

CITY OF KYLE

Notice of Regular City Council Meeting

Kyle City Hall, 100 W. Center Street,
Kyle, TX 78640

SPECIAL NOTE: Pursuant to the March 16, 2020 proclamation issued by Governor Abbott, this meeting will be held in-person and by videoconference in order to advance the public health goal of limiting face-to-face meetings (also called 'social distancing') to slow the spread of COVID-19. Some City Council members will be present in the chamber while others will attend the meeting via videoconferencing. This meeting can be viewed live online at <https://www.cityofkyle.com/kyletv/kyle-10-live> OR Spectrum10.



Notice is hereby given that the governing body of the City of Kyle, Texas will meet at 7:00 PM on June 16, 2020, at Kyle City Hall, 100 W. Center Street, Kyle, TX 78640, for the purpose of discussing the following agenda.

Posted this 12th day of June, 2020, prior to 6:00 p.m.

I. Call Meeting to Order

II. Approval of Minutes

1. City Council Special Meeting Minutes - June 2, 2020. ~ *Jennifer Vetrano, City Secretary*
2. City Council Meeting Minutes - June 2, 2020. ~ *Jennifer Vetrano, City Secretary*

III. Citizen Comment Period with City Council

The City Council welcomes comments from Citizens early in the agenda of regular meetings. Those wishing to speak are encouraged to sign in before the meeting begins. Speakers may be provided with an opportunity to speak during this time period on any agenda item or any other matter concerning city business, and they must observe the three-minute time limit.

3. Members of the public that wish to provide citizen comment have the following options:
 1. In-Person at Kyle City Hall
 2. Virtual Attendance - Submit the online registration form found at: <https://www.cityofkyle.com/council/citizen-comment-sign>. Registration must be received by 12 p.m. on the day of the meeting.

IV. Appointments

4. Approve appointment of replacement Charter Review Commission Seat 6.
~ *Council Member Michael Tobias*
 - *Lori Huey*

V. City Manager's Report

5. Update on various capital improvement projects, road projects, building program, and/or general operational activities where no action is required. ~ *J. Scott Sellers, City Manager*
 - Stage I drought
 - Kyle Mass Food Distribution Event Update
 - Free COVID-19 Testing Sites

VI. Presentation

6. Juneteenth City Council Proclamation. ~ *Kyle City Council*
7. Presentation on "8 Can't Wait" Policies Nationally. ~ *Jeff Barnett, Chief of Police*
8. Presentation on Kyle Police Department's Policies regarding "8 Can't Wait" and KPD's Standard Operating Procedures. ~ *Jeff Barnett, Chief of Police*
9. Presentation on the role of Civil Service and Kyle Law Enforcement Association. ~ *Dex Ellison, Council Member*
10. CIP/Road Projects and Consent Agenda Presentation. ~ *Travis Mitchell, Mayor*

VII. Consent Agenda

11. Declaring voting machines as surplus and directing the appropriate city staff to return the items to Hart Intercivic in accordance with Ordinance No. 566. ~ *Jennifer Vetrano, City Secretary*
12. PID Holdings, LTD Administrative Expenses Fee Agreement. ~ *J. Scott Sellers,*

City Manager

13. Authorize award and execution of a Purchase Order to ENVISIONWARE INC., Duluth, Georgia, in an amount not to exceed \$18,406.42 for the purchase of two (2) Proline Component Self Checkout Stations, three (3) RFID Staff Circulation Stations, one (1) RFID Security Gate with Counter, and associated software with installation for the Library Department. ~ *Paul Phelan, Director of Library Services*
14. Authorize award and execution of a Purchase Order to ARTISTIC HOLIDAY DESIGNS, Lemont, Illinois, in an amount not to exceed \$55,000.00 for the purchase of (1) Ribbon Christmas Tree for the Mary Kyle Hartson City Square Park. Funding in the amount of 30,000.00 will be provided from the Fiscal Year 2020 approved budget and \$25,000.00 from the next Fiscal Year 2021 budget. ~ *Mariana Espinoza, Director of Parks & Recreation*
15. Approve Plum Creek Phase 1, Section 7C - Final Plat (SUB-20-0117) 80.639 acres; 4 Lots for property located near the southwest corner of Marketplace Ave. and Kohler's Crossing. ~ *Howard J. Koontz, Director of Planning and Community Development*

Planning and Zoning Commission voted 7-0 to approve the final plat.

16. *(Second Reading)* An Ordinance of the City of Kyle, Texas, amending certain provisions of the Kyle Code of Ordinances Chapter 11 Business Regulations, by amending and adding provisions in Article IX, Commercial Towing and Wrecker Services, to clarify requirements relating to certificates, solicitations, qualifications, rotation list procedures, and records management; expanding options for siting vehicle storage facilities; making minor corrections; providing a severability clause, a savings clause, and open meetings clause; repealing Article VI, Towing Services in Chapter 11; and providing for publication, effective date, and related matters. ~ *Jeff Barnett, Chief of Police*

City Council voted 7-0 to approve on First Reading.

17. *(Second Reading)* Approve Ordinance Updates related to the Drainage Master Plan. ~ *Kathy Roecker, Stormwater Management Plan Administrator*

City Council voted 7-0 to approve on First Reading.

18. Authorize staff to compose a letter of support for the Great Springs Project Proposal to the National Park Service for the Rivers, Trails and Conservation Assistance Program. ~ *Mariana Espinoza, Director of Parks & Recreation*
19. Police Headquarters Construction Manager at Risk Bartlett-Cocke Agreement. ~ *Jeff Barnett, Chief of Police*

VIII.Consider and Possible Action

20. *(Postpone Indefinitely)* An Ordinance Amending Chapter 53 (Zoning) of the City of Kyle, Texas, for the purpose of assigning original zoning to approximately 179.33 acres of land from Agriculture 'Ag' to Single Family Residential-Attached 'R-1-A' for property located off of E. Post Road, just north of Quail Ridge Subdivision, in Hays County, Texas. (John H. Spooner Revocable Trust - Z-20-0056) ~ *Howard J. Koontz, Director of Planning and Community Development*

Planning and Zoning Commission brought forth a motion to recommend approval. The motion was denied with at 3-4 vote.

- Public Hearing

21. *(Postpone Until 8/4/20)* An Ordinance Amending Chapter 53 (Zoning) of the City of Kyle, Texas, for the purpose of assign original zoning to approximately 15.48 acres of land from Agriculture 'AG' to Retail Service District 'RS' and to assign original zoning to approximately 12.25 acres of land from Agriculture 'AG' to Multi-Family Residential-3 'R-3-3' for property located on the Southwest corner of Kohler's crossing and I-35 Frontage Road. ~ *Howard J. Koontz, Director of Planning and Community Development*

Planning and Zoning Commission postponed the request until July 28, 2020.

- Public Hearing

22. Consider approval of an Independent Contractor Agreement with Industrial/Organizational Solutions, Inc. for the Kyle Police Department's Professional Assessment Center for Police Ranks Sergeant and Above. ~ *Jeff Barnett, Chief of Police*
23. Discussion and possible action of Utility customers in queue for disconnect. ~ *Tracy Scheel, Council Member*

IX. Executive Session

24. Pursuant to Chapter 551, Texas Government Code, the City Council reserves the right to convene into Executive Session(s) from time to time as deemed necessary during this meeting. The City Council may convene into Executive Session pursuant to any lawful exception contained in Chapter 551 of the Texas Government Code including any or all of the following topics.
1. Pending or contemplated litigation or to seek the advice of the City Attorney pursuant to Section 551.071.
 - Public Transportation
 - Coronavirus Relief Funding
 - Heroes Memorial Park
 - Public Safety Facility
 2. Possible purchase, exchange, lease, or value of real estate pursuant to Section 551.072.
 3. Personnel matters pursuant to Section 551.074.
 4. Convene into executive session pursuant to Section 551.087, Texas

Government Code, to deliberate regarding the offer of economic incentives to one or more business prospects that the City seeks to have locate, stay, or expand in or near the City.

25. Take action on items discussed in Executive Session.

X. Adjourn

At any time during the Regular City Council Meeting, the City Council may adjourn into an Executive Session, as needed, on any item listed on the agenda for which state law authorizes Executive Session to be held

*Per Texas Attorney General Opinion No. JC-0169; Open Meeting & Agenda Requirements, Dated January 24, 2000: The permissible responses to a general member communication at the meeting are limited by 551.042, as follows: "SEC. 551.042. Inquiry Made at Meeting. (a) If, at a meeting of a government body, a member of the public or of the governmental body inquires about a subject for which notice has not been given as required by the subchapter, the notice provisions of this subchapter, do not apply to: (1) a statement of specific factual information given in response to the inquiry; or (2) a recitation of existing policy in response to the inquiry. (b) Any deliberation of or decision about the subject of the inquiry shall be limited to a proposal to place the subject on the agenda for a subsequent meeting."



CITY OF KYLE, TEXAS

2020 0602 Special Minutes

Meeting Date: 6/16/2020

Date time: 7:00 PM

Subject/Recommendation: City Council Special Meeting Minutes - June 2, 2020. ~ *Jennifer Vetrano, City Secretary*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

- ☐ 2020 0602 DRAFT Special Meeting Minutes

SPECIAL CITY COUNCIL MEETING MINUTES

The City Council of the City of Kyle, Texas met in Special Session on June 2, 2020 at Kyle City Hall 100 W. Center Street Kyle, Texas 78640 and due to COVID-19, some members attended virtually at Spectrum 10; <https://www.cityofkyle.com/kyletv/kyle-10-livewith> the following persons present:

Mayor Travis Mitchell
Mayor Pro Tem Rick Koch (VR)
Council Member Dex Ellison (VR)
Council Member Tracy Scheel
Council Member Robert Rizo
Council Member Alex Villalobos
Council Member Michael Tobias
Scott Sellers, City Manager
James Earp, Assistant City Manager
Paige Saenz, City Attorney (VR)
Jerry Hendrix, Chief of Staff
Samantha Armbruster, Communications Dir.
Jennifer Vetrano, City Secretary
Carla Sheridan, Assistant City Secretary
Diana Torres, Economic Dev Director (VR)
Perwez Moheet, Finance Director
Matt Dawson, IT Director
Mariana Espinoza, PARD Director
Howard Koontz, Community Dev Direct

Chris Allen (VR)

I. Call Meeting to Order

Mayor Mitchell called the Special meeting to order at 5:35 p.m. Mayor Mitchell asked the city secretary to call roll.

Present were: Mayor Mitchell, Mayor Pro Tem Koch, Council Member Ellison, Council Member Scheel, Council Member Rizo, Council Member Villalobos, and Council Member Tobias. A quorum was present.

II. Citizen Comment Period with City Council

1. Members of the public that wish to provide citizen comment have the following options:
 1. In-Person at Kyle City Hall
 2. Virtual Attendance Submit the online registration form found at: <https://www.cityofkyle.com/council/citizen-comment-sign>. Registration must be received by 12 p.m. on the day of the meeting.

Mayor Mitchell opened citizen comments at 5:35 p.m. With no one wishing to speak, Mayor Mitchell closed citizen comments at 5:36 p.m.

III. Executive Session

2. Pursuant to Chapter 551, Texas Government Code, the City Council reserves the right to convene into Executive Session(s) from time to time as deemed necessary during this meeting. The City Council may convene into Executive Session pursuant to any lawful

exception contained in Chapter 551 of the Texas Government Code including any or all of the following topics.

1. Pending or contemplated litigation or to seek the advice of the City Attorney pursuant to Section 551.071.
 - Kytex Development Agreement
 - Anthem Elevated Storage
 - 104 S. Burleson
 - City Square Park
2. Possible purchase, exchange, lease, or value of real estate pursuant to Section 551.072.
3. Personnel matters pursuant to Section 551.074.
4. Convene into executive session pursuant to Section 551.087, Texas Government Code, to deliberate regarding the offer of economic incentives to one or more business prospects that the City seeks to have locate, stay, or expand in or near the City.
 - Project Just Peachy
 - 104 S. Burleson

Council Member Scheel read into the record, “Pursuant to Chapter 551, Texas Government Code, the City Council reserves the right to convene into Executive Session(s) from time to time as deemed necessary during this meeting. The City Council may convene into Executive Session pursuant to any lawful exception contained in Chapter 551 of the Texas Government Code including any or all of the following topics: Pending or contemplated litigation or to seek the advice of the City Attorney pursuant to Section 551.071 - Kytex Development Agreement, Anthem Elevated Storage, 104 S. Burleson, and City Square Park; and Convene into executive session pursuant to Section 551.087, Texas Government Code, to deliberate regarding the offer of economic incentives to one or more business prospects that the City seeks to have locate, stay, or expand in or near the City Project Just Peachy, and 104 S. Burleson.”

The City Council convened into executive session at 5:37 p.m.

1. Take action on items discussed in Executive Session.

Mayor Mitchell moved to reconvene into open session. Council Member Scheel seconded the motion. All votes aye; motion carried 7-0.

The City Council reconvened into open session at 7:07 p.m. Mayor Mitchell announced that no action took place in Executive Session and no action would be taken now.

IV. Adjourn

Council Member Scheel moved to adjourn. Council Member Rizo seconded the motion. All votes aye; motion carried 7-0.

With no further business to discuss, the City Council adjourned at 7:07 p.m.

Travis Mitchell, Mayor

Attest:

Jennifer A. Vetrano, City Secretary

DRAFT



CITY OF KYLE, TEXAS

2020 0602 Minutes

Meeting Date: 6/16/2020
Date time: 7:00 PM

Subject/Recommendation: City Council Meeting Minutes - June 2, 2020. ~ *Jennifer Vetrano, City Secretary*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

- 2020 0602 DRAFT Meeting Minutes

REGULAR CITY COUNCIL MEETING MINUTES

The City Council of the City of Kyle, Texas met in Regular Session on June 2, 2020 at Kyle City Hall 100 W. Center Street Kyle, Texas 78640 and due to COVID-19, some members attended virtually at Spectrum 10; <https://www.cityofkyle.com/kyletv/kyle-10-live> with the following persons present:

Mayor Travis Mitchell
Mayor Pro Tem Rick Koch (VR)
Council Member Dex Ellison (VR)
Council Member Tracy Scheel
Council Member Robert Rizo
Council Member Alex Villalobos
Council Member Michael Tobias
Scott Sellers, City Manager
James Earp, Assistant City Manager
Paige Saenz, City Attorney (VR)
Jerry Hendrix, Chief of Staff
Samantha Armbruster, Communications Dir.
Jennifer Vetrano, City Secretary
Carla Sheridan, Assistant City Secretary (VR)
Leon Barba, City Engineer
Kathy Roecker, SWMP Administrator
Diana Torres, Economic Dev Director (VR)
Perwez Moheet, Finance Director (VR)
Matt Dawson, IT Director
Mariana Espinoza, PARD Director (VR)
Aimee Garcia, Asst. Camp Director (VR)
Howard Koontz, Community Dev Director (VR)
Jeff Barnett, Chief of Police (VR)
Harper Wilder, Director of Public Works (VR)
Dan Pruett, Police Officer

Chris Allen (VR)
Gregory Miller (VR)
Francois De Kock (VR)
Ryan Short (VR)
Jason Claunch (VR)
Garrison Maurer
Rodrigo Amaya

I. Call Meeting to Order

Mayor Mitchell called the meeting to order at 7:09 p.m. The Pledge of Allegiance was recited. Mayor Mitchell asked the city secretary to call roll.

Present were: Mayor Mitchell, Mayor Pro Tem Koch, Council Member Ellison, Council Member Scheel, Council Member Rizo, Council Member Villalobos, and Council Member Tobias. A quorum was present.

II. Approval of Minutes

1. City Council Special Meeting Minutes - April 21, 2020. ~ *Jennifer Vetrano, City Secretary*
2. City Council Meeting Minutes - April 21, 2020. ~ *Jennifer Vetrano, City Secretary*
3. City Council Special Meeting Minutes - May 5, 2020. ~ *Jennifer Vetrano, City Secretary*

4. City Council Meeting Minutes - May 5, 2020. ~ *Jennifer Vetrano, City Secretary*
5. City Council Special Meeting Minutes - May 19, 2020. ~ *Jennifer Vetrano, City Secretary*
6. City Council Meeting Minutes - May 19, 2020. ~ *Jennifer Vetrano, City Secretary*

Mayor Mitchell brought forward the minutes for discussion.

Council Member Scheel moved to approve the minutes of the April 21, 2020 Special Council Meeting, the minutes of the April 21, 2020 Council Meeting, the minutes of the May 5, 2020 Special Council Meeting, the minutes of the May 5, 2020 Council Meeting, the minutes of the May 19, 2020 Special Council Meeting minutes, and the minutes of the May 19, 2019 Council Meeting. Council Member Ellison seconded the motion. All votes aye; motion carried 7-0.

III. Citizen Comment Period with City Council

7. Members of the public that wish to provide citizen comment have the following options:
 1. In-Person at Kyle City Hall
 2. Virtual Attendance - Submit the online registration form found at: <https://www.cityofkyle.com/council/citizen-comment-sign>. Registration must be received by 12 p.m. on the day of the meeting.

Mayor Mitchell opened citizen comments at 7:11 p.m. With no one wishing to speak, Mayor Mitchell closed citizen comments at 7:12 p.m.

IV. Presentation

8. Report on Kyle Mass Food Distribution event. ~ *Robert Rizo, Council Member*

Mayor Mitchell brought forward Item No. 8 for discussion and gave the floor to Council Member Rizo. No action was taken.

9. Task force update on Police Headquarters Construction. ~ *Jeff Barnett, Chief of Police*

Mayor Mitchell brought forward Item No. 9 for discussion. Chief Barnett presented the item. No action was taken.

10. CIP/Road Projects and Consent Agenda Presentation. ~ *Travis Mitchell, Mayor*

Mayor Mitchell brought forward Item No. 10 for discussion. Mr. Barba presented the item. No action was taken.

V. Consent Agenda

Mayor Mitchell asked if there were any items to be pulled from the Consent Agenda. There were none. Mayor Mitchell brought forward Item Nos. 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, and 23.

11. Approve conveyance of a 20' utility easement to Pedernales Electric Cooperation, Inc. of Johnson City, Texas, to provide temporary electrical service to a construction trailer for Archer Western Contractors, LLC. during the construction of the wastewater treatment plant expansion. ~ *Leon Barba, P.E., City Engineer*
12. Approve dedication of right of way for two streets (Burnham and Benner) for Plum Creek Uptown from PC Operating Partners, Ltd. ~ *Leon Barba, P.E., City Engineer*
13. Approve the conveyance of a wastewater line easement to the City of Kyle, Hays County, Texas from Hays County, Texas for the relocation of a City wastewater force main due to the proposed Dacy Lane Road Improvements. ~ *Leon Barba, P.E., City Engineer*
14. Approve a proposal with American Fireworks in an amount not to exceed \$30,000.00 for the 2020 4th of July Fireworks. ~ *Mariana Espinoza, Director of Parks & Recreation*
15. (*Second Reading*) An Ordinance of the City of Kyle, Texas, ("City") providing for utilities to be installed underground; and providing for related matters. ~ *James R. Earp, Assistant City Manager*

City Council voted 7-0 to approve on first reading.
16. Approve the acceptance of a sidewalk easement at 910, 920, 930 Kohlers Crossing from Park PC II, LP. ~ *Leon Barba, P.E., City Engineer*
17. Approve Amendment No. 2 to Task Order No. 2 to HDR ENGINEERING, INC., Austin, Texas, in the amount of \$189,650.00 increasing the total contract amount not to exceed \$417,315.00 for providing a Preliminary Engineering Report for the proposed FM 1626 Pump Station Improvements. ~ *Leon Barba, P.E., City Engineer*
18. Approve Majestic Industrial Park Replat of Lots 2 and 3, Block 1 - (SUB-20-0126) 30.810 acres; 2 Commercial Lots for property located on the southwest corner of Kyle Crossing and Kohler's Crossing. ~ *Howard J. Koontz, Director of Planning and Community Development*

Planning and Zoning Commission voted 5-0 to approve the replat.
19. Approve amendment No. 3 to STATESIDE RIGHT OF WAY SERVICES, LLC., Fort Worth, Texas, in the amount of \$10,000.00 for a total contract amount not to exceed \$77,000.00 for acquiring easements associated with the Southside Wastewater Improvements Project. ~ *Leon Barba, P.E., City Engineer*
20. (*First Reading*) Approve an Amendment to Chapter 38 to Include a Utility Notification Policy. ~ *Leon Barba, P.E., City Engineer*
21. Approve rental agreement with Satellite Shelters, Inc. for a mobile office trailer for the 2020 Summer Camp Program. ~ *Mariana Espinoza, Director of Parks & Recreation*
22. An Ordinance of the City of Kyle, Texas Extending a Disaster Declaration for the City of Kyle and Providing for a Penalty and Enforcement. ~ *Travis Mitchell, Mayor*

23. Second Amendment to the Development Agreement between City of Kyle, Texas, and Intermandeco GP, LLC or Assigns. ~ *James R. Earp, Assistant City Manager*

Council Member Villalobos moved to approve Consent Agenda Item Nos. 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, and 23. Council Member Rizo seconded the motion. All votes aye; motion carried 7-0. Item No. 20 was finally passed after Item No. 24.

VI. Consider and Possible Action

24. *(First and Final Reading)* Approve an Ordinance authorizing the issuance of City of Kyle, Texas Combination Tax and Revenue Certificates of Obligation, Series 2020, in a principal amount not to exceed \$33,955,000.00 to pay for the City's wastewater treatment plant expansion and associated costs; authorizing the sale thereof; and enacting provisions incident and related to the issuance of said bonds. ~ *Perwez A. Moheet, CPA, Director of Finance*

Mayor Mitchell brought forward Item No. 24 for discussion. Mr. Moheet presented the item. He introduced Chris Allen, the City's Financial Advisor, who provided information related to the City's credit rating and this bond transaction. Mr. Barba also provided information. Mr. Allen also mentioned the good job he felt Mr. Moheet does for the City of Kyle. Mr. Allen also mentioned great SNP ratings regarding strong management, strong liquidity, and reserves for the City of Kyle.

Mayor Mitchell moved to approve an Ordinance authorizing the issuance of City of Kyle, Texas Combination Tax and Revenue Certificates of Obligation, Series 2020, in a principal amount not to exceed \$33,955,000.00 to pay for the City's wastewater treatment plant expansion and associated costs; authorizing the sale thereof; and enacting provisions incident and related to the issuance of said bonds. Council Member Scheel seconded the motion. All votes aye; motion carried 7-0.

There was discussion after the motion. After the vote, Council Member Scheel asked whether Item No. 20 could be finally approved. With no objections, Mayor Mitchell stated the item was finally passed.

25. Approve a Resolution to Adopt the City of Kyle Drainage Master Plan (DMP) and *(First Reading)* of Ordinance Updates related to the DMP. ~ *Kathy Roecker, Stormwater Management Plan Administrator*

Mayor Mitchell brought forward Item No. 25 for discussion. Ms. Roecker presented the item.

Council Member Ellison moved to approve the Ordinance updates related to the Drainage Master Plan. Council Member Scheel seconded the motion.

There was discussion on the motion. Council Member Ellison gave kudos to staff, particularly Ms. Roecker.

Ms. Roecker stated that she would prefer it come back for a second reading. Mayor Mitchell objected to the Ordinance being finally passed.

All votes aye; motion carried 7-0.

After Item No. 25, Mayor Mitchell asked whether there are any objections to having Item No. 22 finally passed. There were none.

26. Council discussion to establish staff direction of the recommendation for the finalist candidate of the City's next Comprehensive Plan. ~ *Howard J. Koontz, Director of Planning and Community Development*

Mayor Mitchell brought forward Item No. 26 for discussion. Mr. Koontz presented the item. Francois De Kock and Ryan Short presented on the item. Jason Claunch also provided information.

Mayor Mitchell moved to direct staff to forego pursuit of this vendor for the contract for the Comprehensive plan and instead bring back a proposal to Council that includes the process for going through a revision similar to what we did in 2017, that includes at a minimum one Saturday morning workshop with the Planning and Zoning Commission. Council Member Villalobos seconded the motion.

There was discussion on the motion. Council Member Ellison stated that it is still important to engage regarding the Comprehensive Plan. Mayor Pro Tem Koch stated that he concurs with. He spoke about best practices and green space being areas where this Council is laser focused. He would like input from Planning & Zoning and move forward from there.

Mayor Mitchell requested a Roll Call Vote. Mayor Mitchell voted aye; Council Member Ellison voted aye; Council Member Scheel voted aye; Council Member Villalobos voted aye; Council Member Tobias voted aye; Mayor Pro Tem Koch voted aye; and Council Member Rizo voted aye. All votes aye; motion carried 7-0.

Mayor Mitchell called a recess at 8:57 p.m.

Mayor Mitchell moved to reconvene. Council Member Rizo seconded the motion. All votes aye; motion carried 7-0.

The Council reconvened at 9:12 p.m.

27. *(First Reading)* An Ordinance of the City of Kyle, Texas, amending certain provisions of the Kyle Code of Ordinances Chapter 11 Business Regulations, by amending and adding provisions in Article IX, Commercial Towing and Wrecker Services, to clarify requirements relating to certificates, solicitations, qualifications, rotation list procedures, and records management; expanding options for siting vehicle storage facilities; making minor corrections; providing a severability clause, a savings clause, and open meetings clause; repealing Article VI, Towing Services in Chapter 11; and providing for publication, effective date, and related matters. ~ *Jeff Barnett, Chief of Police*

Mayor Mitchell brought forward Item No. 27 for discussion. Chief Barnett presented the item. Garrison Maurer was called to speak as registered in favor of Item No. 27. He stated that he was one of the ones who suggested this change to provide flexibility to be close to the City of Kyle.

He stated that there used to be no regulation to have storage in the City Limits. He stated that citizens do not want a junk yard in the City, and it does not benefit the City to have a junkyard in its limits. He spoke about 18-wheelers that can take the cars out to Austin or San Antonio. He stated that if he is going to invest locally, he would like requirements to keep the vehicles local.

Chief Barnett addressed heavy duty wreckers versus the standard wreckers and requested to further research issues related to this matter rather than address it at this time.

Rodrigo Amaya was called to speak as registered in favor of Item No. 27. He stated that he used to be a wrecker driver and before that he was an officer, so he stated he has seen both sides. He stated that it is a complicated business. Mr. Amaya continued that this would open more wrecker companies to allow storage in the ETJ. He stated that people were having to track down their vehicles in other cities and that is why this came forward. He is supportive of the changes.

Council discussion took place.

Mr. Maurer spoke about a local situation in which a property owner was "grandfathered" in for use as a vehicle storage facility.

Mayor Mitchell moved to approve an Ordinance of the City of Kyle, Texas, amending certain provisions of the Kyle Code of Ordinances Chapter 11 Business Regulations, by amending and adding provisions in Article IX, Commercial Towing and Wrecker Services, to clarify requirements relating to certificates, solicitations, qualifications, rotation list procedures, and records management; expanding options for siting vehicle storage facilities; making minor corrections; providing a severability clause, a savings clause, and open meetings clause; repealing Article VI, Towing Services in Chapter 11; and providing for publication, effective date, and related matters. Council Member Villalobos seconded the motion.

There was discussion on the motion. Mr. Sellers stated that he wants to address Council Member Rizo's question about the ETJ. He stated that the city does not have necessarily the teeth in the ETJ that we would in the city limits but is permitted through TDLR. Mr. Sellers said, even though we do not have that ability, it is regulated through TDLR. Council Member Rizo stated that those vehicles would have to be secure-locked. Mr. Sellers confirmed that is required by TDLR. Council Member Tobias stated that it is good to have the requirements for accessibility purposes, especially for out-of-state owners and/or out-of-towners. All votes aye; motion carried 7-0.

Mayor Mitchell asked the two citizen speakers whether this item should be finally passed, or whether they would like to approach the Chief with regards to those other potential amendments. Council Member Scheel stated that she would like to ask Chief Barnett more so than the citizen speakers. Mayor Mitchell stated that the ordinance will come back for second reading.

28. Discussion and possible action regarding No Parking and Fire Lane Painting Standards.
~ Travis Mitchell, Mayor

Mayor Mitchell brought forward Item No. 28 for discussion and presented the item. No action was taken.

VII. City Manager's Report

29. Update on various capital improvement projects, road projects, building program, and/or general operational activities where no action is required. ~ *J. Scott Sellers, City Manager*

Mr. Sellers spoke about status of rioting and protests locally. He spoke of a community prayer to be held tomorrow at the police department at 8:30 a.m. Mr. Sellers mentioned being proactive instead of reactive. He spoke about general threats against police officers, which are being monitored.

VIII. Executive Session

30. Pursuant to Chapter 551, Texas Government Code, the City Council reserves the right to convene into Executive Session(s) from time to time as deemed necessary during this meeting. The City Council may convene into Executive Session pursuant to any lawful exception contained in Chapter 551 of the Texas Government Code including any or all of the following topics.
1. Pending or contemplated litigation or to seek the advice of the City Attorney pursuant to Section 551.071.
 - Kytex Development Agreement
 - Anthem Elevated Storage
 - 104 S. Burleson
 - City Square Park
 2. Possible purchase, exchange, lease, or value of real estate pursuant to Section 551.072.
 3. Personnel matters pursuant to Section 551.074.
 4. Convene into executive session pursuant to Section 551.087, Texas Government Code, to deliberate regarding the offer of economic incentives to one or more business prospects that the City seeks to have locate, stay, or expand in or near the City.
 - Project Just Peachy
 - 104 S. Burleson

Council Member Scheel read into the record, "Pursuant to Chapter 551, Texas Government Code, the City Council reserves the right to convene into Executive Session(s) from time to time as deemed necessary during this meeting. The City Council may convene into Executive Session pursuant to any lawful exception contained in Chapter 551 of the Texas Government Code including any or all of the following topics: Pending or contemplated litigation or to seek the advice of the City Attorney pursuant to Section 551.071 - Anthem Elevated Storage."

The City Council convened into executive session at 10:11 p.m.

31. Take action on items discussed in Executive Session.

The City Council reconvened into open session at 10:36 p.m. Council Member Scheel announced that no action took place in Executive Session and no action would be taken now.

IX. Adjourn

Council Member Villalobos moved to adjourn. Council Member Tobias seconded the motion. Motion carried 6-1 with Council Member Dex Ellison dissenting.

With no further business to discuss, the City Council adjourned at 10:37 p.m.

Travis Mitchell, Mayor

Attest:

Jennifer A. Vetrano, City Secretary

DRAFT



CITY OF KYLE, TEXAS

Charter Review Commission 2020

Meeting Date: 6/16/2020

Date time: 7:00 PM

Subject/Recommendation: Approve appointment of replacement Charter Review Commission Seat 6. ~ *Council Member Michael Tobias*

- *Lori Huey*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

City Manager's Report

Meeting Date: 6/16/2020

Date time: 7:00 PM

Subject/Recommendation: Update on various capital improvement projects, road projects, building program, and/or general operational activities where no action is required. ~ *J. Scott Sellers, City Manager*

- Stage I drought
- Kyle Mass Food Distribution Event Update
- Free COVID-19 Testing Sites

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

Juneteenth Proclamation

Meeting Date: 6/16/2020

Date time:7:00 PM

Subject/Recommendation: Juneteenth City Council Proclamation. ~ *Kyle City Council*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

8 Can't Wait

Meeting Date: 6/16/2020
Date time: 7:00 PM

Subject/Recommendation: Presentation on "8 Can't Wait" Policies Nationally. ~ *Jeff Barnett, Chief of Police*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

KPD - 8 Can't Wait

Meeting Date: 6/16/2020

Date time: 7:00 PM

Subject/Recommendation: Presentation on Kyle Police Department's Policies regarding "8 Can't Wait" and KPD's Standard Operating Procedures. ~ *Jeff Barnett, Chief of Police*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

Civil Service

Meeting Date: 6/16/2020

Date time: 7:00 PM

Subject/Recommendation: Presentation on the role of Civil Service and Kyle Law Enforcement Association. ~ *Dex Ellison, Council Member*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

CIP/Road Projects Update

Meeting Date: 6/16/2020

Date time:7:00 PM

Subject/Recommendation: CIP/Road Projects and Consent Agenda Presentation. ~ *Travis Mitchell, Mayor*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

Hart Intercivic Equipment

Meeting Date: 6/16/2020

Date time: 7:00 PM

Subject/Recommendation: Declaring voting machines as surplus and directing the appropriate city staff to return the items to Hart Intercivic in accordance with Ordinance No. 566. ~ *Jennifer Vetrano, City Secretary*

Other Information: The City purchased two e-Slates and three DAUs (Disabled Access Units) from Hart Intercivic for use through County Elections. The County upgraded its equipment last year and returned the machines to the City to be returned to Hart Intercivic. They have no value or other available use to the City.

Legal Notes:

Budget Information: Funds are available for this Purchase Order from the Fiscal Year 2020 approved budget of the Library Department.

ATTACHMENTS:

Description

- ☐ Ord. 566
- ☐ HVS_End_of_LS_Affidavit_HaysCountyTX_20190815

ORDINANCE NO. 566

AN ORDINANCE OF THE CITY OF KYLE, TEXAS, ESTABLISHING A PROCEDURE FOR DISPOSING OF SURPLUS, SALVAGE, AND JUNK PROPERTY; AUTHORIZING DISPOSAL OF SURPLUS AND SALVAGE PROPERTY; PROVIDING PROCEDURES FOR DISPOSITION OF SUCH PROPERTY; PROVIDING AN EFFECTIVE DATE, SEVERABILITY, AND OPEN MEETINGS CLAUSE.

Whereas, the City of Kyle, Texas (the “City”) owns personal property that was formerly used by the City, but is no longer of any use to the City, due to obsolescence, damage, replacement by newer property, and the like;

Whereas, the City operations require replacement of personal property from time to time to maintain operations with adequate equipment for which the City budgets and plans for through the budget process and capital plans;

Whereas, some personal property becomes unusable or degrades to the point that the property is no longer suitable for its intended use; and

Whereas, the City Council wishes to establish a procedure for disposing of such surplus and salvage property;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KYLE, TEXAS, THAT:

Section 1. Findings of Fact. The findings and recitations set out in the preamble of this Ordinance are found to be true and correct and that they are hereby adopted by the City Council and made a part hereof for all purposes.

Section 2. Definitions. The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

“Salvage property” or “Junk property” means personal property, other than items routinely discarded as waste, that because of use, time, accident, or any other cause is so worn, damaged, or obsolete that it has no value for the purpose for which it was originally intended and the cost of seeking competitive bid exceeds the value of the property or the property has been competitively bid without successful receipt of a response.

“Surplus property” means personal property that:

- (A) is not salvage property or items routinely discarded as waste; and,
- (B) is not currently needed by the City; and,
- (C) is not required for the City’s foreseeable needs; and,
- (D) possesses some usefulness for the purpose for which it was intended.

Section 3. Applicability. This ordinance shall apply to personal property owned by the City that is either (a) salvage property or junk property; or (b) surplus property. Both herein collectively referred to as “excess property”.

Section 4. Duties of Department Heads. Department heads shall periodically assess and determine the status of personal property within the possession and control of the department. Personal property requiring replacement shall be budgeted and scheduled for phasing out. Department heads shall account for all property in the possession and control of the department and, at least annually, provide the City Manager with a list of personal property which has become excess property. The department shall maintain all property until proper authorization has been received to dispose of the excess property. Salvage property with an original value of \$10.00 or less, such as pens, disposable office supplies, pool supplies, etc., which have become worn, damaged or fully utilized may be discarded without necessity of authorization from the City Manager.

Section 5. Authority of City Manager. The City Manager shall review and evaluate the appropriateness of declaring personal property excess property at the recommendation of the department head. Excess property of one department which is needed in another department or branch of the City shall be transferred to such department without being deemed excess property. All other excess property shall be considered for disposal or conveyance pursuant to the procedures of this ordinance.

Section 6. Disposal of Property. Authorization herein to dispose of excess property is authorization to use best efforts to dispose of excess property for the highest price without costing the City more to dispose of such property.

a. During the budget process, the City Manager shall identify major equipment for which a title is held in the name of the City, such as cars, which will be replaced with new equipment or otherwise liquidated, and shall include such information in the budget. Items identified for replacement in the budget shall be authorized to be disposed of as surplus or, if qualifying, salvage property without further action of the City Council, in a manner set forth in this ordinance.

b. Salvage or junk property may be utilized as a trade-in on new property of the same general type without further action by the City Council. Surplus property may be utilized as a trade-in on new property of the same general type upon approval of the City Council.

c. Salvage or junk property constituting scrap, for which undertaking to sell the property under Section 7 would likely result in no bids or a bid price that is less than the City’s expenses required for the bid process, may be destroyed or otherwise disposed of as worthless without further action of the City Council, or may be offered to a qualifying non-profit or civic organization upon approval of the City Council.

d. Surplus property shall be offered for competitive bid as set forth in Section 7 without further action of the City Council, or may be offered to a qualifying non-profit or civic

organization upon approval by the City Council provided the organization services to the City are sufficient to authorize such transfer.

e. A qualifying non-profit or civic organization receiving excess property from the City must provide the City with adequate compensation, such as relieving the City of transportation or disposal expenses related to the property.

f. Excess property receiving no bids in an auction or competitive bids may be deemed salvage property and may be disposed of in a manner provided in this ordinance.

g. Property in the possession of the City Police Department subject to disposal standards of the Code of Criminal Procedure or other property in any departments possession for which another statute requires specific procedures for disposal shall follow the procedures set forth therein.

Section 7. Competitive Bidding. Surplus property required to be bid shall be sold either through an approved auction facility or through competitive bid. Notice of a bid shall include a description of the surplus property to be sold, and the date and time sealed bids will no longer be accepted. The highest, qualifying, bidders shall be sold the surplus property. Notice shall be included in the official newspaper at least twice with the first notice being at least fourteen days before the sale and the second being one week later. Notice shall also be posted on the City's official website.

Section 8. Proceeds of Sale or Non-Sale Disposition. Any and all proceeds of the sale shall be deposited in the treasury of the City and accounted for in the financial records of the City. Any excess property exchanged or traded for value shall be added to the appropriate inventory of property of the City.

Section 9. Prohibited Employee Transfers or Conversions. Employees shall be strictly prohibited from purchasing surplus or salvage property from the City or benefiting from the sale or transfer of such property. Persons related in the first degree of affinity or consanguinity to an employee may not purchase or have property transferred to them, except for property sold at a competitive bid.

Section 10. Severability. It is hereby declared to be the intention of the City Council that the sections, paragraphs, sentences, clauses and phrases of this Ordinance are severable and, if any phrase, sentence, paragraph or section of this Ordinance should be declared invalid by the final judgment or decree of any court of competent jurisdiction, such invalidity shall not affect any of the remaining phrases, clauses, sentences, paragraphs and sections of this Ordinance, since the same would have been enacted by the City Council without the incorporation of this ordinance of any such invalid phrase, clause, sentence, paragraph or section. If any provision of this Ordinance shall be adjudged by a court of competent jurisdiction to be invalid, the invalidity shall not affect other provisions or applications of this Ordinance which can be given effect without the invalid provision, and to this end the provisions of this Ordinance are declared to be severable.

Section 11. Open Meetings. It is hereby officially found and determined that the meeting at which this ordinance is passed was open to the public as required and that public notice of the

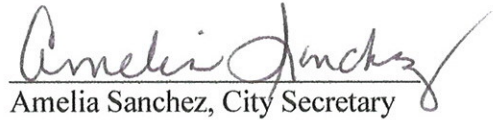
time, place, and purpose of said meeting was given as required by the Open Meetings Act, *Chapt. 551, Tex. Gov't. Code.*

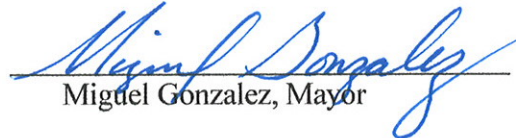
PASSED AND APPROVED on first reading this 7th day of April, 2009.

PASSED AND APPROVED on second reading this 21st day of April, 2009.

ATTEST:

CITY OF KYLE, TEXAS


Amelia Sanchez, City Secretary


Miguel Gonzalez, Mayor



Re: Hart Voting System License and Support Agreement

Your jurisdiction purchased the Hart Voting System (HVS) and associated hardware and software from Hart InterCivic, Inc. When you purchased Hart system, you purchased a limited number of "seats" or "instances" of specific software applications and firmware that resides on voting devices. Your license and support agreement for that system is now coming to an end.

This affidavit asks that you verify the number of seats of Hart software on your PCs and uninstall that Hart software. After you have terminated your License and Support Agreement with Hart, including moving to Verity, the HVS system can no longer be used by you, or others (you do not have a right to transfer title), to conduct elections of any kind.

Hart will pick up and salvage your HVS voting equipment, Quatech cards, eCM keys, card readers and Kodak i600 series scanners. If you have not already done so, please also send a list of voting equipment by serial number.

Please complete and remit this signed affidavit to Hart InterCivic within the next 30 days (email to hartsupport@hartic.com or remit to your project manager). For assistance with uninstalls, please contact the Hart Customer Support Center at 866-275-4278 (or hartsupport@hartic.com).

Thank you for your assistance with this request for your jurisdiction's full compliance with the terms of the Hart License and Support Agreement(s). Should you have any questions regarding this matter, please call me at 512.252.6578.

Respectfully Yours,

Peter Lichtenheld, CERA
Hart InterCivic
Vice President of Operations

Your Jurisdiction: _____ Last Use Election Date for HVS: _____

Number of Seats of Firmware on Devices (# of devices):

JBCs _____ eSlates _____ DAUs _____ eScans _____ VBOs _____

Number of Seats of Software:

BOSS _____ PC Service Tag: _____ Uninstalled? _____

Ballot Now _____ PC Service Tag: _____ Uninstalled? _____

Tally _____ PC Service Tag: _____ Uninstalled? _____

SERVO _____ PC Service Tag: _____ Uninstalled? _____

Rally _____ PC Service Tag: _____ Uninstalled? _____

Other _____ PC Service Tag: _____ Uninstalled? _____

Signed: _____ Date: _____

Printed Name and Title: _____



CITY OF KYLE, TEXAS

PID Holdings, LTD

Meeting Date: 6/16/2020

Date time:7:00 PM

Subject/Recommendation: PID Holdings, LTD Administrative Expenses Fee Agreement. ~ *J. Scott Sellers, City Manager*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

Authorize Award & Execution of a
Purchase Order to Envisionware
Inc. for RFID Security, Self-
Checkout, Circulation System for
the Library

Meeting Date: 6/16/2020
Date time: 7:00 PM

Subject/Recommendation: Authorize award and execution of a Purchase Order to ENVISIONWARE INC., Duluth, Georgia, in an amount not to exceed \$18,406.42 for the purchase of two (2) Proline Component Self Checkout Stations, three (3) RFID Staff Circulation Stations, one (1) RFID Security Gate with Counter, and associated software with installation for the Library Department. ~ *Paul Phelan, Director of Library Services*

Other Information: With the Current setup we have at the Library in regard to our Self-Checkout stations, It is Highly recommended to get these machines replaced. These Machines are over 8 Years Old, With Windows Vista, (Yep that old) Microsoft is no longer releasing security updates to the Operating System, The Importance if security updates are needed to prevent malicious activity to our network and to protect our internal systems. In addition, the 8-year-old Hardware as well is at its End of Life. These computers have had number of problems with their hardware as well as their software, though there is a Maintenance contract on those devices, it does not include upgrading or replacing those hardware items.

3 Bids were provided, one of them being Envisionware. We currently have and are using their software for our Patron Computers; therefore, it would only make sense to move forward with their Hardware for our Self-Checkout Stations. Being from the same organization there is better support and Compatibility with the new Hardware from Envisionware. Instead of Piecing items of hardware and making it work with the software we currently use such as Apollo and Envisionware, it is recommended to have a one company handling all factors of the process.

Thank you
Marco Forti
IT Systems Administrator
City of Kyle

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

- Envisionware Quote #1
- FE Technologies Quote #2
- Bibliotheca Quote #3
- Bibliotheca Lease Option #4

ENVISIONWARE®

Enriching Public Library Service Inside and Out
EnvisionWare, Inc.
 2855 Premiere Parkway Suite A, Duluth, GA 30097-5201
 Toll Free +1 (800) 216-8370 Direct +1 (678) 362-6500

Quotation

US-58130

5/18/2020

Bill To

Robert Olvera
 Kyle Public Library
 550 Scott St.
 Kyle TX 78640
 United States

TOTAL

\$18,406.42

Quote Expires: 8/16/2020

Federal EIN 58-2424595	Currency US Dollar	Terms Net 30 Days	Sales Rep Himes, John	Maintenance Expires 10/31/2020
Quotation Title RFID Upgrade from 3M		Memo Component Self-Checkout Package		

Qty	Item / Description	Ship To	Unit Price	Amount
3	RFID Staff Station (*DeskPadS#) <i>RFID STAFF & TECH SERVICES STATION HW/SW PACKAGE includes DeskPad shielded RFID Antenna/Reader kit with USB cable, ferrites and mounting hardware plus RFID Software Suite. Suite integrates with circulation clients and provides encoding/query application.</i> ##REQUIREMENTS## <i>USB and power connection Windows PC with network connection Native circ client integration: Polaris: RFID API Sierra: Item Status API Symphony: No added requirement Semi integration: All other ILS platforms</i>	550 Scott St.	\$590.00	\$1,770.00
	SUBTOTAL Items <i>SUBTOTAL for Items Above</i> <i>Annual Maintenance Starting Year 2 will be \$212.40</i>			\$1,770.00
2	SSC-COM-PLRS#-U <i>PROLINE COMPONENT SELF SERVICE STATION - RFID and BARCODE with SOFTWARE RFID and barcode-based system with self checkout and RFID software * 1D/2D Smartphone multi-direction Barcode scanner 21.5" Touch Display * OneStop Self Service Circulation Software RFID Software Suite * Windows 10 Pro DeskPad RFID Reader High speed Receipt Printer * 1 Year Parts & Labor Delivery: 21 Days ARO</i>	550 Scott St.	\$3,250.00	\$6,500.00
	SUBTOTAL Items <i>SUBTOTAL for Items Above</i> <i>Annual Maintenance Starting Year 2 will be \$780.00</i>			\$6,500.00

This information is confidential and proprietary to EnvisionWare, Inc.

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US-58130

ENVISIONWARE®

Enriching Public Library Service Inside and Out
EnvisionWare, Inc.
 2855 Premiere Parkway Suite A, Duluth, GA 30097-5201
 Toll Free +1 (800) 216-8370 Direct +1 (678) 362-6500

Quotation

US-58130

5/18/2020

Qty	Item / Description	Ship To	Unit Price	Amount
1	RFID-GATE 3D-WA-U 1-Wide Aisle TRANSPARENT RFID GATE WITH RADAR PEOPLE COUNTER - EXTRA WIDE AISLE WIDTH <i>Two pedestals support a single aisle width of 63 inches/1600mm.</i> <i>High accuracy, multi-dimension detection; Transparent Acrylic blends with every decor; auto-tuning; Visual and Audible alarms plus Ethernet integration to Branch Manager software. Internal radar technology people counter for directional accuracy.</i> <i>Lead time: 6 weeks</i>	550 Scott St.	\$6,695.00	\$6,695.00
1	EBM-SLE SW ENVISIONWARE BRANCH MANAGER (EBM) - SMALL LIBRARY EDITION - Gate alerts, people counts for gate radar module, email OneStop receipts and more. + REQUIRED: (1) ILS SIP2 Connection		\$995.00	\$995.00
	SUBTOTAL Items SUBTOTAL for Items Above			\$7,690.00
	<i>Gates and Gate Software (people counters)</i> <i>Annual Maintenance Starting Year 2 will be \$972.55</i>			
1	PS-PM-BLDG ENVISIONWARE COLLABORATIVE PROJECT SERVICES -- PER BUILDING <i>* Includes installation of all products ordered or guidance to install items as part of a single project/trip on a per building basis. EnvisionWare generally installs management or host components and trains customers in the deployment of Client modules.</i> <i>* A Statement of Work (SOW) will be developed collaboratively which defines the responsibilities of EnvisionWare and your staff and includes consulting services, planning, installation, training and acceptance criteria.</i> <i>++ This price does not include any of the fixed travel costs (Continental US) or billed expenses (Outside USA) items when onsite services are requested.</i>		\$1,000.00	\$1,000.00
1	PS-EXPPF-U 1st Day ENVISIONWARE PROFESSIONAL SERVICES - FLAT FEE FOR EXPENSES - First of Every Five Days Onsite. No partial days.		\$975.00	\$975.00
1	PS-EXPPF-U Additional Day ENVISIONWARE PROFESSIONAL SERVICES - FLAT FEE FOR EXPENSES - Additional Days After First. Maximum (4) additional days before an additional First day is required.		\$250.00	\$250.00

This information is confidential and proprietary to EnvisionWare, Inc.

2



US-58130

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2855 Premiere Parkway Suite A, Duluth, GA 30097-5201
Toll Free +1 (800) 216-8370 Direct +1 (678) 382-6500

Quotation

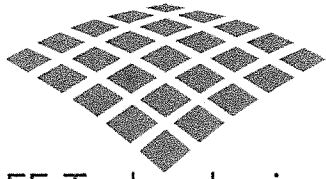
US-58130

5/18/2020

Qty	Item / Description	Ship To	Unit Price	Amount
	SUBTOTAL Services			\$2,225.00
	<i>SUBTOTAL for EnvisionWare Professional Services</i>			
	<i>2 Days on-site and includes all expenses.</i>			
	Description	Remit To		
	<i>Annual Maintenance Starting Year 2 for the above system will be</i>			
	<i>\$1,964.95</i>			

	Subtotal	\$18,185.00
Freight charges are estimated; actual charges will be billed.	Freight	\$221.42
Send your purchase order or email confirmation to: EMAIL: orders@envisionware.com FAX: +1 678.382.6501	Total Tax	\$0.00
Standard terms and conditions apply: http://system.envisionware.com/terms	PST-CA	
	Total	\$18,406.42





FE Technologies
RFID your way

enquiries@fetechgroup.com
www.fetechgroup.com

LIBRARY RFID PROPOSAL

RFID SOLUTION



PREPARED FOR:

Paul Phelan

KYLE PUBLIC LIBRARY

536 Silicon Dr Ste 100
Southlake, TX 76092
Deborah.Deats@FETechGroup.com
www.fetechgroup.com

Proposal issued
May 18 2020

Proposal valid to
August 18 2020





PROJECT BREAKDOWN

NECESSARY FINANCIAL SPECIFICATIONS



PRICES LISTED ARE EXCLUSIVE OF GST AND QUOTED IN US DOLLARS.

Product Code	Component	MSRP Pricing	Price Per Unit	Quantity	Total Price	Maintenance Per Annum*	Library Live Per Annum**
LIB-101.3-XXX	VS SELF LOAN STATION	\$7,249.00	\$6,264.00	2	\$12,528.00	\$1,160.00	\$96.00
LIB-075	Circulation Assistant - Standard Shielded	\$551.00	\$472.00	3	\$1,416.00	\$120.00	\$0.00
LIB-181-PIX	DESIGNER Clear Security Gates 3 Column Bi-directional people counter + Custom Install	\$7,161.00	\$6,188.00	1	\$6,188.00	\$580.00	\$48.00
TRAINING	RFID Onsite Training - Equipment (per Session)	\$860.00	\$737.00	1	\$737.00	\$0.00	\$0.00
	Delivery		\$815.00	1	\$815.00	\$0.00	\$0.00
	Installation		\$2,000.00		\$2,000.00	\$0.00	\$0.00
TOTAL		\$0.00			\$25,684.00	\$1,860.00	\$144.00

*Maintenance is provided free for the first year after installation.
 ** Library Live is included for the first year after installation.
 Price quoted exclude GST.

Please see additional options below:

Product Code	Component	MSRP Pricing	Price Per Unit	Quantity	Total Price	Maintenance Per Annum*	Library Live Per Annum**
LIB-097-SA	D2 Self Loan Station Freestanding	\$5,006.00	\$4,340.00	2	\$8,680.00	\$800.00	\$96.00
LIB-204-XXX	S2 SLIM SELF LOAN	\$6,612.00	\$5,717.00	2	\$11,434.00	\$1,060.00	\$96.00
LIB-200-PIX	Security Gates Wide 60 Inch 2 Column Bi-Directional People Counter + Custom Install	\$11,280.00	\$9,671.00	1	\$9,671.00	\$0.00	\$48.00
TOTAL		\$0.00			\$29,785.00	\$1,860.00	\$240.00

*Maintenance is provided free for the first year after installation.
 ** Library Live is included for the first year after installation.
 Price quoted exclude GST.

\$ 23,684.00

Customer Official System Quote

Quote Date: 05/28/2020
Quote Number: QUO-142571-Q3T0, Rev: 0

Customer Bill To:
Kyle Public Library - Main

550 Scott Street
Kyle TX 78640
United States of America

Location Information:

Paul Phelan

pphelan@cityofkyle.com
Tel: 512-268-7411 x7410

Sales Contact: Mason Humphrey
Sales Phone: 877-207-3127 ext. 312
Sales Email: m.humphrey@bibliotheca.com

Quote Details

Equipment Upgrade Purchase
Includes 1 Wide-Aisle Gate, 2 self-check components models, 3 RFID pads, install, 1 year service agreement, and shipping. \$4,094 renewal price in year 2.

Prices are in US Dollars
Quote expires (60) days from Quote Date above.

If applicable, the hardware and software includes 12-month warranty, set-up and configuration

Item ID	Item Type	Quantity	Sale Price	Sub Total
SHP000001-000-US	SHIPPING AND ADMINISTRATION Shipping is estimated on one receiving location, unless otherwise noted, and on current rates and proposal.	1	\$1,366.200	\$1,366.20
SCK100303-000-US	selfCheck components RFID version 1 (mounted)	2	\$7,099.000	\$14,198.00
GAT000810-001-US	RFID gate premium Direct mount, 1 aisle	1	\$12,999.000	\$12,999.00
STF000017-001-US	RFID workstation shielded NA	3	\$1,399.000	\$4,197.00
Total (Less Sales Tax):				\$32,760.20

Additional Details

All prices including Service and Maintenance do not include any applicable sales tax. If tax exempt, A copy of Tax Exemption Certificate is required with purchase order for all tax-exempt customers.

