) 18" SW INV = 744.54 (744.47)	10	RIM 748.09 (748.0) 12" E. INV = 744.81 (745.0)
3	RIM 748.00 (748.0) 18" N. INV = 743.20 (743.47) 24" SE INV = 742.00 (741.9)	11	RIM = 749.53 (749.5) 60" N. INV = 741.25 (741.37) 60" W. INV = 741.25 (741.37)
4	RIM 747.90 (748.0) 24" NW INV = 741.10 (741.3) 6" NE INV = 745.60 54" S. INV = 741.10 (741.3)	12	RIM 748.92 (749.2) 24" N. INV = 741.04 (741.11) 60" E. INV = 741.04 (741.11)
5	INLET RIM 748.04 (748.0) 12" S. INV = 744.94 (745.0)	13	RIM 749.57 (749.4) 54" N. INV = 741.07 (741.16) 60" W. INV = 741.07 (741.16) 60" E. INV = 741.07 (741.16)
6	RIM 747.91 (748.0) 12" SE INV = 744.89 (745.0)	14	RIM 749.39 (749.4) 60" E. INV = 741.04 (741.08) 15" W. INV = 741.04 (741.08) 60" S. INV = 741.04 (741.08)
7	RIM = 747.90 (748.0) 12" NW INV = 744.52 (744.49) 12" E. INV = 744.52 (744.49)	15	CATCH BASIN RIM 749.46 (749.2) 15" SW INV = 740.83 (740.78) 15" E. INV = 740.54 (740.78) 12" N. INV = 740.86 (740.78)
8	RIM 750.90 (751.0) 60" S. INV = 742.00 (742.06)		
16	52.37(53) L.F. 12" RCP @ 1.24%(1.0%)		
17	95.40(100) L.F. 18" RCP @ 1.40%(1.0%)		
18	62.31(60) L.F. 24" RCP @ 1.44%(1.0%)		
19	75.68(74) L.F. 54" RCP @ 0.04%(0.20%)		
20	50.04(51) L.F. 12" RCP @ 0.74%(1.0%)		
21	(18 L.F. 12" RCP @ 2.0%) PER PLAN ONLY		
22	(18 L.F. 12" RCP @ 2.0%) PER PLAN ONLY		
23	(33 L.F. 12" RCP @ 1.0%) PER PLAN ONLY		
24	38.92(40) L.F. 12" RCP @ 10.48%(1.0%)		
25	344.18(345) L.F. 60" RCP @ 0.22%(0.20%)		
26	138.55(140) L.F. 60" RCP @ 0.15%(0.20%)		
27	(133 L.F. 60" RCP @ 0.2%) PER PLAN ONLY		
28	30.90(33) L.F. 60" RCP @ 0.10%(0.20%)		
29	29.61(30) L.F. 15" RCP @ 1.69%(1.0%)		
30	32.60(28) L.F. 15" RCP @ 1.53%(1.0%)		

○ SANITARY SEWER	
1	SANITARY MANHOLE RIM 746.94 (747.0) 6" NE INV = 742.69 (743.02) 6" S INV = 740.54 (740.52)
2	SANITARY MANHOLE (#2) RIM 748.49 (749.0) 6" SW INV = 745.13 (744.34)
3	83.41(84) L.F. OF RELINED PVC @ 1.23%
4	127.11(132) 6" PVC @ 1.92%(1.0%)
5	(11 L.F. 6" PVC @ 1.0%) PER PLAN ONLY
6	(8 L.F. 6" PVC SERVICE LINE @ 1.0%) PER PLAN ONLY

BENCHMARK :

Du PAGE COUNTY DISK IN CONCRETE BASE OF
TRAFFIC SIGNAL AT THE SOUTHWEST CORNER
OF 75th AND CASS.
ELEV. = 757.85

SITE BENCHMARK :

SOUTHEAST FLANGE BOLT OF FIRE HYDRANT AT
THE NORTHWEST CORNER OF SURVEY.
ELEV. = 756.46

EAST LINE OF THE WEST 1/2
- OF THE NORTHWEST 1/4 OF SECTION
27-38-11.

STATE OF ILLINOIS S.S.
COUNTY OF DU PAGE

WE, GENTILE AND ASSOCIATES, INC. HEREBY CERTIFY THAT A SURVEY HAS BEEN MADE AT AND UNDER MY DIRECTION, OF THE PROPERTY DESCRIBED ABOVE, AND THAT THE PLAT HEREON DRAWN IS A CORRECT REPRESENTATION OF SAID SURVEY.

MARCH 29 AD 19 99

BY: Joseph H. Hentz
ILLINOIS PROFESSIONAL LAND SURVEYOR NO. 2925

BASE SCALE : 1 INCH = 30 FEET
DISTANCES ARE MARKED IN FEET AND DECIMAL PARTS THEREOF
ORDERED BY : DAN KAMINSKI
CHECKED BY : KLJ -> MHG
SURVEYED BY : FJM & TS

COMPARE ALL POINTS BEFORE BUILDING BY SAME AND AT ONCE REPORT ANY DIFFERENCE. FOR BUILDING LINE AND OTHER RESTRICTIONS NOT SHOWN HEREON REFER TO YOUR ABSTRACT DEED, CONTRACT AND ZONING ORDINANCE

ORDER NO. 88-7737-(FINAL GRADING)
CULVER'S FROZEN CUSTARD

NOTE:
ALL TIES TO BUILDING & BUILDING DIMENSIONS PER
FOUNDATION LOCATION.
ALL DISTANCES SHOWN IN (PARENTHESES) ARE PROPOSED
DIMENSIONS & ELEVATIONS

MONUMENT RE-IMAGE

DARIEN, IL

Proposed Signage

MONUMENT

Watchfire 60x210 RGB full color
10mm Electronic Message Center
(EMC) with RF wireless
communication

Amber EMC option available

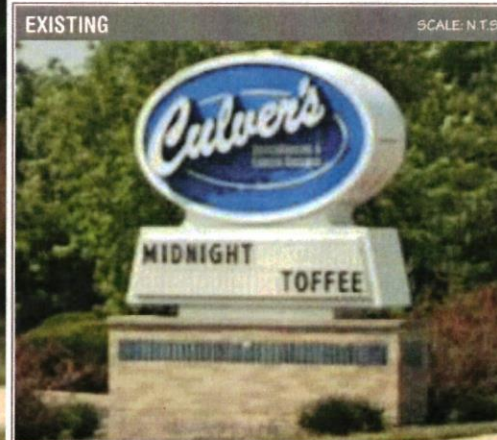
Broadband communication option
available

UL marked product



SCALE: 3/8" = 1'

*SCALE AND COLORS NOT REPRESENTATIVE FROM EMAIL ATTACHMENTS
*ALL MEASUREMENTS ARE APPROXIMATE



SCOPE OF WORK

- REMOVE EXISTING LOWER MRB (MANUAL READER BOARD)
- INSTALL NEW D/F FULL COLOR 10MM WATCHFIRE EMC

SITE SURVEY INFO

FIELD VERIFIED SURVEY EXISTING: **NO**
DATE SURVEY RECEIVED:

NOTES:

PREVIOUSLY PRODUCED: ao15163

DATE CREATED / REVISION HISTORY

2/12/26 - NEW

SALES PERSON:
MARK WESSELL

DESIGNED BY:
J KROEGER

A0:
69933

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This is an artistic rendition and final colors / sizes may vary from that depicted herein.



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**SPRINGFIELD SIGN**

design | build | install | service

ADDRESS4825 E Kearney St
Springfield, MO 65803**CONTACT US**800.845.9927
springfieldsign.com

May 21, 2026

Culver's Restaurant
541 Plainfield Rd
Darien, IL 60561

RE: Sign Variance Request

Culver's located at 541 Plainfield Rd., would like to request an electronic message center (EMC) sign with digital advertising to modernize the restaurant rather than being restricted to a manual changeable copy. Per section 4-3-10(B)(3) Manual changeable copy signs not exceeding forty percent (40%) of the sign area may be included on a ground sign, provided that all individual letters shall be uniform in height, style, and color, and provided the message is enclosed in a locking case.

The property in question cannot yield a reasonable return if permitted to be used only under the conditions allowed by the regulations in the zone. The plight of the owner is due to unique circumstances. The variation if granted will not alter the essential character of the locality. Culver's is a nationally recognized restaurant, and with that comes Brand Standard consistency. The Brand Standard format for Culver's is to be consistent with branding, public identity, public way finding, public safety, marketing, and visual imaging throughout the entire chain. The granting of this Variance will not adversely affect the public's health, safety, morals, order, convenience, prosperity, or general welfare in which this property is located. The granting of the Variance will not adversely affect the rights of adjacent landowners or residents. The proposed request will not impair an adequate supply of light and air to the adjacent property or substantially increase the congestion of the public streets. Or increase the danger of fire, or endanger the public safety, or substantially diminish or impair the property values within the neighborhood. The plight of the landowner is due to circumstances unique to their property not created by the landowner; and the variance, if granted, will not alter the essential character of the locality. Culver's would like to modernize with today's technology by investing in providing a clean aesthetic pleasing harmonious electronic message center for their freestanding sign.

Essential Need? The owner would suffer substantial difficulty or hardship and not mere inconvenience or a decrease in financial gain if the variation is not granted. Although Culver's is centered around food, it is really about the people. Culver's is a family driven restaurant providing the community a neighborhood gathering spot for friends and family to meet, to relax, and enjoy



SPRINGFIELD SIGN

design | build | install | service

ADDRESS
4825 E Kearney St
Springfield, MO 65803

CONTACT US
800.845.9927
springfieldsign.com

each other's company. Culvers knew the key to running a good restaurant is to treat the community like family. From day one, Culver's knew that they must take care of their guest and their community, and that is why Culver's make you feel welcomed like a guest in their own home. Culver's Franchisee are members of their communities where their restaurants are and have always looked for opportunities to support the folks in their communities and to promote the development of our youth and their families. Culver's would suffer substantial hardship if the electronic message center were not allowed. Electronic message centers not only allow businesses to take advantage of technology available, but the dynamic output allows a business to be competitive in the marketplace. Culver's Brand Standard requires "Flavor of the Day" messaging. Color is relevant to any safety concerns as the world is full of color. Culver's request for the allowance and the design of the electronic message center will complement the modern look and feel of the physical building.

Problem with Property? There is a feature of the property such as slope or shape or change made to the property, which does not exist on neighboring properties, which makes it unreasonable for the owner to make the proposed improvement in compliance with the Zoning Code. Such feature or change was not made by the current owner and was not known to the current buyer at the time of purchase. The plight of the landowner is due to circumstances unique to the property not created by the landowner; and the variance, if granted, will not alter the essential character of the locality. Inefficiencies of proper way finding will translate to significant reduction in business being directed at the restaurant when the property cannot be properly identified outside of the physical boundaries. A large percentage of business is impulse by motorist/customers. To be competitive with other restaurants in the same general geographical location the request for the EMC would reduce this limitation. The granting of this request will provide visual knowledge to the public to provide them with proper way finding which will decrease potential traffic congestion and improve public safety, while maintaining the harmony of the current signage with businesses in the area

Smallest Solution? There is no suitable or reasonable way to redesign the proposed improvements without incurring substantial difficulty or hardship or reduce the amount of variation required to make such improvements. There is not a suitable or reasonable way to redesign the proposed by using a manual copy board without creating difficulty and undue hardship for our employees. Electronic message centers are safer to our employees than manual copy boards as manual copy boards have to be changed by hand in inclement weather or on ladders which could cause a hazardous fall.



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Create Neighbor Problem? The variation, if granted, will not cause substantial difficulty, undue hardship, unreasonable burden, or loss of value to the neighboring properties. Create Community Problem? The variation, if granted, may result in the same or similar requests from other property owners within the community, but will not cause an unreasonable burden or undesirable result within the community. *There will be no impact on the surrounding areas or community with the request for the electronic message centers.* The display provided by this sign is no different than any other sign or manual copy in the area and will be in harmony with the surrounding businesses.

Net Benefit? The positive impacts to the community outweigh the negative impacts. *Culver's Franchising Systems (CFS) is a nationally recognized restaurant and with that comes Brand Standard consistency. The Brand Standard format for Culver's signage is to have their Brand Standard for each location and to place our monument sign with the digital display in the location of the existing pole sign would provide public identity, public wayfinding, public safety, marketing, and visual imaging throughout the entire chain. The signs, by design, are very modest in size, color, and stature and they are integral to the warm architectural features of the building. Freestanding signs with an electronic message center not only allow businesses to take advantage of the available technology, but the electronic output allows a business to be competitive in the marketplace. Culver's Brand Standard requires "Flavor of the Day" messaging. Color is relevant to any safety concerns as the world is full of color. Culver's request for the electronic message center design compliments the modern look and feel of the physical building.*

Electronic display signs are safer for our employees than manual reader boards that have to be changed by hand. Electronic message centers are programmable to meet City requirements along with automatic dimming for day-time and night-time hours for public safety. Images on an electronic message center are a better communication tool than text for the following reasons:

- Pictures (graphics) are more universal allowing quicker comprehension of message (safer messaging).
- Picture (graphics) overcome language barriers (tourist or foreign nationals can better understand business function).
- Pictures overcome learning disabilities or education discrepancies and enhance the experience and comprehension of the message to those who otherwise may miss the message.



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- A picture is worth a thousand words.
- Product/Consumer education is enhanced with pictures and graphics.

The special conditions and circumstances listed above are not the result of the actions of the landowner. Capturing traffic, customers, at sustainable rates require proven advertising methods and providing proper visual knowledge provides public way finding and public safety.

Sacrifice Basic Protections? The variation, if granted, will comply with the purposes and intent of the Zoning Code set forth in Section 5A-1-2(A) and summarized as follows; to lessen congestion, to avoid overcrowding, to prevent blight, to facilitate public services, to conserve land values, to protect from incompatible uses, to avoid nuisances, to enhance aesthetic values, to ensure an adequate supply of light and air, and to protect public health, safety, and welfare. The requested variance is minimum and reasonable use to our business and is consistent with the City Comprehensive Plan. Granting our request is intended to establish a comprehensive and balanced system of sign control and accommodates the need for a well maintained, safe and effective communications. Granting our request would not be detrimental to the public's health, safety, and general welfare of the community. The general welfare of the community is better served when product and customer service messages are readily available.

We are respectfully asking you to review our request, see our need, and approve our Variance request.

Kind Regards,

Lora Trent

Lora Trent
Springfield Sign
4825 E Kearney St.
Springfield, MO 65803
lorat@springfieldsign.com

Building Images
that Build Business

CITY OF DARIEN

DU PAGE COUNTY, ILLINOIS

ORDINANCE NO. _____

**AN ORDINANCE APPROVING A VARIATION FROM SECTION 4-3-10-(B)-3 OF THE
CITY'S SIGN CODE TO PERMIT AN ELECTRONIC MESSAGING SIGN INSTEAD
OF A MANUAL CHANGEABLE COPY SIGN FOR A REMODELED CULVER'S
GROUND SIGN LOCATED AT 541 PLAINFIELD ROAD**

(PZC-26-10: 541 PLAINFIELD ROAD)

**ADOPTED BY THE
MAYOR AND CITY COUNCIL
OF THE
CITY OF DARIEN**

THIS 3rd DAY OF AUGUST, 2026

**Published in pamphlet form by authority
of the Mayor and City Council of the City
of Darien, DuPage County, Illinois, this
_____ day of August, 2026.**

ORDINANCE NO. _____

AN ORDINANCE APPROVING A VARIATION FROM SECTION 4-3-10-(B)-3 OF THE CITY'S SIGN CODE TO PERMIT AN ELECTRONIC MESSAGING SIGN INSTEAD OF A MANUAL CHANGEABLE COPY SIGN FOR A REMODELED CULVER'S GROUND SIGN LOCATED AT 541 PLAINFIELD ROAD

(PZC-26-10: 541 PLAINFIELD ROAD)

WHEREAS, the City of Darien is a home rule unit of local government pursuant to the provisions of Article VII, Section 6 of the Illinois Constitution of 1970; and

WHEREAS, as a home rule unit of local government, the City may exercise any power and perform any function pertaining to its government except as limited by Article VII, Section 6; and

WHEREAS, the property legally described in Section 1 (the "Subject Property"), is zoned B-2 Community Shopping Center Business District pursuant to the Darien Zoning Regulations;

WHEREAS, the petitioner has requested approval of a variation from Section 4-3-10-(B)-3 of the City's Sign Code to permit an electronic messaging sign instead of a manual changeable copy sign for a remodeled Culver's ground sign located at 541 Plainfield Road; and

WHEREAS, pursuant to notice as required by law, the City's Planning and Zoning Commission conducted a public hearing on July 1, 2026, and has forwarded its findings and recommendation of approval of this petition to the City Council; and

WHEREAS, on July 27, 2026, the City's Municipal Services Committee reviewed the petition and has forwarded its recommendation of approval of this petition to the City Council; and

WHEREAS, the City Council has reviewed the findings and recommendations described above and now determines to grant the petition subject to the terms, conditions, and limitations

ORDINANCE NO. _____

described herein below;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, IN THE EXERCISE OF ITS HOME RULE POWERS, ILLINOIS, as follows:

SECTION 1: Subject Property. This Ordinance is limited and restricted to the property generally located at 541 Plainfield Road, Darien, Illinois, and legally described as follows:

LOT 1, IN CULVER'S OF DARIEN, BEING A SUBDIVISION OF PART OF THE WEST HALF OF THE NORTHEAST QUARTER OF SECTION 27, TOWNSHIP 38 NORTH, RANGE 11, EAST OF THE THIRD PRINCIPAL MERIDIAN, ACCORDING TO THE PLAT THEREOF RECORDED APRIL 15, 1998 AS DOCUMENT NO. R98-69433, IN DUPAGE COUNTY, ILLINOIS.

PROPERTY ADDRESS: 541 PLAINFIELD ROAD, DARIEN, ILLINOIS 60561

PERMANENT INDEX NO.: 09-27-207-032

SECTION 2: Variation from Sign Code Granted. A variation is hereby granted from Section 4-3-10(B)(3) of the Darien Sign Code to allow for the construction/installation of an electronic messaging sign instead of a manual changeable copy sign for a remodeled Culver's ground sign located at 541 Plainfield Road.

SECTION 3: Conditions. Approval of the variation is subject to the following conditions:

- 1. Messages will be displayed for a minimum of 30 seconds.**
- 2. The sign may be turned on/operated from 6:00 AM to close, daily.**
- 3. Signage must comply with applicable Sign Code regulations.**

SECTION 4: Home Rule. This ordinance and each of its terms shall be the effective legislative act of a home rule municipality without regard to whether such ordinance should (a) contain terms contrary to the provisions of current or subsequent non-preemptive state law, or (b)

ORDINANCE NO. _____

legislate in a manner or regarding a matter no delegated to municipalities by state law. It is the intent of the corporate authorities of the City of Darien that to the extent of the terms of this ordinance should be inconsistent with any non-preemptive state law, that this ordinance shall supercede state law in that regard within its jurisdiction.

SECTION 5: Effective Date. This Ordinance shall be in full force and effect upon its passage, approval, and publication as required by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, this 3rd day of August, 2026.

AYES _____

NAYS: _____

ABSENT: _____

APPROVED BY THE MAYOR OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, this 3rd day of August, 2026.

JOSEPH MARCHESE, MAYOR

ATTEST:

JOANNE E. RAGONA, CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

MOTION NO. _____

AGENDA MEMO
CITY COUNCIL
AUGUST 3, 2026

ISSUE STATEMENT

Consideration of a motion directing staff to research and prepare ordinance text amendments allowing electronic message boards on ground signs by-right.

BACKGROUND/DISCUSSION

Currently, retail and commercial developments in Business Districts are only permitted to have manual changeable copy signs (with vinyl or acrylic letter messages manually changed by hand) on any ground signs and monument signs. Gas stations were permitted to have electronic price signage approximately 10 years ago, and banks/financial institutions are permitted to have temperature/time and message board signage. Other businesses do not have special allowances.

Prior to being allowed to construct electronic message centers advertising promotions, events or other messages, businesses have, in practice, been required to obtain a variation from the sign code to be granted an exception to the regulations on a case-by-case basis. In recent years, the City has approved numerous variations allowing electronic message centers. This includes, but is not limited to:

- Chucks BBQ on Cass Ave
- The Indian Prairie Public Library
- The marquee at Cass and Plainfield jointly operated by the property owner and the City.

PZEDC RECOMMENDATION - JULY 2026

At their regular meetings on July 1 and 15, 2026, following the latest petition for a variation to allow an electronic message board for the Culvers Restaurant at 541 Plainfield Road, the Planning, Zoning and Economic Development Commission asked staff to research what neighboring jurisdictions allow, and made a motion requesting that staff seek City Council authorization to prepare text amendments allowing these types of signage by-right.

Comments from the PZEDC remarked on the upgrades to technology, new desires and opinions the general public has on these types of signs, and support of business and economic development. Staff's preliminary research showing adjacent jurisdiction's requirements is below (see table). Notably, Woodridge and Westmont allow these signs by-right, subject to adopted standards related to timing, lighting/glare, size, and restrictions on animation.

