



DARIEN POLICE



GREG THOMAS Chief of Police
JASON NORTON Deputy Chief – Support Services
AUSTIN JUMP Deputy Chief – Operations

1710 Plainfield Road
Darien, Illinois 60561-5044
Administration 630.971.3999
FAX 630.971.4326
www.darien.il.us

POLICE COMMITTEE
July 20, 2026
Regular Meeting
6:00 P.M.
Police Department Training Room
1710 Plainfield Road

1. Call to Order
2. Public Comment and Communications
3. Approval of minutes from the May 18, 2026 meeting
4. Consideration of a motion to enter into a one-year subscription agreement with Urban SDK Software
5. An ordinance to amend Chapter 10 Title 9 of the City of Darien City Code
6. Consideration of a motion to purchase professional consulting services to establish a sergeant promotional eligibility list.
7. An ordinance authorizing the sale or disposal of surplus property.
8. Darien Police Monthly Report
9. Next Meeting Date – August 17, 2026
10. Adjournment



DARIEN POLICE



GREG THOMAS Chief of Police
JASON NORTON Deputy Chief – Support Services
AUSTIN JUMP Deputy Chief – Operations

1710 Plainfield Road
Darien, Illinois 60561-5044
Administration 630.971.3999
FAX 630.971.4326
www.darien.il.us

POLICE COMMITTEE
May 18, 2026
Meeting Minutes
Police Department Training Room
1710 Plainfield Road

1. Call to Order

The meeting was called to order at 6:00 p.m. in attendance were Chairman Joseph Kenny and Alderman Ralph Stompanato and Chief Greg Thomas. Alderman Gustafson was absent.

2. Public Comment and Communications

No public comment or communications

3. Approval of the minutes from the April 20, 2026 meeting

Alderman Stompanato motioned to approve the minutes seconded by Chairman Kenny. The minutes were approved.

4. Consideration of a motion for the payment of 2025/2026 annual membership dues to the DuPage Metropolitan Emergency Response Investigation Team of DuPage County (MERIT).

Chief Thomas advised the committee that MERIT assists local agencies with many critical events. Darien Police department is not big enough to have our own dedicated SWAT team. MERIT is able to provide SWAT assistance with additional equipment that our department could not afford. In order to be a part of the group, Darien provides officers to participate in MERIT and pays an annual fee. Chief Thomas added that Deputy Chief Jump is a part of MERIT and is second in command. Officer Luke Somogy is also part of MERIT.

Alderman Stompanato motioned to approve the MERIT annual membership dues seconded by Chairman Kenny. The motion was approved.

5. Consideration of a motion for the payment of the tuition fee for Deputy Chief Jason Norton to attend the Senior Management Institute for Police (SMIP) Session 99.

Chief Thomas explained to the committee that he attended SMIP in 2005. The classes are taught at Boston College by Harvard instructors. It is a great class and a good way to invest in our officers who are in higher positions in the agency. Chairman Kenny asked

chief to explain why it is a great class. Chief replied that there was a lot of reading material assigned that you were expected to read every day and be prepared for each class. When he attended the 2nd in command for the London Police was there along with several other high-level police officers from around the country. The people that he met and the conversations that were had during the class were tremendous. It is a very high-level learning experience.

Alderman Stompanato motioned to approve seconded by Chairman Kenny. The motion was approved.

6. **A motion accepting the expenditure of Cannabis Funds to upfit a Dodge Durango using Emergency Vehicle Tech “EVT” in an amount not to exceed \$23,000.**

Chief Thomas said the current K9 car is older and having mechanical issues and it’s time to replace it. We will use cannabis funds to purchase the vehicle because the K9 unit is used for drug enforcement.

Chairman Kenny motioned to approve seconded by Alderman Stompanato. The motion was approved.

7. **A motion to adopt the Intergovernmental Agreement (IGA-Exhibit A) between the Darien Park District and the City of Darien Police Department regarding the use of South Grove Park Pond for the Youth Fishing Tournament 2026.**

Chief Thomas explained that this is a community outreach event called Cops and Bobbers that was extremely successful last year. The event will take place on June 6, 2026 at 10:00 a.m.

Alderman Stompanato motioned to approve seconded by Chairman Kenny. The motion was approved.

8. **A motion to amend Chapter 8 “MASSAGE BUSINESSES AND SERVICES” of Title 3 “BUSINESS REGULATIONS” of the City of Darien City Code to remove the local massage therapist licensing requirements and defer individual massage therapist licensure to the State of Illinois pursuant to the Illinois Massage Licensing Act, 225 ILCS 57/1 et seq., and to adopt a revised Massage Business License Application form consistent with the amended ordinance.**

Chairman Kenny asked Chief Thomas why this agenda item is coming to Police Committee instead of the Administrative Finance Committee. Chief replied that this is considered a criminal act because if you’re not licensed than you are committing a criminal act. The new criminal act states that the State of Illinois now regulates all of the licensing for massage therapists so there was a need to amend the current local ordinance and application form for licensing.

Chairman Kenny motioned to approve seconded by Alderman Stompanato. The motion was approved.



DARIEN POLICE



GREG THOMAS Chief of Police

JASON NORTON Deputy Chief – Support Services

AUSTIN JUMP Deputy Chief – Operations

1710 Plainfield Road
Darien, Illinois 60561-5044
Administration 630.971.3999
FAX 630.971.4326
www.darien.il.us

9. An ordinance authorizing the sale or disposal of surplus property.

Chief said the current property list is primarily bikes and a scooter. We recover many found or stolen bikes and hold them for 6 months. If no one claims the bikes than we put them up for sale on GovDeals.com

Alderman Stompanato motioned to approve seconded by Chairman Kenny. The motion was approved.

10. Darien Police Monthly Report

The committee discussed various items on the monthly police report. It is also on the City Council agenda for further discussion.

11. Next Meeting Date – Monday June 15, 2026

12. Adjournment

The meeting was adjourned at 6:23 p.m.

Approved: _____
Date

Alderman: _____
Eric Gustafson

Chairman: _____
Joseph Kenny

Alderman: _____
Ralph Stompanato

MOTION NO. _____

AGENDA MEMO
Police Committee
July 20, 2026

ISSUE STATEMENT

Consideration of a motion to approve a one-year subscription with Urban SDK traffic intelligence platform in an amount not to exceed **\$24,750** using consulting professional services budgeted funds.

BACKGROUND/HISTORY

The Police Department, in partnership with the Public Works Department, is requesting approval to subscribe to Urban SDK, an AI-powered traffic intelligence platform that provides continuous speed and traffic volume data for every roadway in the City. The proposed subscription is for a one-year term, effective August 1, 2026.

Currently, traffic and speeding complaints from residents are addressed through repeated manual officer observation and / or the physical deployment of traffic counters by Public Works. That process is labor intensive and slow, and it frequently leaves the City without immediate answers for residents.

Urban SDK would allow the City to move from a reactive response to a proactive, data-driven model. The platform requires no physical infrastructure and no recurring staff hours to collect data.

Staff has provided a sole source designation for this subscription. Urban SDK is a proprietary platform with capabilities not available from other vendors, and it is already in use by more than 200 government agencies, including the City of Wheaton, Illinois.

The annual subscription totals \$24,750 and includes the following three modules:

Module	Description	Annual Cost
Insights Plan (Speed)	Continuous speed analytics for all City roadways	\$19,500
Traffic Volumes Module	Annual average daily and hourly traffic counts	\$2,325
Workflows Module	Automated monthly and complaint-driven reporting	\$2,925
Total	One-year subscription — all three modules	\$24,750

Account Number	Account Description	FYE 27 Proposed Budget	Proposed Expenditure
40-4325	Consulting/Professional Services	\$580,100	\$24,750

STAFF/COMMITTEE RECOMMENDATION

Staff recommends approval of the motion to subscribe to the Urban SDK traffic intelligence platform in an amount not to exceed \$24,750.

ALTERNATE CONSIDERATION

As recommended.

DECISION MODE

This item will be placed on the July 20, 2026, agenda for formal Council consideration and approval.



January 2026

Urban SDK, Inc.

10151 Deerwood Park Boulevard Building 100

Suite 100

Jacksonville, Florida 32256

Subject: Sole Source Procurement Justification for Urban SDK's Speed and Traffic Calming Solution

To whom this may concern:

I am writing to provide a comprehensive justification for the selection of Urban SDK as the sole source provider for the implementation of a Speed and Traffic Calming Solution. This procurement document underscores the exceptional qualities and capabilities of Urban SDK's solution, with a specific emphasis on the exclusive nature of our offering. The data and software can only be accessed and purchased directly from Urban SDK. This is done to ensure our customers receive the highest level of support and service in conjunction with our program..

The uniqueness of Product & Services:

Urban SDK offers a proprietary data analysis, visualization, and aggregation platform that is unparalleled in the industry. The system enables organizations to consolidate

all data sources onto a single platform, including premium data provided by the contractor at no additional cost to the client. The data is presented through dynamic dashboards, geospatial maps, and can also be downloaded in CSV format. Crucially, all data sets provided in the Urban SDK Platform feature automated federal performance measures, used for meeting reporting requirements. Urban SDK's platform is the sole solution on the market to provide near real-time data sets, speeds on all roadways, volumes on all roadways, automated performance measures, GIS visualization, custom dashboarding, geospatial data management, and data shareability features. Furthermore, Urban SDK proactively updates the platform to align with client needs, delivering these updates free of charge to all existing clients every two weeks. The platform supplies all essential datasets to MPOs, counties, and cities for their traffic calming initiatives, safety plans, LRTP, TDM, CMP, TIP, and corridor analysis. In addition, it equips these agencies with invaluable tools, including Studio (GIS mapping), Dashboard Builder (performance measures), sharing links (community outreach), Workspace (data storage and management), and Route Builder (corridor studies). Urban SDK complements these offerings with a dedicated team of GIS Analysts, Engineers, Data Scientists, and Planners, ensuring comprehensive support throughout the entire contract.

Competitive Analysis:

Urban SDK is the only provider offering a fully integrated, software-based traffic and transportation planning solution that does not rely on physical hardware installations, such as pneumatic tube counters, to collect data. While traditional solutions like pneumatic tube counters may provide limited data on specific roadway segments, they are inherently constrained in scope and functionality. These systems require the purchase and maintenance of hardware, involve physical installation processes, and

only collect data from specific, pre-selected roadways. As a result, they fail to provide comprehensive coverage of all roadways and lack the ability to deliver the near real-time insights critical for modern traffic and transportation management.

Urban SDK's platform surpasses these traditional methods by offering seamless, software-driven solutions that aggregate data from multiple sources, covering all roadways without additional hardware requirements. Our system delivers real-time data on speeds, volumes, and safety metrics across entire road networks, allowing transportation planners and engineers to make informed decisions more efficiently.

Unlike closed systems requiring recurring hardware costs and labor-intensive deployment, Urban SDK eliminates these barriers by providing an all-in-one digital platform that integrates automated federal performance measures, GIS visualization tools, and customizable dashboards. This capability significantly enhances operational efficiency, minimizes costs, and provides the flexibility required to address diverse traffic management needs.

Furthermore, Urban SDK's proactive approach to continuous platform updates ensures that clients receive cutting-edge capabilities without additional costs. This commitment to innovation, combined with unparalleled functionality and coverage, positions Urban SDK as the sole provider capable of meeting the complex and evolving demands of transportation and traffic planning organizations. Our solutions are uniquely equipped to address challenges such as traffic calming, safety analysis, long-range planning, and federal reporting requirements, setting us apart from all existing alternatives in the industry.

Research:

Urban SDK's unmatched data and analytics planning capabilities are the result of extensive research spanning the last five (5) years. Urban SDK has identified a critical gap in the market, making our solution the sole true "turnkey" offering for traffic and transportation planning organizations. Notably, our pricing structure, rapid enhancement pace, diverse dashboards and maps, multi-data streams, developer API, and safety forecasting algorithm represent innovations that are unmatched in the industry.

Benefit:

Urban SDK's platform is tailored to address a multitude of challenges faced by MPOs, Counties, and Cities in traffic management and transportation planning. It streamlines tasks such as traffic calming, validation of speeding complaints, safety planning, LRTPs, CMPs, federal reporting, corridor analysis, data management and collection, meeting federal deadlines, data visualizations, data organization, onboarding of new staff, fostering transparency across organizations and teams, and community outreach. The platform is designed not merely as a staff tool but also as a means to enhance community planning.

Firm Expertise:

Urban SDK was developed by transportation planners and traffic engineers, in collaboration with personnel from MPOs, Counties, Cities, and engineering firms. Our extensive clientele includes a wide array of organizations in the transportation sector, including the Kentucky Transportation Cabinet, Florida Department of Transportation,

Santa Fe MPO, Miami-Dade TPO, North Florida TPO, Broward County, Hillsborough County, City of Longboat Key, City of Germantown, and numerous others. Every facet of the Urban SDK Platform has been refined based on customer feedback to amplify efficiency across the traffic and transportation planning landscape throughout the United States.

In conclusion, Urban SDK's Speed and Traffic Calming Solution is characterized by its unique data and software capability, accessible exclusively through Urban SDK. We hereby request the necessary approvals to proceed with the sole source procurement of Urban SDK's solution, confident that it will significantly elevate your traffic management and planning capabilities.

Should you require any further information or have inquiries, please do not hesitate to contact me.

Sincerely,

Micah Dickman
Vice President of Procurement and Revenue
Urban SDK, Inc.
Micah.Dickman@urbansdk.com
678-793-1627

Micah Dickman



Urban SDK & City of Darien, Illinois

Prepared For:

Austin Jump
City of Darien, Illinois

Prepared By:

Nick DiTomaso
Urban SDK

Table of Contents



About Us	3
Popular Use Cases	4
Statement of Work (SOW)	9
Responsibilities	11
Pricing & Fees	12
Client Signature	13
Terms and Conditions	14



About Us

Urban SDK is a leading provider of geospatial AI solutions, equipping public leaders with actionable insights and automation for mission-critical decisions. Established in 2018 and headquartered in Jacksonville, Florida, Urban SDK is the only platform on the market that provides a comprehensive System of Action to state and local governments. Our team of military veterans, engineers, scientists, policymakers, and entrepreneurs are all committed to the same unified vision: easing the burdens of community leaders through innovation.