Terms are NET 30 Days from Date of Invoice. Invoice is generated at the time of Shipment.

Quotations are good for 60 days. All dates are based on ship dates. Order must ship within the 60-day window.

After 60 days, quotation expires. Contact Bibliotheca for a New Quotation.

A 20% restocking fee, in addition to in-bound and out-bound shipping, will be charged for all returns.

GST/HST N° 859257321RT0001

Bibliotheca, LLC
3169 Holcomb Bridge Road, NW, Suite 200,
Norcross, GA 30071, USA

Phone No - 877-207-3127
Fax No - 1-877 689 2269
www.bibliotheca.com

Lease option



A Simple All-Inclusive Payment Plan

bibliotheca LLC and Hitachi Capital America provides a payment solution for libraries across the United States.

Quote for: Kyle Public Library
bibliotheca quote #: QUO-130160-K8B7 W/\$15K Down

Date: 2/24/2020

Term	Annual Lease Payment
36 Months	\$11,545
48 Months	\$10,602
60 Months	\$10,153
72 Months	\$10,136

**Payments above do not include applicable taxes and are subject to credit approval.
*FMV assumes as 60/40 split between hardware and soft costs.
\$200 documentation fee.

Always Have the Latest Technology

Use state of the art library solutions with little or no up-front cost. This program allows you to upgrade at any time during and at the end of the term, allowing you to stay current.

All-Inclusive

Maintenance is included and any of bibliotheca's products, solutions, and services for libraries can also be included in this payment program – returns, sorting, self-service stations, mobile solutions, staff tools, security detection systems, and more. No additional costs are included.

Flexible Solutions

We offer a variety of term lengths. At the end of the payment period, libraries can purchase the equipment, return, or renew their leasing contract. Have the ability to add new products at any time during the agreement.

Fixed Costs

Normalize your budget and have no surprises as you will have the same, regular payment throughout the term of the payment plan.

Conserve Cash

This budget-friendly solution allows libraries to save cash and preserve their capital budget. With this payment program, libraries can benefit from the use of bibliotheca's solutions without the upfront cost of ownership.

Heidi Phillips 0
Relationship Manager 0
Hitachi Capital America 0
Office: 952-977-9317 0
hphillips@hcavs.com 0

60 year cost
Total
\$60,816



CITY OF KYLE, TEXAS

Purchase of Christmas Tree
\$55,000.00

Meeting Date: 6/16/2020
Date time:7:00 PM

Subject/Recommendation: Authorize award and execution of a Purchase Order to ARTISTIC HOLIDAY DESIGNS, Lemont, Illinois, in an amount not to exceed \$55,000.00 for the purchase of (1) Ribbon Christmas Tree for the Mary Kyle Hartson City Square Park. Funding in the amount of 30,000.00 will be provided from the Fiscal Year 2020 approved budget and \$25,000.00 from the next Fiscal Year 2021 budget. ~ *Mariana Espinoza, Director of Parks & Recreation*

Other Information: The Parks and Recreation Department received five bids for the new Holiday Tree to be purchased at Mary Kyle Hartson City Square Park. The Parks and Recreation Board reviewed the bids and provided input on the selection of the tree. Parks and Recreation Department staff reviewed the bids and provided input. Please see attached.

Funding in the amount of 30,000.00 will be provided from the Fiscal Year 2020 approved budget and \$25,000.00 from the next Fiscal Year 2021 budget.

Legal Notes:

Budget Information:

ATTACHMENTS:

Description



CITY OF KYLE, TEXAS

Plum Creek Phase 1, Section 7C - Final Plat (SUB-20-0117)

Meeting Date: 6/16/2020
Date time: 7:00 PM

Subject/Recommendation: Approve Plum Creek Phase 1, Section 7C - Final Plat (SUB-20-0117) 80.639 acres; 4 Lots for property located near the southwest corner of Marketplace Ave. and Kohler's Crossing. ~ *Howard J. Koontz, Director of Planning and Community Development*

Planning and Zoning Commission voted 7-0 to approve the final plat.

Other Information: See attached.

Legal Notes: N/A

Budget Information: N/A

ATTACHMENTS:

Description

☐ Final Plat

FINAL PLAT PLUM CREEK PHASE 1, SECTION 7C HAYS COUNTY, TEXAS

"PRELIMINARY"
This Document shall not be Recorded
for any purpose

STATE OF TEXAS
COUNTY OF HAYS

KNOW ALL MEN BY THESE PRESENTS, THAT WE, MOUNTAIN PLUM, LTD., A LIMITED PARTNERSHIP ORGANIZED AND EXISTING UNDER THE LAWS OF THE STATE OF TEXAS, WITH ITS HOME ADDRESS AT 4040 BROADWAY, SUITE 501, SAN ANTONIO, TEXAS 78209, BEING THE OWNER OF 80.639 ACRES IN THE JESSE DAY SURVEY NO. 162, ABSTRACT 152 AND THE JESSE DAY SURVEY, ABSTRACT 159, BEING A PORTION OF A CERTAIN CALLED 185.77 ACRE TRACT DESIGNATED AS TRACT 4, EXHIBIT "A" AND DESCRIBED IN VOLUME 2297, PAGE 139, OFFICIAL PUBLIC RECORDS OF HAYS COUNTY, TEXAS, DO HEREBY SUBDIVIDE SAID 80.639 ACRES AS SHOWN ON THIS PLAT, AND DESIGNATED HEREIN AS THE **PLUM CREEK PHASE 1, SECTION 7C** SUBDIVISION TO THE CITY OF KYLE, TEXAS, AND HEREBY DEDICATE TO THE USE OF THE PUBLIC FOREVER PUBLIC RIGHT OF WAY AND DRAINS, EASEMENTS (EXCLUDING LANDSCAPE AREA WITHIN EASEMENTS), PARKS AND PUBLIC PLACES THEREON SHOWN, EXCEPT AREAS IDENTIFIED AS PRIVATE OR CREATED BY SEPARATE INSTRUMENT, FOR THE PURPOSE AND CONSIDERATION THEREIN EXPRESSED.

WHEREOF THE SAID MOUNTAIN PLUM, LTD., OWNER, HAS CAUSED THESE PRESENTS TO BE EXECUTED BY ITS GENERAL PARTNER, MP GENERAL, LLC, A TEXAS LIMITED LIABILITY COMPANY, THEREUNTO DULY AUTHORIZED, GENERAL PARTNER HAS CAUSED THESE PRESENTS TO BE EXECUTED BY ITS MANAGERS, _____, AND MOUNTAINCITYLAND, LLC HAS CAUSED THESE PRESENTS TO BE EXECUTED BY _____, ITS MANAGER, THEREUNTO DULY AUTHORIZED.

MOUNTAIN PLUM, LTD., A TEXAS LIMITED PARTNERSHIP

BY: MP GENERAL, LLC, A TEXAS LIMITED LIABILITY COMPANY, ITS GENERAL PARTNER

BY: _____, NAME: _____, MANAGER

BY: _____, NAME: _____, MANAGER

BY: MOUNTAINCITYLAND, LLC, A TEXAS LIMITED LIABILITY COMPANY, MANAGER

BY: _____, NAME: _____, MANAGER

STATE OF TEXAS
COUNTY OF HAYS

I, THE UNDERSIGNED AUTHORITY, ON THIS THE ____ DAY OF _____, 20____ A.D. DID PERSONALLY APPEAR _____, MANAGER OF MP GENERAL, LLC, A TEXAS LIMITED LIABILITY COMPANY, THE GENERAL PARTNER OF MOUNTAIN PLUM, LTD., A TEXAS LIMITED PARTNERSHIP, KNOW TO ME TO BE THE PERSON WHOSE NAME IS SUBSCRIBED TO THE FORGOING INSTRUMENT OF WRITING, AND HE ACKNOWLEDGED BEFORE ME THAT HE EXECUTED THE SAME FOR THE PURPOSES AND CONSIDERATION THEREIN EXPRESSED, ON BEHALF OF SAID LIMITED LIABILITY COMPANY AND LIMITED PARTNERSHIP.

NOTARY PUBLIC

STATE OF TEXAS
COUNTY OF HAYS

I, THE UNDERSIGNED AUTHORITY, ON THIS THE ____ DAY OF _____, 20____ A.D. DID PERSONALLY APPEAR _____, MANAGER OF MP GENERAL, LLC, A TEXAS LIMITED LIABILITY COMPANY, THE GENERAL PARTNER OF MOUNTAIN PLUM, LTD., A TEXAS LIMITED PARTNERSHIP, KNOW TO ME TO BE THE PERSON WHOSE NAME IS SUBSCRIBED TO THE FORGOING INSTRUMENT OF WRITING, AND HE ACKNOWLEDGED BEFORE ME THAT HE EXECUTED THE SAME FOR THE PURPOSES AND CONSIDERATION THEREIN EXPRESSED, ON BEHALF OF SAID LIMITED LIABILITY COMPANY AND LIMITED PARTNERSHIP.

NOTARY PUBLIC

STATE OF TEXAS
COUNTY OF HAYS

I, THE UNDERSIGNED AUTHORITY, ON THIS THE ____ DAY OF _____, 20____ A.D. DID PERSONALLY APPEAR _____, MANAGER OF MOUNTAINCITYLAND, LLC, A TEXAS LIMITED LIABILITY COMPANY, MANAGER OF MP GENERAL, LLC, A TEXAS LIMITED LIABILITY COMPANY, THE GENERAL PARTNER OF MOUNTAIN PLUM, LTD., A TEXAS LIMITED PARTNERSHIP, KNOW TO ME TO BE THE PERSON WHOSE NAME IS SUBSCRIBED TO THE FORGOING INSTRUMENT OF WRITING, AND HE ACKNOWLEDGED BEFORE ME THAT HE EXECUTED THE SAME FOR THE PURPOSES AND CONSIDERATION THEREIN EXPRESSED, ON BEHALF OF SAID LIMITED LIABILITY COMPANIES AND LIMITED PARTNERSHIP.

NOTARY PUBLIC

STATE OF TEXAS
COUNTY OF HAYS

KNOW ALL MEN BY THESE PRESENTS

THAT, ELAINE H. CARDENAS, CLERK OF HAYS COUNTY COURT DO HEREBY CERTIFY THAT THE FOREGOING INSTRUMENT OF WRITING WITH ITS CERTIFICATE OF AUTHENTICATION WAS FILED FOR RECORD IN MY OFFICE ON

THE _____ DAY OF _____, 20____, A.D., IN THE PLAT RECORDS OF HAYS COUNTY, TEXAS UNDER

CLERK'S FILE NUMBER _____ WITNESS MY HAND AND SEAL OF OFFICE OF HAYS

COUNTY ON THIS THE ____ DAY OF _____, 20____, A.D.

FILED FOR RECORD AT _____ O'CLOCK ____M. THIS THE ____ DAY OF _____, 20____, A.D.

ELAINE H. CARDENAS
COUNTY CLERK
HAYS COUNTY, TEXAS

APPROVAL CITY OF KYLE

I, THE UNDERSIGNED CHAIRPERSON OF THE PLANNING COMMISSION OF THE CITY OF KYLE HEREBY CERTIFY THAT THIS SUBDIVISION PLAT CONFORMS TO ALL REQUIREMENTS OF THE SUBDIVISION REGULATIONS OF THE CITY AS TO WHICH THE COMMISSION'S APPROVAL IS REQUIRED.

BY: _____
CHAIRPERSON

THIS PLAT (**PLUM CREEK PHASE 1, SECTION 7C**) HAS BEEN SUBMITTED TO AND CONSIDERED BY THE CITY COUNCIL OF THE CITY OF KYLE, TEXAS AND IS HEREBY APPROVED BY THE COUNCIL.

DATED THIS _____ DAY OF _____, 20____.

BY: _____
ATTEST:

SECRETARY

REVIEWED BY:

LEON BARBA, CITY ENGINEER _____ DATE _____

REVIEWED BY:

HARPER WILDER, DIRECTOR OF PUBLIC WORKS _____ DATE _____

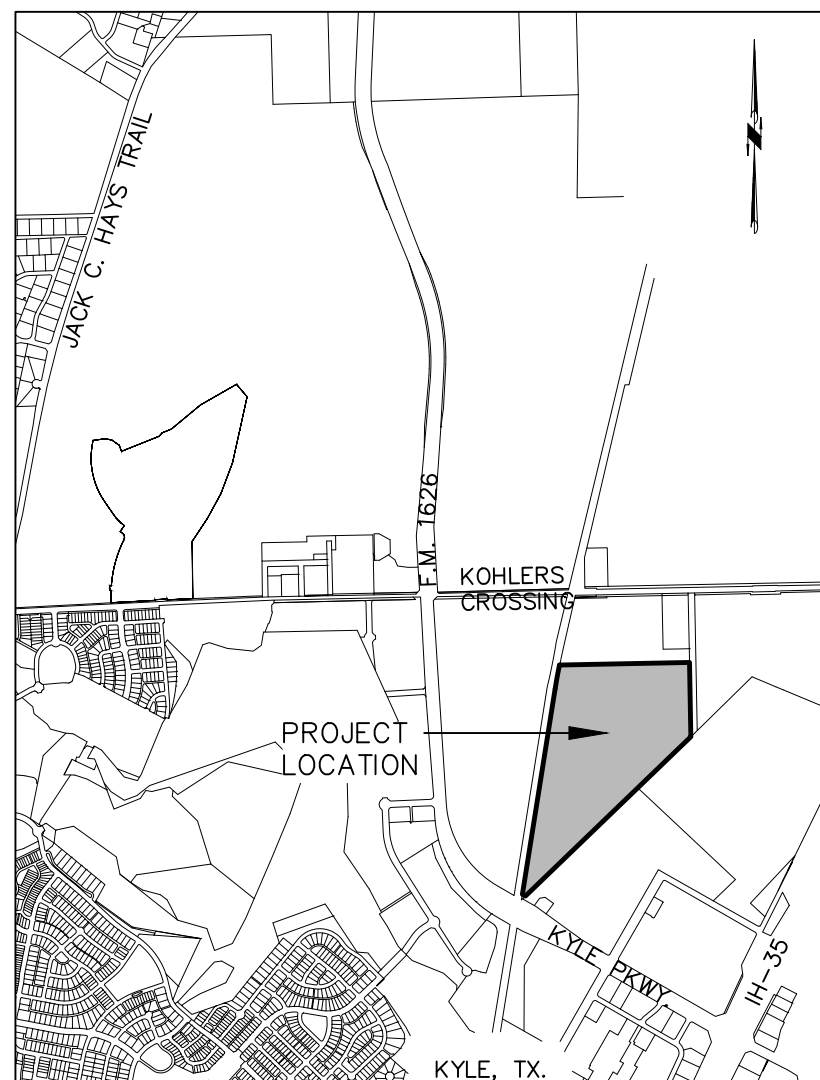
STATE OF TEXAS §
COUNTY OF HAYS §

I THE UNDERSIGNED, A REGISTERED PROFESSIONAL ENGINEER IN THE STATE OF TEXAS, HEREBY CERTIFY THAT THE PLAT AND ALL PLANS AND SPECIFICATIONS WHICH ARE INCLUDED WITH THE PLAT ARE, TO THE BEST OF MY PROFESSIONAL CAPACITY, COMPLETE AND ACCURATE AND IN COMPLIANCE WITH ALL RELEVANT CITY ORDINANCES, CODES, PLANS, AND RELEVANT STATE STANDARDS.

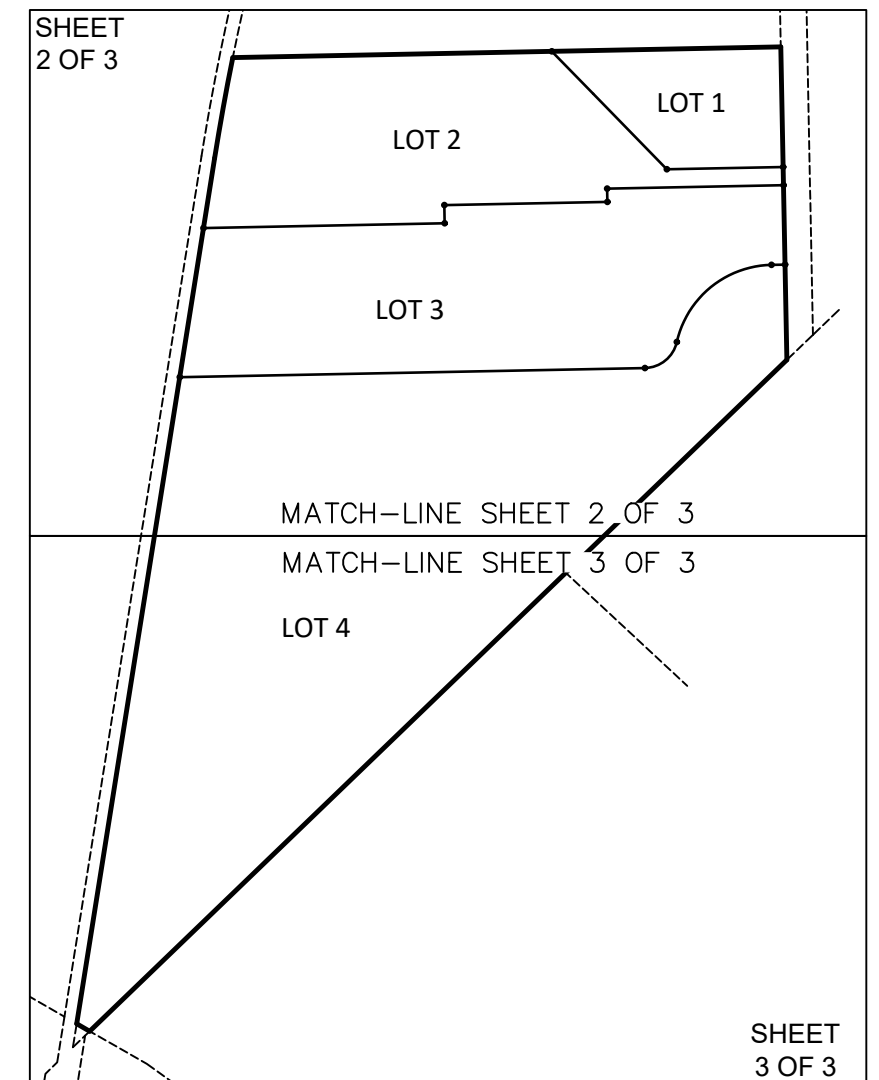
BY: _____
ANTHONY J. ENNIS, P.E.
REGISTERED PROFESSIONAL ENGINEER
NO. 125658- STATE OF TEXAS
LANDDEV CONSULTING, LLC.
FIRM# F-16384
4201 WEST PARMER LANE, SUITE C-100
AUSTIN, TEXAS 78727
(512) 872-6696

PLAT PREPARATION DATE: FEBRUARY 15, 2020
APPLICATION SUBMITTAL DATE: MARCH 9, 2020

VICINITY MAP - NTS



SHEET INDEX



SURVEYOR'S CERTIFICATION:

I, ERNESTO NAVARRETE, A REGISTERED PROFESSIONAL LAND SURVEYOR IN THE STATE OF TEXAS, HEREBY CERTIFY THAT THIS PLAT WAS PREPARED FROM AN ACTUAL ON-THE-GROUND SURVEY MADE UNDER MY SUPERVISION AND IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE.

ERNESTO NAVARRETE, R.P.L.S.
REGISTERED PROFESSIONAL LAND SURVEYOR
NO. 6642 - STATE OF TEXAS
LANDDEV CONSULTING, LLC.
FIRM# 10194101
5508 HIGHWAY 290 WEST, SUITE 150
AUSTIN, TEXAS 78735
(512) 872-6696

NOTES:

1. TOTAL ACREAGE: 80.639 ACRES.
2. THE TOTAL AREA OF PUBLIC STREET RIGHT-OF-WAY TO BE DEDICATED IN THIS SUBDIVISION IS: 0.0 ACRES.
3. TOTAL NUMBER OF LOTS: 4.
4. PLAT COMPLETELY CONFORMS WITH PLUM CREEK P.U.D. MASTER PLAN & CITY OF KYLE ORDINANCE 308 AND 311 AS AMENDED.
5. SETBACKS NOT SHOWN ON LOTS SHALL CONFIRM TO THE CITY OF KYLE ZONING ORDINANCES.
6. A 7.5 FOOT PUBLIC UTILITY EASEMENT ADJACENT TO MARKETPLACE AVENUE AND 20 FOOT PUBLIC UTILITY EASEMENT ADJACENT TO F.M. 1626 IS HEREBY DEDICATED AS SHOWN AND DEPICTED HEREON.
7. NO OBJECT INCLUDING BUILDING, ACCESSORY BUILDING, FENCING OR LANDSCAPING WHICH WOULD INTERFERE WITH THE CONVEYANCE OF STORM WATER SHALL BE PLACED OR ERECTED WITHIN DRAINAGE EASEMENTS, EXCEPT AS APPROVED BY THE CITY OF KYLE.
8. ALL UTILITIES WITHIN THIS SUBDIVISION SHALL BE UNDERGROUND.
9. ALL OPEN SPACES, DRAINAGE EASEMENT AND LANDSCAPE EASEMENT AREAS DEPICTED HEREON SHALL BE MAINTAINED, KEPT NEATLY CUT, FREE FROM DEBRIS AND, WITH RESPECT TO DRAINAGE EASEMENTS, FREE FROM TREE/BRUSH RE-GROWTH. TYPICAL LANDSCAPE MAINTENANCE, CUTTING AND TRIMMING WITHIN THE SUBDIVISION, ALL EASEMENTS AND RIGHT-OF-WAYS TO THE PAVEMENT TO BE THE RESPONSIBILITY OF THE PROPERTY OWNERS.
10. THE OWNER OF LOT 1, LOT 2, LOT 3 AND LOT 4, BLOCK A, ARE REQUIRED TO SUBMIT THE SITE DEVELOPMENT PLAN FOR LOT 1, LOT 2, LOT 3 AND LOT 4, BLOCK A, TO THE CITY OF KYLE, PLUM CREEK DEVELOPMENT PARTNERS, LTD., A TEXAS LIMITED PARTNERSHIP, AND, IF NOT THE SAME PARTIES AS ARE IN PLUM CREEK DEVELOPMENT PARTNERS, THEN THE ARCHITECTURAL REVIEW COMMITTEE FOR THE PLUM CREEK HOME OWNER'S ASSOCIATION, FOR THEIR RESPECTIVE REVIEW AND APPROVALS PRIOR TO COMMENCING ANY CONSTRUCTION ACTIVITY ON OR AROUND LOT 1, LOT 2, LOT 3 AND LOT 4, BLOCK A, INCLUDING, WITHOUT LIMITATION, THE INSTALLATION OF THE SIDEWALK AND ANY OTHER IMPROVEMENTS REQUIRE HEREIN.
11. PRIOR TO CONSTRUCTION OF ANY IMPROVEMENTS ON LOT 1, LOT 2, LOT 3 AND LOT 4, BLOCK A, IN THIS SUBDIVISION, A SITE DEVELOPMENT AND/OR BUILDING PERMITS WILL BE OBTAINED FROM THE CITY OF KYLE.
12. THIS SUBDIVISION LIES WITHIN THE BUNTON BRANCH-PLUM CREEK WATERSHED.
13. EASEMENTS SHOWN HEREON WHICH ARE CREATED BY SEPARATE INSTRUMENTS AND NOT DEDICATED PER THIS PLAT ARE GOVERNED BY THE TERMS OF SUCH SEPARATE INSTRUMENTS.
14. SIDEWALKS ALONG PUBLIC RIGHT-OF-WAY ADJACENT TO LOT 1, LOT 2, LOT 3 AND LOT 4, BLOCK A, SHALL BE INSTALLED BY THE OWNER OF LOT 1, LOT 2, LOT 3 AND LOT 4, BLOCK A, AT THE TIME OF SITE DEVELOPMENT AND PRIOR TO SUCH OWNER'S OCCUPANCY OF LOT 1, LOT 2, LOT 3 AND LOT 4, BLOCK A. SIDEWALKS, PEDESTRIAN CROSSING AND OTHER PUBLIC AMENITIES THAT ARE TO BE DEDICATED TO THE CITY OF KYLE SHALL MEET OR EXCEED ALL 2010 ADA STANDARDS OF ACCESSIBILITY DESIGN AND ALL CURRENT FEDERAL AND STATE LAWS REGARDING ACCESS FOR PEOPLE WITH DISABILITIES FOR TITLE II ENTITIES.
15. THE OWNER OF THE LAND DEDICATED BY THIS PLAT RESERVES THE RIGHT TO USE AND ENJOY THE SURFACE OF ALL EASEMENT AREAS FOR ALL PURPOSES THAT DO NOT INTERFERE WITH THE USE OF SAID EASEMENT AREAS FOR THE PURPOSE OF SAID EASEMENT, INCLUDING BUT NOT LIMITED TO THE RIGHT TO PLACE SURFACING MATERIALS OVER AND ACROSS THE EASEMENT AREA AND TO USE THE SAME FOR PARKING AREAS, DRIVEWAYS, WALKWAYS, SIDEWALK, LANDSCAPING AND LIGHTING.
16. FLOODPLAIN ANALYSIS MAY BE REQUIRED PER CITY ADOPTED RAINFALL DEPTH AT THE TIME OF SITE DEVELOPMENT.

NOTES:

1. BEARING BASIS IS TEXAS COORDINATE SYSTEM, SOUTH CENTRAL ZONE, NAD83, GRID.
2. DISTANCES SHOWN HEREON ARE BASED ON SURFACE MEASUREMENTS, TO CONVERT SURFACE DISTANCES TO GRID, MULTIPLY BY THE COMBINED SCALE FACTOR.
3. THE COMBINED SCALE FACTOR FOR THIS PROJECT IS 0.999902.

PUBLIC UTILITY INFORMATION:

THIS SUBDIVISION IS SERVICED BY THE FOLLOWING UTILITIES:

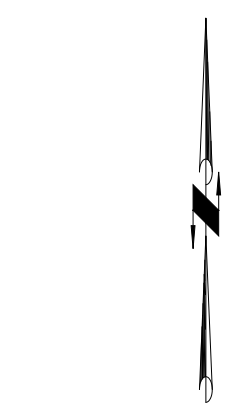
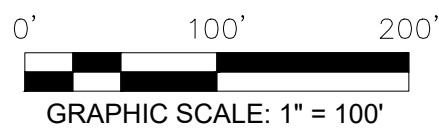
WATER: CITY OF KYLE 100 W. CENTER ST. KYLE, TEXAS 78640	WASTEWATER: CITY OF KYLE 100 W. CENTER ST. KYLE, TEXAS 78640
-------------------------------------------------------------------------	------------------------------------------------------------------------------

ELECTRIC:
PEDERNALES ELECTRIC COOPERATIVE
1819 RANCH TO MARKET RD 150
KYLE, TX 78640

CITY PROJECT
NUMBER 2020-SUB-20-0117

LANDDEV
CONSULTING, LLC
5508 HIGHWAY 290 WEST, SUITE 150
AUSTIN, TX 78735
OFFICE: 512.872.6696
TBPLS FIRM NO. 10194101

SHEET 1 OF 3



PLUM CREEK PHASE 1, SECTION 8
LOT 1, BLK. A
CABINET 16, PG. 58-61
P.R.H.C.TX.

LOT 1, BLK. A
AUSTIN COMMUNITY
COLLEGE DISTRICT
PUBLIC FACILITY
CORPORATION
VOL. 4331, PG. 547
O.P.R.H.C.TX.

INTERNATIONAL AND GREAT NORTHERN RAILROAD CO.
VOL. H, PG. 25, D.R.H.C.TX.

UNION PACIFIC RAILROAD
456.17'

(5.313 ACRE)
TRACT 1
PEDERNALES ELECTRIC COOPERATIVE, INC.
VOL. 659, PG. 861
R.P.R.H.C.TX.
AMENDMENT IN
DOCUMENT NO. 18037613
O.P.R.H.C.TX.

(5.313 ACRE)
TRACT 1
PEDERNALES ELECTRIC COOPERATIVE, INC.
VOL. 659, PG. 861
R.P.R.H.C.TX.
AMENDMENT IN
DOCUMENT NO. 18037613
O.P.R.H.C.TX.

LOT 2
BLOCK A
PLUM CREEK PHASE 1, SECTION 7A,
DOCUMENT NO. 180373339,
O.P.R.H.C.TX.

LOT 2
13.970 AC.

LOT 3
18.312 AC.

LOT 4
44.011 AC.

BLOCK A

JESSE DAY SURVEY NO. 162,
A-152

JESSE DAY SURVEY,
A-159

BLOCK A

(1.275 ACRES)
WASTEWATER LINE EASEMENT
CITY OF KYLE
DOCUMENT NO. 18017114
O.P.R.H.C.TX.

LOT 1
BLOCK A
PLUM CREEK PHASE 1, SECTION 7A,
DOCUMENT NO. 180373339,
O.P.R.H.C.TX.

PLUM CREEK PHASE 1
LOT 1, BLOCK A, BUSINESS PARK
CABINET 14, SLIDE 34-35, P.R.H.C.TX.

LOT 1
4.346 AC.

(2.873 ACRES)
TRACT 2
60' WIDE
LOWER COLORADO RIVER AUTHORITY
VOL. 254, PG. 254
AMENDED IN
DOCUMENT NO. 19002260
O.P.R.H.C.TX.

APPROXIMATE LOCATION
OF FLOOD ZONE "A"
PER FEMA FIRM
PANEL NO. 48209C0290F
EFFECTIVE 9/2/2005

REMAINDER OF
(185.77 ACRES)
TRACT 4 EXHIBIT "A"
DEED WITHOUT WARRANTY
TO MOUNTAIN PLUM, LTD
VOL. 2297, PG. 139,
O.P.R.H.C.TX.

500 YEAR FLOODPLAIN
PER GBRA BUNTON BRANCH
MODEL PREPARED BY
HALFF ASSOCIATES
DATED MAY 29, 2015

(126.130 ACRES)
TRACT 1
SHELDON - TANGLEWOOD, LTD.,
VOL. 2495, PG. 677
O.P.R.H.C.TX.

GRID COORDINATES:
N: 13,922,304.74
E: 2,328,526.94

7.5' P.U.E.
HEREBY
DEDICATED

7.5' P.U.E.
HEREBY
DEDICATED

"PRELIMINARY"
This Document shall not be Recorded
for any purpose

FINAL PLAT
PLUM CREEK PHASE 1, SECTION 7C
HAYS COUNTY, TEXAS

PLAT PREPARATION DATE: FEBRUARY 15, 2020
APPLICATION SUBMITTAL DATE: MARCH 9, 2020

Item # 15



SHEET 2 OF 3
SHEET 3 OF 3

(S 46°04'58" W 2923.83')
S 46°04'58" W 2923.73'

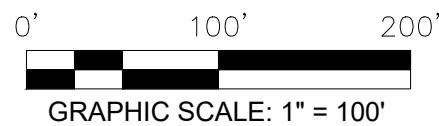
JOHN KING SURVEY NO. 20,
A-276

CITY PROJECT
NUMBER 2020-SUB-20-0117

LAND DEV
CONSULTING, LLC

5508 HIGHWAY 290 WEST, SUITE 150
AUSTIN, TX 78735
OFFICE: 512.872.6696
TBPLS FIRM NO. 16384
TBPLS FIRM NO. 10194101

SHEET 2 OF 3



(126.130 ACRES)
TRACT 1
SHELDON - TANGLEWOOD, LTD.,
VOL. 2495, PG. 677
O.P.R.H.C.TX.

- LEGEND
- 1/2" IRON ROD FOUND
 - LAI ● 1/2" IRON ROD WITH PLASTIC CAP STAMPED "LAI" FOUND
 - LOOMIS ● 1/2" IRON ROD WITH PLASTIC CAP STAMPED "LOOMIS" FOUND
 - BCG ● 1/2" IRON ROD WITH PLASTIC CAP STAMPED "BCG" FOUND
 - 1/2" IRON ROD WITH PLASTIC CAP STAMPED "LANDDEV" SET
 - P.R.H.C.TX. PLAT RECORDS HAYS COUNTY, TEXAS
 - O.P.R.H.C.TX. OFFICIAL PUBLIC RECORDS HAYS COUNTY, TEXAS
 - () RECORD INFORMATION

BENCHMARK LIST: NAVD88 - OPUS

BM005549-633:
SQUARE FOUND ON A CONCRETE INLET IN THE SOUTH RIGHT-OF-WAY OF KOHLERS CROSSING APPROXIMATELY 588' EAST OF THE UNION PACIFIC RAIL ROAD RIGHT-OF-WAY, AND APPROXIMATELY 850' WEST OF THE MARKETPLACE RIGHT-OF-WAY.

ELEVATION = 718.35 FEET.

BM005549-634:
SQUARE SET ON A CONCRETE INLET AT THE SOUTHEAST INTERSECTION OF KOHLERS CROSSING AND MARKETPLACE AVENUE.

ELEVATION = 708.46 FEET.

FLOOD NOTE:

A PORTION OF THE SUBJECT TRACT IS SHOWN TO BE IN FLOOD ZONE A, A SPECIAL FLOOD HAZARD AREA SUBJECT TO INUNDATION BY THE 1% ANNUAL CHANCE FLOOD, WITH NO BASE FLOOD ELEVATIONS DETERMINED, AS IDENTIFIED BY THE FLOOD INSURANCE RATE MAP PANEL NO. 48209C0290F, DATED REVISED SEPTEMBER 2, 2005.

THE ABOVE STATEMENT IS MEANT FOR FLOOD INSURANCE DETERMINATION ONLY AND THIS SURVEYOR ASSUMES NO LIABILITY FOR THE CORRECTNESS OF THE CITED MAP(S).

"PRELIMINARY"
This Document shall not be Recorded
for any purpose

**FINAL PLAT
PLUM CREEK PHASE 1,
SECTION 7C
HAYS COUNTY, TEXAS**

CITY PROJECT
NUMBER 2020-SUB-20-0117

LANDDEV

CONSULTING, L.L.C.
5508 HIGHWAY 290 WEST, SUITE 150
AUSTIN, TX 78735
OFFICE: 512.872.6696
TBPFS FIRM NO. 16384
TBPLS FIRM NO. 10194101

LOT 4
44.011 AC.
BLOCK A

JESSE DAY SURVEY,
A-159

(S 46°04'38" W 2923.83')
S 46°04'38" W 2923.73'

UNION PACIFIC RAILROAD (40' R.O.W.)
N 09°02'55" E 2648.04'
1977.82

INTERNATIONAL AND GREAT NORTHERN RAILROAD CO.
VOL. H, PG. 25, D.R.H.C.TX.

(5.313 ACRE)
TRACT 1
PEDERNALES ELECTRIC COOPERATIVE, INC.
VOL. 659, PG. 861
R.P.R.H.C.TX.
AMENDMENT IN
DOCUMENT NO. 18037613
O.P.R.H.C.TX.

(70.657 ACRES)
KIRKHAM TRACT 1
SHELDON - TANGLEWOOD, LTD
VOL. 2495, PG. 658
O.P.R.H.C.TX.

(APPROXIMATE LOCATION OF SURVEY LINE)
JOHN KING SURVEY NO. 20,
A-276

LINE TABLE		
LINE	BEARING	DISTANCE
L1	N 59°58'23" W (S 60°06'37" E)	45.18' (45.32')
L2	N 46°10'14" E (N 46°04'39" E)	108.98' (109.03')
L3	S 01°07'29" E	40.00'
L4	S 01°07'29" E	55.00'
L5	S 88°52'31" W	41.12'

CURVE TABLE				
CURVE	RADIUS	ARC LENGTH	CHORD BEARING	CHORD LENGTH
C1	7380.00' (7380.00')	308.36' (308.33')	N 10°15'15" E (N 10°14'07" E)	308.34' (308.30')
C2	299.00'	397.24'	S50°48'53"W	368.66'
C3	101.00'	134.19'	S50°48'53"W	124.53'

PLUM CREEK PHASE 1, SECTION 8
LOT 1, BLK. A
CABINET 16, PG. 58-61
P.R.H.C.TX.

LOT 1, BLK. A
AUSTIN COMMUNITY COLLEGE DISTRICT
PUBLIC FACILITY CORPORATION
VOL. 4331, PG. 547
O.P.R.H.C.TX.

(22.83 ACRES)
CITY OF KYLE, TEXAS
VOL. 4122, PG. 67
O.P.R.H.C.TX.

(0.04 ACRE)
CITY OF KYLE, TEXAS
VOL 1871, PG. 241
O.P.R.H.C.TX.

DEDICATED PUBLIC R.O.W.
EXHIBIT "A"
VOL. 4122, PG. 67
O.P.R.H.C.TX.

(9.20 ACRE)
CITY OF KYLE, TEXAS
VOL 2022, PG. 363
O.P.R.H.C.TX.

20' P.U.E.
HEREBY
DEDICATED

Item # 15

PLAT PREPARATION DATE: FEBRUARY 15, 2020
APPLICATION SUBMITTAL DATE: MARCH 9, 2020



CITY OF KYLE, TEXAS

Wrecker Amendment

Meeting Date: 6/16/2020

Date time: 7:00 PM

Subject/Recommendation: *(Second Reading)* An Ordinance of the City of Kyle, Texas, amending certain provisions of the Kyle Code of Ordinances Chapter 11 Business Regulations, by amending and adding provisions in Article IX, Commercial Towing and Wrecker Services, to clarify requirements relating to certificates, solicitations, qualifications, rotation list procedures, and records management; expanding options for siting vehicle storage facilities; making minor corrections; providing a severability clause, a savings clause, and open meetings clause; repealing Article VI, Towing Services in Chapter 11; and providing for publication, effective date, and related matters. ~ *Jeff Barnett, Chief of Police*

City Council voted 7-0 to approve on First Reading.

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

- 6-10-2020_Chapter 11 draft
- ARTICLE_IX.___COMMERCIAL_TOWING_AND_WRECKER_SERVICES
- ARTICLE_VI.___TOWING_SERVICES
- Ordinance #839 Commercial Towing and Wrecker Services
- Ordinance #903 Wrecker Ordinance Amendment

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF KYLE, TEXAS, AMENDING CERTAIN PROVISIONS OF THE KYLE CODE OF ORDINANCES CHAPTER 11 BUSINESS REGULATIONS, BY AMENDING AND ADDING PROVISIONS IN ARTICLE IX, COMMERCIAL TOWING AND WRECKER SERVICES, TO CLARIFY REQUIREMENTS RELATING TO CERTIFICATES, SOLICITATIONS, QUALIFICATIONS, ROTATION LISTS PROCEDURES, AND RECORDS MANAGEMENT; EXPANDING OPTIONS FOR SITING VEHICLE STORAGE FACILITIES; MAKING MINOR CORRECTIONS; PROVIDING A SEVERABILITY CLAUSE, A SAVINGS CLAUSE, AND OPEN MEETINGS CLAUSE; REPEALING ARTICLE VI, TOWING SERVICES IN CHAPTER 11; AND PROVIDING FOR PUBLICATION, EFFECTIVE DATE, AND RELATED MATTERS.

WHEREAS, commercial towing and wrecker services constitute a business enterprise that operates within the City of Kyle;

WHEREAS, the regulation and control of towing and wrecker services is necessary for the safety and quality of life of the citizens of the City of Kyle, Texas (herein the "City");

WHEREAS, the City Council previously adopted Ordinance 903 in May 2016 to update Article IX provisions and now finds and determines that the changes described herein complete the update and the repeal of Article VI is appropriate; and

WHEREAS, the clarification of requirements and processes for towing and wrecker services is necessary to ensure the prompt removal and storage of disabled motor vehicles from the public roadways and other spaces.

NOW, THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KYLE, TEXAS, THAT:

Section 1. Findings. The foregoing recitals are hereby found to be true and correct and are hereby adopted by the City Council and made part hereof for all purposes as findings of fact.

Section 2. Commercial Towing and Wrecker Services Regulations Added and Amended. The City Council hereby amends Article IX by amending and adding certain towing and wrecker services regulations to read as set forth in the attachment titled "Commercial Towing and Wrecker Services," incorporated in this ordinance as though fully transcribed herein for all purposes.

Section 3. Repealing Obsolete Ordinances. Article VI, Towing Services, in Chapter 11 of the Kyle Code of Ordinances is repealed.

Section 4. Amendment of Ordinances. Article IX, Commercial Towing and Wrecker Services in Chapter 11 of the Kyle Code of Ordinances is hereby amended to read as set forth in

this Ordinance. All other ordinances or parts thereof in conflict herewith are amended to the extent of such conflict only. In the event of a conflict or inconsistency between this ordinance and any other code or ordinance of the city, the terms and provisions of this ordinance shall govern.

Section 5. Savings Clause. All rights and remedies of the City of Kyle are expressly saved as to any and all violations of the provisions of any ordinances affecting towing and wrecker services within the City which have accrued at the time of the effective date of this ordinance; and, as to such accrued violations and all pending litigation, both civil and criminal, whether pending in court or not, under such ordinances, same shall not be affected by this ordinance but may be prosecuted until final disposition by the courts.

Section 6. Severability. It is hereby declared to be the intention of the City Council that the section, paragraphs, sentences, clauses and phrases of this Ordinance are severable and, if any phrase, sentence, paragraph or section of this Ordinance should be declared invalid by the final judgment or decree of any court of competent jurisdiction, such invalidity shall not affect any of the remaining phrases, clauses, sentences, paragraphs and sections of this Ordinance, since the same would have been enacted by the City Council without the incorporation of this ordinance of any such invalid phrase, clause, sentence, paragraph or section. If any provision of this Ordinance shall be adjudged by a court of competent jurisdiction to be invalid, the invalidity shall not affect other provisions or applications of this Ordinance which can be given effect without the invalid provision, and to this end the provisions of this Ordinance are declared to be severable.

Section 7. Effective Date. This ordinance shall take effect immediately upon its approval and passage and publication as required by law.

Section 8. Open Meeting. It is hereby officially found and determined that the meeting at which this Ordinance was passed was open to the public as required and that public notice of the time, place, and purpose of said meeting was given as required by the Open Meetings Act, Chapter 551, Texas Government Code.

PASSED AND APPROVED on this the _____ day of _____, 2020.

FINALLY PASSED AND APPROVED on this the _____ day of _____, 2020.

The City of Kyle, Texas

Travis Mitchell, Mayor

ATTEST:

Jennifer A. Vetrano, City Secretary

Article IX.- COMMERCIAL TOWING AND WRECKER SERVICES

Sec. 11-381. - Purpose.

The purpose of this article is to provide the city with requirements set forth for voluntary participation of privately owned commercial towing and wrecker services with the city. This article shall apply to all commercial towing and wrecker services whose principal place of business is located within the corporate limits of the city and to all commercial towing and wrecker services, both within and without the city, who participate in nonconsent tows in the city.

Sec. 11-381.1.- Compliance with state law.

Compliance with the provisions of V.T.C.A., Occupations Code § 2303.001 et seq. and § 2308.001 et seq., is a prerequisite and continuing standard to be met to remain eligible to render tow truck services in the city and to participate in the rotation system. The owner shall obtain a license and a permit for each tow truck as provided in V.T.C.A., Occupations Code §§ 2308.101 et seq. and 2308.153 et seq., from the state commission of licensing and regulation and maintain such license and permit in good standing as a prerequisite for participation in the rotation system.

Sec. 11-382. - Definitions.

The following words, terms, and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Accident means an occurrence in the operation of a motor vehicle that results in injury to any person or damage to property.

Chief of police means the chief police official of the city or such other police department official as he or she shall designate.

Conviction means a finding of guilt by a judge or jury or any plea of guilty or nolo contendere unless such conviction has been held invalid by the courts or the proceedings against the defendant have been dismissed and the defendant is discharged by the court.

Disabled means any vehicle which had been rendered unsafe to be driven upon the streets as the result of some occurrence other than a wreck, reasonably requiring that such vehicle be removed by a wrecker.

Heavy-duty wrecker means a wrecker not less than two tons in size.

Hold means a request made to the wrecker company by a police officer on behalf of the Kyle Police Department to maintain custody of a vehicle until approval to release the vehicle to the proper owner is given by the police department.

Motor vehicle means any vehicle which is self-propelled.

Nonconsent tow means the removal of any motor vehicle from a public or private place without the effective consent of the vehicle's owner.

Owner's request means the operator or owner or legal custodian of a wrecked or disabled vehicle may select a wrecker company to remove his or her vehicle and authorizes the police department to call that wrecker company on behalf of the individual.

Police department means the Kyle Police Department.

Police pull means when the police department has called a wrecker company from the rotation list to remove a wrecked or disabled vehicle or to remove a vehicle in a safe driving condition when the driver is absent, in custody or otherwise incapable of making authorization.

Private property commonly used by the public means supermarkets or shopping center parking lots, parking areas provided by business establishments for the convenience of their customers, clients or patrons and parking areas owned and operated for the convenience of, and commonly used by the public.

Public property means any property owned by a governmental entity.

Restricted use wrecker means a wrecker which otherwise complies with the terms and conditions of this article, including a current inspection certificate and all required equipment and insurance as set out in section 11-390 and 11-391, but which is operated by a company other than a wrecker company and is used exclusively for the purpose of hauling or towing vehicles owned or operated by the same company owning the wrecker.

Rollback unit means a specific type of wrecker consisting of a drive-on hydraulic tilting, flat-surface bed truck equipped with a forward-mounted winch manufactured with the intent of being able to remove heavily damaged vehicles from the road surface by having the bed unit tilt to the surface and winching the vehicle up onto the flat surface bed. Any rollback unit used under this article shall meet all State of Texas tow truck requirements for its intended purpose. A rollback unit meeting all applicable requirements of this article and of state law shall be considered a qualified wrecker for the purpose of this article, subject to other limitations as set out herein; provided, however, that a rollback unit shall not qualify as a heavy-duty wrecker under this article.

Rotation list means a registry of wrecker companies maintained by the city for use when the operator of a wrecked or disabled vehicle fails to designate a specific wrecker operator to remove the vehicle and he or she has authorized the police department to call a wrecker or heavy-duty wrecker from the appropriate rotation list or when an investigating officer initiates a police pull. A separate rotation list will exist for both wreckers and heavy-duty wreckers. The chief of police will establish the fair and equal rotation lists.

Rotation pull means and refers to a wrecker company called from the wrecker rotation list.

Street means any street, alley, avenue, lane, public place or highway within the corporate limits of the city.

Tow truck means a vehicle equipped with a lifting device which is designed, made or adapted to tow or carry other vehicles but which does not meet the minimum requirements for a heavy duty wrecker. Vehicles which are commonly referred to as "two-car haulers" or "three-car haulers" are included in this definition of "tow truck."

Vehicle means any device in, upon or by which any person or property is, or may be, transported or drawn upon a street, except devices moved by human power or used exclusively upon stationary rails or tracks.

Vehicle storage facility means a garage, parking lot, or other facility owned or operated by a person other than a governmental entity for storing or parking ten or more vehicles per year or defined in state law.

Wrecked means the status of any vehicle that has been damaged as the result of an accident so as to reasonably require that such vehicle be removed by a wrecker.

Wrecker means a motor vehicle used for the purpose of towing or removing disabled or wrecked vehicles which meets all the State of Texas tow truck requirements.

Wrecker business means any wrecker company that hauls, tows or in any way moves vehicles by the use of a wrecker or tow truck.

Wrecker company means any individual, corporation, partnership or association engaged in the business of towing vehicles on public streets or highways for compensation or with the expectation of compensation for the towing, storage or repair of vehicles. The term "wrecker company" includes the owner, operator, employee or agent or a towing company but does not include cities, counties or other political subdivisions of the state.

Wrecker selection means the selection process provided for in section 11-393.

Sec. 11-383. - Vehicle disabilities and accidents covered.

The prohibitions and requirements of this article shall apply to all vehicle accidents and vehicle disabilities occurring on public property or property having public access and commonly used by the public, regardless of whether or not the final resting place of a vehicle is upon the above described areas immediately after the accident or disability, police pulls for the vehicles for violations of the laws of the State of Texas, and those circumstances where the operator is incapacitated and unable to drive said vehicle, or if the operator is arrested.

Sec. 11-384. - Certain emergencies excepted.

The prohibitions and requirements of this article shall not apply to any person who necessarily must act immediately to prevent death or bodily injury to any person involved in an accident. This authority may include the use of any means necessary to clear a roadway, move or remove a vehicle or other item, or otherwise assist in the preservation of life or property.

Sec. 11-385. - Pushing or towing.

A vehicle may be pushed or towed by another vehicle only when it does not reasonably require removal by a wrecker and only when it may be done in a safe manner. Tow trucks may not be used to remove a wrecked vehicle from the scene of an accident.

Sec. 11-386. - City employees shall not attempt to influence owners of vehicles.

No employee of the city shall recommend to any person in any manner the name of any repair, wrecker or towing business, nor shall any city employee influence or attempt to influence in any manner the decision of any person in choosing or selecting a repair, wrecker service or towing business.

Sec. 11-387. - Wrecker prohibited at scene unless called; solicitation prohibited.

- (a) No person shall drive a wrecker to the site of an accident or park in the immediate vicinity of an accident, within the corporate limits of the city unless such person has been called to the site by the owner of the vehicle, his or her authorized representative, or by the police

department. Any wrecker company when called as provided herein shall notify the police dispatcher before proceeding to the disabled vehicle.

- (b) No person shall solicit in any manner, directly or indirectly, at the immediate site of an accident involving motor vehicles in the city, any business regarding wrecked or disabled vehicles, regardless of whether the solicitation is for the purpose of removing, repairing, wrecking, storing, trading or purchasing said vehicle. The presence of any person engaged in the wrecker business or other business for which solicitation is prohibited (such person not having been specifically summoned by the owner or legal custodian of the vehicle of a wrecked or disabled vehicle, or if not by the owner, the police officer in charge of the accident investigation) either as owner, operator, employee or agent on any street at the site of an accident or within the immediate vicinity within one hour after the happening of such accident shall be prima facie evidence of a solicitation in violation of this section.
- (c) Any person who violates, disobeys, omits, neglects or refuses to comply with or who resists the enforcement of any of the provisions of this section shall be fined not less than \$50.00 nor more than \$500.00.

Sec. 11-388. - Inspection certificates required for wrecker and heavy duty wrecker.

No person shall operate a wrecker or heavy duty wrecker to remove a vehicle within the city, for the Kyle Police Department as a police pull/rotation/rotation pull, unless a wrecker inspection certificate for such wrecker has been issued by the chief of police or designee. Such certificate shall be affixed securely to the inside of the windshield of such wrecker and displayed at all times.

Sec. 11-389. - Procedure for acquiring inspection certificates, wrecker rotation list.

- (a) Any wrecker company desiring to engage in the wrecker business in the city shall annually apply in writing to the chief of police or designee on a form provided for that purpose by the chief of police or designee for an inspection certificate for each wrecker proposed to be operated. The application shall contain the name, address and telephone number of the wrecker company, business hours, the number and types of wreckers to be operated, the legal owner of the company concerned and a statement that the applicant does or does not desire to appear on the wrecker "rotation lists, and other information as required by the chief of police or designee to properly administer this article.
- (b) A wrecker company desiring to be placed on the Kyle Police Department's wrecker rotation list must provide proof of ownership or lease of a state licensed vehicle storage facility within the incorporated city limits or extra-territorial jurisdiction of the city and proof the facility located within the city limits is in compliance with all City of Kyle ordinances, building codes, and rules and regulations, on a form provided, before any inspections will take place by the Kyle Police Department.
- (c) The wrecker company shall submit an application fee in the amount of \$250.00 per application or in the amount approved by the Kyle City Council.
- (d) Every application, when filed, shall be sworn to by the applicant and filed with the Kyle Police Department.

Sec. 11-390. - Qualifications, equipment, insurance, inspections.

The chief of police or designee shall issue an inspection certificate for each qualified wrecker which shall be valid until December 31 of the year in which same was issued. If, on January 1 of the following year, no wrecker company has been approved to be on the wrecker rotation list, the rotation wrecker list from the previous year shall remain in effect, until the first wrecker company is approved to be on the rotation wrecker list for the new year, at which time the wrecker rotation list will be reset, removing all unapproved wrecker companies.

- (1) Each wrecker shall be not less than one ton in size and shall have a gross vehicle weight of not less than 10,000 pounds.
- (2) Each wrecker shall be equipped with a lifting device, winch line and boom with a rated lifting capacity of not less than 8,000 pounds, single-line capacity.
- (3) Each wrecker shall carry as standard equipment towing mechanisms, safety chains, a properly functioning fire extinguisher and emergency lighting as approved by the chief or police or designee. Standard equipment for wreckers shall also include a broom, square point shovel and a receptacle for holding debris.
- (4) Wreckers which are qualified for the rotation list shall be equipped with flashing or rotating beacons capable of warning motorists, and such beacons shall be used in accordance with the Texas Transportation Code and, if approved, police radio communications of a type approved by the chief of police or designee.
- (5) Each wrecker shall have inscribed on both the passenger and driver doors, in letters not less than three inches in height, the name, city and telephone number of the wrecker company.
- (6) Each owner of a wrecker must furnish evidence of the minimum insurance coverage at the time of the application as defined and required for a tow truck by state law.
- (7) Each policy of said insurance coverage must contain an endorsement providing for ten days' notice to the city in the event of any material change or cancellation of any policy and shall name the city as an additional insured while the wrecker company is performing a wrecker job for the city.
- (8) Each wrecker company shall provide a telephone number to the Kyle Police Dispatch Division that will be the primary contact point for the police department, and such number shall be promptly answered 24 hours per day on each day of the year. The Kyle Police Department Dispatch is not obligated to contact any other number, other than the primary contact number when called for police pull/rotation/rotation pull.
- (9) Every wrecker shall be equipped with all equipment and comply with all technical requirements as specified and required by V.T.C.A., Occupations Code § 2308.001 et seq. and the applicable rules promulgated by the state commission of licensing and regulation. Any such wrecker shall be subject to inspection at any time by any officer of the police department.

Sec. 11-391. - Requirements for wrecker rotation list.