MOTION NO. _____

Municipality	EMCs Allowed?	General Approach
Darien	No	Prohibited; requires a sign variation.
Woodridge	Yes	Permitted on qualifying monument and marquee signs, subject to design and operational standards.
Westmont	Yes	Permitted by right in most commercial, office, industrial, and institutional districts; Special Use Special use required when adjacent to residential zoning.
Downers Grove	No	Prohibits electronic message centers as a standard commercial sign type.
Bolingbrook	Yes	Permitted only for qualifying development signs within unified developments meeting frontage and ownership requirements.

COMMITTEE RECOMMENDATION

The Commission's recommendation was discussed at the Municipal Services Committee meeting on July 27, 2026. Director Gombac shared the Commission's comments and discussed the history of past variations with the Committee. Following discussion, the Committee recommended that staff seek City Council authorization to prepare the text amendments.

DECISION MODE

This item will be placed on the August 3, 2026 City Council New Business agenda for consideration.

ALTERNATE CONSIDERATION

As directed by City Council.

PASSED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, this 3rd day of August 2026.

AYES: _____

NAYS: _____

ABSENT: _____

AGENDA MEMO
CITY COUNCIL
AUGUST 3, 2026

CASE

PZC-26-11

Variation

Cynthia Haney – 1008 Juniper Lane

ISSUE STATEMENT

Consideration of an ordinance approving a variation from Section 5A-5-11(A) of the City Code to permit a recreational vehicle within the front yard of 1008 Juniper Lane, Darien IL 60561 (PIN 09-27-308-015)

ORDINANCE

GENERAL INFORMATION

Petitioner:	Cynthia Haney
Property Owner:	Cynthia Haney
Property Location:	1008 Juniper Lane
PIN Number:	09-27-308-015
Existing Zoning:	Single-Family Residence Zoning District (R-2)
Existing Land Use:	Detached Single-Family Home
Comprehensive Plan:	Low Density Residential
Surrounding Zoning & Uses	
North:	Single-Family Residence (R-2); Single-Family
East:	Single-Family Residence (R-2); Single-Family
South:	Single-Family Residence (R-2); Single-Family
West:	Single-Family Residence (R-2); Single-Family
Size of Property:	0.31 Acres
Floodplain:	N/A
Natural Features:	Flat
Transportation:	Accessed from a driveway on Juniper Lane.

ATTACHMENTS

- 1) **LOCATION MAP AND AERIAL PHOTO**
- 2) **PLAT OF SURVEY**
- 3A) **SITE PHOTOS**
- 3B) **PHOTOS FROM ORIGINAL HOME PURCHASE**
- 3C) **SUPPLEMENTAL PHOTOS**
- 4) **JUSTIFICATION LETTER**
- 5) **REVISED JUSTIFICATION LETTER**
- 6) **PUBLIC COMMENTS**

EXECUTIVE SUMMARY

The petitioner requests a variation to allow a 25-foot recreational vehicle to be parked in the front driveway at 1008 Juniper Lane, citing unique site constraints that make compliant side-yard parking impractical. Staff reviewed the request, identified the relevant site characteristics and applicable variation criteria for the City Council's consideration, and note that if the Council

approves the petition, staff recommends conditions limiting the approval. Both the Planning, Zoning and Economic Development Commission and the Municipal Services Committee voted against recommending approval, forwarding the petition to the City Council without a recommendation.

BACKGROUND / ANALYSIS

Background: The subject property, 1008 Juniper Lane, is located at the northeast corner of Warwick Avenue and Juniper Lane in the Single-Family R-2 District (see Attachment 1). It is part of the Brookhaven Manor Subdivision. The 0.31-acre parcel is improved with a single-family residence that, based on historic aerial surveys, was constructed in 1959, 10 years before the City's incorporation. The original plat of survey is included as Attachment 2.

In May 2026, the City's Code Enforcement officer observed a small 25-foot camper trailer in the front yard, and began enforcement to have the trailer moved to an allowable location (side or rear yard on a paved surface). Following discussions with the property owner regarding the characteristics of the property (detailed later in this report), the property owner is now seeking approval of a variation.

Proposal: As shown in the photos provided by the petitioner (Attachment 3A thru 3C), the petitioner is seeking approval of a variation to park the 25-foot recreational camper trailer in the front driveway of the home.

Zoning Code Regulations: Section 5A-5-11(A)(1) of the Darien Zoning Code prohibits RVs and trailers from being parked on the front driveway or in the front yard of residential properties (side yard or rear yard only), except for a period no longer than three days, for cleaning, loading, and unloading. Subsequent sections of the code require that they be "parked or stored on an asphalt, concrete or other hard surface material."

Variation: In order to allow the RV/trailer to be parked in the driveway, a variation from Section 5A-5-11(A)(1) is required.

Findings of Fact: City staff has reviewed the petitioner's submitted documents. The petitioner submitted a Justification Letter (see Attachment 4) with a detailed description of the project and requested relief, in addition to Findings of Fact that would support the variation request. The applicant states that the home, constructed in 1965, was originally built at an angle on the lot, resulting in a driveway configuration that makes compliance with the City's recreational vehicle parking regulations practicably difficult. The letter further explains that pine trees planted when the home was constructed, over 60 years old, substantially screen the recreational vehicle from public view and references the property's long ownership history and original development as additional context for the requested variation.

Staff Analysis / Conditions: The requested variation would allow the RV to be parked within the front yard where such parking is not permitted. The subject property is a corner lot with a dwelling oriented at an angle to the street, resulting in a driveway configuration that limits parking options while complying with the ordinance. The applicant states that the recreational vehicle is substantially screened from public view by mature landscaping. The PZEDC should consider the property's unique characteristics, the applicant's stated justification, and the requested relief in relation to the applicable standards for granting a variation.

If recommended for approval, staff recommends a condition limiting the variation to a single

recreational vehicle not exceeding 25 feet in length.

For reference, the criteria the Planning and Zoning Commission and City Council votes on for City Variation requests are included below.

Variation Criteria:

The City may grant variations based on the finding-of-fact that supports the following criteria outlined below by the City to be the most relevant to the subject property situation.

- a) The property in question cannot yield a reasonable return if permitted to be used only under the conditions allowed by the regulations in the zone.*
- b) The plight of the owner is due to unique circumstances.*
- c) The variation if granted will not alter the essential character of the locality.*
- d) Essential Need: The owner would suffer substantial difficulty or hardship and not mere inconvenience or a decrease in financial gain if the variation is not granted.*
- e) Problem with Property: There is a feature of the property such as slope or shape or change made to the property, which does not exist on neighboring properties, which makes it unreasonable for the owner to make the proposed improvement in compliance with this title. Such feature or change was not made by the current owner and was not known to the current buyer at the time of purchase.*
- f) Smallest Solution: There is no suitable or reasonable way to redesign the proposed improvements without incurring substantial difficulty or hardship or reduce the amount of variation required to make such improvements.*
- g) Create Neighbor Problem: The variation, if granted, will not cause a substantial difficulty, undue hardship, unreasonable burden, or loss of value to the neighboring properties.*
- h) Create Community Problem: The variation, if granted, may result in the same or similar requests from other property owners within the community, but will not cause an unreasonable burden or undesirable result within the community.*
- i) Net Benefit: The positive impacts to the community outweigh the negative impacts.*
- j) Sacrifice Basic Protections: The variation, if granted, will comply with the purposes and intent of this title set forth in subsection 5A-1-2(A) of this title and summarized as follows: to lessen congestion, to avoid overcrowding, to prevent blight, to facilitate public services, to conserve land values, to protect from incompatible uses, to avoid nuisances, to enhance aesthetic values, to ensure an adequate supply of light and air, and to protect public health, safety, and welfare.*

PZEDC MEETING 7/15/2026

The Planning, Zoning and Economic Development Commission held a public hearing for this item on July 15, 2026. The petitioner and members of the public were present. Following staff's report, the petitioner addressed the Commission and both staff and the petitioner answered questions. During the discussion, members of the Commission noted that some factors of the application had merit, while the questions raised by the public comment letter were valid also. The Commissioners expressed concerns over precedent-setting. Staff affirmed that each Variation application is reviewed on a case-by-case basis. **Following deliberation, a motion to recommend approval of the petition to the Municipal Services Committee and City Council failed on a vote of 0-5. Accordingly, the petition was forwarded to the Municipal Services Committee without a recommendation from the Commission.**

REVISED PETITIONER DOCUMENTS

Following the failed PZEDC motion, the petitioner has revised the justification letter and provided supplemental photos addressing the concerns expressed in the meeting. The revised justification letter (see Attachment 5) provides additional information in support of the requested variation, including further explanation of the property's physical characteristics and the applicant's rationale for the proposed parking location.

The letter includes the following points:

- States that the camper would be screened from view by two mature evergreen trees, which the applicant believes is consistent with the intent of the ordinance.
- Explains that the side yard slopes away from the house and would require grading to accommodate camper parking.
- Notes that the angled orientation of the home would make a camper parked on the side of the house more visible to neighboring properties.
- States that significant trimming of a mature pine tree would be required to access the side yard, which the applicant believes could damage the tree.
- Describes additional site constraints, including the corner lot configuration, overhead utility lines, a shed, and a drainage ditch, as limiting alternative parking locations.
- **Proposes that, if the screening trees are removed in the future, the camper would instead be relocated to the side yard. (COA)**

Staff again recommend that if the Council finds it reasonable to approve the petition, the following conditions of approval be imposed:

1. **Maximum length of trailer parked in the front driveway shall be 25 feet.**
2. **If the mature pine trees are removed in the future, the Variation becomes null and void and the trailer shall be moved to the interior side yard.**

PUBLIC COMMENTS

As of publication, two public comments have been received, one in support of the application, and one expressing concern about aspects of the application. Public comments are included as Attachment 6.

MSC MEETING 7/27/2026

The Municipal Services Committee reviewed this item at its meeting on July 27, 2026. Staff and the petitioner were present. Following staff's report, the petitioner discussed the Committee's questions. The Committee expressed concern regarding the petition, and asserted that the parking of an RV in the interior side yard was possible with modifications. The Committee recalled when the ordinance was first adopted, and the many opinions for and against the ordinance at the time. They also recalled specific instances where residents had to make modifications to their property in order to comply with the ordinance, sometimes incurring costs, but ultimately complying with the ordinance.

Following deliberation, a motion to recommend approval of the petition to the City Council failed on a vote of 0-2. The petition was forwarded to the City Council without a positive recommendation from the Committee.

DECISION MODE

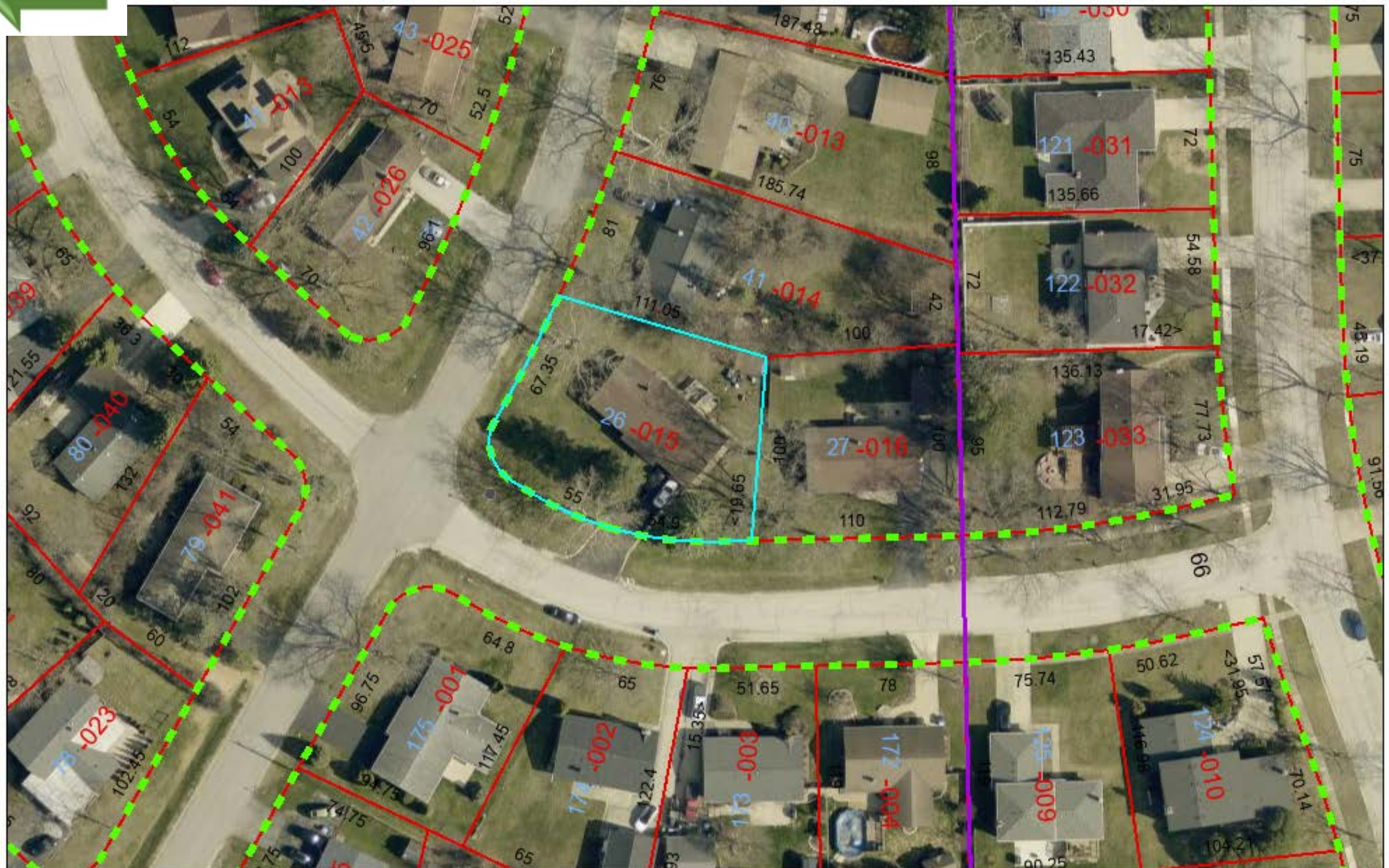
This item will be placed on the August 3, 2026 City Council agenda for formal consideration.

MEETING SCHEDULE

Planning, Zoning, and Economic Development Commission
Municipal Services Committee
City Council

July 15, 2026
July 27, 2026
August 3, 2026

MEMO



DuPage County
Information Technology Department / GIS Division
421 N County Farm Rd.
Wheaton, IL 60187

Phone: 1(630)407-5000
Email: gis@dupageco.org

DuPage Maps Portal:
<https://www.dupage.maps.arcgis.com/home>

This map is for assessment
purposes only.

DuPage County Web Site:
<https://www.dupagecounty.gov>

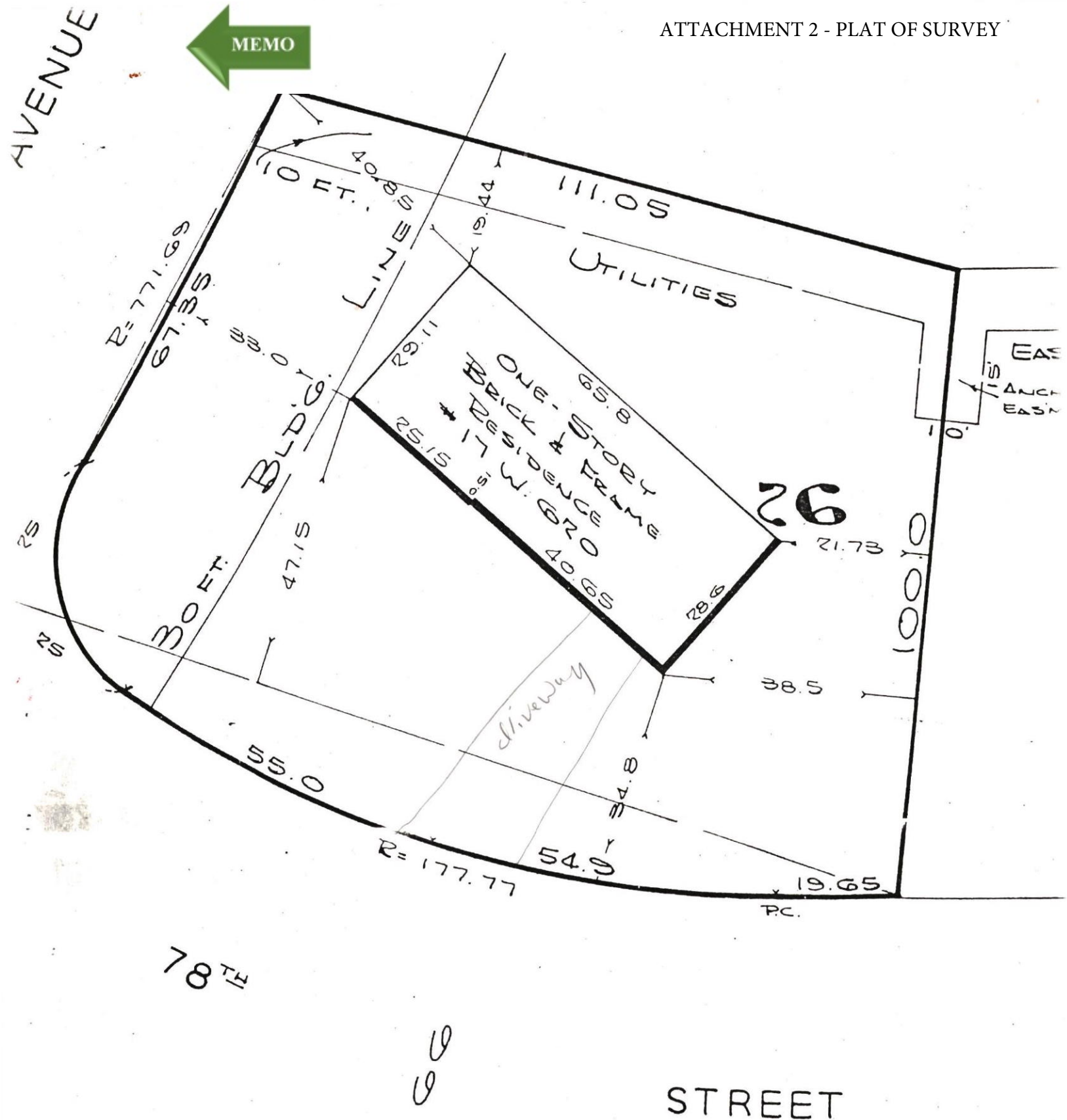


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- DuPage County
- Townships
- Sections
- Quarter Sections
- Half Quarter Sections

- Regional County Boundaries
- COOK
 - KANE
 - KENDALL
 - LAKE

MEMO



Plot for 17W620 78th Place
Westmont, IL (original from before Darien was incorporated)

View from Warwick Ave

A green arrow pointing to the left, with the word "MEMO" written in white capital letters inside it.

MEMO





View from intersection of
Juniper Ln & Warwick Ave

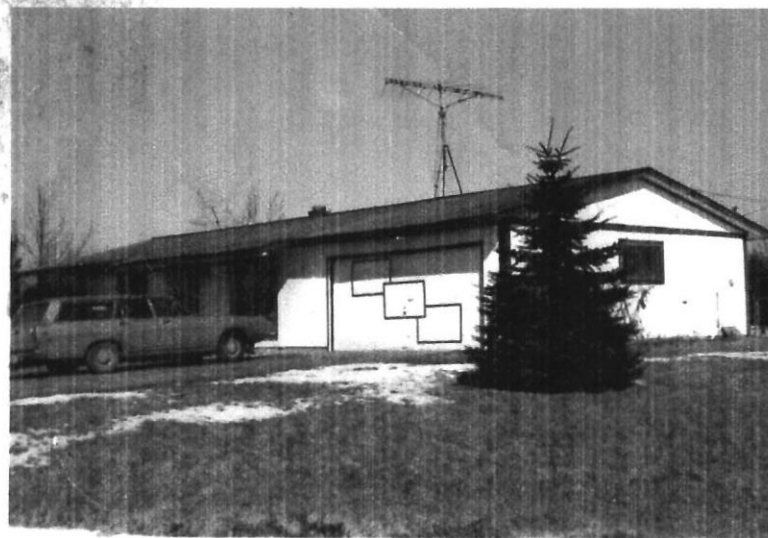




View from Juniper Ln
(Side)



View from backyard (1008 Jun. per)
with potential parking pad outlined



Joseph A.

THORSEN Company

NO RESPONSIBILITY ASSUMED FOR ACCURACY OF THE INFORMATION CONTAINED HEREIN.