Our System of Action unifies data, workflows, and AI so local governments can break free from technical debt and respond to changing conditions at scale. In doing so, Urban SDK's approach delivers measurable ROI to each of our customers, enabling agencies to recapture time, budget and precision in order to accelerate projects, refine resource allocations and respond more quickly to their constituents.

Our partners throughout North America leverage Urban SDK to help:

- Replace manual data collection and empower decision making
- Orchestrate regulated processes and operating procedures
- Align staff with decision support systems to increase efficiency
- Connect disparate departments to achieve common goals
- Enable officials to adjust actions based on changing conditions

Popular Use Cases



Including Traffic Enforcement, Urban SDK aids clients with daily mission critical objectives such as:

- **Traffic Calming** – Reducing speeds and improving pedestrian/bike safety
- **Traffic Enforcement** – Proactively reducing risky driving behaviors and ensuring compliance with traffic codes
- **School Zone Safety** – Reducing speeds and improving safety near schools
- **Work Zone Monitoring** – Monitoring traffic, safety, and compliance around road construction zones
- **Traffic Safety Analysis** – Prioritizing resources where crime and traffic risks overlap
- **Event Impact Monitoring** – Tracking congestion, blocked emergency lanes, and road closures before, during, and after major events
- **Cut-Through Traffic** – Identifying local residential streets or unintended routes used to bypass congestion, accidents, or delays on main thoroughfares
- **Sidewalk Inventory** – Performing ADA audits and safety workflows without field visits

Traffic Enforcement

Definition

Traffic enforcement is the practice of proactively reducing risky driving behaviors and ensuring compliance with traffic codes using real-time data.



Challenges of the Current Process

Departments are swamped with speeding and traffic complaints, despite 80% of them being perception issues. With no ground truth, departments respond to every complaint.



How Urban SDK Solves These Issues

With Urban SDK, resources are directed to areas that have systematic issues rather than chasing perceptions.

Key Objectives Improved by Urban SDK



Reduction of crashes and fatalities



Deter speeding, DUI, distracted driving



Ensure compliance in school/work zones



Support patrol coverage & public safety ops

Required Urban SDK Data

01 Speed Module

Add-On Options

01 Volumes Module

02 Crash Integration

Platform Features

- ✓ Real-time hot spot dashboards
- ✓ Rules Engine alerts
- ✓ Automated workflows for patrol supervisors

Departments that Benefit



City Police Department

More efficient enforcement efforts



Traffic Unit

Champions deploying assets



County Sheriff Department

Upholding elected duties regarding road safety



Crime Analyst

Targeted enforcement to high-risk corridors

Traffic Calming

Definition

Traffic calming is a set of strategies and roadway design measures aimed at reducing speeds, discouraging cut-through traffic, and improving pedestrian/bike safety.



Challenges of the Current Process

80% of traffic calming requests are perception issues and never meet local ordinance or criteria standards. Collecting manual data for these perception issues is a massive drain on resources and budgets.



How Urban SDK Solves These Issues

With Urban SDK, agencies now have the ability to identify roadways that qualify for traffic calming prior to complaints. They are able to cut back on a majority of the historical data previously collected, and focus on areas that meet calming criteria.

Key Objectives Improved by Urban SDK



Speed reduction



Safety improvements



Volume control



Livability goals

Required Urban SDK Data

- 01 Speed Module
- 02 Volume Module

Add-On Options

- 01 Workflows (Highly recommended)
- 02 Crash Integration (Could be a requirement-based agency policy)

Platform Features

- ✓ Satellite/aerial maps
- ✓ Measurement tools
- ✓ Geofencing and layering
- ✓ Dashboards and reports

Departments that Benefit



Public Works

More efficient calming investments



Engineering

Quicker preparation of studies & plans



Planning

Aligns calming with mobility/zoning



Law Enforcement (Traffic Division)

Enforces in calm areas



Elected Officials

Political champions for livability



Statement of Work (sow)

Goals

The purpose of this Statement of Work (SOW) is to define the scope, deliverables, and responsibilities associated with Urban SDK's provision of roadway data for City of Darien, Illinois.

This engagement will deliver comprehensive datasets that support the organization's safety, planning, and operational analysis initiatives.

Scope of Services

1. Traffic Speed Data

Urban SDK will provide the client with traffic speed datasets for all jurisdictional roadways. Deliverables include:



50th, 85th, and 95th Percentile Speed



Speed Limits for Jurisdictional Roadways



Speed Differences of: Average Speed, 85th and 95th Percentile



Functional Road Classes 1-5 data

2. Traffic Volume Data

Urban SDK will provide the client with traffic volume datasets for all jurisdictional roadways. Deliverables include:



Annual Average Daily Traffic (AADT) counts



Vehicle Miles Traveled (VMT) per location



Annual Average Hourly Traffic (AAHT) counts



Functional Road Classes 1-5 data



Speed data is refreshed daily; volume data is refreshed annually and includes a **1-year historical archive**

3. Workflows

Urban SDK will provide the client automated workflows that users schedule to run weekly, monthly, quarterly, or annually. Users will automatically receive reports on

their data without the need for recurring manual input. Deliverables include:



Automated Workflows



Email and in-app notifications



Setup and support from dedicated Urban SDK representatives

Responsibilities



Urban SDK

- ✓ Provide data access and updates as defined in this SOW.
- ✓ Conduct onboarding and training sessions for staff.
- ✓ Conduct a full Q&A of all data to ensure locations and results meet the client's needs.
- ✓ Maintain application uptime and ensure timely delivery of data.
- ✓ Provide customer support throughout the engagement.

City of Darien, Illinois



Provide designated points of contact for project oversight and user access assignments.



Ensure timely attendance at training and onboarding sessions.

Pricing & Fees

Pricing Overview

Contract Start Date	July 27, 2026
Contract End Date	July 27, 2027
Proposal Expires	July 30, 2027

Products & Services

Modules

Product	Price	Contract term	Total	
Insights Plan	\$19,500.00 per year	1 year	\$19,500.00 per year	▼
Traffic Volumes	\$2,325.00 per year	1 year	\$2,325.00 per year	▼
Workflows	\$2,925.00 per year	1 year	\$2,925.00 per year	▼
Section total			\$24,750.00	
Total			\$24,750.00	

Our agreement is effective as of the Effective Date set forth below, is entered into by and between the Buyer identified as Customer below ("Customer") and Urban SDK, Inc., a Delaware corporation, with its principal place of business located at 10151 Deerwood Park Boulevard, Building 100 Ste 100 Jacksonville, Florida 32256 ("Urban SDK"). The parties acknowledge and agree that they have read and understand this Agreement and, upon execution, are legally bound by it. This Agreement includes this "Signature" or any other ordering document referencing this Agreement, the Terms and Conditions available below, all statements of work entered into in connection with this Agreement ("Statement(s) of Work").

Client Signature

Signature

Date

Printed name

Urban SDK Signature

Countersignature

Date

Printed name

Urban SDK Signature

Countersignature

Date

Printed name

Terms and Conditions

This website, www.urbansdk.com (the "site"), is owned and operated by UrbanSDK, Inc. and our affiliates ("Urban SDK", "we" or "us"). By using the site, services provided on the site, our proprietary software made available to you via the site, or content we make available to you through the services (collectively, "Services"), you agree to be bound by the following Terms and Conditions, as updated from time to time (collectively, the "Terms").

1. General

GENERAL. The following terms and conditions ("Terms and Conditions") provide for terms that are common to this Agreement, including all Ordering Documents and Schedules. In the event of a conflict between these Terms and Conditions and any Ordering Document or Schedule, these Terms and Conditions will control, unless expressly stated to the contrary in the Ordering Document or Schedule. The Signature Page, any Statement of Work, and any other ordering document incorporating these Terms and Conditions by reference are individually and collectively referred to as "Ordering Document(s)."

2. Services

2.1. General. All services provided by Urban SDK under this Agreement ("Services"), including the Software Services, will be provided to Customer according to these Terms and Conditions, the Ordering Documents, and all schedules, exhibits, or other attachments made a part of this Agreement.

2.2. Third-Party Services. As set forth in an Ordering Document, the Services may include Customer's utilization of certain third-party software and data developed and owned by Urban SDK's third party licensors. This software and data is neither sold nor distributed to Customer, and Customer may use it solely as part of the Services and for no other purpose. Customer may not transfer such third-party software outside the Services or to any other person or entity. Except as otherwise provided for in an Ordering Document, Urban SDK and Urban SDK's third-party software and data licensors are not responsible for providing any support in connection with the Services or the third-party software. Customer's use of any such third-party software and data is governed by the third-party software or data licensor's terms as may be referenced and incorporated into an applicable Ordering Document. Customer covenants to comply with the terms of such third-party licensor's terms as if Customer were the licensee.

2.3. Change Orders. If either party wishes to change the scope or performance of the Services, it shall submit details of the requested change to the other in writing. Urban SDK shall, within a reasonable time after such request, provide a written estimate to Customer of: (a) the likely time required to implement the change; (b) any necessary variations to the fees and other charges for the Services arising from the change; (c) the likely effect of the change on the Services; and (d) any other impact the change might have on the performance of this Agreement. Promptly after receipt of the written estimate, the parties shall

negotiate in good faith the terms of such change (if and when mutually agreed in writing, a "Change Order"). Neither party shall be bound by any Change Order unless mutually agreed upon in writing.

3. **Software Services**

3.1. Software Services. Urban SDK will provide Customer, and its authorized employees, contractors and other personnel authorized by Customer ("End Users") with access to the software products and related services provided by Urban SDK via a web browser (or mobile application) and identified on the applicable Ordering Document ("Software Services"). During the Term and subject to Customer's compliance with this Agreement, Urban SDK grants Customer the non-exclusive, nontransferable, non-assignable, and limited right to allow End Users to remotely access the Software Services for Customer's internal business purposes in accordance with the terms of this Agreement.

3.2. Restrictions. Customer shall not lease, license, sell, sublicense or otherwise transfer its access to or use of the Software Services. The Software Services may only be used by Customer and End Users. In addition, Customer shall not modify, create derivative works of, or attempt to decipher, decompile, disassemble or reverse engineer the Software Services. Nothing in this Agreement confers upon either party any right to use the other party's Marks, except in Urban SDK's performance of the Services. All use of such Marks by either party will inure to the benefit of the owner of such Marks, use of which will be subject to specifications controlled by the owner.

4. **Professional Services**

4.1. Professional Services. Urban SDK may provide integration, implementation, or other professional services (each to the extent identified as professional services on a Statement of Work, "Professional Services") and Deliverables to Customer as set forth in a Statement of Work. "Deliverables" means all Creations that are delivered to Customer by or on behalf of Urban SDK as a part of the Professional Services, together with any items identified as such in a Statement of Work. "Creations" means any tangible or intangible thing or information, in any language, format or medium now existing or hereafter developed, and all tangible embodiments thereof, whether or not such creation is or may in the future be protected under any intellectual property right or considered Confidential Information, including ideas, creations, inventions, discoveries, innovations, industrial models, improvements, designs, methods, processes, formulae, works of authorship, products, compositions, displays, models, prototypes, samples, findings, documentation, specifications, abstracts, research and development information, know-how, procedural knowledge, industrial property, utility models, data, databases, metadata, industrial designs, mask works, Confidential Information, content, lists, electronic data files, training materials and manuals, user guides, drawings, techniques, computer software (in object, source, interpreted or other code forms), modifications to software or documentation, business information, business plans, technical knowledge, technical information, maintenance information, brochures, labels, papers, records, text, sound recordings, videos, pictures, photographs, audiovisual works,

pictorial reproductions, drawings, or other graphical representations, and all other items with similar characteristics.

- 4.2. **Acceptance.** Any software constituting a Deliverable (each a "Software Deliverable") shall be subject to acceptance by Customer to ensure that it meets the specifications of this Agreement and the applicable Statement of Work. If Customer does not reject any final Software Deliverable within 10 days of delivery, such Software Deliverable shall be deemed accepted. If any final Software Deliverable does not materially meet the applicable specifications, Customer shall notify Urban SDK of such nonconformities in reasonable detail, and Urban SDK will, at no additional cost, use commercially reasonable efforts to promptly correct such Software Deliverable so that it conforms to the applicable specifications. If within 30 days of such Customer notification, any final Software Deliverable still does not meet the specifications, Customer may at any time thereafter, as its sole remedy, terminate the applicable Statement of Work, return the Software Deliverable and all copies thereof to Urban SDK, and receive a refund of any fees or expenses paid in connection with such Software Deliverable.
- 4.3. **Urban SDK Personnel.** Urban SDK shall appoint an Urban SDK employee to serve as a primary contact with respect to any Professional Services (the "Urban SDK Contract Manager"). Urban SDK shall also appoint Urban SDK Personnel, who shall be suitably skilled, experienced, and qualified to perform the Professional Services. Additionally, Urban SDK may subcontract parts of the Professional Services to affiliated companies or third parties, provided that Urban SDK shall remain responsible for the performance of the Professional Services. In the event that any Urban SDK's Personnel does not perform to Customer's reasonable satisfaction, Urban SDK shall remove such Urban SDK's Personnel and replace him or her with a similarly qualified Urban SDK Personnel. Urban SDK is responsible for all Urban SDK Personnel and for the payment of their compensation, including, if applicable, withholding of income taxes, and the payment and withholding of social security and other payroll taxes, unemployment insurance, workers' compensation insurance payments, disability benefits, pensions, retirement benefits, insurance, and other benefits.
- 4.4. **License and Consents.** Urban SDK shall maintain all necessary licenses and consents and comply with all laws applicable to the provision of the Professional Services.
- 4.5. **Tools, Labor, Materials and Supplies.** Unless otherwise provided in a Statement of Work, Urban SDK shall provide, at its expense, all tools, materials, supplies, labor, and equipment necessary to perform the Professional Services.