In order to qualify for the wrecker rotation list, and to maintain a place on said list, the following requirements shall be met:

- (1) All delinquent taxes due to the city by a wrecker company must be paid prior to the wrecker company being added to the rotation list;
- (2) The applicant shall have a minimum of two wreckers and two certified drivers that meet the requirements of the Texas Department of Licensing and Regulation and that are available for wrecker service at all times, one of which may be a rollback unit as defined herein. It is not required for a wrecker company to station a wrecker at a vehicle storage facility at all times;
- (3) If a wrecker company elects to be added to the heavy duty wrecker rotation list, the wrecker company must have a minimum of one heavy duty wrecker available for service at all times;
- (4) The applicant shall file a sworn statement that the applicant has no financial or ownership interest in any other wrecker service which is on the city's wrecker rotation list;
- (5) Wrecker companies with inquiries or questions directed to the Kyle Police Department, regarding the execution of this article, are to send inquiries to the chief of police or the chief's designee in writing. Complaints by wrecker companies on other wrecker companies or Kyle police officers must be submitted to the chief of police or his designee in writing. Inquiries or questions regarding the compliance, execution of this article, or complaints are not to be directed to the Kyle Emergency Communications Center; and
- (6) The applicant must have an individually owned or leased vehicle storage facility within the incorporated city limits or extra-territorial jurisdiction of Kyle. Each vehicle storage facility located within the City of Kyle must comply with all City of Kyle ordinances, building codes, and rules and regulations prior to operating within the City of Kyle. Heavy duty wrecker companies are not required to have a storage facility within the city limits.

Sec. 11-392. - Grounds for suspension or removal.

- (a) A wrecker company is subject to suspension or removal from the rotation list if:
 - (1) The place on the wrecker rotation list was procured by fraudulent conduct, concealment of or false statement of a material fact concerning the wrecker company at the time of the wrecker company makes its application or such fraudulent conduct is subsequently discovered;
 - (2) The wrecker company violates the provisions of this chapter or any other city ordinance or any state law regulating vehicular traffic or wrecker companies;
 - (3) The wrecker company fails to comply with the provisions of a storage area for wrecked or disabled vehicles;
 - (4) The wrecker company fails to protect the vehicle in its care as a result of a wrecker pull and fails to prevent parts, accessories and personal belongings from being removed from the vehicle, except as may be necessary to protect such items from theft;
 - (5) The wrecker company fails to deliver a vehicle directly to said company's vehicle storage facility, the location within the city limits as designated by the owner or legal custodian of the vehicle, or to the location designated by the police officer investigating the accident, provided such vehicle can be legally delivered to such location as designated by said officer, but this provision shall not apply when it is necessary to remove a vehicle to its ultimate destination by two separate tows because of an

- emergency or breakdown of a wrecker, and no charge is levied which is greater than the amount provided in section 11-395 for a single tow from one point on a street to another location within the city limits; this shall not prohibit the wrecker company and the owner or legal custodian of the vehicle from entering into an agreement to deliver the vehicle to any other location, provided that the police officer investigating the accident has not required otherwise;
- (6) The wrecker company is repeatedly tardy without justification acceptable to the police chief or designee in arriving after being called to the scene of an accident by the police department for a rotation, rotation pull, or police pull;
 - (7) The wrecker company or its employee intentionally provides confidential arrest information learned by the wrecker company or its employee, as a result of a police action, from the scene of a rotation pull or police pull and provides this information to any other person, party or business in the city that may find it advantageous to acquire such information;
 - (8) The conviction of an employee, agent or contractor of the wrecker company, as defined in this article, of fraud, theft or any felony, as defined in the Texas Penal Code, in the conduct or operation of the wrecker company; or
 - (9) Any lapse in the required insurance shall be cause for an immediate revocation of its municipal permit. Any costs, expenses or liabilities incurred during such lapse or suspension are to be borne in their entirety by the wrecker company.
- (b) A wrecker company under consideration for suspension or removal from the rotation list for violation of or non-compliance with any provision in 11-392(a)(1)-(9) may request an administrative hearing before the chief of police.
 - (c) The chief of police shall give ten days' notice of the time and place for the administrative hearing concerning suspension, cancellation or removal as provided above and is empowered to administer oaths to witnesses and to conduct hearings as otherwise provided by law.
 - (d) Findings of the chief of police and said chief's written order of suspension or removal from the rotation list shall terminate all authority and permission theretofore granted. The period of suspension or removal from the rotation list shall not exceed one year, unless the violation occurs under subsection (a)(1), (7) or (8) above, in which case removal from the rotation list will be permanent. If ownership of the permanently removed wrecker company changes, the new owners may apply to join the rotation list. The chief of police will present the order to the city council, who has the final authority to affirm, reject or modify the order.
 - (e) Any order of the chief of police in this section may be appealed to the city council within ten days from the date of suspension or removal. The city council shall have authority to reverse, affirm, vacate or modify the order of the chief of police, provided that, in the event of affirmance of the order, the suspension shall commence upon the date of action by the city council.

Sec. 11-393. - Procedure used in wrecker selection.

- (a) When a police officer investigating an accident determines that any vehicle which has been involved in an accident should be removed by a wrecker, the officer shall first determine whether or not the legal custodian of the vehicle has already made arrangements with an authorized wrecker service or, if appropriate, a restricted use wrecker, for the removal of the vehicle.
- (b) If the legal custodian has not arranged for removal of the vehicle, the officer shall request the legal custodian of the vehicle to designate an authorized company from the wrecker rotation list. If no preference is indicated, a wrecker shall be called from the wrecker rotation list as follows:
 - (1) If the legal custodian of the vehicle selects a wrecker company, the investigating officer shall notify the police department dispatcher to call the wrecker company. If the requested wrecker company is unable to promptly respond, then the wrecker company first up on the rotation list will be called. If the first-up wrecker company is unavailable to respond, other wrecker companies in order on said list shall be called until an available company is located.
 - (2) If the legal custodian of the vehicle does not designate a wrecker company to be called, the investigating police officer shall notify the dispatcher to call the wrecker company first-up on the wrecker rotation list and furnish its name to the investigating officer. In such event, the investigating officer shall notify the police dispatcher who shall call the wrecker company next up from the wrecker rotation list and dispatch it to the scene. The vehicle or vehicles to be removed shall be taken to the place designated by the owner, legal custodian of the vehicle or by the investigating officer or to the wrecker company's storage facility if no designation is made.
 - (3) When a personal request is made by an individual for a particular commercial towing or wrecker service, such request shall not alter the position of that service in the rotation system. The name, address, and telephone number of the individual requesting a particular towing or wrecker service shall be recorded by the investigating officer and filed by the police department.
 - (4) On each succeeding accident or call, the next wrecker company on the rotation list will be called to respond.
- (c) If a wrecked or disabled vehicle cannot be moved by a wrecker with ordinary lifting capacity, the investigating policer officer will notify the police department dispatcher to summon a heavy duty wrecker. The dispatcher shall:
 - (1) Call the first-up wrecker company on the heavy duty wrecker rotation list with:
 - (A) the capability to move the wrecked or disabled vehicle; and
 - (B) access to a vehicle storage facility within the city limits or in the city extra-territorial jurisdiction with the capacity to store the wrecked or disabled vehicle.
 - (2) If the first-up wrecker contacted under (c)(1) is unavailable to respond, the dispatcher shall call the other wrecker companies on the heavy duty wrecker rotation list in the order on said list until an available wrecker company is located.

- (d) To effect the wrecker rotation and heavy duty wrecker list procedure, the police department shall keep a master list of all wrecker companies which meet all the requirements of this chapter and are qualified to be on the wrecker rotation list and the heavy duty wrecker rotation list.

Sec. 11-393.1. - Availability.

Each participating commercial towing and wrecker service must be available to respond to police department calls on a 24-hour per day basis and shall respond to any location within the city within 20 minutes after being notified by police department communications personnel. In the event of mechanical difficulty, illness, vacation or any other reason for inability to respond as required, the commercial towing or wrecker service shall so notify the police department communications section and request not to be notified pending further notice. While unable to respond, the rotation log will be completed with "out of service" each time the wrecker service's name occurs. When capability to respond has been restored, said wrecker service shall notify the police department communications section. If a wrecker or towing service fails to respond to a call on three occasions during a six-month period or two occasions during a three-month period, said service shall be removed from the rotation for a period not to exceed 30 days.

Sec. 11-394. - Storage; wrecker company responsibility.

Each wrecker company shall provide a storage area for wrecked or disabled vehicles which are moved or towed as the result of a police or rotation pull. The storage area may be inspected by the chief of police or designee to determine whether it complies with the provisions of this section. A wrecker company or storage facility shall meet all requirements set forth by the Texas Department of Licensing and Regulation, which establish the minimum standards for motor carrier laws and storage facilities, in order to qualify for participation on the rotation list. The storage area may be located within the incorporated city limits or extra-territorial jurisdiction of Kyle.

Sec. 11-395. - Fees for service, towing and storage.

- (a) *Towing.* It is not the policy of the city to regulate the fees for towing or services provided by a wrecker company on the rotation list. However, no wrecker company on the rotation list shall charge a higher fee or rate for calls originating by virtue of the rotation list than for calls for similar services from other sources.
- (b) *Rate sheet required.* Each wrecker company shall provide to the chief of police or designee a rate sheet listing its published rates for towing and storage for each class, annually, or sooner if there is a rate change. This list shall also include all charges for ancillary services such as the use of dollies, dropping, hooking linkage, clearing debris off the roadway and similar charges. No charge shall be greater than those listed on the rate sheet.
- (c) *Storage.* Storage fees shall not exceed the limitations as set forth in state law.
- (d) *Other charges.* Any ancillary services are to be performed only if required and appropriate.
- (e) *Waiting time.* A charge of not more than \$15.00 for each one-half hour of time spent shall be allowed for waiting to tow a vehicle, and a charge of not more than \$250.00 for each one-half hour of time spent shall be allowed for waiting to tow a vehicle for heavy duty wrecker services.

Sec. 11-396. - Fee regulation for police pull not involving accident.

On a police pull for a vehicle that is in safe driving condition, but no owner or legal custodian of the vehicle or licensed operator is present to drive the vehicle from the site, the wrecker company called from the rotation list shall observe and maintain the same maximum fees provided for in this chapter. If a police officer requests a hold placed on the vehicle, then the wrecker company and/or storage facility operator may not release the vehicle to any other person until authorization is granted by the police department.

Sec. 11-397. - Rules for extraordinary conditions; large vehicles.

- (a) . Charges rendered for services of wreckers of extraordinary lifting capacity shall not exceed the usual and customary charges for like services provided in the wrecker industry.
- (b) If the wrecker company determines that additional wrecker is needed, the wrecker company will either provide the additional wrecker (of their choice) or request the police officer in charge of the scene to call another wrecker company. If the primary wrecker company provides an additional wrecker or has the police officer in charge of the scene summon another wrecker company, the primary wrecker company must advise the police officer in charge of the scene, the reason for the needed assistance and the approximate time delay in the removal of vehicles and debris from the scene. If the determination of need for an additional wrecker is based on the lack of equipment normally required to be present on the primary wrecker, the company will not be compensated for the additional wrecker called to the scene.
- (c) If, in the opinion of fire or police officials, a wrecked or disabled vehicle or its cargo constitutes a hazard to the public, any wrecker company shall act at the direction of the said official. Said official may take any actions needed within state law to preserve life, property or the public peace, to include restoring the normal flow of traffic to public roadways.

Sec. 11-398. - Removal of wrecks and debris.

The operator of a wrecker shall remove from the street, along with the disabled vehicle, all broken or shattered glass and other debris and parts coming from the disabled vehicle to include fluid spills of less than five gallons. Failure to do so shall constitute a misdemeanor punishable as provided in the city's Code of Ordinances and subject to cancellation of the wrecker certificate. A truck and trailer or pulled or transported items shall constitute one vehicle and shall be treated as such by the wrecker company.

Sec. 11-399. - Nonresident wrecker companies.

No provisions in this article shall be construed to prohibit a nonresident wrecker company from transporting a wrecked or disabled vehicle from some point in the city other than the site of an original accident to some point outside the city, nor shall it be construed to prohibit a nonresident wrecker company from transporting a wrecked or disabled vehicle from a point outside the city limits to a destination inside the city limits.

Sec. 11-400. - Companies to keep records.

- (a) Every wrecker company qualified for and whose name appears at its request on the wrecker rotation list shall maintain at its storage facility any and all records pertaining to all vehicles moved by the wrecker company.
- (b) The records shall contain the following information:
 - (1) Make, model and identification numbers of the disabled vehicle moved by the company;
 - (2) Location from which a disabled vehicle was removed and the final destination of the vehicle;
 - (3) Total amount charged for towing;
 - (4) Storage rate per day;
 - (5) A detailed description of all personal property within the disabled vehicle at the time of its removal;
 - (6) The date, time, name of the wrecker operator(s) involved in the tow and
 - (7) The date and time the vehicle was released and the name of the person who took possession;
- (c) The records described in subsection (b) of this section shall be preserved by the wrecker company for at least six months from the date such company came into possession of the vehicle, except that records for a vehicle subject to a hold under Section 11-396 shall be retained for the duration of the possession.
- (d) The wrecker company shall make available to the chief of police or designee said records upon request and within a reasonable time.

Sec. 11-401. - Establishment of rotation schedules.

The chief of police or designee shall establish rotation procedures intended to provide equal service potential for each wrecker business on the rotation list. The procedures established by the chief of police shall be subject to review by the city council upon request by any wrecker company that alleges the procedures established are illegal. The chief of police or designee shall issue a valid inspection certificate for each qualified wrecker which shall be valid until December 31 of the year in which the same was issued. If, on January 1 of the following year, no wrecker company has been approved to be on the wrecker rotation list, the list from the previous year shall remain in effect until the first wrecker company is approved to be on the wrecker rotation list for the new calendar year. At that time, the wrecker rotation list will be reset by removing all unapproved wrecker companies.

Sec. 11-402.- Prompt release of impounded vehicles.

All commercial towing or wrecker services performing services under the provision of this article shall release impounded vehicles immediately upon receipt of a release form signed by a city police department officer. Vehicles released other than during normal business hours (8:00 a.m. to 5:00 p.m., Monday through Friday) may be subject to an additional charge of \$20.00. Released vehicles shall be delivered to their owners or operators at or near the entrance to the wrecker yard. The city police department officers may inspect cars at any time at no charge. Failure

to comply with this section will result in the removal by the chief of police of the towing and wrecker service from the rotation system for a period not to exceed 30 days.

ARTICLE IX. - COMMERCIAL TOWING AND WRECKER SERVICES^[7]

Footnotes:

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Editor's note— [Ord. No. 839](#), §§ 2, 3, adopted March 3, 2015, amended Ch. 11 by the addition of provisions designated §§ 11-275—11-295. Inasmuch as there were already codified provisions so designated, said provisions have been renumbered §§ 11-381—11-401, with the original section designation included parenthetically in the history note.

Sec. 11-381. - Purpose.

The purpose of this article is to provide the city with requirements set forth for voluntary participation or privately owned commercial towing and wrecker services with the city. This article shall apply to all commercial towing and wrecker services whose principal place of business is located within the corporate limits of the city and to all commercial towing and wrecker services, both within and without the city, who participate in nonconsent tows in the city.

([Ord. No. 839](#), § 3(11-275), 3-3-2015)

Sec. 11-382. - Definitions.

The following words, terms, and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Accident means an occurrence in the operation of a motor vehicle that results in injury to any person or damage to property.

Chief of police means the chief police official of the city or such other police department official as he or she shall designate.

Conviction means a finding of guilt by a judge or jury, or any plea of guilty or nolo contendere unless such conviction has been held invalid by the courts, or the proceedings against the defendant have been dismissed and the defendant is discharged by the court.

Disabled means any vehicle which had been rendered unsafe to be driven upon the streets as the result of some occurrence other than a wreck, reasonably requiring that such vehicle be removed by a wrecker.

Heavy-duty wrecker means a wrecker not less than two tons in size.

Hold means a request made to the wrecker company by a police officer on behalf of the Kyle Police Department to maintain custody of a vehicle until approval to release the vehicle to the proper owner is given by the police department.

Motor vehicle means any vehicle which is self-propelled.

Nonconsent tow means the removal of any motor vehicle from a public or private place without the effective consent of the vehicle's owner.

Owner's request means the operator or owner or legal custodian of the vehicle of a wrecked or disabled vehicle may select a wrecker company to remove his or her vehicle and authorizes the police department to call that wrecker company on behalf of the individual.

Police department means the Kyle Police Department.

Police pull means when the police department has called a wrecker company from the rotation list to remove a wrecked or disabled vehicle or to remove a vehicle in a safe driving condition when the driver is absent, in custody or otherwise incapable of making authorization.

Private property commonly used by the public means supermarkets or shopping center parking lots, parking areas provided by business establishments for the convenience of their customers, clients or patrons and parking areas owned and operated for the convenience of, and commonly used by the public.

Public property means any property owned by a governmental entity.

Restricted use wrecker means a wrecker which otherwise complies with the terms and conditions of this article, including a current inspection certificate and all required equipment and insurance as set out in section 11-390 and 11-391, but which is operated by a company other than a wrecker company and is used exclusively for the purpose of hauling or towing vehicles owned or operated by the same company owning the wrecker.

Rollback unit means a specific type of wrecker consisting of a drive-on hydraulic tilting, flat-surface bed truck equipped with a forward-mounted winch manufactured with the intent of being able to remove heavily damaged vehicles from the road surface by having the bed unit tilt to the surface and winching the vehicle up onto the flat surface bed. Any rollback unit used under this article shall meet all State of Texas tow truck requirements for its intended purpose. A rollback unit meeting all applicable requirements of this article and of state law shall be considered a qualified wrecker for the purpose of this article, subject to other limitations as set out herein; provided, however, that a rollback unit shall not qualify as a heavy-duty wrecker under this article.

Rotation means when the operator of a wrecked or disabled vehicle fails to designate a specific wrecker operator to remove the vehicle and he or she has authorized the police department to call a wrecker or heavy-duty wrecker from the appropriate rotation list, a police initiated pull will utilize the same rotation list. A separate rotation list will exist for both wreckers and heavy-duty wreckers. The chief of police will establish the fair and equal rotation lists.

Rotation pull means and refers to a wrecker company called from the wrecker rotation list.

Street means any street, alley, avenue, lane, public place or highway within the corporate limits of the city.

Tow truck means a vehicle equipped with a lifting device which is designed, made or adapted to tow or carry other vehicles but which does not meet the minimum requirements for a wrecker. Vehicles which are commonly referred to as "two-car haulers" or "three-car haulers" are included in this definition of "tow truck."

Vehicle means any device in, upon or by which any person or property is, or may be, transported or drawn upon a street, except devices moved by human power or used exclusively upon stationary rails or tracks.

Vehicle storage facility means a garage, parking lot, or other facility owned or operated by a person other than a governmental entity for storing or parking ten or more vehicles per year or as amended by the Texas Administrative Code.

Wrecked means the status of any vehicle that has been damaged as the result of an accident so as to reasonably require that such vehicle be removed by a wrecker.

Wrecker means a motor vehicle used for the purpose of towing or removing disabled or wrecked vehicles which meets all the State of Texas tow truck requirements.

Wrecker business means any wrecker company that hauls, tows or in any way moves vehicles by the use of a wrecker or tow truck.

Wrecker company means any individual, corporation, partnership or association engaged in the business of towing vehicles on public streets or highways for compensation or with the expectation of compensation for the towing, storage or repair of vehicles. The term "wrecker company" includes the

owner, operator, employee or agent or a towing company but does not include cities, counties or other political subdivisions of the state.

Wrecker selection means the selection process provided for in section [11-393].

([Ord. No. 839](#), § 3(11-276), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-383. - Vehicle disabilities and accidents covered.

The prohibitions and requirements of this article shall apply to all vehicle accidents and vehicle disabilities occurring on public property or property having public access and commonly used by the public, regardless of whether or not the final resting place of a vehicle is upon the above described areas immediately after the accident or disability, police pulls for the vehicles for violations of the laws of the State of Texas, and those circumstances where the operator is incapacitated and unable to drive said vehicle, or if the operator is arrested.

([Ord. No. 839](#), § 3(11-277), 3-3-2015)

Sec. 11-384. - Certain emergencies excepted.

The prohibitions and requirements of this article shall not apply to any person who necessarily must act immediately to prevent death or bodily injury to any person involved in an accident. This authority may include the use of any means necessary to clear a roadway, move or remove a vehicle or other item, or otherwise assist in the preservation of life or property.

([Ord. No. 839](#), § 3(11-278), 3-3-2015)

Sec. 11-385. - Pushing or towing.

A vehicle may be pushed or towed by another vehicle only when it does not reasonably require removal by a wrecker and only when it may be done in a safe manner. Tow trucks may not be used to remove a wrecked vehicle from the scene of an accident.

([Ord. No. 839](#), § 3(11-279), 3-3-2015)

Sec. 11-386. - City employees shall not attempt to influence owners of vehicles.

No employee of the city shall recommend to any person in any manner the name of any repair, wrecker or towing business, nor shall any city employee influence or attempt to influence in any manner the decision of any person in choosing or selecting a repair, wrecker service or towing business.

([Ord. No. 839](#), § 3(11-280), 3-3-2015)

Sec. 11-387. - Wrecker prohibited at scene unless called; solicitation prohibited.

- (a) No person shall drive a wrecker to the site of an accident or park in the immediate vicinity of an accident, within the corporate limits of the city unless such person has been called to the site by the owner of the vehicle, his or her authorized representative, or by the police department. Any wrecker company when called as provided herein shall notify the police dispatcher before proceeding to the disabled vehicle.
- (b) No person shall solicit in any manner, directly or indirectly, at the immediate site of an accident involving motor vehicles in the city, any business regarding wrecked or disabled vehicles, regardless

of whether the solicitation is for the purpose of removing, repairing, wrecking, storing, trading or purchasing said vehicle. The presence of any person engaged in the wrecker business or other business for which solicitation is prohibited (such person not having been specifically summoned by the owner or legal custodian of the vehicle of a wrecked or disabled vehicle, or if not by the owner, the police officer in charge of the accident investigation) either as owner, operator, employee or agent on any street at the site of an accident or within the immediate vicinity within one hour after the happening of such accident shall be prima facie evidence of a solicitation in violation of this section.

- (c) Any person who violates, disobeys, omits, neglects or refuses to comply with or who resist the enforcement of any of the provisions of this section shall be fined not less than \$50.00 nor more than \$500.00.

([Ord. No. 839](#), § 3(11-281), 3-3-2015)

Sec. 11-388. - Inspection certificates required for wreckers and heavy wrecker.

No person shall operate a wrecker or heavy duty wrecker to remove a vehicle within the city, for the Kyle Police Department as a police pull/rotation/rotation pull, unless a wrecker inspection certificate for such wrecker has been issued by the chief of police or designee. Such certificate shall be affixed securely to the inside of the windshield of such wrecker and displayed at all times.

([Ord. No. 839](#), § 3(11-282), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-389. - Procedure for acquiring inspection certificates, wrecker rotation list.

- (a) Any wrecker company desiring to engage in the wrecker business in the city shall annually apply in writing to the chief of police or designee on a form provided for that purpose by the chief of police or designee for an inspection certificate for each wrecker proposed to be operated. The application shall contain the name, address and telephone number of the wrecker company, the number and types of wreckers to be operated, the legal owner of the company concerned and a statement that the applicant does or does not desire to appear on the "wrecker rotation list," and other information as required by the chief of police or designee to properly administer this article.
- (b) A wrecker company desiring to be placed on the Kyle Police Department's wrecker rotation list must provide proof that the vehicle storage facility is in compliance with all City of Kyle ordinances, building codes, and rules and regulations, on a form provided, before any inspections will take place by the Kyle Police Department.
- (c) The applicant shall submit an acceptable payment of a fee at the time of submitting the application in the amount of \$250.00 per application, which said fee shall be included in the city's fee schedule as adopted or amended by the City of Kyle City Council.
- (d) Every application, when filed, shall be sworn to by the applicant and filed with the Kyle Police Department.

([Ord. No. 839](#), § 3(11-283), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-390. - Qualifications, equipment, insurance.

The chief of police or designee shall issue an inspection certificate for each qualified wrecker which shall be valid until December 31 of the year in which same was issued. If, on January 1 of the following year, no wrecker company has been approved to be on the wrecker rotation list, the rotation wrecker list from the previous year shall remain in effect, until the first wrecker company is approved to be on the rotation wrecker list for the new year, at which time the wrecker rotation list will be reset, removing all unapproved wrecker companies.

- (1) Each wrecker shall be not less than one ton in size and shall have a gross vehicle weight of not less than 10,000 pounds.
- (2) Each wrecker shall be equipped with a lifting device, winch line and boom with a rated lifting capacity of not less than 8,000 pounds, single-line capacity.
- (3) Each wrecker shall carry as standard equipment towing mechanisms, safety chains, a properly functioning fire extinguisher and emergency lighting as approved by the chief or police or designee. Standard equipment for wreckers shall also include a broom, square point shovel and a receptacle for holding debris.
- (4) Wreckers which are qualified for the rotation list shall be equipped with flashing or rotating beacons capable of warning motorists, and such beacons shall be used in accordance with the Texas Transportation Code and, if approved, police radio communications of a type approved by the chief of police or designee.
- (5) Each wrecker shall have inscribed on both the passenger and driver doors, in letters not less than three inches in height, the name, city and telephone number of the wrecker company.
- (6) Each owner of a wrecker must furnish evidence of the minimum insurance coverage at the time of the application as defined and required for a tow truck by state law.
- (7) Each policy of said insurance coverage must contain an endorsement providing for ten days' notice to the city in the event of any material change or cancellation of any policy and shall name the city as an additional insured while the wrecker company is performing a wrecker job for the city.
- (8) Each wrecker company shall provide a telephone number to the Kyle Police Dispatch Division that will be the primary contact point for the police department, and such number shall be promptly answered 24 hours per day on each day of the year. The Kyle Police Department Dispatch is not obligated to contact any other number, other than the primary contact number when called for police pull/rotation/rotation pull.

([Ord. No. 839](#), § 3(11-284), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-391. - Requirements for wrecker rotation list.

In order to qualify for the wrecker rotation list, and to maintain a place on said list, the following requirements shall be met:

- (1) All delinquent taxes due to the city by a wrecker company must be paid prior to the wrecker company being added to the rotation list;
- (2) The applicant shall have a minimum of two wreckers and two certified drivers that meet the requirements of the Texas Department of Licensing and Regulation and that are available for wrecker service at all times, one of which may be a rollback unit as defined herein. It is not required for a wrecker company to station a wrecker at a vehicle storage facility at all times;
- (3) If a wrecker company elects to be added to the heavy duty wrecker rotation list, the wrecker company must have a minimum of one heavy duty wrecker available for service at all times;
- (4) The applicant shall file a sworn statement that the applicant has no financial or ownership interest in any other wrecker service which is on the city's wrecker rotation list;
- (5) Wrecker companies with inquiries or questions directed to the Kyle Police Department, regarding the execution of this article, are to send inquiries to the chief of police or the chief's designee in writing. Complaints by wrecker companies on other wrecker companies or Kyle police officers must be submitted to the chief of police or his designee in writing. Inquiries or questions regarding the compliance, execution of this article, or complaints are not to be directed to the Kyle Emergency Communications Center; and

- (6) The applicant must have an individually owned or leased vehicle storage facility within the city limits of Kyle. Each vehicle storage facility located within the City of Kyle must comply with all City of Kyle ordinances, building codes, and rules and regulations prior to operating within the City of Kyle. Heavy duty wrecker companies are not required to have a storage facility within the city limits.

([Ord. No. 839](#), § 3(11-285), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-392. - Grounds for suspension or removal.

- (a) After an administrative hearing, the chief of police may recommend suspension or removal of any wrecker company from the rotation list if:
 - (1) The place on the wrecker rotation list was procured by fraudulent conduct, concealment of or false statement of a material fact concerning the wrecker company at the time of the wrecker company makes its application or such fraudulent conduct is subsequently discovered;
 - (2) The wrecker company violates the provisions of this chapter or any other city ordinance or any state law regulating vehicular traffic or wrecker companies;
 - (3) The wrecker company fails to comply with the provisions of a storage area for wrecked or disabled vehicles;
 - (4) The wrecker company fails to protect the vehicle in its care as a result of a wrecker pull and fails to prevent parts, accessories and personal belongings from being removed from the vehicle, except as may be necessary to protect such items from theft;
 - (5) The wrecker company fails to deliver a vehicle directly to said company's vehicle storage facility, the location within the city limits as designated by the owner or legal custodian of the vehicle, or to the location designated by the police officer investigating the accident, provided such vehicle can be legally delivered to such location as designated by said officer, but this provision shall not apply when it is necessary to remove a vehicle to its ultimate destination by two separate tows because of an emergency or breakdown of a wrecker, and no charge is levied which is greater than the amount provided in section 11-395 for a single tow from one point on a street to another location within the city limits; this shall not prohibit the wrecker company and the owner or legal custodian of the vehicle from entering into an agreement to deliver the vehicle to any other location, provided that the police officer investigating the accident has not required otherwise;
 - (6) The wrecker company is repeatedly tardy without justification acceptable to the police chief or designee in arriving after being called to the scene of an accident by the police department for a rotation, rotation pull or police pull;
 - (7) The wrecker company or its employee intentionally provides confidential arrest information learned by the wrecker company or its employee, as a result of a police action, from the scene of a rotation pull or police pull and provides this information to any other person, party or business in the city that may find it advantageous to acquire such information; or
 - (8) The conviction of an employee, agent or contractor of the wrecker company, as defined in this article, of fraud, theft or any felony, as defined in the Texas Penal Code, in the conduct or operation of the wrecker company.
 - (9) Any lapse in the required insurance shall be cause for an immediate revocation of its municipal permit. Any costs, expenses or liabilities incurred during such lapse or suspension are to be borne in their entirety by the wrecker company.
- (b) The chief of police shall give ten days' notice of the time and place for the administrative hearing concerning suspension, cancellation or removal as provided above and is empowered to administer oaths to witnesses and to conduct hearings as otherwise provided by law.

- (c) Findings of the chief of police and said chief's written order of suspension or removal from the rotation list shall terminate all authority and permission theretofore granted. The period of suspension or removal from the rotation list shall not exceed one year, unless the violation occurs under subsection (a)(1), (7) or (8) above, in which case removal from the rotation list will be permanent. If ownership of the permanently removed wrecker company changes, the new owners may apply to join the rotation list. The chief of police will present the application to the city council, who has the final authority to affirm, reject or modify the application.
- (d) Any order of the chief of police in this section may be appealed to the city council within ten days from the date of suspension or removal. The city council shall have authority to reverse, affirm, vacate or modify the order of the chief of police, provided that, in the event of affirmance of the order, the suspension shall commence upon the date of action by the city council.

([Ord. No. 839](#), § 3(11-286), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-393. - Procedure used in wrecker selection.

- (a) When a police officer investigating an accident determines that any vehicle which has been involved in an accident should be removed by a wrecker, the officer shall first determine whether or not the legal custodian of the vehicle has already made arrangements with an authorized wrecker service or, if appropriate, a restricted use wrecker, for the removal of the vehicle.
- (b) If not, the officer shall request the legal custodian of the vehicle to either designate an authorized company or allow a wrecker to be called from the wrecker rotation list as follows:
 - (1) If the legal custodian of the vehicle selects a wrecker company, the investigating officer shall notify the police department dispatcher to call the wrecker company. If the requested wrecker company is unable to promptly respond, then the wrecker company first up on the rotation list will be called. If the first-up wrecker company is unavailable to respond, other wrecker companies in order on said list shall be called until an available company is located.
 - (2) If the legal custodian of the vehicle does not designate a wrecker company to be called, the investigating police officer shall notify the dispatcher to call the wrecker company first-up on the wrecker rotation list and furnish its name to the investigating officer. In such event, the investigating officer shall notify the police dispatcher who shall call the wrecker company next up from the wrecker rotation list and dispatch it to the scene. The vehicle or vehicles to be removed shall be taken to the place designated by the owner, legal custodian of the vehicle or by the investigating officer or to the wrecker company's storage facility if no designation is made.
- (c) On each succeeding accident or call, the next wrecker company on the rotation list will be called to respond. The chief of police will establish a fair and consistent rotation procedure to ensure equal service for each wrecker company on the rotation list.
- (d) To effect the wrecker rotation and heavy duty wrecker list procedure, the police department shall keep a master list of all wrecker companies which meet all the requirements of this chapter and are qualified to be on the wrecker rotation list and the heavy duty wrecker rotation list.

([Ord. No. 839](#), § 3(11-287), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-394. - Storage; wrecker company responsibility.

It shall be the responsibility of each wrecker company to provide a storage area for wrecked or disabled vehicles which are moved or towed as the result of a police or rotation pull. The storage area may be inspected by the chief of police or designee to determine whether it complies with the provisions of this section. A wrecker company or storage facility shall meet all requirements set forth by the Texas Department of Licensing and Regulation, which establish the minimum standards for motor carrier laws

and storage facilities, in order to qualify for participation on the rotation list. The storage area must also be located within the incorporated city limits of Kyle.

([Ord. No. 839](#), § 3(11-288), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-395. - Fees for service, towing and storage.

- (a) *Towing.* It is not the policy of the city to regulate the fees for towing or services provided by a wrecker company on the rotation list. However, no wrecker company on the rotation list shall charge a higher fee or rate for calls originating by virtue of the rotation list than for calls for similar services from other sources.
- (b) *Rate sheet required.* Each wrecker company shall provide to the chief of police or designee a rate sheet listing its published rates for towing and storage for each class, annually, or sooner if there is a rate change. This list shall also include all charges for ancillary services such as the use of dollies, dropping, hooking linkage, clearing debris off the roadway and similar charges. No charge shall be greater than those listed on the rate sheet.
- (c) *Storage.* Storage fees shall not exceed the limitations as set forth in state law.
- (d) *Other charges.* Any ancillary services are to be performed only if required and appropriate.
- (e) *Waiting time.* A charge of not more than \$15.00 for each one-half hour of time spent shall be allowed for waiting to tow a vehicle, and a charge of not more than \$250.00 for each one-half hour of time spent shall be allowed for waiting to tow a vehicle for heavy duty wrecker services.

([Ord. No. 839](#), § 3(11-289), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-396. - Fee regulation for police pull not involving accident.

On a police pull for a vehicle that is in safe driving condition, but no owner or legal custodian of the vehicle or licensed operator is present to drive the vehicle from the site, the wrecker company called from the rotation list shall observe and maintain the same maximum fees provided for in this chapter. If a police officer requests a hold placed on the vehicle, then the wrecker company and/or storage facility operator may not release the vehicle to any other person until authorization is granted by the police department.

([Ord. No. 839](#), § 3(11-290), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-397. - Rules for extraordinary conditions; large vehicles.

- (a) If a vehicle is wrecked or disabled and a wrecker of ordinary lifting capacity cannot move the vehicle, the investigating police officer will summon a wrecker from the heavy duty wrecker rotation list that has the capacity to move the vehicle. Charges rendered for services of wreckers of extraordinary lifting capacity shall not exceed the usual and customary charges for like services provided in the wrecker industry.
- (b) If the wrecker company determines that additional wrecker is needed, the wrecker company will either provide the additional wrecker (of their choice) or request the police officer in charge of the scene to call another wrecker company. If the primary wrecker company provides an additional wrecker or has the police officer in charge of the scene summon another wrecker company, the primary wrecker company must advise the police officer in charge of the scene, the reason for the needed assistance and the approximate time delay in the removal of vehicles and debris from the scene. If the determination of need for an additional wrecker is based on the lack of equipment normally required to be present on the primary wrecker, the company will not be compensated for the additional wrecker called to the scene.

- (c) If, in the opinion of fire or police officials, a wrecked or disabled vehicle or its cargo constitutes a hazard to the public, any wrecker company shall act at the direction of the said official. Said official may take any actions needed within state law to preserve life, property or the public peace, to include restoring the normal flow of traffic to public roadways.

([Ord. No. 839](#), § 3(11-291), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-398. - Removal of wrecks and debris.

The operator of a wrecker shall remove from the street, along with the disabled vehicle, all broken or shattered glass and other debris and parts coming from the disabled vehicle to include fluid spills of less than five gallons. Failure to do so shall constitute a misdemeanor punishable as provided in the city's Code of Ordinances and subject to cancellation of the wrecker license. A truck and trailer or pulled or transported items shall constitute one vehicle and shall be treated as such by the wrecker company.

([Ord. No. 839](#), § 3(11-292), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

Sec. 11-399. - Nonresident wrecker companies.

No provisions in this article shall be construed to prohibit a nonresident wrecker company from transporting a wrecked or disabled vehicle from some point in the city other than the site of an original accident to some point outside the city, nor shall it be construed to prohibit a nonresident wrecker company from transporting a wrecked or disabled vehicle from a point outside the city limits to a destination inside the city limits.

([Ord. No. 839](#), § 3(11-293), 3-3-2015)

Sec. 11-400. - Companies to keep records.

- (a) Every wrecker company qualified for and whose name appears at its request on the wrecker rotation list shall maintain at its storage facility any and all records pertaining to all vehicles moved by the wrecker company.
- (b) The records shall contain the following information:
- (1) Make, model and identification numbers of the disabled vehicle moved by the company;
 - (2) Location from which a disabled vehicle was removed and the final destination of the vehicle;
 - (3) Total amount charged for towing;
 - (4) Storage rate per day;
 - (5) A detailed description of all personal property within the disabled vehicle at the time of its removal; and
 - (6) The date, time, name of the wrecker operator(s) involved in the tow.
- (c) The records described in subsection (b) of this section shall be preserved by the wrecker company for at least six months from the date such company came into possession of the vehicle.
- (d) The wrecker company shall make available to the chief of police or designee said records upon request and within a reasonable time.

([Ord. No. 839](#), § 3(11-294), 3-3-2015)

Sec. 11-401. - Establishment of rotation schedules.

The chief of police or designee shall establish a rotation procedures intended to provide equal service potential for each wrecker business on the rotation list. The procedures established by the chief of police shall be subject to review by the city council upon request by any wrecker company that alleges the procedures established are illegal. The chief of police or designee shall issue a valid inspection certificate for each qualified wrecker which shall be valid until December 31 of the year in which the same was issued. If, on January 1 of the following year, no wrecker company has been approved to be on the wrecker rotation list, the list from the previous year shall remain in effect until the first wrecker company is approved to be on the wrecker rotation list for the new calendar year. At that time, the wrecker rotation list will be reset by removing all unapproved wrecker companies.

([Ord. No. 839](#), § 3(11-295), 3-3-2015; [Ord. No. 903](#), § 2, 5-3-2016)

ARTICLE VI. - TOWING SERVICES⁶

Footnotes:

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State Law reference— Vehicle towing, V.T.C.A., Occupations Code § 2308.001 et seq.

Sec. 11-275. - Purpose.

- (a) The purpose of this article is to provide the city with requirements set forth for voluntary participation of privately owned commercial towing and wrecker services with the city. This article shall apply to all commercial towing and wrecker services whose principal place of business is located within the corporate limits of the city and to all commercial towing and wrecker services, both within and without the city, who participate in nonconsent tows in the city.
- (b) For the purpose of this article, nonconsent tow is the removal of any motor vehicle from a public or private place without the effective consent of the vehicle's owner.

(Ord. No. 252, § 1, 2-20-1990)

State Law reference— Regulation of tow trucks within the city, V.T.C.A., Occupations Code § 2308.201.

Sec. 11-276. - Registration.

Each commercial towing and wrecker service who desires to participate in this rotation system as described herein shall provide its business name, address, telephone number, normal business hours and an operator's name, address and telephone number for after-hours calls to the chief of police of the city. When nonconsent towing or wrecker services are required, notice will be given to the commercial towing and wrecker service as dictated by the policy of the county sheriff's department. The rotation system currently allows for one tow, regardless of its nature, and then will rotate to the next commercial towing and wrecker service listed. Any commercial towing or wrecker service whose operator stops at the scene of any accident or other incident without being notified by the police dispatcher will be subject to suspension from the rotation system for a period not to exceed 30 days; similar suspension shall also result to any wrecker service called under the rotation system to an accident whose operator removes a vehicle without properly cleaning the location to include removal of all debris associated with said accident.

(Ord. No. 252, § 2, 2-20-1990)

Sec. 11-277. - Solicitation.

- (a) Officers or employees of the city police department shall not solicit, recommend or suggest any particular commercial towing or wrecker service to any individual for any purpose and shall not call any such service that is not on the rotation system. However, when a personal request is made by an individual for a particular commercial towing or wrecker service, such request shall not alter the position of that service in the rotation system. The name, address and telephone number of the individual requesting a particular towing or wrecker service shall be recorded by the investigating officer and filed by the police department.
- (b) Wrecker owners shall not solicit nor offer any gratuity to any officer for consideration of towing services.

(Ord. No. 252, § 3, 2-20-1990)

Sec. 11-278. - Compliance with state law.

Compliance with the provisions of V.T.C.A., Occupations Code § 2308.001 et seq., is a prerequisite and continuing standard to be complied with and to be and remain eligible to render tow truck services in the city and to participate in the rotation system. The owner shall obtain a license and a permit for each tow truck as provided in V.T.C.A., Occupations Code §§ 2308.101 et seq. and 2308.153 et seq., from the state commission of licensing and regulation and maintain such license and permit in good standing as a prerequisite for participation in the rotation system.

(Ord. No. 252, § 4, 2-20-1990)

State Law reference— Tow truck permit requirements, V.T.C.A., Occupations Code § 2308.101 et seq.

Sec. 11-279. - Availability.

Each participating commercial towing and wrecker service must be available to respond to police department calls on a 24-hour per day basis and shall respond to any location within the city within 20 minutes after being notified by police department communications personnel. In the event of mechanical difficulty, illness, vacation or any other reason for inability to respond as required, the commercial towing or wrecker service shall so notify the police department communications section and request not to be notified pending further notice. While unable to respond, the rotation log will be completed with "out of service" each time the wrecker service's name occurs. When capability to respond has been restored, said wrecker service shall notify the police department communications section. If a wrecker or towing service fails to respond to a call on three occasions during a six-month period or two occasions during a three-month period, said service shall be removed from the rotation for a period not to exceed 30 days.

(Ord. No. 252, § 5, 2-20-1990)

Sec. 11-280. - Equipment.

Every wrecker shall be equipped with all equipment and comply with all technical requirements as specified and required by V.T.C.A., Occupations Code § 2308.001 et seq. and the applicable rules promulgated by the state commission of licensing and regulation. Any such wrecker shall be subject to inspection at any time by any officer of the police department.

(Ord. No. 252, § 6, 2-20-1990)

Sec. 11-281. - Records.

Records of services provided under this article shall be maintained by each commercial towing or wrecker service for a minimum period of one year and shall be made available for inspection upon request by the chief of police or his representative. Any officer impounding a vehicle as a nonconsent impound shall submit a report form as to the physical appearance of the vehicle, of which one copy shall be supplied to the wrecker operator.

(Ord. No. 252, § 7, 2-20-1990)

Sec. 11-282. - Fees.

Each participating commercial towing and wrecker service shall be limited in the fees it charges for tows authorized by the city police department. Such fees shall be no more than the fees set forth in appendix A to this Code.

(Ord. No. 252, § 8, 2-20-1990)

Sec. 11-283. - Administration.

A wrecker service operating under the authority of this article shall notify the city police department within 24 hours of any nonconsent tow authorized by anyone other than a peace officer. In addition, each wrecker service participating in the rotation system shall provide the city police department with a monthly list of all vehicles impounded by that service other than those authorized by the owner. Said list shall include the vehicle's license number, VIN number, year, model, make, color, location of impound, and date of impound. For the administration of this article, each wrecker service shall charge and collect the fee in appendix A to this Code for each nonconsent or motor vehicle accident tow performed under this article in addition to authorized towing fees. Such amounts collected shall be paid to the city on or before the tenth of each month for all such collections made during the preceding month.

(Ord. No. 252, § 9, 2-20-1990)

Sec. 11-284. - Insurance.

- (a) Any commercial towing or wrecker service performing services under the provision of this article shall procure and keep in force and effect and shall keep on file with the city secretary a policy of public liability and property damage insurance, or a certificate of insurance, issued by a casualty insurance company which is authorized to do business in the state. Said policy or certificate shall be in the standard form approved by the state board of insurance, shall contain a provision that at least ten days prior notice of material change or cancellation of said insurance shall be given to city by the insurance company, and shall contain a provision which includes the city as an additional named insured. The coverage provisions of said policy shall insure the public from loss or damage that may arise to any person or property by reason of the operation of a commercial wrecker participating in the rotating system of notification operated by the city police department and shall be in the minimum amounts which are on file in the city secretary's office:
- (1) Each tow truck with a gross vehicle weight of 26,000 pounds or less must carry coverage in the amount which is on file in the city secretary's office.
 - (2) Each tow truck with a gross vehicle weight over 26,000 pounds must carry coverage in the amount which is on file in the city secretary's office.
 - (3) Each tow truck with a gross vehicle weight 26,000 pounds or less must carry cargo, on-hook or similar type insurance in an amount not less than the amount which is on file in the city secretary's office; provided, however, for satisfaction of the requirement for insurance against damage to a towed vehicle, a surety bond in the minimum amount which is on file in the city secretary's office may be provided to the city. Said surety bond shall be available for the satisfaction of any valid final judgment against the commercial towing or wrecker service for property damage to a vehicle towed by said service pursuant to the terms of this article or to satisfy any agreement between a towing service and a claimant.
 - (4) Each tow truck with a gross vehicle weight over 26,000 pounds and a tandem axle must have tow truck cargo or on-hook insurance for the coverage of a towed vehicle in an amount not less than the amount which is on file in the city secretary's office; provided, however, for satisfaction of the requirement for insurance against damage to a towed vehicle a surety bond in the minimum amount which is on file in the city secretary's office. Said surety bond shall be available for the satisfaction of any valid final judgment against the commercial towing or

wrecker service for property damage to a vehicle towed by said service, pursuant to the terms of this article, or to satisfy any agreement between a towing service and a claimant.

- (b) All commercial towing or wrecker services performing services under the provisions of this article shall hold the city harmless from all claims, actions and lawsuits which may result from injury to persons and/or damages to property caused by said commercial towing or wrecker service, its agents, or employees. Any vehicle or articles inside said vehicle shall be the sole responsibility of the commercial towing or wrecker service towing the vehicle.
- (c) All commercial towing or wrecker services performing services under the provisions of this article shall respond within ten days to complaints about the service performed or about damage to any vehicle while it was towed or impounded by that service. The commercial towing or wrecker service shall respond in writing to the person complaining and to the chief of police of the city.
- (d) Penalty for failure to comply with this section shall be removal from the rotation system for a period not to exceed 30 days from and after compliance is achieved.

(Ord. No. 252, § 10, 2-20-1990)

Sec. 11-285. - Prompt release of impounded vehicles.

All commercial towing or wrecker services performing services under the provision of this article shall release impounded vehicles immediately upon receipt of a release form signed by a city police department officer. Vehicles released other than during normal business hours (8:00 a.m. to 5:00 p.m., Monday through Friday) may be subject to an additional charge of \$20.00. Released vehicles shall be delivered to their owners or operators at or near the entrance to the wrecker yard. The city police department officers may inspect cars at any time at no charge. Failure to comply with this section will result in the removal by the chief of police of the towing and wrecker service from the rotation system for a period not to exceed 30 days.

(Ord. No. 252, § 11, 2-20-1990)

Sec. 11-286. - Removal from the rotation system.

The chief of police may remove a towing or wrecker service from the rotation system for any violation of this article or for any violation of the provisions of V.T.C.A., Occupations Code § 2308.001 et seq., or violations of the Texas Penal Code committed in the course of the business of providing towing or wrecker service or storage. Any removal not specifically provided for in this article shall be for a period not to exceed 30 days.

(Ord. No. 252, § 12, 2-20-1990)

Sec. 11-287. - Appeals.

Appeals from the decision of the chief of police to remove a wrecker service from the rotating system may be made to the city council within ten days of the action of the chief being appeal from. The city council shall hear and decide the appeal as soon as practicable after receipt of the appeal. Both the city and the appellant may be represented by an attorney.

(Ord. No. 252, § 13, 2-20-1990)

Secs. 11-288—11-307. - Reserved.

ORDINANCE 839

AN ORDINANCE AMENDING THE CODE OF ORDINANCES OF THE CITY OF KYLE, TEXAS, BY ADDING ARTICLE IX, SECTIONS 11-275 THROUGH 11-295, TO CHAPTER 11 (BUSINESS REGULATIONS) OF SAID CODE; NAMING ARTICLE IX "COMMERCIAL TOWING AND WRECKER SERVICES"; PROVIDING FOR DEFINITIONS, REGULATIONS OF WRECKER SERVICE FOR VEHICLE DISABILITIES, ACCIDENTS, AND INCAPACITATED OPERATORS; REQUIRING WRECKER REGISTRATION, CERTIFICATION AND QUALIFICATIONS; ESTABLISHING A ROTATION LIST; REQUIRING STORAGE FACILITIES TO BE LOCATED WITHIN THE CITY LIMITS; PROVIDING FOR PENALTIES; PROVIDING FOR APPEALS TO CITY COUNCIL; ESTABLISHING FEES; REQUIRING RECORD-KEEPING BY WRECKING COMPANIES; PROVIDING PUBLIC NOTICE PURSUANT TO THE TEXAS OPEN MEETINGS ACT; ESTABLISHING THAT THIS ARTICLE SHALL GOVERN OVER PREVIOUSLY ADOPTED ORDINANCES AND RESOLUTIONS IN CONFLICT WITH SAID ARTICLE; PROVIDING FOR SEVERABILITY; FOR CODIFICATION; FOR PUBLICATION; FOR AN EFFECTIVE DATE; AND MAKING SUCH OTHER FINDINGS AND PROVISIONS RELATED HERETO.

RECITALS

WHEREAS, commercial towing and wrecker services constitute a business enterprise that operates on the public roadways of the city; and,

WHEREAS, such services are subject to regulation by ordinance; and,

WHEREAS, the City Council finds and determines that the regulation of commercial towing and wrecker services on the public roadways are reasonable and necessary to protect the public health, safety, and welfare; and,

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KYLE, TEXAS THAT:

Section 1. Findings. The above foregoing recitals are hereby found to be true and correct and are incorporated herein as findings of fact.

Section 2. Amendment to Chapter 11. Chapter 11 ("Business Regulations") shall be amended to add Article IX, sections 11-275 through 11-295, as set forth herein and incorporated by reference, which shall be entitled "Commercial Towing and Wrecker Services" and which shall have the full force of law.

Section 3. Article IX. Chapter 11 (“Business Regulations”) of the Code of Ordinances of the City of Kyle shall be amended to add Article IX to read as follows:

“Sec. 11.275. Purpose.

The purpose of this Article is to provide the city with requirements set forth for voluntary participation or privately owned commercial towing and wrecker services with the city. This article shall apply to all commercial towing and wrecker services whose principal place of business is located within the corporate limits of the city and to all commercial towing and wrecker services, both within and without the city, who participate in nonconsent tows in the city.

“Sec. 11-276. Definitions.

The following words, terms, and phrases when used in this Article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning.

ACCIDENT means an occurrence in the operation of a motor vehicle that results in injury to any person or damage to property.

CHIEF OF POLICE means the chief police official of the city or such other Police Department official as he or she shall designate.

DISABLED means any vehicle which had been rendered unsafe to be driven upon the streets as the result of some occurrence other than a wreck, reasonably requiring that such vehicle be removed by a wrecker.

HEAVY DUTY WRECKER means a wrecker not less than two tons in size.

HOLD means a request made to the wrecker company by a police officer on behalf of the Kyle Police Department to maintain custody of a vehicle until approval to release the vehicle to the proper owner is given by the Police Department.

MOTOR VEHICLE means any vehicle which is self-propelled.

NONCONSENT TOW means the removal of any motor vehicle from a public or private place without the effective consent of the vehicle’s owner.

OWNER’S REQUEST means the operator or owner-or legal custodian of the vehicle of a wrecked or disabled vehicle may select a wrecker company to remove his or her vehicle and authorizes the Police Department to call that wrecker company on behalf of the individual.

POLICE DEPARTMENT means the Kyle Police Department.

POLICE PULL means when the Police Department has called a wrecker company from the rotation list to remove a wrecked or disabled vehicle or to remove a vehicle in a safe driving condition when the driver is absent, in custody or otherwise incapable of making authorization.

PRIVATE PROPERTY COMMONLY USED BY THE PUBLIC shall mean supermarkets or shopping center parking lots, parking areas provided by business establishments for the convenience of their customers, clients or patrons and parking areas owned and operated for the convenience of, and commonly used by the public.

PUBLIC PROPERTY means any property owned by a governmental entity.

RESTRICTED USE WRECKER means a wrecker which otherwise complies with the terms and conditions of this chapter, including a current inspection certificate and all required equipment and insurance as set out in section 11-284 and 11-285, but which is operated by a company other than a wrecker company and is used exclusively for the purpose of hauling or towing vehicles owned or operated by the same company owning the wrecker.

ROLLBACK UNIT means a specific type of wrecker consisting of a drive-on-hydraulic-tilting, flat- surface bed truck equipped with a forward-mounted winch manufactured with the intent of being able to remove heavily damaged vehicles from the road surface by having the bed unit tilt to the surface and winching the vehicle up onto the flat surface bed. Any rollback unit used under this chapter shall meet all State of Texas tow truck requirements for its intended purpose. A rollback unit meeting all applicable requirements of this chapter and of state law shall be considered a qualified wrecker for the purpose of this chapter, subject to other limitations as set out herein; provided, however, that a rollback unit shall not qualify as a heavy-duty wrecker under this chapter.

ROTATION shall mean when the operator of a wrecked or disabled vehicle fails to designate a specific wrecker operator to remove the vehicle and he or she has authorized the Police Department to call a wrecker or heavy duty wrecker from the appropriate rotation list, a police initiated pull will utilize the same rotation list. A separate rotation list will exist for both wreckers and heavy duty wreckers. The Chief of Police will establish the fair and equal rotation lists.

ROTATION PULL means and refers to a wrecker company called from the wrecker rotation list.

STREET means any street, alley, avenue, lane, public place or highway within the corporate limits of the city.

TOW TRUCK means a vehicle equipped with a lifting device which is designed, made or adapted to tow or carry other vehicles but which does not meet the minimum requirements for a wrecker. Vehicles which are commonly referred to as "two-car haulers" or "three-car haulers" are included in this definition of TOW TRUCK.