LISTING OFFICE	Downers Grove	DATE	RENEWAL	CODE
By	Haberman	D610-19	D612-19 2 19	
Owner's Name	Richard D. & Kathleen M. SMITH	Town	Westmont, Ill	442-7033
Owner's Address	17 W 620 - 78th Pl., Brookhaven	Phone	968-4628	home
Occupied	yes	Tenant's Name	Phone	726-2424 office
Title	G/P	Taxes	\$530	Legal
Special Assessments		Incorporated	No	CW & CS
Living Rm.	14.10 x 18.2	carpeted	Fireplaces	no
Dining Rm.	11.5 x 13.4	carpeted	Den	no
Kitchen	12 x 12.10	Formica tops, ceramic wall splash	Porch	15 x 20
Breakfast Rm.	Family Rm.	7.9 x 19.7		
Bedrooms (3)	11.4 x 14.6; 11 x 16.6; 10.2 x 11.4			
Baths (2 T & S)	plastic		Powder Rm.	
Basement	Crawl	Slab XX	Recreation Rm.	8 x 20
Utility Rm.	In garage	Inclusions, Remarks, Interior Finish:	T	4 mi
Heat Gas	FHA Cost	Humidifier on furnace, washer, dryer, carpeting	B	
Wtr. Htr.	40 gal	in living & dining rooms & hallway, drapes,	S	2 blks
Storms - Screens	Alum	stove & refrigerator (possibly), water softener.	GS	4 blks
Sq. Ft. Liv. Area	1334	ATTRACTIVE CORNER LOT IN NICE LOCATION.	HS	Bus HS
Builder	Brown & Aldrich	DIRECTIONS: CASS & PLAINFIELD -- E TO LINDEN,	PAR	5 blks
Motive	Bought elsewhere	S TO JANET, E TO WARWICK, S TO BROOKHAVEN.		
Possession	A/C	Key: DM. - Vent	Mtg. Info.	Home Fed. \$18,250
Age	6	Lot	110 x 110	Style
Rooms	Brs.	Baths	Construction	Owner's Name & Property Address:
6	3	2	Brick & wood	SMITH Blktp Dr.
				17 W 620 - 78th Place, Brookhaven, Westmont
				Price
				\$22,900
				\$16,900



ATTACHMENT 3C - SUPPLEMENTAL PHOTOS







MEMO

May 26, 2026

City of Darien Illinois,

I am submitting a request for a variance to be able to park my camper on my driveway.

My family has owned 1008 Juniper Dr. since 1967. At the time my parents purchased the house, it was known as 17 W. 620 78th Place Westmont Il. My parents participated in choosing the new street name when Darien incorporated.

The plot survey I have submitted was given to my parents when they bought the house. As you can see, the house was built on an angle on the property.

The pine trees on either side of my driveway were young when my parents bought the house. I took the pictures submitted on May 20, 2026. The pine trees are now 60+ years old and conceal the camper from street view very well. The angle is

noted on the back of the pictures

Please feel free to reach out
to me should you have any
questions or need more information.

Thank you for your time

Cynthia Haney
1008 Juniper Ln
Darien, IL
(331) 777-0611

July 18, 2026

MEMO

Dear members of the Municipal Services Committee,

I am submitting a formal request for a variance to be able to park my camper on my driveway, with a maximum length of 25 feet. When on the driveway, the camper is concealed by two pine trees that are over 70 years old on both sides year round. Therefore, this variance would uphold the spirit of the ordinance—that is, to limit the visibility of the camper on the property.

This variance is not just so that the camper remains concealed by the pine trees. It is necessary due to a handful of unique circumstances and hardships related to my property. First and foremost, the land where a side driveway would be constructed is sloped downwards away from the house. It would have to be leveled to park my camper there. Additionally, the house itself is built at an angle on the property. Because of this, the camper would be in full view of my neighbors to the east if it were parked on the side of the house. The visibility of the camper is largely diminished year round when it is on the front driveway due to the pine trees. Moreover, one of the pine trees would need a significant trim in order for the camper to be parked on the side of the house. At least 15 feet of branches would need to be taken off. This could potentially cause a great deal of harm to the pine tree. Furthermore, because my property is a corner lot, there is only one side that the camper could be parked on. The backyard is not a feasible option either because on one side of the backyard there are overhead power lines and a shed that prevent the camper from being parked there. The camper cannot be parked on the other side of the backyard either because there is a ditch that prevents the camper from being backed in.

I would also like to suggest that in addition to allowing me to park my camper in the driveway, the variance could include a clause that would address what will happen should the pine tree to the east no longer be there to conceal the camper. If this were to happen, I would park my camper on the side of the house. I believe that this additional clause serves to ease concerns regarding the presence of the trees.

Please feel free to reach out to me should you have any questions or need more information.

Thank you for your time.

Cynthia Haney
1008 Juniper Ln
Darien, IL
brdbrian2day@yahoo.com
331-777-0611



Ryan Murphy

From: Emily Polacek <emily.polacek@gmail.com>
Sent: Thursday, July 2, 2026 2:29 PM
To: Ryan Murphy
Subject: RV Petition

Hello,

I agree with Cindy's request. Living on a corner with mature landscaping, there is no place for her to put her RV that makes sense besides her driveway.

I too have an RV and can't put it on the side of my house. I live at 7818 Stratford Place. I live on the parkway and have mature landscaping. My backyard also floods when it rains heavily so I wouldn't be able to store it there without ripping out bushes and risk of flooding.

Cindy and I take care of our yards. More so than some other people in the community. The RVs are in good working condition and are not eyesores.

Please consider her request.

Thank you!

Ryan Murphy

From: Steven McCarty <stevenemccarty@protonmail.com>
Sent: Tuesday, July 14, 2026 9:40 AM
To: Ryan Murphy
Subject: RE: NOTICE OF PUBLIC HEARING: July 15, 2026

Good morning, Ryan.

I do have some concerns about this but will be out of town for this hearing. I'm not certain who I would send this to but hopefully this works...

I know there is an RV in the driveway at this property "blocked by trees" and there is an RV in the driveway at the property at the other end of Juniper (at Stratford); not "blocked by trees". So, 2 of the 3 houses on the other side of my road have an RV in the driveway.

For the size of these lots/front yards, there needs to be a logic for how large things within the property can be. For example, if I chose to sell my house, the unsightliness of RVs in the homes across from mine would diminish the value and not attract the right buyer or a buyer at all. There is already an unsightliness to (1) the basketball hoop placed at the street in front of my home by the neighbors across the street and (2) the yard next to mine having trees down and overgrowth. And while the proposal states something about mature trees to block the unsightliness, trees are neither permanent nor does it mean the RV will always be parked in a way that the trees keep it unsightly.

If we start changing the rules to accommodate things these properties were never designed for, the properties will become what no one ever wants.

I have other things that concern me about this but really it comes down to lot size and purpose.

If the variance is approved, does the code change for everyone or just this property? Additionally, when would it go into affect?

Thank you, in advance.

Steven McCarty
933 Juniper Ln
On Friday, July 10th, 2026 at 4:30 PM, Ryan Murphy <rmurphy@darienil.gov> wrote:

Steven,

The agenda and packet have been published and are attached/available at the link below:

<https://darien.il.us/government/agendas-minutes/planning-zoning-and-economic-development-commission/2026/>

Please let me know if you have any questions, comments or concerns.

Sincerely,



CITY OF DARIEN

DU PAGE COUNTY, ILLINOIS

ORDINANCE NO. _____

**AN ORDINANCE APPROVING A VARIATION FROM SECTION 5A-5-11(A) OF THE
CITY CODE TO PERMIT A RECREATIONAL VEHICLE WITHIN THE FRONT
YARD OF 1008 JUNIPER LANE**

(PZC-26-11: 1008 Juniper Lane)

**ADOPTED BY THE
MAYOR AND CITY COUNCIL
OF THE
CITY OF DARIEN**

THIS 3rd DAY OF AUGUST, 2026

**Published in pamphlet form by authority
of the Mayor and City Council of the City
of Darien, DuPage County, Illinois, this
_____ day of August, 2026.**

ORDINANCE NO. _____

**AN ORDINANCE APPROVING A VARIATION FROM SECTION 5A-5-11(A) OF THE
CITY CODE TO PERMIT A RECREATIONAL VEHICLE WITHIN THE FRONT
YARD OF 1008 JUNIPER LANE**

(PZC-26-11: 1008 Juniper Lane)

WHEREAS, the City of Darien is a home rule unit of local government pursuant to the provisions of Article VII, Section 6 of the Illinois Constitution of 1970; and

WHEREAS, as a home rule unit of local government, the City may exercise any power and perform any function pertaining to its government except as limited by Article VII, Section 6; and

WHEREAS, the property legally described in Section 1 (the “Subject Property”), is zoned R-2 Single Family Residence District pursuant to the Darien Zoning Regulations;

WHEREAS, the petitioner has requested approval of a variation from the terms of the Darien Zoning Ordinance, Section 5A-5-11(A) of the City Code to permit a recreational vehicle (camper) within the front yard of 1008 Juniper Lane; and

WHEREAS, pursuant to notice as required by the Illinois Municipal Code and the Darien Zoning Ordinance, a public hearing was conducted by the Planning, Zoning, and Economic Development Commission on July 15, 2026 to consider the Petition; and

WHEREAS, based upon the evidence, testimony, and exhibits presented at the public hearing held on July 15, 2026, the Planning, Zoning, and Economic Development Commission considered the Petition, and a motion recommending approval to the Municipal Services Committee and City Council failed by a vote of 0-5; and

WHEREAS, based upon the evidence, testimony, and exhibits presented at the Municipal

ORDINANCE NO. _____

Services Committee meeting held on July 27, 2026, the Committee considered the Petition, and a motion recommending approval to the City Council failed by a vote of 0-2; and

WHEREAS, the City Council has reviewed the findings and recommendations described above and hereby determines to grant the petition subject to the terms, conditions, and limitations described herein below.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, IN THE EXERCISE OF ITS HOME RULE POWERS, ILLINOIS, as follows:

SECTION 1: Subject Property. This Ordinance is limited and restricted to the property generally located at 1008 Juniper Lane, Darien, Illinois, and legally described as follows:

LOT 26 IN BROOKHAVEN MANOR, A SUBDIVISION IN SECTIONS 27 AND 28, TOWNSHIP 38 NORTH, RANGE 11, EAST OF THE THIRD PRINCIPAL MERIDIAN, ACCORDING TO THE PLAT THEREOF RECORDED DECEMBER 18, 1956 AS DOCUMENT 827287, IN DU PAGE COUNTY, ILLINOIS.

PROPERTY ADDRESS: 1008 JUNIPER LANE, DARIEN, ILLINOIS 60561

PERMANENT INDEX NO.: 09-27-308-015

SECTION 2: Variation Granted. A variation is hereby granted from the Zoning Ordinance, 5A-5-11(A) of the City Code to permit a recreational vehicle within the front yard driveway of 1008 Juniper Lane.

SECTION 3: Conditions. The approval of the variation is subject to the following conditions:

1. **The maximum length of trailer parked in the front driveway shall be 25 feet.**
2. **If the mature pine trees are removed in the future, this approval shall become null and void with no further action from the City, and the trailer shall be moved to the**

ORDINANCE NO. _____

interior side yard.

SECTION 4: Home Rule. This ordinance and each of its terms shall be the effective legislative act of a home rule municipality without regard to whether such ordinance should (a) contain terms contrary to the provisions of current or subsequent non-preemptive state law, or (b) legislate in a manner or regarding a matter not delegated to municipalities by state law. It is the intent of the corporate authorities of the City of Darien that to the extent the terms of this ordinance should be inconsistent with any non-preemptive state law, this ordinance shall supercede state law in that regard within the City of Darien.

SECTION 5: Effective Date. This Ordinance shall be in full force and effect upon its passage, approval, and publication as required by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS, this 3rd day of August, 2026.

AYES _____

NAYS: _____

ABSENT: _____

ORDINANCE NO. _____

**APPROVED BY THE MAYOR OF THE CITY OF DARIEN, DU PAGE COUNTY,
ILLINOIS, this 3rd day of August, 2026.**

JOSEPH MARCHESE, MAYOR

ATTEST:

JOANNE E. RAGONA, CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

MOTION NO. _____

AGENDA MEMO
CITY COUNCIL
MAY 26, 2026

ISSUE STATEMENT

Consideration of a motion approving variations pursuant to Section 7-5-1(C) of the City Code to allow reduced setbacks and alternative screening measures for a proposed chicken coop, permitting the structure to be located adjacent and within an existing accessory structure and screened through landscaping in lieu of a required privacy fence at 2208 Carlow Drive (PIN 10-05-202-045).

GENERAL INFORMATION

Petitioner:	DAVID MEKHIEL
Property Owner:	MEKHIEL, DAVID & DIANA
Property Location:	2208 CARLOW DR
PIN Number:	10-05-202-045
Existing Zoning:	Single Family Residence District (R-2)
Existing Land Use:	Single Family Residence
Comprehensive Plan:	Low Density Residential
Surrounding Zoning & Uses	
North:	Single Family Residence District (R-2); Single Family
East:	Unincorporated; Single Family
South:	Single Family Residence District (R-2); Retention Pond
West:	Single Family Residence District (R-2); Single Family
Size of Property:	0.53 Acres
Floodplain:	N/A
Natural Features:	N/A
Transportation:	The petition site gains access from a single driveway on Carlow Drive.

ATTACHMENTS

- 1) [LOCATION MAP & AERIAL IMAGE](#)
- 2) [PLAT OF SURVEY](#)
- 3) [CITY CODE SECTION 7-5-1, CHICKENS](#)
- 4) [REVISED REQUEST LETTER \(BY PETITIONER\)](#)
- 5) [SCREENING FENCE DETAIL](#)

OVERVIEW / DISCUSSION

In 2020, the City of Darien adopted Ordinances O-19-20 and O-21-20 regulating the keeping of chickens. As part of those ordinances, City Code Section 7-5-1 was established, which outlines the requirements and standards for the keeping of chickens. Pursuant to this section, a property owner may request relief from one (1) or more of the requirements established by the ordinance.

The subject property is located at 2208 Carlow Drive in the Tara Hill Subdivision (see Attachment 1). Property owner and petitioner David Mekhiel is requesting relief to allow fencing and screening only around the portion of the rear yard immediately surrounding the chicken coop enclosure. The proposed fencing/screening would be located in and around an existing shed that is situated within the required chicken coop setback, as shown on the plat of survey (see

Attachment 2).

The petitioner has also indicated that a new wrought iron fence was recently installed around the entire yard and has noted the size of the property and the distance between the chicken coop and nearby residential structures as factors supporting the request.

A copy of the code section and standards for chicken/hen keeping is attached (see Attachment 3). The criteria for approving this type of request is provided below.

Relief Request – Approval Criteria:

A party may obtain relief from one (1) or more of the requirements of City Code Sections 7-5-1(B)(4), 7-5-1(B)(5), and 7-5-1(B)(8) if the City Council determines:

- a) That there are practical difficulties preventing the applicant from complying with such requirement(s). Additional expense associated with complying with Sections 7-5-1(B)(4) and (5) shall not be considered a practical difficulty justifying relief; and*
- b) Granting the relief will not interfere with nearby owners' use and enjoyment of their properties.*
- c) The owner would suffer substantial difficulty or hardship and not mere inconvenience or a decrease in financial gain if the relief is not granted.*
- d) There is a feature of the property such as slope or shape or change made to the property, which does not exist on neighboring properties, which makes it unreasonable for the owner to make the proposed improvement in compliance with this title.*
- e) The relief, if granted, will not cause a substantial difficulty, undue hardship, unreasonable burden, or loss of value to the neighboring properties.*
- f) The plight of the owner is due to unique circumstances.*

MSC MEETING MAY 26, 2026

The Municipal Services Committee reviewed this item at its meeting on May 26, 2026. The petitioner and members of the public were present. Following staff's report, the petitioner addressed the Committee and answered questions. During public comment, several residents spoke for and against the item. The neighbor to the west opposed the application on the basis that their yard has a direct line of sight to the area. Other neighbors to north and northwest did not object to the petition.

The Committee expressed concern over the lack of screening and ask questions about the legal, non-conforming nature of the existing shed. The petitioner clarified that the chickens would not be permitted to run about the property and would be contained entirely to the shed and a fenced-in chicken run.

Following deliberation, by a vote of 3-0 the Committee recommended approval of the petition to the City Council, subject to the following condition recommended by staff:

- 1. The owner shall install a double-row staggered evergreen screen of 6–8-foot**

arborvitae, subject to an approved landscape plan, as a condition of retaining the existing shed/chicken run.

REVISED REQUEST

Following the Municipal Services Committee meeting, the petitioner submitted a revised proposal requesting approval to replace the required double-row arborvitae screening with approximately 6-foot-tall privacy screening planters arranged in the same general L-shaped configuration around the existing chicken coop. The request and details are attached as Attachment 4 and 5, respectively.

The petitioner stated that the revision would provide immediate, permanent screening while reducing the cost and uncertainty associated with installing and maintaining live arborvitae.

DECISION MODE

The City Council will formally consider this item at its meeting on August 3, 2026.

MEETING SCHEDULE

City Council

August 3, 2026

**PASSED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE
COUNTY, ILLINOIS, this 3rd day of August 2026.**

AYES: _____

NAYS: _____

ABSENT: _____



0 0.01 0.01 0.03 0.04 0.06
mi

DuPage County
Information Technology Department / GIS Division
421 N County Farm Rd.
Wheaton, IL 60187

Phone: 1(630)407-5000
Email: gis@dupageco.org

DuPage Maps Portal:
<https://www.dupage.maps.arcgis.com/home>

This map is for assessment
purposes only.

DuPage County Web Site:
<https://www.dupagecounty.gov>



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- DuPage County
- Townships
- Sections
- Quarter Sections
- Half Quarter Sections

Regional County Boundaries

- COOK
- KANE
- KENDALL
- LAKE

Associated Surveying Group, LLC

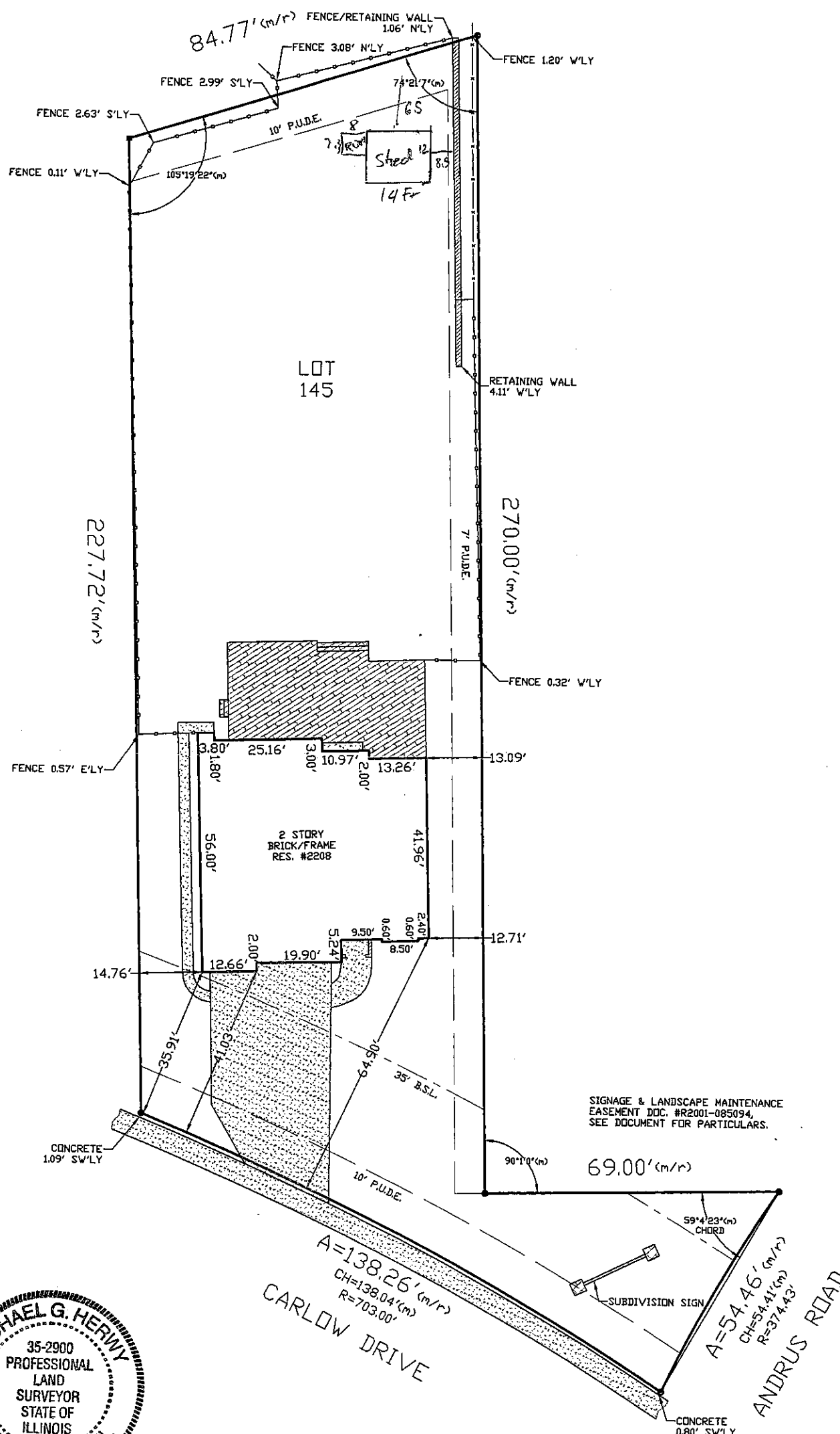
Illinois Prof. Design Firm No. 184-004973
P.O. Box 810 Bolingbrook, IL 60440
PH: 630-759-0205 FAX: 630-759-9291

PLAT OF SURVEY

LOT 145 IN GALLAGHER & HENRY'S TARA HILL UNIT 2, BEING A SUBDIVISION OF PART OF THE NORTHEAST 1/4 OF SECTION 5, TOWNSHIP 37 NORTH, RANGE 11, EAST OF THE THIRD PRINCIPAL MERIDIAN, ACCORDING TO THE PLAT THEREOF RECORDED MAY 15, 1990 AS DOCUMENT R90-058422, IN DUPAGE COUNTY, ILLINOIS.