5. **Rights Reserved**

Customer and its licensors are, and shall remain, the sole and exclusive owner of all right, title and interest in and to the "Customer Materials" (as defined in an applicable Statement of Work, if applicable), including all intellectual property rights therein. Urban SDK shall have no right or license to use any Customer Materials except during the Term to the extent necessary to provide the Professional Services to Customer. All other rights in and to the Customer Materials are expressly reserved by Customer. All right, title and

interest, including all intellectual and proprietary rights, in and to the Software Services. Deliverables, and all Urban SDK service marks, trademarks, trade names, logos, and any modifications to the foregoing ("Marks") (and all suggestions, feedback, contributions, enhancements, improvements, additions, modifications, or derivative works thereto and copies thereof) will remain in possession of Urban SDK. Customer acknowledges that the Software Services in source code form is the Confidential Information of Urban SDK and that the source code is not licensed to Customer by this Agreement or any Schedule and will not be provided by Urban SDK. No right or implied license or right of any kind is granted to Customer regarding the Services, including any right to use, reproduce, market, sell, translate, distribute, transfer, adopt, disassemble, decompile, reverse engineer the Software Services or the documentation thereof, or any portions thereof, or obtain possession of any source code or other technical material relating to the Software Services.

6. Fees and Payment Terms

6.1. Services Fees. For the Services provided under this Agreement, Customer will pay Urban SDK the fees in the amounts set forth on the applicable Ordering Document. Unless otherwise set forth on the applicable Ordering Document, applicable fees will be invoiced to Customer annually in advance and payable (i) immediately upon invoice if Customer's payment method is on file with Urban SDK, or (ii) if no payment method has been provided to Urban SDK, within thirty (30) days of invoice. Fees are non-cancelable and non-refundable. In the event of early termination of this Agreement other than due to Urban SDK's breach, all amounts outstanding that would have otherwise been due through the end of the then-current Term shall automatically be due and payable by Customer upon termination.

6.2. Fee Changes. After the Initial Term, and at the beginning of each Renewal Term thereafter, Urban SDK may adjust the fees applicable during the upcoming Renewal Term upon written notice provided at least sixty (60) days prior to the end of the Initial Term or applicable Renewal Term, as the case may be. All fees paid and expenses reimbursed under this Agreement will be in United States currency. Urban SDK may increase pricing and fees on an annual basis by the greater of: (a) six percent (6%) per annum, or (b) the percentage by which the then most-recently published Consumer Price Index in the United States for all Urban Consumers (Index base: 1982/1984 = 100; Index Components: All Items) ("CPI") exceeds the CPI as of the Effective Date or, if later, the immediately preceding change in pricing. Additionally, Upon written notice to Customer at least thirty (30) days prior to effectiveness, Urban SDK may increase the amount of the fees in an Ordering Document relating to, if applicable: (a) data storage and/or relational databases if the applicable cloud data provider has increased the prices paid by Urban SDK for such data storage and/or relational databases, and any such increase shall be proportionate to the increase imposed upon Urban SDK by the applicable utility provider; and (b) the cost of third party Services or services (including software and datasets) performed or provided by a third party that comprise all or some part of the Services including any increases to such costs.

- 6.3. **Late Fees.** Customer will pay a late fee of 1.5% per month (not to exceed the maximum allowed under state law) on all balances not paid when due. Urban SDK, at its option, may suspend the Services, in whole or in part, if Urban SDK does not receive all undisputed amounts due and owing under this Agreement within thirty (30) days after delivery of notice to Customer of the failure to pay such overdue balances.
- 6.4. **Taxes.** The fees and expenses due to Urban SDK as set forth in this Agreement are net amounts to be received by Urban SDK, exclusive of all sales, use, withholding, excise, value added, ad valorem taxes or duties incurred by Customer or imposed on Urban SDK in the performance of this Agreement or otherwise due as a result of this Agreement. This section will not apply to taxes based solely on Urban SDK'S income.
- 6.5. **Offset.** Fees and expenses due from Customer under this Agreement may not be withheld or offset by Customer against other amounts for any reason.

7. **Customer Acknowledgements.**

- 7.1. **Customer Requirements.** Customer must have required equipment, software, and Internet access to be able to use the Software Services. Acquiring, installing, maintaining and operating equipment and Internet access is solely Customer's responsibility. Urban SDK neither represents nor warrants that the Software Services will be accessible through all web browser releases. Customer shall take all steps necessary for Urban SDK to perform the Services effectively, including with respect to (a) providing access to Customer's resources or staff as needed to perform the Services; (b) maintaining, testing, configuring, operating, and upgrading Customer's data, applications, server hardware, operating system, environment, and facilities, as applicable, related to the Services.
- 7.2. **Use of Software Services.** Customer shall not and shall not permit others in using the Software Services to: (i) defame, abuse, harass, stalk, threaten or otherwise violate or infringe the legal rights (such as rights of privacy, publicity and intellectual property) of others or Urban SDK; (ii) publish, ship, distribute or disseminate any harmful, inappropriate, profane, vulgar, infringing, obscene, false, fraudulent, tortuous, indecent, unlawful, immoral or otherwise objectionable material or information (including any unsolicited commercial communications); (iii) publish, ship, distribute or disseminate material or information that encourages conduct that could constitute a criminal offense or give rise to civil liability; (iv) engage in any conduct that could constitute a criminal offense or give rise to civil liability for Urban SDK; (v) misrepresent or in any other way falsely identify Customer's identity or affiliation, including through impersonation or altering any technical information in communications using the Software Services; (vi) transmit or upload any material through the Software Services contains viruses, trojan horses, worms, time bombs, cancelbots, or any other programs with the intent or effect of damaging, destroying, disrupting or otherwise impairing Urban SDK, or any other person's or entity's, network, computer system, or other equipment; (vii) interfere with or disrupt the Software Services, networks or servers connected to the Urban SDK systems or violate the regulations, policies or procedures of such networks or servers, including unlawful

or unauthorized altering any of the information submitted through the Software Services; (viii) attempt to gain unauthorized access to the Software Services, other Urban SDK customers' computer systems or networks using the Software Services through any means; or (ix) interfere with another party's use of the Software Services, including any parties Customer has done business with or choose not to do business with through the Software Services. Urban SDK has no obligation to monitor Customer's use of the Software Services. However, Urban SDK may at any time monitor, review, retain and disclose any information as necessary to satisfy or cooperate with any applicable law, regulation, legal process or governmental request. Customer shall use commercially reasonable efforts, including reasonable security measures relating to administrator account access details, to ensure that no unauthorized person may gain access to the Services.

- 7.3. **Compliance with Law.** Customer agrees not to use (and will use its best efforts not to allow its End Users to use) the Software Services for illegal purposes or for the transmission of material that is unlawful, harassing, libelous (untrue and damaging to others), invasive of another's privacy, abusive, threatening, or obscene, or that infringes the rights of others. Customer is solely responsible for any and all improper use of the Software Services that occurs as a direct or indirect result of any act or omission of Customer. Customer will notify Urban SDK immediately of any unauthorized use of the Software Services or any other breach of security that is known or suspected by Customer.
- 7.4. **Professional Services.** With respect to any Professional Services, Customer shall have the following obligations set forth in this Section 7.4.
- a. **Customer Contract Manager.** Customer shall cooperate with Urban SDK in all matters relating to the Professional Services and appoint a Customer employee to serve as the primary contact with respect to this Agreement (the "Customer Contract Manager").
 - b. **Access and Assistance; Customer Materials.** Customer shall provide such access to Customer's premises, facilities, and computer systems and networks as may reasonably be requested by Urban SDK for the purposes of performing the Professional Services. Customer shall respond promptly to any Urban SDK request to provide direction, information, approvals, authorizations or decisions that are reasonably necessary for Urban SDK to perform the Professional Services. Customer shall provide such Customer Materials as set forth in the applicable Statement of Work or as Urban SDK may reasonably request in order to carry out the Professional Services, in a timely manner, and ensure that it is complete and accurate in all material respects.
 - c. **Delay in Performance.** If Urban SDK's performance of its obligations under this Agreement is prevented or delayed by any act or omission of Customer or its agents, subcontractors, consultants or employees, Urban SDK shall not be deemed in breach of its obligations under this Agreement or otherwise liable for any costs, charges or losses sustained or incurred by Customer, in each case, to the extent arising directly or indirectly from

such prevention or delay, and Urban SDK's obligation to perform will be extended based on Urban SDK's reasonable ability to reallocate resources to performing and such delay may result in reasonable additional fees to the extent Urban SDK incurs additional costs due to the delay.

8. **Non-disclosure and confidentiality.**

8.1. Disclosure. Each party may disclose to the other party certain Confidential Information of such party or of such party's associated companies, distributors, licensors, suppliers, or customers. "Confidential Information" means any information that is of value to its owner and is treated as confidential, including trade secrets, technology, information pertaining to business operations and strategies, and information pertaining to customers, pricing, and marketing; "Disclosing Party" refers to the party disclosing Confidential Information hereunder, whether such disclosure is directly from Disclosing Party or through Disclosing Party's employees or agents; and "Recipient" refers to the party receiving any Confidential Information hereunder, whether such disclosure is received directly or through Recipient's employees or agents.

8.2. Requirement of Confidentiality. The Recipient agrees: (a) not to disclose or otherwise make available Confidential Information of the Disclosing Party to any third party without the prior written consent of the Disclosing Party, provided that the Recipient may disclose the Confidential Information of the Disclosing Party to its, and its affiliates, officers, employees, consultants and legal advisors who have a "need to know", who have been apprised of this restriction and who are themselves bound by nondisclosure obligations at least as restrictive as those set forth in this Section 8; (b) to use the Confidential Information of the Disclosing Party only for the purposes of performing its obligations or as otherwise authorized under the Agreement; and (c) to promptly notify the Disclosing Party in the event it becomes aware of any loss or disclosure of any of the Confidential Information of Disclosing Party. Customer acknowledges that the Software Services and documentation are the Confidential Information of Urban SDK. The obligations in this Section 8 shall survive termination and continue for so long as the applicable information constitutes Confidential Information. Confidential Information shall not include information that: (a) is already known to the Recipient without restriction on use or disclosure prior to receipt of such information from the Disclosing Party; (b) is or becomes generally known by the public other than by breach of this Agreement by, or other wrongful act of, the Recipient; (c) is developed by the Recipient independently of, and without reference to, any Confidential Information of the Disclosing Party; or (d) is received by the Recipient from a third party who is not under any obligation to the Disclosing Party to maintain the confidentiality of such information.

8.3. Compelled Disclosure. If the Recipient becomes legally compelled to disclose any Confidential Information, the Recipient shall provide: (a) prompt written notice of such requirement so that the Disclosing Party may seek, at its sole cost and expense, a protective order or other remedy; and (b) reasonable assistance, at the Disclosing Party's sole cost and expense, in opposing such disclosure or seeking a protective order or other limitations on disclosure. If, after providing

such notice and assistance as required herein, the Recipient remains required by law to disclose any Confidential Information, the Recipient shall disclose no more than that portion of the Confidential Information which, on the advice of the Recipient's legal counsel, the Recipient is legally required to disclose and, upon the Disclosing Party's request, shall use commercially reasonable efforts to obtain assurances from the applicable court or agency that such Confidential Information will be afforded confidential treatment.

8.4. Customer Data; Data Use. "Customer Data" means information, data and other content, in any form or medium, that is collected, downloaded or otherwise received, directly or indirectly from Customer or an End User by or through the Services, but does not include any data collected, downloaded or otherwise received, directly or indirectly from any other user of the Services. Customer hereby grants to Urban SDK a non-exclusive license to copy, reproduce, store, distribute, publish, export, adapt, edit and translate Customer Data to the extent reasonably required for the performance of Urban SDK's obligations and the exercise of Urban SDK's rights under this Agreement. Customer warrants to Urban SDK that Customer has the right to provide such Customer Data to Urban SDK in accordance with this Agreement. Additionally, Customer agrees that data derived by Urban SDK from Urban SDK's performance of the Services or input by or feedback from Customer may be used for the purposes of analysis, including statistical analysis, trend analysis, creation of data models, and creation of statistical rules. The results of such analysis ("De-identified Data") may be used by Urban SDK for any lawful purpose both during and following the Term. De-identified Data shall not contain any information that identifies or can be reasonably used to identify an individual person or Customer.

9. Limited Warranty; Disclaimers.

Urban SDK represents and warrants that it will provide the Services in a manner consistent with general industry standards reasonably applicable to the provision thereof and that the Software Services will perform substantially in accordance with the documentation under normal use and circumstances. Each party represents and warrants that it has the legal power and authority to enter into this Agreement. OTHER THAN AS EXPRESSLY SET FORTH IN THIS SECTION 9, EACH PARTY DISCLAIMS ALL WARRANTIES, CONDITIONS, OR REPRESENTATIONS TO THE OTHER PARTY REGARDING THIS AGREEMENT, WHETHER ORAL OR WRITTEN, EXPRESS, IMPLIED, OR STATUTORY. WITHOUT LIMITING THE FOREGOING, ANY IMPLIED WARRANTY OR CONDITION OF MERCHANTABILITY, THE IMPLIED WARRANTY AGAINST INFRINGEMENT, THE IMPLIED WARRANTY OR CONDITION OF FITNESS FOR A PARTICULAR PURPOSE, AND THOSE ARISING FROM A COURSE OF DEALING OR USAGE OF TRADE ARE EXPRESSLY EXCLUDED AND DISCLAIMED BY Urban SDK. NO WARRANTY IS MADE THAT USE OF THE SERVICES WILL BE ERROR FREE OR UNINTERRUPTED, THAT ANY ERRORS OR DEFECTS IN THE SERVICES WILL BE CORRECTED, OR THAT THE SERVICES FUNCTIONALITY WILL MEET CUSTOMER'S REQUIREMENTS. NOTWITHSTANDING ANYTHING TO THE CONTRARY IN THIS AGREEMENT, CUSTOMER ACKNOWLEDGES AND AGREES THAT URBAN SDK MAKES NO REPRESENTATION OR WARRANTY, EXPRESS OR IMPLIED, AS TO ANY THIRD-PARTY HARDWARE, SOFTWARE, PRODUCT OR SERVICE INCLUDED WITH ANY OF THE SERVICES.