VEHICLE means any device in, upon or by which any person or property is, or may be, transported or drawn upon a street, except devices moved by human power or used exclusively upon stationary rails or tracks.

VEHICLE STORAGE FACILITY means a garage, parking lot, or other facility owned or operated by a person other than a governmental entity for storing or parking 10 or more vehicles per year or as amended by the Texas Administrative Code.

WRECKED means the status of any vehicle that has been damaged as the result of an accident so as to reasonably require that such vehicle be removed by a wrecker.

WRECKER means a motor vehicle used for the purpose of towing or removing disabled or wrecked vehicles which meets all the State of Texas tow truck requirements.

WRECKER BUSINESS means any wrecker company that hauls, tows or in any way moves vehicles by the use of a wrecker or tow truck.

WRECKER COMPANY means any individual, corporation, partnership or association engaged in the business of towing vehicles on public streets or highways for compensation or with the expectation of compensation for the towing, storage or repair of vehicles. The term *WRECKER COMPANY* includes the owner, operator, employee or agent or a towing company but does not include cities, counties or other political subdivisions of the state.

WRECKER SELECTION means the selection process provided for in section 11-286 and 11-288.

“Sec. 11-277. Vehicle Disabilities and Accidents Covered.

The prohibitions and requirements of this chapter shall apply to all vehicle accidents and vehicle disabilities occurring on public property or property having public access and commonly used by the public, regardless of whether or not the final resting place of a vehicle is upon the above described areas immediately after the accident or disability, police pulls for the vehicles for violations of the laws of the State of Texas, and those circumstances where the operator is incapacitated and unable to drive said vehicle, or if the operator is arrested.

“Sec. 11-278. Certain Emergencies Excepted.

The prohibitions and requirements of this chapter shall not apply to any person who necessarily must act immediately to prevent death or bodily injury to any person involved in an accident. This authority may include the use of any means necessary to clear a roadway, move or remove a vehicle or other item, or otherwise assist in the preservation of life or property.

“Sec. 11-279. Pushing or Towing.

A vehicle may be pushed or towed by another vehicle only when it does not reasonably require removal by a wrecker and only when it may be done in a safe manner. Tow trucks may not be used to remove a wrecked vehicle from the scene of an accident.

“Sec. 11-280. City Employees Shall Not Attempt to Influence Owners of Vehicles.

No employee of the city shall recommend to any person in any manner the name of any repair, wrecker or towing business, nor shall any city employee influence or attempt to influence in any manner the decision of any person in choosing or selecting a repair, wrecker service or towing business.

“Sec. 11-281. Wrecker Prohibited At Scene Unless Called; Solicitation Prohibited.

- (A) No person shall drive a wrecker to the site of an accident or park in the immediate vicinity of an accident, within the corporate limits of the city unless such person has been called to the site by the owner of the vehicle, his or her authorized representative, or by the Police Department. Any wrecker company when called as provided herein shall notify the police dispatcher before proceeding to the disabled vehicle.
- (B) No person shall solicit in any manner, directly or indirectly, at the immediate site of an accident involving motor vehicles in the city, any business regarding wrecked or disabled vehicles, regardless of whether the solicitation is for the purpose of removing, repairing, wrecking, storing, trading or purchasing said vehicle. The presence of any person engaged in the wrecker business or other business for which solicitation is prohibited (such person not having been specifically summoned by the owner or legal custodian of the vehicle of a wrecked or disabled vehicle, or if not by the owner, the police officer in charge of the accident investigation) either as owner, operator, employee or agent on any street at the site of an accident or within the immediate vicinity within one hour after the happening of such accident shall be prima facie evidence of a solicitation in violation of this section.
- (C) Any person who violates, disobeys, omits, neglects or refuses to comply with or who resist the enforcement of any of the provisions of this section shall be fined not less than \$50.00 nor more than \$500.00.

“Sec. 11-282. Inspection Certificates Required for Wreckers and Heavy Wrecker.

No person shall operate a wrecker or heavy duty wrecker to remove a vehicle within the city unless a wrecker inspection certificate for such wrecker has been issued by the Chief of Police or designee. Such certificate shall be affixed securely to the inside of the windshield of such wrecker and displayed at all times.

“Sec. 11-283. Procedure for Acquiring Inspection Certificates, Wrecker Rotation List.

- (A) Any wrecker company desiring to engage in the wrecker business in the city shall annually apply in writing to the Chief of Police or designee on a form provided for that

purpose by the Chief of Police or designee for an inspection certificate for each wrecker proposed to be operated. The application shall contain the name, address and telephone number of the wrecker company, the number and types of wreckers to be operated, the legal owner of the company concerned and a statement that the applicant does or does not desire to appear on the "wrecker rotation list," and other information as required by the Chief of Police or designee to properly administer this ordinance.

- (B) The applicant shall submit an acceptable payment of a fee at the time of submitting the application in the amount of \$250.00 per application, which said fee shall be included in the City's Fee Schedule as adopted or amended by the City of Kyle city council.
- (C) Every application, when filed, shall be sworn to by the applicant and filed with the Kyle Police Department.

"Sec. 11-284. Qualifications, Equipment, Insurance.

The Chief of Police or designee shall issue an inspection certificate for each qualified wrecker which shall be valid until December 31 of the year in which same was issued. No inspection certificate authorizing the operation of a wrecker shall be operated in the city unless the following minimum requirements are met:

- (A) each wrecker shall be not less than one ton in size and shall have a gross vehicle weight of not less than 10,000 pounds.
- (B) Each wrecker shall be equipped with a lifting device, wench line and boom with a rated lifting capacity of not less than 8,000 pounds, single-line capacity.
- (C) Each wrecker shall carry as standard equipment towing mechanisms, safety chains, a properly functioning fire extinguisher and emergency lighting as approved by the Chief or Police or designee. Standard equipment for wreckers shall also include a broom, square point shovel and a receptacle for holding debris.
- (D) Wreckers which are qualified for the rotation list shall be equipped with flashing or rotating beacons capable of warning motorists, and such beacons shall be used in accordance with the Texas Transportation Code and, if approved, police radio communications of a type approved by the Chief of Police or designee.
- (E) Each wrecker shall have inscribed on both the passenger and driver doors, in letters not less than three inches in height, the name, city and telephone number of the wrecker company.
- (F) Each owner of a wrecker must furnish evidence of the minimum insurance coverage at the time of the application as defined and required for a tow truck by the Texas Administrative Code, Title 43, Chapter B.

- (G) Each policy of said insurance coverage must contain an endorsement providing for ten (10) days' notice to the city in the event of any material change or cancellation of any policy and shall name the city as an additional insured while the wrecker company is performing a wrecker job for the city.
- (H) Each wrecker company shall provide a telephone number to the Kyle Police dispatch division that will be the primary contact point for the Police Department, and such number shall be promptly answered twenty-four hours per day on each day of the year.

“Sec. 11-285. Requirements for Wrecker Rotation List.

In order to qualify for the wrecker rotation list, and to maintain a place on said list, the following requirements shall be met:

- (A) all delinquent taxes due to the city by a wrecker company must be paid prior to the wrecker company being added to the rotation list;
- (B) the applicant shall have a minimum of two wreckers and two certified drivers that meet the requirements of the Texas Department of Licensing and Regulation and that are available for wrecker service at all times, one of which may be a rollback unit as defined herein;
- (C) if a wrecker company elects to be added to the heavy-duty wrecker rotation list, the wrecker company must have a minimum of one heavy duty wrecker available for service at all times;
- (D) the applicant shall file a sworn statement that the applicant has no financial or ownership interest in any other wrecker service which is on the city's wrecker rotation list; and,
- (E) the applicant must have an individually-owned or leased vehicle storage facility within the city limits of Kyle unless the service is provided by a heavy-duty wrecker company. Heavy-duty wrecker companies are not required to have a storage facility within the city limits..

“Sec. 11-286. Grounds for Suspension or Removal.

- (1) After an administrative hearing, the Chief of Police may recommend suspension or removal of any wrecker company from the rotation list if:
 - (A) the place on the wrecker rotation list was procured by fraudulent conduct, concealment of or false statement of a material fact concerning the wrecker company at the time of the wrecker company makes its application or such fraudulent conduct is subsequently discovered; or
 - (B) the wrecker company violates the provisions of this chapter or any other city ordinance or any state law regulating vehicular traffic or wrecker companies; or,

- (C) the wrecker company fails to comply with the provisions of a storage area for wrecked or disabled vehicles; or,
 - (D) the wrecker company fails to protect the vehicle in its care as a result of a wrecker pull and fails to prevent parts, accessories and personal belongings from being removed from the vehicle, except as may be necessary to protect such items from theft; or,
 - (E) the wrecker company fails to deliver a vehicle directly to said company's vehicle storage facility, the location within the city limits as designated by the owner or legal custodian of the vehicle, or to the location designated by the police officer investigating the accident, provided such vehicle can be legally delivered to such location as designated by said officer, but this provision shall not apply when it is necessary to remove a vehicle to its ultimate destination by two separate tows because of an emergency or breakdown of a wrecker, and no charge is levied which is greater than the amount provided in §11-289 for a single tow from one point on a street to another location within the city limits; this shall not prohibit the wrecker company and the owner or legal custodian of the vehicle from entering into an agreement to deliver the vehicle to any other location, provided that the police officer investigating the accident has not required otherwise; or
 - (F) the wrecker company is repeatedly tardy without justification acceptable to the Police Chief or designee in arriving after being called to the scene of an accident by the Police Department for a rotation pull or police pull; or
 - (G) the wrecker company or its employee intentionally provides confidential arrest information learned by the wrecker company or its employee, as a result of a police action, from the scene of a rotation pull or police pull and provides this information to any other person, party or business in the city that may find it advantageous to acquire such information.
- (2) The Chief of Police shall give ten-days' notice of the time and place for the administrative hearing concerning suspension, cancellation or removal as provided above and is empowered to administer oaths to witnesses and to conduct hearings as otherwise provided by law.
- (3) Findings of the Chief of Police and said Chief's written order of suspension or removal from the rotation list shall terminate all authority and permission theretofore granted. The period of suspension or removal from the rotation list shall not exceed one year, unless the violation occurs under division (A)(7) above, in which case removal from the rotation list will be permanent. If ownership of the permanently removed wrecker company changes, the new owners may apply to join the rotation list. The Chief of Police will present the application to the City Council, who has the final authority to affirm, reject or modify the application.
- (4) Any order of the Chief of Police in this section may be appealed to the City Council within ten days from the date of suspension or removal. The City Council shall have authority to reverse, affirm, vacate or modify the order of the Chief of Police; provided, that

in the event of affirmance of the order, the suspension shall commence upon the date of action by the City Council.

“Sec. 11-287. Procedure Used In Wrecker Selection.

- (A) When a police officer investigating an accident determines that any vehicle which has been involved in an accident should be removed by a wrecker, the officer shall first determine whether or not the legal custodian of the vehicle has already made arrangements with an authorized wrecker service or, if appropriate, a restricted use wrecker, for the removal of the vehicle.
- (B) If not, the officer shall request the legal custodian of the vehicle to either designate an authorized company or allow a wrecker to be called from the wrecker rotation list as follows:
 - (1) If the legal custodian of the vehicle selects a wrecker company, the investigating officer shall notify the Police Department dispatcher to call the wrecker company. If the requested wrecker company is unable to promptly respond, then the wrecker company first up on the rotation list will be called. If the first-up wrecker company is unavailable to respond, other wrecker companies in order on said list shall be called until an available company is located.
 - (2) If the legal custodian of the vehicle does not designate a wrecker company to be called, the investigating police officer shall notify the dispatcher to call the wrecker company first-up on the wrecker rotation list and furnish its name to the investigating officer. In such event, the investigating officer shall notify the police dispatcher who shall call the wrecker company next up from the wrecker rotation list and dispatch it to the scene. The vehicle or vehicles to be removed shall be taken to the place designated by the owner, legal custodian of the vehicle or by the investigating officer or to the wrecker company’s storage facility if no designation is made. If the responding wrecker company is unable to immediately provide a wrecker for each wrecked vehicle at the scene, the wrecker service next on the rotation list shall be called to remove excess vehicles.
- (C) On each succeeding accident or call, the next wrecker company on the rotation list will be called to respond. The Chief of Police will establish a fair and consistent rotation procedure to ensure equal service for each wrecker company on the rotation list.
- (D) To effect the wrecker rotation and heavy duty wrecker list procedure, the Police Department shall keep a master list of all wrecker companies which meet all the requirements of this chapter and are qualified to be on the wrecker rotation list and the heavy duty wrecker rotation list.

“Sec. 11-288. Storage; Wrecker Company Responsibility.

It shall be the responsibility of each wrecker company to provide a storage area for wrecked or disabled vehicles which are moved or towed as the result of a police or rotation pull. The storage area may be inspected by the Chief of Police or designee to determine whether it complies with the provisions of this section. A wrecker company or storage facility shall meet all requirements set forth in the Texas Administrative Code, Chapter 18, Chapters A through G, which establish the minimum standards for motor carrier laws and storage facilities, in order to qualify for participation on the rotation list. The storage area must also be located within the incorporated city limits of Kyle.

“Sec. 11-289. Fees for Service, Towing and Storage.

- (A) Towing. It is not the policy of the city to regulate the fees for towing or services provided by a wrecker company on the rotation list. However, no wrecker company on the rotation list shall charge a higher fee or rate for calls originating by virtue of the rotation list than for calls for similar services from other sources.
- (B) Rate sheet required. Each wrecker company shall provide to the Chief of Police or designee a rate sheet listing its published rates for towing and storage for each class, annually, or sooner if there is a rate change. This list shall also include all charges for ancillary services such as the use of dollies, dropping, hooking linkage, clearing debris off the roadway and similar charges. No charge shall be greater than those listed on the rate sheet.
- (C) Storage. Storage fees shall not exceed the limitations as set forth in state law. All storage charges shall cease at the time the owner or legal custodian of a stored vehicle requests the vehicle from the storage yard of the wrecker company, provided the request is made during regular business hours.
- (D) Other charges. Any ancillary services are to be performed only if required and appropriate.
- (E) Waiting time. A charge of not more than \$15.00 for each ½ hour of time spent shall be allowed for waiting to tow a vehicle.

“Sec. 11-290. Fee Regulation or Police Pull Not Involving Accident.

On a police pull for a vehicle that is in safe driving condition, but no owner or legal custodian of the vehicle or licensed operator is present to drive the vehicle from the site, the wrecker company called from the rotation list shall observe and maintain the same maximum fees provided for in this chapter. In the event a police pull is made for a tow-away zone or traffic law violator, the vehicle shall not be released to the owner or any other person until authorization is granted by the Police Department. If a police officer requests a hold placed on the vehicle, then the wrecker company and/or storage facility operator may not release the vehicle to any other person until authorization is granted by the Police Department.

“Sec. 11-291. Rules for Extraordinary Conditions; Large Vehicles.

- (A) If a vehicle is wrecked or disabled and a wrecker of ordinary lifting capacity cannot move the vehicle, the investigating police officer will summon a wrecker from the heavy-duty wrecker rotation list that has the capacity to move the vehicle. Charges rendered for services of wreckers of extraordinary lifting capacity shall not exceed the usual and customary charges for like services provided in the wrecker industry.
- (B) If in the opinion of city fire or police officials, a wrecked or disabled vehicle or its cargo constitutes a hazard to the public, any wrecker company shall act at the direction of the said city official.

“Sec. 11-292. Removal of Wrecks and Debris.

The operator of a wrecker shall remove from the street, along with the disabled vehicle, all broken or shattered glass and other debris and parts coming from the disabled vehicle. Failure to do so shall constitute a misdemeanor punishable as provided in the city’s Code of Ordinances and subject to cancellation of the wrecker license. A truck and trailer or pulled or transported items shall constitute one vehicle and shall be treated as such by the wrecker company.

“Sec. 11-293. Nonresident Wrecker Companies.

No provisions in this Article shall be construed to prohibit a nonresident wrecker company from transporting a wrecked or disabled vehicle from some point in the city other than the site of an original accident to some point outside the city, nor shall it be construed to prohibit a nonresident wrecker company from transporting a wrecked or disabled vehicle from a point outside the city limits to a destination inside the city limits.

“Sec. 11-294. Companies to Keep Records.

- (A) Every wrecker company qualified for and whose name appears at its request on the wrecker rotation list shall maintain at its storage facility any and all records pertaining to all vehicles moved by the wrecker company.
- (B) The records shall contain the following information:
 - (1) make, model and identification numbers of the disabled vehicle moved by the company;
 - (2) location from which a disabled vehicle was removed and the final destination of the vehicle;
 - (3) total amount charged for towing;
 - (4) storage rate per day;
 - (5) a detailed description of all personal property within the disabled vehicle at the time of its removal; and,

- (6) the date, time, name of the wrecker operator(s) involved in the tow.
- (C) The records described in subsection (B) of this section shall be preserved by the wrecker company for at least six (6) months from the date such company came into possession of the vehicle.
- (D) The wrecker company shall make available to the Chief of Police or designee said records upon request and within a reasonable time.

“Sec. 11-295. Establishment of Rotation Schedules.

The Chief of Police or designee shall establish a rotation procedures intended to provide equal service potential for each wrecker business on the rotation list. The procedures established by the Chief of Police shall be subject to review by the city council upon request by any wrecker company that alleges the procedures established are illegal.”

Section 4. Compliance with Open Meetings Act. It is hereby found, determined and declared that a sufficient written notice of the date, hour, place and subject of this meeting of the city council was posted at a place convenient to the public at the City Hall of the City for the time required by law preceding this meeting, as required by the Open Meetings Law, Chapter 551, TEX. GOV'T CODE, and that this meeting has been open to the public as required by law at all times during which this Article and the subject matter thereof has been discussed, considered and formally acted upon. City Council further ratifies, approves and confirms such written notice and the contents and posting thereof.

Section 5. Conflict. Any and all ordinances and resolutions and parts of ordinances and resolutions that are in conflict herewith are hereby repealed to the extent of the conflict only.

Section 6. Severability. If any section, subsection, sentence, clause, phrase or word of this ordinance is declared unconstitutional or invalid for any purpose, the remainder of this ordinance shall not be affected thereby and to this end the provisions of this ordinance are declared to be severable.

Section 7. Codification. It is the intention of the city council that this ordinance shall become a part of the Code of Ordinances of the City of Kyle, and it may be renumbered and codified therein accordingly. Upon codification, at least four sections shall be reserved for future use.


Section 8. Publication. The City Secretary is directed to publish this ordinance in a newspaper of general circulation in the City of Kyle in compliance with the provisions of the City Charter.

Section 9. Effective Date. This ordinance shall take effect from and after its final passage and publication as required by law.

PASSED on first reading the 17th day of February, 2015.

PASSED AND ADOPTED on second reading the 3rd day of March, 2015.

CITY OF KYLE, TEXAS

By: 
R. Todd Webster, Mayor

ATTEST:


Amelia Sanchez, City Secretary

APPROVED AS TO FORM:

W. Ken Johnson, City Attorney

ORDINANCE NO. 903

AN ORDINANCE AMENDING CHAPTER 11 (BUSINESS REGULATIONS) OF SAID CODE; ARTICLE IX "COMMERCIAL TOWING AND WRECKER SERVICES OF THE CODE OF ORDINANCES OF THE CITY OF KYLE, TEXAS, "; BY ADDING A DEFINITION AND MAKING AMENDMENTS TO ASSIST IN THE IMPLEMENTATION OF THE REGULATIONS FOR COMMERCIAL TOWING AND WRECKER SERVICES; **THAT THIS ARTICLE SHALL GOVERN OVER PREVIOUSLY ADOPTED ORDINANCES AND RESOLUTIONS IN CONFLICT WITH SAID ARTICLE**; PROVIDING FOR SEVERABILITY; FOR CODIFICATION; FOR PUBLICATION; FOR AN EFFECTIVE DATE; AND MAKING SUCH OTHER FINDINGS AND PROVISIONS RELATED HERETO.

WHEREAS, commercial towing and wrecker services constitute a business enterprise that operates on the public roadways of the city; and,

WHEREAS, such services are subject to regulation by ordinance and under Texas law, the City may adopt, publish, amend, or repeal an ordinance, rule, or police regulation that is for the good government, peace or order of the municipality; and,

WHEREAS, the City Council has previously adopted Ordinance 839 in March 2015 and now finds and determines that these are reasonable and necessary to protect the public health, safety, and welfare;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KYLE, TEXAS THAT:

Section 1. Findings. The above foregoing recitals are hereby found to be true and correct and are incorporated herein as findings of fact.

Section 2. Amendment to Chapter 11. Chapter 11 ("Business Regulations") shall be amended as set forth herein and incorporated by reference, which is entitled "Commercial Towing and Wrecker Services" and which shall have the full force of law and shall read as follows:

**ARTICLE IX
COMMERCIAL TOWING AND WRECKER SERVICES**

Sec. 11-276. Definitions.

CONVICTION means a finding of guilt by a judge or jury, or any plea of guilty or nolo contendere unless such conviction has been held invalid by the courts, or the proceedings against the defendant have been dismissed and the defendant is discharged by the court.

Sec. 11-282. Inspection Certificates Required for Wreckers and Heavy Wrecker.

No person shall operate a wrecker or heavy duty wrecker to remove a vehicle within the city, for the Kyle Police Department as a Police Pull / Rotation / Rotation Pull, unless a wrecker inspection certificate for such wrecker has been issued by the Chief of Police or designee. Such certificate shall be affixed securely to the inside of the windshield of such wrecker and displayed at all times.

Sec. 11-283. Procedure for Acquiring Inspection Certificates, Wrecker Rotation List.

- (A) Any wrecker company desiring to engage in the wrecker business in the city shall annually apply in writing to the Chief of Police or designee on a form provided for that purpose by the Chief of Police or designee for an inspection certificate for each wrecker proposed to be operated. The application shall contain the name, address and telephone number of the wrecker company, the number and types of wreckers to be operated, the legal owner of the company concerned and a statement that the applicant does or does not desire to appear on the "wrecker rotation list," and other information as required by the Chief of Police or designee to properly administer this ordinance.
- (B) A Wrecker Company desiring to be placed on the Kyle Police Departments Wrecker Rotation List must provide proof that the Vehicle Storage Facility is in compliance with all City of Kyle Ordinances, Building Codes, and Rules & Regulations, on a form provided, before any inspections will take place by the Kyle Police Department.
- (C) The applicant shall submit an acceptable payment of a fee at the time of submitting the application in the amount of \$250.00 per application, which said fee shall be included in the City's Fee Schedule as adopted or amended by the City of Kyle city council.
- (D) Every application, when filed, shall be sworn to by the applicant and filed with the Kyle Police Department.

Sec. 11-284. Qualifications, Equipment, Insurance.

The Chief of Police or designee shall issue an inspection certificate for each qualified wrecker which shall be valid until December 31st of the year in which same was issued. If, that on January 1st of the following year, no Wrecker Company has been approved to be on the Wrecker Rotation List, the Rotation Wrecker List from the previous year shall remain in effect, until the first Wrecker Company is approved to be on the Rotation Wrecker List for the new year, at which time the Wrecker Rotation List will be rest, removing all unapproved Wrecker Companies.

- (A) Each wrecker shall be not less than one ton in size and shall have a gross vehicle weight of not less than 10,000 pounds.
- (B) Each wrecker shall be equipped with a lifting device, winch line and boom with a rated

lifting capacity of not less than 8,000 pounds, single-line capacity.

- (C) Each wrecker shall carry as standard equipment towing mechanisms, safety chains, a properly functioning fire extinguisher and emergency lighting as approved by the Chief or Police or designee. Standard equipment for wreckers shall also include a broom, square point shovel and a receptacle for holding debris.
- (D) Wreckers which are qualified for the rotation list shall be equipped with flashing or rotating beacons capable of warning motorists, and such beacons shall be used in accordance with the Texas Transportation Code and, if approved, police radio communications of a type approved by the Chief of Police or designee.
- (E) Each wrecker shall have inscribed on both the passenger and driver doors, in letters not less than three inches in height, the name, city and telephone number of the wrecker company.
- (F) Each owner of a wrecker must furnish evidence of the minimum insurance coverage at the time of the application as defined and required for a tow truck by state law.
- (G) Each policy of said insurance coverage must contain an endorsement providing for ten (10) days' notice to the city in the event of any material change or cancellation of any policy and shall name the city as an additional insured while the wrecker company is performing a wrecker job for the city.
- (H) Each wrecker company shall provide a telephone number to the Kyle Police dispatch division that will be the primary contact point for the Police Department, and such number shall be promptly answered twenty-four hours per day on each day of the year. The Kyle Police Department Dispatch is not obligated to contact any other number, other than the primary contact number when called for Police Pull / Rotation / Rotation Pull.

Sec. 11-285. Requirements for Wrecker Rotation List.

In order to qualify for the wrecker rotation list, and to maintain a place on said list, the following requirements shall be met:

- (A) All delinquent taxes due to the city by a wrecker company must be paid prior to the wrecker company being added to the rotation list;
- (B) The applicant shall have a minimum of two wreckers and two certified drivers that meet the requirements of the Texas Department of Licensing and Regulation and that are available for wrecker service at all times, one of which may be a rollback unit as defined herein. It is not required for a Wrecker Company to station a Wrecker at a Vehicle Storage Facility at all times.

- (C) If a wrecker company elects to be added to the heavy-duty wrecker rotation list, the wrecker company must have a minimum of one heavy duty wrecker available for service at all times;
- (D) The applicant shall file a sworn statement that the applicant has no financial or ownership interest in any other wrecker service which is on the city's wrecker rotation list; and,
- (E) Wrecker companies with inquiries or questions directed to the Kyle Police Department, regarding the execution of this ordinance, are to send inquiries to the Chief of Police or the Chief's designee in writing. Complaints by Wrecker Companies on other Wrecker Companies or Kyle Police Officers must be submitted to the Chief of Police or his designee in writing. Inquiries or questions regarding the compliance, execution of this ordinance, or complaints are not to be directed to the Kyle Emergency Communications Center.
- (F) The applicant must have an individually-owned or leased vehicle storage facility within the city limits of Kyle. Each Vehicle Storage Facility located within the City of Kyle must comply with all City of Kyle Ordinances, Building Codes, and Rules & Regulations prior to operating within the City of Kyle. Heavy-duty wrecker companies are not required to have a storage facility within the city limits.

Sec. 11-286. Grounds for Suspension or Removal.

- (A) After an administrative hearing, the Chief of Police may recommend suspension or removal of any wrecker company from the rotation list if:
 - (1) The place on the wrecker rotation list was procured by fraudulent conduct, concealment of or false statement of a material fact concerning the wrecker company at the time of the wrecker company makes its application or such fraudulent conduct is subsequently discovered; or
 - (2) The wrecker company violates the provisions of this chapter or any other city ordinance or any state law regulating vehicular traffic or wrecker companies; or,
 - (3) The wrecker company fails to comply with the provisions of a storage area for wrecked or disabled vehicles; or,
 - (4) The wrecker company fails to protect the vehicle in its care as a result of a wrecker pull and fails to prevent parts, accessories and personal belongings from being removed from the vehicle, except as may be necessary to protect such items from theft; or,
 - (5) The wrecker company fails to deliver a vehicle directly to said company's vehicle storage facility, the location within the city limits as designated by the owner or legal custodian of the vehicle, or to the location designated by the police officer investigating

the accident, provided such vehicle can be legally delivered to such location as designated by said officer, but this provision shall not apply when it is necessary to remove a vehicle to its ultimate destination by two separate tows because of an emergency or breakdown of a wrecker, and no charge is levied which is greater than the amount provided in §11-289 for a single tow from one point on a street to another location within the city limits; this shall not prohibit the wrecker company and the owner or legal custodian of the vehicle from entering into an agreement to deliver the vehicle to any other location, provided that the police officer investigating the accident has not required otherwise; or

- (6) The wrecker company is repeatedly tardy without justification acceptable to the Police Chief or designee in arriving after being called to the scene of an accident by the Police Department for a rotation, rotation pull or police pull; or
 - (7) The wrecker company or its employee intentionally provides confidential arrest information learned by the wrecker company or its employee, as a result of a police action, from the scene of a rotation pull or police pull and provides this information to any other person, party or business in the city that may find it advantageous to acquire such information; or
 - (8) The conviction of an employee, agent or contractor of the wrecker company, as defined in this ordinance, of fraud, theft or any felony, as defined in the Texas Penal Code, in the conduct or operation of the Wrecker Company.
 - (9) Any lapse in the required insurance shall be cause for an immediate revocation of its municipal permit. Any costs, expenses or liabilities incurred during such lapse or suspension are to be borne in their entirety by the wrecker company.
- (B) The Chief of Police shall give ten-days' notice of the time and place for the administrative hearing concerning suspension, cancellation or removal as provided above and is empowered to administer oaths to witnesses and to conduct hearings as otherwise provided by law.
- (C) Findings of the Chief of Police and said Chief's written order of suspension or removal from the rotation list shall terminate all authority and permission theretofore granted. The period of suspension or removal from the rotation list shall not exceed one year, unless the violation occurs under division (A), (G) or (H) above, in which case removal from the rotation list will be permanent. If ownership of the permanently removed wrecker company changes, the new owners may apply to join the rotation list. The Chief of Police will present the application to the City Council, who has the final authority to affirm, reject or modify the application.
- (D) Any order of the Chief of Police in this section may be appealed to the City Council within

ten days from the date of suspension or removal. The City Council shall have authority to reverse, affirm, vacate or modify the order of the Chief of Police; provided, that in the event of affirmance of the order, the suspension shall commence upon the date of action by the City Council.

Sec. 11-287. Procedure Used In Wrecker Selection.

- (A) When a police officer investigating an accident determines that any vehicle which has been involved in an accident should be removed by a wrecker, the officer shall first determine whether or not the legal custodian of the vehicle has already made arrangements with an authorized wrecker service or, if appropriate, a restricted use wrecker, for the removal of the vehicle.
- (B) If not, the officer shall request the legal custodian of the vehicle to either designate an authorized company or allow a wrecker to be called from the wrecker rotation list as follows:
 - (1) If the legal custodian of the vehicle selects a wrecker company, the investigating officer shall notify the Police Department dispatcher to call the wrecker company. If the requested wrecker company is unable to promptly respond, then the wrecker company first up on the rotation list will be called. If the first-up wrecker company is unavailable to respond, other wrecker companies in order on said list shall be called until an available company is located.
 - (2) If the legal custodian of the vehicle does not designate a wrecker company to be called, the investigating police officer shall notify the dispatcher to call the wrecker company first-up on the wrecker rotation list and furnish its name to the investigating officer. In such event, the investigating officer shall notify the police dispatcher who shall call the wrecker company next up from the wrecker rotation list and dispatch it to the scene. The vehicle or vehicles to be removed shall be taken to the place designated by the owner, legal custodian of the vehicle or by the investigating officer or to the wrecker company's storage facility if no designation is made.
- (C) On each succeeding accident or call, the next wrecker company on the rotation list will be called to respond. The Chief of Police will establish a fair and consistent rotation procedure to ensure equal service for each wrecker company on the rotation list.
- (D) To effect the wrecker rotation and heavy duty wrecker list procedure, the Police Department shall keep a master list of all wrecker companies which meet all the requirements of this chapter and are qualified to be on the wrecker rotation list and the heavy duty wrecker rotation list.

Sec. 11-288. Storage; Wrecker Company Responsibility.

It shall be the responsibility of each wrecker company to provide a storage area for wrecked or disabled vehicles which are moved or towed as the result of a police or rotation pull. The storage area may be inspected by the Chief of Police or designee to determine whether it complies with the provisions of this section. A wrecker company or storage facility shall meet all requirements set forth by the Texas Department of Licensing and Regulation, which establish the minimum standards for motor carrier laws and storage facilities, in order to qualify for participation on the rotation list. The storage area must also be located within the incorporated city limits of Kyle.

Sec. 11-289. Fees for Service, Towing and Storage.

- (A) Towing. It is not the policy of the city to regulate the fees for towing or services provided by a wrecker company on the rotation list. However, no wrecker company on the rotation list shall charge a higher fee or rate for calls originating by virtue of the rotation list than for calls for similar services from other sources.
- (B) Rate sheet required. Each wrecker company shall provide to the Chief of Police or designee a rate sheet listing its published rates for towing and storage for each class, annually, or sooner if there is a rate change. This list shall also include all charges for ancillary services such as the use of dollies, dropping, hooking linkage, clearing debris off the roadway and similar charges. No charge shall be greater than those listed on the rate sheet.
- (C) Storage. Storage fees shall not exceed the limitations as set forth in state law.
- (D) Other charges. Any ancillary services are to be performed only if required and appropriate.
- (E) Waiting time. A charge of not more than \$15.00 for each 1/2 hour of time spent shall be allowed for waiting to tow a vehicle, and a charge of not more than \$250.00 for each 1/2 hour of time spent shall be allowed for waiting to tow a vehicle for heavy duty wrecker services.

Sec. 11-290. Fee Regulation or Police Pull Not Involving Accident.

On a police pull for a vehicle that is in safe driving condition, but no owner or legal custodian of the vehicle or licensed operator is present to drive the vehicle from the site, the wrecker company called from the rotation list shall observe and maintain the same maximum fees provided for in this chapter. If a police officer requests a hold placed on the vehicle, then the wrecker company and/or storage facility operator may not release the vehicle to any other person until authorization is granted by the Police Department.

Sec. 11-291. Rules for Extraordinary Conditions; Large Vehicles.

- (A) If a vehicle is wrecked or disabled and a wrecker of ordinary lifting capacity cannot move the vehicle, the investigating police officer will summon a wrecker from the heavy-duty wrecker rotation list that has the capacity to move the vehicle. Charges rendered for services of wreckers of extraordinary lifting capacity shall not exceed the usual and customary charges for like services provided in the wrecker industry.
- (B) If the Wrecker Company determines that additional wrecker is needed, the Wrecker Company will either provide the additional wrecker (of their choice) or request the Police Officer in charge of the scene to call another Wrecker Company. If the primary Wrecker Company provides an additional wrecker or has the Police Officer in charge of the scene summon another Wrecker Company, the primary Wrecker Company must advise the Police Officer in charge of the scene, the reason for the needed assistance and the approximate time delay in the removal of vehicles and debris from the scene. If the determination of need for an additional wrecker is based on the lack of equipment normally required to be present on the primary wrecker, the company will not be compensated for the additional wrecker called to the scene.
- (C) If, in the opinion of fire or police officials, a wrecked or disabled vehicle or its cargo constitutes a hazard to the public, any wrecker company shall act at the direction of the said official. Said Official may take any actions needed within state law to preserve life, property or the public peace, to include restoring the normal flow of traffic to public roadways.

Sec. 11-292. Removal of Wrecks and Debris.

The operator of a wrecker shall remove from the street, along with the disabled vehicle, all broken or shattered glass and other debris and parts coming from the disabled vehicle to include fluid spills of less than 5 gallons. Failure to do so shall constitute a misdemeanor punishable as provided in the city's Code of Ordinances and subject to cancellation of the wrecker license. A truck and trailer or pulled or transported items shall constitute one vehicle and shall be treated as such by the wrecker company.

Sec. 11-295. Establishment of Rotation Schedules.

The Chief of Police or designee shall establish a rotation procedures intended to provide equal service potential for each wrecker business on the rotation list. The procedures established by the Chief of Police shall be subject to review by the city council upon request by any wrecker company that alleges the procedures established are illegal. The Chief of Police or designee shall issue a valid inspection certificate for each qualified wrecker which shall be valid until December 31st of the year in which the same was issued. If, on January 1st of the following year, no Wrecker Company has been approved to be on the wrecker rotation list, the list from the previous year shall remain in effect until the first Wrecker Company is approved to be on the wrecker rotation list for

the new calendar year. At that time, the wrecker rotation list will be reset by removing all unapproved wrecker companies.

Section 3. The remainder Chapter 11, Article IX “COMMERCIAL TOWING AND WRECKER SERVICES” composed of Sections 11-275 to 11-295 shall remain unchanged.

Section 4. Compliance with Open Meetings Act. It is hereby found, determined and declared that a sufficient written notice of the date, hour, place and subject of this meeting of the city council was posted at a place convenient to the public at the City Hall of the City for the time required by law preceding this meeting as required by the Open Meetings Law, Chapter 551, Tex. Gov't Code, and that this meeting has been open to the public as required by law at all times during which this Article and the subject matter thereof has been discussed, considered and formally acted upon. City Council further ratifies, approves and confirms such written notice and the contents and posting thereof.

Section 5. **Conflict. Any and all ordinances and resolutions and parts of ordinances and resolutions that are in conflict herewith are hereby repealed to the extent of the conflict only.**

Section 6. Severability. If any section, subsection, sentence, clause, phrase or word of this ordinance is declared unconstitutional or invalid for any purpose, the remainder of this ordinance shall not be affected thereby and to this end the provisions of this ordinance are declared to be severable.

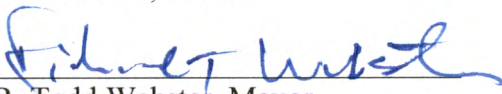
Section 7. Codification. It is the intention of the city council that this ordinance shall become a part of the Code of Ordinances of the City of Kyle, and it may be renumbered and codified therein accordingly. Upon codification, at least four sections shall be reserved for future use.

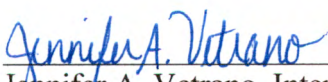
Section 8. Effective Date. This ordinance shall take effect from and after its final passage and publication as required by law.

PASSED on first reading the 19th day of April, 2016.

PASSED on second reading the 3rd day of May, 2016.

CITY OF KYLE, TEXAS

By: 
R. Todd Webster, Mayor

ATTEST: 
Jennifer A. Vetrano, Interim City Secretary



CITY OF KYLE, TEXAS

Drainage Master Plan (DMP) Ordinance Updates

Meeting Date: 6/16/2020
Date time: 7:00 PM

Subject/Recommendation: *(Second Reading)* Approve Ordinance Updates related to the Drainage Master Plan. ~
Kathy Roecker, Stormwater Management Plan Administrator

City Council voted 7-0 to approve on First Reading.

Other Information: Minor additions were added to Sec. 17-24 – Methods of reducing flood losses and nuisance conditions; No. 8 adding the following: "permeable pavement such as permeable asphalt, permeable concrete, or permeable pavers for parking, driveways, fire lanes, sidewalks,".

No. 8 now reads as follows:

(8) For commercial sites, approved low impact development/green infrastructure stormwater techniques (i.e.; rain gardens, bio-retention, bio-swales, permeable pavement such as permeable asphalt, permeable concrete, or permeable pavers for parking, driveways, fire lanes, sidewalks, etc.) can be granted in-lieu of a stream buffer/setback. Utilize the most recent San Antonio River Basin Low Impact Development (LID) Technical Guidance Manual for LID design specifications.

The City of Kyle DMP was completed in November 2018 by Half Associates. The DMP prioritized the scope and order of drainage projects throughout the city and recommended ordinance updates.

Legal Notes: N/A

Budget Information: N/A

ATTACHMENTS:

Description

- EDIT Ordinance to Amend Code Chapters 17, 32 & 50

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF KYLE, TEXAS, AMENDING CHAPTER 17 – FLOODS, CHAPTER 32 – SITE DEVELOPMENT, AND CHAPTER 50 – UTILITIES OF THE CODE OF ORDINANCES; PROVIDING FLOOD HAZARD AREA REGULATIONS, GRADING AND DRAINAGE PLAN REQUIREMENTS, AND STORMWATER REGULATIONS; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES; PROVIDING FOR AN EFFECTIVE DATE, SAVINGS CLAUSE AND AN OPEN MEETINGS CLAUSES; AND PROVIDING FOR RELATED MATTERS.

Whereas, the City of Kyle (the “City”) has experienced unprecedented growth and the development of numerous residential subdivisions and commercial growth in general;

Whereas, the City, geographical, is located in an area that experiences significant rainfall events and is prone to flooding in particular areas;

Whereas, as a result of a robust, growing community, particular areas of the City are more prone to flooding due to natural features and topography, increased impervious coverage and alteration of natural drainage waterways and watershed areas; and

Whereas, the City finds it is necessary for the benefit and welfare of its citizens to have additional regulations enacted and available that provide the City with the ability to better regulate, prevent and enforce issues and concerns related to flooding and drainage;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KYLE, TEXAS, THAT:

Section 1. Findings of Fact. The above and foregoing recitals are hereby found to be true and correct and are incorporated herein as findings of fact.

Section 2. Addition of Section 17-18. The City Code of Ordinances, Chapter 17 – Floods, Article II – Flood Hazard Area Regulations, Section 17-18 is hereby added, to read as follows:

Sec. 17-18. – Applicability.

No structure or land shall hereafter be constructed, located, extended, converted, or altered without full compliance with the terms of this article and other applicable regulations. Violation of the provisions of this article by failure to comply with any of its requirements (including violations of conditions and safeguards established in connection with conditions) shall constitute a misdemeanor offense.

Section 3. Amendment of Section 17-19 - Definitions. The City Code of Ordinances, Chapter 17 – Floods, Article II – Flood Hazard Area Regulations, Section 17-19 – Definitions, is hereby amended to add the following definitions:

Sec. 17-19. - Definitions.

Commercial property means buildings or land intended to generate a profit, either from capital gain or rental income, including multifamily residential; any lot or parcel of land used for any purpose other than single-family residential.

Single-family residential means the use of a lot with one building designed for and containing not more than two separate units with facilities for living, sleeping, cooking, and eating therein.

Section 4. Amendment of Section 17-20 - Penalty. The City Code of Ordinances, Chapter 17 – Floods, Article II – Flood Hazard Area Regulations, Section 17-20 – Penalty, is hereby amended in its entirety to read as follows:

Sec. 17-20. - Penalty.

- (a) **Penalty.** No structure or land shall hereafter be constructed, located, extended, converted, or altered without full compliance with the terms of this article and other applicable regulations. Violation of the provisions of this article by failure to comply with any of its requirements (including violations of conditions and safeguards established in connection with conditions) shall constitute a misdemeanor. Any person, firm, corporation or agent who violates this article or fails to comply with any of its requirements, or who erects, constructs, or alters any structure, or places any fill material, in violation of the detailed statement or drawing submitted and accepted by the city hereunder, shall, upon conviction thereof, be fined not more than \$2,000.00; each day in violation shall be deemed a separate offense. The floodplain administrator, or their designee, is authorized to file with the municipal court clerk a complaint alleging such violation. Nothing herein contained shall prevent the city from taking such other lawful action as is necessary to prevent or remedy any violation, including the bringing of a suit seeking injunctive relief and attorney's fees and costs.
- (b) **Stop work orders.** Upon notice from the floodplain administrator, or their designee, that work on any building, structure, dike, bridge, or any improvement which would affect water drainage is being done contrary to the provisions of this article or in a dangerous or unsafe manner, such work shall be immediately stopped. Such notice shall be in writing and shall be given to the owner of the property or to his agent, or to the person doing the work, and shall state the conditions under which work may be resumed. Where an emergency exists, no written notice shall be required to be given by the floodplain administrator, or their designee; provided written notice shall follow within twenty-four (24) hours from the time oral notice to stop work is issued.

- (c) Revocation of permit. The floodplain administrator, or their designee, may revoke a permit or approval issued under the provisions of this regulation in cases where there has been any false statement or misrepresentation as to a material fact in the application or plans upon which the permit or approval was based.

Section 5. Amendment of Section 17-24 – Methods of reducing flood losses. The City Code of Ordinances, Chapter 17 – Floods, Article II – Flood Hazard Area Regulations, Section 17-24 – Methods of reducing flood losses, is hereby amended to modify the section title and add items (6) – (13), to read as follows:

Sec. 17-24. - Methods of reducing flood losses and nuisance conditions.

In order to accomplish its purposes, this article uses the following methods:

- (6) New commercial or single-family residential development or redevelopment shall be designed to provide at least one non-flooded means of ingress/egress for the property during the 100-year flood event.
- (7) New commercial or single-family residential development shall prohibit development within the following stream buffer/setback:
 - a. FEMA Zone AE Streams – 100 feet setback extending on either side of the stream centerline or 25 feet measured from the floodway boundary, whichever is greater. Such setback shall be based on the best available analysis.
 - b. FEMA Zone A and Non-FEMA Stream – 100 feet setback extending on either side of the stream centerline. Such setback shall be based on the best available analysis.
- (8) For commercial sites, approved low impact development/green infrastructure stormwater techniques (i.e.; rain gardens, bio-retention, bio-swales, permeable pavement such as permeable asphalt, permeable concrete, or permeable pavers for parking, driveways, fire lanes, sidewalks, etc.) can be granted in-lieu of a stream buffer/setback. Utilize the most recent San Antonio River Basin Low Impact Development (LID) Technical Guidance Manual for LID design specifications.
- (9) Exceptions for specific activities include a stream crossing for a driveway, transportation routes including but not limited to bike paths and pedestrian trails, utility lines, public water supply intake, property access, stream bank stabilization, stormwater outfalls, etc.
- (10) Projected runoff rates for the design and analysis of stormwater drainage facilities shall be based on the expected ultimate developed state of the upstream contributing area and shall apply

to any and all references to floodplain, flows, design frequencies or any other hydrologic and hydraulic reference found in this chapter.

- (11) Drainage impacts resulting from new development or redevelopment shall not adversely affect properties, including those abutting, downstream and in upstream areas.
- (12) The City of Kyle requires Atlas 14 rainfall depths. Utilize the pre-Atlas 14 500-year floodplain boundary as effective 100-year floodplain boundary. All drainage infrastructure design shall be based on Atlas 14 rainfall depths.

City of Kyle Atlas 14 Rainfall Depths¹										
Duration	Average recurrence interval (years)									
	1	2	5	10	25	50	100	200	500	1000
5-min	0.435	0.527	0.671	0.795	0.972	1.11	1.26	1.42	1.64	1.81
10-min	0.691	0.838	1.07	1.27	1.55	1.79	2.02	2.27	2.59	2.84
15-min	0.884	1.06	1.35	1.59	1.94	2.22	2.51	2.82	3.25	3.58
30-min	1.25	1.50	1.90	2.24	2.72	3.09	3.49	3.93	4.56	5.07
60-min	1.62	1.97	2.50	2.97	3.63	4.15	4.72	5.36	6.29	7.07
2-hr	1.96	2.44	3.15	3.80	4.78	5.61	6.55	7.61	9.18	10.5
3-hr	2.15	2.73	3.54	4.33	5.55	6.61	7.84	9.23	11.3	13.0
6-hr	2.48	3.22	4.22	5.24	6.82	8.25	9.92	11.8	14.7	17.1
12-hr	2.81	3.69	4.89	6.09	7.97	9.65	11.6	13.9	17.4	20.4
24-hr	3.17	4.19	5.59	6.97	9.11	11.0	13.2	15.8	19.8	23.2
2-day	3.60	4.74	6.35	7.90	10.3	12.3	14.7	17.5	21.8	25.5
3-day	3.91	5.12	6.86	8.50	11.0	13.1	15.6	18.4	22.8	26.6
4-day	4.16	5.41	7.24	8.95	11.5	13.7	16.2	19.1	23.5	27.2
7-day	4.74	6.09	8.07	9.91	12.7	15.0	17.6	20.5	24.8	28.4
10-day	5.23	6.65	8.76	10.7	13.5	15.9	18.6	21.5	25.7	29.2
20-day	6.80	8.35	10.8	12.9	15.9	18.3	20.8	23.6	27.6	30.9
30-day	8.11	9.76	12.4	14.7	17.8	20.2	22.7	25.4	29.2	32.2
45-day	9.96	11.8	14.8	17.3	20.6	23.1	25.7	28.3	31.9	34.7
60-day	11.6	13.6	16.9	19.6	23.2	25.9	28.5	31.1	34.5	37.1

¹ Precipitation frequency (PF) estimates in this table are based on frequency analysis of partial duration series (PDS). Please refer to NOAA Atlas 14 document for more information. For all other relevant factors, refer to City of Austin Zone 1 Criteria

- (13) Whenever the city finds that an operator of a site fails to address drainage deficiencies or has negatively impacted previously developed sites, the city may issue a stop work order at a current phase of a construction site overseen by that operator. Such stop work order shall be issued to the operator or person responsible, posted at the construction site, and distributed to all city

departments whose decisions affect any activity at such site or sites under the responsibility of the operator or person responsible. Unless express written exception is made by the city, the construction stop work order shall prohibit any further construction activity against that operator at any site where they are the operator. The stop work order shall bar any further inspection or approval by the city associated with a building permit, grading permit, or any other city authorization necessary to commence or continue construction or to assume occupancy at any site. Issuance of a stop work order shall not be a hindrance to, or a prerequisite for, taking any other action against the violator. Removal of a stop work order prior to written authorization by the administrator shall be a violation of this article. Upon resolution of the violation(s) to the satisfaction of the city, written notice from the city to the operator shall be provided and the operator shall then be authorized to continue working at the site unless an additional violation or stop work order is issued.

Section 6. Amendment of Section 32-45 – Content. The City Code of Ordinances, Chapter 32 – Site Development, Article II – Plan and Procedures, Section 32-45 – Content, Part 5 Grading and drainage plan, is hereby amended to include subsections i. and j., to read as follows:

- (5) Grading and drainage plan. A grading and drainage plan, showing the following:
 - i. Designs for all new development and/or redevelopment shall submit a Lot Grading Plan as part of the site development plan. All new and redevelopment sites shall be graded in accordance with the city signed Lot Grading Plan.
 - j. See Chapter 17 Floods, Article II, Flood Hazard Area Regulations, Division 1, Generally for additional requirements.

Section 7. Amendment of Section 50-401 – Definitions. The City Code of Ordinances, Chapter 50 – Utilities, Article IX – Stormwater Regulations, Section 50-401 – Definitions, is hereby amended to add the following definition:

Sec. 50-401. – Definitions.

Structural Control (or Practice) means a pollution prevention practice that requires the construction of a device, or the use of a device, to capture or prevent pollution in stormwater runoff. Structural controls and practices may include but are not limited to: wet ponds, bioretention, infiltration basins, stormwater wetlands, silt fences, earthen dikes, drainage swales, vegetative lined ditches, vegetative filter strips, sediment traps, check dams, subsurface drains, storm drain inlet protection, rock outlet

protection, reinforced soil retaining systems, gabions, and temporary or permanent sediment basins.

Section 8. Amendment of Section 50-411 – Overland flow. The City Code of Ordinances, Chapter 50 – Utilities, Article IX – Stormwater Regulations, Section 50-411 – Overland flow, Part (a) is hereby amended to add subsection (5), to read as follows:

- (a) Drainage patterns must be designed to:
 - (5) Stormwater impacts resulting from new development or redevelopment must not adversely affect properties, including those abutting, downstream and in upstream areas.

Section 9. Amendment of Section 50-412 – Long-term maintenance of post-construction stormwater structural controls. The City Code of Ordinances, Chapter 50 – Utilities, Article IX – Stormwater Regulations, Section 50-412 – Long-term maintenance of post-construction stormwater structural controls, is hereby amended in its entirety to read as follows:

Sec. 50-412. – Long-term maintenance of post-construction stormwater structural controls.

All owners or operators of a new development or redeveloped site shall have a maintenance plan for all stormwater structural controls. The maintenance plan must be filed in the real property records of the county in which the property is located, addressing maintenance requirements for any structural controls installed on site. Operation and maintenance performed shall be documented and retained on site, such as at the offices of the owner or operator and made available for review by the city.

- (a) The city has the authority to require installation, implementation, inspection and maintenance of structural controls meeting or exceeding the requirement of the TPDES Phase II MS4 Permit TXR040000.
- (b) Drainage easements shall be required for structural controls and deed recorded.
- (c) All owner(s) of structural controls shall be required to have a maintenance plan with the city including a schedule of maintenance activities and plans for certified inspections to assess the functionality of the structural control(s).
- (d) In the event that a stormwater facility will be shared by two (2) properties, the property owners sharing the stormwater facility shall execute such agreements, covenants, and easements reasonably required by the city to address joint use of and access to the stormwater facilities.

- (e) Owner(s) of stormwater structural controls that discharge or connect to the city's storm drainage and flood mitigation utility or discharge into Waters of the United States within the city limits must conduct, at a minimum, a certified inspection of each structural control every three (3) years. The certified inspection report must be prepared by a Texas-licensed engineer and the licensed engineer must be chosen from a list of precertified engineers provided by the city.
 - (1) The inspection report must include requirements provided by the city, including but not limited to the following:
 - a. An assessment of the condition of the structural control(s), current as of the date of the report.
 - b. The professional opinion of the engineer regarding the current functionality of the structural control(s).
 - c. Recommendations of the engineer regarding the need for maintenance or modification of the structural control(s) to meet original design specifications.
 - (2) The city may choose to provide a pre-formatted inspection report to be used for each inspection.
 - (3) The inspection report must be submitted to the city's Stormwater Program for review. The owner of a structural control(s) must submit a certified inspection report for each structural control by December 31 once every three (3) years.
 - a. Any maintenance, repair or other deficiencies identified in the certified inspection report must be adequately addressed to ensure compliance with the requirements of this division. Upon completion of all necessary maintenance, repairs or deficiencies identified in the certified inspection report, the owner shall notify the Stormwater Program of the completion.
- (f) Failure to maintain facilities or practices or provide certified inspection reports.
 - (1) If the owner(s) responsible for maintaining the structural control(s) fails to properly maintain the structural control(s) or submit a certified inspection report, the city's Stormwater Program will send a written notice to the owner(s) to correct the problem within thirty (30) days from the owner(s) receipt of the notice. If the owner(s)

fails to comply with the notice, the city may initiate one of the actions specified in Sec. 50-417 or Sec. 50-418.