(ASSUMED NORTH)

SCALE 1" = 30



State of Illinois }
County of Will } SS

I, Michael G. Herwy, an Illinois Professional Land Surveyor, do hereby certify that "This professional service conforms to the current Illinois minimum standards for a boundary survey", and that the Plat hereon drawn is a correct representation of said survey.

Dated, this 19TH day of JULY, A.D., 2017,
at Bolingbrook, Illinois.

FIELDWORK DATE: *JULY 10, 2017*

Illinois Professional Land Surveyor No. 35-002900
License Expires: November 30, 2018

CLIENT: **SORIANO-LOCKE**

JOB NO.: 79090-17

NOTES:

1. COMPARE THE LEGAL DESCRIPTION ON THIS PLAT WITH YOUR DEED, ABSTRACT, OR CERTIFICATE OF TITLE; ALSO, COMPARE ALL FIELD MEASURED LOT CORNERS & BUILDING TIES WITH THIS PLAT BEFORE CONSTRUCTION AND REPORT ANY DIFFERENCE AT ONCE. 2. NO IMPROVEMENTS SHOULD BE CONSTRUCTED ON THE BASIS OF THIS PLAT ALONE. FIELD MONUMENTATION OF CRITICAL POINTS SHOULD BE ESTABLISHED PRIOR TO COMMENCEMENT OF CONSTRUCTION. 3. BUILDING LINES AND EASEMENTS ARE SHOWN ONLY WHERE THEY ARE SO DEPICTED ON THE RECORDED SUBDIVISION PLAT. REFER TO YOUR DEED, ABSTRACT, OR CERTIFICATE OF TITLE FOR ADDITIONAL ENCUMBRANCES. 4. ALL DISTANCES ARE SHOWN IN FEET AND DECIMALS THEREOF. MEASURED LOT DIMENSIONS ARE SHOWN ONLY WHEN THEY DIFFER FROM RECORD DIMENSIONS BY 0.15 FEET OR MORE. 5. AREA IS BASED ON MEASURED DISTANCES AT TIME OF SURVEY. 6. CURVED LINES DENOTED WITH ARC LENGTHS UNLESS OTHERWISE NOTED. ALSO, ALL ARCS ARE TANGENT UNLESS OTHERWISE NOTED.

LEGEND:

(NOT TO SCALE)

(NOT TO SCALE)

	ASPHALT		BRICK
	WALL		CONCRETE
	WOOD/ PVC		ENCLOSED COVERED

SET		IRON PIPE		CROSS NOTCH
	IRON PIPE		REBAR/ROD	
	PK NAILS AS NOTCH			

	CHAIN LINK FENCE
	WOOD FENCE
	ALL OTHER FENCE TYPES

ABBREVIATIONS:

ABBREVIATIONS:

A = ARC LENGTH	N'LY = NORTHERLY
R = RADIUS	S'LY = SOUTHERLY
CH = CHORD LENGTH	E'LY = EASTERLY
(r) = RECORDED VALUE	W'LY = WESTERLY
(m) = MEASURED VALUE	TYP = TYPICAL
B.S.L. = BUILDING SETBACK LINE	
P.U.E. = PUBLIC UTILITY EASEMENT	
P.U.D.E. = PUBLIC UTILITY & DRAINAGE EASEMENT	

7-5-1: CHICKENS:**(A) Definitions:**

CHICKEN(S):	The common domestic fowl.
COOP:	A coop, building, pen or other enclosure, with or without an enclosed pen or hen yard, that is designed, constructed and maintained to confine fowl within the coop and to prevent access by predators and trespassers.
FOWL:	Any domesticated egg-laying chicken hen and shall exclude all roosters and chicken hens that have ceased laying eggs.
HEN:	A female chicken.
POULTRY:	Domestic fowl, such as chickens, turkeys, ducks, and geese.
ROOSTER:	A male chicken.

(B) Requirements; Permits, Fees And Penalties:

1. The raising/keeping of hens shall be permitted on all single-family detached single-family residential zoning lots containing a minimum of six thousand (6,000) square feet as an accessory use.

2. A maximum of six (6) hens shall be permitted.

3. All hens shall be kept within a coop consisting of a covered enclosure/structure with an attached covered/enclosed outdoor area to prevent hens from encroaching onto neighboring properties.

4. An outdoor area a minimum of ten (10) square feet per hen will be required and a maximum of one hundred fifty (150) total square feet will be permitted for both the covered enclosure/structure and outdoor area. The total height of a coop may not exceed seven feet (7').

5. All enclosures/structures shall be located a minimum of twenty feet (20') from all lot lines.

6. All hens and enclosures/structures shall be kept/located in the rear yard only.

7. All areas where hens are kept shall be clean and well maintained on a daily basis, with little to no accumulation of waste. In addition, all areas where hens are kept shall not produce or cause odors that are detectable on adjacent properties. All feed shall be kept in a sealed metal container. All electrical appliances shall be UL listed and clearly labeled.

8. Perimeter fencing six foot (6') high, privacy/solid fencing shall be required around the entire rear yard.

9. Humane conditions are to be maintained year round.

10. Roosters are prohibited.

11. Slaughtering is prohibited.

12. No other poultry, including but not limited to geese, ducks and turkeys shall be kept on the property.

13. An initial hen permit shall be required for approval of hens, coops, and required fencing. Permit application shall be authorized by owner of property. Permit authorizes City staff to inspect property for compliance when deemed necessary. Permit approval is required prior to obtaining hens. The perimeter fence required by subsection (B)8 shall be installed prior to construction of the coop.

14. A hen permit issued by the City with a one-time fee of twenty five dollars (\$25.00) shall be required. A renewal permit/registration shall be required each year thereafter, with an additional fee of ten dollars (\$10.00).

15. A hen permit issued under this article shall be revoked upon the commission of three (3) violations within a period of twelve (12) months. If the permit is revoked, the property shall not be eligible for a permit for one year after revocation. Any enclosure/structure shall be required to be removed within fifteen (15) days of revocation.

16. Sales of egg(s) or hen(s) or anything related to chicken keeping is not allowed.

17. On or prior to May 1, 2021 all nonconforming properties must be brought into conformance with the keeping of hens regulations of this article. On or prior to March 1, 2021 residents with chickens and no existing privacy fence, will be required to show proof of contract for privacy fence. This period is for all purposes deemed an appropriate amortization period for each and every nonconforming property presently located within the corporate limits of the City or hereinafter located within the City by reason of annexation into the City of the lot or parcel on which the uses are located.

(C) Relief From Certain Requirements:

1. A party may obtain relief from one (1) or more of the requirements of Sections 7-5-1(B)(4) and (5) if the City Council determines:

(a) That there are practical difficulties preventing the applicant from complying with such requirement(s). Additional expense associated with complying with Sections 7-5-1(B)(4) and (5) shall not be considered a practical difficulty justifying relief; and

(b) Granting the relief will not interfere with nearby owners' use and enjoyment of their properties.

(c) The owner would suffer substantial difficulty or hardship and not mere inconvenience or a decrease in financial gain if the relief is not granted.

(d) There is a feature of the property such as slope or shape or change made to the property, which does not exist on neighboring properties, which makes it unreasonable for the owner to make the proposed improvement in compliance with this title.

(e) The relief, if granted, will not cause a substantial difficulty, undue hardship, unreasonable burden, or loss of value to the neighboring properties.

(f) The plight of the owner is due to unique circumstances.

2. Any party seeking such relief shall file a request in writing, setting forth the relief requested and the basis for the request. If practicable, the request should include a drawing or photograph of the proposed improvement. No particular form is required. If the applicant is a tenant, the owner of the property must consent to the request in writing.

3. The matter will be referred to the Municipal Services Committee for review and recommendation to the City Council.

4. Upon receipt of the request, City staff will notify all property owners within one hundred twenty five feet (125') of the property for which relief is sought, as measured property line to property line, of the date that the request will be considered by the Committee. The notification shall be either by personal delivery or first class mail and shall include a copy of the request.

5. Following receipt of the Committee's recommendation, the Council will then by motion either grant the request (with or without conditions) or deny the request. The decision of the Council is final.

6. A party who had an operational coop and perimeter fencing or vegetation screening around the entire rear yard as of October 5, 2020 is also eligible to seek relief from Section 7-5-1(B)(8). (Ord. 0-19-20, 10-5-2020; amd. Ord. O-21-20, 11-2-2020)

Ryan Murphy

From: Dan Gombac
Sent: Monday, June 29, 2026 10:34 AM
To: Ryan Murphy
Cc: Mary Sullivan; dmekhiel@gmail.com
Subject: FW: Revised Chicken Coop Plan 2208 Carlow Dr
Attachments: RE: Landscape Screening-2208 Carlow

Ryan,

Please revise agenda for the chicken coop fence for subject as per the email submitted from David. Please note the required fencing footage is 45 lineal feet. See att email for further refence.

To be put on Old Business-City Council July 20

From: David Mekhiel <dmekhiel@gmail.com>
Sent: Thursday, June 25, 2026 11:52 AM
To: Dan Gombac <dgombac@darienil.gov>
Subject: Fwd: Revised Chicken Coop Plan

Dear Members of the City Council,

I am writing to propose a revised plan for enclosing the chicken coop located on the property by utilizing privacy screening planters in place of the originally proposed arborvitae plantings, while maintaining the same L-shaped configuration outlined in the initial design to ensure consistency with the original layout and intent. The proposed planters will be installed in a continuous L-shaped formation surrounding the coop, following the same footprint previously designated for the arborvitae, and each unit will measure approximately 48 inches in width and the vertical screening structure extending the total height to approximately 6 feet, which is taller than the existing chicken coop that stands at approximately 5 feet high, thereby ensuring full visual enclosure of the area. The primary reason for this design change is the significant difference in cost and reliability associated with the original plan, as the arborvitae installation was estimated to exceed \$10,000 and offered no guarantee of survival due to potential environmental stressors, disease, or other unforeseen factors. In contrast, the proposed privacy screening planters provide a permanent and fail-proof solution that does not depend on living plant material for effectiveness, eliminating the risk of plant loss and the need for future replacement costs. This revised approach preserves the intent of the original design while offering a durable, maintenance-friendly, and financially responsible alternative that ensures long-term screening and immediate functionality without the uncertainty associated with live plantings. I respectfully request your consideration of this updated proposal. Please see included link for the proposed privacy screen.

[Wrought Studio™ 6 ft. H Metal Planter Box privacy screen Garden Bed with Trellis and Wheels | Wayfair](#)

Respectfully,

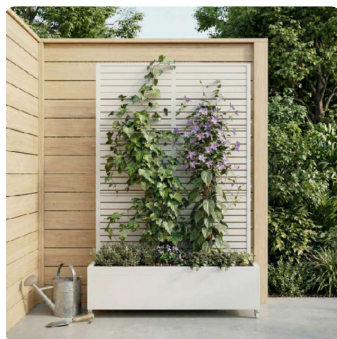
David and Diana Mekhiel
2208 Carlow Drive

Find anything home...

Outdoor / Garden / Planters / SKU: W118764767



Sale

+4
more**6 ft. H x 4 ft. W Metal Planter Box privacy screen Garden Bed with Trellis and Wheels - White**By [Wrought Studio™](#)**\$235.99**~~\$294.99~~

20% Off

Sale

or

As low as **\$15/mo.** or 0% APR with [affirm](#)[Check your buying power](#)Earn **\$11.80** in rewards, with 5% back¹, plus more exclusive perks[Learn more](#)Color: **White**Size: **73" H x 47" W x 16" D**

73" H x 35" W x 16" D

73" H x 47" W x 16" D

FREE Delivery

Get it **Mon, Aug 3 - Wed, Aug 5** to [60608](#)

- 1 +

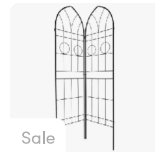
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4 Pack Metal Garden Trellis...

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Watering Can

[Add to Cart](#)

Oaklei 7" H x 3" W Wood Strig...

[Add to Cart](#)**At a Glance**

Wheels Included



Drainage Holes





Description

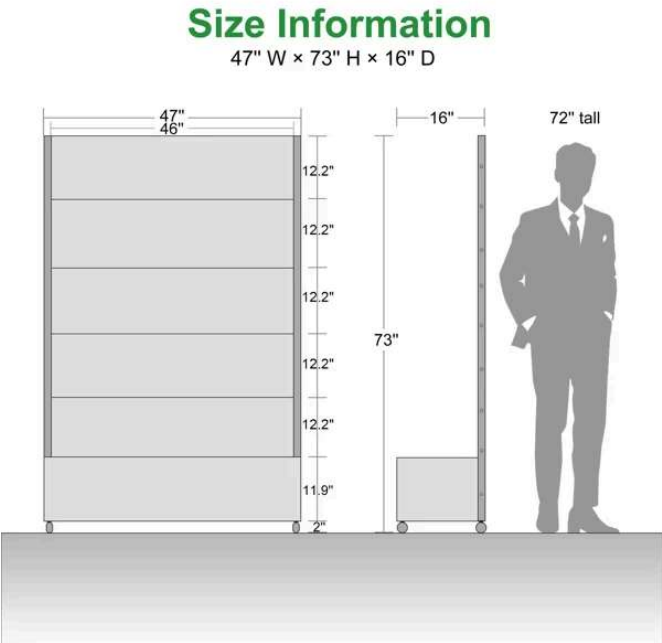
About This Product

Transform your outdoor space with the 6 ft. H x 4 ft. W Metal Planter Box Garden box with Trellis and Wheels. This versatile planter box is a two-in-one solution, offering both a privacy screen and a large-capacity garden bed in one stylish package. With a capacity of 38 gallons, this planter provides ample space for your plants while adding a touch of elegance to your garden. The durable metal

Show More

Specifications

Product Dimensions



Other Dimensions

Interior	73" X 47" X 16"
Overall Dimensions	73" H X 47" W X 16" D
Overall Product Weight	50.16 lb.

Details

Product Type	Planter Box
Location	Outdoor
Material	Metal
Overall Shape	Rectangle
Container Capacity	38 gallons
Pieces Included	Planter



Color	White
Number of Planters Included	1
General Features	Wheels / Casters
Construction Features	Galvanized, Standard, Drainage Holes

Assembly

Assembly Required	Yes
-------------------	-----

Warranty

Commercial Warranty	No
Product Warranty	Yes
Full or Limited Warranty	Limited

Return Policy



Eddison Galvanized Metal Planter Box with Trellis and Wheels

\$207.99 ~~\$229.99~~

(349)

FREE Fast Delivery

Sponsored

Compare Similar Items



Sale

6 ft. H x 4 ft. W Metal Planter Box privacy screen Garden Bed with Trellis and Wheels - White

\$235.99 ~~\$294.99~~

Current Item



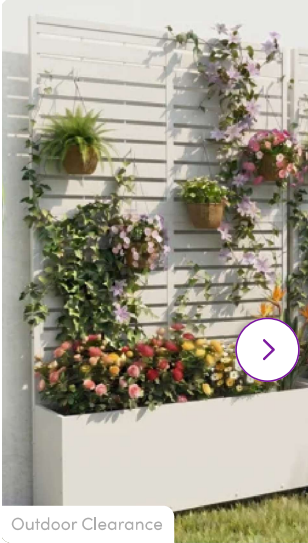
Outdoor Clearance

Eulau Metal Planter Box with Wheels

\$239.99

(750)

Sponsored



Outdoor Clearance

Metal Planter Box With Trellis Se (Set of 2)

\$289.99 ~~\$145.00 per item \$322.00~~

(45)

Add to Cart

Add to Cart

Add to Ca



MOTION NO. _____

AGENDA MEMO
City Council
Meeting Date: August 3, 2026

Issue Statement

A motion approving an Overhead Sewer Assistance Pilot Program as described in [Exhibit A](#)

Background/History

DuPage County owns and maintains the sanitary sewer system for the majority of Darien. During the recent storms on July 4, numerous homes (current estimate is approx. 35 homes) in Darien suffered sanitary sewer backup. DuPage County has an *Overhead Sanitary Sewer Program* for homeowners who are in their sewer maintenance area and install an overhead sewer in their home. The program is intended to replace a home's gravity sewer system to an overhead sanitary sewer so that future sanitary backups can be prevented. The county will reimburse the first \$2,000.00 of the resident's bill. Thereafter, the county will reimburse the owner 50% of the remaining bill up to \$3,000.00 for a maximum payout of \$5,000.00 for the installation of an overhead sewer. The County will only pay for sewer related work, not remodeling of the basement. The County is planning to increase the reimbursement to \$5,000 of the 50/50 split for a total maximum payout of \$7,500. The county's brochure for this program is attached ([Attachment A](#)) for information.

If the pilot program is approved by the city in the amount of \$5,000, and the county increases their program to a maximum of \$7,500, any overhead sewer installation \$12,000 or less would cost the resident nothing. Once the installation cost hits:

- \$12,000 or less a resident pays 0.00
- \$13,000 then a resident pay \$500
- \$14,000 then a resident pay \$1,500
- \$15,000 then a resident pay \$2,500.

As you recall, the current Capital Fund budget includes \$500,000 as a reserve contingency, anticipated for emergencies or economic development projects. If 50 residents participate in the county's program, the city's contribution would be \$250,000.

We recognize the health hazard and significant cleanup expense a sewer back up can cause for residents. Hopefully the additional money allocated for this program will be an incentive for residents to participate.

Staff/Committee Recommendation

The Administrative/Finance Committee will discuss this item at its August 3, 2026 committee meeting.

Alternate Consideration

As directed.

DECISION MODE

This item will be on the August 3, 2026, City Council Agenda for consideration.

MOTION NO. _____

PASSED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE COUNTY, ILLINOIS,
this 3rd day of August 2026.

AYES: _____

NAYS: _____

ABSENT: _____

DuPage County, Illinois

OVERHEAD SANITARY SEWER PROGRAM

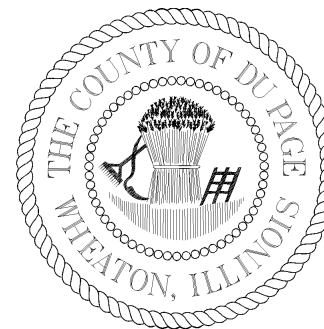
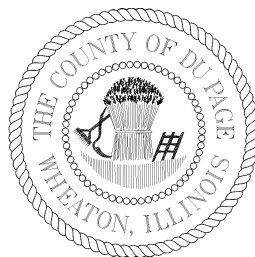
Department of Public Works

DuPage County, Illinois

421 N County Farm Road

Wheaton, IL 60187

Phone: 630-407-6800

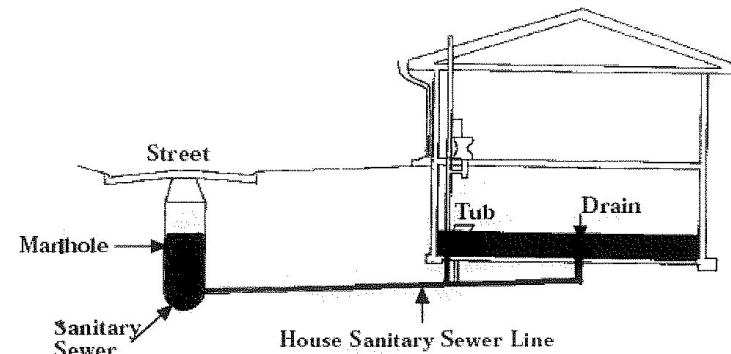


April, 2014

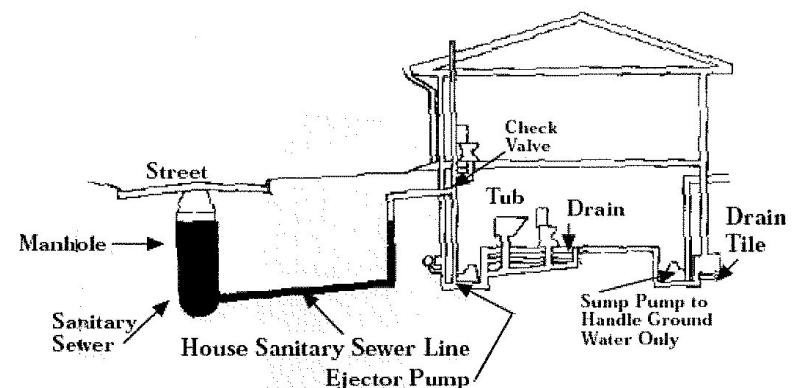
DuPage County Public Works Overhead Sanitary Sewer Program

- This program is for residents directly connected to the DuPage County Sanitary District Systems. It is intended to replace a home's gravity sewer system to an overhead sanitary sewer so that future sanitary backups can be prevented.
- Contact our office at 630-407-6800 for an inspection.
- We will inspect the home to see if it qualifies for the program.
- A solution will be discussed; the County will only pay for sewer related work, NOT remodeling of the basement.
- The owner must obtain local building permits for the plumbing. Check with Township to see if you need a permit from them.
- A licensed plumber must perform the work.
- The local building department will inspect the work and approve it, and then our inspector will re-inspect to approve the work.
- The owner pays the plumber the full amount, and will submit to the County, all receipts from the plumber for a rebate.
- All receipts must have a list of itemized labor and material costs.
- Our Financial Services Manager will review the receipts and issue a check to the customer.
- Homeowners who are in our sewer maintenance area will be reimbursed the first \$2,000.00 of their bill. Thereafter 50% of the remaining bill will be paid up to \$3,000.00 for a total maximum payout of \$5,000.00.