10. Limitation of Liability

- 10.1. Exclusion of Damages.** EXCEPT AS OTHERWISE PROVIDED IN SECTION 10.3, IN NO EVENT WILL EITHER PARTY BE LIABLE TO THE OTHER OR TO ANY THIRD PARTY FOR ANY CONSEQUENTIAL, INCIDENTAL, INDIRECT, EXEMPLARY, SPECIAL OR PUNITIVE DAMAGES, INCLUDING LOSS OF USE, REVENUE, PROFIT, OR DATA, WHETHER ARISING OUT OF BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE) OR OTHERWISE, REGARDLESS OF WHETHER SUCH DAMAGE WAS FORESEEABLE AND WHETHER OR NOT SUCH PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.
- 10.2. Liability Cap.** EXCEPT AS OTHERWISE PROVIDED IN SECTION 10.3, IN NO EVENT WILL EITHER PARTY'S LIABILITY ARISING OUT OF OR RELATED TO THIS AGREEMENT, WHETHER ARISING OUT OF OR RELATED TO BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE) OR OTHERWISE, EXCEED THE AGGREGATE AMOUNTS PAID OR PAYABLE TO Urban SDK PURSUANT TO THIS AGREEMENT DURING THE TWELVE (12) MONTH PERIOD PRECEDING THE EVENT GIVING RISE TO THE CLAIM.
- 10.3. Exceptions.** The exclusions and limitations in Section 10.1 and Section 10.2 shall not apply to: (a) damages or other liabilities arising out of or relating to a party's failure to comply with its obligations under Section 8 (Non-Disclosure and Confidentiality); or (b) a party's obligations under Section 11 (Indemnification).

11. Indemnification

- 11.1. Urban SDK Indemnification.** Urban SDK shall defend Customer and its officers, directors, employees, agents, successors and permitted assigns against any third party claim, suit, action or proceeding (each, an "Action") based on a claim that Customer's receipt or use of the Services in accordance with this Agreement infringes any intellectual property right or misappropriates any trade secret of a third party, and shall pay all settlements entered into and damages awarded against Customer to the extent based on such an Action; provided, however, that Urban SDK shall have no obligations under this Section 11.1 with respect to claims to the extent arising out of: (a) any instruction, information, designs, specifications or other materials provided by Customer to Urban SDK; (b) use of the Services in combination with any materials or equipment not supplied to Customer or specified by Urban SDK in writing; or (c) any modifications or changes made to the Services by or on behalf of any person or entity other than Urban SDK. If the Services, or any part thereof, become, or in the opinion of Urban SDK may become, the subject of a claim of infringement or misappropriation, Urban SDK may, at its option: (i) procure for Customer the right to use such Services free of any liability; (ii) replace or modify the Services to make them non-infringing; or (iii) terminate this Agreement and refund to Customer any portion of the fees prepaid by Customer for the infringing Services.
- 11.2. Customer Indemnification.** Customer shall defend Urban SDK and its officers, directors, employees, agents, affiliates, successors and permitted assigns against all Actions based on a claim that any information or materials provided by Customer (including Customer Data), or Urban SDK's receipt or use thereof, infringes any intellectual property right or misappropriates any trade secret of a third party, and shall pay all settlements entered into and damages awarded against Urban SDK to the extent based on such an Action.

11.3. Indemnification Procedures. The party seeking indemnification hereunder shall promptly notify the indemnifying party in writing of any Action and cooperate with the indemnifying party at the indemnifying party's sole cost and expense. The indemnifying party shall immediately take control of the defense and investigation of such Action and shall employ counsel of its choice to handle and defend the same, at the indemnifying party's sole cost and expense. The indemnifying party shall not settle any Action in a manner that adversely affects the rights of the indemnified party without the indemnified party's prior written consent, which shall not be unreasonably withheld or delayed. The indemnified party's failure to perform any obligations under this Section 11.1 shall not relieve the indemnifying party of its obligations under this Section 11.1 except to the extent that the indemnifying party can demonstrate that it has been materially prejudiced as a result of such failure. The indemnified party may participate in and observe the proceedings at its own cost and expense.

12. TERM AND TERMINATION.

12.1. Initial Term. This Agreement shall commence on the Effective Date and shall continue in full force and effect for the initial term set forth on the applicable Ordering Document ("Initial Term"), unless earlier terminated as provided for below. Thereafter, except with respect to any Statements of Work (which shall expire in accordance with their terms), the Initial Term shall automatically renew for successive periods of one (1) year each (each a "Renewal Term" and together with the Initial Term, the "Term"), unless either party provides written notice to the other party at least 30 days prior to the end of the then-current Initial Term or Renewal Term of its intent to not renew the Agreement.

12.2. Termination. Without prejudice to any other remedies and in addition to any other termination rights herein, the parties shall have the right to terminate this Agreement as provided below:

- a. By either party if the other party commits a material breach of this Agreement and such breach remains uncured 30 days after written notice of such breach is delivered to such other party including the failure to pay any fees due to Urban SDK; or
- b. By either party if the other party makes an assignment for the benefit of creditors, or commences or has commenced against it any proceeding in bankruptcy, insolvency, or reorganization pursuant to bankruptcy laws, laws of debtor's moratorium or similar laws.

12.3. Termination of Statement of Work. Either party may terminate any outstanding Statement of Work without terminating the entire Agreement if the other party commits a material breach of such Statement of Work and such breach remains uncured 30 days after written notice thereof is delivered to the other party.

12.4. Effect. Upon termination of this Agreement for any reason, all rights and licenses granted by Urban SDK hereunder to Customer will immediately cease. Customer must retrieve all of its data from the Software Services within thirty (30) days of

the termination or expiration of this Agreement, at which time Urban SDK reserves the right to delete all data.

- 12.5. **Survival.** Termination of this Agreement or any Schedule will not affect the provisions regarding Urban SDK's or Customer's treatment of Confidential Information, provisions relating to the payments of amounts due, indemnification provisions, provisions limiting or disclaiming Urban SDK's liability, or any other terms which by their nature should survive, which provisions will survive such termination.

13. GENERAL

- 13.1. **Governing Law.** This Agreement shall be governed by and construed in accordance with the internal laws of the State of Florida without giving effect to any choice or conflict of law provision or rule. Jurisdiction and venue for purposes of any litigation in connection with this Agreement will be in the relevant federal or state court located in Jacksonville, Florida.
- 13.2. **Conflicting Terms.** Notwithstanding the content of any Customer purchase order or any other document or record, whether in writing or electronic, relating to the subject matter of this Agreement, the terms of this Agreement shall govern and any conflicting, inconsistent, or additional terms contained in such documents shall be null and void.
- 13.3. **Notice.** All communications required or otherwise provided under this Agreement shall be in writing and shall be deemed given when delivered (i) by hand, (ii) by registered or certified mail, postage prepaid, return receipt requested; or (iii) by a nationally recognized overnight courier service; to the address set forth on the applicable Ordering Document, as may be amended by the parties by written notice to the other party in accordance with this Section 13.3.
- 13.4. **Assignment.** Neither party may assign, transfer or delegate any or all of its rights or obligations under this Agreement, without the prior written consent of the other party, which consent shall not be unreasonably withheld or delayed; provided that upon prior written notice to the other party, either party may assign the Agreement to an affiliate of such party or to a successor of all or substantially all of the assets of such party through merger, reorganization, consolidation or acquisition. No assignment shall relieve the assigning party of any of its obligations hereunder. Any attempted assignment, transfer or other conveyance in violation of the foregoing shall be null and void. This Agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective successors and permitted assigns.
- 13.5. **Interpretation.** For purposes of this Agreement, (a) the words "include," "includes" and "including" shall be deemed to be followed by the words "without limitation"; (b) the word "or" is not exclusive; and (c) the words "herein," "hereof," "hereby," "hereto" and "hereunder" refer to this Agreement as a whole. Should any provision of this Agreement require judicial interpretation, the parties agree that the court interpreting or construing the same shall not apply a presumption

that the terms of this Agreement shall be more strictly construed against one party than against another.

- 13.6. **Severability.** In case any one or more of the provisions of this Agreement should be invalid, illegal or unenforceable in any respect, the validity, legality and enforceability of the remaining provisions contained herein shall not in any way be affected or impaired thereby.
- 13.7. **Attorneys' Fees.** In the event that any action, suit, or other legal or administrative proceeding is instituted or commenced by either party hereto against the other party arising out of or related to this Agreement, the prevailing party shall be entitled to recover its reasonable attorneys' fees and court costs from the non-prevailing party.
- 13.8. **Entire Agreement.** This Agreement constitutes the entire agreement between the parties concerning the subject matter hereof and supersedes all written or oral prior agreements or understandings with respect thereto.
- 13.9. **Amendment; Waiver.** This Agreement may only be amended, modified or supplemented by an agreement in writing signed by each party hereto. No waiver by any party of any of the provisions hereof shall be effective unless explicitly set forth in writing and signed by the party so waiving. Except as otherwise set forth in this Agreement, no failure to exercise, or delay in exercising, any rights, remedy, power or privilege arising from this Agreement shall operate or be construed as a waiver thereof; nor shall any single or partial exercise of any right, remedy, power or privilege hereunder preclude any other or further exercise thereof or the exercise of any other right, remedy, power or privilege.
- 13.10. **Force Majeure.** Neither party shall be liable for delay or failure in performing any of its obligations hereunder due to causes beyond its reasonable control, including an act of nature, war, natural disaster, governmental regulations, terrorism, communication or utility failures or casualties or the failures or acts of third parties.
- 13.11. **Equitable Relief.** Each party acknowledges that a breach by a party of Section 3.2 (Restrictions) or Section 8 (Non-Disclosure and Confidentiality) may cause the non-breaching party irreparable damages, for which an award of damages would not be adequate compensation and agrees that, in the event of such breach or threatened breach, the non-breaching party will be entitled to seek equitable relief, including a restraining order, injunctive relief, specific performance and any other relief that may be available from any court, in addition to any other remedy to which the non-breaching party may be entitled at law or in equity. Such remedies shall not be deemed to be exclusive but shall be in addition to all other remedies available at law or in equity, subject to any express exclusions or limitations in this Agreement to the contrary.
- 13.12. **No Third-Party Beneficiaries.** This Agreement is for the sole benefit of the parties hereto and their respective successors and permitted assigns and nothing herein, express or implied, is intended to or shall confer upon any other

person or entity any legal or equitable right, benefit or remedy of any nature whatsoever, under or by reason of this Agreement.

- 13.13. **Relationship of Parties.** Nothing in this Agreement shall constitute or be deemed to constitute a partnership between the parties hereto or constitute or be deemed to constitute one party as agent of the other, for any purpose whatsoever, and neither party shall have the authority or power to bind the other, or to contract in the name of or create a liability against the other, in any way or for any purpose.
- 13.14. **Publicity.** While this Agreement is in effect, Customer grants Urban SDK the right to use Customer's logo and name on Urban SDK's website and promotional materials. Customer shall have the right to require Urban SDK to terminate any such uses at any time by written notice to Urban SDK.
- 13.15. **Counterparts.** This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall be deemed to be one and the same agreement. A signed copy of this Agreement delivered by facsimile, e-mail or other means of electronic transmission shall be deemed to have the same legal effect as delivery of an original signed copy of this Agreement

Support Services Schedule

Support Service Responsibilities

Urban SDK shall provide support services (collectively, "Support Services") for the Software Services in accordance with the provisions of this Schedule. The Support Services are included in the Software Services, and Urban SDK shall not assess any additional fees, costs or charges for such Support Services.

Urban SDK shall use commercially reasonable efforts to:

- correct all failures of any Software Services to be available or otherwise perform in accordance with this Agreement ("Service Errors") in accordance with the Support Service Level Requirements, including by providing defect repair, programming corrections and remedial programming;
- provide unlimited telephone support during the hours of 8 a.m. to 6 p.m. Eastern Time on business days;
- provide unlimited online ticket support outside business hours and on weekends;
- Provide online access to technical support bulletins and other user support information and forums, to the full extent Urban SDK makes such resources available to its other customers; and
- Respond to and resolve Support Requests.

Service Monitoring and Management

Urban SDK shall use commercially reasonable efforts to continuously monitor and manage the Software Services to enable Availability that meets or exceeds the Availability Requirement.

Service Maintenance

Urban SDK shall use commercially reasonable efforts to maintain the Software Services in order to enable Availability that meets or exceeds the Availability Requirement. Such maintenance services shall include using commercially reasonable efforts to provide to Customer:

- all updates, bug fixes, enhancements, new releases, new versions and other improvements to the Software Services, that Urban SDK provides at no additional charge to its other similarly situated customers; and
- all such services and repairs as are required to maintain the Software Services or are ancillary, necessary or otherwise related to Customer's or its End Users' access to or use of the Software Services, so that the Software Services operate properly in accordance with this Agreement.

Support Requests

Customer shall submit its requests for Service Error corrections and they will be classified in accordance with the descriptions set forth in the chart below (each a "Support Request"). Customer shall notify Urban SDK of Support Requests by email, telephone or such other means as the parties may hereafter agree to in writing.

Support Request Classification

Description:

Any Service Error Comprising or Causing any of the Following Events or Effects

Critical Service Error

- Issue affecting entire system or single critical production function;
- System down or operating in materially degraded state; or
- Widespread access interruptions.

High Service Error

- Primary component failure that materially impairs its performance; or
- Data entry or access is materially impaired on a limited basis.

Medium Service Error

- Software Services are operating with minor issues that can be addressed with a work around.

Low Service Error

- Request for assistance, information, services that are routine in nature, or updates that are desired but do not impair system operation or functionality.