- (2) If the structural control(s) becomes a nuisance or danger to public safety or public health, the city shall notify the owner(s) responsible for maintenance of the structural control(s) in writing. Upon receipt of that notice, the owner(s) shall have thirty (30) days to complete maintenance and repair requirements. If the owner(s) of the structural control(s) fails to comply with the requirements of the maintenance and/or repair notice, the city may initiate one of the actions specified in Sec. 50-417 or Sec. 50-418.
- (g) Precertifications for Engineers.
- (1) An engineer conducting certified structural control inspections under subsection (c) must be precertified by the city's Engineering Department prior to performing structural control inspections for private parties in the city limits.
 - (2) The city will promulgate requirements for the precertification of engineers performing structural control inspections. Eligibility for precertification of engineers will be based upon prior relevant licensing, training and work experience.
 - (3) Any engineer seeking to be precertified for structural control inspections must be a licensed professional engineer registered in the State of Texas.
 - (4) Precertification will extend to the individual's firm.
 - (5) The city shall maintain a list of engineers precertified under this subsection. The city reserves the right to add or remove engineers from the list, subject to the requirements promulgated under subsection (g)(2).

Section 10. Amendment of Section 50-417 – Enforcement. The City Code of Ordinances, Chapter 50 – Utilities, Article IX – Stormwater Regulations, Section 50-417 – Enforcement, is hereby amended to add subsection (8), to read as follows:

Sec. 50-417. - Enforcement.

- (8) Stop work order. Whenever the city finds that any operator of a construction site has violated, or continues to violate, any provision of this article, or any order issued hereunder, the city may order a stop work order be issued to the operator or person responsible, posted at the construction site, and distributed to all city departments whose decisions affect any activity at such site. Unless expressly written exception is made by the

city, the stop work order shall prohibit any further construction activity at the site and shall bar any further inspection or approval by the city associated with a building permit, grading permit, or any other city authorization necessary to commence or continue construction or to assume occupancy at the site. Issuance of a stop work order shall not be a hindrance to, or a prerequisite for, taking any other action against the violator. Removal of a stop work order prior to written authorization by the administrator shall be a violation of this article. Upon resolution of the violation(s) to the satisfaction of the city, written notice from the city to the operator shall be provided and the operator shall then be authorized to continue working at the site unless an additional violation or stop work order is issued.

Section 11. Amendment of Ordinances. The City Code of Ordinances, Chapters 17, 32, and 50 is hereby amended to the extent of any conflict or inconsistency herewith only and all ordinances or parts thereof conflicting or inconsistent with the provisions of this Ordinance as adopted and amended herein, are hereby amended to the extent of such conflict. In the event of a conflict or inconsistency between this Ordinance and any other code or ordinance of the city, the terms and provisions of this Ordinance shall govern.

Section 12. Savings Clause. All rights and remedies of the City are expressly saved as to any and all violations of the provisions of any ordinances affecting drainage, flooding and related watershed which have accrued at the time of the effective date of this Ordinance; and, as to such accrued violations and all pending litigation, both civil and criminal, whether pending in court or not, under such ordinances, same shall not be affected by this Ordinance but may be prosecuted until final disposition by the courts.

Section 13. Effective Date. This Ordinance shall take effect immediately from and after its passage and publication in accordance with the provisions of the *Tex. Loc. Gov't. Code*.

Section 14. Open Meetings. It is hereby officially found and determined that the meeting at which this Ordinance is passed was open to the public as required and that the meeting at which this Ordinance is passed was open to the public as required and that public notice of the time, place, and purpose of said meeting was given as required by the Open Meetings Act.

PASSED AND APPROVED on First Reading this ____ day of _____, 2020.

FINALLY PASSED AND APPROVED on this ____ day of _____, 2020.

ATTEST:

THE CITY OF KYLE, TEXAS

Jennifer Vetrano, City Secretary

Travis Mitchell, Mayor



CITY OF KYLE, TEXAS

Great Springs

Meeting Date: 6/16/2020

Date time: 7:00 PM

Subject/Recommendation: Authorize staff to compose a letter of support for the Great Springs Project Proposal to the National Park Service for the Rivers, Trails and Conservation Assistance Program. ~
Mariana Espinoza, Director of Parks & Recreation

Other Information: The Great Springs Project has requested a letter of support from the City of Kyle for their grant application to the National Park Service for the development of a Master Trail Plan in Central Texas.
Great Springs Project is an environmental 501(c)(3), non-profit organization with a regional mission of creating a national park-sized corridor of protected lands and a spring-to-spring trail along the rapidly urbanizing area between San Antonio and Austin over the Edwards Aquifer recharge and contributing zones.
The City of Kyle will help develop and sustain the Kyle Loop of the Emerald Crown Trail in conjunction with the proposal submitted by Great Springs Project to the National Park Service.

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

Police Headquarters Contract

Meeting Date: 6/16/2020

Date time: 7:00 PM

Subject/Recommendation: Police Headquarters Construction Manager at Risk Bartlett-Cocke Agreement. ~ *Jeff Barnett, Chief of Police*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

John H. Spooner Revocable Trust
(Z-20-0056)

Meeting Date: 6/16/2020
Date time: 7:00 PM

Subject/Recommendation: *(Postpone Indefinitely)* An Ordinance Amending Chapter 53 (Zoning) of the City of Kyle, Texas, for the purpose of assigning original zoning to approximately 179.33 acres of land from Agriculture 'Ag' to Single Family Residential-Attached 'R-1-A' for property located off of E. Post Road, just north of Quail Ridge Subdivision, in Hays County, Texas. (John H. Spooner Revocable Trust - Z-20-0056) ~ *Howard J. Koontz, Director of Planning and Community Development*

Planning and Zoning Commission brought forth a motion to recommend approval. The motion was denied with at 3-4 vote.

- Public Hearing

Other Information: Please see attachments.

Legal Notes: N/A

Budget Information: N/A

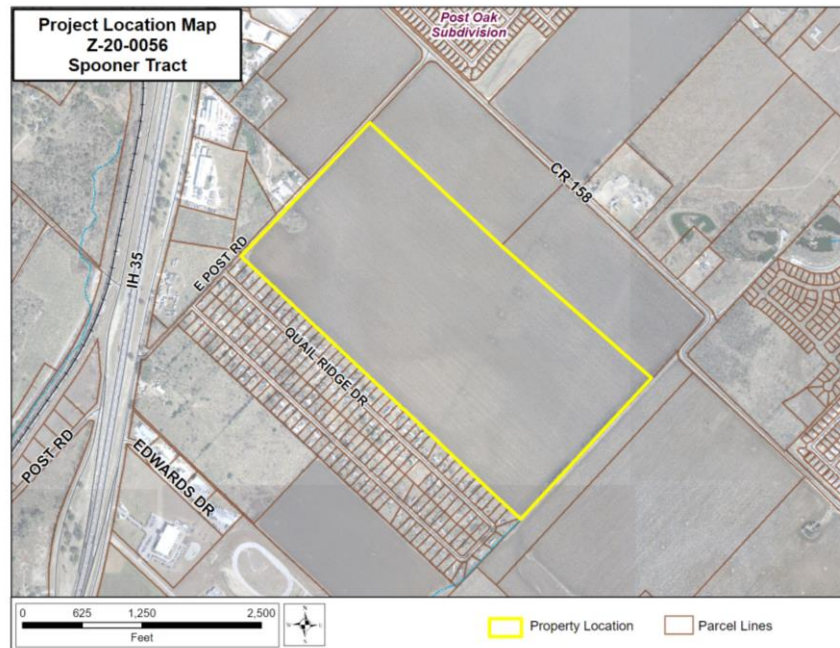
ATTACHMENTS:

Description

- Staff Memo
- Ordinance with Exhibits
- Application
- Location Map
- Land Use Districts Map
- Waterstone Overall Project
- Phase 1 Waterstone Project
- City of Kyle Engineering Statement (Wastewater)

Property Location	E. Post Road, north of Quail Ridge Subdivision, Kyle, TX 78640
Owner	John H. Spooner Revocable Trust 324 43rd Street Des Moines, IA 50312
Agent	John Hines, P.E. Dannenbaum Engineering 512-427-3237
Request	Rezone 179.33-Acres A (Agriculture) to R-1-A (Single Family Attached Residential)

Vicinity Map

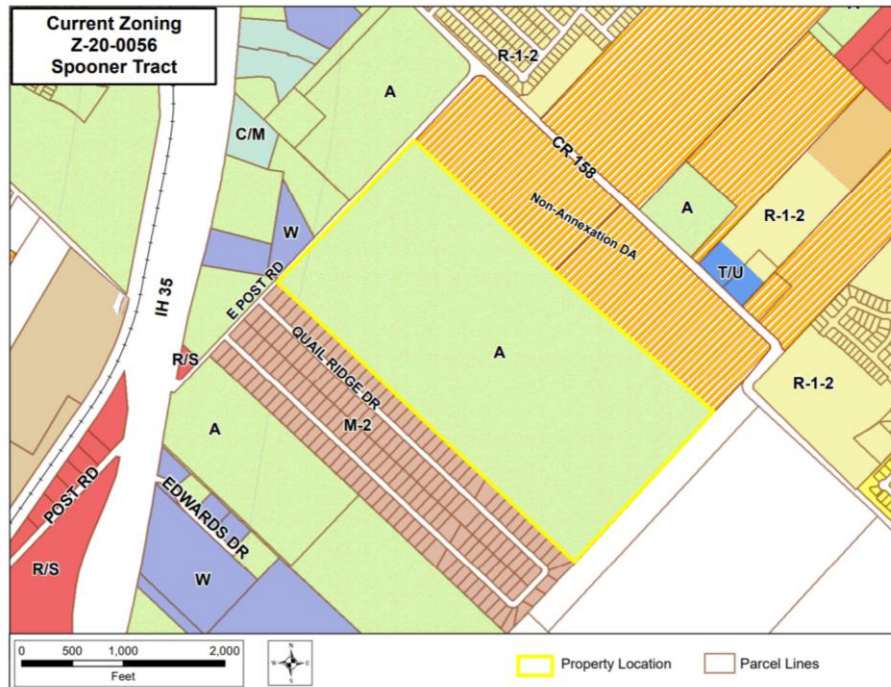


Site Description

The site, also known as the “Spooner Tract” is an undeveloped parcel zoned Agriculture (A). It is currently used for agricultural purposes, typically row crops. To the north is vacant land, utilized for agriculture and zoned “A” (across E. Post Road). The land adjacent to and north of the parcel is in the City of Kyle’s extra-territorial jurisdiction (ETJ), and is used for agricultural purposes. To the east and southeast, is land in the San Marcos ETJ.

The site is proposed to be developed with a regionally dense residential subdivision, taking access from a boulevard that will be constructed through the Spooner Tract. To the south is the Quail Ridge community, zoned M-2. It allows for manufactured homes on fee simple lots/public streets. To the west are properties zoned Warehouse (vacant) and Agriculture (auto body shop and residence).

The applicant seeks to rezone the property from “A” (Agriculture) to “R-1-A” (Single Family Residential Attached).



Current Zoning

A (Agriculture)

Sec. 53-36. - Agricultural district A.

The permitted uses in the agricultural district A allow farming, ranching, pasturage, detached single-family residences and related accessory structures, on a minimum one acre tract. Parks, playgrounds, greenbelts and other public recreational facilities, owned and/or operated by the municipality or other public agency are permitted.

(Ord. No. 438, § 23, 11-24-2003)

Requested Zoning

Single-Family Attached District R-1-A, Garden Home

Sec. 53-111. - Purpose and permitted uses.

The single-family attached district R-1-A, garden home allows attached single-family structures with a minimum of 1,000 square feet of living area per dwelling unit and permitted accessory structures on a minimum lot size of 4,800 square feet. There shall be no more than 6.8 houses per buildable acre. The single-family attached residences authorized in this zoning district include those generally referred to as garden homes, paired homes, patio homes and zero lot line homes. Additionally, single family detached structures are permitted in this district as a conditional use, as provided in V.T.C.A., Local Government Code ch. 211; provided that a conditional use permit may only be approved after a public hearing is held by the city council after having received a report and recommendation from the planning and zoning commission concerning the effect of the proposed use on the adjacent and neighboring properties and neighborhoods.

(Ord. No. 438, § 27(a), 11-24-2003; Ord. No. 438-35, § 3(a), 8-2-2005; Ord. No. 928, § 1(Exh. A), 1-17-2017)

Sec. 53-33(k)(Chart 1)

Land Use District	Front Setback (feet)	Side Setback (feet)	Corner Lot at Alleyway Setback (feet)	Street Side Yard setback (feet)	Rear Setback (feet)	Min. Lot Square Footage Area	Min. Lot Street Line Width (feet)	Height Limit (feet)
R-1-A	25	(2)	10	15	15	4550	35	35

Notes for chart—

(1) On approval by the city council:

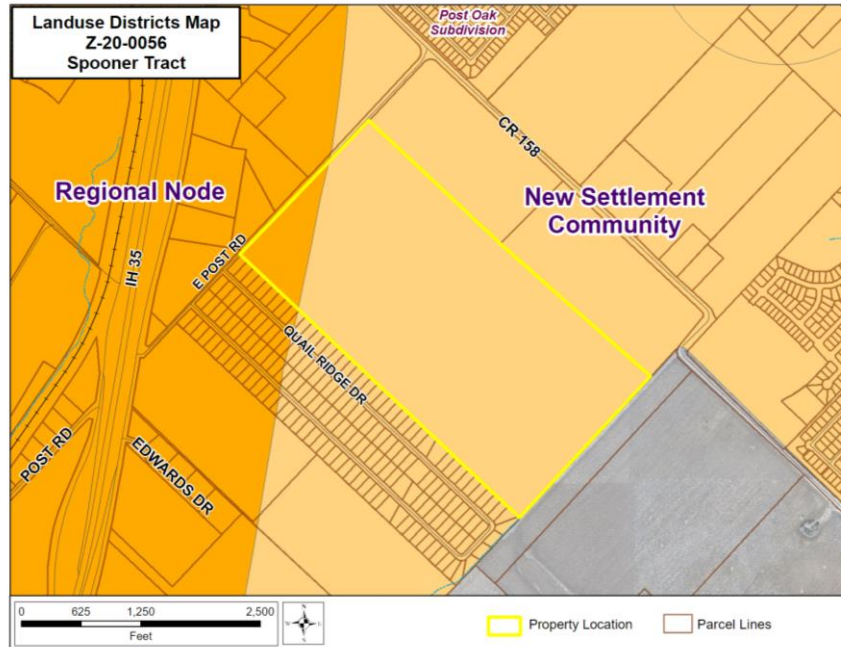
- e. Up to 25 percent of R-1-A lots may be less than 4,550 square feet in area but not less than 4,000 square feet, and up to 25 percent of the lots may be less than 35 feet in width but not less than 30 ft in width.

(2) Side yard setback for the R-1-A district is ten feet on one side, and a zero lot line is permitted on the other side. See definition for zero-lot-line lot.

Conditions of the Zoning Ordinance

Sec. 53-1205 Amendments

- (d) *Referral of amendment to planning and zoning commission.* Upon its own motion, a request by the planning and zoning commission, or the receipt of an administratively complete petition and application to zone or rezone a lot, tract or parcel of land, which petition and application has been examined and approved as to form by the city manager, shall be referred to the planning and zoning commission for consideration, public hearing, and recommendation to the city council. The council may not enact a rezoning amendment until the planning and zoning commission has held a public hearing and made its recommendation to the city council, or has made a final vote on the matter without obtaining a majority, on the zoning or rezoning of the property.
- (e) *Action by the planning and zoning commission.* The planning and zoning commission shall cause such study and review to be made as advisable and required, shall give public notice and hold a public hearing as provided by state law, and shall recommend to the council such action as the planning and zoning commission deems proper...



Comprehensive Plan Text

The subject site is primarily located in the “New Settlement Community” District. The R-1-A zoning district is considered conditionally in the “New Settlement Community” District. The remainder of the property (west corner) is within the “Regional Node”. The R-1-A zoning district is not considered in the “Regional Node”.

Current Land Use Chart

New Settlement Community

Recommended Zoning Categories: O/I

Conditional Zoning Categories: E, **R-1-A**, R-1-1, R-1-2, R-1-3, R-1-C, R-1-T, R-2, T/U, UE, NC, CC, MXD, RS, W

Regional Node

Recommended Zoning Categories: R-1-C, R-3-2, R-3-3, CC, NC, R/S, MXD

Conditional Zoning Categories: CBD-1, CBD-2, E, HS, R-3-1, O/I

New Settlement Community

'Character': The New Settlement District is comprised primarily of farm fields, and new residential developments that are being carved out of former farm fields in an area that stretches across the city's southern-most region, from Old Stagecoach Road on the west, across I-35 to the east, to the western border of the Plum Creek Riparian Landscape. The character of the district is as diverse as the district is expansive, as the New Settlement District spans the largest portion of the southern region of Kyle. For this reason, owing to such a diverse cross-section of Kyle's landscape, the character of the district is defined more by the function of the streets and neighborhoods that serve any particular block being examined, and less by the multiple landforms characteristic of the region as a whole. Northwest to southeast roadway patterns are strong, while northeast to southwest connections are lacking. Traditional residential enclaves predominate in the New Settlement District, aggregated in neighborhoods of unique housing forms. Some landscapes are bisected by I-35, others are permeated by feeder creeks and tributaries which should require heightened standards for physical development going forward. The region is dominated by legacy agricultural lands which feature old growth stands of trees and sparse one-family residences. However, there are areas experiencing significant development pressures to fulfill the current need for single family residential, and with few barriers to development, the region is growing in popularity for new housing, held back in the western region by the large portion of the district being under-served by public waste water utilities. Private and public spaces are clearly separate, with the public domain defined by shared neighborhood amenities and private domain defined by privatized landscapes. Acreage tracts abound in the Districts, some of which are uniquely suited for high turnover, high density retail and service uses by their location close to available roadways and wet utilities. Other properties are not yet ripe for development for their location along under-performing roadways, or from being so far removed from sewer and/or sufficient water supply. Public space is not encroached on by private functions. The New Settlement District has a lower density and intensity of development than the adjacent Mid-Town District, and the open character of the landscape removed from the interstate corridor should evoke the agricultural heritage of the District. Physical and visual partitioning and division of land should be avoided where possible in this district.

'Intent': The flat land and large parcel size in the New Settlement District result in a high level of development potential, which is beginning to be realized through market-driven demand for new housing stock. The city of Kyle should seek to capitalize on this

“developability”, while emphasizing community amenities, enhancing the neighborhood lifestyle through shared spaces, and improving connectivity within and without the District. The unique water features, such as creekways and detention/retention facilities, in the New Settlement District should be utilized as form-giving elements and corridors for connections. Future development will occur along the roadways best suited for access, and in the best proximity to the emerging water and waste water infrastructure expansion planned for in the city’s capital improvement plan. Use patterns should be established that compliment residential development and facilitate beneficial land use transitions. In this way, the New Settlement District should serve as a transition between the higher intensity of use within the core Districts and the low intensity of use of the Farm District.

Regional Node

‘Character’: Regional Nodes should have regional scale retail and commercial activity complimented by regional scale residential uses. These Nodes should represent the character and identity of Kyle, and signal these traits to the surrounding community. Regional Nodes have a radius of approximately 1/3 of a mile so that they are walkable, but are able to contain a greater range of uses at a larger scale than those found in Local Nodes. Appropriate uses may include grocery stores, retail shopping centers, multi-family housing, and municipal services, such as libraries and recreation centers. Regional Nodes are scaled and designed as activity centers where users not only secure goods and services, but also congregate and remain for extended periods, unlike Local Nodes which are designed around quick turnaround convenience retail. The Regional Nodes located along I-35 at the northern and southern boundaries of Kyle should be designed as entryways into Kyle with elements that are symbolic of Kyle and serve to attract I-35 travelers into Kyle. Transitions between Regional Nodes and surrounding districts must be carefully constructed to avoid abrupt shifts in land uses. Trails and sidewalks should be present throughout all Regional Nodes and should connect to surrounding neighborhoods.

‘Intent’: The primary goal of the Regional Nodes is to capture commercial opportunities necessary to close Kyle’s tax gap. To achieve this goal, these Nodes should draw down upon anticipated regional growth and aggregate density to enhance value and activity levels in a concentrated and visible location. Regional Nodes should provide a mixture of uses that compliments regional commercial activity, as well as encourage high density

residential development. These Nodes should respond to other regional areas of growth, specifically along I-35 and FM 1626, and to grow toward Hwy 21, SH 45 and SH 130. The anchor of each Regional Node should be regional commercial uses, and Regional Nodes should have a high level of development intensity.

Analysis

The Spooner tract is approximately 179.33-acres and currently zoned "A". All but the western corner (about 12.6-acres) is within the "New Settlement Community" land use district. The 12.6-acres is in the "Regional Node" land use district. Per the September 3rd, 2019 update to the comprehensive plan, the R-1-A zoning district continues to be considered in a conditional manner (New Settlement Community). The R-1-A zoning district is not considered in the "Regional Node" land use district, due to the expectation of a higher use intensity.

In discussion with the applicant, the R-1-A zoning district might be considered appropriate for the Spooner tract. This is due to a number of discussion points.

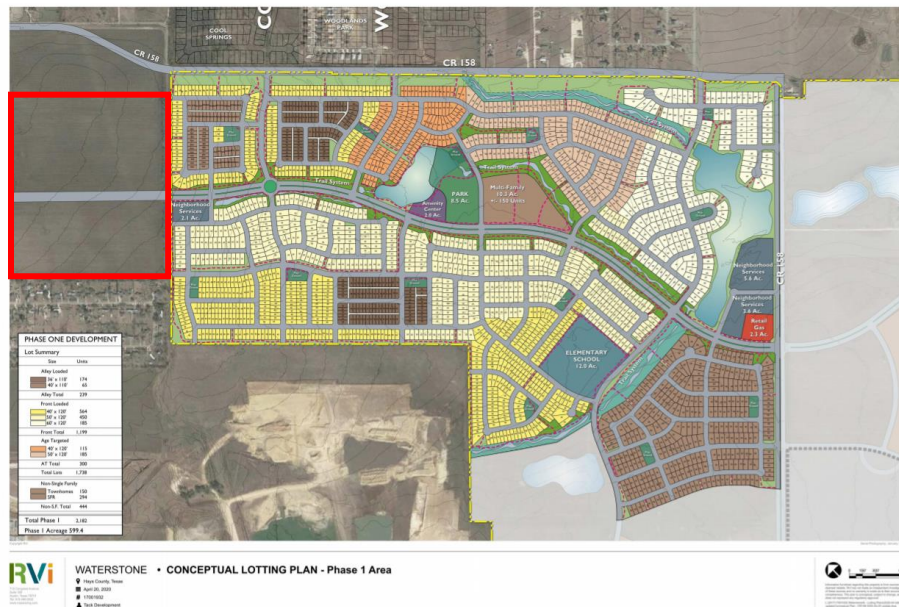
- Proximity to IH-35 and Waterstone development.
- Adequate road network to and from the site.
- Adequate wastewater availability.
- Alley loaded residential design.

Proximity to IH-35 and Waterstone development

In the "New Settlement Community" land use district, staff typically recommends lower density, single family residential, zoning districts. These are usually R-1-1 (80' wide), R-1-2 (65' wide) and R-1-3 (50' wide). These recommendations are largely due to existing land use patterns around the proposed project and also based on the "wedding cake" pattern of development. Essentially, this part of the city is primarily made up of R-1-2 & R-1-1 zoning districts (flanking E FM 150), and one should incorporate larger lots/lower density the closer one is to the city limit border.

However, in the case of the Spooner tract, the western edge of the property is actually in the "Regional Node" requiring higher density/intensity of use (12-acres). Additionally, between IH-35 and E. Post Road, all the land will likely develop in a commercial manner. This follows the intensity of use, if not higher density. The remainder of the property will be between what should be higher density development and the Waterstone development (La Salle MUD, San Marcos ETJ). The portion of the Waterstone development next to the Spooner tract will have similar lot widths (36' -50')

and similar lot area (3,960 sq. ft. – 6,000 sq. ft.). R-1-A requires a minimum of 35' of width and a minimum of 4,450 sq. ft. of lot area.

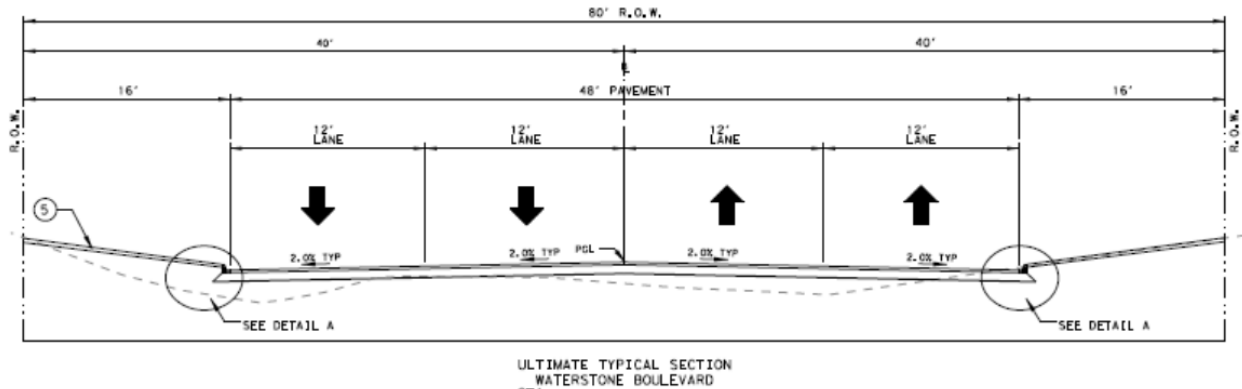


Waterstone Development – Phase 1 (Spooer Tract at west property line)

Adequate Road Network To and From The Site

Existing roads to the Spooner tract are insufficient to meet the demand of the potential increase in vehicular traffic. E. Post Road and CR 158 are rural county level roads with barely 20' of pavement width. They were adequate for rural traffic 10-20 years ago. The development is expected to be between 4.5-6 residences per buildable acre, there is forecast to be approximately 800 homes within the 179.33-acres of the project.

Though the existing E. Post Road and CR 158 are not adequate for a significant increase in vehicular traffic, the Waterstone development will be building an east/west boulevard through the Spooner tract. It will start at the northbound IH-35 access road and continue through the Waterstone development. This route will act as the main thoroughfare to IH-35 for both the Spooner tract and the Waterstone Boulevard. Waterstone Boulevard will be a 4-lane road, capable of carrying the additional vehicular traffic generated by this development. At the subdivision stage of the project, staff and the developer will coordinate appropriate improvements/road fees to a portion of E. Post Road. Additionally, per the City of Kyle Transportation Master Plan, CR 158 will be a 3-lane road (increasing vehicular traffic capacity). Residents of the Spooner tract will also be able to travel through the Waterstone development to access CR 158, Yarrington Road, E FM 150, etc.



Adequate Wastewater Availability

Per the City of Kyle’s Southside Wastewater project, the western 84-acres of the Spooner tract will receive wastewater. The Southside Wastewater project shows the 84-acres to be built at a net density of 7.7 residential units per acre. This exceeds the maximum of 6.8 residential units per buildable acre in the R-1-A zoning district. The remainder of the tract will also be serviced by the City of Kyle, with sufficient capacity (see statement from Engineering Department).

Alley Loaded Residential Design

Per the Residential Style Guide, all single family and two family residential subdivisions are required to be alley loaded (take vehicular access from back of lot), if they are less than 50-feet wide. The R-1-A zoning district has a minimum lot width of 35-feet. As the buildable density is much higher than the R-1-1, R-1-2, and R-1-3 districts (6.8 residences per acre), developers are more likely to want to use the R-1-A zoning district.

As alley loaded design is an idea that the City of Kyle is encouraging, this zoning district is the most likely of all the residential districts in Kyle to achieve this (density and lot width). Additionally, the project will go through the Residential Style Guide public hearing process, to ensure adequate amenities (street trees, pocket parks, trails, etc.).

Regional Node Land Use District

As previously stated, approximately 12-acres of the tract are in the “Regional Node” land use district. This constitutes 7% of the overall land area of the subject site. The R-1-A zoning district is not considered in the “Regional Node”; however, the boundaries listed in the future land use map are provided for reference, and the actual transition from one district to an adjacent district should be determined on the ground from an

in-person observation. In this case, the 12-acres are more akin to the neighboring 93% of development site than they are to the regional node to the west. For that reason, staff has no objection to recommending rezoning the portion of the tract in the “Regional Node” to R-1-A, like the remainder of the lot. If the current or future owner/developer would like to upzone this portion of the site for an adjacent and complimentary commercial use, then a new application would have to be filed and the specific request would be considered on its own merits.

Recommendation

In conclusion, staff supports the rezoning from “A” (Agriculture) to R-1-A (Single Family Attached Residential) for all of the Spooner tract, pursuant to the allowed conditional analysis provision in the city’s comprehensive plan. At the June 9, 2020, Planning & Zoning Commission meeting, the Commission brought forth a motion to recommend approval. The motion was denied with a 3 to 4 vote.

Attachments

- Application
- Location Map
- Land Use Districts Map
- Waterstone Phase 1 Exhibit
- Engineering Waste Water Statement

ORDINANCE NO. _____

AN ORDINANCE AMENDING CHAPTER 53 (ZONING) OF THE CITY OF KYLE, TEXAS, FOR THE PURPOSE OF ASSIGNING ORIGINAL ZONING TO APPROXIMATELY 179.33 ACRES OF LAND FROM AGRICULTURE 'AG' TO SINGLE FAMILY RESIDENTIAL-ATTACHED 'R-1-A' FOR PROPERTY LOCATED OFF OF E. POST ROAD, JUST NORTH OF QUAIL RIDGE SUBDIVISION, IN HAYS COUNTY, TEXAS. (JOHN H. SPOONER REVOCABLE TRUST – Z-20-0056); AUTHORIZING THE CITY SECRETARY TO AMEND THE ZONING MAP OF THE CITY OF KYLE SO AS TO REFLECT THIS CHANGE; PROVIDING FOR PUBLICATION AND EFFECTIVE DATE; PROVIDING FOR SEVERABILITY; AND ORDAINING OTHER PROVISIONS RELATED TO THE SUBJECT MATTER HEREOF; FINDING AND DETERMINING THAT THE MEETING AT WHICH THIS ORDINANCE WAS PASSED WAS OPEN TO THE PUBLIC AS REQUIRED BY LAW.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KYLE, TEXAS, THAT:

SECTION 1. That the zoning district map of the City of Kyle adopted in Chapter 53 (Zoning) be and the same is hereby amended to assign original zoning to approximately 179.33 acres of land from Agriculture 'AG' to Single Family Residential-Attached 'R-1-A', as shown on the property location map labeled Exhibit B.

SECTION 2. That the City Secretary is hereby authorized and directed to designate the tract of land zoned herein as such on the zoning district map of the City of Kyle and by proper endorsement indicate the authority for said notation.

SECTION 3. If any provision, section, sentence, clause, or phrase of this Ordinance, or the application of same to any person or set of circumstances is for any reason held to be unconstitutional, void or invalid (or for any reason unenforceable), the validity of the remaining portions of this Ordinance or the application to such other persons or sets of circumstances shall not be affected hereby, it being the intent of the City Council of the City of Kyle in adopting this Ordinance, that no portion hereof or provision contained herein shall become inoperative or fail by reason of any unconstitutionality or invalidity of any other portion or provision.

SECTION 4. This Ordinance shall be published according to law and shall be and remain in full force and effect from and after the date of publication.

SECTION 5. It is hereby officially found and determined that the meeting at which this ordinance was passed was open to the public as required by law.

READ, CONSIDERED, PASSED AND APPROVED ON FIRST READING by the City Council of Kyle at a regular meeting on the _____ day of _____, 2020, at which a quorum was present and for which due notice was given pursuant to Section 551.001, et. Seq. of the Government Code.

READ, CONSIDERED, PASSED AND APPROVED ON SECOND AND FINAL READING by the City Council of Kyle at a regular meeting on the _____ day of _____, 2020, at which a quorum

was present and for which due notice was given pursuant to Section 551.001, et. Seq. of the Government Code.

APPROVED this _____ day of _____, 2020.

Travis Mitchell, Mayor

ATTEST:

Jennifer Vetrano, City Secretary

'Exhibit A'

Bk Vol Pg
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808

Legal Descriptions

All that certain tract or parcel of land situated in Hays County, Texas, about 3 miles South of the town of Kyle, Texas, containing 179.33 acres, more or less, and consisting of the following surveys and parts of surveys to-wit:

Described in two tracts as follows:

First Tract: 134 ½ acres of land, more or less, a part of the James W. Williams 1/3 League Survey Abstract No. 473;

Beginning on the S E line of the Jas. W. Williams 1/3 League Survey at the south corner of a tract of 89-2/3 acres conveyed by deed from C.B. Donalson and wife, to S.J. Donalson, dated November 1st, 1911, and of record in Vol. 61, pages 118-19, Hays County Deed Records; being 1051 vrs S 45 E from the East corner of said Survey;

Thence North 45 deg. West with the common line between the tracts of said S.J. Donalson and Lee Donalson, 1443 varas;

Thence North 45 deg. East 525-3/4 vrs. to a stake;

Thence South 45 deg. East 1443 vrs. to a stake;

Thence South 45 deg. West 525-3/4 varas to the place of Beginning.

Being the same land conveyed to S.J. Donalson by C.B. Donalson and wife, by deed dated November 1st, 1911, recorded in Volume 61, page 118-19; and by Chas. D. Wallace and wife by deed dated the 4th day of October, 1916, and shown of record in Volume 70, pages 315-16, Deed Records of Hays County, Texas.

And being the same land described in Substitute Trustee's Deed dated August 1, 1939, executed by C.C. Wade, Attorney-in-fact for A.C. Williams Substitute Trustee, to The Federal Land Bank of Houston, recorded in Vol. 119, pages 29-31, Deed Records of Hays County, Texas, reference to which is hereby made for all legal purposes.

Second Tract:

Being 44.83 acres, more or less, a part of said James W. Williams 1/3 League Survey, Abstract No. 473;

Beginning at the west corner of an 89-2/3 acre tract; conveyed by C.B. Donalson and wife, to Miss Jennie T. Donalson by deed dated November 1, 1911, recorded in Vol. 61, page 113, Hays County Deed Records;

Thence S 45 deg. W. 175 ¼ varas to stake for corner;

Thence S 45 deg. East 1443 vrs. to the SE line of the James W. Williams Survey;

Thence N 45 deg. E 175 ¼ vrs. to the south corner of the said Miss Jennie T.

Donalson's tract.

Thence N 45 deg. W. 1443 vrs. with her SW line to the place of beginning;

Said Second Tract above described being the same land described as Second Tract in Substitute Trustee's deed dated June 12, 1939, executed by E.W. Jones, Attorney-in-Fact for A.C. Williams, Substitute Trustee, to The Federal Land Bank of Houston, recorded in Vol. 118, page 531, Deed Records of Hays County, Texas; reference to which is hereby made for all legal purposes;

SAVE AND EXCEPT an undivided one/thirty-second (1/32nd) interest (same being one-fourth (1/4) of the usual 1/8th royalty) in and to all of the oil, gas, and other minerals in, to and under or that may be produced from the land herein conveyed, to be

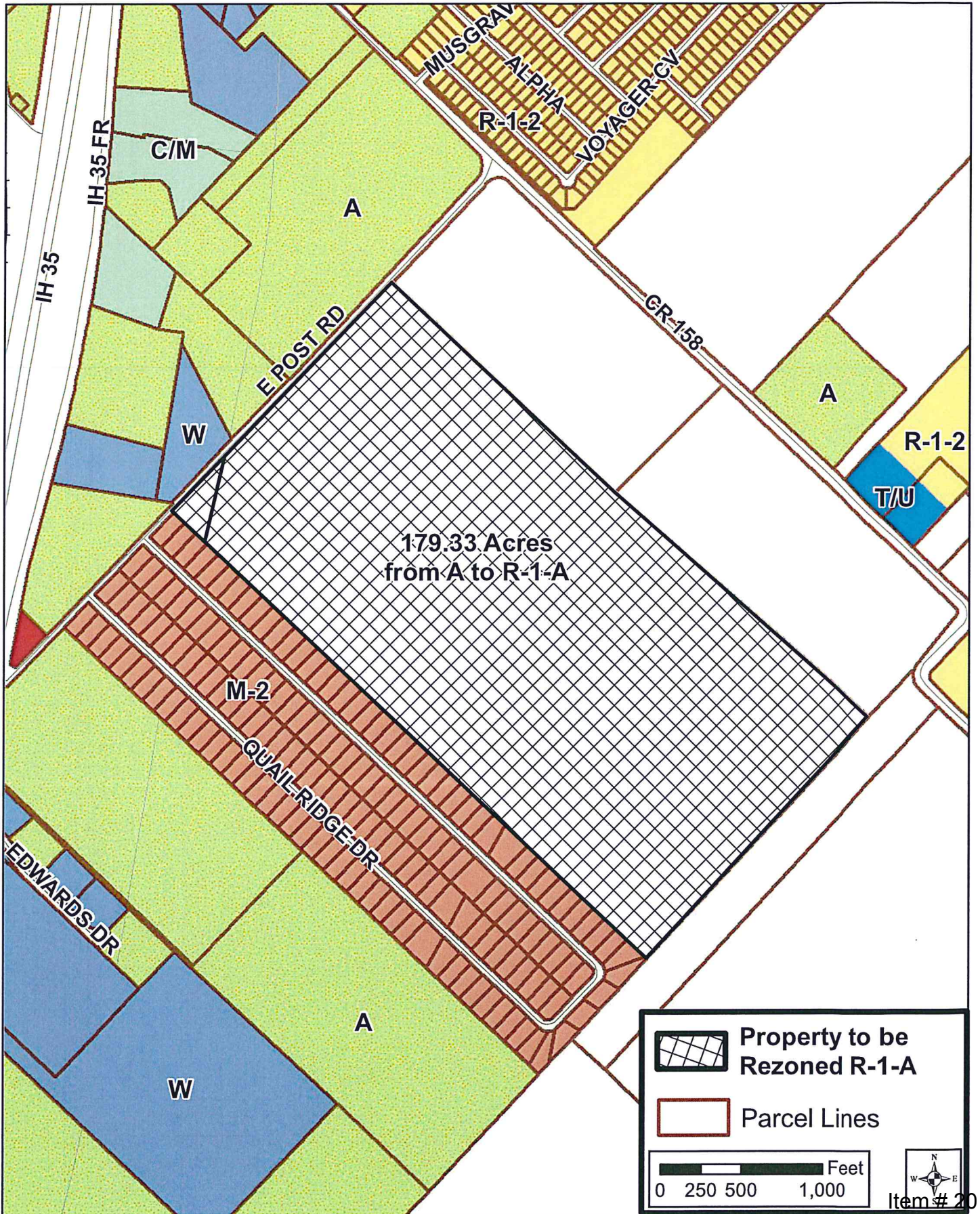
paid or delivered unto said Bank, its successors and assigns, as its or their own property, free of cost from royalty oil, gas, and/or other minerals for a period of then (10) years from and after June 23, 1941, together with the right of ingress and egress at all times for the purpose of storing, treating, marketing and removing the same therefrom. Said interest in and to said minerals hereby reserved is a non-participating royalty interest and shall not participate in the bonus paid for any oil, gas, or other mineral lease covering said land, nor shall it participate in the money rentals which may be paid to extend the time within which a well may be begun under the terms of any lease covering said land. In the event oil, gas, and/or other minerals are produced from said land within said ten (10) year period, then said bank, its successors and assigns, shall receive a full one/thirty-second ($1/32^{\text{nd}}$) portion thereof as its or their own property, to be paid or delivered to said Bank, its successors and assigns, free of cost during said ten (10) year period from and after June 23, 1941.

Exhibit B

Z-20-0056

E Post Rd

179.33 Acres



APPLICATION & CHECKLIST – ZONING CHANGE

Zoning: John H. Spooner Revocable Trust
(Name of Owner) (Submittal Date)

INSTRUCTIONS:

- Fill out the following application and checklist completely prior to submission.
- Place a check mark on each line when you have complied with that item.
- Use the most current application from the City's website at www.cityofkyle.com or at City Hall. City ordinances can be obtained from the City of Kyle.

REQUIRED ITEMS FOR SUBMITTAL PACKAGE:

The following items are required to be submitted to the Planning Department in order for the Zoning Application to be accepted.

- 1. Completed application form with owner's original signature.
- 2. Letter explaining the reason for the request.
- 3. Application Fee: \$428.06, plus \$3.62 per acre or portion thereof. x 179.33 acres

Newspaper Publication Fee: \$190.21 Sign Notice Fee: \$127.00

Total Fee: \$1394.45

- 4. A map or plat showing the area being proposed for rezoning.
- 5. A clear and legible copy of field notes (metes and bounds) describing the tract (when not a subdivided lot).
- 6. Certified Tax certificates: County School City
- 7. Copy of Deed showing current ownership.

*** A submittal meeting is required. Please contact Debbie Guerra at (512) 262-3959 to schedule an appointment.

1. Zoning Request:

Current Zoning Classification: Unzoned (Temp. Ag)
Proposed Zoning Classification: R-1-A
Proposed Use of the Property: Residential
Acreage/Sq. Ft. of Zoning Change: 179.33 +/- Acres

2. **Address and Legal Description:**

Provide certified field notes describing the property being proposed for rezoning.
Provide complete information on the location of the property being proposed for rezoning.

Street Address: Old Post Rd

Subdivision Name/Lot & Block Nos.: _____

Property Recording Information: Hays County
Volume/Cabinet No. 2940 Page/Slide No. 806

3. **Ownership Information:**

Name of Property Owner(s): John H. Spooner Revocable Trust

Certified Public Notary:

This document was acknowledged before me on the 23rd day of April, 2020, by
James C Spooner (Owner(s)).

Notary Public State of ~~Texas~~ Iowa

(Seal)



Pamela M Deerr
Notary Public - State of Iowa

(If property ownership is in the name of a partnership, corporation, joint venture, trust or other entity, please list the official name of the entity and the name of the managing partner.)

Address of Owner: 324 43RD ST.
DES MOINES, IA 50312

Phone Number: _____

Fax Number: _____

Email Number: _____

I hereby request that my property, as described above, be considered for rezoning:

Signed: [Signature]

Date: 23 April 20

4. Agent Information:

If an agent is representing the owner of the property, please complete the following information:

Agent's Name: _____

Agent's Address: _____

Agent's Phone Number: _____

Agent's Fax Number: _____

Agent's Mobile Number: _____

Agent's Email Number: _____

I hereby authorize the person named above to act as my agent in processing this application before the Planning and Zoning Commission and City Council of the City of Kyle:

Owner's Signature: _____

Date: _____

May 6, 2020

Mr. Howard J. Koontz, AICP
Director, Planning & Community Development
City of Kyle
100 Center Street
Kyle, Texas 78640

Re: Letter of Request for Zoning Change

Dear Mr. Koontz:

Please find the attached application for Zoning Change of the approximate 179.33 acres of land, more or less, in two parcels out of the James W. Williams 1/3 League Survey Abstract No. 473, identified as Hays Central Appraisal District R18884 and R18885; referenced on Item 4 and attached herein (referred to as the "Property"). The Property is within the incorporated limits of the City of Kyle, following the recent annexation under City Ordinance No. 1065 and recorded as document number 20002402 on 01/21/20 (attached).

The purpose for this request is to convert the Temporary Agricultural District A identified in Section 7 of the above referenced annexation Ordinance into a **Permanent Zoning of R-1-A**.

Zoning District R-1-A is listed as a Conditional Use for the New Settlement and Regional Node Districts depicted in the City's amended 2017 Mid-Term Comprehensive Plan that encompasses the Property. The property is adjacent to the proposed Waterstone development (also referred to LaSalle MUD) in the San Marcos etj on the east in which similar R-1-A lot types are planned. The property north is still utilized as agricultural but anticipated to be developed at some point in the near future and the property south is an existing mobile home park. The property also abuts the existing East Post Oak Road on the west boundary line. The proposed R-1-A Zoning will fit as a matching zoning district designation appropriate for the surrounding parcels.

For additional information, you may reach me at Johngjenkins23@gmail.com .

Sincerely,

Sandera Land Company



J. Grant Jenkins

-

ORDINANCE NO. 1065

AN ORDINANCE OF THE CITY OF KYLE, TEXAS ANNEXING 181.31 ACRES OF LAND, MORE OR LESS, INTO THE CORPORATE LIMITS OF THE CITY, INCLUDING THE ABUTTING ROADWAYS AND RIGHTS-OF-WAY; APPROVING A SERVICE PLAN FOR THE ANNEXED AREA; MAKING FINDINGS OF FACT; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Kyle, Texas, (the “City”), is a home rule municipality authorized by State law and the City’s Charter to annex territory lying adjacent and contiguous to the City;

WHEREAS, the City Council, in compliance with §43.061, *Tex. Local Gov’t Code*, instituted proceedings for the annexation of certain areas of land, more particularly described herein (the “Property”);

WHEREAS, after review and consideration of the Property, the City Council finds that the Property is exempt from the City’s annexation plan pursuant to §43.052 (h)(1) of the *Tex. Loc. Gov’t. Code*;

WHEREAS, the Property is adjacent and contiguous to the present city limits;

WHEREAS, the annexation of the Property causes an area to be entirely surrounded by the City that will not be included within the City and such surrounding of the area is in the public interest.

WHEREAS, two separate public hearings were conducted prior to consideration of this Ordinance in accordance with §43.063 of the *Tex. Loc. Gov’t. Code*;

WHEREAS, the hearings were conducted and held not more than forty (40) nor less than twenty (20) days prior to the institution of annexation proceedings;

WHEREAS, notice of the public hearings was published not more than twenty (20) nor less than ten (10) days prior to the public hearings;

WHEREAS, the City intends to provide services to the Property to be annexed according to the Service Plan attached hereto as Exhibit “B”.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KYLE, TEXAS:

SECTION 1. That all of the above premises and findings of fact are found to be true and correct and are incorporated into the body of this Ordinance as if copied in their entirety.

SECTION 2. All portions of the following described properties, including the abutting roadways and rights-of-way, not previously annexed into the City, are hereby annexed into the corporate limits of the City of Kyle:

A 179.33 acre tract, more or less, in the James Williams Survey, Abstract No. 0473, in Hays County, Texas, being the same more particularly described in a Warranty Deed to John H Spooner Revocable Trust recorded in Document Number 06016877 of the Official Public Records of Hays County, Texas (Tax Parcel Nos. R18884 and R18885).

1.98 acres, more or less, of the adjacent right-of-way of E Post Road.

SECTION 3. In the event of conflict between the description of the Property in this Ordinance and the map attached hereto as Exhibit "A", Exhibit "A" shall control.

SECTION 4. That the Service Plan submitted herewith is hereby approved as part of this Ordinance, made a part hereof and attached hereto as Exhibit "B".

SECTION 5. That the future owners and inhabitants of the Property shall be entitled to all of the rights and privileges of the City as set forth in the Service Plan attached hereto as Exhibit "B", and are further bound by all acts, ordinances, and all other legal action now in full force and effect and all those which may be hereafter adopted.

SECTION 6. That the official map and boundaries of the City, heretofore adopted and amended be and hereby are amended so as to include the Property as part of the City of Kyle.

SECTION 7. That the Property shall be temporarily zoned agricultural district A as provided in the City Zoning Ordinance, as amended, until permanent zoning is established therefore.

SECTION 8. That the Property shall be assigned to Council District No. 6.

SECTION 9. That if any provision of this Ordinance or the application of any provision to any person or circumstance is held invalid, the invalidity shall not affect other provisions or applications of the ordinance which can be given effect without the invalid provision or application, and to this end the provisions of this Ordinance are declared to be severable.

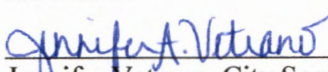
SECTION 10. That this Ordinance shall take effect immediately from and after its passage and publication in accordance with the provisions of the *Tex. Loc. Gov't. Code*.

SECTION 11. That it is hereby officially found and determined that the meeting at which this Ordinance is passed was open to the public as required and that public notice of the time, place, and purpose of said meeting was given as required by the Open Meetings Act, *Chapt. 551, Tex. Gov't. Code*.

PASSED AND APPROVED on First Reading this 3rd day of December, 2019.

FINALLY PASSED AND APPROVED on this 16th day of December, 2019.

ATTEST:


Jennifer Vetrano, City Secretary

CITY OF KYLE, TEXAS

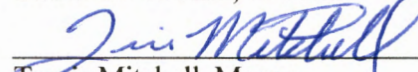

Travis Mitchell, Mayor

Exhibit "A"

PROPERTY DESCRIPTION

EXHIBIT A

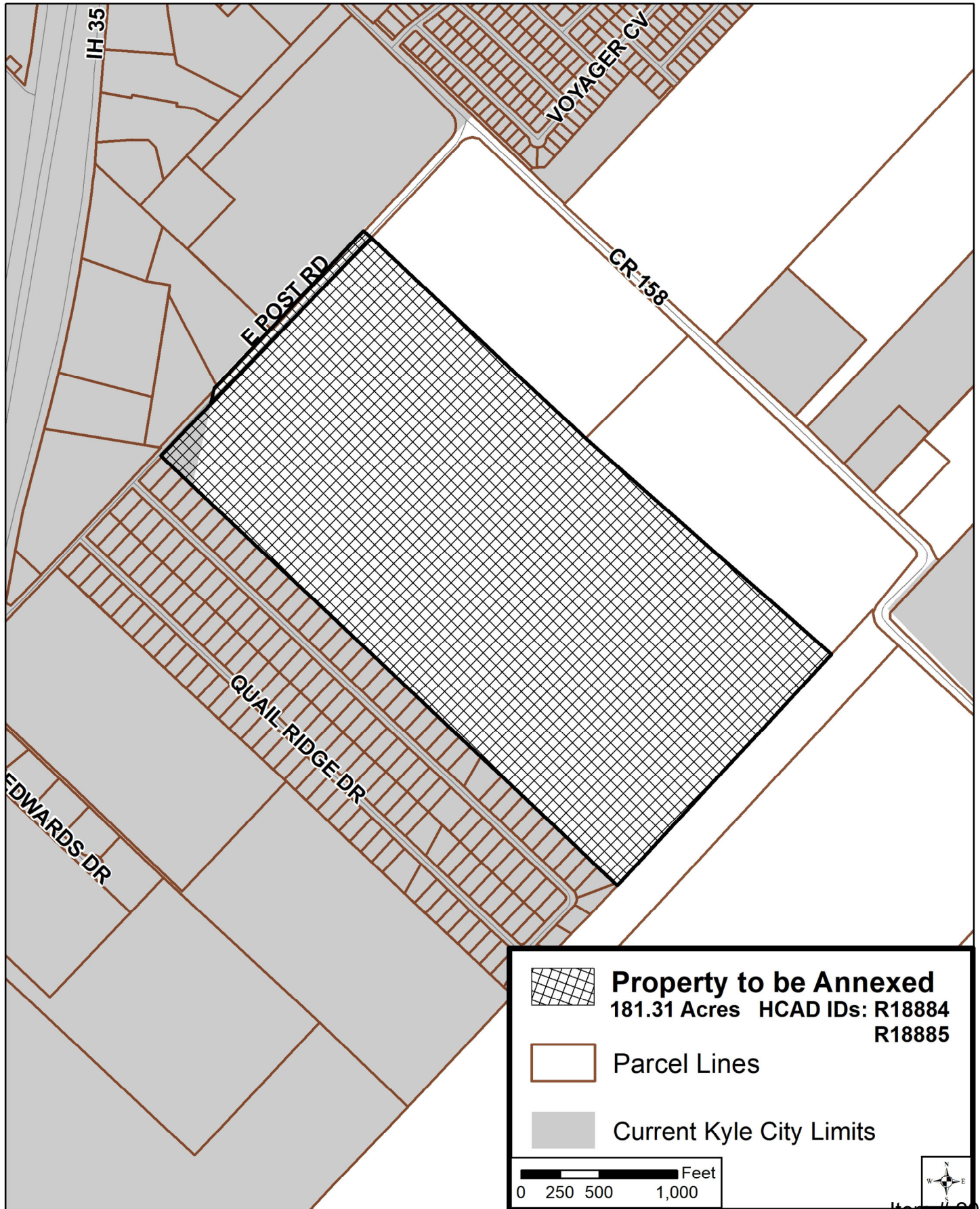


Exhibit “B”

**MUNICIPAL SERVICES PLAN
FOR PROPERTY TO BE
ANNEXED TO THE CITY OF KYLE**

WHEREAS, the City of Kyle, Texas (the “City”) intends to institute annexation proceedings for a tract of land described more fully hereinafter (referred to herein as the “Property”);

WHEREAS, *Section 43.056, Loc. Gov't. Code*, requires a municipal service plan be adopted with the annexation ordinance;

WHEREAS, the Property is not included in the municipal annexation plan and is exempt from the requirements thereof;

WHEREAS, infrastructure provided for herein and that are existing are sufficient to service the Property on the same terms and conditions as other similarly situated properties currently within the City limits and no capital improvements by the City are required to offer municipal services on the same terms and conditions as other similarly situated properties within the City;

WHEREAS, it is found that all statutory requirements have been satisfied and the City is authorized by *Chapt. 43, Loc. Gov't. Code*, to annex the Property into the City; and

WHEREAS, the Property will benefit from the City’s development restrictions and zoning requirements, as well as other municipal services provided by the City, which are good and valuable consideration for this service plan;

NOW, THEREFORE, the following municipal services will be provided for the Property on the effective date of annexation:

(1) **General Municipal Services.** Pursuant to this Plan, the following municipal services shall be provided immediately from the effective date of the annexation:

A. Police protection as follows:

Routine patrols of areas, radio response to calls for police service and all other police services now being offered to the citizens of the City.

B. Solid waste collection services as follows:

Solid waste collection and services as now being offered to the citizens of the City.

C. Animal control as follows:

Service by present personnel, equipment and facilities or by contract with a third party, as provided within the City.

- D. Maintenance of parks and playgrounds within the City.
- E. Inspection services in conjunction with building permits and routine City code enforcement services by present personnel, equipment and facilities.
- F. Maintenance of other City facilities, buildings and service.
- G. Land use regulation as follows:

On the effective date of annexation, the zoning jurisdiction of the City shall be extended to include the annexed area, and the use of all property therein shall be grandfathered; and shall be temporarily zoned Agricultural District "A" with the intent to rezone the Property upon request of the landowner(s) or city staff. The Planning & Zoning Commission and the City Council will consider rezoning the Property at future times in response to requests submitted by the landowner(s) or requested by city staff.