Typical House Sewer Diagram



Sanitary Sewer Backup in a Residential Basement



Overhead Sanitary Sewer Installation Prevents Sewer Backups

Overhead Sewer Assistance Pilot Program - Fiscal Year Ending 2027

The purpose of this policy is to provide limited financial assistance to Darien residents that have had sanitary sewer backup and participate in DuPage County's Overhead Sanitary Sewer Program.

In order to qualify for the City's financial assistance, a resident shall participate in DuPage County's Overhead Sanitary Sewer Program. Upon final approval by DuPage County, the City will issue a check to the resident in an amount of \$5,000 or an amount equal to the residents cost to participate in the program, whichever is less.

During the pilot program, which ends on April 30, 2027, the city will allocate \$250,000.

MOTION NO. _____

AGENDA MEMO
City Council
August 3, 2026

ISSUE STATEMENT

A motion authorizing to purchase and deploy a web-based, work order management software, for the Municipal Services/Public Works Department service platforms, with Brightly Software Inc, in an amount not to exceed \$40,745.83. See [Exhibit A](#).

BACKGROUND/HISTORY

The City's current work order and citizen request management platform is part of the Granicus software suite and was formerly known as WebQA, now GovQA. The platform was originally implemented to provide community work order management and a citizen request portal.

Over the past two years, staff has conducted a comprehensive evaluation of the City's existing software and determined that the current platform no longer adequately meets the operational needs of the Municipal Services/Public Works Department. Although the Granicus platform has served the City well, it has limitations with mobile field operations, workflow customization, asset management, and software integration.

As part of the evaluation process, staff reviewed several software solutions, participated in product demonstrations, and consulted with neighboring municipalities regarding their experiences with various platforms. Following this review, staff narrowed the selection to two vendors: Brightly Software and OpenGov.

A detailed side-by-side comparison of both software platforms is included as [Attachment A](#). While OpenGov offers a broader suite of municipal applications, staff determined that Brightly provides the best overall value and functionality for the operational requirements of the Municipal Services/Public Works Department.

The Brightly platform is a fully cloud-based Software, allowing authorized staff to securely access the system from any location with internet connectivity without maintaining on-premise servers or software infrastructure.

The initial implementation includes professional services, software configuration, data migration, training, and deployment of several operational modules including:

- Public work order management and citizen request portal
- Permitting and inspection workflows
- Asset management
- Fleet maintenance scheduling
- Fuel management integration
- Water meter/customer appointment scheduling
- Configurable City workflow automation
- Public-facing online service request portal

NOTE: Brightly Software has offered an additional component referred to as the Asset Predictor

at an additional cost of approximately \$48,000. Brightly's Asset Predictor is a tool that could help a city estimate when roads, vehicles, buildings, water systems, and other public assets are likely to wear out or need repair or replacement. The City Staff has not added this component to the package. Staff will evaluate the additional module upon implementation of the proposed software. Pending benefits, Staff will introduce the component as part of a future budget process.

City staff will work collaboratively with Brightly during the implementation process to configure record types, workflows, inspections, notifications, and reporting specific to City operations. Following implementation Brightly will provide user training, ongoing technical support, software updates, and cloud hosting, all of which are included within the annual software subscription.

The first-year implementation cost is \$40,745.83, which includes software licensing, professional services, implementation, configuration, and training.

The recurring annual software subscription costs are as follows:

Annual Cost	
FY 2026-27	\$32,013.38
FY 2027-28	\$32,973.78
FY 2028-29	\$33,962.99
FY 2029-30	\$34,981.88

Staff solicited proposals from the two software vendors evaluated during the selection process.

VENDOR	INITIAL IMPLEMENTATION	FIVE-YEAR SUBSCRIPTION	TOTAL INVESTMENT
Brightly Software	\$40,745.83	\$133,932.03	\$174,677.86
OpenGov	\$137,226.49	\$289,428.99	\$426,655.48

The FY 2026-27 Budget includes funding for the purchase and implementation of the software platform. Brightly Software is an awarded vendor through the OMNIA Partners Cooperative Purchasing Contract No. R210702, allowing the City to utilize a competitively solicited cooperative purchasing agreement.

The proposed expenditure will be charged to the following budget accounts:

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY26-27 BUDGET	PROPOSED EXPENDITURE	PROPOSED BALANCE
01-20-4325	Public Works Software	\$45,000.00	\$20,372.92	\$24,627.08
02-20-4325	Public Works Software	\$45,000.00	\$20,372.91	\$24,627.09
TOTALS		\$90,000.00	\$40,745.83	\$49,254.17

STAFF RECOMMENDATION

Staff recommends a motion authorizing to purchase and deploy a web-based, work order

management software, for the Municipal Services/Public Works Department service platforms, with Brightly Software Inc, in an amount not to exceed \$40,745.83

COMMITTEE RECOMMENDATION

This item is being presented to the Municipal Services Committee prior to the City Council Meeting on August 3, 2026. Chairman Belczak will be presenting the Committee's recommendation to the City Council

ALTERNATE DECISION

As recommended by the City Council.

DECISION MODE

This item will be on the August 3, 2026 City Council New Business agenda for formal consideration.

**PASSED BY THE CITY COUNCIL OF THE CITY OF DARIEN, DU PAGE
COUNTY, ILLINOIS, this 3rd day of August 2026.**

AYES: _____

NAYS: _____

ABSENT: _____

Side-by-Side comparison of OpenGov and Brightly.

Feature / Requirement	OpenGov	Brightly
Resident inquiry intake	☒	☒
Mobile-friendly (iPhone/iPad)	☒	☒
Real-time field use	☒	☒
Structured work order creation	☒	☒
True work order management	☒	☒
Search by employee/status/location	☒	☒
Workload dashboards	☒	☒
Detailed list views	☒	☒
Custom dashboards/views	☒	☒
Configurable request categories	☒	☒
Accurate reporting	☒	☒
Two-way resident communication	☒	☒
Duplicate request detection/merging	☒	☒
Reliable photo/PDF attachments	☒	☒
Tree risk assessment forms	☒	☒
Notifications & alerts	☒	☒
Progress tracking	☒	☒
GIS mapping integration	☒	☒
Asset management	☒	☒
Water utility integration	☒	☒
DuPage County reporting / exports	☒	☒
Fleet maintenance	☒	☒
FuelMaster integration	☒	☒
Printable work orders with maps	☒	☒
Scalability	☒	☒
Operational workflow efficiency	☒	☒
City website banner routing	☒	☒

Key Observations

Both platforms provide:

- Mobile field operations
- Modern work order management
- GIS integration
- Asset management
- Utility integration
- Fleet maintenance
- Reporting and dashboards

Here's a comparison written in plain, non-technical language that would be appropriate for City Council members, residents, or an evaluation committee.

Topic	OpenGov	Brightly
Easy for Residents to Use	Residents can easily submit requests, receive updates, and communicate with City staff.	Residents can submit requests, but communication and updates are more limited.
Keeping Residents Informed	Automatically keeps residents updated as work progresses.	Updates often require more manual effort by staff.
Handling Duplicate Requests	Helps identify when multiple residents report the same issue, reducing duplicate work.	Less effective at recognizing duplicate requests.
Tracking Work	Makes it easy to see who is responsible for a task and its current status.	Tracks work well but is more focused on maintenance activities.
Managing City Assets	Tracks roads, sidewalks, storm sewers, signs, trees, and other infrastructure throughout their life.	Tracks equipment and facilities well but has fewer tools for managing public infrastructure.
Planning Future Projects	Helps the City prioritize repairs and budget for future improvements.	Focuses more on maintaining existing assets than planning future capital projects.
Maps and Locations	Strong mapping tools that show the exact location and history of City assets.	Includes mapping but with fewer capabilities.
Working Across Departments	Allows multiple City departments to work together in one system.	Better suited for individual departments, especially maintenance operations.

Topic	OpenGov	Brightly
Reports for City Officials	Provides clear dashboards and reports to help leaders make informed decisions.	Offers standard reports but fewer executive-level planning tools.
Best Fit	A complete city management system.	A maintenance management system.

Simple Analogy

- **OpenGov** is like a **smart city command center**. It helps residents report issues, routes work to the right department, tracks progress, manages City assets, and assists officials in planning future improvements.
- **Brightly** is like a **maintenance shop manager**. It does an excellent job scheduling repairs, maintaining buildings and equipment, and tracking maintenance work, but it is not designed to manage all aspects of city operations or resident interactions.

Plain-Language Summary

OpenGov

- Easier for residents to use.
- Better communication with the public.
- Better for managing roads, sidewalks, storm sewers, and other infrastructure.
- Helps City leaders plan for future improvements.
- Connects multiple departments into one system.

Brightly

- Excellent for maintaining buildings and equipment.
- Strong work order and preventive maintenance features.
- Better suited if the City's primary need is maintenance rather than overall municipal operations.
- Fewer tools for resident communication and long-term infrastructure planning.

For a municipality evaluating software to improve customer service, Public Works, Engineering, and overall City operations, OpenGov generally provides a broader solution, while Brightly is more narrowly focused on maintenance management.



PREPARED FOR

City Of Darien ("Customer")

1702 Plainfield Road

Darien, IL 60561

PREPARED BY

Brightly Software Inc ("Company")

4242 Six Forks Road, Suite 1400

Raleigh, NC 27609

PUBLISHED ON

July 29, 2026



Q-462437

- Omnia Partners Contract Number: R210702
- <https://www.omniapartners.com/suppliers/brightly/public-sector>

Bill To Address:

Dan Gombac
1702 Plainfield Rd
Darien , IL
60561-5044
United States

Ship To Address:

Kris Throm
1702 Plainfield Road
Darien , IL
60561
United States

Subscription Term: 56 months (09/01/2026 - 04/30/2031)**Cloud Services**

Item	Start Date	End Date	Pricing Based On	Discount % Omnia Partners (formerly National IPA, formerly TCPN)	Investment
Asset Essentials Enterprise	9/1/2026	4/30/2027	14,500.00 Population	23.00%	12,132.63 USD
- Asset Essentials Analytics	9/1/2026	4/30/2027			Included
- AE Safety	9/1/2026	4/30/2027		23.00%	Included
- Asset Essentials Inventory	9/1/2026	4/30/2027		23.00%	Included
- Parks, Recreation and Forestry Module	9/1/2026	4/30/2027		23.00%	Included
- Fleet Module	9/1/2026	4/30/2027		23.00%	Included
- Storm Water Module	9/1/2026	4/30/2027		23.00%	Included
- Streets/Signs/ Sidewalks Module	9/1/2026	4/30/2027		23.00%	Included



Cloud Services

Item	Start Date	End Date	Pricing Based On	Discount % Omnia Partners (formerly National IPA, formerly TCPN)	Investment
- Treatment Plants Module	9/1/2026	4/30/2027		23.00%	Included
- Facilities/ Physical Plant Module	9/1/2026	4/30/2027		23.00%	Included
- Water Distribution and Waste Water Collection Module	9/1/2026	4/30/2027		23.00%	Included
- GIS Asset Management	9/1/2026	4/30/2027		23.00%	Included
Asset Essentials Integration - Tier 2	9/1/2026	4/30/2027	1.00 Each	5.00%	2,862.67 USD
Asset Essentials Integration - Tier 2 On-premises	9/1/2026	4/30/2027	1.00 Each	5.00%	5,725.33 USD
09/01/2026 - 12/27/2026 included at no additional cost					-10,103.45 USD
					Subtotal: 10,617.18 USD

Professional Services

Item	Pricing Based On	Discount % Omnia Partners (formerly National IPA, formerly TCPN)	Investment
Asset Essentials Enterprise - Expert Implementation	14,500.00 Population	5.00%	11,951.95 USD
			Subtotal: 30,128.65 USD



Professional Services			
Item	Pricing Based On	Discount % Omnia Partners (formerly National IPA, formerly TCPN)	Investment
Asset Essentials - Expert Implementation - Parts	One-Time	5.00%	5,021.70 USD
On-Demand Service	2.00 Each	5.00%	2,850.00 USD
Integration Implementation Services		5.00%	7,930.00 USD
- Professional Services & Project Management	10.00 Hour(s)	5.00%	
- Connection, Configuration, & Validation	15.00 Hour(s)	3.00%	
On-site incidental expenses			*See Note Below
AE Additional Department Implementation	One-Time	5.00%	2,375.00 USD
			Subtotal: 30,128.65 USD
Total Initial Investment			40,745.83 USD

* Incidental travel related expenses will be invoiced to Client at cost but are not anticipated to exceed \$3,000 per week, per resource for on-site services.



Cloud Services Subscription

Item	Discount % Omnia Partners (formerly National IPA, formerly TCPN)	Investment Year 2 Start Date: 05/01/ 2027	Investment Year 3 Start Date: 05/01/ 2028	Investment Year 4 Start Date: 05/01/ 2029	Investment Year 5 Start Date: 05/01/ 2030
Asset Essentials Enterprise	23.00%	18,744.92 USD	19,307.27 USD	19,886.48 USD	20,483.08 USD
- Asset Essentials Analytics		Included	Included	Included	Included
- AE Safety	23.00%	Included	Included	Included	Included
- Asset Essentials Inventory	23.00%	Included	Included	Included	Included
- Parks, Recreation and Forestry Module	23.00%	Included	Included	Included	Included
- Fleet Module	23.00%	Included	Included	Included	Included
- Storm Water Module	23.00%	Included	Included	Included	Included
- Streets/Signs/ Sidewalks Module	23.00%	Included	Included	Included	Included
- Treatment Plants Module	23.00%	Included	Included	Included	Included
- Facilities/ Physical Plant Module	23.00%	Included	Included	Included	Included
- Water Distribution and Waste Water Collection Module	23.00%	Included	Included	Included	Included



Cloud Services Subscription

Item	Discount % Omnia Partners (formerly National IPA, formerly TCPN)	Investment Year 2 Start Date: 05/01/ 2027	Investment Year 3 Start Date: 05/01/ 2028	Investment Year 4 Start Date: 05/01/ 2029	Investment Year 5 Start Date: 05/01/ 2030
- GIS Asset Management	23.00%	Included	Included	Included	Included
Asset Essentials Integration - Tier 2	5.00%	4,422.82 USD	4,555.50 USD	4,692.17 USD	4,832.93 USD
Asset Essentials Integration - Tier 2 On- premises	5.00%	8,845.64 USD	9,111.01 USD	9,384.34 USD	9,665.87 USD
Total:		32,013.38 USD	32,973.78 USD	33,962.99 USD	34,981.88 USD



Asset Essentials Expert Implementation (with Parts) Scope of Work

1. Scope

Company will provide specified professional consulting services to Customer to implement Asset Essentials, an on-line Computerized Maintenance Management System ("CMMS"), including the Parts module for comprehensive inventory management capabilities. The services described in this SOW shall apply to the implementation of Asset Essentials application and Parts module functionality for Customer.

The Asset Essentials implementation includes core CMMS functionality for work order management, asset tracking, preventive maintenance scheduling, and reporting. The Parts module provides integrated inventory management capabilities including parts tracking, storage location management, vendor information, and seamless integration with work order processes for parts consumption and procurement.

Company follows the implementation methodology below, which outlines pre-defined stages and deliverables ("Project"). The Project includes establishing project coordination, requirements gathering, system configuration, data migration, testing, and deployment as outlined in sections 1.1 through 1.5.

1.1 Plan

In the Plan stage, Company establishes a foundation for the Project's success by leading a Project kick-off call, initiating regular project status meetings, and identifying all project stakeholders for the Asset Essentials and Parts module implementation.

1.1.1 Company Responsibilities

- (a) Lead one (1) Project Kick-off call with Customer focused on Asset Essentials and Parts module requirements and scope.
- (b) Provide one (1) weekly Project Status Update to review progress against plan.
- (c) Maintain a risk register and issue log with assigned ownership and resolution timelines.

1.1.2 Customer Responsibilities

- (a) Identify, document, and escalate issues or risks that may impact Project success.
- (b) Participate in planning sessions as requested by the Company.
- (c) Provide feedback on planning documents and scope for both Asset Essentials and Parts module.

1.1.3 Deliverables

- (a) Weekly status reports focused on Asset Essentials and Parts module implementation progress.
- (b) Current risk register and issue log with tracking of resolution status.

1.1.4 Conditions



- (a) Company will perform only one (1) iteration of Plan stage for Asset Essentials and Parts module implementation.
- (b) Major changes to the scope of the project may trigger the Change Control Process.
- (c) Critical issues requiring immediate attention will be addressed through an escalation process.

1.1.5 Exclusions

- (a) Detailed planning for out-of-scope activities or future stages not specified in the current contract.
- (b) Management of Customer internal resources or third-party vendor coordination unless explicitly stated.

1.1.6 Acceptance Criteria

- (a) Weekly status reports must accurately reflect Project progress, risks, and issues to be considered acceptable.
- (b) The risk register and issue log requires verification that it comprehensively tracks identified risks and issues with appropriate ownership and resolution timelines.

1.2 Design

During the Design stage, Company conducts stakeholder interviews to understand the Customer's current processes, inventory management needs, and data migration requirements to determine the appropriate Asset Essentials and Parts module configuration. Business requirements for both core CMMS functionality and Parts module will be documented and reviewed for Customer acceptance prior to moving to the next Project stage.

1.2.1 Company Responsibilities

- (a) Collect and document requirements for Asset Essentials core functionality and Parts module in a centralized Requirements Log.
- (b) Analyze requirements for feasibility within the standard Asset Essentials and Parts module capabilities.
- (c) Identify gaps between requirements and standard product functionality.
- (d) Propose alternative solutions for requirements that cannot be met through standard configuration.
- (e) Document maintenance workflows, inventory management processes, and parts consumption procedures.

1.2.2 Customer Responsibilities

- (a) Identify and make available subject matter experts for requirements gathering sessions covering both maintenance and inventory management.
- (b) Review and approve documented requirements within the agreed timeframe.
- (c) Make decisions regarding proposed alternatives for gap resolution.
- (d) Review and approve the Requirements Log for both Asset Essentials and Parts module.
- (e) Provide current maintenance processes, inventory management workflows, and parts data structure information.

1.2.3 Deliverables

- (a) Up to two (2) requirements gathering meetings focused on Asset Essentials core functionality up to one (1) hour in duration each.
- (b) Up to two (2) requirements gathering meetings focused on Parts module up to one (1) hour in duration each.



- (c) Comprehensive Requirements Log containing functional business requirements for both Asset Essentials and Parts module.
- (d) Requirements Log sign-off documentation from Customer stakeholders.

1.2.4 Conditions

- (a) Requirements analysis will be limited to functionality available in Asset Essentials and Parts module.
- (b) Requirements must be approved before Build stage begins.
- (c) Material changes to requirements after approval will be subject to the Change Control Process.

1.2.5 Exclusions

- (a) Requirements for software applications not included in current Project scope.
- (b) Development of detailed technical specifications beyond what is needed for configuration.
- (c) Requirements that require product enhancements or reports beyond standard configuration capabilities.

1.2.6 Acceptance Criteria

- (a) Requirements Log must accurately capture functional business requirements for both Asset Essentials and Parts module to be considered acceptable.

1.3 Build

In the Build stage, Company configures Asset Essentials and Parts module according to Customer's functional business requirements and imports applicable data. Final configuration will be demonstrated and reviewed for Customer acceptance prior to moving to the next Project stage.

1.3.1 Company Responsibilities

- (a) Configure Asset Essentials core functionality according to the approved Requirements Log.
- (b) Configure Asset Essentials Parts module according to the approved Requirements Log.
- (c) Produce data import templates to be populated with Customer data for Locations, Assets, Users, Preventative Maintenance Schedules, Parts, Storage Locations, and Vendors.
- (d) Perform analysis on Customer-provided data to determine alterations and/or perform transformations which must be completed prior to upload.
- (e) Import transformed Customer data into Asset Essentials and Parts module.
- (f) Perform quality control testing to ensure data was uploaded properly.
- (g) Configure parts categorization, units of measure, and reorder point settings.
- (h) Set up storage location hierarchy and bin management structure.
- (i) Configure integration between Parts module and work order processes.

1.3.2 Customer Responsibilities

- (a) Extract data to be migrated from existing source system into either .CSV or Excel file(s) for all data types.
- (b) Supply necessary resources and information required for configuration and data mapping activities.
- (c) Remediate and, if necessary, redeliver data that does not pass initial analysis or cannot be uploaded due to errors or missing, required elements in the provided data.
- (d) Review and approve the system configurations within the agreed timeframe.
- (e) Provide feedback on data import results and any issues identified.



1.3.3 Deliverables

- (a) Asset Essentials configured by Company aligned with the approved Requirements Log.
- (b) Asset Essentials Parts module configured by Company aligned with the approved Requirements Log.
- (c) Extract data from source systems and/or reports by Customer and provided to Company in standardized format.
- (d) Data uploaded by Company for Locations, Assets, Users, Preventative Maintenance Schedules, Parts, Storage Locations, and Vendors.
- (e) Configured vendor information and procurement settings.