Escalation

With respect to any Critical Service Error Support Request, until such Support Request is resolved, Urban SDK shall escalate that Support Request within sixty (60) minutes of the receipt of such Support Request by the appropriate Urban SDK support personnel.

Corrective Action Plan

If two (2) or more Critical Service Errors occur in any thirty (30) day period during (a) the Term or (b) any additional periods during which Urban SDK does or is required to perform any Software Services, Urban SDK shall promptly investigate the root causes of these Service Errors and provide to Customer within five (5) business days of its receipt of notice of the second such Support Request an analysis of such root causes and a proposed written corrective action plan for Customer's review, comment and approval, which, subject to and upon Customer's written approval, shall be a part of, and by this reference is incorporated in, this Agreement as the parties' corrective action plan (the "**Corrective Action Plan**"). The Corrective Action Plan shall include, at a minimum: (x) Urban SDK's commitment to Customer to devote the appropriate time, skilled personnel, systems support and equipment and other resources necessary to resolve and prevent any further occurrences of the Service Errors giving rise to such Support Requests; (y) a strategy for developing any programming, software updates, fixes, patches, etc. necessary to remedy, and prevent any further occurrences of, such Service Errors; and (z) time frames for implementing the Corrective Action Plan. There will be no additional charge for Urban SDK's preparation or implementation of the Corrective Action Plan in the time frames and manner set forth therein.

Termination Rights

If (i) four (4) or more Critical Service Errors occur during a single thirty (30) day period, (ii) eight (8) or more High Service Errors or Critical Service Hours (combined in any combination) occur during a single thirty (30) day period, (iii) eight (8) or more Critical Service Errors occur during a six (6) month period, or sixteen (16) or more High Service Errors or Critical Service Hours (combined in any combination) occur during a six (6) month period, in addition to all other remedies available to Customer, Customer may terminate this Agreement on written notice to Urban SDK with no liability, obligation or penalty to Customer by reason of such termination.

AGENDA MEMO

Police Committee

July 20, 2026

ISSUE STATEMENT

Consideration of an ordinance amending Chapter 10 “BICYCLES, LOW-SPEED ELECTRIC BICYCLES AND PERSONAL MOBILITY DEVICES” of Title 9 “TRAFFIC REGULATIONS” of the City of Darien City Code.

BACKGROUND/HISTORY

On July 21, 2025, the City Council adopted Chapter 10 of Title 9 of the City Code, establishing local regulations for bicycles, low-speed electric bicycles, and personal mobility devices, including a definition of "personal (micromobility) mobility device" tied to the speed and wattage thresholds then in effect under the Illinois Vehicle Code.

Since that adoption, the Illinois General Assembly passed Senate Bill 3484, which establishes a new, separate State-law classification for "electric micromobility devices" (625 ILCS 5/1-117.6). SB 3484 sets a statewide maximum speed of 28 miles per hour for these devices, exempts them from title, registration, and insurance requirements, sets a minimum operating age of 16, and expressly preempts home rule authority to regulate electric micromobility devices except as specifically authorized by the Act (625 ILCS 5/11-1435(o)). The Act also establishes statewide rules for where electric micromobility devices may be operated, including a prohibition on sidewalk operation (625 ILCS 5/11-1435(b)(1)).

Because Chapter 10’s existing "personal (micromobility) mobility device" definition and its associated location restrictions, equipment requirements, and prohibited-use provisions were drafted under previous law, several sections of the chapter will conflict with, or be preempted by, State law.

STAFF/COMMITTEE RECOMMENDATION

Staff recommends approval of the proposed amendment to Chapter 10 “BICYCLES, LOW-SPEED ELECTRIC BICYCLES AND PERSONAL MOBILITY DEVICES” of Title 9 “TRAFFIC REGULATIONS” of the City of Darien City Code, to bring the chapter into conformance with 625 ILCS 5/1-117.6 and 625 ILCS 5/11-1435, as enacted by Senate Bill 3484.

ALTERNATE CONSIDERATION

As recommended.

DECISION MODE

This item will be placed on the July 20, 2026, City Council agenda for formal consideration.

CITY OF DARIEN

TITLE 9 – TRAFFIC REGULATIONS
CHAPTER 10 - “BICYCLES, LOW-SPEED ELECTRIC BICYCLES
AND ~~PERSONAL MOBILITY DEVICES~~” ELECTRIC MICROMOBILITY DEVICES”

REDLINE — PROPOSED AMENDMENTS

Legend: ~~Strikethrough~~ = deleted language — Underline = new language

CHAPTER 10
BICYCLES, LOW-SPEED ELECTRIC BICYCLES AND
~~PERSONAL MOBILITY DEVICES~~ ELECTRIC MICROMOBILITY DEVICES

SECTION

- 9-10-1 Definition
- 9-10-2 Obedience to Traffic-Control Devices
- 9-10-3 Operation of Bicycles, Low-Speed Electric Bicycles, And ~~Personal Mobility Devices~~ Electric Micromobility Devices
- 9-10-4 Location Restrictions
- 9-10-5 Equipment
- 9-10-6 Duty of Parent or Guardian
- 9-10-7 Application of Chapter
- 9-10-8 Penalty

9-10-1 DEFINITION
BICYCLE

Every device propelled by human power upon which any person may ride, having two (2) tandem wheels except scooters and similar devices.

LOW-SPEED ELECTRIC BICYCLE

A bicycle equipped with fully operable pedals and an electric motor of less than 750 watts that meets the requirements of one of the following classes:

- Class 1 low-speed electric bicycle means a low-speed electric bicycle equipped with a motor that provides assistance only when the rider is pedaling and that ceases to provide assistance when the bicycle reaches a speed of 20 miles per hour.
- Class 2 low-speed electric bicycle" means a low-speed electric bicycle equipped with a motor that may be used exclusively to propel the bicycle and that is not capable of providing assistance when the bicycle reaches a speed of 20 miles per hour.
- Class 3 low-speed electric bicycle means a low-speed electric bicycle equipped with a motor that provides assistance only when the rider is pedaling and that ceases to provide assistance when the bicycle reaches a speed of 28 miles per hour.

A "low-speed electric bicycle" is not a moped or a motor driven cycle. Any electric bicycle that is not a low-speed electric bicycle shall be considered a motor driven cycle for purposes of this section. Illinois Vehicle Code (625 ILCS 5/1-140.10).

PERSONAL (micromobility) MOBILITY DEVICE

~~An electric powered or electric assisted device designed to transport only one person with an electric propulsion system of less than 750 watts and that limits the maximum speed of the device to twenty (20) miles per hour or less, such as a motorized or motor-assisted scooter, motorized or motor-assisted skateboard, or any other similar devices. Illinois Vehicle Code 625 ILCS 5/1-140.11 describes a low speed electric scooter as a device weighing less than 100 pounds, with 2 or 3 wheels, handlebars and a floorboard that can be stood upon while riding, that is solely powered by an electric motor and human power and whose maximum speed, with or without human propulsion, is no more than 10 miles per hour. "Low speed electric scooter" does not include a moped or motor driven cycle.~~

ELECTRIC MICROMOBILITY DEVICE

A lightweight, low-speed, electric-powered personal transportation device, including but not limited to an electric scooter, electric skateboard, or electric unicycle, that is capable of a maximum speed of no more than 28 miles per hour. An electric micromobility device is classified as a motor vehicle but is exempt from title, registration, and insurance requirements under the Illinois Vehicle Code, and does not include an electric personal assistive mobility device or a toy vehicle. No driver's license is required to operate an electric micromobility device. The minimum operating age is 16 years.

ELECTRIC PERSONAL ASSISTIVE MOBILITY DEVICE

A self-balancing, 2 non-tandem wheeled device designed to transport only one person with an electric propulsion system that limits the maximum speed of the device to 15 miles per hour or less, including, but not limited to, products marketed under the brand names of "Segway" or "Hoverboard" and other similar self-balancing, 2 non-tandem wheeled products. "Electric personal assistive mobility device" does not include an electric micromobility device.

TOY VEHICLE

Any battery powered ride-on toy that (i) is designed to not exceed 10 miles per hour, (ii) includes any number of wheels or handlebars or a steering wheel and a seat or platform, and (iii) is designed for children under 8 years of age, including, but not limited to, products marketed under the brand names of "Razor" or "Power Wheels" and other similar products.

9-10-2 OBEDIENCE TO TRAFFIC-CONTROL DEVICES:

Any person operating a bicycle shall obey the instructions of official traffic signals, signs and other control devices applicable to vehicles unless otherwise directed by a police officer.

Wherever authorized signs are erected indicating that no right or left or "U" turn is permitted, no person operating a bicycle shall disobey the direction of any such sign, except when such person dismounts from the bicycle to make any such turn, in which event such person shall then obey the regulations applicable to pedestrians.

9-10-3 OPERATION OF BICYCLES, LOW-SPEED ELECTRIC BICYCLES, AND
~~PERSONAL MOBILITY DEVICES~~ELECTRIC MICROMOBILITY DEVICES:

(A) Riding on Bicycles, low-speed electric bicycles, and ~~Personal Mobility Devices~~Electric Micromobility Devices

1. A person operating a bicycle or low-speed electric bicycle shall not ride other than upon or astride the permanent and regular seat attached thereto.
2. A person operating a bicycle or low-speed electric bicycle shall not carry any other person or persons upon such bicycle or low-speed electric bicycle other than upon a firmly attached and regular seat designed and intended for such purpose.
3. No bicycle, low-speed electric bicycle, or ~~Personal Mobility Device~~Electric Micromobility Device shall be used to carry more than one (1) person unless specifically designed for more than one (1) person.

(B) Speed

No person shall operate a bicycle, low-speed electric bicycle, or ~~Personal Mobility Device~~Electric Micromobility Device at a speed greater than is reasonable and prudent under the conditions then existing, or in any case in excess of 20 MPH.

(C) Riding on Right

Every person operating a bicycle or low-speed electric bicycle upon a public street or roadway shall ride as near to the right side thereof as practicable, exercising due care when passing a standing vehicle or one proceeding in the same direction.

(D) Emerging from Alley or Driveway

The operator of a bicycle, low-speed electric bicycle, or ~~Personal Mobility Device~~Electric Micromobility Device emerging from an alley, driveway or building shall, upon approaching a sidewalk or sidewalk area extending across any alleyway, yield the right of way to all pedestrians approaching on said sidewalk area and upon entering the public street or roadway shall yield the right of way to all vehicles approaching on said street or roadway.

~~(E) Duty to Yield~~

~~Whenever a person is riding a bicycle or Personal Mobility Device~~Electric Micromobility Device upon a sidewalk, such person shall yield the right of way to any pedestrian, and shall give an appropriate signal clearly audible to such pedestrian.

~~(F)~~ (E) Clinging to Vehicles

No person riding upon any bicycle, low-speed electric bicycle, or ~~Personal Mobility Device~~Electric Micromobility Device shall attach said bicycle, low-speed electric bicycle, or ~~Personal Mobility Device~~Electric Micromobility Device, or himself, by clinging or otherwise, to any other vehicle.

~~(G)~~ (F) Riding in a Group

Persons operating bicycles, low-speed electric bicycles, or ~~Personal Mobility Device~~Electric Micromobility Devices shall ride in single file.

(H) ~~(G)~~ Carrying Articles

The use of handheld cell phones, or similar devices, while operating a low speed electric bike and/or ~~Personal Mobility Device~~ Electric Micromobility Device is prohibited. The operator of a low speed electric bike and/or ~~Personal Mobility Device~~ Electric Micromobility Device with handlebars shall keep both hands on the handlebars at all times.

(H) ~~(H)~~ Parking

No person shall park a bicycle, low-speed electric bicycle, or ~~Personal Mobility Device~~ Electric Micromobility Device upon a public street or roadway, nor upon a sidewalk except as follows:

1. On a sidewalk in a rack designed and installed for that purpose.
2. On a sidewalk adjacent to a building with the bicycle, low-speed electric bicycle, or ~~Personal Mobility Device~~ Electric Micromobility Device resting on its own standard, provided no part of the bicycle, low-speed electric bicycle, or ~~Personal Mobility Device~~ Electric Micromobility Device shall be more than two and one-half feet (2 1/2') from the adjacent building.

(I) ~~(I)~~ Other Vehicles Prohibited

Electric bicycles other than low speed electric bicycles, ~~or devices that do not meet the definition of Personal Mobility Devices as defined in Section 9-10-1 due to being equipped with a motor of 750 watts or more, or capable of a maximum speed in excess of twenty (20) miles per hour, and devices not meeting the definition of a Personal Mobility Device~~ or electric micromobility device as defined in Section 9-10-1, including any device equipped with a motor of 750 watts or more or capable of a maximum speed in excess of 28 miles per hour, shall not be permitted to be operated on any public right-of-way or on any other public property within the City to include sidewalks and trails.

9-10-4: LOCATION RESTRICTIONS:

(A) Bicycles

Bicycles, other than low-speed electric bicycles, may be operated on any street, sidewalk, or trail in the City.

(B) Low-Speed Electric Bicycles

Low-speed electric bicycles shall be operated only on the street. No person shall operate a low-speed electric bicycle on any sidewalk, or trail within the City.

(C) ~~Personal Mobility Devices~~ Electric Micromobility Devices

~~Personal Mobility Devices~~ Electric Micromobility Devices shall be operated only on the street. may be operated on any sidewalk or trail in the City. No person shall operate a Electric Micromobility Device on any public street, roadway, or alley within the City, except where necessary to cross a street at a designated crosswalk.

(D) Toy Vehicle

Toy Vehicles may be operated on any sidewalk or trail in the city.

9-10-5: EQUIPMENT:

(A) Lamps and Reflectors

Every bicycle, low-speed electric bicycle and ~~Personal Mobility Device~~Electric Micromobility Device when in use at nighttime shall be equipped with a lamp on the front which shall emit a white light visible from a distance of at least five hundred feet (500') to the front and with a red reflector on the rear which shall be visible from all distances from fifty feet (50') to three hundred feet (300') to the rear when directly in front of lawful upper beams of headlamps on a motor vehicle. A lamp emitting a red light visible from a distance of five hundred feet (500') to the rear may be used in addition to the red reflector.