(2) **Scheduled Municipal Services.** Depending upon the Property owner's plans and schedule for the development of the Property or redevelopment of the Property, the following municipal services will be provided on a schedule and at increasing levels of service as provided in this Plan:

- A. Water service and maintenance of water facilities as follows:
 - (i) Inspection of water distribution lines or wells as provided by statutes of the State of Texas.
 - (ii) In accordance with the rules and regulations for water service extension, water service will be provided by the utility holding a water certificate of convenience and necessity ("CCN") for the Property, or absent a utility holding a CCN, in whose jurisdiction the Property is located, in accordance with all the ordinances, regulations, and policies of the City in effect from time to time for the extension of water service. If the property will be served by the City's system, the Property owner(s) shall construct the internal water lines and pay the costs of water line extension and necessary facilities to service the Property as required in City ordinances at the time of the request. Upon acceptance of the water lines within the subject properties and any off-site improvements, water service will be provided by the City utility department on the same terms, conditions and requirements as are applied to all similarly situated areas and customers of the City; subject to all the ordinances, regulations and policies of the City in effect from time to time. The system will be accepted and maintained by the City in accordance with its usual acceptance and maintenance policies. New water line extensions will be installed and extended upon request under the same costs and terms as with other similarly situated customers of the City. The ordinances of the City in effect at the time a request for service is submitted shall govern the costs and request for service. The continued use of a water well that is in use on the effective date of the annexation and is in compliance with applicable rules and regulations shall be permitted and such use may continue until the subject properties' owner requests and is able to connect to the City's water utility system. The City shall have no obligation to service in another CCN.
- B. Wastewater service and maintenance of wastewater service as follows:

(i) Inspection of sewer lines or septic systems as provided by statutes of the State of Texas.

(ii) The Property owner(s) shall construct the internal and off-site sewer lines and facilities (the "Sewer System") and pay the costs of line extension and facilities as required in City ordinances. Upon acceptance of the Sewer System, sewer service will be provided by the City utility department on the same terms, conditions and requirements as are applied to all similarly situated areas and customers of the City, subject to all the ordinances, regulations and policies of the City in effect from time to time. The Sewer System will be accepted and maintained by the City in accordance with its usual policies. Requests for new sewer extensions will be installed and extended upon request under the same costs and terms as with other similarly situated customers of the City. The City ordinances, policies, and agreements between the City and the Property owner(s) in effect at the time a request for additional service is submitted shall govern the costs and request for service.

C. Maintenance of public streets and rights-of-way as appropriate as follows:

(i) Provide maintenance services on public streets within the Property that are dedicated and finally accepted by the City. The maintenance of such public streets and roads will be limited as follows:

(A) Emergency maintenance of streets, repair of hazardous potholes, measures necessary for traffic flow, etc.;

(B) Routine maintenance as presently performed by the City; and

(C) The Property owner(s) have specifically agreed that maintenance services will be of little benefit and will not be required or needed on the Property, prior to the Property owner(s), its grantees, successors and assigns completing the construction and dedication of streets to the City in compliance with City subdivision regulations.

(ii) Following installation of the roadways, including any required traffic signals, traffic signs, street markings, other traffic control devices and street lighting, the City will maintain the public streets, roadways and rights-of-way within the boundaries of the Property if dedicated and accepted, as follows:

(A) As provided in C(i)(A)&(B) above;

(B) Reconstruction and resurfacing of streets, installation of drainage facilities, construction of curbs, gutters and other such major improvements as the need therefore is determined by the governing body under City policies;

(C) Installation and maintenance of traffic signals, traffic signs, street markings and other traffic control devices as the need therefore is established by appropriate study and traffic standards; and

(D) Installation and maintenance of street lighting in accordance with established policies of the City;

(iii) The outer boundaries of the Property abut existing roadways. The Property owner(s) agree that no City improvements are required on such roadways to service the Property. If the owner(s) develop the Property so as to impact abutting roadways pursuant to the City's subdivision regulation, the owner(s) agree to comply with such ordinances.

(3) **Special Services and Actions.** Although the City reserves all its governmental authority, powers and discretion, if the City shall unreasonably refuse to grant the permits and approvals above provided in (2)(A), (B) & (C), then in that event the owner(s) may request and obtain disannexation of the Property pursuant to this service plan; provided that if the City shall, in the exercise of its discretion and authority, approve the permits and events set forth in (2)(A), (B) & (C) above, the Property shall be and remain within the corporate limits of the City.

(4) **Capital Improvements.** Construction of the following capital improvements shall be initiated after the effective date of the annexation: None. Upon development of the Property or redevelopment, the landowner(s) will be responsible for the development costs the same as a developer or landowner in a similarly situated area under the ordinances in effect at the time of development or redevelopment. No additional capital improvements are necessary at this time to service the Property. The Property owner(s) for itself, its grantees, successors, and assigns agree that no capital improvements are required to service the Property the same as similarly situated properties already within the City.

(5) **Term.** If not previously expired, this service plan expires at the end of ten (10) years.

(6) **Property Description.** The legal description of the Property is as set forth in the Annexation Ordinance and exhibits attached to the Annexation Ordinance to which this Service Plan is attached.

THE STATE OF TEXAS

COUNTY OF HAYS

I hereby certify that this instrument was FILED on the
date and the time stamped hereon by me and was duly
RECORDED in the Records of Hays County, Texas.

20002402 ORDINANCE
01/21/2020 03:53:06 PM Total Fees: \$54.00

 Elaine H. Cardenas

Elaine H. Cárdenas, MBA, PhD, County Clerk
Hays County, Texas

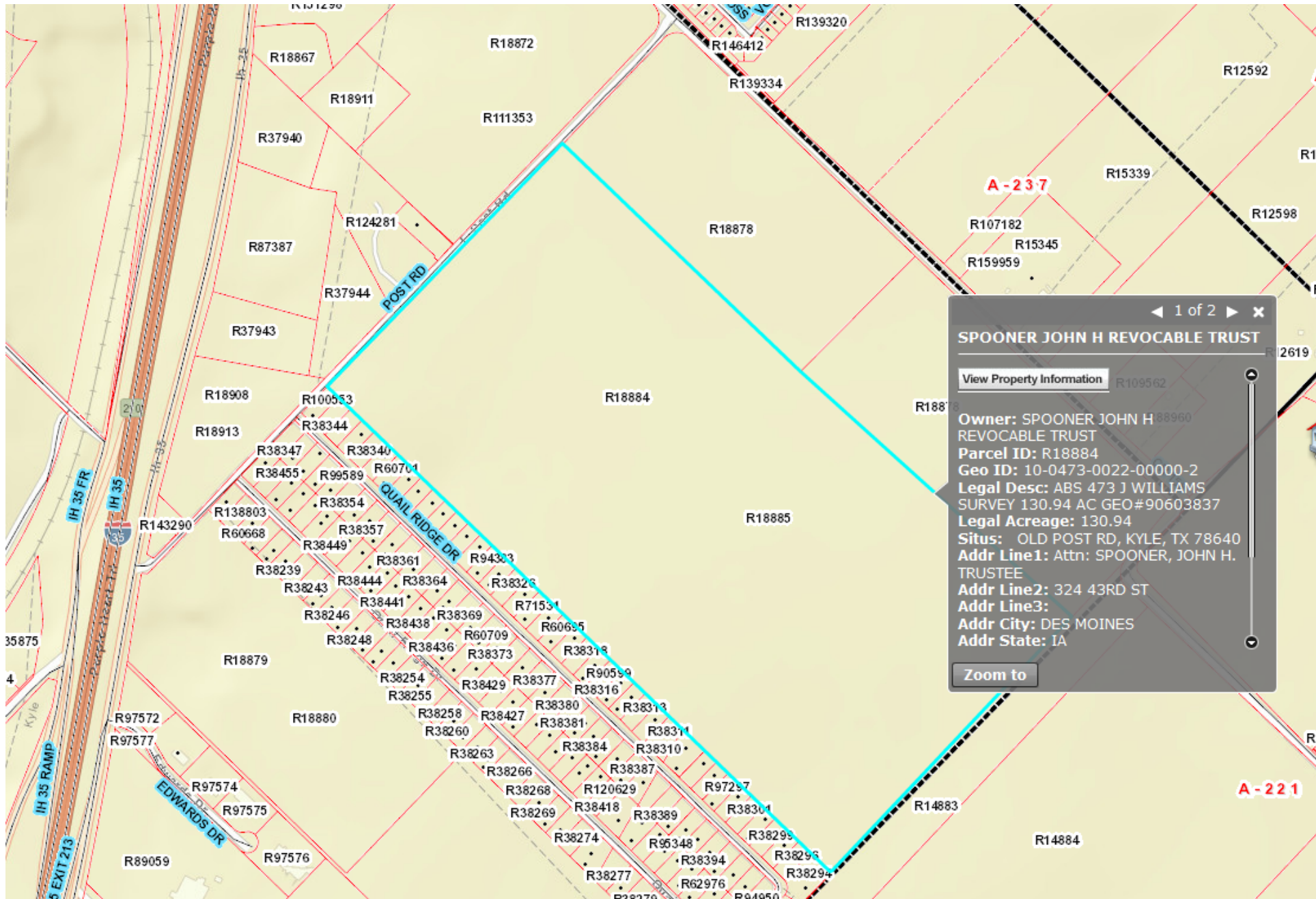
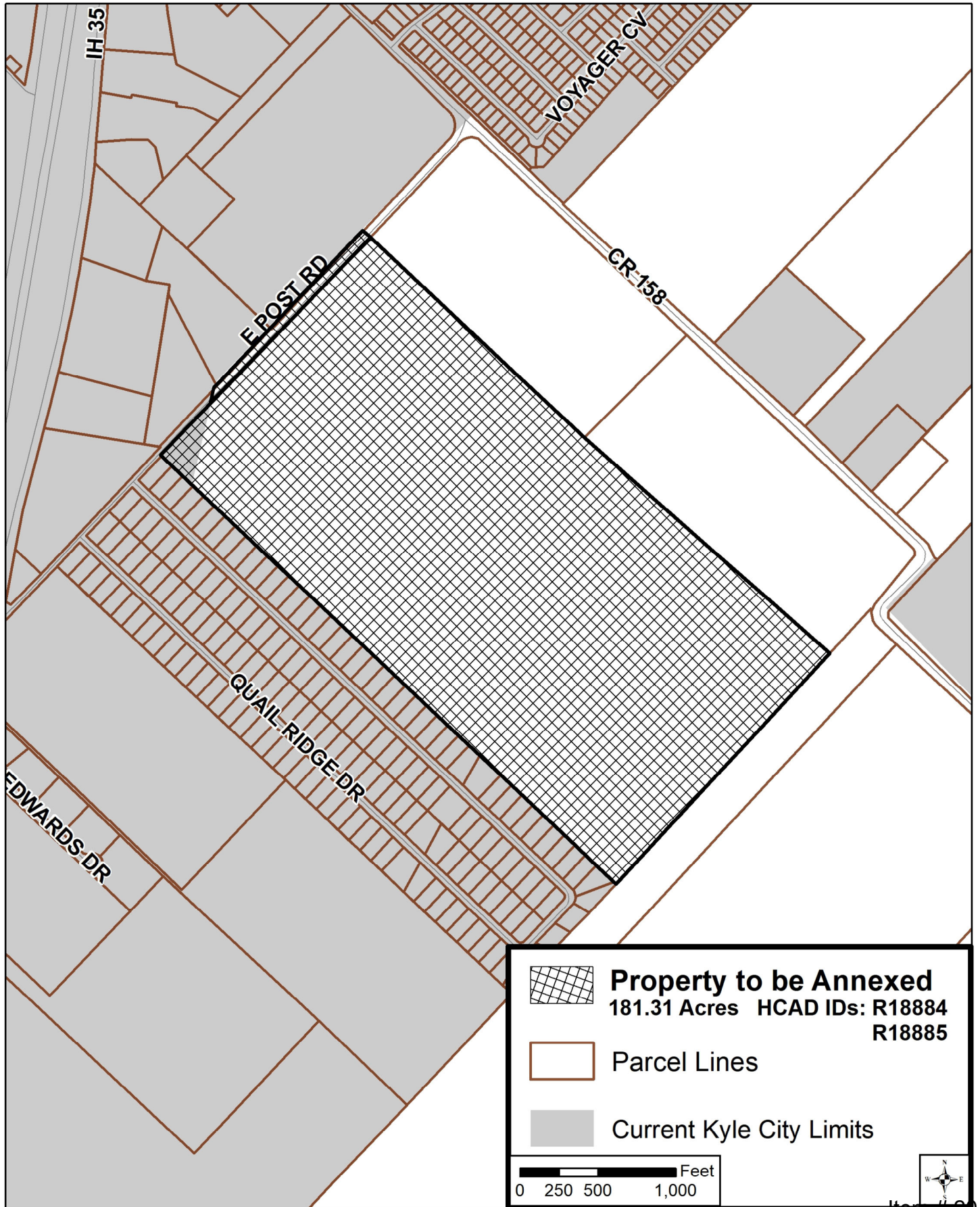


EXHIBIT A



Legal Descriptions

All that certain tract or parcel of land situated in Hays County, Texas, about 3 miles South of the town of Kyle, Texas, containing 179.33 acres, more or less, and consisting of the following surveys and parts of surveys to-wit:

Described in two tracts as follows:

First Tract: 134 ½ acres of land, more or less, a part of the James W. Williams 1/3 League Survey Abstract No. 473;

Beginning on the S E line of the Jas. W. Williams 1/3 League Survey at the south corner of a tract of 89-2/3 acres conveyed by deed from C.B. Donalson and wife, to S.J. Donalson, dated November 1st, 1911, and of record in Vol. 61, pages 118-19, Hays County Deed Records; being 1051 vrs S 45 E from the East corner of said Survey;

Thence North 45 deg. West with the common line between the tracts of said S.J. Donalson and Lee Donalson, 1443 varas;

Thence North 45 deg. East 525-3/4 vrs. to a stake;

Thence South 45 deg. East 1443 vrs. to a stake;

Thence South 45 deg. West 525-3/4 varas to the place of Beginning.

Being the same land conveyed to S.J. Donalson by C.B. Donalson and wife, by deed dated November 1st, 1911, recorded in Volume 61, page 118-19; and by Chas. D. Wallace and wife by deed dated the 4th day of October, 1916, and shown of record in Volume 70, pages 315-16, Deed Records of Hays County, Texas.

And being the same land described in Substitute Trustee's Deed dated August 1, 1939, executed by C.C. Wade, Attorney-in-fact for A.C. Williams Substitute Trustee, to The Federal Land Bank of Houston, recorded in Vol. 119, pages 29-31, Deed Records of Hays County, Texas, reference to which is hereby made for all legal purposes.

Second Tract:

Being 44.83 acres, more or less, a part of said James W. Williams 1/3 League Survey, Abstract No. 473;

Beginning at the west corner of an 89-2/3 acre tract; conveyed by C.B. Donalson and wife, to Miss Jennie T. Donalson by deed dated November 1, 1911, recorded in Vol. 61, page 113, Hays County Deed Records;

Thence S 45 deg. W. 175 ¼ varas to stake for corner;

Thence S 45 deg. East 1443 vrs. to the SE line of the James W. Williams Survey;

Thence N 45 deg. E 175 ¼ vrs. to the south corner of the said Miss Jennie T.

Donalson's tract.

Thence N 45 deg. W. 1443 vrs. with her SW line to the place of beginning;

Said Second Tract above described being the same land described as Second Tract in Substitute Trustee's deed dated June 12, 1939, executed by E.W. Jones, Attorney-in-Fact for A.C. Williams, Substitute Trustee, to The Federal Land Bank of Houston, recorded in Vol. 118, page 531, Deed Records of Hays County, Texas; reference to which is hereby made for all legal purposes;

SAVE AND EXCEPT an undivided one/thirty-second (1/32nd) interest (same being one-fourth (1/4) of the usual 1/8th royalty) in and to all of the oil, gas, and other minerals in, to and under or that may be produced from the land herein conveyed, to be

paid or delivered unto said Bank, its successors and assigns, as its or their own property, free of cost from royalty oil, gas, and/or other minerals for a period of then (10) years from and after June 23, 1941, together with the right of ingress and egress at all times for the purpose of storing, treating, marketing and removing the same therefrom. Said interest in and to said minerals hereby reserved is a non-participating royalty interest and shall not participate in the bonus paid for any oil, gas, or other mineral lease covering said land, nor shall it participate in the money rentals which may be paid to extend the time within which a well may be begun under the terms of any lease covering said land. In the event oil, gas, and/or other minerals are produced from said land within said ten (10) year period, then said bank, its successors and assigns, shall receive a full one/thirty-second ($1/32^{\text{nd}}$) portion thereof as its or their own property, to be paid or delivered to said Bank, its successors and assigns, free of cost during said ten (10) year period from and after June 23, 1941.

TAX RECEIPT

Jenifer OKane Tax Assessor-Collector, Hays County
712 S. Stagecoach Trail
San Marcos, TX 78666
Ph: 512-393-5545 Fax: 512-393-5517

Receipt Number: **SM-2020-1259868**

Payor: SPOONER JOHN H REVOCABLE TRUST
(00193824)
ATTN: SPOONER, JOHN H. TRUSTEE
324 43RD ST
DES MOINES, IA 50312-2532

Owner: SPOONER JOHN H REVOCABLE TRUST
(00193824)
ATTN: SPOONER, JOHN H. TRUSTEE
324 43RD ST
DES MOINES, IA 50312-2532

Quick Ref ID: R18884
Owner: SPOONER JOHN H REVOCABLE TRUST
(00193824) - 100%
Owner Address: ATTN: SPOONER, JOHN H. TRUSTEE
324 43RD ST
DES MOINES, IA 50312-2532

Property: 10-0473-0022-00000-2
Legal Description: ABS 473 J WILLIAMS SURVEY 130.94
AC GEO#90603837
Situs Address: OLD POST RD KYLE, TX 78640

Schedule	Charge	Payment Amount
Tax Certificate	10.00	10.00
	Total Payment Amount	10.00
	Credit Card (Ref # 5125054416) Tendered	10.00
	Total Tendered	10.00
	Remaining Balance Due, including other fees, as of 5/5/2020	0.00

Date Paid: 05/05/2020
Effective Date: 05/05/2020
Station/Till: JessicaA/Jessica Alcorn's Till
Cashier:

TAX CERTIFICATE

Jenifer OKane Tax Assessor-Collector, Hays County

712 S. Stagecoach Trail
 San Marcos, TX 78666
 Ph: 512-393-5545 Fax: 512-393-5517

This certificate includes tax years up to 2019

Entities to which this certificate applies:

RSP - Special Road Dist
 FHA - Hays County ESD #5 - FIRE
 EHA - HAYS COUNTY ESD #9 - EMS

SHA - Hays Consolidated ISD
 GHA - Hays County
 ACCD - AUSTIN COMMUNITY COLLEGE DISTRICT

Property Information

Property ID : 10-0473-0022-00000-2
 Quick-Ref ID : R18884

	Value Information	
OLD POST RD KYLE, TX 78640	Land HS :	\$0.00
	Land NHS :	\$0.00
	Imp HS :	\$0.00
	Imp NHS :	\$0.00
ABS 473 J WILLIAMS SURVEY 130.94 AC GEO#90603837	Ag Mkt :	\$1,364,760.00
	Ag Use :	\$22,470.00
	Tim Mkt :	\$0.00
	Tim Use :	\$0.00
	HS Cap Adj :	\$0.00
	Assessed :	\$22,470.00

Owner Information

Owner ID : O0193824

 SPOONER JOHN H REVOCABLE TRUST
 ATTN: SPOONER, JOHN H. TRUSTEE
 324 43RD ST
 DES MOINES, IA 50312-2532

 Ownership: 100.00%

This is to certify that after a careful check of the tax records of this office, the following delinquent taxes, penalties, interest and any known costs and expenses as provided by Tax Code Section 33.48 are due on the described property for the following taxing unit(s)

Entity	Year	Tax	Discount	P&I	Atty Fee	TOTAL
SHA	2019	329.79	0.00	0.00	0.00	0.00
RSP	2019	7.59	0.00	0.00	0.00	0.00
GHA	2019	87.61	0.00	0.00	0.00	0.00
FHA	2019	24.42	0.00	0.00	0.00	0.00
ACCD	2019	23.57	0.00	0.00	0.00	0.00
EHA	2019	13.44	0.00	0.00	0.00	0.00

Total for current bills if paid by 5/31/2020 : \$0.00

Total due on all bills 5/31/2020 : \$0.00

2019 taxes paid for entity SHA \$329.79

2019 taxes paid for entity RSP \$7.59

2019 taxes paid for entity GHA \$87.61

2019 taxes paid for entity FHA \$24.42


2019 taxes paid for entity ACCD \$23.57

2019 taxes paid for entity EHA \$13.44

2019 Total Taxes Paid : \$486.42

Date of Last Payment : 12/04/19

If applicable, the above-described property has / is receiving special appraisal based on its use, and additional rollback taxes may become due based on the provisions of the special appraisal (Comptroller Rule 9.3040) or property omitted from the appraisal roll as described under Tax Code Section 25.21 is not included in this certificate.]



 Signature of Authorized Officer of the Tax Office

Date of Issue : 05/05/2020
 Requestor : SPOONER JOHN H REVOCABLE TRUST
 Receipt : SM-2020-1259868
 Fee Paid : \$10.00
 Payer : SPOONER JOHN H REVOCABLE TRUST

TAX RECEIPT

Jerifer OKane Tax Assessor-Collector, Hays County
712 S. Stagecoach Trail
San Marcos, TX 78666
Ph: 512-393-5545 Fax: 512-393-5517

Receipt Number: **SM-2020-1259867**

Payor: SPOONER JOHN H REVOCABLE TRUST
(00193824)
ATTN: SPOONER, JOHN H. TRUSTEE
324 43RD ST
DES MOINES, IA 50312-2532

Owner: SPOONER JOHN H REVOCABLE TRUST
(00193824)
ATTN: SPOONER, JOHN H. TRUSTEE
324 43RD ST
DES MOINES, IA 50312-2532

Quick Ref ID: R18885
Owner: SPOONER JOHN H REVOCABLE TRUST
(00193824) - 100%
Owner Address: ATTN: SPOONER, JOHN H. TRUSTEE
324 43RD ST
DES MOINES, IA 50312-2532

Property: 10-0473-0023-00000-2
Legal Description: A0473 JAMES W WILLIAMS SURVEY,
ACRES 48.08, GEO#90603838
Situs Address: OLD POST RD KYLE, TX 78640

Schedule	Charge	Payment Amount
Tax Certificate	10.00	10.00
	Total Payment Amount	10.00
	Credit Card (Ref # 5125054416) Tendered	10.00
	Total Tendered	10.00
	Remaining Balance Due, including other fees, as of 5/5/2020	0.00

Date Paid: 05/05/2020
Effective Date: 05/05/2020
Station/Till: JessicaA/Jessica Alcorn's Till
Cashier:

TAX CERTIFICATE

Jenifer OKane Tax Assessor-Collector, Hays County

712 S. Stagecoach Trail
 San Marcos, TX 78666
 Ph: 512-393-5545 Fax: 512-393-5517

This certificate includes tax years up to 2019

Entities to which this certificate applies:

RSP - Special Road Dist
 FHA - Hays County ESD #5 - FIRE
 ACCD - AUSTIN COMMUNITY COLLEGE DISTRICT

SHA - Hays Consolidated ISD
 GHA - Hays County
 CKY - CITY OF KYLE
 EHA - HAYS COUNTY ESD #9 - EMS

Property Information

Property ID : 10-0473-0023-00000-2
 Quick-Ref ID : R18885

	Value Information	
OLD POST RD KYLE, TX 78640	Land HS	\$0.00
	Land NHS	\$0.00
	Imp HS	\$0.00
	Imp NHS	\$0.00
A0473 JAMES W WILLIAMS SURVEY, ACRES 48.08, GEO#90603838	Ag Mkt	\$334,090.00
	Ag Use	\$8,250.00
	Tim Mkt	\$0.00
	Tim Use	\$0.00
	HS Cap Adj	\$0.00
	Assessed	\$8,250.00

Owner Information

Owner ID : O0193824

 SPOONER JOHN H REVOCABLE
 TRUST
 ATTN: SPOONER, JOHN H. TRUSTEE
 324 43RD ST
 DES MOINES, IA 50312-2532

 Ownership: 100.00%

This is to certify that after a careful check of the tax records of this office, the following delinquent taxes, penalties, interest and any known costs and expenses as provided by Tax Code Section 33.48 are due on the described property for the following taxing unit(s)

Entity	Year	Tax	Discount	P&I	Atty Fee	TOTAL
SHA	2019	121.09	0.00	0.00	0.00	0.00
RSP	2019	2.79	0.00	0.00	0.00	0.00
GHA	2019	32.17	0.00	0.00	0.00	0.00
FHA	2019	8.97	0.00	0.00	0.00	0.00
CKY	2019	44.68	0.00	0.00	0.00	0.00
ACCD	2019	8.66	0.00	0.00	0.00	0.00
EHA	2019	4.93	0.00	0.00	0.00	0.00

Total for current bills if paid by 5/31/2020 : \$0.00

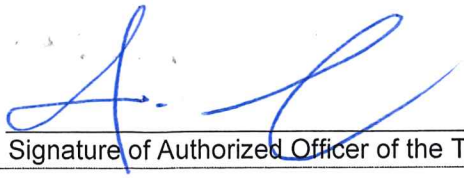
Total due on all bills 5/31/2020 : \$0.00

2019 taxes paid for entity SHA \$121.09
 2019 taxes paid for entity RSP \$2.79
 2019 taxes paid for entity GHA \$32.17
 2019 taxes paid for entity FHA \$8.97
 2019 taxes paid for entity CKY \$44.68
 2019 taxes paid for entity ACCD \$8.66
 2019 taxes paid for entity EHA \$4.93

2019 Total Taxes Paid : \$223.29

Date of Last Payment : 12/04/19

If applicable, the above-described property has / is receiving special appraisal based on its use, and additional rollback taxes may become due based on the provisions of the special appraisal (Comptroller Rule 9.3040) or property omitted from the appraisal roll as described under Tax Code Section 25.21 is not included in this certificate.]



Signature of Authorized Officer of the Tax Office

Date of Issue : 05/05/2020

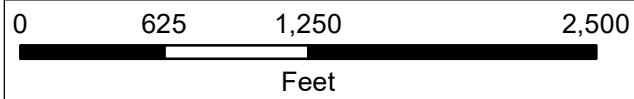
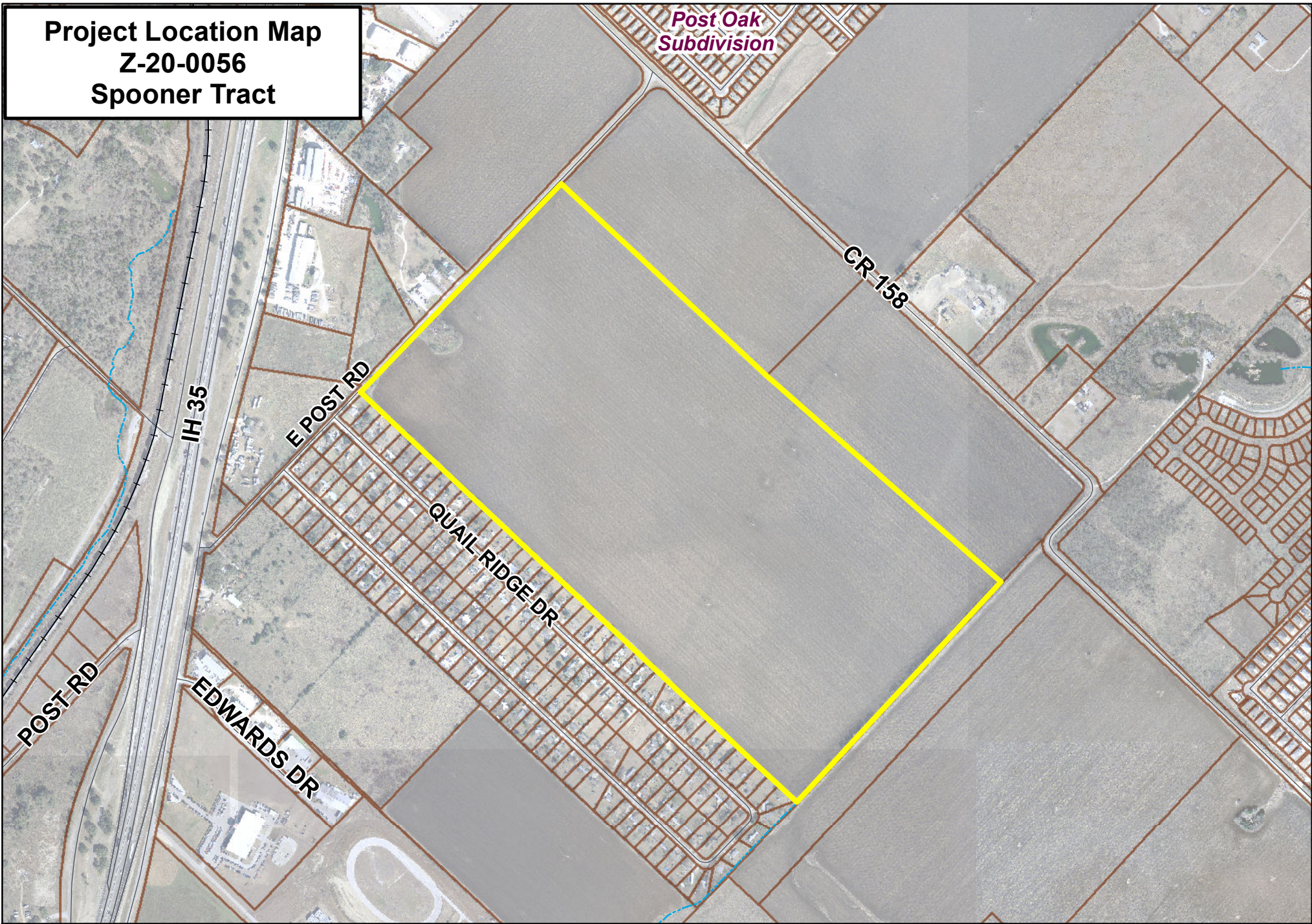
Requestor : SPOONER JOHN H REVOCABLE TRUST

Receipt : SM-2020-1259867

Fee Paid : \$10.00

Payer : SPOONER JOHN H REVOCABLE TRUST

Project Location Map
Z-20-0056
Spooer Tract



 Property Location

 Parcel Lines

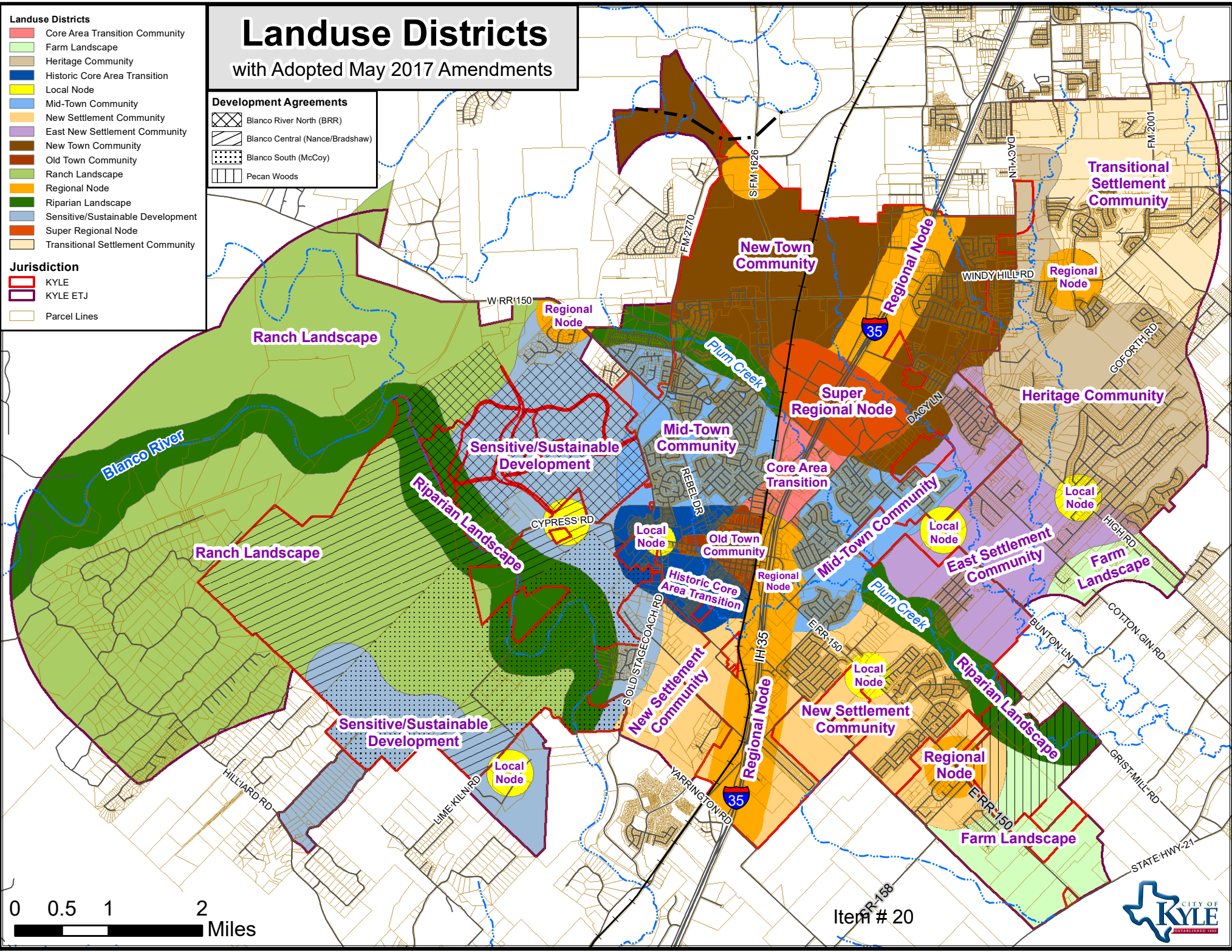
Item # 20

Landuse Districts

with Adopted May 2017 Amendments

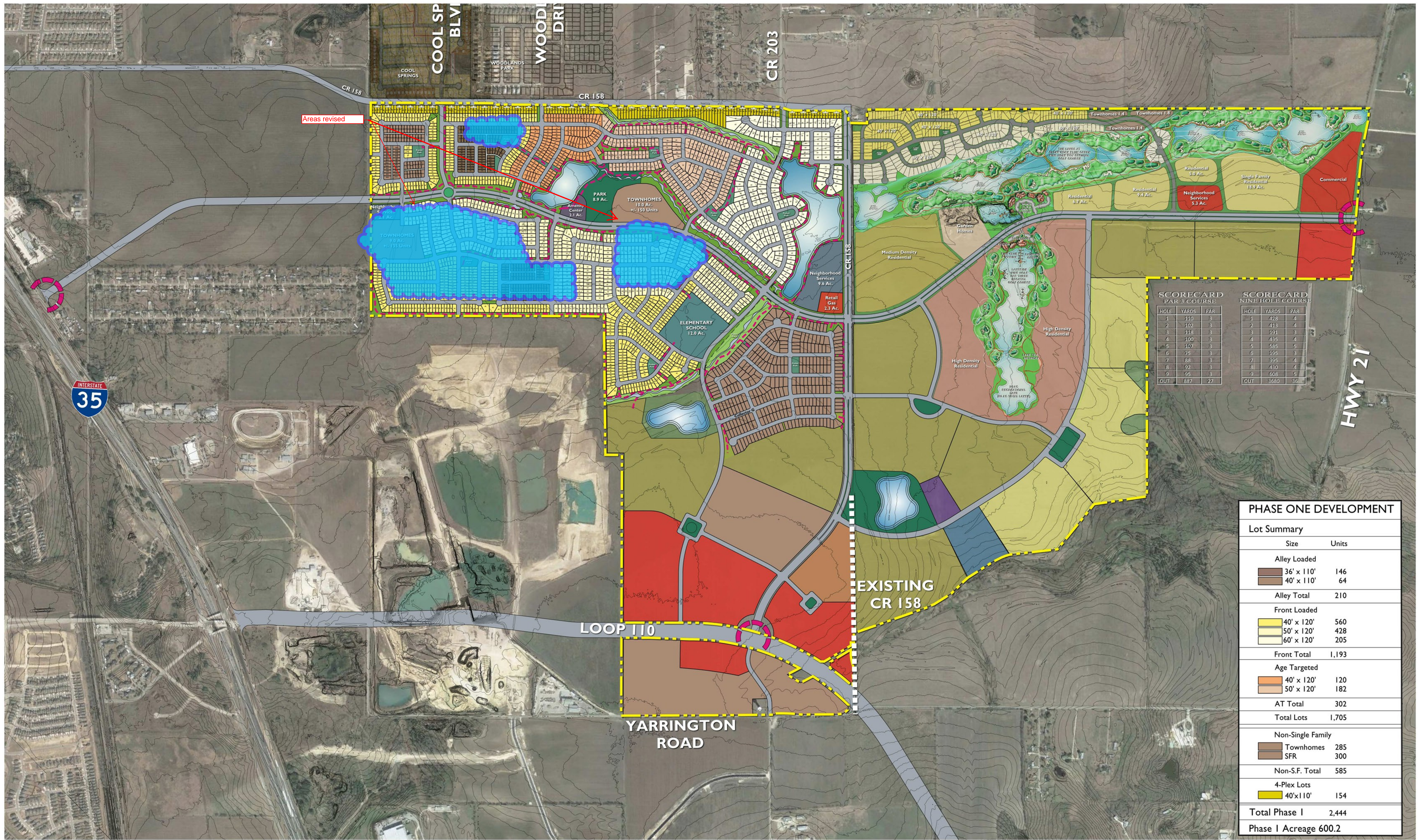
- Landuse Districts**
- Core Area Transition Community
 - Farm Landscape
 - Heritage Community
 - Historic Core Area Transition
 - Local Node
 - Mid-Town Community
 - New Settlement Community
 - East New Settlement Community
 - New Town Community
 - Old Town Community
 - Ranch Landscape
 - Regional Node
 - Riparian Landscape
 - Sensitive/Sustainable Development
 - Super Regional Node
 - Transitional Settlement Community
- Jurisdiction**
- KYLE
 - KYLE ETJ
 - Parcel Lines

- Development Agreements**
- Blanco River North (BRR)
 - Blanco Central (Nance/Bradshaw)
 - Blanco South (McCoy)
 - Pecan Woods



Item # 20





SCORECARD PAR 3 COURSE			SCORECARD NINE HOLE COURSE		
HOLE	YARDS	PAR	HOLE	YARDS	PAR
1	110	3	1	428	4
2	102	3	2	413	4
3	118	3	3	191	3
4	100	3	4	435	4
5	107	3	5	585	5
6	75	3	6	195	3
7	88	3	7	395	4
8	92	3	8	430	4
9	95	3	9	608	5
OUT	887	27	OUT	3680	36

PHASE ONE DEVELOPMENT

Lot Summary	
Size	Units
Alley Loaded	
36' x 110'	146
40' x 110'	64
Alley Total	210
Front Loaded	
40' x 120'	560
50' x 120'	428
60' x 120'	205
Front Total	1,193
Age Targeted	
40' x 120'	120
50' x 120'	182
AT Total	302
Total Lots	1,705
Non-Single Family	
Townhomes	285
SFR	300
Non-S.F. Total	585
4-Plex Lots	
40'x110'	154
Total Phase I	2,444
Phase I Acreage	600.2

Copyright RVI

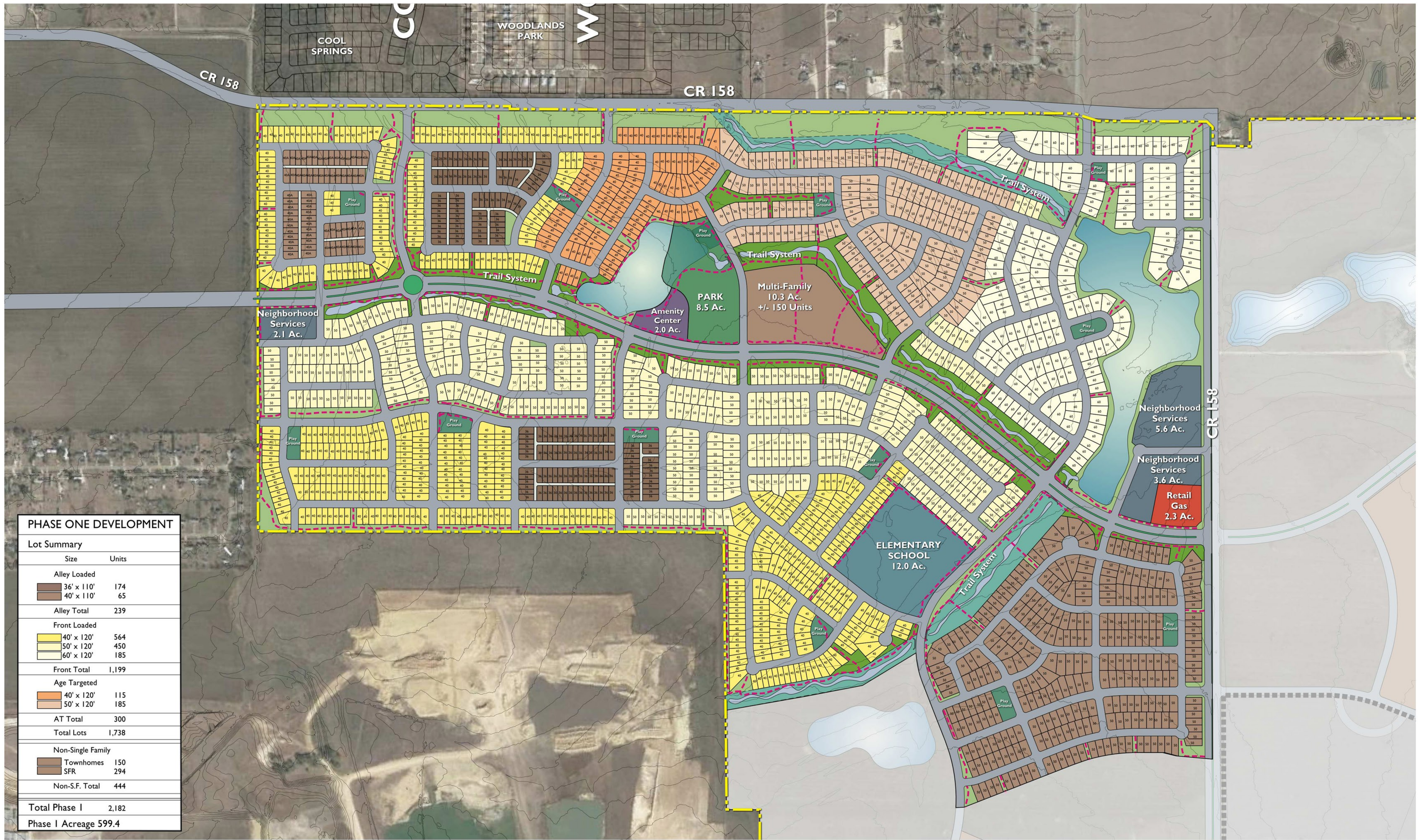
Aerial Photography: January 18, 2018



WATERSTONE • OVERALL PLAN

📍 Hays County, Texas
 📅 October 31, 2019
 # 17001932
 🏗️ Tack Development

0.97 in
 300' 600' 1200'
 Information furnished regarding this property is from sources deemed reliable. RVI has not made an independent investigation of these sources and no warranty is made as to their accuracy or completeness. This plan is conceptual, subject to change, and does not represent any regulatory approval.
 L:\2017\17001932 Waterstone\Submittal Plans\Conceptual Plan - submittal 2019-09-18 - image-updated.dwg



PHASE ONE DEVELOPMENT

Lot Summary	
Size	Units
Alley Loaded	
36' x 110'	174
40' x 110'	65
Alley Total	239
Front Loaded	
40' x 120'	564
50' x 120'	450
60' x 120'	185
Front Total	1,199
Age Targeted	
40' x 120'	115
50' x 120'	185
AT Total	300
Total Lots	1,738
Non-Single Family	
Townhomes	150
SFR	294
Non-S.F. Total	444
Total Phase I	2,182
Phase I Acreage	599.4

Copyright RVI

Aerial Photography: January 18, 2018



WATERSTONE • CONCEPTUAL LOTTING PLAN - Phase 1 Area

- 📍 Hays County, Texas
- 📅 April 20, 2020
- 🏗️ # 17001932
- 👤 Tack Development

712 Congress Avenue
Suite 300
Austin, Texas 78701
Tel: 512.480.0032
www.rviplanning.com



Information furnished regarding this property is from sources deemed reliable. RVI has not made an independent investigation of these sources and no warranty is made as to their accuracy or completeness. This plan is conceptual, subject to change, and does not represent any regulatory approval.
L:\2017\17001932 Waterstone - Lotting Plans\2020-04 lotting update\Conceptual Plan - CR158 2020-04-20 update.dwg

Spoooner Tract - WW Availability



Jeff Prato

Wed 6/3/2020 1:22 PM

To: William Atkinson

Cc: Leon Barba



Will,

In regards to the Spoooner Tract, City wastewater service will be available.

Thanks,

Jeff

Thank you!

Thank you for the information.

Great, thanks!

Are the suggestions above helpful? Yes No



CITY OF KYLE, TEXAS

LC 2012 Investments, LP (Z-20-0057)

Meeting Date: 6/16/2020
Date time: 7:00 PM

Subject/Recommendation: *(Postpone Until 8/4/20)* An Ordinance Amending Chapter 53 (Zoning) of the City of Kyle, Texas, for the purpose of assign original zoning to approximately 15.48 acres of land from Agriculture 'AG' to Retail Service District 'RS' and to assign original zoning to approximately 12.25 acres of land from Agriculture 'AG' to Multi-Family Residential-3 'R-3-3' for property located on the Southwest corner of Kohler's crossing and I-35 Frontage Road. ~ *Howard J. Koontz, Director of Planning and Community Development*

Planning and Zoning Commission postponed the request until July 28, 2020.

- Public Hearing

Other Information: Please see attachments.

Legal Notes: N/A

Budget Information: N/A

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

IOS Agreement - PD Assessments

Meeting Date: 6/16/2020
Date time: 7:00 PM

Subject/Recommendation: Consider approval of an Independent Contractor Agreement with Industrial/Organizational Solutions, Inc. for the Kyle Police Department's Professional Assessment Center for Police Ranks Sergeant and Above. ~ *Jeff Barnett, Chief of Police*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

- ☐ Kyle PD PD Sgt Lt Promo ACs - Ind Cntr Agrmt[14091]
- ☐ Kyle, TX - RFQ and Pricing for Police Assessment for Ranks SGT and Above - 5.4.20 - PROPOSAL[14078]



INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
PUBLIC SAFETY SELECTION EXPERTS

INDEPENDENT CONTRACTOR AGREEMENT

THIS AGREEMENT ("Agreement") is made between the City of Kyle, TX (City) and Industrial/Organizational Solutions, Inc. (IOS), with offices at 1520 Kensington Road, Suite 110 Oak Brook IL 60523.

WHEREAS, IOS has expertise in providing the services sought by the City; and

WHEREAS, the City wishes to utilize IOS services and abilities during the term of this Agreement and IOS is willing to offer such services upon the terms and conditions contained in this Agreement;

NOW THEREFORE, in consideration of the promises contained herein, the parties agree as follows:

Engagement and Duties. During the term of this Agreement, the City engages IOS and IOS agrees to serve the City as an independent contractor. IOS will develop and administer assessment promotional assessment centers for the ranks of police sergeant and lieutenant. A job analysis for each rank may be conducted upon the recommendation of IOS and acceptance by the City. IOS shall be available to work at reasonable times and for reasonable periods of time to perform the services required by the City. The services provided by IOS shall be defined by Attachment A (project steps and cost proposal).

Term. This Agreement shall commence upon its execution by both parties and shall remain in effect through the completion of the services described herein. This agreement may be renewed by mutually agreement of the parties.

Compensation. For all services rendered by IOS under this Agreement, IOS shall be paid for all duties provided under this agreement according to the price schedule contained in Attachment A. Travel related expenses will be billed to the City at cost. An estimated of \$7,180 has been established. The City will be responsible for any costs associated with assessor honorariums, travel, accommodations and meals, and for any costs associated with providing an assessment venue.

IOS' relationship shall be that of an independent contractor and the City shall not withhold taxes or Social Security payments from any sum paid to IOS under this Agreement.

Confidentiality. IOS acknowledges that any information obtained regarding the operation of City, its products, services, policies or any other aspect of its business is confidential, and shall not be revealed or disclosed to any person, company or other entity without the written permission of the City.

Miscellaneous. If any provision of this Agreement is invalid or inoperative under law, the remaining provisions of this Agreement shall continue in full force and effect. This Agreement contains the entire agreement of the parties, and supersedes any and all previous agreements they may have made, whether orally or in writing.

IN WITNESS WHEREOF, the parties hereto have set their hands.

City of Kyle Representative:

Name

Date

IOS Representative:

Chad Legel, President
IOS

Date

ATTACHMENT A

Project Plan and Cost Proposal

Police Sergeant (Estimated 33 candidates)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis (if necessary)	8	24	0	2	\$3,550
Incumbent interviews/observations.	2	8			
Job analysis questionnaire development and admin.	2	8		2	
Analysis and technical reporting.	4	8			
Assessment Center Development	64	39	0	4	\$15,740
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	32				
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	2				
Recruit assessors and coordinate travel logistics (estimated 10 assessors to create 3 panels)			8		
Administer the assessment center (estimated 33 candidates: 3 days, 2 staff)	24	24			
Compile assessment scores and conduct quality controls.	1	3			
Develop candidate feedback reports.	1	4		4	
Candidate Orientation Presentation	6	0	0	0	\$1,170
Prepare and deliver a candidate preparation/orientation presentation.	6				
Project Expenses					\$3,890
Consultant travel-related costs			\$3,640		
Administrative costs (shipping, freight, printing)			\$250		
TOTAL PROJECT INVESTMENT (with job analysis)					\$24,350
TOTAL PROJECT INVESTMENT (without job analysis)					\$20,800

Police Lieutenant (Estimated 7 candidates)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis (if necessary)	8	24	0	2	\$3,550
Incumbent interviews/observations.	2	8			
Job analysis questionnaire development and admin.	2	8		2	
Analysis and technical reporting.	4	8			
Assessment Center Development	55	27	0	2	\$12,955
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	32				
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	1				
Recruit assessors and coordinate travel logistics (estimated 10 assessors to create 3 panels)			8		
Administer the assessment center (estimated 7 candidates: 2 days, 2 staff)	16	16			
Compile assessment scores and conduct quality controls.	1	1			
Develop candidate feedback reports.	1	2		2	
Candidate Orientation Presentation	6	0	0	0	\$1,170
Prepare and deliver a candidate preparation/orientation presentation.	6				
Project Expenses					\$3,290
Consultant travel-related costs		\$3,140			
Administrative costs (shipping, freight, printing)		\$150			
TOTAL PROJECT INVESTMENT (with job analysis)					\$20,965
TOTAL PROJECT INVESTMENT (without job analysis)					\$17,415

Proposal to Provide Police Promotional Assessment Centers

Presented to: The City of Kyle, Texas





RFP Title: Proposal to Provide Police Promotional Assessment Centers

Date of Opening: May 4, 2020

Industrial/Organizational Solutions, Inc. (IOS) is pleased to have the opportunity to present this proposal to the City of Kyle, Texas. This proposal will describe IOS's plan to provide promotional assessment centers for 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 title “Scope of Services” to be confidential and trade secret information and should not be disclosed to any external party.

Contents



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Scope of Services 165

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Executive Summary

This proposal will detail IOS's plan to provide promotional assessment centers for the Kyle Police Department. 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.
- Job Analysis (if a current job analysis is not available)
 - Review existing job analytic information.
 - Interview and observe incumbents.
 - Develop and deploy a job analysis questionnaire.
 - Develop and deploy a linkage questionnaire.
 - Analyze job analysis outcomes and document findings.
- Assessment Center Design
 - Develop an assessment plan based on discussions with subject matter experts that identifies exercise types and themes that are job-related and will allow for the assessment of the most essential job skills.
 - Develop assessment exercises including candidate instructions, rating criteria, assessor/actor scripts, candidate orientation information, etc.
 - Review and revise exercise 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.
- Assessment Center Administration
 - Develop a candidate schedule to accommodate eligible candidates.
 - Recruit assessors and actors as necessary.
 - Oversee and manage the administration of the assessment center.
 - Score the assessment center 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

- I. Describe the history and organization of your firm. Include the number of employees, number of offices, locations and financial information.

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 50 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 30 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)
- Hartford PD (Entry)

DISTRICT OF COLUMBIA

- DC Fire Rescue (Entry)

FLORIDA

- FL Dept. of Law Enf. (Entry)
- Jacksonville Correction (Promo)
- Jacksonville PD (Promo)
- Miami 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)
- Moline PD (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

- Baltimore FD (Promo)
- Baltimore PD (Promo)
- Howard County PD (Entry)
- Montgomery County Corrections (Entry, Promo)
- Mont. Cty FD (Entry, Promo)
- Montgomery Cty PD (Promo)
- Montgomery Cty 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

- 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)

NORTH CAROLINA

- Raleigh PD (Promo)

OHIO

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

OKLAHOMA

- Broken Arrow FD (Promo)
- Oklahoma City PD (Entry PAT)
- 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 EMS (Promo)
- Austin PD (Promo)
- Dallas FD (Entry, Promo)
- Dallas PD (Promo)
- Fort Worth FD (Entry)
- Fort Worth PD (Entry)
- Harris County Sheriff (Promo)
- Houston PD (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

Project References

2. Provide a detailed summary of similar services to local governments in the State of Texas of similar size to the City of Kyle and include references where this experience may be verified.

The majority of project that have been performed by IOS in the state of Texas have been contracted by large agencies such as Austin PD, Bexar County, Dallas PD, Houston PD, and San Antonio PD. We also conduct promotional testing for Carrollton, Harris County and Rock Round Rock. In our home state of Illinois we work with numerous Chicago suburban agencies to develop written promotional examinations and assessment centers.

Following is a list of agencies with whom we currently are contracted.