1.3.4 Conditions

- (a) Configuration and data upload limited to functionality available in Asset Essentials and Parts module.
- (b) Any changes to configurations after approval may affect Project timelines and will be subject to the Change Control Process.

1.3.5 Exclusions

- (a) Company extraction of data from source system(s).
- (b) Company migration of data beyond specified data types.
- (c) Company defining and/or configuration of non-standard asset types, parts categories, or custom inventory fields.
- (d) Integration with external procurement or ERP systems.

1.3.6 Acceptance Criteria

- (a) Configured Asset Essentials and Parts module will be accepted upon verification that they align with the approved Requirements Log.
- (b) Extracted data from source systems requires confirmation that it has been provided to Company in standardized format.
- (c) Data uploads will be accepted upon confirmation that all data has been properly transformed and loaded into Asset Essentials and Parts module.

1.4 Test

The Test stage ensures the configured solution meets the documented business requirements and is ready for deployment. This stage focuses on executing a testing strategy that validates the configuration, user workflows, reporting, and integration between Asset Essentials core functionality and Parts module.

1.4.1 Company Responsibilities

- (a) Provide standard system Test Cases and user scenarios for thoroughly testing both Asset Essentials and Parts module requirements.
- (b) Prepare and deliver up to one (1) User Acceptance Testing (UAT) training covering both Asset Essentials and functionality to prepare testers with detailed knowledge of features and functions, up to two (2) hours in duration.
- (c) Provide a documentation format to collect, manage, and report on issues identified during the testing period ("UAT Issue Log") and deliver corrective action for any reported issues confirmed by Company resources.
- (d) Notify Customer of completion of corrective actions.



1.4.2 Customer Responsibilities

- (a) Create and document any non-standard Test Cases for both Asset Essentials and Parts module workflows.
- (b) Maintain a workbook of all Test Cases (containing user instructions and sample datasets) to verify that knowledgeable users can utilize the system, Parts module, configuration, and migrated data to achieve the documented scenarios in the Requirements Log.
- (c) Create a document where test case results will be recorded and identify Customer resources responsible for executing the Test Cases during the testing period ("Test Plan").
- (d) Perform the Test Cases according to the Test Plan during the allotted testing period.
- (e) Document any failures of Test Cases in the UAT Issue Log and provide additional or missing data necessary for resolution of reported issues.

1.4.3 Deliverables

- (a) UAT Issue Log with detailed tracking of identified issues and their resolution status, including reporting of any issues which prevent successful completion of Test Cases.
- (b) Successful execution of approved Test Cases and completion of Test Plan by Customer for both Asset Essentials and Parts module.
- (c) Documentation Test Case remediation by Company in UAT Issue Log.
- (d) Delivery of UAT training and Learning Management System (LMS) access provided by Company.

1.4.4 Conditions

- (a) Limited to standard Test Cases for Asset Essentials and Parts module.
- (b) Testing must be completed with Customer completing all testing and reporting all issues within the testing period; any issues identified outside of this window must be reviewed and accepted by Company.
- (c) Any deployments (e.g., release of code, scripts, or other adjustments made through the back-end of the software) will be made in accordance with change management controls as determined by Company to protect Production data and systems.
- (d) If Customer is unable to produce Test Cases or a Test Plan, they may perform exploratory testing during the Testing Period; in such cases, due to the lack of objective basis for testing, Company shall reserve the right to reject any issues reported which were not captured in the Requirements Log.

1.4.5 Exclusions

- (a) Development of Test Cases or Test Plans by Company resources, as these remain Customer responsibilities and must be created by Customer teams.
- (b) Any issues reported by Customer which require product enhancements or other alterations to the core Asset Essentials application or Parts module, as opposed to configuration and/or data which is specific to each Customer.
- (c) Company will not perform extraction, collection, or generation of missing or incorrect data unless stated explicitly herein (or agreed upon as part of Change Control Process).
- (d) Customer shall perform one single testing period. Requests for additional testing periods, or Test Cases delivered after the start of the testing period, must be submitted to Company and may be subject to Change Control Process.

1.4.6 Acceptance Criteria



- (a) UAT Issue Log requires confirmation that it provides an effective mechanism to track and manage identified issues.
- (b) Test Case execution results will be accepted upon verification that Asset Essentials and Parts module function according to the approved Requirements Log.
- (c) Remediation of identified issues requires successful reperformance of previously failed Test Cases for acceptance.

1.5 Deploy

The Deploy stage is the final stage of Project, where Company trains Customer on Asset Essentials and Parts module functionality and the thoroughly tested and validated system is made available to end-users. "Go-Live" is defined as when Requirements Log, UAT Test Cases, and end-user training has been completed and/or accepted. Project completion is the completion of the Deploy stage.

1.5.1 Company Responsibilities

- (a) Perform End-User training for Asset Essentials system functionality that applies to Administrator and Full User roles.
- (b) Perform End-User training for Parts module functionality including inventory management, parts consumption, and procurement workflows that applies to Administrator and Full User roles.
- (c) Develop go-live schedule for final data/configuration alterations and provide written notice when system is ready for operational use.
- (d) Coordinate transition meeting between Company Project team and Company Support teams at conclusion of post go-live period.

1.5.2 Customer Responsibilities

- (a) Appoint and ensure attendance of resources responsible for training Customer users on both Asset Essentials and Parts module functionality and approve go-live schedule.
- (b) Provide written notice for rescheduling requests and develop plan for additional end-user training.
- (c) Align internal stakeholders on timing/resources for go-live and develop change management plan for organizational readiness.
- (d) Request any remaining training hours and implement change management plan activities during post go-live period.

1.5.3 Deliverables

- (a) Training materials and completed training sessions for Asset Essentials core functionality.
- (b) Training materials and completed training sessions for Parts module functionality.
- (c) Transition to Company Support team following post go-live period completion.
- (d) Status Reports throughout post go-live period.
- (e) Documented configuration and data adjustments made during post go-live period.

1.5.4 Conditions

- (a) Customer has unlimited LMS access; post go-live support provided for thirty (30) days from Go-Live notice.
- (b) If Customer cannot schedule Go-Live within thirty (30) days of notice, Company may place Project on-hold with potential Change Control implications.



1.5.5 Exclusions

- (a) Training topics related to the Requester or other system roles, or Customer-specific business processes, unless explicitly stated herein.
- (b) Company coordination of Customer resources or communications/change management activities for Go-Live.
- (c) Changes in requirements beyond those deemed necessary by Company and accepted by Customer.

1.5.6 Acceptance Criteria

- (a) Training materials and completed training sessions require verification that they provide comprehensive instruction on Asset Essentials and Parts module functionality.
- (b) Transition to Company Support team will be accepted upon confirmation that appropriate handover information has been provided.
- (c) Status Reports must accurately reflect post go-live activities and issues to be considered acceptable.
- (d) Documented configuration and data adjustments made during post go-live period require verification that they address identified needs.

1.6 Project Timeline

Actual Project timeline will vary based on the size and complexity of Customer's organization, inventory management requirements, and Customer's ability to meet its responsibilities in a timely manner. The Company Project Manager and Customer Project Lead/Project Sponsor will work together to establish realistic delivery dates that accommodate both parties' operational requirements and resource availability. Major changes to requirements or scope may trigger the Change Control Process and affect the timeline, requiring mutual agreement between the Company Project Manager and Customer Project Lead/Project Sponsor on any timeline adjustments.

2. Out of Scope

Any services not explicitly included in this Statement of Work are considered out of scope, including, but not limited to:

2.1 Reporting and Analytics Services

- (a) Custom (non-standard) reports beyond standard Asset Essentials and Parts module capabilities.
- (b) Creation of specialized data visualizations or executive dashboards.
- (c) Integration with third-party business intelligence tools.
- (d) Development of custom reporting templates.

2.2 Data Management Services

- (a) Extraction of data from Customer's source systems.
- (b) Migration of historical work order or inventory transaction data.
- (c) Additional data imports or conversion of data beyond specified data types.

2.3 Financial and Procurement Services



- (a) Configuration of advanced billing or invoicing functionality.
- (b) Setup of complex vendor contracts or payment terms.
- (c) Integration with financial or ERP systems.
- (d) Configuration of advanced purchasing workflows beyond standard Parts module capabilities.
- (e) Management of budget or cost tracking features beyond basic parts costing.

2.4 Technical Development Services

- (a) Custom code development or scripting.
- (b) Application Programming Interface (API) development or integration with third-party systems.
- (c) Product enhancements or modifications to core functionality.
- (d) Development of mobile applications or extensions.
- (e) Creation of custom workflows beyond standard configuration.

2.5 Additional Implementation Services

- (a) On-site training beyond what is explicitly stated herein.
- (b) End-user support beyond the post go-live period.
- (c) Business process reengineering or optimization.
- (d) Change management services beyond basic guidance.

3. Change Control

Customer may request that the Company add services not outlined in this SOW by submitting a written proposed change order to the Company. Submitted change requests will be reviewed for approval. Approved change orders will become part of the applicable SOW when executed by both Parties, and the services described therein will become part of the services. Further details can be found at <https://www.brightlysoftware.com/terms> (<https://www.brightlysoftware.com/terms>) -> Base Terms -> Section 3 - Changes.

4. Roles and Responsibilities

4.1 Company Roles and Responsibilities

Company implementation team consists of the following team members with the following roles and responsibilities:

4.1.1 Project Manager

- (a) Schedule and conduct regular Project status meetings to review progress against plan.
- (b) Maintain a risk register and issue log with assigned ownership and resolution timelines.
- (c) Coordinate transition meeting between Company Project team and Company Support teams at conclusion of post go-live period.

4.1.2 Implementation Consultant

- (a) Collect and document requirements for Asset Essentials and Parts module in a centralized Requirements Log.
- (b) Configure Asset Essentials and Parts module according to the approved Requirements Log.
- (c) Perform analysis on provided data to determine alterations and/or transformations required prior to upload.



- (d) Provide recommendations and guidance to Customer on the development of test cases.
- (e) Prepare and deliver training materials and conduct training sessions for both Asset Essentials and Parts module functionality.

4.2 Customer Roles and Responsibilities

Customer Project team shall include adequate resources to fill the following roles (one Customer resource may fill multiple roles):

4.2.1 Project Leader / Project Sponsor

- (a) Assign appropriate representatives to participate in the governance structure with decision-making authority.
- (b) Ensure appropriate levels of executive and Customer team members and resources will be made available to the Company Project team.
- (c) Align internal stakeholders on timing/resources for go-live and develop change management plan for organizational readiness.

4.2.2 Subject Matter Experts

- (a) Identify, document, and escalate issues or risks that may impact Project success.
- (b) Review and approve documented requirements within the agreed timeframe for both Asset Essentials and Parts module.
- (c) Create a comprehensive workbook of test cases to verify that knowledgeable users can utilize the system and Parts module.
- (d) Document any failures of test cases in the UAT Issue Log and provide additional or missing data necessary for resolution.
- (e) Extract data to be migrated from existing source system into either .CSV or Excel file(s) for all required data types.

4.2.3 End Users

- (a) Participate in training sessions and complete the online learning courses for Asset Essentials and Parts module.
- (b) Perform the test cases according to the test plan during the allotted testing period.
- (c) Provide feedback on data import results and any issues identified.
- (d) Implement change management plan activities during post go-live period.

4.2.4 RACI

Task/Milestone	Company	Customer
Requirements Log Acceptance	Responsible	Accountable
Demo Build Development and Validation	Responsible	Accountable
Test Case Development and Execution	Consulted	Responsible/Accountable



Test Case Remediation	Responsible	Accountable
Admin Training Delivered	Responsible	Accountable
End User Training Delivered	Consulted	Responsible/Accountable

- **Responsible:** The organization responsible for completing the task.
- **Accountable:** The organization who is ultimately accountable for the task's completion and has the final say.
- **Consulted:** Those whose opinions are sought; typically, subject matter experts.
- **Informed:** Organization who needs to be kept updated on progress or decisions but are not directly involved in the task.

5. Assumptions

5.1 Company Assumptions

- (a) Company will not access any Customer systems.
- (b) No third-party systems or software are included in this implementation.
- (c) Company shall provide guidance on requirements, but shall not be responsible for inventory valuation or financial reconciliation.
- (d) Company shall provide up to five (5) 30-minute data validation sessions to review Customer-provided data.
- (e) Company shall provide a single Testing Period unless additional periods are approved through the Change Control Process.

5.2 Customer Assumptions

- (a) Customer shall designate a single point of contact/project coordinator for the duration of the Project.
- (b) Customer's IT department shall be responsible for ensuring access to mobile devices, internet connections, email access, and web link access to the software such as white listing IP addresses.
- (c) Customer shall provide relevant data for Locations, Assets, Users, Preventative Maintenance Schedules, Parts, Storage Locations, and Vendors in Excel or CSV format.
- (d) Customer acknowledges that any information not included in the initial data provided shall be Customer's responsibility for updating manually or purchasing additional services following the data import.
- (e) Customer acknowledges that once each task is completed, return to completed tasks will be considered rework and will enact the Change Control Process.
- (f) Customer involvement shall be required to configure Asset Essentials and Parts module.

5.3 Training Assumptions

- (a) Training consists of both online training courses and instructor-led training covering both Asset Essentials and Parts module functionality, with instructor-led training conducted virtually by default.
- (b) If onsite training is desired, the Customer shall be billed for associated travel expenses with a minimum



of two (2) days.

(c) Customer shall complete the online learning courses for Asset Essentials and Parts module prior to attending instructor-led training sessions.

5.4 Data Management Assumptions

(a) Each data type (Locations, Assets, Users, Preventative Maintenance Schedules, Parts, Storage Locations, Vendors) shall be provided in one file and one sheet with column headings and one record with corresponding attributes per row.

(b) Any additional data provided by Customer after the data review call shall not be imported by Company and shall be Customer's responsibility or shall require a change request to be initiated by Customer.

(c) Once data is approved and imported, any further data edits shall be the responsibility of the Customer.

(d) If Customer is unable to provide data in an acceptable format for import, Company Implementation Consultant shall guide Customer on how to manually create records in Asset Essentials and Parts module.

(e) Assets must be associated with Locations and Parts must be associated with Storage Locations in Asset Essentials. The data provided by Customer must clearly identify these associations.

5.5 General Assumptions

(a) Any services not explicitly included in this SOW are assumed to be out of scope.

(b) Services will be provided in the English language and during the following hours Monday to Friday 8:30am to 5pm, Eastern Standard Time. Excluding any holidays that the United States of America observes.

6. Project Billing and Payment

Upon acceptance of the Deliverables in the Project Milestones (see Sections 1.1 through 1.5), Customer will be billed for a percentage of Total Services Fees according to the percentages below:

Task/Project Stage	Billing Percentage
Configuration Complete (end of Build Stage)	60%
End User Training	30%
Project Complete (end of Deploy Stage)	10%

Asset Essentials GIS Rider Implementation Scope of Work



1. Scope

Company will provide specified professional consulting services to Customer to implement Asset Essentials, an on-line Computerized Maintenance Management System ("CMMS") – Geographic Information System (GIS) functionality. The services described in this SOW shall apply to the implementation of Asset Essentials Geographic Information System (GIS) functionality application for Customer.

Company follows the implementation methodology below, which outlines pre-defined stages and deliverables ("Project"). The Project includes establishing Project coordination, requirements gathering, system configuration, data migration, testing, and deployment as outlined in sections 1.1 through 1.5.

1.1 Plan

In the Plan stage, Company establishes a foundation for the Project's success by leading a Project kick-off call, initiating regular Project status meetings, and identifying all Project stakeholders.

1.1.1 Company Responsibilities

- a. Lead one (1) Project Kick-off call with Customer.
- b. Provide up to one (1) weekly Project status update to review progress against plan.
- c. Maintain a risk register and issue log with assigned ownership and resolution timelines.

1.1.2 Customer Responsibilities

- a. Identify, document, and escalate issues or risks that may impact Project success.
- b. Participate in planning sessions as requested by the Company.
- c. Provide feedback on planning documents.

1.1.3 Deliverables

- a. Weekly status updates.
- b. Current risk register and issue log with tracking of resolution status.

1.1.4 Conditions

- a. Company will perform only one (1) iteration of Plan stage.
- b. Major changes to the scope of the Project may trigger the Change Control Process.
- c. Critical issues requiring immediate attention will be addressed through an escalation process.

1.1.5 Exclusions

- a. Detailed planning for out-of-scope activities or future stages not specified in the current contract.
- b. Management of Customer internal resources or third-party vendor coordination unless explicitly stated.

1.1.6 Acceptance Criteria

- a. Weekly status updates must accurately reflect Project progress, risks, and issues to be considered acceptable.



- b. The risk register and issue log requires verification that it comprehensively tracks identified risks and issues with appropriate ownership and resolution timelines.

1.2 Design

During the Design stage, Company conducts stakeholder interviews to understand the Customer's current GIS processes and data migration needs and determine the appropriate account configuration. Business requirements will be documented and reviewed for Customer acceptance prior to moving to the next Project stage. The Project Manager continues to communicate proactively with stakeholders and actively manages risk.

1.2.1 Company Responsibilities

- a. Collect and document GIS requirements in a centralized Requirements Log.
- b. Analyze requirements for feasibility within the standard Asset Essentials GIS capabilities.
- c. Identify gaps between requirements and standard product functionality.
- d. Propose alternative solutions for requirements that cannot be met through standard GIS setup.

1.2.2 Customer Responsibilities

- a. Identify and make available subject matter experts for requirements gathering sessions.
- b. Review and approve documented requirements within the agreed timeframe.
- c. Make decisions regarding proposed alternatives for gap resolution.
- d. Review and approve the Requirements Log.

1.2.3 Deliverables

- a. Up to two (2) requirements gathering meetings up to one (1) hour in duration each.
- b. Requirements Log containing functional business requirements.
- c. Requirements Log sign-off documentation from Customer stakeholders.

1.2.4 Conditions

- a. Requirements analysis will be limited to functionality available in Asset Essentials GIS functionality.
- b. Requirements must be approved before Build stage begins.
- c. Material changes to requirements after approval will be subject to the Change Control Process.

1.2.5 Exclusions

- a. Requirements for software applications not included in current Project scope.
- b. Development of detailed technical specifications beyond what is needed for GIS configuration.
- c. Requirements that require product enhancements or reports beyond standard configuration capabilities.

1.2.6 Acceptance Criteria

- a. Requirements Log must accurately capture functional business requirements to be considered acceptable.



1.3 Build

In the Build stage, Company configures Asset Essentials GIS functionality according to Customer's functional business requirements and imports applicable data. Final configuration will be demonstrated and reviewed for Customer acceptance prior to moving to the next Project stage.

1.3.1 Company Responsibilities

- a. Configure Asset Essentials GIS functionality according to the approved Requirements Log.
- b. Produce data import templates to be populated with Customer data for Locations, Assets, Users, and Preventative Maintenance Schedules.
- c. Perform analysis on Customer-provided data to determine alterations and/or perform transformations which must be completed prior to upload.
- d. Import transformed Customer data into Asset Essentials GIS.
- e. Perform quality control testing to ensure data was uploaded properly.

1.3.2 Customer Responsibilities

- a. Extract GIS data to be migrated from existing source system into either .CSV or Excel file(s).
- b. Supply necessary resources and information required for configuration and data mapping activities.
- c. Remediate and, if necessary, redeliver data that does not pass initial analysis or cannot be uploaded due to errors or missing, required elements in the provided data.
- d. Review and approve the system configurations within the agreed timeframe.
- e. Provide feedback on data import results and any issues identified.

1.3.3 Deliverables

- a. Asset Essentials GIS functionality configured by Company aligned with the approved Requirements Log.
- b. Extracted data from source systems and/or reports by Customer and provided to Company in standardized format.
- c. GIS data uploaded by Company.

1.3.4 Conditions

- a. Configuration and GIS data upload limited to the following functionality available in Asset Essentials: Work Order creation from Map, Citizen Portal, Mobile Profiles, Configure GIS Map settings, GIS Layer configuration, and Asset syncing.
- b. Any changes to configurations after approval may affect Project timelines and will be subject to the Change Control Process.

1.3.5 Exclusions

- a. Company extraction of data from source system(s).
- b. Company migration of Locations, Assets, Users, and Preventative Maintenance Schedules data.
- c. Company defining and/or configuration of non-standard asset types or compliance codes.

1.3.6 Acceptance Criteria

- a. GIS functionality will be accepted upon verification that it aligns with the approved Requirements Log.



- b. GIS data from source systems requires confirmation that it has been provided to Company in standardized format.
- c. GIS data upload will be accepted upon confirmation that data has been properly transformed and loaded into Asset Essentials.

1.4 Test

The Test stage ensures the configured solution meets the documented business requirements and is ready for deployment. This stage focuses on executing a testing strategy that validates the configuration, user workflows, reports, and any other approved scope.

1.4.1 Company Responsibilities

- a. Provide standard system Test Cases and user scenarios for thoroughly testing the requirements.
- b. Prepare and deliver up to one (1) User Acceptance Testing (UAT) training covering Asset Essentials GIS functionality to prepare testers with detailed knowledge of features and functions, up to two (2) hours in duration.
- c. Provide a documentation format to collect, manage, and report on issues identified during the testing period ("UAT Issue Log") and deliver corrective action for any reported issues confirmed by Company resources.
- d. Notify Customer of completion of corrective actions.