(B) Brakes

Every bicycle, low-speed electric bicycle and ~~Personal Mobility Device~~Electric Micromobility Device shall be equipped with a brake which will enable the operator to make the braked wheel skid on a dry, level, clean pavement.

(C) Alterations to Low-Speed Electric Bicycle or ~~Personal Mobility Device~~Electric Micromobility Device

No person shall knowingly modify a low-speed electric bicycle or ~~Personal Mobility Device~~Electric Micromobility Device to change the manufacturer's speed capability. No person shall operate an altered low-speed electric bicycle or ~~Personal Mobility Device~~Electric Micromobility Device that allows the low-speed electric bicycle or ~~Personal Mobility Device~~Electric Micromobility Device to travel faster than the manufacturer's speed capability.

9-10-6: DUTY OF PARENT OR GUARDIAN:

It shall be unlawful for any parent or guardian to permit any minor child of which they are a parent or guardian to violate any provisions of this chapter.

9-10-7: APPLICATION OF CHAPTER:

The provisions of this Chapter shall apply whenever a bicycle, low-speed electric bicycle, or electric micromobility device ~~or Personal Mobility Device~~ is operated upon any public street, roadway, alley, sidewalk or other public way within the City.

9-10-8: PENALTY:

Every person convicted of a violation of any provision of this Chapter shall be punished by a fine of not less than twenty-five dollars (\$25.00) nor more than seven hundred fifty dollars (\$750.00).

— END OF REDLINE —

Chapter 10, Title 3 — “BICYCLES, LOW-SPEED ELECTRIC BICYCLES
AND ~~PERSONAL MOBILITY DEVICES~~” ELECTRIC MICROMOBILITY DEVICES”

Prepared for City Council consideration — July 20, 2026

CITY OF DARIEN

**TITLE 9 – TRAFFIC REGULATIONS
CHAPTER 10 - “BICYCLES, LOW-SPEED ELECTRIC BICYCLES
AND ELECTRIC MICROMOBILITY DEVICES”**

**CHAPTER 10
BICYCLES, LOW-SPEED ELECTRIC BICYCLES AND
ELECTRIC MICROMOBILITY DEVICES**

SECTION

- 9-10-1 Definition
- 9-10-2 Obedience to Traffic-Control Devices
- 9-10-3 Operation of Bicycles, Low-Speed Electric Bicycles, And Electric Micromobility Devices
- 9-10-4 Location Restrictions
- 9-10-5 Equipment
- 9-10-6 Duty of Parent or Guardian
- 9-10-7 Application of Chapter
- 9-10-8 Penalty

9-10-1 DEFINITION

BICYCLE

Every device propelled by human power upon which any person may ride, having two (2) tandem wheels except scooters and similar devices.

LOW-SPEED ELECTRIC BICYCLE

A bicycle equipped with fully operable pedals and an electric motor of less than 750 watts that meets the requirements of one of the following classes:

Class 1 low-speed electric bicycle means a low-speed electric bicycle equipped with a motor that provides assistance only when the rider is pedaling and that ceases to provide assistance when the bicycle reaches a speed of 20 miles per hour.

Class 2 low-speed electric bicycle means a low-speed electric bicycle equipped with a motor that may be used exclusively to propel the bicycle and that is not capable of providing assistance when the bicycle reaches a speed of 20 miles per hour.

Class 3 low-speed electric bicycle means a low-speed electric bicycle equipped with a motor that provides assistance only when the rider is pedaling and that ceases to provide assistance when the bicycle reaches a speed of 28 miles per hour.

A "low-speed electric bicycle" is not a moped or a motor driven cycle. Any electric bicycle that is not a low-speed electric bicycle shall be considered a motor driven cycle for purposes of this section.

ELECTRIC MICROMOBILITY DEVICE

A lightweight, low-speed, electric-powered personal transportation device, including but not limited to an electric scooter, electric skateboard, or electric unicycle, that is capable of a maximum speed of no more than 28 miles per hour. An electric micromobility device is classified as a motor vehicle but is exempt from title, registration, and insurance requirements under the Illinois Vehicle Code, and does not include an electric personal assistive mobility device or a toy vehicle. No driver's license is required to operate an electric micromobility device. The minimum operating age is 16 years.

ELECTRIC PERSONAL ASSISTIVE MOBILITY DEVICE

A self-balancing, 2 non-tandem wheeled device designed to transport only one person with an electric propulsion system that limits the maximum speed of the device to 15 miles per hour or less, including, but not limited to, products marketed under the brand names of "Segway" or "Hoverboard" and other similar self-balancing, 2 non-tandem wheeled products. "Electric personal assistive mobility device" does not include an electric micromobility device.

TOY VEHICLE

Any battery powered ride-on toy that (i) is designed to not exceed 10 miles per hour, (ii) includes any number of wheels or handlebars or a steering wheel and a seat or platform, and (iii) is designed for children under 8 years of age, including, but not limited to, products marketed under the brand names of "Razor" or "Power Wheels" and other similar products.

9-10-2 OBEDIENCE TO TRAFFIC-CONTROL DEVICES:

Any person operating a bicycle shall obey the instructions of official traffic signals, signs and other control devices applicable to vehicles unless otherwise directed by a police officer.

Wherever authorized signs are erected indicating that no right or left or "U" turn is permitted, no person operating a bicycle shall disobey the direction of any such sign, except when such person dismounts from the bicycle to make any such turn, in which event such person shall then obey the regulations applicable to pedestrians.

9-10-3 OPERATION OF BICYCLES, LOW-SPEED ELECTRIC BICYCLES, AND ELECTRIC MICROMOBILITY DEVICES:

- (A) Riding on Bicycles, low-speed electric bicycles, and Electric Micromobility Devices
 1. A person operating a bicycle or low-speed electric bicycle shall not ride other than upon or astride the permanent and regular seat attached thereto.
 2. A person operating a bicycle or low-speed electric bicycle shall not carry any other person or persons upon such bicycle or low-speed electric bicycle other than upon a firmly attached and regular seat designed and intended for such purpose.

3. No bicycle, low-speed electric bicycle, or Electric Micromobility Device shall be used to carry more than one (1) person unless specifically designed for more than one (1) person.
- (B) **Speed**
No person shall operate a bicycle, low-speed electric bicycle, or Electric Micromobility Device at a speed greater than is reasonable and prudent under the conditions then existing, or in any case in excess of 20 MPH.
 - (C) **Riding on Right**
Every person operating a bicycle or low-speed electric bicycle upon a public street or roadway shall ride as near to the right side thereof as practicable, exercising due care when passing a standing vehicle or one proceeding in the same direction.
 - (D) **Emerging from Alley or Driveway**
The operator of a bicycle, low-speed electric bicycle, or Electric Micromobility Device emerging from an alley, driveway or building shall, upon approaching a sidewalk or sidewalk area extending across any alleyway, yield the right of way to all pedestrians approaching on said sidewalk area and upon entering the public street or roadway shall yield the right of way to all vehicles approaching on said street or roadway.
 - (E) **Clinging to Vehicles**
No person riding upon any bicycle, low-speed electric bicycle, or Electric Micromobility Device shall attach said bicycle, low-speed electric bicycle, or Electric Micromobility Device, or himself, by clinging or otherwise, to any other vehicle.
 - (F) **Riding in a Group**
Persons operating bicycles, low-speed electric bicycles, or Electric Micromobility Devices shall ride in single file.
 - (G) **Carrying Articles**
The use of handheld cell phones, or similar devices, while operating a low speed electric bike and/or Electric Micromobility Device is prohibited. The operator of a low speed electric bike and/or Electric Micromobility Device with handlebars shall keep both hands on the handlebars at all times.
 - (H) **Parking**
No person shall park a bicycle, low-speed electric bicycle, or Electric Micromobility Device upon a public street or roadway, nor upon a sidewalk except as follows:
 1. On a sidewalk in a rack designed and installed for that purpose.
 2. On a sidewalk adjacent to a building with the bicycle, low-speed electric bicycle, or Electric Micromobility Device resting on its own standard, provided no part of the bicycle, low-speed electric bicycle, or Electric Micromobility Device shall be more than two and one-half feet (2 1/2') from the adjacent building.
 - (I) **Other Vehicles Prohibited**
Electric bicycles other than low speed electric bicycles, and devices not meeting the definition of a or electric micromobility device as defined in Section 9-10-1, including any device equipped with a motor of 750 watts or more or capable of a maximum speed in excess of 28 miles per hour, shall not be permitted to be operated on any public right-of-way or on any other public property within the City to include sidewalks and trails.

9-10-4: LOCATION RESTRICTIONS:

- (A) Bicycles
Bicycles, other than low-speed electric bicycles, may be operated on any street, sidewalk, or trail in the City.
- (B) Low-Speed Electric Bicycles
Low-speed electric bicycles shall be operated only on the street. No person shall operate a low-speed electric bicycle on any sidewalk, or trail within the City.
- (C) Electric Micromobility Devices
Electric Micromobility Devices shall be operated only on the street.
- (D) Toy Vehicle
Toy Vehicles may be operated on any sidewalk or trail in the city.

9-10-5: EQUIPMENT:

- (A) Lamps and Reflectors
Every bicycle, low-speed electric bicycle and Electric Micromobility Device when in use at nighttime shall be equipped with a lamp on the front which shall emit a white light visible from a distance of at least five hundred feet (500') to the front and with a red reflector on the rear which shall be visible from all distances from fifty feet (50') to three hundred feet (300') to the rear when directly in front of lawful upper beams of headlamps on a motor vehicle. A lamp emitting a red light visible from a distance of five hundred feet (500') to the rear may be used in addition to the red reflector.
- (B) Brakes
Every bicycle, low-speed electric bicycle and Electric Micromobility Device shall be equipped with a brake which will enable the operator to make the braked wheel skid on a dry, level, clean pavement.
- (C) Alterations to Low-Speed Electric Bicycle or Electric Micromobility Device
No person shall knowingly modify a low-speed electric bicycle or Electric Micromobility Device to change the manufacturer's speed capability. No person shall operate an altered low-speed electric bicycle or Electric Micromobility Device that allows the low-speed electric bicycle or Electric Micromobility Device to travel faster than the manufacturer's speed capability.

9-10-6: DUTY OF PARENT OR GUARDIAN:

It shall be unlawful for any parent or guardian to permit any minor child of which they are a parent or guardian to violate any provisions of this chapter.

9-10-7: APPLICATION OF CHAPTER:

The provisions of this Chapter shall apply whenever a bicycle, low-speed electric bicycle, or electric micromobility device is operated upon any public street, roadway, alley, sidewalk or other public way within the City.

9-10-8: PENALTY:

Every person convicted of a violation of any provision of this Chapter shall be punished by a fine of not less than twenty-five dollars (\$25.00) nor more than seven hundred fifty dollars (\$750.00).

MOTION NO. _____

AGENDA MEMO

Police Committee

July 20, 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.

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

Staff 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 by the staff.

DECISION MODE

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

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

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.

Contents



Executive Summary	1
Company Background.....	3
Company Experience and Personnel.....	8
Project Management	247
Project References.....	248
Scope of Services	273
Investment.....	282
Appendix A	285

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
---	--------------------------------	----------------------

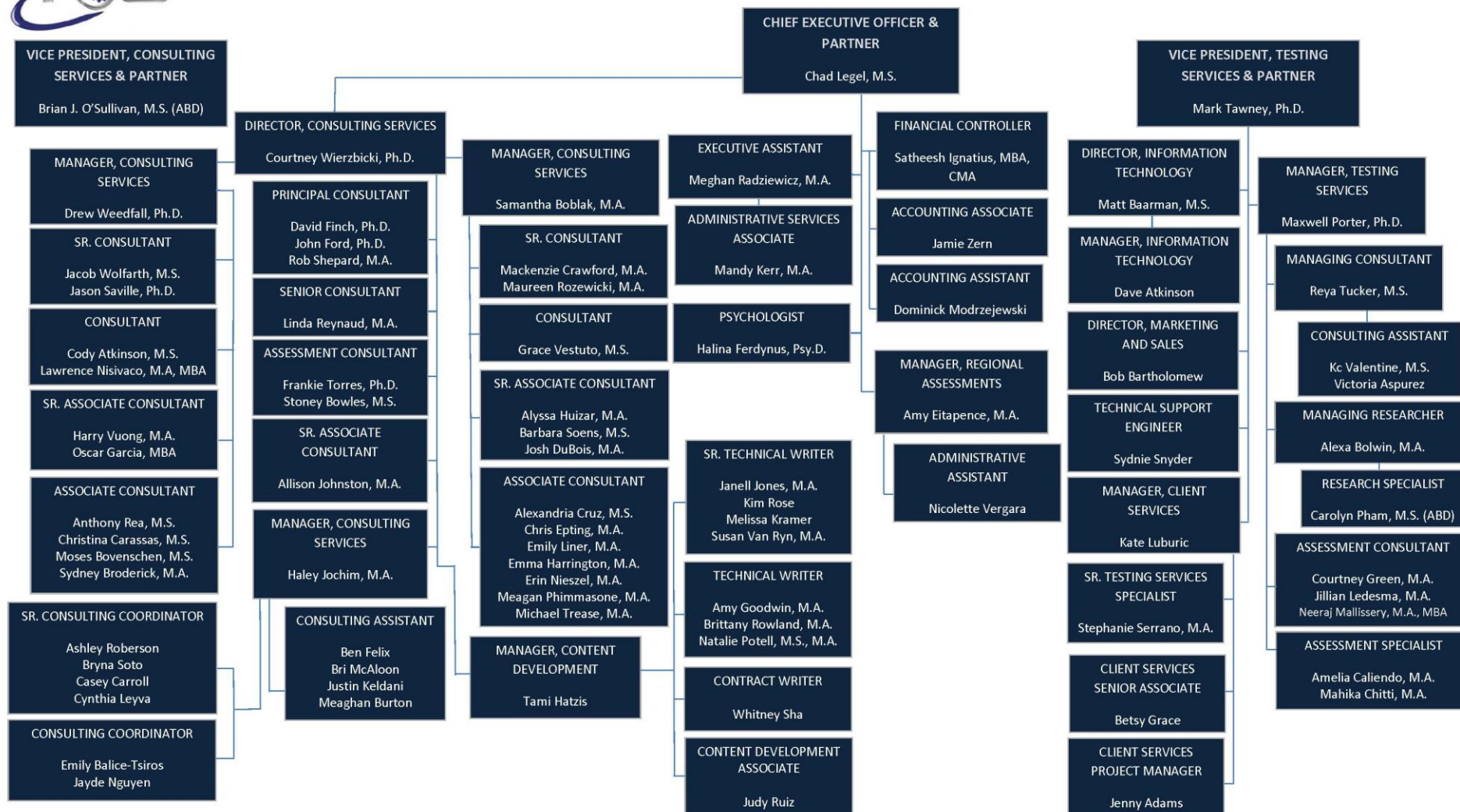
**We also have a large project support team that allows us to apply a great deal of additional resources to a project if need be. This team includes additional associate consultants, job analysts, technical writers, etc.