Law Enforcement and Fire Service Promotional Selection Processes

Client		Houston, TX Police Department	
Contact	Pete Lopez Assistant Chief	Address/Phone/E-mail	1200 Travis Street – 18 th Floor Houston, TX 77002 713.308.1877 pedro.lopez@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 - Present		
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		City of San Antonio, TX	
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 Detective and Sergeant Written Examinations		
Contract Period	February 2020 - Present		
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	Atlanta, GA Police Department		
Contact	Michael O'Connor Major	Address/Phone/E-mail	226 Peachtree Street SW Atlanta, GA 30303 404.546.7942 MOconnor@atlantaga.gov
Contract Title	Police Promotional Written Exams and Oral Assessments		
Contract Period	2009, 2011-2012, 2013-2014, 2016, 2017-2018 - Present		
Description:	<ul style="list-style-type: none"> • Conducted job analyses in 2009 and 2016, with reviews/updates in 2011, 2013 and 2017 • 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 of Police Detective Written Exam and Development and Administration of Police Detective Assessment Center		
Contract Period	January 2020 – Present		
Contract Title	Development of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	December 2018 – February 2019		
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	September 2015 – November 2015		
Contract Title	Development of Police Detective Written Exam and Development and Administration of Police Detective Assessment Center		
Contract Period	December 2014 – April 2015		
Contract Title	Development of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	February 2014 – July 2014		
Contract Title	Development of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	March 2013 – December 2013		

Client		City of Broken Arrow, OK	
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 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 CSI5@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	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 CSI5@ch.ci.buffalo.ny.us
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 – February 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

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	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

Chattanooga, TN Police Department	
Contact	Shea Jefferson, MPS Human Resources Generalist 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 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

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	Development and Administration of Fire Battalion Chief Promotional Examination and Development and Administration of Fire Battalion Chief Oral Examination
Contract Period	August 2019 – Present
Description:	
<ul style="list-style-type: none"> • 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:	
<ul style="list-style-type: none"> • Developing and validating a written job-knowledge examination for each position • Developing and validating a structured oral interview process for each position 	

Contract Title	Development and Administration of Police Sergeant Written Examination and Written Assessment
Contract Period	August 2012 – June 2014
Description:	
<ul style="list-style-type: none"> • Developed and validated a written job-knowledge examination for the Sergeant rank • Developed and validated a written assessment for the Sergeant rank 	
Contract Title	EMS Promotional examinations for Ambulance Commander and Paramedic Field Chief
Contract Period	May 2011 – August 2013
Description:	
<ul style="list-style-type: none"> • Developed and validated a written job-knowledge examination for each position • Developed and validated a structured oral interview process for each position 	
Contract Title	EMS Promotional examinations for Ambulance Commander and Paramedic Field Chief
Contract Period	January 2006 – December 2006
Description:	
<ul style="list-style-type: none"> • Developed and validated a written job-knowledge examination for each position • Developed and validated a structured oral interview process for each position 	
Contract Title	Provision of Entry-Level Exams – Police and Fire
Contract Period	Police: 2013/2014, 2016 - Present
Contract Period	Fire: 2006, 2012, 2013, 2014

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	Development and Administration of Police Lieutenant Written Examination and Assessment Center		
Contract Period	June 2019 - Present		
Contract Title	Development and Administration of Police Sergeant Written Examination and Situational Judgment Test		
Contract Period	December 2019 – Present		
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		
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	2007-2018		

Description:	
<ul style="list-style-type: none"> • 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, Lieutenant and Captain Written Exams and Development and Administration of Fire Lieutenant and Captain Assessment Centers		
Contract Period	January 2020 – Present		
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@gwinnettcounty.com
Contact (Sheriff)	Adrienne McAllister	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7914 Adrienne.McAllister@gwinnettcounty.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@gwinnettcounty.com
Contact (Fire)	Michelle Saunders HR Associate III	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7925 Michelle.Saunders@gwinnettcounty.com
Contract Title	Police, Sheriff, Corrections and Fire Promotional Exams and Assessment Centers		
Contract Period	June 2002 – Present		
Description:			
<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ Police Corporal: 12 cycles ○ Police Sergeant: 13 cycles ○ Police Lieutenant: 12 cycles ○ Sheriff Corporal: 16 cycles ○ Sheriff Sergeant: 18 cycles ○ Sheriff Lieutenant: 17 cycles ○ Corrections Corporal: 9 cycles ○ Corrections Sergeant: 11 cycles ○ Corrections Lieutenant: 9 cycles ○ Fire Engineer: 12 cycles ○ Fire Lieutenant: 11 cycles ○ Fire Captain: 6 cycles • Helped develop and maintain the candidate appeal and review process associated with protective service examinations 			
<i>This contract has been renewed/re-awarded five times beyond the initial contract.</i>			

Client			
City of Indianapolis, IN			
Contact (Police and Fire)	Bruce Henry, IPMA-SCP IMPD Human Resource Manager	Address/Phone/E-mail	200 E. Washington Street – Ste. 1541 Indianapolis, IN 46204 317.327.2596 Bruce.Henry@indy.gov
Contact (Fire)	Kris Harrison Human Resources Manager	Address/Phone/E-mail	Indianapolis Fire Department 955 Fort Wayne Avenue Indianapolis, IN 46202 317.327.6775 Kristin.Harrison@indy.gov
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Assessment Centers		
Contract Period	February 2020 - Present		

Contract Title	Development and Administration of Fire Lieutenant, Captain and Battalion Chief Written Examinations and Assessment Centers
Contract Period	March 2018 – October 2018
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Assessment Centers
Contract Period	January 2018 – August 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 Police Sergeant and Lieutenant Written Examinations and Assessment Centers		
Contract Period	February 2020 – Present		
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	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	Denise Cassel Employee Services Manager	Address/Phone/E-mail	Los Alamos County Human Resources 1000 Central Avenue – 2 nd Floor Los Alamos, NM 87544 505.662.8047 denise.cassel@lacnm.us
Contract Title	Police and Fire Promotional Processes		

Contract Period	2010 – Present
Description:	
<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ Fire Driver Engineer: 11 cycles ○ Fire Captain: 7 cycles ○ Fire Division/Battalion Chief: 10 cycles ○ Fire Deputy Chief: 4 cycles ○ Fire Assistant Chief: 2 cycles ○ Fire Chief: 1 cycle ○ Police Sergeant: 6 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	Development of Police Sergeant Written Exam		
Contract Period	December 2019 - Present		
Contract Title	Development of Police Sergeant Written Exam		
Contract Period	January 2019 – June 2019		
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview		
Contract Period	May 2018 – January 2019		
Contract Title	Development of Police Captain Written Exam and Structured Oral Interview		
Contract Period	March 2017 – January 2018		
Contract Title	Development of Police Sergeant Written Exam		
Contract Period	June 2016 - November 2016		
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview		
Contract Period	December 2014 – August 2015		
Contract Title	Development of Police Sergeant Written Exam		
Contract Period	January 2014 – June 2014		
Contract Title	Development of Police Captain Written Exam and Structured Oral Interview		
Contract Period	April 2013 – January 2014		
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview		
Contract Period	March 2012 – August 2012		
Contract Title	Development of Police Captain Written Exam Structured Oral Interview		
Contract Period	September 2010 – April 2011		
Contract Title	Development of Police Lieutenant Written Exam and Oral Interview		
Contract Period	August 2010 – February 2011		
Contract Title	Development of Police Sergeant Written Exam		
Contract Period	December 2009 – April 2010		
Contract Title	Development of Police Captain Written Exam and Structured Oral Interview		
Contract Period	March 2009 – November 2009		
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview		
Contract Period	September 2007 – May 2008		
Contract Title	Development of Police Sergeant Written Exam		
Contract Period	November 2006 – March 2007		
Contract Title	Development of Police Captain Written Exam and Structured Oral Interview		

Contract Period	November 2005 – March 2006
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview
Contract Period	September 2004 – March 2005
Contract Title	Development of Police Sergeant Written Exam
Contract Period	May 2003 – January 2004

Minneapolis, MN Police Department			
Contact	Bill Champa Human Resource Manager	Address/Phone/E-mail	250 S. 4th Street – Room 100 Minneapolis, MN 55415 612.275.2039 Bill.Champa@minneapolismn.gov
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	February 2020 - Present		
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	April 2019 – August 2019		
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	February 2018 – March 2019		
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	March 2017 – October 2017		
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	January 2016 – June 2016		
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	March 2015 – August 2015		
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	January 2014 – June 2014		
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	January 2013 – November 2013		
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	January 2011 – June 2011 (Reawarded for 2012-13)		
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	June 2010 – December 2010		
Contract Title	Police Sergeant and Lieutenant Job Analysis		
Contract Period	January 2009 – July 2009		
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	February 2008 – May 2008		
Contract Title	Development and Administration of Police Sergeant Assessment Center		
Contract Period	March 2006 – June 2006		
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	August 2005 – October 2005		
Contract Title	Development and Administration of Police Sergeant Assessment Center		
Contract Period	August 2001 – January 2002		

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 and Lieutenant Written Exams 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 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 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	January 2020 – Present		
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	
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 Lieutenant Assessment Center		
Contract Period	January 2020 – Present		
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 Raleigh, NC	
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 Fire Lieutenant Assessment Center		
Contract Period	January 2020 – Present		
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		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	November 2019 - Present		
Description:			
<ul style="list-style-type: none"> 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:			
<ul style="list-style-type: none"> 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:			
<ul style="list-style-type: none"> 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:			
<ul style="list-style-type: none"> 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:			
<ul style="list-style-type: none"> 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:			
<ul style="list-style-type: none"> Developed written exams for sergeant and lieutenant Delivered a candidate orientation presentation Developed sergeant and lieutenant structured oral assessments 			

<ul style="list-style-type: none"> 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:	
<ul style="list-style-type: none"> 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 	
No post-test litigation or complaints filed.	

Client		City of San Francisco, CA	
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 Captain Assessment Center		
Contract Period	February 2020 - Present		
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	July 2019 – February 2020		
Contract Title	Development and Administration of Fire Lieutenant and Battalion Chief Assessment Centers		
Contract Period	August 2016 - March 2018		
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	November 2015 – January 2017		

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 Assessment Center		
Contract Period	December 2019 - Present		
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	Address/Phone/E-mail	175 East 2 nd Street – Suite 1450

	Testing Coordinator		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:			
<ul style="list-style-type: none"> • 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, Captain and Major		
Contract Period	2011 - Present		
Description:			
<ul style="list-style-type: none"> • 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 134 2424 Courthouse Drive Virginia Beach, VA 23456 757.385.4663 mbryant@vbgov.com
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:			
<ul style="list-style-type: none"> • 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:	
<ul style="list-style-type: none"> • 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:	
<ul style="list-style-type: none"> • 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:	
<ul style="list-style-type: none"> • 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:	
<ul style="list-style-type: none"> • 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:	
<ul style="list-style-type: none"> • 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:	
<ul style="list-style-type: none"> • 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. Testing Specialist	Address/Phone/ E-mail	121 N. LaSalle, 1102 Chicago, IL 60602 312.744.1240 Jill.May@cityofchicago.org
Contract Title	Entry-level Police Officer Exam		
Contract Period	January 2020 – February 2020		
Contract Title	Entry-level Police Officer Exam		
Contract Period	June 2019 – August 2019		
Contract Title	Entry-level Police Officer Exam		
Contract Period	April 2018 - June 2018		
Contract Title	Entry-level Police Officer Exam		
Contract Period	October 2017 – January 2018		
Contract Title	Entry-level Police Officer Exam		
Contract Period	February 2017 – May 2017		
Contract Title	Entry-level Police Officer Exam		
Contract Period	November 2015 – May 2016		
Contract Title	Entry-level Firefighter Exam		
Contract Period	October 2014 – March 2015		
Contract Title	Entry-level Police Officer Exam		
Contract Period	November 2013 – February 2014		
Contract Title	Entry-level Firefighter Exam		
Contract Period	January 2006 – December 2006 (Military make-up examination sessions in 2009 and 2010), December 2014		
Description:			
<ul style="list-style-type: none"> • 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 Indianapolis, IN	
Contact	Bruce Henry, IPMA-SCP IMPD Human Resource Manager	Address/Phone/E-mail	200 E. Washington Street – Ste. 1541 Indianapolis, IN 46204 317.327.2596 Bruce.Henry@indy.gov
Contract Title	Entry-level Firefighter Exam Process		
Contract Period	November 2019 - Present		
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	August 2019		

Contract Title	Entry-level Police Officer Exam Process
Contract Period	February 2019 – April 2019
Contract Title	Entry-level Police Officer Exam Process
Contract Period	September 2018 – December 2018
Contract Title	Entry-level Firefighter Exam Process
Contract Period	July 2018 – December 2018
Contract Title	Entry-level Police Officer Exam Process
Contract Period	June 2017 – August 2018
Description:	
<ul style="list-style-type: none"> • Conducted a job analysis of the police officer position • Developed a structured oral interview for the police officer position • Administered both the written examination and the structured interview 	
Contract Title	Entry-level Firefighter Exam Administration and Structured Oral Interview Development and Administration
Contract Period	June 2016 – December 2016
Contract Title	Entry-level Police Officer Exam Process
Contract Period	March 2016 – June 2016
Description:	
<ul style="list-style-type: none"> • Conducted a validity transportability study for the police officer entrance examination • Administered the written examination to over 400 candidates 	
Contract Title	Entry-level Firefighter Exam Administration and Structured Oral Interview Development and Administration
Contract Period	February 2015 – March 2015
Contract Title	Entry-level Police Officer Exam Administration
Contract Period	October 2014
Contract Title	Entry-level Police Officer Exam Administration and Structured Oral Assessment Development and Administration
Contract Period	March 2014 – June 2014
Contract Title	Entry-level Police Officer Exam Administration and Structured Oral Assessment Development and Administration
Contract Period	October 2013 – January 2014
Contract Title	Entry-level Firefighter Exam Process
Contract Period	June 2011 – June 2012
Description:	
<ul style="list-style-type: none"> • 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:			
<ul style="list-style-type: none"> • 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		

	Promotional Civil Service Correctional Officer Exams and Assessments
Contract Period	January 2004 – 2008
Description:	
<ul style="list-style-type: none"> 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	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		
Contract Title	Entry-level Firefighter Exam		
Contract Period	October 2012 – February 2014		
Description:			
<ul style="list-style-type: none"> 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:			
<ul style="list-style-type: none"> 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:			
<ul style="list-style-type: none"> 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.

Company Experience and Personnel

3. Name the principal or other key personnel who will be fully responsible for the City. Provide a resume or statement of professional qualifications, related educational background and professional certifications of the personnel assigned to this account. Also, list each person's title as it is conveyed professionally within the firm and their particular area of expertise.
4. Provide proof of any applicable certifications, licenses and credentials of staff committed to this contract including their names and documentation of their training successfully completed.

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.

Samantha Gleaves, M.A., will be the lead consultant on this project. Sam will be supported by various members of the project team. Please find her resume, along with the other members of our project team's.

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
Nahren Cama, Ph.D. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant

Brian Marentette, Ph.D. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
Courtney Wierzbicki, Ph.D. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
Amy Eitapence, M.A. Manager, Recruitment Services	Industrial/Organizational Psychologist	Consultant
Karen Steiger, M.A. Manager, Content Development	M.A. in English/Writing; 19 years' experience writing and editing public safety exams.	Senior Technical Writer
Maxwell Porter, M.S. Manager, Testing Services	Industrial/Organizational Psychologist	Consultant
John Ford, Ph.D. Principal Consultant	Industrial/Organizational Psychologist	Consultant
Irfan Bhanji, M.A. Senior Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Linda Reynaud, M.A. Senior Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Drew Weedfall, Ph.D. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Christen Dovalina, M.S. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Samantha Gleaves, M.A. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Veronica Janssen, M.A. Senior Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Nick Jochim, M.A. Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Haley Kilbride, M.A. Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Jacob Wolfarth, M.S. Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Harry Vuong, M.A. Senior Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Allison Osborn, M.A. Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator

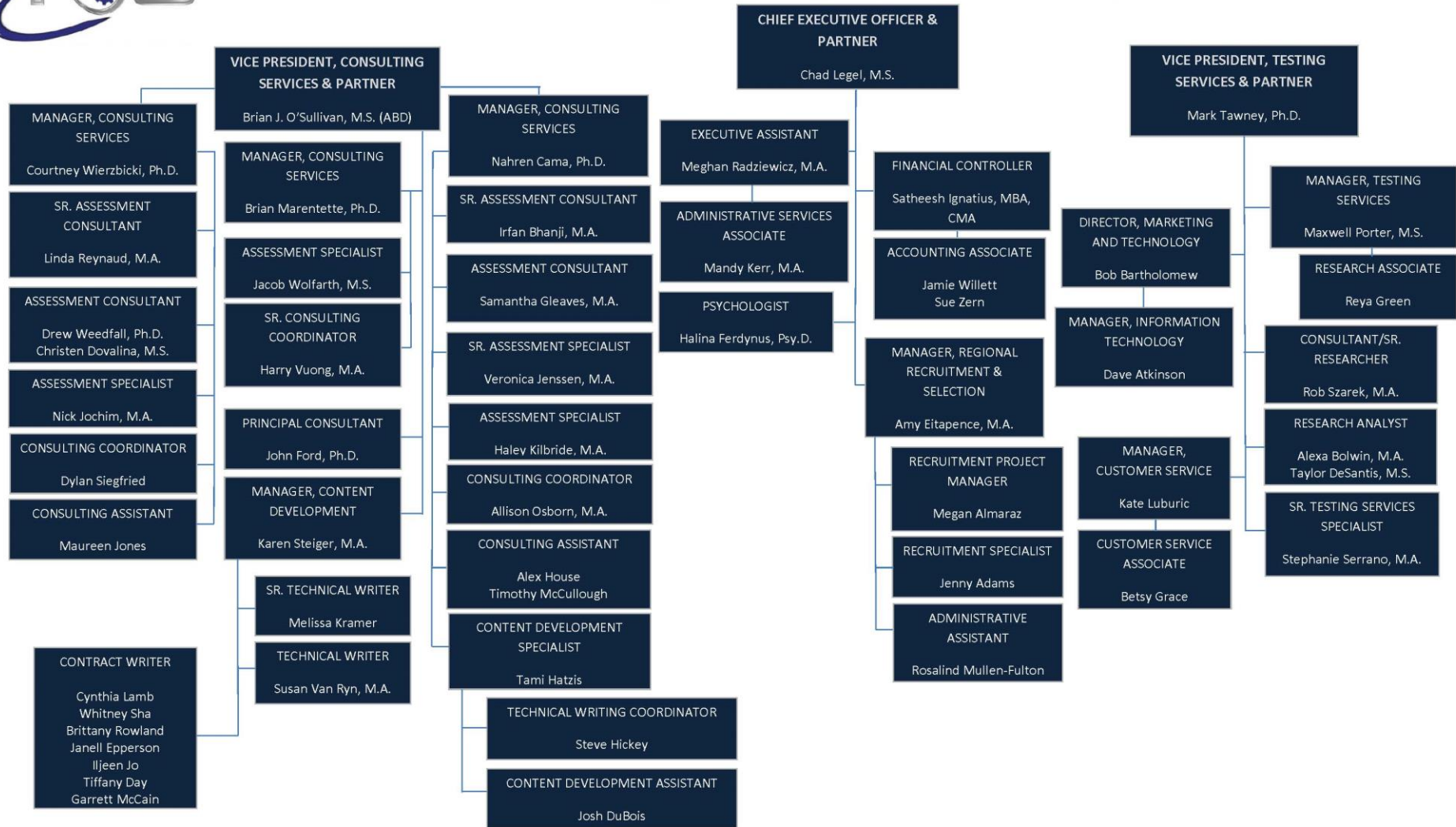
Dylan Siegfried Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Alex House Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Maureen Jones Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Timothy McCullough Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Rob Szarek, M.A. Consultant/Sr. Researcher	Industrial/Organizational Psychologist	Consultant
Alexa Bolwin, M.A. Research Analyst	Industrial/Organizational Psychologist	Research Analyst
Taylor DeSantis, M.S. Research Analyst	Industrial/Organizational Psychologist	Research Analyst
Reya Green Research Associate	Personnel Selection Specialist	Research Assistant
Tami Hatzis Content Development Specialist	Personnel Selection Specialist	Content Specialist
Josh DuBois Content Development Assistant	Personnel Selection Specialist	Content 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





Samantha Gleaves, M.A.
Assessment Consultant

Background Statement:

Samantha joined IOS in 2015. Ms. Gleaves has experience in developing, validating and administering assessment centers and promotional job knowledge written exams. Ms. Gleaves communicates well with clients throughout all phases of the projects she manages. She also has a great deal of experience in ensuring the logistics for assessment centers and job knowledge written examinations are managed well.

Education:

Roosevelt University
M.A. in Industrial/Organizational Psychology (2016)

North Central College
B.A. in Psychology (2014)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2019-Present

Assessment Consultant, I/O Solutions, Inc.

- Develops, validates, and implements all components of promotional processes.
- Coordinates with clients and other vendors any and all logistics related to the administration of promotional processes (i.e., securing facility space).
- Manages and conducts job analyses.
- Develops and administers assessment center exercises.
- Manages job knowledge written examinations.
- Uses SPSS and Excel to analyze data gathered from written examinations and assessment centers.
- Develops technical reports for all phases of assessment processes.
- Communicates 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
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 examination and assessment center for the rank of Sergeant.	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



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 | Industrial/Organizational Solutions, Inc.
President & Chief Executive Officer <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 | Selection Works, LLC
President and CEO, Co-Founder <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:

- San Diego, CA Police Department
- Atlanta Police Department
- Buffalo, NY Police Department
- New York City Police Department
- Washington, D.C. Metropolitan Police Dept.
- 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
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	2018

	development, validation, administration, and scoring for the rank of Sergeant.	
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 Police	Written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2018
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	2017

	of Detective Sergeant.	
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 of Inspector.	2017
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 examinations and assessment center development, validations, and administration for the ranks 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 examinations 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, validation, 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 fire fighter selection process.	2011-2012
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	Job analysis, written examination and structured oral assessment	2009-2010

Department Sergeant and Lieutenant Promotional Process	development, validation, administration and scoring for police Sergeant and Lieutenant.	
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 Board)	Job analysis to the rank of Trooper.	2009
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 ranks of Captain and Inspector	Job analysis, written examination and assessment center development, validation, administration and scoring for police Captain and Inspector.	2008
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	2005

	development, validation and administration to the rank of Captain.	
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	2004

	Department.	
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 Sheriff's Department	Promotional written examination and assessment center development and administration to the rank of Lieutenant, 8 candidates, 7 assessors recruited.	2004
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	2002-2003

	Police Department.	
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 more than ten 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. He holds a Ph.D. in Industrial/Organizational Psychology from Illinois Institute of Technology and a Master's degree in Experimental Psychology from DePaul University. 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.

Education:

Illinois Institute of Technology, Chicago, Illinois
Ph.D.: Industrial/Organizational Psychology (2012)
Master of Science: Industrial/Organizational Psychology (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
New York State Department of Civil Service	Development of state-wide entry-level selection examination for the State of New York. Project work includes: 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-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-Present
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
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 - Present
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
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
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 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-Present
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
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 officers position.	2015-2016
New York State Department of Civil Service	Development of state-wide job analysis for the purpose of developing and validation 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 includes: 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 position within the organization.	2014
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.	2013-2014
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 into 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-Present

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-Present
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 into academies.	2012
Edmond, OK Fire Department	Developed and validated a customized entry-level selection tool to hire entry-level firefighters.	2012
Dell Computers	Developed globally administered sales talent assessment tool used by Dell Large Enterprise Unit to aid in a larger organization change initiative.	2009-2011
	Managed the IT infrastructure development of a web administration application to allow for global deployment of the assessment tool.	
	Managed assessment tool's translation into 6 languages and assessed parallelism by means of structural equation modeling.	
Austin, TX Fire Department	Development and validation of entry-level selection process battery, including a cognitive ability measure, personality index, and integrity inventory.	2010-2011
	Served as technical expert and legal support for the development, validation, and implementation of entry-level selection process.	
Seattle Fire Department	Designed a testing process and customized scoring solution for firefighters.	2011
Cook County Merit Board, IL	Developed and presented county-wide candidate orientation and test preparation program for County's entry-level criminal justice officer positions.	2009-2011
Bridgeport, CT Police Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, integrity and a structured oral interview.	2010

Buffalo, NY Police Department	Development and validation of a test battery for Police Officer in the BPD. Includes the development of a parallel cognitive examination, the transportability of an integrity inventory and an assessment of personality. Worked with city's legal 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
Missouri State Highway Patrol	Conducted longitudinal study to validate integrity exam for entry-level troopers.	2007-2010
New York State Police	Developed, validated and implemented state-wide entry-level selection exam, including the customization of a personality inventory and cognitive ability tool.	2009
Milwaukee Fire Department	Conducted job analysis, transportability validation study, and examination customization / development for the entry-level selection process.	2008
Wisconsin Emergency Medical Service Board	Served as technical expert for the development of EMT – Intermediate Technician exam.	2008
	Developed, implemented and supported state wide web-application system for the delivery of EMT – I-Tech exam program.	
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-Present
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

Published Assessments		
Assessment Tool	Description	Timeframe
Law Enforcement Officers Selection Tool (LST)	Entry-level examination battery for law enforcement containing cognitive ability, personality, biodata and integrity.	2011-2012
Firefighter Selection Tool (FST)	Entry-level examination battery for fire services containing cognitive ability, personality, biodata and integrity.	2011-2012
Situational-Based Styles Assessment - Firefighter (SBSA-FF)	Entry-level situational judgment test (SJT) for fire services.	2011-2012

Situational-Based Styles Assessment - Law Enforcement Officer (SBSA-LEO)	Entry-level situational judgment test (SJT) for law enforcement.	2011-2012
Dispatcher Selection Tool (DST)	Entry-level examination for emergency dispatcher. Assessment consists of a cognitive ability measure.	2011-2012
Sales Talent Indicator	Assessment to identify individuals who are likely to be successful in sales who have no previous experience based on a personality and attribute inventory.	2009-2010
Sales Talent Predictor	Assessment to identify talented sales staff with two or more years of experience. Assessment battery includes sales competency model and a personality and attribute inventory.	2009-2010
National Criminal Justice Officers Selection Inventory - Integrity (NCJOSI ²)	Entry-level examination battery for law enforcement containing cognitive ability and integrity.	2009
Integrity Inventory	Developed for the public safety sector, this examination measures the construct of integrity.	2009
National Firefighter Selection Inventory (NFSI)	Entry-level examination battery for fire services containing cognitive ability and personality. Personality framework was redesigned from previous version.	2008

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.**, 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.



Nahren Cama, Ph.D.
Manager, Consulting Services

Background Statement:

Dr. Cama enjoys working with clients to develop and implement customized solutions to fit their needs. She possesses exceptional writing and organizational skills and is experienced communicating with all organizational levels and managing projects to successful completion. She is skilled in building relationships with her clients, gaining their buy-in and trust. At IOS, Dr. Cama has managed all phases of entry-level and promotional selection processes for agencies all across the country.

Education:

Illinois Institute of Technology
Ph.D. in Industrial/Organizational Psychology (2018)
Completed Ph.D. comprehensive exams (2007)
M.S. in Industrial/Organizational Psychology (2006)

Lake Forest College
B.A. in Psychology and Business (2003)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2016-present Manager, Consulting Services

- Performs the following in addition to the responsibilities of the Senior Consultant:
 - Leads a team of consultants to ensure delivery of high-quality assessment projects. Ensures that team members are applying best practices of the industry. Actively mentors and teaches team members.
 - Supervises 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.
 - Manages the hiring, training, and development of new consulting staff.

- 2014-2016**
2008-2012
- Senior Consultant, I/O Solutions, Inc.**
- Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems
 - Conduct job analysis (interviews, observations, and questionnaires) to identify essential tasks, knowledge, skills, abilities and other characteristics relevant to the position
 - Provide best-practice training to public safety agencies, human resources and civil service personnel
 - Develop technical reports for processes documenting all aspects of the process and validation evidence to support assessments
- 2012-2014**
- Consultant, Daniels Consulting Group**
- Developed training content for a multinational insurance corporation
 - Supported the change management efforts of a worldwide manufacturing organization
- 2008-2008**
- Assessor – Contract Position, United Airlines**
- Observed, recorded, and evaluated leadership behaviors during multiple group exercises
 - Met with Assessor team and United HR representative to finalize ratings and determine who met qualifications
 - Wrote individual candidate feedback reports to support ratings and overall decisions and delivered individual feedback to candidates
- 2008-2008**
- Consultant – Contract Position, HR Alignment, Ltd.**
- Assisted with the development of a competency based interview selection guide
 - Researched and recommended books for a leadership competency guide
 - Edited and reviewed reports and guides
- 2007-2007**
- Consultant – Contract Position, Daniels Consulting Group**
- Responsible for the qualitative and quantitative analysis of data for a healthcare accreditation company undergoing changes in standards affecting their customers.
 - Created reports to leadership presented survey data, themes, and areas for the organization to take action on to improve efficiencies following the changes.

- Developed communication pieces for various stakeholders within a healthcare accreditation company following a change in technology.

2007-2007

Survey Project Manager, The Foresight Group

- Created client databases for survey collection
- Facilitated day-to-day client and consultant interactions.
- Created client reports and presentations

2007-2007

Lecturer – Contract Position, Northeastern Illinois University

- Created and presented lectures. Facilitated class discussions. Designed quizzes and exams. Designed in-class activities and projects.

2006-2006

Consultant – Contract Position, Daniels Consulting Group

- Designed an employee job satisfaction survey for a fitness club client. Conducted quantitative and qualitative analyses of survey data. Wrote a report detailing survey results and trends.
- Developed communication pieces on several topics for new-hires in a healthcare organization; topics ranged from communication skills to phone etiquette.

2004-2006

Organizational Development Associate, Advocate Christ Medical Center

- Designed a survey for new-hires to gain better understanding of the factors that attracted them to the organization and position of interest. Helped manage associate satisfaction survey process. Wrote reports communicating survey results for HR and leadership.
- Developed an administrator guide for a selection inventory. Revised/updated training guides as needed for various programs.
- Responsible for the management of recognition programs. Communicated various aspects of these programs to leadership.

Summary of Selection Projects:

Client	Project Description	Timeframe
City of San Francisco	Developed and administered assessment exercises and content for the police lieutenant position.	2019-2020
Cobb County Sheriff's Office - Sergeant & Lieutenant	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for sergeant and lieutenant. Conducted candidate orientations.	2019

Client	Project Description	Timeframe
	Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports.	
City of Roswell, Georgia	Development of written examination and assessment center for the Roswell Police Department Sergeant and Lieutenant positions. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports.	2019
Cook County Sheriff's Office Merit Board	Written examination development and administration for sheriff's police Lateral Entry Officer, Sergeant, and Lieutenant, court services Sergeant and Lieutenant and correctional division Sergeant, and Lieutenant.	2019
Cobb County, GA	Developed and administered assessment center for the rank of Fire Captain.	2019
IL State Police Merit Board	Development of written examination and assessment center for the Illinois State Police Lieutenant and Captain positions. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports. Development of technical report.	2019
Monroe County Sheriff's Office	Developed and administered assessment centers for the rank of Road Lieutenant and Jail Sergeant.	2018-2019
Cobb County Sheriff's Office - Sergeant & Lieutenant	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.	2018-2019
City of Roswell, Georgia	Developed and administered written examination and assessment center for the rank of Police Sergeant and an assessment center for the rank of Police Lieutenant.	2018-2019
Shelby County Sheriff's Office	Conducted a job analysis and pay study for the Criminal Analyst position.	2018
Monroe County Sheriff's Office	Developed and administered assessment centers for the rank of Investigator and Road Sergeant.	2018
Shelby County Sheriff's Office	Development of a job description for the Evidence Custodian position.	2018
IL State Police Merit Board	Conducted a job analysis for the lieutenant and captain positions (interviews and questionnaires) and developed a technical report.	2018
IL State Police Merit Board	Development of written examination and assessment center for the Illinois State Police Sergeant and Master Sergeant positions. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports. Development of technical report.	2018

Client	Project Description	Timeframe
Cook County Sheriff's Office Merit Board	Written examination development and administration for sheriff's police Lateral Entry Officer, Sergeant, and Lieutenant, court services Sergeant and Lieutenant and correctional division Sergeant, and Lieutenant.	2017-2018
Cobb County, GA	Developed and administered assessment center for the rank of Fire Captain.	2017-2018
City of Roswell, Georgia	Developed and administered written examination and assessment centers for the rank of Police Sergeant and Lieutenant.	2017-2018
Skokie Fire Department	Developed and administered assessment center for the rank of Fire Chief.	2017
Shelby County Sheriff's Office	Developed and administered assessment center for the rank of Captain.	2017
Cobb County Sheriff's Office - Sergeant & Lieutenant	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.	2017
City of Roswell, Georgia	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2017
IL State Police Merit Board	Development of written examination and assessment center for the Illinois State Police Lieutenant and Captain positions. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports. Development of technical report.	2017
IL State Police Merit Board	Conducted a job analysis for the sergeant and master sergeant positions (interviews and questionnaires) and developed a technical report.	2017
IL State Police Merit Board	Created entry-level assessment tools for the trooper position.	2016
IL State Police Merit Board	Development of written examination and assessment center for the Illinois State Police Sergeant and Master Sergeant positions. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports. Development of technical report.	2016
IL State Police Merit Board	Conducted a job analysis for the trooper position (interviews and questionnaires) and developed a technical report.	2016
City of San Francisco	Developed and administered assessment exercises and content for the police lieutenant position.	2016

Client	Project Description	Timeframe
City of San Francisco	Developed and administered assessment exercises and content for the fire Battalion Chief position.	2016
City of Roswell, Georgia	Development of written examination and assessment center for the Roswell Police Department Sergeant and Lieutenant positions. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports.	2016
Plano Police Department	Development and validation of an entry-level PAT.	2016
Ann Arbor, MI	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for Ann Arbor Police Department sergeant and lieutenant positions.	2016
Miami Police Department	Development of parallel assessment center for the Lieutenant rank.	2015
New York State Department of Civil Service	Development of job analysis and linkage questionnaires.	2015
State of Washington	Review and validation of new items for state driver's license exams.	2015
Las Cruces, NM PAT	Development of candidate and proctor guides for an entry-level PAT, and provided technical report.	2015
Chicago Police Department - Sergeant Merit Process	Assisted in the development of training and interview materials for the sergeant merit process.	2015
Ann Arbor, MI	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for Ann Arbor Police Department sergeant and lieutenant positions.	2015
Cook County Sheriff's Office Merit Board	Written examination development and administration for sheriff's police Lateral Entry Officer, Sergeant, and Lieutenant, court services Sergeant and Lieutenant and correctional division Sergeant, and Lieutenant.	2015
City of Kenosha - Police Chief Assessment Center	Development and administration of an assessment center for the Police Chief position in the Kenosha Police Department.	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 includes: interviews, large scale job analysis questionnaire deployment to over 5000 incumbent firefighters, linkage analysis, and development of technical reports.	2014-2015
Cobb County Police Department - Sergeant & Lieutenant	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.	2014-2015

Client	Project Description	Timeframe
Gwinnett County Police Department; Corporal, Sergeant, and Lieutenant	Development of written examination and assessment center. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports.	2015
Lincoln Fire & Rescue Department - Captain	Development of written examination and assessment center. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports.	2014-2015
Cobb County Sheriff's Office - Sergeant & Lieutenant	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.	2014
Orleans Parish Sheriff's Office	Selection process for HR Director position	2014
Virginia Beach Fire Department - Captain rank	Conduct linkage analysis and report results. Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2012
Prince William County Department of Fire and Rescue- Tech II and Lieutenant ranks	Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2012
Lincoln Fire & Rescue Department; Re-validation	Re-validation of entry-level physical ability test.	2011-2012
East Point Police Department, Sergeant, Lieutenant, and Captain Promotionals	Development of written examinations and structured oral interviews.	2011
Los Alamos Fire Department - Company Officer	Development and management of written examination and assessment center. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2011
Los Alamos Fire Department - Fire Chief	Developed a structured oral interview with rating criteria. Developed a custom "meet and greet" rating document.	2011
Los Alamos Fire Department - Battalion Chief	Development assessment center and interview. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2011

Client	Project Description	Timeframe
Savannah-Chatham Metropolitan Police Department - Make-up Sergeant and Captain Promotional Processes	Development of written examinations and assessment centers. Delivered candidate orientations. Conducted assessor training and administered written exams and assessment centers. Development of candidate feedback reports. Developed technical documentation.	2011
Gwinnett County Police Department - Sergeant and Lieutenant Promotional Processes	Development of written examinations and assessment centers. Delivered candidate orientations. Conducted assessor training and administered written exams and assessment centers. Development of candidate feedback reports.	2011
Westmont Police Department - Sergeant Rank	Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2011
Prince William County Department of Fire and Rescue- Tech II and Captain ranks	Conducted a job analysis. Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2011
Broward County Community College - Tech II and Captain processes	Validation study	2011
Illinois State Police - Lieutenant and Captain promotional process	Development of lieutenant and captain written examinations and assessment centers.	2011
Gwinnett County Police Department Corporal Promotional Process	Developed written exam, conducted candidate orientation, administered exam, compiled results.	2010-2011
Evanston Police Department - Sergeant Promotional Process	Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2010-2011
Buffalo Police Department - entry-level process	Development and management of written exam, validation, development of technical report.	2010-2011
Massachusetts State Police - Captain make-up Promotional Process	Development and management of job knowledge written exam and structured oral interview.	2010-2011
City of Bridgeport	Developed technical report for Bridgeport Police Department's entry-level selection process.	2010
Lafayette Police Department - Sergeant, Lieutenant, and Captain written exams	Development and management of job knowledge written examinations.	2010

Client	Project Description	Timeframe
Los Alamos Fire Department - Driver Engineer Promotional Process	Development and management of written exam and practical assessment. Conducted assessor training and managed administration of practical assessment. Developed candidate feedback reports.	2010
Savannah-Chatham Metropolitan Police Department - Sergeant and Lieutenant Promotional Processes	Development and management of assessment centers for sergeant and lieutenant. Conducted candidate orientations. Conducted assessor training, and managed assessment center administrations. Developed candidate feedback reports.	2010
Cobb County Sheriff's Office - Sergeant and Lieutenant Promotional Processes	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. Developed technical report.	2010
Los Alamos Fire Department - Captain Promotional Process	Development and management of written examination and assessment center. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2010
Los Alamos Police Department - Sergeant Promotional Process	Development and management of written exam and structured oral interview. Development of candidate feedback reports.	2010
Missouri State Highway Patrol - entry-level SOI development	Development of structured oral interview.	2010
Illinois State Police - Sergeant and Master Sergeant Promotional Processes	Conducted job analysis update. Development and management of written examinations. Development of technical report.	2010
Massachusetts State Police -Sergeant Rank	Managed the development of the sergeant exam.	2010
Los Alamos Fire Department - Battalion Chief	Development of assessment center exercises, structured oral interviews and related materials, conduct assessor training, and develop feedback reports. Developed candidate feedback reports.	2010
Gwinnett County Police Department - Sergeant Rank	Managed all phases of the promotional process for the Sergeant rank. Coordinated with main contact and SMEs to finalize written exams, and create assessment center exercises. Conducted training for candidates and assessors. Managed the administration of the assessment center. Developed feedback reports.	2010

Client	Project Description	Timeframe
District of Columbia Fire Department	Conducted job analysis, managed subject matter experts, developed assessment center exercises, managed administration of assessment center, developed feedback reports.	2010
Gwinnett County Police Department; Corporal, Sergeant, and Lieutenant Promotions	Managed all phases of the promotional process for the Corporal, Sergeant, and Lieutenant ranks. Coordinated with main contact and SMEs to finalize written exams, assessment center exercises. Conducted training for candidates and assessors. Managed the administration of the assessment center. Developed feedback reports.	2009
Cobb County Sheriff's Office - Sergeant Promotional Process	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. Developed technical report.	2009
Los Alamos Fire Department - Driver Engineer Promotional Process	Development and management of written exam and practical assessment. Conducted assessor training and managed administration of practical assessment. Developed structured oral interview. Developed candidate feedback reports.	2009
East Point Police Department, Sergeant, Lieutenant, and Captain Promotions	Managed all phases of the promotional process for Sergeant, Lieutenant, and Captain ranks. Worked with SMEs to determine the exam reading list for the Sergeant and Lieutenant rank and finalized the written exams. Other aspects of this project included: finalizing written exams, developing assessment center exercises and a structured oral interview, creating feedback reports, candidate orientations, assessor training, overseeing administration of the assessments, and development of candidate feedback reports.	2009
Lincoln Fire & Rescue Department; Entry-level PAT development and validation	Conducted a physical task job analysis to assess which physical tasks were essential to the job of a firefighter within the Lincoln Fire & Rescue Department. Helped in the development and validation of the physical ability test. Created a candidate guide, proctor guide, and technical report.	2008-2009
Bradley Police Department; Sergeant Promotional	Developed a promotional-level oral interview for their sergeant assessment. Provided training to assessors on how to rate candidates during the interview. Facilitated the administration of the oral interviews.	2008-2009
Norwood Park Fire Department; Entry-level firefighter oral interview	Developed an entry-level interview and other materials for their entry-level hiring. Provided training to their commissioners on administering the interview.	2008-2009

Client	Project Description	Timeframe
Aurora Fire Department; Captain Assessment Center	Development of assessment center exercises. Training of assessors and commissioners. Managed administration of assessment center.	2009
Gwinnett County Sheriff's Office	Work with internal SME to finalize reading lists for Corporal, Sergeant, and Lieutenant ranks. Finalize written exams and oversee administration. Development of an assessment center for the Lieutenant rank.	2009
Bradley Police Department; Lieutenant Promotional	Development of assessment center exercises. Provide training to assessors and oversee administration of the assessment center.	2009
Los Alamos Fire Department - Deputy Chief & Assistant Chief	Development of assessment center exercises and related materials. Developed candidate feedback reports.	2009

Conference Presentations:

- **Cama, N.**, and Ayman, R. The Paradox of Communication Technology In The Work-Family Interface. (April, 2020). Presented at the Society for Industrial Organizational Psychologists (SIOP) Conference, Austin, TX.
- **Ishaya, N.**, Ayman, R., & Korabik, K. Why So Much Guilt? Investigating How Overload Hurts and Why Control May Help. (May, 2013). Presented at the Society for Industrial Organizational Psychologists (SIOP) Conference, Houston, TX.
- **Ishaya, N.** and Ayman, R. Predicting Work-Family Conflict Via Perceived Involvement And Overload. (August, 2008). Presented at the APA Convention, Boston, MA.
- Tawney, M., **Ishaya, N.** and Ayman, R. (March, 2007). Effect of Ratings sources and Leader's Gender on Performance Appraisal. Presented at the Industrial Organizational and Organizational Behavior (IOOB) Conference, Indianapolis, IN.
- Ronen, E., **Ishaya, N.**, and Kozminski, K. (May, 2006). Job Satisfaction Among Healthcare Employees: Does Time of Year Matter? Presented at the Society for Industrial Organizational Psychologists (SIOP) Conference, Dallas, TX.
- Velgach, S., **Ishaya, N.**, and Ayman, R. (April, 2005). Multi-Method Approach to Investigate Work-Family Conflict. Presented at the Society for Industrial Organizational Psychologists (SIOP) Conference, Los Angeles, CA.



BRIAN J. MARENTETTE, Ph.D.
Manager, Strategic Assessments

Background Statement:

Dr. Marentette's primary areas of expertise include applied statistics, psychometrics, job analysis, test development, and test validation. Dr. Marentette has published research in the International Journal of Selection and Assessment and the Organizational Psychology Review and has taught several undergraduate- and graduate-level courses in the area of psychological testing. He is also an active member in the Society for Industrial/Organizational Psychology, frequently presenting research at the annual conference. Dr. Marentette brings a high level of technical knowledge and expertise to his clients in developing and validating situational judgment tests, personality assessments, cognitive ability tests, job simulations, structured oral interviews, job knowledge tests and assessment centers.

Education:

DePaul University, Chicago, Illinois
Ph.D. in Industrial/Organizational Psychology (2015)

California State University, Sacramento, California
M.A. in Industrial/Organizational Psychology (2009)

Michigan State University, East Lansing, Michigan
B.A. in Psychology (2005)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2014-Present

Manager, Consulting Services, IOS, Inc.

- Manages high-stakes assessment processes, often involving Federal oversight by the Department of Justice and other special interest groups.
- 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

- Collaborates with the R & D team at I/O Solutions to create off-the-shelf tests.
- Leads a consulting team by innovating current practices and procedures to stay current with cutting-edge techniques in the industry. Identifies team performance goals that contribute to the organization's effectiveness.
- Supervises a team of consulting staff. Organizes, plans and monitors employees' work to ensure effective task completion. Conducts annual performance appraisals and directly oversees team member work on an ongoing basis. Recruits, hires and onboards new employees.
- Manages the training and development of consulting staff, including the development and delivery of structured training on highly technical concepts, coaching, and ongoing development.

2012-2014

Consultant, IOS, Inc.

- 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
- Collaborates with the R & D team at I/O Solutions to create off-the-shelf tests.

2011-2012

Teaching Fellow, DePaul University

- Full course responsibility for PSY 343 Introduction to Psychological Measurement (class size of 35 upperclassmen).
- Topics in the course included test development, validation, adverse impact analysis, item writing, and related statistical analyses.

2008-2011

Doctoral Research Assistant, DePaul University

- Designed and implemented research studies; managed project phases, conducted literature reviews, designed methods and procedures, collected and analyzed data.
- Prepared and wrote manuscripts and research reports; originated content, added theoretical background, prepared content for publication.
- Developed lab tasks that guided students learning of statistical analyses using SAS and SPSS statistical software.
- Conducted weekly lab sessions instructing students how to conduct statistical analyses using SAS and SPSS. Provided one-on-one instruction and tutoring.

2006-2008

Consultant, Biddle Consulting Group, Inc.

- Developed and validated a variety of personnel assessments for public and private sector agencies, including situational judgment tests,

personality inventories, structured interviews, multi-media situational judgment tests, and job-knowledge written tests.

- Conducted job analyses using focus groups, interviews, and online job analysis questionnaires.
- Developed and delivered training to organizations on job analysis, personnel selection procedures, and Equal Employment Opportunity compliance.
- Served as product manager of off-the-shelf personnel assessment software. Coordinated efforts of software development, marketing and advertising. Designed assessment program and developed multi-media situational judgment test content.

2006

Graduate Assistant (Intern), California State Personnel Board

- Planned job analysis and examination development projects, including determining project timelines and participants.
- Facilitated subject matter expert meetings for jobs with varying levels of complexity (e.g., entry level, management and doctorate level scientist).
- Created job analysis and test development technical reports.
- Developed a job analysis database tool in MS Access consisting of over 300 job task statements and 200 KSA statements utilized by SMEs across dozens of state agencies in California.

Summary of Selection Projects:

Dr. Marentette 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 Dr. Marentette has personally managed in the past several years:

Client	Project Title	Timeframe
Massachusetts Trial Court	Development of an assistant chief court officer and chief court officer examination	2019-present
Massachusetts Trial Court	Development of an assistant chief probation officer and chief probation officer examination	2019-present
Washington, D.C. Fire & EMS Department	Development of captain, lieutenant and sergeant written examinations and assessment centers	2020-present
Montgomery County Fire & Rescue Service	Development of a master firefighter examination	2020-present
Montgomery County Fire & Rescue Service	Development of a fire lieutenant examination and assessment center	2020-present
Detroit, MI Police Department	Development of detective, sergeant, and lieutenant written examinations and assessment centers	2018-2019
Portland, OR Fire & Rescue Department	Development of battalion chief, captain and	2018-present

	lieutenant assessment centers	
Grand Rapids, MI Police Department	Development of a captain assessment center	2018-present
Grand Rapids, MI Police Department	Development of a lieutenant examination and assessment center	2018-present
Grand Rapids, MI Police Department	Development of a sergeant examination and assessment center	2018-present
Dallas, TX Fire & Rescue Department	Development of fire operations driver, operations lieutenant, captain, battalion chief; fire prevention lieutenant, captain and section chief examinations and assessment centers.	2018-present
Montgomery County Fire & Rescue Service	Development of a master firefighter examination	2018
Montgomery County Fire & Rescue Service	Development of a fire lieutenant examination and assessment center	2018
Massachusetts State Police	Development of a lieutenant examination and oral interview	2017
Montgomery County, MD Sheriff's Office	Development of a sergeant examination and oral interview	2017
Montgomery County, MD Sheriff's Office	Development of a lieutenant examination and oral interview	2017
Massachusetts Trial Court	Development of an assistant chief court officer and chief court officer examination	2017
Massachusetts Trial Court	Development of an assistant chief probation officer and chief probation officer examination	2017
Montgomery County, MD Police Department	Development of master police officer examination	2017
Montgomery County, MD Police Department	Development of sergeant examination and assessment center	2017
San Francisco, CA Fire Department	Development of lieutenant assessment center	2017
Ann Arbor, MI Police Department	Development of sergeant examination and assessment center	2017-present
Ann Arbor, MI Police Department	Development of lieutenant examination and assessment center	2017-present
Grand Rapids, MI Police Department	Development of a captain assessment center	2017
Grand Rapids, MI Police Department	Development of a lieutenant examination and assessment center	2017
Grand Rapids, MI Police Department	Development of a sergeant examination and assessment center	2017
Buffalo, NY Fire Department	Development of lieutenant examination and assessment center	2016-2017
Buffalo, NY Fire Department	Development of captain examination and assessment center	2016-2017
Buffalo, NY Fire Department	Development of battalion chief assessment center	2016-2017

Buffalo, NY Fire Department	Development of division chief assessment center	2016-2017
Chicago, IL Fire Department	Development of ambulance commander examination and oral assessment	2016-2017
Chicago, IL Fire Department	Development of paramedic field chief examination and oral assessment	2016-2017
Bridgeport, CT Police Department	Development of a detective examination and assessment center	2015
Bridgeport, CT Police Department	Development of a police officer oral interview	2015
Roswell, GA Police Department	Development of a lieutenant assessment center	2015
Roswell, GA Police Department	Development of a sergeant examination and assessment center	2015
Massachusetts State Police	Development of a lieutenant examination and oral interview	2015
Massachusetts Trial Court	Development of an assistant chief court officer and chief court officer examination	2015
Massachusetts Trial Court	Development of an assistant chief probation officer and chief probation officer examination	2015
Montgomery County, MD Police Department	Development of a sergeant examination and validation of assessment center	2015
Montgomery County, MD Police Department	Development of a master police officer examination	2015
Montgomery County Fire & Rescue Service	Development of a fire captain assessment center	2015
Montgomery County Fire & Rescue Service	Development of a master firefighter examination	2014
Montgomery County Fire & Rescue Service	Development of a fire lieutenant examination and assessment center	2014
Montgomery County, MD Sheriff's Office	Development of a sergeant examination and oral interview	2014
Montgomery County, MD Sheriff's Office	Development of a lieutenant examination and oral interview	2014
Arlington, TX Fire Department	Development of a captain examination and assessment center	2014
Arlington, TX Fire Department	Development of a lieutenant examination and assessment center	2014
Massachusetts State Police	Development of a captain examination and oral interview	2014

Miami Beach, FL Fire Department	Validation of an entry-level firefighter examination and development of an oral interview	2014
Miami Beach, FL Fire Department	Development of a captain examination and oral interview	2014
Miami Beach, FL Fire Department	Development of a lieutenant examination and oral interview	2014
Bridgeport, CT Police Department	Development of a sergeant examination and assessment center	2014
Round Rock, TX Fire Department	Development of a captain examination	2014
Massachusetts Trial Court	Validation of an entry-level probation officer examination	2014
Massachusetts Trial Court	Validation of an entry-level court officer examination	2014
Roswell, GA Fire Department	Development of a fire chief assessment center	2014
Chicago OEMC	Implementation of a dispatcher examination process	2014
Grand Rapids, MI Police Department	Development of a captain assessment center	2014
Grand Rapids, MI Police Department	Development of a lieutenant examination and assessment center	2014
Grand Rapids, MI Police Department	Development of a sergeant examination and assessment center	2014
Chattanooga, TN Fire Department	Development of a captain examination and assessment center	2014
Chattanooga, TN Fire Department	Development of a lieutenant examination and assessment center	2014
Augusta, GA Fire Department	Development of a battalion chief examination and assessment center	2014
Augusta, GA Fire Department	Development of a captain examination and assessment center	2014
Augusta, GA Fire Department	Development of a lieutenant examination and assessment center	2014
Augusta, GA Fire Department	Development of a sergeant examination and practical assessment	2014
Baltimore Fire Department	Development of a battalion chief examination and assessment center	2014
Chicago Police Department	Development of a police sergeant examination and assessment center	2013

Massachusetts State Police Department	Development of a police captain examination and structured oral interview	2013
Miami Beach Police Department	Development of a police lieutenant examination and assessment center	2013
Miami Beach Police Department	Development of a police sergeant examination and assessment center	2013
Montgomery County Department of Corrections and Rehabilitation	Development of a corrections lieutenant examination and assessment center	2013
Montgomery County Department of Corrections and Rehabilitation	Development of a corrections sergeant examination and assessment center	2013
Montgomery County Fire & Rescue Service	Development of an entry level fire fighter exam and structured oral interview	2013
Montgomery County Fire & Rescue Service	Development of a fire battalion chief examination and assessment center	2013
Montgomery County Fire & Rescue Service	Development of a fire captain examination and assessment center	2013
New York Metropolitan Transit Authority Police Department	Implementation of an entry level police officer examination	2013
Roswell, GA Police Department	Development of a police chief examination and assessment center	2013
Roswell, GA Police Department	Development of a police lieutenant examination and assessment center	2013
Roswell, GA Police Department	Development of a police sergeant examination and assessment center	2013
Round Rock, TX Fire Department	Development of a fire captain written examination	2013
Round Rock, TX Fire Department	Development of an entry level fire fighter written examination	2013
Chicago Fire Department	Development of a paramedic field chief written examination and structured oral interview	2012
Chicago Fire Department	Development of an ambulance commander written examination and structured oral interview	2012
Chicago Metra Police Department	Development of a police sergeant examination and structured oral interview	2012
Chicago Metra Police Department	Development of a police lieutenant examination and structured oral interview	2012

Massachusetts State Police Department	Development of a police lieutenant examination and structured oral interview	2012
New Jersey Civil Service Commission	Job analysis for corrections captain position	2012
New Jersey Civil Service Commission	Job analysis for corrections lieutenant position	2012
New Jersey Civil Service Commission	Job analysis for corrections sergeant position	2012

Conference Presentations:

- **Marentette, B. J.** (June, 2015). *Situational Judgement Tests: An alternative to high-volume structured oral interviews*. Presentation at the 7th annual Public Safety Testing Summit, Oak Brook, IL.
- **Marentette, B. J.** (June, 2014). *Methods of test score use in public safety selection and promotional testing*. Presentation at the 6th annual Public Safety Testing Summit, Oak Brook, IL.
- Bell, S. T., Mann, K., **Marentette, B. J.**, Adair, C., Fisher, D., & Arman, G. (2013, May). *Assertiveness and Concern as Predictors of Shared Mental Models and Team Performance*. Poster presented at the 25th annual meeting of the Association for Psychological Science, Washington, D.C.
- Halpert, J.A., Linnabery, E., Abben, D.R., **Marentette, B.J.**, Lueck, M.D. (2013). *Test-Retest Predictive Validities And a Moderator*. Poster presentation at the 26th annual conference for the Association for Psychological Science, San Francisco, CA.
- **Marentette, B. J.**, Halpert, J. A., Linnabery, E., & Passuello, M. (April, 2012). *Situational Judgment Tests as a Form of Realistic Job Preview*. Poster presentation at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Fisher, D. M., **Marentette, B. J.**, Adair, C. K. (April, 2012). *Team Selection Regarding Personality Composition: Propositions for Improved Validity*. Poster presentation at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Bell, S. T., **Marentette, B. J.**, Adair, C.K., Fisher, D. M., Arman, G. & Mann, K. E. (April, 2012). *Keeping Tabs on Teammates: Reliance, Team Processes, and Team Performance*. Symposium presentation at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Adair, C. K., Arman, G., Quesnell, T. J., **Marentette, B. J.**, Fisher, D. M., Mann, K. E., Bell, S. T. (April, 2012). *Team-level personality and its relationship with team processes*. Poster presentation at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- **Marentette, B. J.**, Bell, S.T., Adair, C. K., Fisher, D., Lewis, D. D., & Gerding, D. (April, 2010). *Team Process Measurement: Comparing Team Member and Observer Ratings*. Poster presented at the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

- Adair, C. K., Bell, S. T., **Marentette, B. J.**, Fisher, D., Gerding, D. (April, 2010). *An Application of the Punctuated Equilibrium Model to Team Processes*. Poster presented at **the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.**
- Haynes, S., Halpert, J., **Marentette, B. J.**, & Lueck, M. (April, 2010). *Investigating Pregnancy and Marital Status Discrimination in Employee Performance Appraisals*. Interactive poster presented at **the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.**
- Halpert, J., Haynes, S., Lueck, M., **Marentette, B. J.** (April, 2010). *Attitudes about Pregnant Employees: Change over Twenty Years*. Interactive poster presented at **the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.**
- **Marentette, B. J.**, Kuang, D. C., & Meyers, L. S. (April, 2008). *An Investigation of Influence of Test Taking Fatigue on SJTs*. Poster presented at **the 23rd annual conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.**
- **Marentette, B. J.** & Throckmorton, D. (March, 2007). *Using On-Line Survey Tools to Complete Job Analyses*. Presented at the 21st Annual Personnel Testing Council of Northern California Conference, Sacramento, CA.