1.4.2 Customer Responsibilities

- a. Create and document any non-standard Test Cases.
- b. Maintain a workbook of all Test Cases (containing user instructions and sample datasets) to verify that knowledgeable users can utilize the system, configuration, and migrated data to achieve the documented scenarios in the Requirements Log.
- c. Create a document where test case results will be recorded and identify Customer resources responsible for executing the Test Cases during the testing period ("Test Plan").
- d. Perform the Test Cases according to the Test Plan during the allotted testing period.
- e. Document any failures of Test Cases in the UAT Issue Log and provide additional or missing data necessary for resolution of reported issues.

1.4.3 Deliverables

- a. UAT Issue Log with detailed tracking of identified issues and their resolution status, including reporting of any issues which prevent successful completion of Test Cases.
- b. Successful execution of approved Test Cases and completion of Test Plan by Customer.
- c. Documentation Test Case remediation by Company in UAT Issue Log.
- d. Delivery of UAT training and LMS access provided by Company.

1.4.4 Conditions

- a. Limited to standard Test Cases.
- b. Testing must be completed with Customer completing all testing and reporting all issues within the testing period; any issues identified outside of this window must be reviewed and accepted by Company.



- c. Any deployments (e.g., release of code, scripts, or other adjustments made through the back-end of the software) will be made in accordance with change management controls as determined by Company to protect Production data and systems.
- d. If Customer is unable to produce Test Cases or a Test Plan, they may perform exploratory testing during the Testing Period; in such cases, due to the lack of objective basis for testing, Company shall reserve the right to reject any issues reported which were not captured in the Requirements Log.

1.4.5 Exclusions

- a. Development of Test Cases or Test Plans by Company resources, as these remain Customer responsibilities and must be created by Customer teams.
- b. Any issues reported by Customer which require product enhancements or other alterations to the core software application, as opposed to configuration and/or data which is specific to each Customer.
- c. Company will not perform extraction, collection, or generation of missing or incorrect data unless stated explicitly herein (or agreed upon as part of Change Control Process).
- d. Customer shall perform one single testing period. Requests for additional testing periods, or Test Cases delivered after the start of the testing period, must be submitted to Company and may be subject to Change Control Process.

1.4.6 Acceptance Criteria

- a. UAT Issue Log requires confirmation that it provides an effective mechanism to track and manage identified issues.
- b. Test Case execution results will be accepted upon verification that the system functions according to the approved Requirements Log.
- c. Remediation of identified issues requires successful reperformance of previously failed Test Cases for acceptance.

1.5 Deploy

The Deploy stage is the final stage of Project, where Company trains Customer and the thoroughly tested and validated system is made available to end-users. "Go-Live" is defined as when Requirements Log, UAT Test Cases, and end-user training have been completed and/or accepted. Project completion is the completion of the Deploy stage.

1.5.1 Company Responsibilities

- a. Perform End-User training for Asset Essentials GIS functionality that applies to Administrator and Full User roles.
- b. Develop go-live schedule for final data/configuration alterations and provide written notice when system is ready for operational use.
- c. Coordinate transition meeting between Company Project team and Company Support teams at conclusion of post go-live period.

1.5.2 Customer Responsibilities

- a. Appoint and ensure attendance of resources responsible for training Customer users and approve go-



- live schedule.
- b. Provide written notice for rescheduling requests and develop plan for additional end-user training.
- c. Align internal stakeholders on timing/resources for go-live and develop change management plan for organizational readiness.
- d. Request any remaining training hours and implement change management plan activities during post go-live period.

1.5.3 Deliverables

- a. Training materials and completed training sessions for Asset Essentials GIS functionality.
- b. Transition to Company Support team following post go-live period completion.
- c. Status Reports throughout post go-live period.
- d. Documented configuration and data adjustments made during post go-live period.

1.5.4 Conditions

- a. Customer has unlimited LMS access; post go-live support provided for thirty (30) days from Go-Live notice.
- b. If Customer cannot schedule Go-Live within thirty (30) days of notice, Company may place Project on-hold with potential Change Control implications.

1.5.5 Exclusions

- a. Training topics related to the Requester or other system roles, or Customer-specific business processes, unless explicitly stated herein.
- b. Company coordination of Customer resources or communications/change management activities for Go-Live.
- c. Changes in requirements beyond those deemed necessary by Company and accepted by Customer.

1.5.6 Acceptance Criteria

- a. Training materials and completed training sessions require verification that they provide comprehensive instruction on Asset Essentials GIS functionality.
- b. Transition to Company Support team will be accepted upon confirmation that appropriate handover information has been provided.
- c. Status Reports must accurately reflect post go-live activities and issues to be considered acceptable.
- d. Documented configuration and data adjustments made during post go-live period require verification that they address identified needs.

1.6 Project Timeline

Actual Project timeline will vary based on the size and complexity of Customer's organization, and Customer's ability to meet its responsibilities in a timely manner. The Company Project Manager and Customer Project Lead/Project Sponsor will work together to establish realistic delivery dates that accommodate both parties' operational requirements and resource availability. Major changes to requirements or scope may trigger the Change Control Process and affect the timeline, requiring mutual agreement between the Company Project Manager and Customer Project Lead/Project Sponsor on any timeline adjustments.



2. Out of Scope

Any services not explicitly included in this Scope of Work are considered out of scope, including, but not limited to:

2.1 Reporting and Analytics Services

- a. Custom (non-standard) reports beyond standard configuration capabilities.
- b. Creation of specialized data visualizations or executive dashboards.
- c. Integration with third-party business intelligence tools.
- d. Development of custom reporting templates.

2.2 Data Management Services

- a. Extraction of data from Customer's source systems.
- b. Migration of historical work order data.
- c. Additional data imports or conversion of data beyond GIS.

2.3 Financial and Contract Services

- a. Configuration of billing or invoicing functionality.
- b. Setup of vendor contracts or payment terms.
- c. Integration with financial or accounting systems.
- d. Configuration of purchasing workflows.
- e. Management of budget or cost tracking features.

2.4 Technical Development Services

- a. Custom code development or scripting.
- b. Application Programming Interface (API) development or integration with third-party systems.
- c. Product enhancements or modifications to core functionality.
- d. Development of mobile applications or extensions.
- e. Creation of custom workflows beyond standard configuration.

2.5 Additional Implementation Services

- a. On-site training beyond what is explicitly stated herein.
- b. End-user support beyond the post go-live period.
- c. Business process reengineering or optimization.
- d. Change management services beyond basic guidance.

3. Change Control

Customer may request that the Company add services not outlined in this SOW by submitting a written proposed change order to the Company. Submitted change requests will be reviewed for approval. Approved change orders will become part of the applicable SOW when executed by both Parties, and the services described therein will become part of the services. Further details can be found at <https://www.brightlysoftware.com/terms> (<https://www.brightlysoftware.com/terms>) -> Base Terms -> Section 3 - Changes.



4. Roles and Responsibilities

4.1 Company Roles and Responsibilities

Company implementation team consists of the following team members with the following roles and responsibilities:

4.1.1 Project Manager

- a. Schedule and conduct regular Project status meetings to review progress against plan.
- b. Maintain a risk register and issue log with assigned ownership and resolution timelines.
- c. Coordinate transition meeting between Company Project team and Company Support teams at conclusion of post go-live period.

4.1.2 Implementation Consultant

- a. Collect and document requirements in a centralized Requirements Log.
- b. Configure Asset Essentials GIS functionality according to the approved Requirements Log.
- c. Perform analysis on provided data to determine alterations and/or transformations required prior to upload.
- d. Provide recommendations and guidance to Customer on the development of test cases.
- e. Prepare and deliver training materials and conduct training sessions.

4.2 Customer Roles and Responsibilities

Customer Project team shall include adequate resources to fill the following roles (one Customer resource may fill multiple roles):

4.2.1 Project Leader / Project Sponsor

- a. Assign appropriate representatives to participate in the governance structure with decision-making authority.
- b. Ensure appropriate levels of executive and Customer team members and resources will be made available to the Company Project team.
- c. Align internal stakeholders on timing/resources for go-live and develop change management plan for organizational readiness.

4.2.2 Subject Matter Experts

- a. Identify, document, and escalate issues or risks that may impact Project success.
- b. Review and approve documented requirements within the agreed timeframe.
- c. Create a comprehensive workbook of test cases to verify that knowledgeable users can utilize the system.
- d. Document any failures of test cases in the UAT Issue Log and provide additional or missing data necessary for resolution.
- e. Extract data to be migrated from existing source system into either .CSV or Excel file(s).

4.2.3 End Users



- a. Participate in training sessions and complete the online learning courses for Asset Essentials GIS.
- b. Perform the test cases according to the test plan during the allotted testing period.
- c. Provide feedback on data import results and any issues identified.
- d. Implement change management plan activities during post go-live period.

4.2.4 RACI

Task/Milestone	Company	Customer
Requirements Log Acceptance	Responsible	Accountable
GIS Data Loaded	Responsible	Accountable
Test Case Development and Execution	Consulted	Responsible/Accountable
Test Case Remediation	Responsible	Accountable
Admin Training Delivered	Responsible	Accountable
End User Training Delivered	Consulted	Responsible/Accountable

- **Responsible:** The organization responsible for completing the task.
- **Accountable:** The organization who is ultimately accountable for the task's completion and has the final say.
- **Consulted:** Those whose opinions are sought; typically, subject matter experts.
- **Informed:** Organization who needs to be kept updated on progress or decisions but are not directly involved in the task.

5. Assumptions

5.1 Company Assumptions

- a. Company will not access any Customer systems.
- b. No third-party systems or software are included in this implementation.
- c. Company shall provide guidance on requirements, but shall not be responsible for applying risk scores to assets if Risk
- d. Assessment functionality is enabled.
- e. Company shall provide up to five (5) 30-minute data validation sessions to review Customer-provided data.
- f. Company shall provide a single Testing Period unless additional periods are approved through the Change Control Process.



5.2 Customer Assumptions

- a. Customer shall designate a single point of contact/Project coordinator for the duration of the Project.
- b. Customer's IT department shall be responsible for ensuring access to mobile devices, internet connections, email access, and web link access to the software such as white listing IP addresses.
- c. Customer shall provide relevant data for Locations, Assets, Users, and Preventative Maintenance Schedules in Excel or CSV format.
- d. Customer acknowledges that any information not included in the initial data provided shall be Customer's responsibility for updating manually or purchasing additional services following the data import.
- e. Customer acknowledges that once each task is completed, return to completed tasks will be considered rework and will enact the Change Control Process.
- f. Customer involvement shall be required to configure Asset Essentials GIS functionality.

5.3 Training Assumptions

- a. Training consists of both online training courses and instructor-led training, with instructor-led training conducted virtually by default.
- b. If onsite training is desired, the Customer shall be billed for associated travel expenses with a minimum of two (2) days.
- c. Customer shall complete the online learning courses for Asset Essentials GIS functionality prior to attending instructor-led training sessions.

5.4 Data Management Assumptions

- a. GIS data shall be provided in one file and one sheet with column headings and one record with corresponding attributes per row.
- b. Any additional data provided by Customer after the data review call shall not be imported by Company and shall be Customer's responsibility or shall require a change request to be initiated by Customer.
- c. Once data is approved and imported, any further data edits shall be the responsibility of the Customer.

5.5 General Assumptions

- a. Any services not explicitly included in this SOW are assumed to be out of scope.
- b. Services will be provided in the English language and during the following hours Monday to Friday 8:30am to 5pm, Eastern Standard Time. Excluding any holidays that the United States of America observes.

6. Project Billing and Payment

Upon acceptance of the Deliverables in the Project Milestones (see Sections 1.1 through 1.5), Customer will be billed for a percentage of Total Services Fees according to the percentages below:

Task/Project Stage	Billing Percentage
Project Complete (end of Deploy Stage)	100%



Special Terms for Asset Essentials

Asset Essentials pricing is based on a maximum storage limit of 200GB of data. Data storage that exceeds 200GB may subject to an additional fee.

Enterprise Resource Planning (ERP) to Asset Essentials (AE) Integration Scope of Work

This scope of work (SOW) is dated as of **March 11, 2026**, and is entered into and between **Brightly Software, Inc.** (Company) and **City of Darien** (Customer). The Company and Customer (Parties) are executing this SOW solely for the purpose of enabling and authorizing Company's integration partner **Makini, Inc.** (Subcontractor) to perform work for Customer.

Summary:

Company's service Subcontractor provides pre-built integrations to a wide range of industrial software systems including Enterprise Resource Planning (ERP), Manufacturing Execution Systems (MES), Warehouse Management Systems (WMS), and other critical business applications. These integrations enable Company's Asset Essentials (AE) Computerized Maintenance Management System (CMMS) to seamlessly read, write, and synchronize data between products and Customer's various software systems.

A full list of supported ERPs is available at: <https://www.makini.io/integrations>

In Scope:

The details provided in **Appendix A – Integration specifications** are considered in scope of this SOW.

Project Plan:

- Plan
 - Subcontractor will hold session(s) to validate Customer requirements against readily available integrations to assess potential customization requirements.
 - Company will enable AE API (Application Programming Interface).
 - Subcontractor will assess connectivity requirements of the Customer software system(s) and testing requirements. Namely: whether software systems are deployed in the cloud or on-premises, whether the Customer has separate testing and production environments.
 - Company and Subcontractor will hold kick off meeting with Customer.
- Connect
 - Once Customer provides access to the software system(s) to be integrated, Subcontractor will establish connection.
- Test
 - Subcontractor and Customer arrange for a session to test integration in test and/or production instance(s).
 - If Customer has test instance(s), Subcontractor and Customer will determine cut over period to production instances.
- Run
 - Subcontractor disables access to Customer's test instance(s) and Customer is operating in their production environment.



Acceptance Process:

- At the conclusion of the testing protocol, Customer will provide any feedback related to the integration Subcontractor and Company within 10-business days (excluding holidays) or unless otherwise determined.
- Customer to sign off on accepted integration
- If Customer feedback and sign off is not provided within the 10-business day period (excluding holidays), Company will assume that the integration services provided by the Subcontractor is approved and services will be deemed complete.

Assumptions & Responsibilities:

The Company has made the following general assumptions in this SOW to deliver this project based on initial discussions with Customer. It is the responsibility of Customer to validate these assumptions and before signing the Acceptance. Deviations from these assumptions may impact Company's ability to successfully complete the project.

General

- It is estimated to take up to 15 Subcontractor hours to complete the services outlined in this SOW. If Subcontractor support hours exceed 17 hours, the purchase of additional services may be required by following the *change management process* outlined below.
- For avoidance of doubt, the Professional Services detailed in this SOW are limited to the integration between Asset Essentials (AE) and Customer's software system(s), as specified. Custom development or modifications are not included and must be purchased separately if required.
- All Parties will be actively engaged during this project to ensure success with email responses within 2 business days.
- Any Professional Services not explicitly included in this SOW are assumed to be out of scope.
- Any additional requests outside the scope of this document will require additional Professional Services and will incur a fee
- All Professional Services are governed by Company's Terms of Use:
<https://www.brightlysoftware.com/terms>
- Testing will be completed in the Customer's test and production instances of their software system(s) if applicable and identified on the scoping call.

Customer Responsibilities

- Will provide access and connectivity means to the requested software system(s), which may include either or combination of user account, API credentials, database access and VPN/firewall credentials. This includes both testing and production environments, as required.
- Will provide a single point of contact for the duration of the Professional Services contained in this SOW.
- Will nominate member of their team for Acceptance Testing.
- Will attend scheduled meetings as required.
- Will review [Appendix A – Integration Speciation's](#) and understand integration capabilities.

Company Responsibilities

- All Professional Services will be delivered virtually



- This is a one-time Professional Service; Company is not responsible for updating or maintaining provided integration
- Company will enable AE API (Application Programming Interface) for the duration of a valid integration subscription.
- If any customization requests are discovered, then the change management process will be invoked.

Project Schedule:

Transpired time for these Professional Services may vary, but it is estimated that the activities outlined in this SOW will be completed within 60 days from the kick-off call between Company, Subcontractor, and Customer.

Change Management:

Customer may request that Company or Subcontractor add services not in the specifications of this SOW by submitting a written proposed change order to the Company. All Professional Service change orders will follow the Company's Terms of Use: <https://www.brightlysoftware.com/terms>

Invoicing:

At the conclusion of Professional Services outlined in this SOW, the integration service will be completed to trigger billing for the full service.



Appendix A – Integration specifications

1. Subscriber Systems of Interest

Asset Essentials (AE)

- Tier: N/A
- Deployment: Cloud
- Environment: Production

Xylem Sensus Analytics

- Tier: II
- Deployment: Cloud
- Environment: Production

Syntech FuelMaster

- Tier: II
- Deployment: On-prem
- Environment: Production

2. Workflow Specifications

Workflow diagram: <https://docsend.com/view/95th7h98zocr5rqc>

Workflow 1: FuelMaster → Asset Essentials — Vehicle Meter Sync

On a 24-hour schedule, the integration fetches meter data from Syntech FuelMaster. The preferred retrieval method is via FuelMaster's API. If API access is unavailable for the on-premises installation, the integration will fall back to processing automatic CSV/Excel exports generated by FuelMaster.

Once meter data is retrieved, the integration matches FuelMaster vehicle records to Asset records in AE using VIN numbers as the unique identifier. For each matched vehicle, the integration then maps the available meter types — odometer and fuel consumption — to the corresponding meter counters configured in AE. New meter readings are written to AE for each matched asset.

This sync enables AE's preventive maintenance module to trigger work orders automatically when vehicles reach configured odometer or fuel consumption thresholds.

Notes:

- VIN number is the sole matching key between FuelMaster and AE. Vehicles missing a VIN in either system will not be matched and will not receive meter updates.
- New vehicles must be registered in both FuelMaster and AE before the integration can synchronize their meter data.
- A one-time historical sync of current meter values can be performed at go-live to initialize counters in AE, subject to data availability in FuelMaster.
- The 24-hour sync frequency was selected based on Customer's operational cadence. Daily updates ensure timely PM scheduling without unnecessary processing overhead.

Workflow 2: Xylem Sensus Analytics → Asset Essentials — Water Meter Reading Sync



On a 1-hour schedule, the integration fetches meter reading data from Xylem Sensus Analytics via API. Sensus Analytics receives automated meter readings from field devices (AMR-enabled water meters) on an hourly basis; the integration retrieves this data and writes it to AE.

The integration matches Sensus meter records to Asset records in AE using the water meter's serial number as the primary identifier, with the MXU (Meter Transmission Unit) serial number used as a secondary reference. For each matched asset, the water consumption reading is written to the corresponding meter counter in AE.

Notes:

- Each water meter installation consists of two physical components — the meter itself and the MXU — each with its own serial number. Both serial numbers must be captured on the AE asset record to support accurate matching and traceability.
- Sensus Analytics is cloud-based; the integration will access it via API. Customer must confirm that API credentials scoped to their specific Sensus installation are obtainable.
- Water meter assets must be pre-registered in AE prior to go-live. The integration does not create new asset records in AE; it only updates meter readings on existing assets.
- The 1-hour sync frequency aligns with the AMR transmission cadence from field meters to Sensus Analytics.

3. Required from Customer

Prior to Kickoff

- Confirmation of whether Syntech FuelMaster's on-premises installation exposes an API endpoint accessible to Makini. Customer should contact FuelMaster support to verify this and obtain access details. If no API is available, Customer's IT team must configure automatic CSV/Excel exports from FuelMaster on a daily schedule.
- Confirmation that Xylem Sensus Analytics API access can be provisioned for the Customer's specific installation (cloud-based). Customer should engage Xylem/Sensus to confirm API availability and begin the credentialing process.
- Confirmation that Asset Essentials API credentials for the production environment can be provisioned.
- Confirmation that VIN numbers are populated for all fleet vehicles in FuelMaster and will also be recorded on corresponding asset records in AE.
- Confirmation that water meter serial numbers and MXU serial numbers are recorded in Sensus Analytics and will be reflected on asset records in AE.

Prior to the First User Acceptance Testing (UAT) Session

- API credentials or CSV export configuration for Syntech FuelMaster (production environment).
- API credentials for Xylem Sensus Analytics (production environment).
- API credentials for Asset Essentials (production environment).
- All fleet vehicles registered in both FuelMaster and AE with matching VIN numbers.
- All water meters registered in AE as assets with both the meter serial number and MXU serial number captured on each asset record.
- Meter counter types (odometer, fuel consumption, water consumption) configured in AE for the relevant asset categories.
- Designated point of contact available for the duration of UAT.

4. Specific Instances Where Workflows Will Fail



FuelMaster → AE (Vehicle Meter Sync)

- A vehicle record exists in FuelMaster but has no VIN number, or the VIN does not match any asset record in AE. The meter reading for that vehicle will be skipped.
- A vehicle is registered in FuelMaster but has not yet been created as an asset in AE. No meter update will occur until the asset record exists in AE.
- FuelMaster API is unavailable and no automatic CSV/Excel export has been configured. The entire scheduled sync will fail until connectivity is restored or an export is set up.
- The CSV/Excel export is configured but the file is not placed in the expected location or format changes between exports. The sync will fail to parse and no readings will be written.
- The required meter counter type (odometer or fuel) has not been configured on the AE asset record. The reading will be received but cannot be stored.