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. Served as technical expert and legal support for the development, validation, and implementation of entry-level selection process.	2010-2011
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. Developed, implemented and supported statewide web-application system for the delivery of EMT – I-Tech exam program.	2008

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
-----------	---	------

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:

- | | |
|------------------------|---|
| 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 |
|------------------------|---|

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:

- | | |
|-----------------|---|
| 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 |
|-----------------|---|

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
-----------------------	--

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 | <p>Consultant, I/O Solutions, Inc.</p> <ul style="list-style-type: none">• 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.). |
|------------------------|---|

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
--

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

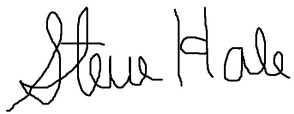
These costs do not include assessor travel @ .725/mile (or current IRS allowable rate at the time of testing), lodging (if required) and meals, which will be billed to the Village at actual costs with digital receipts provided.

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
Police Committee
July 20, 2026

ISSUE STATEMENT

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

BACKGROUND/HISTORY

Staff 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

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

ALTERNATE CONSIDERATION

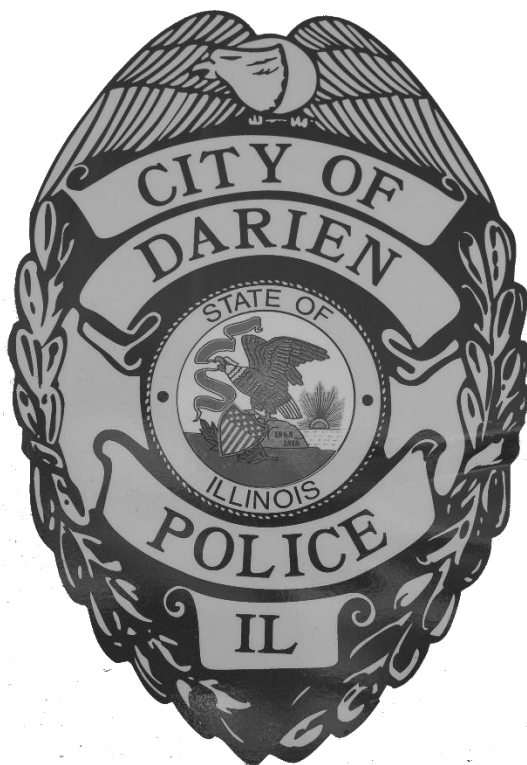
As recommended.

DECISION MODE

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

Darien Police Department

Monthly Report



June 2026

License Plate Reader Cameras (LPR)

The Darien Police Department continues to utilize License Plate Reader (LPR) technology as a lawful and effective investigative tool to enhance public safety. These cameras are used exclusively for legitimate law enforcement purposes, including locating stolen vehicles, apprehending wanted offenders, supporting criminal investigations and locating missing or endangered persons. LPR cameras do not enforce traffic laws, use facial recognition technology, or track individuals.

The program has produced significant investigative results. In two recent commercial burglary investigations involving multiple jurisdictions, detectives used LPR data to identify the suspect vehicle, leading to the arrest of one suspect and the recovery of critical evidence. In the second investigation, detectives identified the vehicle's location through LPR data, impounded it within 48 hours of the crime and executed a search warrant that resulted in the recovery of additional evidence.

Since 2025, officers have leveraged the statewide LPR network in all 14 reported motor vehicle theft investigations. LPR technology also helped detectives locate a suspect wanted for child sexual abuse who had fled to the Rockford area. It enabled officers to locate a suicidal individual whose vehicle was found at a local forest preserve.

The program operates in full compliance with Illinois law, including 625 ILCS 5/2-130, and applicable constitutional standards. Access to LPR data is restricted to authorized personnel, all searches are logged and auditable, and data is retained only as permitted by law before being automatically deleted. The department continues to monitor pending legislation, including HB 5151, which proposes additional statewide standards for data retention, authorized access, and privacy protections and will update its procedures as necessary to remain fully compliant.

LPR technology has become one of the department's most valuable investigative tools, strengthening regional partnerships and helping officers recover stolen vehicles, apprehend offenders, solve serious crimes and locate missing or endangered individuals while maintaining strong privacy safeguards and accountability.

E-Bike & E-Scooter Laws

On July 21, 2025, the City Council adopted Chapter 10 of Title 9 of the City Code, establishing local regulations governing bicycles, low-speed electric bicycles, and personal mobility devices. As part of that ordinance, the City defined “personal (micromobility) mobility devices” based on the speed and wattage thresholds set forth in the Illinois Vehicle Code at that time. The ordinance also addressed where these devices could be operated, along with applicable equipment requirements and prohibited uses.

Since the adoption of Chapter 10, the Illinois General Assembly enacted Senate Bill 3484, which creates a new and distinct statewide classification for “electric micromobility devices” (625 ILCS 5/1-117.6). This legislation establishes uniform regulations across Illinois, including a maximum speed of 28 miles per hour, a minimum operator age of 16, and exemptions from title, registration and insurance requirements. The law also limits home rule authority by preempting local

regulation of electric micromobility devices, except where specifically authorized by statute (625 ILCS 5/11-1435(o)).

Additionally, SB 3484 set standardized operational requirements, including restrictions on where these devices may be used. Notably, the law prohibits operation on sidewalks (625 ILCS 5/11-1435(b)(1)), among other provisions aimed at promoting consistency and public safety statewide. As a result of these changes, portions of the City's existing ordinance are now outdated or in conflict with State law. Proposed revisions have been drafted to bring the City Code into compliance and will be presented for consideration at the July 20, 2026 City Council meeting.

Below is a quick reference guide for electronic mobility devices. A reminder, because a store sells a device does not make it lawful to operate. Parents are reminded to know the law.

POLICE DARIEN ILLINOIS

DARIEN POLICE DEPARTMENT

NEW E-BIKE & SCOOTER LAWS

EFFECTIVE JULY 1, 2026 | DARIEN, ILLINOIS

- STREETS & BIKE LANES** ✓
E-scooters, e-skates & e-unicycles permitted on streets and in bike lanes.
- NO SIDEWALKS**
Prohibited on all sidewalks — state law.
- MAX SPEED 28 MPH LIMIT**
All e-micromobility devices.
- 16+ MIN. AGE**
No driver's license required.
- NO REGISTRATION REQUIRED**
No title, insurance or plates needed.
- TOY VEHICLES STILL OK ON SIDEWALKS**
Under 10 mph, kids under 8.

Illinois State Law — SB 3484
625 ILCS 5/1-117.6 & 625 ILCS 5/11-1435

Person Crime Summary

Offense	YTD 2026	YTD 2025	YTD 2021	1 Year % Change	5 Year % Change	Offenses Cleared	2025 % Cleared	Rate Per 100,000
<u>Homicide Offenses</u>	0	0	0	0.0%	0.0%	0	0.0%	0.0
Murder & Non-Negligent Manslaughter	0	0	0	0.0%	0.0%	0	0.0%	0.0
Negligent Manslaughter	0	0	0	0.0%	0.0%	0	0.0%	0.0
Justifiable Homicide (NOT A CRIME)	0	0	0	0.0%	0.0%	0	0.0%	0.0
<u>Non-Consensual Sex Offenses</u>	3	3	3	0.0%	0.0%	0	0.0%	13.8
Forcible Rape	1	2	1	-50.0%	0.0%	0	0.0%	4.6
Forcible Sodomy	0	0	1	0.0%	-100.0%	0	0.0%	0.0
Sexual Assault with an Object	0	0	0	0.0%	0.0%	0	0.0%	0.0
Forcible Fondling	2	1	1	100.0%	100.0%	0	50.0%	9.2
<u>Assault Offenses</u>	83	80	42	3.8%	97.6%	21	25.3%	382.5
Aggravated Assault	2	0	1	0.0%	100.0%	0	50.0%	9.2
Simple Assault	72	69	34	4.3%	111.8%	19	1.6%	331.8
Intimidation	9	11	7	-18.2%	28.6%	2	3.2%	41.5
<u>Kidnapping</u>	0	0	0	0.0%	0.0%	0	0.0%	0.0
<u>Non-Forcible Sex Offenses</u>	0	0	0	0.0%	0.0%	0	0.0%	0.0
Incest	0	0	0	0.0%	0.0%	0	0.0%	0.0
Statutory Rape	0	0	0	0.0%	0.0%	0	0.0%	0.0
<u>Human Trafficking Offenses</u>	0	0	0	0.0%	0.0%	0	0.0%	0.0
Commercial Sex Acts	0	0	0	0.0%	0.0%	0	0.0%	0.0
Involuntary Servitude	0	0	0	0.0%	0.0%	0	0.0%	0.0
Crimes Against Persons Total	86	83	45	3.6%	91.1%	21	24.4%	396.3

Property Crime Summary

Offense	YTD 2026	YTD 2025	YTD 2021	1 Year % Change	5 Year % Change	Offenses Cleared	2025 % Cleared	Rate Per 100,000
<u>Robbery</u>	0	0	0	0.0%	0.0%	0	0.0%	0.0
<u>Burglary</u>	4	7	10	-42.9%	-60.0%	2	50.0%	18.4
<u>Theft Offenses</u>	54	66	64	-18.2%	-15.6%	0	0.0%	248.9
Pocket Picking	0	0	0	0.0%	0.0%	0	0.0%	0.0
Purse Snatching	0	0	0	0.0%	0.0%	0	0.0%	0.0
Retail Theft	15	24	18	-37.5%	-16.7%	9	60.0%	69.1
Theft from Building	0	0	0	0.0%	0.0%	0	0.0%	0.0
Theft from Coin Operated Machine	0	0	0	0.0%	0.0%	0	0.0%	0.0
Theft from Motor Vehicle	3	7	6	-57.1%	-50.0%	0	0.0%	13.8
Theft of Motor Vehicle Parts	3	1	2	200.0%	50.0%	0	0.0%	13.8
All other Thefts	33	34	38	-2.9%	-13.2%	1	3.0%	152.1
<u>Motor Vehicle Theft</u>	2	4	4	-50.0%	-50.0%	0	0.0%	9.2
<u>Arson</u>	1	0	0	0.0%	0.0%	0	0.0%	4.6
<u>Destruction of Property</u>	24	26	26	-7.7%	-7.7%	6	25.0%	110.6
<u>Forgery</u>	5	1	4	400.0%	25.0%	1	20.0%	23.0
<u>Fraud Offense</u>	45	53	76	-15.1%	-40.8%	0	0.0%	207.4
False Pretenses	25	25	2	0.0%	1150.0%	1	4.0%	115.2
Credit Card Fraud	4	4	5	0.0%	-20.0%	0	0.0%	18.4
Impersonation	2	4	68	-50.0%	-97.1%	2	100.0%	9.2
Welfare Fraud	0	0	0	0.0%	0.0%	0	0.0%	0.0
Wire Fraud	1	0	0	0.0%	0.0%	0	0.0%	4.6
Identity Fraud	12	20	1	-40.0%	1100.0%	1	8.3%	55.3
Computer Hacking	1	0	0	0.0%	0.0%	0	0.0%	4.6
<u>Embezzlement</u>	0	0	0	0.0%	0.0%	0	0.0%	0.0
<u>Extortion</u>	0	0	1	0.0%	-100.0%	0	0.0%	0.0
<u>Bribery</u>	0	0	0	0.0%	0.0%	0	0.0%	0.0
<u>Stolen Property Offenses</u>	1	2	0	-50.0%	0.0%	0	0.0%	4.6
Crimes Against Property Total	136	159	185	-14.5%	-26.5%	9	6.6%	626.8

Total Person & Property Crimes

Offense	YTD 2026	YTD 2025	YTD 2021	1 Year % Change	5 Year % Change	Offenses Cleared	2025 % Cleared	Rate Per 100,000
Crimes Against Persons Total	86	83	45	3.6%	91.1%	0	0.0%	396.3
Crimes Against Property Total	136	159	185	-14.5%	-26.5%	0	0.0%	626.8
Total Person & Property Crimes	222	242	230	-8.3%	-3.5%	0	0.0%	1023.1

Societal Crime Summary

Offense	YTD 2026	YTD 2025	YTD 2021	1 Year % Change	5 Year % Change	Offenses Cleared	2025 % Cleared	Rate Per 100,000
Drug Violations	25	16	66	56.3%	-62.1%	5	20.0%	115.2
Drug Equipment Violations	4	1	0	300.0%	0.0%	0	0.0%	18.4
Gambling Offenses	0	0	0	0.0%	0.0%	0	0.0%	0.0
Pornography	3	0	4	0.0%	-25.0%	0	0.0%	13.8
Prostitution	0	0	0	0.0%	0.0%	0	0.0%	0.0
Weapons Law Violation	3	7	1	-57.1%	200.0%	3	100.0%	13.8
Animal Cruelty	1	0	0	0.0%	0.0%	0	0.0%	4.6
Crimes Against Society Total	36	24	71	50.0%	-49.3%	8	22.2%	165.9
Total Group "A" Offenses	258	266	301	-3.0%	-14.3%	8	3.1%	1189.0

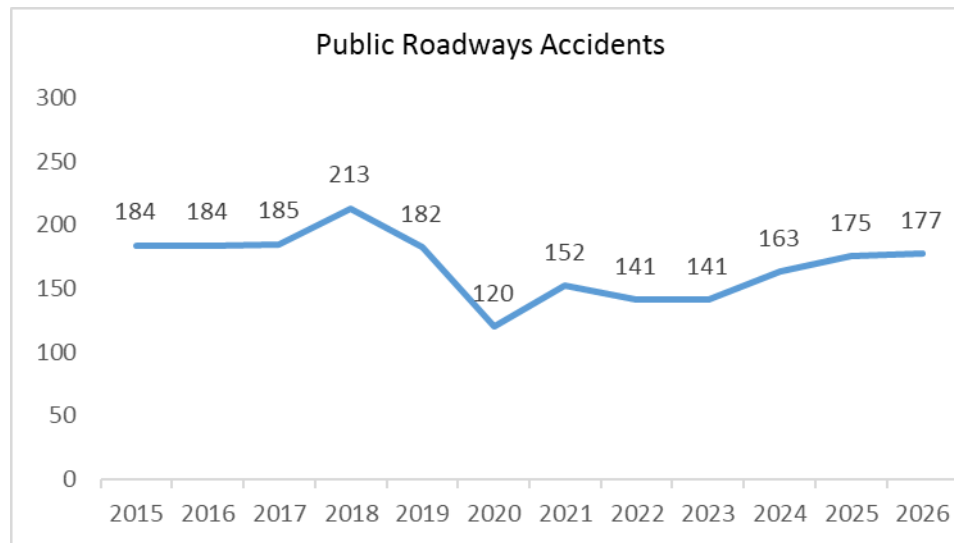
Other Crime Summary

Offense	YTD 2026	YTD 2025	YTD 2021	1 Year % Change	5 Year % Change	Offenses Cleared	2025 % Cleared	Rate Per 100,000
Bad Checks	0	0	0	0.0%	0.0%	0	0.0%	0.0
Curfew	0	0	0	0.0%	0.0%	0	0.0%	0.0
Disorderly Conduct	30	47	21	-36.2%	42.9%	8	26.7%	138.3
DUI	31	31	38	0.0%	-18.4%	13	41.9%	142.9
Family Offenses (Non-Violent)	2	9	9	-77.8%	-77.8%	1	50.0%	9.2
Liquor Law Violation	9	7	10	28.6%	-10.0%	6	66.7%	41.5
Peeping Tom	0	0	0	0.0%	0.0%	0	0.0%	0.0
MRAI	0	0	1	0.0%	-100.0%	0	0.0%	0.0
Trespass	10	14	8	-28.6%	25.0%	5	50.0%	46.1
All Other Crimes	61	66	116	-7.6%	-47.4%	30	49.2%	281.1
Total Group B Offenses	143	174	203	-17.8%	-29.6%	63	44.1%	659.0

Traffic Crash Summary

	YTD 2026	YTD 2025	YTD 2021	YTD 2016	1 Year Change	5 Year Change	10 Year Change
Private Property	80	57	79	105	40.4%	1.3%	31.3%
	YTD 2026	YTD 2025	YTD 2021	YTD 2016	1 Year Change	5 Year Change	10 Year Change
Public Way							
No Injuries	153	158	131	149	-3.2%	16.8%	-2.6%
Injury	24	16	21	34	50.0%	14.3%	41.7%
Fatal	0	0	0	0	0.0%	0.0%	0.0%
Total	177	174	152	183	1.7%	16.4%	3.4%
	YTD 2026	YTD 2025	YTD 2021	YTD 2016	1 Year Change	5 Year Change	10 Year Change
Fatalities	1	1	0	1	0.0%	0.0%	0.0%
Hit & Run	15	17	15	15	-11.8%	0.0%	0.0%
DUI	3	2	4	1	50.0%	-25.0%	-66.7%

Year to Date Crashes



Calls for Service Summary

Citizen Generated Events (Beat & Hour of Day)

	<u>YTD</u> <u>2026</u>	<u>YTD</u> <u>2025</u>	<u>YTD</u> <u>2021</u>	<u>YTD</u> <u>2016</u>	<u>1 Year</u> <u>Change</u>	<u>5 Year</u> <u>Change</u>	<u>10 Year</u> <u>Change</u>
Location							
Beat 1	25.0%	22.8%	22.8%	32.4%	9.6%	9.5%	-22.9%
Beat 2	19.2%	20.1%	21.9%	28.0%	-4.8%	-12.6%	-31.5%
Beat 3	34.9%	37.9%	36.4%	38.2%	-8.0%	-4.2%	-8.6%
Out of Town	0.4%	0.5%	0.3%	1.5%	-22.6%	57.7%	-72.3%
Hour of Day							
0600	53	50	51	58	6.0%	3.9%	-8.6%
0700	94	93	81	105	1.1%	16.0%	-10.5%
0800	102	122	128	159	-16.4%	-20.3%	-35.8%
0900	163	141	145	146	15.6%	12.4%	11.6%
1000	196	178	182	227	10.1%	7.7%	-13.7%
1100	211	173	171	218	22.0%	23.4%	-3.2%
1200	211	203	192	227	3.9%	9.9%	-7.0%
1300	215	199	223	246	8.0%	-3.6%	-12.6%
1400	204	245	204	254	-16.7%	0.0%	-19.7%
1500	238	227	220	258	4.8%	8.2%	-7.8%
1600	251	242	198	251	3.7%	26.8%	0.0%
1700	231	251	202	243	-8.0%	14.4%	-4.9%
Shift 1	2169	2124	1997	2392	2.1%	8.6%	-9.3%
1800	223	188	176	235	18.6%	26.7%	-5.1%
1900	183	192	142	196	-4.7%	28.9%	-6.6%
2000	139	175	135	179	-20.6%	3.0%	-22.3%
2100	149	148	128	151	0.7%	16.4%	-1.3%
2200	129	124	113	152	4.0%	14.2%	-15.1%
2300	97	94	108	111	3.2%	-10.2%	-12.6%
0000	92	72	93	69	27.8%	-1.1%	33.3%
0100	70	68	61	60	2.9%	14.8%	16.7%
0200	59	57	59	62	3.5%	0.0%	-4.8%
0300	48	56	51	35	-14.3%	-5.9%	37.1%
0400	38	41	31	30	-7.3%	22.6%	26.7%
0500	48	35	33	41	37.1%	45.5%	17.1%
Shift 2	1275	1250	1130	1321	2.0%	12.8%	-3.5%
Total	3444	3374	3127	3713	2.1%	10.1%	-7.2%

Calls for Service Summary

Officer Initiated Events (Beat & Hour of Day)

	<u>YTD</u> <u>2026</u>	<u>YTD</u> <u>2025</u>	<u>YTD</u> <u>2021</u>	<u>YTD</u> <u>2016</u>	<u>1 Year</u> <u>Change</u>	<u>5 Year</u> <u>Change</u>	<u>10 Year</u> <u>Change</u>
Location							
Beat 1	7.6%	6.4%	7.1%	28.1%	19.4%	7.5%	-72.8%
Beat 2	5.6%	5.5%	4.9%	28.8%	3.1%	15.2%	-80.5%
Beat 3	10.2%	10.5%	11.0%	32.2%	-3.0%	-7.4%	-68.4%
Out of Town	0.7%	0.6%	1.0%	0.1%	10.0%	-34.7%	407.7%
Hour of Day							
0600	39	40	74	241	-2.5%	-47.3%	-83.8%
0700	71	116	130	710	-38.8%	-45.4%	-90.0%
0800	107	149	163	1114	-28.2%	-34.4%	-90.4%
0900	111	172	172	999	-35.5%	-35.5%	-88.9%
1000	130	138	188	931	-5.8%	-30.9%	-86.0%
1100	101	160	187	759	-36.9%	-46.0%	-86.7%
1200	95	122	185	521	-22.1%	-48.6%	-81.8%
1300	96	114	198	438	-15.8%	-51.5%	-78.1%
1400	90	102	158	339	-11.8%	-43.0%	-73.5%
1500	74	101	205	453	-26.7%	-63.9%	-83.7%
1600	66	64	180	737	3.1%	-63.3%	-91.0%
1700	47	74	111	661	-36.5%	-57.7%	-92.9%
Shift 1	1027	1352	1951	7903	-24.0%	-47.4%	-87.0%
1800	81	117	242	613	-30.8%	-66.5%	-86.8%
1900	118	175	445	538	-32.6%	-73.5%	-78.1%
2000	137	151	322	420	-9.3%	-57.5%	-67.4%
2100	127	148	275	455	-14.2%	-53.8%	-72.1%
2200	144	166	310	314	-13.3%	-53.5%	-54.1%
2300	142	145	280	333	-2.1%	-49.3%	-57.4%
0000	115	101	234	861	13.9%	-50.9%	-86.6%
0100	134	131	194	713	2.3%	-30.9%	-81.2%
0200	95	81	131	609	17.3%	-27.5%	-84.4%
0300	83	52	92	551	59.6%	-9.8%	-84.9%
0400	46	43	44	523	7.0%	4.5%	-91.2%
0500	30	15	29	352	100.0%	3.4%	-91.5%
Shift 2	1252	1325	2598	6282	-5.5%	-51.8%	-80.1%
Total	2279	2677	4549	14185	-14.9%	-49.9%	-83.9%

Traffic Enforcement Summary

Traffic Stops							
	YTD 2026	YTD 2025	YTD 2021	YTD 2016	1 Yr. Change	5 Yr. Change	10 Yr. Change
Total	NA	NA	NA	NA	0.0%	0.0%	0.0%
Citations							
	YTD 2026	YTD 2025	YTD 2021	YTD 2016	1 Yr. Change	5 Yr. Change	10 Yr. Change
Moving Citation	513	408	922	514	25.7%	-44.4%	-0.2%
Moving Warning	1207	1002	1945	591	20.5%	-37.9%	104.2%
Total Moving	1720	1410	2867	1105	22.0%	-40.0%	55.7%
Non-Moving Citation	392	314	433	237	24.8%	-9.5%	65.4%
Non-Moving Warning	613	561	1098	391	9.3%	-44.2%	56.8%
Total Non-Moving	1005	875	1531	628	14.9%	-34.4%	60.0%
Total Warning	1820	1563	3043	982	16.4%	-40.2%	85.3%
Total Citations	905	722	1355	751	25.3%	-33.2%	20.5%
Total Enforcement Actions	2725	2285	4398	1733	19.3%	-38.0%	57.2%
DUI Arrests							
	YTD 2026	YTD 2025	YTD 2021	YTD 2016	1 Yr. Change	5 Yr. Change	10 Yr. Change
Total	31	31	38	NA	0.0%	-18.4%	0.0%
Category							
	YTD 2026	YTD 2025	YTD 2021	YTD 2016	1 Yr. Change	5 Yr. Change	10 Yr. Change
ALCOHOL / CANNABIS	30	8	56	1	275.0%	-46.4%	#####
DISTRACTED	75	76	189	111	-1.3%	-60.3%	-32.4%
EQUIPMENT	265	186	561	148	42.5%	-52.8%	79.1%
INSURANCE	167	141	215	102	18.4%	-22.3%	63.7%
LANE	136	79	148	81	72.2%	-8.1%	67.9%
LICENSE	106	90	214	69	17.8%	-50.5%	53.6%
OTHER	25	29	64	13	-13.8%	-60.9%	92.3%
REGISTRATION	446	446	489	294	0.0%	-8.8%	51.7%
SEAT BELT	9	9	14	11	0.0%	-35.7%	-18.2%
SIGNAL	38	39	69	40	-2.6%	-44.9%	-5.0%
SPEED	901	801	1922	596	12.5%	-53.1%	51.2%
STOP SIGN OR SIGNAL	437	312	379	228	40.1%	15.3%	91.7%
TURNING	46	33	37	16	39.4%	24.3%	187.5%
YIELD	44	36	41	23	22.2%	7.3%	91.3%

Citizen Concern Summary

<u>Location</u>	<u>Issue</u>	<u>Dates Monitored</u>	<u>Police Response</u>
Farmingdale Drive 75 th Street to 79 th Street	Speeding	1/10/25 - 1/24/25	25 Observations / 534 Minutes 3 Warnings / 0 Citations
Walmart Exit to Lyman	Illegal Turn	2/18/26 - 3/18/26	58 Observations / 1525 Minutes 43 Warnings / 2 Citations
69 th / Wilmette	Stop Sign	3/11/26 - 4/22/26	4 Observations / 95 Minutes 2 Warnings / 0 Citations
7900 Blk Bailey Rd	Speeding	3/16/26 - 4/3/26	32 Observations / 700 Minutes 8 Warnings / 4 Citations
Lakeview Dr and Oakley Dr	Illegal Pass	3/20/26 - 4/24/26	18 Observations / 510 Minutes 4 Warnings / 4 Citations
Richmond Ave 71 st Street to 79 th Street	Speeding	4/6/26 - 4/20/26	16 Observations / 352 Minutes 2 Warnings / 0 Citations
Oldfield Rd and Meyer Wood Park	Speeding	4/13/26 - 4/27/26	15 Observations / 312 Minutes 10 Warnings / 0 Citations
8300 Blk Woodland Dr	Illegal Passing	5/11/26 - 5/29/2026	10 Observations / 250 Minutes 0 Warnings / 0 Citations
Cass Ave and I-55	Speeding	5/15/26 - 5/31/26	19 Observations / 475 Minutes 4 Warnings / 8 Citations
79 th St and Nantucket Dr	Speeding	5/29/26 - 6/12/26	14 Observations / 355 Minutes 4 Warnings / 0 Citations
7700 Blk Farmingdale Dr	Speeding	5/29/26 - 6/12/26	7 Observations / 185 Minutes 2 Warnings / 2 Citations