Sensus Analytics → AE (Water Meter Reading Sync)

- A water meter's serial number in Sensus Analytics does not match the serial number recorded on the AE asset record (e.g., due to data entry error or a meter replacement that has not been updated in AE). The reading will be skipped.
- A water meter is active in Sensus Analytics but has not been registered as an asset in AE. No reading will be written.
- Sensus Analytics API becomes unavailable during a scheduled sync window. Readings for that interval will not be captured; depending on Sensus's data retention, missed readings may or may not be recoverable in a subsequent sync.
- The water consumption meter counter has not been configured on the AE asset record. Readings will be received but cannot be stored.

5. Customization and Support Estimate

Phase	Hours
Scope validation	2
Kickoff	1
Customization	6
Testing	4
UAT Session (Production)	1
Production Deployment Support	1
Total	15

6. Summary of Differences from Standard Workflow

New Workflows

The standard AE integration template covers PO synchronization and inventory synchronization between AE and an ERP system. This engagement introduces two net-new meter sync workflows not present in the standard template:

- FuelMaster → AE: Scheduled retrieval of vehicle odometer and fuel consumption readings from an on-premises FuelMaster installation, with asset matching via VIN number and meter value writes to AE.



- Xylem Sensus Analytics → AE: Scheduled retrieval of water meter consumption readings from a cloud-based Sensus Analytics instance, with asset matching via meter serial number and MXU serial number, and meter value writes to AE.

Neither PO synchronization nor inventory synchronization is in scope for this engagement.

Customizations

- On-premises connectivity handling for FuelMaster, including fallback logic to process CSV/Excel exports if API access is unavailable.
- Dual-identifier matching logic for water meter assets (meter serial number + MXU serial number).
- Historical meter value initialization for fleet vehicles at go-live (one-time sync of current odometer and fuel values from FuelMaster into AE).





On-Demand Professional Services

Statement of Work

Summary:

Company's On-Demand Professional Services are add-on services that optimize your investment in Company software products. The services address support, productivity, financial, and process needs that may require extra attention as business requirements continue to grow and change.

Purchased credits by Customer are redeemable for delivered services within 12 months of purchase. The menu of available services can be found here: <https://www.brightlysoftware.com/On-Demand-Customer-Guide.pdf> (<https://www.brightlysoftware.com/On-Demand-Client-Guide.pdf>)

In Scope:

The items below will be considered in scope of this SOW:

1. Purchase of one or more credits which are redeemable for services listed on the services menu: <https://www.brightlysoftware.com/On-Demand-Customer-Guide.pdf> (<https://www.brightlysoftware.com/On-Demand-Client-Guide.pdf>)

Deliverables:

The service deliverables will vary based on the service selected by the Customer from the service menu. Please reference: <https://www.brightlysoftware.com/On-Demand-Customer-Guide.pdf> (<https://www.brightlysoftware.com/On-Demand-Client-Guide.pdf>) for further details.

Acceptance Process:

Once the last deliverable for each service has been delivered, the service will be deemed delivered in full. Specific service deliverables will vary based on the service selected by the Customer from the service menu. Please reference: <https://www.brightlysoftware.com/On-Demand-Customer-Guide.pdf> (<https://www.brightlysoftware.com/On-Demand-Client-Guide.pdf>) for further details.

General Assumptions:

Specific service assumptions will vary based on the service selected by the Customer from the service menu. Please reference: <https://www.brightlysoftware.com/On-Demand-Customer-Guide.pdf> (<https://www.brightlysoftware.com/On-Demand-Client-Guide.pdf>) for further details.

Customer Assumptions:

1. On-Demand Professional Services is a credit-based service offering
2. Each credit is assigned a value that is on the order form and is subject to change in the future
3. Individual services on the On-Demand service menu are assigned a credit amount
4. A minimum of one (1) credit with no upper limit can be purchased by the Customer
5. Additional credits can be purchased at any time
6. Credits are defined as one-time managed service offering with a duration of 12-months
7. If credits are not redeemed for a service within 12-months of purchase, the credit(s) expire



8. The On-Demand service menu is subject to change at any time
9. There will be a single point of contact/project manager for the duration of each service/project.
10. IT department is responsible for ensuring access to mobile devices, internet connections, email access, and web link access to the software such as white listing IP addresses.
11. The appropriate resources will be available for all scheduled activities. Canceling or rescheduling consulting activities within 2 weeks of the scheduled activity may result in a rescheduling fee being assessed.
12. For onsite activities, Customer will provide a dedicated space with adequate technology, including but not limited to monitor/projector, desk, computers, mobile devices, quality phone and internet connections.
13. Will provide relevant data to be loaded in a timely manner and in Excel or CSV format. Each record type will be provided in one file with one sheet with column headings and one record with corresponding attributes per row.

Company Assumptions:

1. Consultant will not access any 3rd party systems for the purpose of exporting data.
2. Any services not explicitly found on the services menu <https://www.brightlysoftware.com/On-Demand-Customer-Guide.pdf> (<https://www.brightlysoftware.com/On-Demand-Client-Guide.pdf>)
3. For on-site activities, Company will bill Customer for actual travel and associated expenses incurred.

Project Schedule:

The project schedule will vary based on the service selected by the Customer from the service menu. Please reference: <https://www.brightlysoftware.com/On-Demand-Customer-Guide.pdf> (<https://www.brightlysoftware.com/On-Demand-Client-Guide.pdf>) for further details.

Change Management:

The On-Demand Professional Services are designed to be quickly delivered services with very specific deliverables and are not designed to be modified or changed. If additional deliverables are required, the same service can be purchased multiple times. Please reference: <https://www.brightlysoftware.com/On-Demand-Customer-Guide.pdf> (<https://www.brightlysoftware.com/On-Demand-Client-Guide.pdf>) for further details on the available services.

Invoicing:

Billing for the services occurs up front based on the number of credits that the Customer has elected to purchase.



Order terms

BY SIGNING THIS ORDER FORM, WHETHER BY ELECTRONIC OR WRITTEN SIGNATURE, YOU ARE PLACING A BINDING ORDER FOR THE OFFERINGS SHOWN. IF THE INDIVIDUAL ENTERING INTO THIS AGREEMENT IS ACCEPTING ON BEHALF OF A COMPANY OR OTHER LEGAL ENTITY, THE INDIVIDUAL REPRESENTS THAT THEY HAVE THE AUTHORITY TO BIND SUCH ENTITY AND ITS AFFILIATES TO THE TERMS AND CONDITIONS OF THIS AGREEMENT, IN WHICH CASE THE TERM "CUSTOMER" SHALL REFER TO SUCH ENTITY AND ITS AFFILIATES. IF THE INDIVIDUAL ACCEPTING THIS AGREEMENT DOES NOT HAVE SUCH AUTHORITY OR DOES NOT AGREE WITH THE TERMS AND CONDITIONS SET FORTH HEREIN, THE INDIVIDUAL MUST NOT ACCEPT THIS AGREEMENT AND MAY NOT USE THE OFFERINGS.

- A. The "Effective Date" of the Agreement between Customer and Brightly Software, a Siemens Company ("Siemens") is the date Customer accepts this Order
- B. Proposal expires in sixty (60) days.
- C. The Siemens entity entering into this Agreement is Brightly Software, Inc., a Delaware corporation, and the notice address shall be Corporate Trust Center, 1209 Orange Street, Wilmington, DE 19801 USA, Attn: Brightly Software.
- D. By accepting this Order, and notwithstanding anything to the contrary in any other purchasing agreement, Customer agrees to pay all relevant Subscription Fees for the full Subscription Term defined above.
- E. Payment terms: Net 30
- F. This Order and its Offerings will be subject to the terms and conditions of the Terms of Service (the Base Terms together with any applicable Supplemental Terms) found at <http://brightlysoftware.com/terms> (<http://brightlysoftware.com/terms>) ("Agreement"), unless Customer has a separate written agreement executed by Brightly Software, Inc. for the Offerings, in which case the separate written agreement will govern its defined Term. Acceptance is expressly limited to the terms of the Agreement. No other terms and conditions will apply. The terms of any purchase order or other document from Customer are excluded and such terms will not apply to the Order and will not supplement or modify the Agreement irrespective of any language to the contrary in such document.
- G. Where the Customer is a state, local, or public education entity created by the laws of the applicable state, Siemens and Customer agree that the provisions of the State, Local Government, and Higher Education Addendum ("SLED Addendum") found at <http://brightlysoftware.com/terms> (<http://brightlysoftware.com/terms>) take precedence over any conflicting terms in the Agreement to the extent the deviations set forth therein are required by applicable law.
- H. Siemens shall invoice Customer and Customer agrees to pay Siemens the amount specified on this Order. Quantities purchased may not be decreased during the relevant Subscription Term. Customer is responsible for providing complete and accurate billing and contact information to Siemens and notifying Siemens promptly of any changes to such information.
- I. If Customer is paying by credit card or Automated Clearing House ("ACH"), Customer shall establish and maintain valid and updated credit card information or a valid ACH auto debit account (in each case, the "Automatic Payment Method"). Upon establishment of such Automatic Payment Method, Siemens is hereby authorized to charge any applicable fees, including any processing fees, using such Automatic Payment Method.
- J. Customer is responsible for paying all taxes associated with its purchases hereunder. Siemens shall invoice Customer and Customer shall pay that amount unless Customer provides Siemens with a valid tax exemption certificate, direct pay permit, or other government-approved documentation. Notwithstanding the foregoing, Customer is responsible for, and, to the extent permitted by law, will indemnify Siemens for: 1) any encumbrance, fine, penalty or other expense which Siemens may incur as a result of Customer's failure to pay any taxes



- required hereunder, and 2) any taxes, including withholding taxes, resulting from making an Offering available to Users in geographic locations outside the country in which Customer is located as per the Order. For clarity, Siemens is solely responsible for taxes assessable against Siemens based on its income, property and employees.
- K. Siemens maintains the right to increase fees within the Subscription Term for Recurring Fee Offerings by an amount not to exceed the greater of prices shown in the investment table or the applicable CPI and other applicable fees and charges every 12 months. Any additional or renewal Subscription Terms will be charged at the then-current rate.
 - L. In the event Customer purchases the Cloud Services (including any renewals thereof) through an authorized reseller of Siemens, the terms and conditions of this Agreement shall apply and supersede any other agreement except for any terms and conditions related to fees, payment or taxes. Such terms and conditions shall be negotiated solely by and between Customer and such authorized reseller. In the event Customer ceases to pay the reseller, or terminates its agreement with the reseller, Siemens shall have the right to terminate Customer's access to the Cloud Services at any time upon thirty (30) days' notice to Customer unless Customer and Siemens have agreed otherwise in writing.

Cloud Services

- A. Billing frequency: Annual
- B. Cloud Services Offerings will be subject to the terms and conditions of the General Software and Cloud Supplemental Terms found at <http://brightlysoftware.com/terms> (<http://brightlysoftware.com/terms>) .
- C. Any Offerings identified as Cloud Services on this Order shall automatically renew for additional periods equal to the expiring Subscription Term or one year, whichever is longer, unless either party has provided written notice of its intent to terminate the Cloud Service subscription not less than forty-five (45) days prior to the expiration of the then-current Subscription Term.
- D. During the Term, Siemens shall, as part of Customer's Subscription Fees provide telephone and email support ("Support Services") 24 hours/day, 7 days/week.
- E. Siemens shall use commercially reasonable efforts to make its Software or Cloud Service available 99.9% of the time for each full calendar month during the Subscription Term, determined on twenty-four (24) hours a day, seven (7) days a week basis (the "Service Standard"). The Service Standard availability for access and use by Customer(s) excludes unavailability when due to: (a) any access to or use of the Cloud Service by Customer or any Account User that does not strictly comply with the terms of the Agreement or the Documentation; (b) any failure of performance caused in whole or in part by Customer's delay in performing, or failure to perform, any of its obligations under the Agreement; (c) Customer's or its Account User's Internet connectivity; (d) any Force Majeure Event; (e) any failure, interruption, outage, or other problem with internet service or non-Cloud Service; (f) Scheduled Downtime; or (g) any disabling, suspension, or termination of the Cloud Service by Siemens pursuant to the terms of the Agreement. "Scheduled Downtime" means, with respect to any applicable Cloud Service, the total amount of time (measured in minutes) during an applicable calendar month when such Cloud Service is unavailable for the majority of Customer's Account Users due to planned Cloud Service maintenance. To the extent reasonably practicable, Siemens shall use reasonable efforts to provide eight (8) hours prior notice of Cloud Service maintenance events and schedule such Cloud Service maintenance events outside the applicable business hours.
- F. USE OF APIS. Customer is authorized to use any Application Programming Interface that is either: i) identified as a Cloud Services Offering, or ii) identified as published in the Documentation (collectively the "APIs") as part of any Offering for Customer's internal business purposes only. Customer may not use the APIs to enable unauthorized use of the Cloud Services. Customer may purchase a separate license to use certain published APIs to develop



software for use solely in conjunction with the Cloud Services. Customer is prohibited from reselling any software developed through the use of the APIs unless (a) Customer is separately authorized to do so as a member of a Siemens partner program, or (b) Customer has purchased an Offering which include APIs that explicitly allows Customer to develop software for Customer's internal use or for resale under terms and conditions at least as protective as this Agreement. Customer may not otherwise modify, adapt, or merge the Offerings. Siemens has no obligations or liability for software developed by Customer using the APIs. Customer is prohibited from using unpublished APIs under any circumstances.

- G. Siemens reserves the right to block IP addresses originating from a Denial of Service (DoS) attack. Siemens shall notify Customer should this condition exist and inform Customer of its action. Once blocked, an IP address shall not be able to access the Cloud Service and the block may be removed once Customer is satisfied corrective action has taken place to resolve the issue. Siemens also reserves the right to suspend or terminate service if Customer: 1) performs load tests, network scans, penetration tests, ethical hacks or any other security auditing procedure on the Cloud Service, 2) interferes with or disrupts the integrity or performance of the Cloud Service or data contained therein, or 3) otherwise violates the use restrictions under this Agreement.
- H. Customer is entitled to access and use the Offerings only as explicitly described in the Documentation. These Offerings are intended for Customer's internal business operations only. There are no additional Entitlements or rights to use the Offerings or their related APIs beyond what is specified. Any other access or use is strictly prohibited under the Terms.
- I. At the time of this Order, the implementation of the requirements of the Cyber Resilience Act EU 2024/2847 ("CRA") is not yet mandatory in the European Union (EU) due to its transitional periods. Not all clarifications on measures that the Customer and contractor will take to implement the new requirements within the project implementation can currently be completed. Therefore, the parties agree that the project scope and contract price agreed upon at the time of Agreement conclusion do not yet include any necessary measures to implement the CRA requirements. Siemens will present the implementation of these measures together with an adjustment of the contract price and schedules considering any additional expenses of the contractor in the appropriate project phases through the Change Request procedure.

Professional Services:

- A. Professional Services Offerings will be subject to the terms and conditions of the Services Supplemental Terms found at <http://brightlysoftware.com/terms> (<http://brightlysoftware.com/terms>).
- B. Unless otherwise specified in an applicable Order: (i) Siemens will perform the Professional Services during workdays, Monday through Friday, up to 8 hours a day; (ii) any estimate of hours or costs are reasonable, good faith estimates only; and (iii) each task is performed as firm fixed price work or time and materials as described in this Order. Siemens is only obliged to supply Professional Services and/or Deliverables as expressly stated in this Order. Siemens shall not be obliged to supply any Professional Services and/or Deliverables without a valid Order.
- C. **Scheduling.** Siemens requires at least 6 weeks advanced notice from the acceptance of an Order to schedule Professional Services delivery dates when travel is required. Onsite Professional Services shall be delivered consecutively in a single onsite visit unless the applicable Order includes the additional fees and incidental expenses associated with multiple visits.
- D. **Unused Professional Services.** Unless otherwise specified in the Order, Siemens reserves the right to expire any unused Professional Services 6 months from the Effective Date set forth on the Order, and Customer will not be entitled to receive a refund for any fees prepaid for such expired Professional Services.
- E. **Customer Cooperation.** Customer will cooperate reasonably and in good faith with Siemens in its performance of Professional Services by: (i) providing access to any necessary Customer Data, (ii) allocating sufficient resources



and timely performing any tasks reasonably necessary to enable Siemens to perform its obligations under the Order, and (iii) actively participate in scheduled project meetings. Any delays in the performance of Professional Services or delivery of Deliverables caused by Customer may result in additional applicable charges for resource time.

- F. **Incidental Expenses.** Customer will reimburse Siemens for travel and related business expenses incurred in connection with Professional Services. If an estimate of incidental expenses is included in the Order, Siemens will not exceed a 5% inflation of such estimate without the written consent of Customer.
- G. Siemens may utilize Artificial Intelligence in the performance of Professional Services and the creation of any Deliverables.

Additional information

- A. Prices shown above do not include any taxes that may apply. Any such taxes are the responsibility of Customer. This is not an invoice. For customers based in the United States, any applicable taxes will be determined based on the laws and regulations of the taxing authority(ies) governing the "Ship To" location provided by Customer. Tax exemption certifications can be sent to accountsreceivable@brightlysoftware.com (<mailto:accountsreceivable@brightlysoftware.com>).
- B. Billing frequency other than annual is subject to additional processing fees.
- C. Provide Siemens with the purchase order number, if applicable. Acceptance of this Order without a purchase order number indicates that a purchase order is not necessary. Please reference Q-462437 on any applicable purchase order and email to Purchaseorders@Brightlysoftware.com (<mailto:Purchaseorders@Brightlysoftware.com>).
- D. Company can provide evidence of insurance upon request.



Signature

Presented to:

City Of Darien - Q-462437
March 12, 2026, 9:01:15 AM

Accepted by:

Printed Name

Signed Name

Title

Date

CITY OF DARIEN

RULES FOR COMPLIANCE WITH PUBLIC COMMENT REQUIREMENTS OF THE ILLINOIS OPEN MEETINGS ACT

I. PURPOSE OF RULES.

The purpose of these Rules is to comply with the requirement of Section 2.06 of the Illinois Open Meetings Act that a public comment section be provided at each meeting subject to the Open Meetings Act.

II. DEFINITION OF “PUBLIC BODY” or “BODY.”

For purposes of these Rules, the term “Public Body” or “Body” shall mean the City Council, any Committee of the City Council, and any Board and Commission established by the City Council.

III. RULES GOVERNING PUBLIC COMMENT.

A. Unless otherwise allowed by a majority vote of the Body, the public comment periods shall be as follows:

1. For the City Council, as set forth on the attached **Agenda template**.
2. For Council committees and advisory committees, at the conclusion of the meeting immediately before adjournment. At the direction of the Body, the floor may be opened for public comment in conjunction with specific agenda items.

B. Individuals seeking to make public comment to the Body shall be formally recognized by the Chair.

C. Individuals addressing the Body shall identify themselves by name, but need not provide their home address.

D. Individuals addressing the Body shall do so by addressing their comments to the Body

itself and shall not turn to address the audience.

E. Public comment time shall be limited to three (3) minutes per person.

F. An individual will be allowed a second opportunity to address the Body only after all other interested persons have addressed the Body and only upon the majority vote of the Body.

G. In the case of a special meeting, public comment will be limited to subject matters germane to the agenda of the special meeting.

IV. PUBLIC HEARING REQUIREMENTS.

Additional public comments periods will be allowed as required by law in the case of public hearing, subject to the same time constraints.

Approved by a Motion on November 17, 2014

Policy establishing guidelines pertaining to the adoption of a requested ceremonial document, proclamation, and/or resolution supporting the activities or endeavors of the requestor

I. Purpose

The purpose of this policy is to establish guidelines for the issuance of ceremonial documents, proclamations, and supporting resolutions by the City of Darien. These documents are strictly honorary and do not carry any legislative or legal significance. The issuance of ceremonial documents, proclamations and supporting resolutions recognize and celebrate significant achievements, milestones, and events within the City of Darien.

II. Policy

It is the policy of the City Council to consider requests for ceremonial documents, proclamations, and supporting resolutions only when:

1. such issuance positively and directly impacts the Darien community, pertain to a Darien event, person, organization, or cause with local implications
2. such issuance proclaims certain events or causes when such proclamations pertain to a Darien event, person, organization, or cause with direct local implications at determined by the city.
 - a. Examples of acceptable recognition include, but is not limited to:

- Matters of public awareness about an issue for a community organization.
 - Arts, cultural or historical occasions.
 - A commemoration of a specific accomplishment, time, period, or event that impacts Darien residents.
 - Recognizing the diverse cultures in Darien
 - Recognition of action/service above and beyond the call of duty
 - Recognition of extraordinary action or achievement.
- b. Examples of unacceptable recognition include, but is not limited to:
- Events or organizations with no direct relationship to or location within the corporate limits of the City of Darien
 - Campaigns for events contrary to Darien's policy or the wellbeing of its businesses or residents
 - Political, religious or foreign issues not within the immediate responsibility or sphere of influence of the City as determined by the City.
 - Anything that may suggest an official city position on a matter under consideration by the city

All requests for a ceremonial document, proclamation, or a supporting resolution shall be submitted to the Mayor.

Approved by Resolution No. R-57-24 on June 3, 2024