Publications:

- **Marentette, B. J.**, Meyers, L. S., Hurtz, G. M., & Kuang, D. C. (2012). Order Effects on Situational Judgment Test Items: A Case of Construct-Irrelevant Difficulty. *International Journal of Selection and Assessment*, 20, 318-332.
- Kalchman, M. & **Marentette, B. J.** (2012). Homework as test preparation: Its promise and efficacy. *Current Issues in Middle Level Education*, 17, 1-8.
- Bell, S. T. & **Marentette, B. J.** (2011). Team viability for long-term and ongoing organizational teams. *Organizational Psychology Review*, 1, 275-292.



COURTNEY WIERZBICKI (Nelson), PH.D.
Manager, Consulting Services

Background Statement:

Dr. Wierzbicki (formerly Nelson) is a consultant 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

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Society of Human Resource Management (SHRM)

Professional Experience:

2016 to Present

Industrial/Organizational Solutions, Inc.
Manager

- Performs all functions of a consultant, in addition to:
- Leads 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.
- Supervises 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.
- Manages 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 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
St. 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
St. Paul, MN	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2017
St. 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
St. 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.** (in press). 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.



Amy Eitapence, M.A.
Manager, Recruitment Services

Background Statement:

Ms. Eitapence is the manager for the recruitment 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. Ms. Eitapence also oversees and serves as a project manager for municipal clients in police officer/firefighter recruitment processes.

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:

- | | |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2014 to Present | <p>Industrial/Organizational Solutions, Inc. (IOS)
Manager, Recruitment Services</p> <ul style="list-style-type: none">• 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. |
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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

2011-2013

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

2011-2013

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
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.	2019
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.	2019
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.	2019

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
Berywn 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
Berywn 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



KAREN STEIGER, M.A.
Manager, Content Development

Background Statement:

Ms. Steiger has over 18 years' experience at IOS writing and editing entry-level and promotional tests for public safety agencies across the nation. Ms. Steiger developed the item-writing and editing guidelines that have now become standard company practice. She supervises the entire Technical Writing Division and assigns and evaluates the work of other team members. Ms. Steiger acts as a member of the Off-the-Shelf Testing Division, leading efforts to update and maintain our current off-the-shelf testing products as well as develop new examinations. She has written and edited IOS's entry-level and promotional off-the-shelf exams, including multiple forms of the NCJOSI, NFSI, NCJOSI², *Fundamentals of Law Enforcement* promotional exams and *Core Concepts of Law Enforcement Management* promotional exams, among many others. She continues to perform all technical writing duties as needed—including writing and editing entry-level and promotional tests for public safety agencies, developing and writing study guides, online practice tests and other candidate resources, and editing I/O Solutions' technical reports and marketing materials. Ms. Steiger has personally worked with nearly all of IOS's consulting clients, past and present, including the following:

- Arlington, TX Fire Department
- Atlanta, PD Police Department
- Austin, TX Police and Fire Departments
- Baltimore, MD Police Department
- Buffalo, NY Police Department
- Cobb County, GA Sheriff's Office
- Cook County, IL Sheriff's Department
- East Point, GA Fire and Police Departments
- The Florida Department of Law Enforcement
- Fort Lauderdale, FL Fire Department
- Gwinnett County Corrections, Fire, Police and Sheriff's Departments
- Houston, TX Police Department
- Massachusetts State Police
- Metra Police Department
- Portland, ME Fire and Police Departments
- Prince William County, VA Fire Department
- San Antonio, TX Fire and Police Departments
- San Diego, CA Police Department
- Shelby County, TN Fire Department
- The Southern Nevada Health District
- Springfield, IL Fire and Police Departments
- St. Lucie County, FL Fire District
- Stamford, CT Police Department
- Tacoma, WA Police Department
- Warwick, RI Fire and Police Departments



Maxwell G. Porter, M.S.
Manager, Testing Services

Background Statement:

Mr. 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 also is currently in the process of completing his PhD in Industrial-Organizational Psychology at Illinois Institute of Technology. Mr. 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, Mr. 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 (2019 expected)

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:

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.

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
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
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.	2020

	Provided written exam for ~600 candidates and delivered comprehensive adverse impact report of test outcomes.	
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 & criterion) 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



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
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	2017-2018

	reports.	
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	2016

	orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	
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 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.	2016
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	2014-2015

	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.	
Fairfax County Police Department	Development and validation of Physical Ability Test for entry-level Police Officer and entry-level Animal Control Officer positions.	2010-2015
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 multisource 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.



Irfan Bhanji, M.A.
Senior Assessment Consultant

Background Statement:

Irfan joined IOS in 2012 as an associate consultant. He has managed all phases of promotional selection processes for agencies across the country. He delivers excellence to clients in terms of customer service, professionalism, expertise and overall client satisfaction.

Education:

Elmhurst College
M.A. in Industrial/Organizational Psychology (2011)

Northern Illinois University
B.S. in Psychology (2009)

Affiliations:

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

Professional Experience:

- | | |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2019-Present | Senior Assessment Consultant, I/O Solutions, Inc. <ul style="list-style-type: none">• Manages consulting projects, including, determination of project deliverables, scheduling, communications, client relations, and ensuring the technical quality of all work to be completed• Develops and administers assessment centers and assessor training• Conducts subject matter expert meetings to review test content and items |
| 2014-Present | Assessment Consultant, I/O Solutions, Inc. <ul style="list-style-type: none">• Manages consulting projects, including, determination of project deliverables, scheduling, communications, client relations, and ensuring the technical quality of all work to be completed• Develops and administers assessment centers and assessor training• Conducts subject matter expert meetings to review test content and items |

2012-2014

Associate Consultant, I/O Solutions, Inc.

- Manages and assists project managers on consulting projects, including, determination of project deliverables, scheduling, communications, client relations, and ensuring the technical quality of all work to be completed
- Develops and administers assessment centers and assessor training
- Conducts subject matter expert meetings to review test content and items

2010-2010

HR Intern – YWCA of Metropolitan Chicago

- Developed, administered, and analyzed annual employee survey
- Facilitated focus groups to gather employee feedback on the organizational environment of the agency
- Presented survey results and action plan to senior management team
- Communicated with a variety of departments and stakeholders at agency

Summary of Selection Projects:

Client	Project Description	Timeframe
Baltimore City Fire Department	Development of Job Knowledge Assessment Center for the rank of Suppression Captain and Lieutenant	2019
Baltimore City Fire Department	Development of Job Knowledge Assessment Center for the rank of EMS Captain and Lieutenant	2019
Kansas City, Kansas PD	Developed written exam and assessment center for the rank of Police Sergeant and Detective	2019
Kansas City, Kansas FD	Developed written exam and assessment center for the rank of Fire Captain	2019
Kansas City, Kansas FD	Conducted Job-Analysis for the ranks of Fire Captain and Battalion Chief	2019
Guilford Sheriff's Office	Developed assessment center for the rank of Sworn Sergeant, Sworn Lieutenant, Detention Sergeant and Detention Lieutenant	2019
Cincinnati, OH	Developed assessment center for the rank of Police Captain	2019
Cincinnati, OH	Developed written exam and assessment center for the rank of Fire District Chief	2019
Cincinnati, OH	Developed assessment center for the rank of Fire Captain	2018
Richfield, MN	Developed assessment center for the rank of Police Sergeant & Lieutenant	2018
Guilford Sheriff's Office	Developed assessment center for the rank of Sworn Sergeant, Sworn Lieutenant, Detention Sergeant and Detention Lieutenant	2018

August, GA Fire Department	Job knowledge written examination and assessment center development for the rank of Sergeant, Lieutenant, and Captain	2018
Kansas City, Kansas PD	Conducted Job-Analysis for the ranks of Police Sergeant, Detective and Captain	2018
Indianapolis, IN	Conducted Job-Analysis for the ranks of Police Sergeant, Lieutenant, and Captain	2017
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Police Sergeant.	2017
Baltimore City Fire Department	Development of Job Knowledge Assessment Center for the rank of EMS Captain and Lieutenant	2017
Baltimore City Fire Department	Development of Job Knowledge Assessment Center for the rank of Suppression Captain and Lieutenant	2017
Cincinnati, OH	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Fire Lieutenant	2017
Baltimore City Fire Department	Development of Job Knowledge Written Exam & Practicum for Emergency Vehicle Driver and Pump Operator	2016
St. Charles, MO	Development of Job Knowledge Written Exam & Assessment Center for the rank of Police Sergeant	2016
Baltimore City Fire Department	Development of Job Knowledge Assessment Center for the rank of Suppression Battalion Chief	2016
Omaha, NE	Development of Assessment Center for the rank of Fire Chief	2016
Northbrook, IL	Job knowledge written examination and assessment center development for the rank of Fire Captain.	2016
Cobb County, GA	Conducted Job-Analysis and developed assessment center for the rank of Battalion Chief and Deputy Chief	2016
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Police Lieutenant.	2016
Montgomery Sheriff	Job knowledge written examination and assessment center development for the rank Sergeant and Lieutenant.	2016
Elmhurst Fire Department	Job knowledge written examination and assessment center development for the rank of Fire Lieutenant and Battalion Chief.	2016
IL State University Civil Service	Oral Interview development for the rank of Police Officer.	2015
IL State University Civil Service	Assessment center development for the rank of Police Sergeant.	2015
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination for the rank of EMS Lieutenant	2015

Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of EMS Captain.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination for the rank of Suppression Captain and Lieutenant.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of EMS Battalion Chief.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Sergeant and Lieutenant.	2015
Omaha, NE	Physical Ability Test (PAT) development and validation for the rank of Police Officer.	2015
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Fire Apparatus Engineer.	2015
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Police Sergeant.	2015
Omaha, NE	Assessment center development for the rank of Deputy Police Chief.	2015
Woodridge, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2015
Cedar Rapids, PD	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Sergeant and Lieutenant.	2015
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2014
St. Louis PD	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Lieutenant and Captain.	2014
Omaha, NE	Assessment center development for the rank of Fire Chief.	2014
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Fire Battalion.	2014
Omaha, NE	Job knowledge written examination and assessment center development for the ranks of Police Lieutenant.	2014
Omaha, NE	Assessment center development for the rank Paramedic Supervisor.	2014
Hoffman Estates, IL PD	Job knowledge written examination and assessment center development for the ranks of Sergeant and Lieutenant	2014
Westmont, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2014
Cook County Forest Preserve PD	Job knowledge written examination and assessment center development for the rank of Sergeant and Deputy Commander.	2014

Darien, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2014
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2013
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Police Sergeant.	2013
Omaha, NE	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Assistant Fire Marshal.	2013
Omaha, NE	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Paramedic Supervisor.	2013
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Fire Apparatus Engineer.	2013
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2012
Omaha, NE	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Assistant Fire Chief.	2012
Darien, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2012



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 Assessment 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 validation analyses and authored 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

1993-1994 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

1990-1993 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 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
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



Andrew Weedfall, Ph.D.
Assessment Consultant

Background Statement:

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

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:

2019 to Present

Industrial/Organizational Solutions, Inc.
Consultant

- Consults with public safety agencies to develop, validate, 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 to 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
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.



Christen Dovalina, M.S.
Assessment Consultant

Background Statement:

Ms. Dovalina joined IOS in 2015. She is familiar with best practices in selection test development and validation, including job analysis, test plan development, criterion-related validity analysis, adverse impact analysis, and utility analysis.

Education:

Texas A&M University
M.S. in Industrial/Organizational Psychology (2014)

Bradley University
MBA – Management Concentration (2010)

Bradley University
B.S. in Psychology (2006)

Affiliations:

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

Professional Experience:

2018 to Present Assessment Consultant, I/O Solutions, Inc.

- Consults with public safety agencies to develop, validate, and defend entry-level and promotional testing/assessment systems
- Independently and simultaneously manages multiple assessment development and validation projects
- 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, documenting all aspects of the process and validation evidence to support assessments

2015 to 2018 Assessment Specialist, I/O Solutions, Inc.

- Managed and assisted project managers on consulting projects, including the development, validation, and defense of entry-level and promotional testing/assessment systems
- Developed and administered assessments centers, including

- assessor training
- Conducted subject matter expert meetings to review and validate exam content
- Developed technical reports for processes, documenting all aspects of the process and validation evidence to support assessments

Summary of Selection Projects:

Client	Project Description	Timeframe
Massachusetts State Police Department	Developed Sergeant written examination (MMU).	2019-2020
Arlington, TX Fire Department	Developed written examinations for the ranks of Apparatus Operator, Captain, and Lieutenant.	2019-2020
Austin, TX Police Department	Developed Detective/Corporal written examination and wrote written exam report.	2019-2020
DFW International Airport Police Services	Developed Sergeant and Lieutenant written examinations and specialty SOI questions	2019
Round Rock, TX Fire Department	Developed Captain and Battalion Chief written examination.	2019
Montgomery County, MD Department of Correction and Rehabilitation	Developed Sergeant and Lieutenant written examinations. Developed and administered Sergeant and Lieutenant assessment centers.	2019
Gwinnett County, GA Police Department	Developed and administered Communications Officer III, Communications Officer IV, and Communications Shift Supervisor assessment centers.	2019
Moline, IL Fire Department	Developed and administered Captain assessment center.	2019
Chattanooga, TN Police Department	Developed Sergeant and Lieutenant written examinations and assessment centers.	2019
Gwinnett County, GA Sheriff's Office	Developed Corporal, Sergeant, and Lieutenant written examinations. Developed and administered Lieutenant assessment center.	2019
Gwinnett County, GA Corrections Department	Developed Corporal, Sergeant, and Lieutenant written examinations. Developed and administered Sergeant and Lieutenant assessment center.	2019
Austin, TX Police Department	Developed Lieutenant written examination.	2019
Jacksonville Sheriff's Office Police Department	Assisted with development of Sergeant and Lieutenant assessment center exercises and assessment center administration.	2019
Jacksonville Sheriff's Office Corrections Department	Assisted with development of Sergeant and Lieutenant assessment center exercises and assessment center administration.	2019

Massachusetts State Police Department	Developed Sergeant written examination.	2019
Austin-Travis County, TX EMS	Assisted with development of Commander Field assessment center. Administered Captain Communications assessment center.	2019
Gwinnett County, GA Police Department	Developed and administered Corporal, Sergeant, and Lieutenant written examinations. Developed and Administered Sergeant and Lieutenant assessment center.	2019
Arlington, TX Fire Department	Developed written examinations for the ranks of Fire Prevention Specialist, Deputy Fire Marshal, Fire Investigator Bomb Technician, Apparatus Operator, Captain, and Lieutenant.	2018 - 2019
Austin, TX Police Department	Assisted with development and administration of Sergeant and Commander written examinations and assessment centers.	2018-2019
Moline, IL Police Department	Developed and administered Sergeant and Lieutenant written examinations and Lieutenant assessment center.	2018
Plano, IL Police Department	Administered Sergeant assessment center.	2018
Moline, IL Fire Department	Developed Lieutenant written examination and developed and administered assessment center.	2018
Gwinnett County, GA Police Department	Developed and administered Communications Officer III, Communications Officer IV, and Communications Shift Supervisor assessment centers.	2018
Montgomery County, MD Fire and Rescue Service	Administered Lieutenant assessment center.	2018
Montgomery County, MD Sheriff's Office	Administered Sergeant and Lieutenant structured oral interviews.	2018
Jacksonville Sheriff's Office Police Department	Developed Sergeant and Lieutenant assessment center exercises and assisted with assessment center administration.	2018
Jacksonville Sheriff's Office Corrections Department	Conducted job analysis for the ranks of Sergeant and Lieutenant.	2018
Chattanooga, TN Police Department	Administered Captain assessment center.	2018
Illinois State Police	Administered Master Sergeant assessment center.	2018
Austin-Travis County, TX EMS	Administered Captain Communications assessment center.	2018
Plano, TX Fire Department	Developed written examinations for the ranks of Deputy Chief, Lieutenant, Fire Engineer, and Captain.	2018
Montgomery County, MD Department of Correction and Rehabilitation	Administered Lieutenant structured oral assessment.	2018
Arvada, CO Fire Department	Administered Paramedic assessment center.	2018

Gwinnett County, GA Sheriff's Office	Developed Corporal, Sergeant, and Lieutenant written examinations.	2018
Gwinnett County, GA Corrections Department	Developed Corporal, Sergeant, and Lieutenant written examinations. Developed and administered Sergeant and Lieutenant assessment center.	2018
DFW International Airport Police Services	Developed Sergeant and Lieutenant written examinations and specialty SOI questions, conducted assessor/administrator training, and wrote technical report.	2017 - 2018
Moline, IL Fire Department	Developed and administered Battalion Chief assessment center.	2017 - 2018
Plano, TX Fire Department	Developed Captain written examination.	2017 - 2018
Austin, TX Police Department	Developed Detective/Corporal written examination and wrote written exam report.	2017
Houston, TX Police Department	Developed Captain and Sergeant make-up assessment center exercises.	2017
Dallas, TX Police Department	Developed Sergeant and Lieutenant assessment center exercises and wrote Lieutenant technical report.	2017
Jacksonville Sheriff's Office Police Department	Conducted job analysis for the ranks of Sergeant and Lieutenant.	2017
Raleigh, NC Police Department	Conducted job analysis interviews for ranks of Detective, Sergeant, and Lieutenant.	2017
Arlington, TX Fire Department	Developed Lieutenant and Captain assessment center exercises and administered assessment center.	2017
Gwinnett County, GA Sheriff's Office	Developed and administered Corporal, Sergeant, and Lieutenant written examinations. Developed and administered Lieutenant assessment center.	2017
Gwinnett County, GA Police Department	Developed and administered Corporal, Sergeant, and Lieutenant written examinations. Developed and Administered Sergeant and Lieutenant assessment center.	2017
Buffalo, NY Police Department	Conducted job analysis interviews for the ranks of Detective, Detective Sergeant, and Lieutenant.	2017
Round Rock, TX Fire Department	Developed Driver Engineer and Lieutenant written examination.	2017
Plano, TX Fire Department	Developed Captain, Driver Engineer, Lieutenant, Deputy Chief, and Battalion Chief written examinations.	2017
Moline, IL Police Department	Developed and administered Sergeant and Lieutenant written examinations and Lieutenant assessment center.	2017
Gwinnett County, GA Police Department	Developed and administered Communications Officer III, Communications Officer IV, and Communications Shift Supervisor assessment centers.	2017
Rockford, IL Police Department	Developed Lieutenant structured oral interview.	2017

Tulsa, OK Fire Department	Conducted job analysis interviews, observations, and JAQ analyses for ranks of Fire Equipment Operator, Captain, District Chief, Assistant Chief, and Deputy Chief. Wrote job analysis technical report.	2016 - 2017
Chicago, IL Fire Department	Conducted job analysis for Ambulance Commander and Paramedic Field Chief and wrote job analysis technical report. Assisted with development of written examination and structured oral interview.	2016 - 2017
Montgomery County, MD Fire and Rescue Service	Wrote promotional process technical report for the ranks of Master Firefighter and Lieutenant.	2016
Bridgeport, CT Police Department	Wrote promotional process technical report for the rank of Captain.	2016
Austin, TX Police Department	Wrote job analysis technical report for rank of Commander.	2016
Arlington, TX Fire Department	Wrote job analysis technical report for the ranks of Lieutenant and Captain.	2016
Montgomery County, MD Police Department	Wrote job analysis technical report for the rank of Captain.	2016
Chattanooga, TN Police Department	Wrote job analysis technical report for the ranks of Sergeant, Lieutenant, and Captain	2016
Chattanooga, TN Police Department	Developed Sergeant, Lieutenant, and Captain assessment center exercises and administered assessment centers.	2016
Moline, IL Police Department	Developed and administered Captain assessment center.	2016
Lakewood, CO Police Department	Conducted Police Officer Structured Oral Interview assessor training.	2016
Los Alamos, NM Police Department	Developed Sergeant assessment center exercises and administered assessment center.	2016
Des Plaines, IL Fire Department	Developed Lieutenant assessment center exercises.	2016
Norwalk, CT Fire Department	Developed and administered firefighter structured oral interview.	2016
Providence, RI Police Department	Conducted assessor training for entry level SOI.	2016
Savannah-Chatham, GA Metropolitan Police Department	Developed Sergeant assessment center exercises and administered assessment center.	2016
Cook County, IL Sheriff's Office	Conducted job analysis interviews for the ranks of Corrections Sergeant and Lieutenant, Court Services Sergeant and Lieutenant, and Sheriff's Police Officer, Sergeant, and Lieutenant.	2015
Springfield, MO Police Department	Developed Sergeant assessment center exercises and administered assessment center.	2015

Montgomery County, MD Fire and Rescue Service	Developed Captain assessment center exercises and administered assessment center.	2015
Des Plaines, IL Police Department	Developed Sergeant assessment center exercises and administered assessment center.	2015
Bridgeport, CT Police Department	Conducted job analysis for Captain. Developed assessment center exercises and administered assessment center.	2015
Illinois State Police	Developed Lieutenant and Captain assessment center exercises and administered assessment center.	2015
Gwinnett County, GA Sheriff's Department	Conducted job analysis interviews and wrote technical report for the ranks of Corporal, Sergeant and Lieutenant.	2015

Publications:

- Berry, C. M., Barratt, C. L., **Dovalina, C. L.**, & Zhao, P. (2014). Can racial/ethnic subgroup criterion-to-test standard deviation ratios account for the conflicting differential validity and differential prediction evidence for cognitive ability tests? *Journal of Occupational and Organizational Psychology*, 87, 208 – 220. doi:10.1111/joop.12036

Conference Presentations:

- Asenuga, O. A., **Dovalina, C. L.**, & Berry, C. M. (2014, May). *Other-Ratings of Counterproductive Work Behaviors: A Meta-analysis*. Poster presented at the 2014 annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Barratt, C. L., **Dovalina, C. L.**, Zhao, P., Lomeli, L., & Berry, C. M. (2013, April). *Frequency versus time-lost: Not proxies for voluntary and involuntary absence*. Poster presented at the 2013 annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- **Dovalina, C. L.**, Berry, C. M., & Sackett, P. R. (2013, April). *Self-efficacy: Incremental validity beyond ability and implications for differential prediction*. Poster presented at the 2013 annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Barratt, C. L., **Dovalina, C. L.**, Zhao, P., & Berry, C. M. (2012, April). *Effects of subgroups' variances on cognitive ability test differential validity*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- **Dovalina, C. L.** & Berry, C. M. (2012, April). *Race differences in within-persons grade variability*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.



Veronica Jenssen, M.A.
Senior Assessment Specialist

Background Statement:

Veronica joined IOS in 2016. She is familiar with best practices in selection test development and validation. Her areas of expertise include, job analyses, data analysis, development of job knowledge exams and assessment center exercises, validation of selection processes, and technical report writing.

Education:

University of Tulsa
M.A. in Industrial/Organizational Psychology (2016)

Colorado State University
B.S. in Psychology with a concentration in Industrial/Organizational Psychology (2013)

Colorado State University
B.A. in Journalism/Technical Writing with a concentration in Public Relations (2013)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

- | | |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2016-Present | Assessment Specialist, I/O Solutions, Inc. <ul style="list-style-type: none">• Work directly with consultants to develop, validate and implement assessment centers for jobs in the public safety industry.• Collaborate with others to conduct job analyses• Develop structured oral interviews• Use SPSS and Excel to analyze data gathered from job analyses and assessment centers• Implement and maintain test security on site at assessment centers• Develop and edit technical reports• Work with clients to development job-knowledge exams |
| 2014-2016 | International Research Intern, Hogan Assessment Systems <ul style="list-style-type: none">• Assemble and maintain item translations, equivalence analyses and international norms for Hogan's personality assessments• Conduct job analyses for clients |

- Write and edit abstracts, short technical reports, and long technical reports documenting the evidence and recommendations for selection processes for international clients
- Establish customized personality scale cut-scores for international client's selection solutions based on criterion-related validation evidence and validity generalization evidence
- Aid research consultants in preparation and presentation of study results to clients

Summary of Selection Projects:

Client	Project Description	Timeframe
Buffalo, NY Fire Department	Compilation of promotional process technical report for the rank of Captain	2020
Monroe County, NY Sheriff's Office	Development of Court Security Sergeant assessment center	2020
Carrollton, TX Fire Department	Development of written exams for various ranks	2019-2020
Clarksville, TN Police Department	Development of annual promotional process for Captain, Lieutenant, and Sergeant rank	2019 - 2020
Davenport, IA Police and Fire	Development of written exams for Sergeant and Corporal (police) and fire engineer	2019 - 2020
New Jersey Chiefs of Police	Development of written exams for various New Jersey Departments	2019-2020
Roanoke County, VA Police Department	Development of Police Officer II and Sergeant written examination	2016 - 2020
Greeley, CO Fire Department	Development of Battalion Chief written assessment	2019
Monroe County, NY Sheriff's Office	Development of Investigator Sergeant assessment center	2019
Racine, WI Police Department	Development of lieutenant assessment center	2019
Broken Arrow Fire Department	Development of captain assessment center	2019
Bridgeport, CT Police Department	Compilation of promotional process technical report for the rank of sergeant	2019
Montgomery County, OH Sheriff's Office	Development of written exam for Sergeant Rank	2018-2019
Pueblo, CO Police Department	Development of Lieutenant and Sergeant written examination	2017 - 2019

Rockford, IL Police Department	Development of Sergeant and Police Investigator written examination	2017 - 2019
Indianapolis, IN Fire Department	Compilation of promotional process technical report for the ranks of Lieutenant, Captain, and Battalion Chief	2018
Broken Arrow, OK Fire Department	Job analysis for the ranks of captain and battalion chief	2018
Illinois State Police	Development of the Master Sergeant SOI exercise	2018
Guilford County, NC Police Department	Development of the Sworn Sergeant SOI exercise	2018
Mississippi Highway Safety Patrol	Compilation of Technical Report for the Ranks of Master Sergeant, Lieutenant and Captain	2018
Warwick, RI County Police Department	Development of Lieutenant and Captain written examination	2016 - 2018
Council Bluffs, IA Fire Department	Development of Fire Engineer and Fire Marshal written examination	2017 - 2018
Illinois State Police	Compilation of Technical Report for the Ranks of Trooper, Sergeant & Master Sergeant, and Lieutenant and Captain	2016 - 2018
Providence, RI Police Department	Development of Lieutenant written examination	2017
Cranston, RI Police Department	Development of Captain and Lieutenant written examination	2017
Tri-Lakes Monument Fire Department	Development of Lieutenant written examination	2017
San Francisco Fire Department	Compilation of Technical Report for the rank of Battalion Chief	2017
Omaha, NE Police Department	Development of structured oral interview questions for the rank of Sergeant	2017
San Francisco Police Department	Compilation of Technical Report for the rank of Lieutenant	2016-2017
Los Alamos Fire Department	Development of Structured Oral Interview for Fire Captain and Battalion Chief	2016



Nick Jochim, M.A.
Assessment Specialist

Background Statement:

Nick Jochim joined IOS in February of 2018. He completed his Master's Degree in Industrial/Organizational Psychology from Elmhurst College in May 2019. Nick Jochim has experience with job analysis, test development and validation, assessment administration and recruitment.

Education:

Elmhurst College
M.A. in Industrial/Organizational Psychology (2019)

Elmhurst College
B.A. in Psychology (2017)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2019-Present

Assessment Specialist, I/O Solutions, Inc.

- Works directly with consultants and consulting managers to develop, validate and implement promotional processes for public safety clients.
- Facilitates item review meetings with clients
- Manages and conducts job analyses to gather information about position(s) of interest
- Manages written exam projects
- Uses SPSS and Excel to generate results for various reports

2018-2019

Consulting Coordinator, I/O Solutions, Inc.

- Manages recruitment of assessors for I/O Solutions' assessment processes
- Coordinates with assessors on travel arrangements, expenses and logistics
- Reviews and proofs documents related to assessments
- Print and prepare assessment and testing materials

Summary of Selection Projects:

Client	Project Description	Timeframe
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
Colorado State Patrol	Developed and administered an assessment center for the rank of Major	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
St. 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
Colorado State Patrol	Developed and administered an assessment center for the rank of Captain	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



Haley Kilbride, M.A.
Assessment Specialist

Background Statement:

Haley joined IOS in 2017. She obtained her Master's Degree in Industrial/Organizational Psychology from Elmhurst College. Haley has experience in the job analysis process and item writing. She also is experienced in developing, validating and administering assessment centers and job knowledge exams.

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:

May 2019 to Present

Assessment Specialist, 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 administration
- Communicated with clients and third party vendors to ensure all aspects of the process are complete and meet their requirements.
- 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.
- 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
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
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



Jacob Wolfarth, M.S.
Assessment Specialist

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:

Indiana University – Purdue University of Indianapolis
M.S. in Industrial/Organizational Psychology (2018)

Butler University
B.A. in Music (2016)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2019-Present

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 and conducts 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 the past year.

Client	Project Description	Timeframe
Dallas Fire Department	Assessment center for the rank of Lieutenant	2020
Portland Fire Department	Job analysis, written exam, and assessment center for the rank of Lieutenant	2020
Grand Rapids Police Department	Assessment center for the ranks of Sergeant, Lieutenant, and Captain	2020
Ann Arbor Police Department	Assessment center for the ranks of Sergeant and Lieutenant	2020
Chattanooga Fire Department	Assessment center for the ranks of Battalion Chief, Captain, and Lieutenant	2019
Moline Fire Department	Assessment center for the rank of Captain	2019
Gwinnett County Fire Department	Assessment center for the rank of Lieutenant	2019
Chattanooga Police Department	Assessment center for the ranks of Sergeant and Lieutenant	2019
Montgomery County Fire and Rescue Service	Assessment center for the ranks of Captain and Battalion Chief	2019
Dallas Fire Department	Assessment center for the ranks of Battalion Chief and Captain	2019
Ann Arbor Police Department	Assessment center for the ranks of Sergeant and Lieutenant	2019
Detroit Police Department	Structured oral interview and written examination for the ranks of Sergeant, Detective, and Lieutenant	2019
Grand Rapids Police Department	Assessment center for the ranks of Sergeant, Lieutenant, and Captain	2019
Portland Fire Department	Job analysis and assessment center for the rank of Captain	2019
Cobb County Sheriff's Office	Assessment center for the ranks of Sergeant and Lieutenant	2019
Virginia Beach Police Department	Assessment center for the rank of Sergeant.	2019
Columbia Police Department	Job analysis for the ranks of Corporal, Sergeant, and Lieutenant.	2019



Harry Vuong, M.A.
Senior Consulting Coordinator

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 administering assessment centers and promotional job knowledge written exams. 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:

- | | |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2019-Present | Senior Consulting Coordinator, I/O Solutions, Inc. <ul style="list-style-type: none">• 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. <ul style="list-style-type: none">• 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
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



Robert W. Szarek, M.A.
Consultant/Sr. Researcher, Testing Services

Background Statement:

Robert has worked in the Research & Development (also known as *Testing Services*) department of IOS since obtaining his Master's Degree in Industrial-Organizational Psychology from Elmhurst College in 2012. Over the course of his tenure at IOS, Robert engaged in numerous client projects leveraging skills in statistical analyses to aid in test customization, validation and technical report composition. Of particular interest to Robert is the development and advancement of job analysis related techniques, including researching innovative ways to analyze and present job analysis data to clients. Most recently, Robert has undertaken additional internal projects related to the development of feedback reports for candidates testing for various agencies, in addition to the development of customized scoring dashboards for real time data analytics. Robert also engages in the internal development of new off the shelf examinations and products. Some specific areas of statistical analyses that Robert has previously engaged in with clients on a statewide and municipal level include:

- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Content-validation (CVR implementation, Angoff calculation, SME review sessions)
- Cut score analysis & defensibility
- Classical test theory item-analysis
- Legal issues in personnel selection
- Differential item functioning (DIF)
- Validity Transportation

Robert also possesses a keen interest in the following areas of the field:

- Open Source "R" Software (Packages: ggplot2, tidyverse, haven, xlsx, dplyr, psych, shiny)
- Introductory Python skills
- SPSS Syntax Script Writing
- Structured Oral interview (SOI) development, implementation and scoring

Education:

Elmhurst College, Elmhurst, IL
Master of Arts, Industrial-Organizational Psychology (Graduated in 2012)

Northeastern Illinois University, Chicago, IL
Bachelor of Science, Psychology (Graduated in 2010)
Minor: Philosophy

Professional Experience:

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

2012 to June 2017 Industrial/Organizational Solutions, Inc. (IOS)
 Research Analyst, Testing Services

Summary of Selection Projects:

Client	Project Description	Timeframe
Washington State Patrol	Exam validation with entry level troopers	2017
Peoria, IL	Administration and on-site scoring of entry level police officer examination	2016 - Current
College of DuPage	Online Consortium testing for entry level firefighters	2016 - Current
Cincinnati, OH	Entry level firefighter and police officer testing and scoring	2017 - Current
Dallas, TX	Job analysis study of four promotional ranks in the police department	2016 - 2017
Houston, TX	On site scoring of promotional police testing processes	2016
Kalamazoo, MI	Entry Level Candidate Training Sessions	2016 - Current
Rhode Island State Police	Written Examination Scoring, and Structured Oral Interview development, scoring	2017 - Current
Milwaukee, WI	Entry Level Firefighter Written Examination scoring and Structured Oral Interview development, administration and scoring	2017 - Current
Charleston, SC	Structured Oral Interview Training and Scoring	2017 - Current
Springfield, IL Police Department	Written Examination Scoring and Structured Oral Interview Development	2017 - Current
Springfield, IL Fire Department	Written Examination Scoring and Structured Oral Interview Development	2017 - Current
San Antonio, TX Fire Department	Development of entry-level written examination for 2,600 candidates participating in the 2016 SAFD examination process	2015 - Current
Montgomery County, DOCR	Development of video-based entry-level testing process	2019 - Current
Montgomery County, Maryland	Custom entry-level written examination and structured oral interview procedure for the fire department.	2016 - Current
New York Civil Service Commission	Engage in the analysis and technical report compilation of the statewide job analysis study performed in 2015.	2016 - Current
San Antonio, TX Police Department	Development of online entry-level written examination for the police department including standardization.	2015 - Current
Massachusetts Trial Court, MA	Compilation of technical report	2015-2016
St. Andrews, SC	Archival data analysis on all prior testing cycles to recommend revised procedures for employee selection.	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. Compiled all relevant technical documentation outlining scope of work performed.	2015 - Current
FDLE, Florida	Oversee the day to day operation of our online testing platform (PS3) for numerous testing campuses across the state.	2012 - Current
Illinois State Police (ISP)	Entry Level SOI Development. Overseeing of uploading promotional examinations to online testing system.	2014 - Current



Alexa Bolwin, M.A.
Research Analyst, 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 an analyst, Alexa often uses various statistical analyses to aid in test customization, validation, and technical report composition.

As an analyst, 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:

March 2019- Present	Industrial/Organizational Solutions, Inc. (IOS) Research Analyst
September 2016- March 2019	Industrial/Organizational Solutions, Inc. (IOS) 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
Caledonia, WI Fire Department		
Gainesville, GA Fire Department		
Waterford, MI Fire Department		
Sylvania Township, OH Fire Department		
Dawson County, GA Fire Department		
North Port, AL Fire Department		
South Haven, MI Fire Department		
Monroe, OH Fire Department		
Pflugerville, TX Fire Department	Oversaw local content validation survey administration, data analysis, and reporting for off-the-shelf promotional examinations.	2018-2020
Pendleton, OR Fire Department		
Burton, OH Fire Department		
Fayetteville, AR Fire Department		
South Chicago Heights, IL Fire Department		
Anchorage, AK Police Department		
West Des Moines, IA Fire Department		
Sandusky, OH Police Department		
Milton, GA Fire Department		
LaGrange Park, IL Police Department		

Milton, GA Fire Department		
DeSoto County, MS Police Department		
Mount Vernon, OH Police Department		
Princeton, IL Fire Department		
Gladstone, MO Fire Department		
North Branford, CT Police Department		
Topsfield, MA Fire Department		
Papillion, NE Police Department		
West University Place, TX Fire Department		
Florence, AL Fire Department	Oversaw local content validation survey administration, data analysis, and reporting for off-the-shelf promotional examinations.	2018-2020
Southaven, MS Police Department		
Clinton, IA Fire Department		
Dayton, VA Police Department		
Barboursville, WV Police Department		
Reading, PA Fire Department		
Clayton County, GA Fire Department		
Reading, PA (Fire EMS Fire Department)		
Robinson, IL Police Department		
Lebanon, OH Police Department		
Windsor Severance, CO Fire Rescue		

Massachusetts Trial Court	Oversaw online examination registration for entry-level and promotional examination processes.	2017-2020
San Antonio Police and Fire Department	Assisted with writing custom cognitive ability items semi-annually.	2016-2020
New York State Department of Civil Service	Assisted with custom situation-based item writing process. Assisted with development of items measuring cognitive ability. Assisted with development of and managed the administration of an online performance evaluation tool. Assisted with validity transportation process for four entry-level positions in the State of New York; delivered online survey; analyzed survey results and compiled report.	2016-2019
Massachusetts Trial Court	Assisted with development of and administered online performance evaluation tool.	2019
Austin-Travis County EMS	Assisted with development of 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 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



Taylor DeSantis, M.S.
Research Analyst, Testing Services

Background Statement:

Taylor joined IOS in July of 2019. He obtained his Master's Degree in Industrial/Organizational Psychology from Baruch College in 2017. As an analyst, Taylor often uses various statistical analyses to aid in test customization, validation, and technical report composition.

Education:

Baruch College, Weissman School of Arts and Sciences, New York, NY
Master of Science: Industrial/Organizational Psychology (2017)

University of Albany, Albany, NY
Bachelor of Arts, Psychology (2014)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

- | | |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2019 to Present | Industrial/Organizational Solutions, Inc.
Research Analystist <ul style="list-style-type: none">• Conducts job analysis (interviews and observations) to identify the essential knowledge, skills, and abilities and other characteristics necessary for performance• Creates and administers surveys for validity transportation• Runs adverse impact analyses• Performs statistical significance testing• Conducts criterion-related validation studies• Analyzes validity transportation results |
| 2017 to 2019 | Department of Citywide Administration Services
Tests and Measurement Specialist <ul style="list-style-type: none">• Conducted job analysis (interviews and observations) to identify the essential knowledge, skills, and abilities and other characteristics necessary for performance• Oversight of item creation for multiple-choice tests, including item writing, revisions of material, test review and exam administration• Created education and experience-based exams• Determined merit of qualifications for education and experienced-based exams for initial exam and for protests |

- Oversaw test validation boards comprised of subject matter experts
- Headed research for the development of new multi-title test process

Summary of Selection Projects:

Client	Project Description	Timeframe
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
Peoria, IL Fire Department	Administration of entry-level fire fighter examination	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 & criterion) 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
Cook County Sheriff's Office	Job Analysis and & Validity Transportation process for entry-level Patrol Officer position. Analyzed JAQ data and compiled transportability report.	2019
San Antonio Police and Fire Department	Assisted with writing custom cognitive ability items.	2019
Elk Grove Village, IL Fire Department	Data clean-up, analyzation of data, and scoring of written exams.	2019 - 2020
LaGrange, IL Fire Department		
Wilmette, IL Police Department		

Grayslake, IL Fire Department		
Elmwood Township, MI Fire Department		
Geneva, IL Fire Department		
Elmhurst, IL Police Department		
Des Plaines, IL Fire Department		
Arlington Heights, IL Police Department		
Hinsdale, IL Fire Department		
Wheaton, IL Fire Department		

Project Management

IOS' 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.

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 promotional assessment centers for the ranks of Sergeant and Lieutenant for the City of Kyle 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.

Job Analysis

IOS recommends conducting a job analysis if a current one does not exist. Job analysis is essential for validation and defense of the promotional process.

To begin the job analysis, IOS will interview a stratified random sample of job incumbents for the target position. The sample will be stratified to ensure that a representative number of minorities and females are interviewed. Incumbents will be questioned about critical tasks, daily routines, essential job knowledge, critical skills and abilities, job challenges, critical job incidents, etc. In addition to interviewing incumbents, we will observe them doing their jobs. IOS will also interview a sample of supervisors to gain an additional perspective concerning job duties and responsibilities.

Based on information obtained during the interviews/observations, IOS will develop a comprehensive job analysis questionnaire (JAQ). The JAQ contains a list of all potential tasks and KSAPs that are associated with the job. This questionnaire will be completed by a sample of incumbents to gain information about the nature of the job. Incumbents will rate each task or KSAP as to its importance (how important successful completion of the task is to the job) and frequency (how often the task is performed). Specific scales will be used to make these ratings. Prior to its administration, IOS will request that a group of subject matter experts (SMEs) who supervise the target position review the JAQ to ensure that it accounts for all job tasks and

KSAPs, uses familiar language and is organized in a meaningful way. After obtaining feedback and making any necessary revisions, IOS will coordinate the administration of the JAQ.

The JAQ will be administered to a large sample of incumbents. Incumbents will receive the JAQ along with a computer-scannable answer sheet on which ratings will be collected. We will ask the department to coordinate the completion of the JAQs and direct incumbents to turn the JAQ into a supervisor within approximately two weeks. At the end of this period, all JAQs will be returned to IOS for analysis.

JAQ data gathered from incumbents will be analyzed to identify those tasks and KSAPs that are essential to the target job. This will be done by combining the “importance” and “frequency” ratings. Generally, the ratings given to any task or KSAP will be weighted using the following formula: $.666(\text{importance rating}) + .333(\text{frequency rating})$. This formula will yield an “essentiality” rating. All those tasks and KSAPs with a high enough essentiality rating will be considered essential job tasks and will be used to define the target job.

Using the list of essential job tasks and KSAPs, IOS will engage a process to link essential tasks to the KSAPs that are required to accomplish these tasks. This linkage process will ensure that the job tasks are related to specific, measurable knowledge areas and KSAPs that can be assessed using conventional tests and assessments.

Essential KSAPs will later be used as the basis for developing written exams, structured assessments, assessment centers or other types of selection tools. The KSAPs will define the measurable dimensions of each selection tool.

The job analysis process will yield a comprehensive list of essential job tasks and KSAPs. A report will be completed to outline the methodology used during the job analysis and to summarize the outcomes and ratings of the job analysis process. This report will document the following methodological elements:

- Job observation/interview sampling and outcomes
- Job analysis questionnaire development and review
- Job analysis questionnaire sampling, distribution and analysis
- Task-KSAP linkage
- Essential task and KSAP results

Assessment Center Development and Validation

An IOS assessment center is a battery of job simulations/exercises geared toward measuring essential management and supervisory skills of promotional candidates. Common exercises include one-on-one role-plays, group presentations, tactical simulations, in-basket/in-box simulations, and written problem solving exercises. An IOS assessment center exercise puts the promotional candidate in a situation that is similar to a function he/she will perform on the job. Assessors, who all have industry-specific management experience, rate the candidate on

essential management and supervisory skills and abilities that will determine the candidate's success on the job. The assessors use specific rating criteria that were developed by experts in the industry. The result of the IOS assessment center is a list of candidates in rank order according to who is most likely to perform at the highest level in the target position. The assessment process also yields an abundance of feedback from the assessors about candidate performance that can be used for developmental purposes.

A comprehensive IOS assessment center will incorporate the following components:

- *Assessors who are experts in their industry and are specifically trained to assess candidate performance*
- *Identification of specific skill and ability dimensions with associated behavioral criteria*
- *A standardized administration schedule*
- *Relevant, simulation-style exercises*

IOS' assessment centers are simply the best way to predict how candidates will react to/handle specific job situations. The IOS assessment center method also allows for a broad range of skill assessments. We are able to use a variety of simulations that assess many different skills and abilities. This is a desirable feature as your goal in promotions is to select the most well-rounded candidate. Candidates are also more prone to feel that IOS assessment centers are fair evaluations of their promotional suitability as it is readily apparent that the assessment center is a valid and comprehensive way of making a promotional decision. Finally, an IOS assessment center is also a developmental tool. The results of an assessment center can be tailored to assist an individual candidate toward improving performance in a specific area. Data from a large number of candidates can also be used to help agencies identify training needs.

The assessment center will be supported by content validity evidence. This evidence will be established through the clear linkage of the job description/job analysis to the skills and abilities that will be assessed in the assessment center and by the linkage of essential job tasks to the simulation exercises that are selected. Furthermore, SMEs will assist in reviewing each exercise and rating criteria to ensure local validity.

Exercise Selection and Development

IOS will first work to identify the skills and abilities that should be assessed by the assessment center by reviewing a current job description/job analysis for the target position. Based on this review, IOS will provide a recommendation concerning the skills and abilities that should be assessed and the types of exercises that should be used to assess these skills and abilities. In order to refine this recommendation, a consultant will meet with department subject matter experts (SMEs) who hold the target rank and/or supervisor the target rank to identify job duties and critical scenarios that would constitute valuable assessment exercises. IOS will use these ideas and suggestions to craft exercises that are locally specific. SMEs will also review skills and abilities that will be assessed to ensure that the assessment is comprehensive and addresses any concerns of the department.

While the specific content of the assessment center will be determined during the course of SME meeting, the following tables provide information about the types of exercises that can be created and common skills and abilities that are assessed by our assessment centers.

One-on-One Role-Play Scenarios

Exercise	Subordinate counseling (problem employee)
Description	The candidate plays the role of a supervisor who must meet with a subordinate employee (role-player) that has one of the following types of problems: a performance deficiency, a recent conflict with a citizen, personal problems or difficulty getting along with coworkers. The candidate will be given introductory information about the subordinate and the problem and will be allowed a brief period of time to prepare for the meeting. The candidate will then meet with the subordinate and attempt to deal with the issue at hand to the best of his/her ability. The candidate will likely meet resistance from the subordinate that will require him/her to exercise supervisory skills. The successful candidate will mitigate the problem and devise an appropriate solution. This exercise can be coupled with the citizen meeting exercise. This pairing would require the candidate to gather specific information about a citizen conflict from the citizen and then use this information to deal effectively with the subordinate.
Themes	This exercise can deal with counseling subordinates on any of the following issues: performance deficiencies, a run-in with a citizen, employee dislike his/her job, depression, marital problems, drug/alcohol issues, or inability to get along with coworkers.
Time	There is a 10 to 15 minute preparation period prior to the 15 to 20 minute exercise.
Resources	This exercise requires one skilled role-player/actor to play the role of the subordinate and three qualified assessors. This exercise will occur in a small meeting room.
Dimensions	Interpersonal skills, problem analysis/problem solving, judgment and reasoning, decision-making ability, management and supervisory skills, composure, conflict resolution, oral communication.

Exercise	Citizen meeting
Description	The candidate plays the role of a supervisory officer that is meeting with a citizen. The meeting allows the citizen (role-player) to address a concern that he/she has about the department in general or more specifically about one of the candidate's subordinates. The goal of the meeting is to work effectively with the citizen to solve his/her problem or collect information toward bettering the department. The candidate will be given a preparation period to review the task at hand and to devise a game-plan. The candidate will then meet with the citizen. The citizen will follow a specific script that will cause the candidate to have to adapt his/her approach and to think on his/her feet. The successful candidate will gather necessary information, instill confidence in the citizen and set up a system to gauge progress and follow-up with the citizen. This exercise can be used as a precursor to the subordinate counseling role-play. This pairing would require the candidate to use this meeting to gather facts in order to guide the direction of the meeting with the subordinate.
Themes	The topic of the meeting can be: inappropriate treatment of the citizen by a department member (typically the candidate's subordinate), the citizen's specific concerns about recognized deficiencies in the operations of the department, or the collection of feedback from the citizen about proactive improvements that could be made to increase levels of customer service.
Time	There is a 10 to 15 minute preparation period prior to a 15 to 20 minute interaction.
Resources	This exercise requires one skilled role-player/actor to play the role of the subordinate and three qualified assessors. This exercise will occur in a small meeting room.
Dimensions	Interpersonal skills, problem analysis/problem solving, judgment and reasoning, decision-making ability, conflict resolution, public relations skill, oral communication.

Exercise	Subordinate performance review
Description	The candidate plays the role of a supervisor that is tasked with presenting a performance appraisal to a subordinate. Prior to the exercise the candidate will be provided with the subordinate's personnel file. The subordinate will typically have a number of performance deficiencies that have not improved over time. The role-player, playing the subordinate role, will

	be evasive and, at times, combative about apparent performance weaknesses. The candidate's objective will be to analyze the subordinate's personnel file in order to successfully identify and work through the subordinate's deficiencies. The candidate will have to demonstrate a large degree of assertiveness as he/she counsels the subordinate regarding deficiencies and identifies plans for improvement. The ideal candidate will exercise management skills while maintaining composure in a difficult situation.
Themes	The subordinate typically has a few areas of performance deficiency that must be addressed in the course of the performance appraisal. These may include: tardiness, improper completion of paperwork, poor attitude, and complaints from coworkers.
Time	There will be a 15 to 20 minute preparation period for the candidate to review the subordinate's personnel file and devise a structure for the performance appraisal meeting. The meeting will then last approximately 15 to 20 minutes.
Resources	This exercise requires one skilled role-player/actor to play the role of the subordinate and three qualified assessors. This exercise will occur in a small meeting room.
Dimensions	Management and supervisory skills, judgment and reasoning, decision-making ability, planning and organization, interpersonal skills, conflict resolution, oral communication.

Presentation-Style Role-Plays

Exercise	Training presentation
Description	The candidate will be tasked with preparing a training presentation to be delivered to a group of subordinates. If the candidate is a police promotional candidate, the training session will typically be a roll-call training brief. In the case of a fire promotional candidate, the training will be similar to in-service training. In either case, the candidate will be provided information about a topic that the subordinates must be trained on. The topic will be job related and will be something that the candidate can become familiar with in a short period of time. After a brief time to organize a training session and possibly create visual aids, the candidate will present the lesson to a group of three subordinates. The subordinates will either be role-players or the assessors. During the course of the training the candidate may interact with the role-players, or he/she may require the role-players to participate. The role-players will also be free to ask questions and respond as would be conventional in this type of setting. The successful candidate will deliver a well organized and thoughtful training presentation in a manner that is practical and engages the audience. Supervision skills and interpersonal ability will be critical factors as the candidate may have to deal with unruly subordinates.
Themes	Police supervisory themes include: use of force training, pursuit training, community initiatives training and policy training. Department-specific topics can also be used to further customize the process.
Time	There will be a 15 to 20 minute preparation period for the candidate to review the training material and outline the training agenda. The training session will then last approximately 15 to 20 minutes.
Resources	This exercise requires three qualified assessors and possibly one or two skilled role-players. The role-players will play the role of subordinates and will have a more interactive role than that of the assessors'. The use of role-plays will make the exercise more realistic and increases the quality of the assessor's ratings as they are not burdened with interacting during the exercise. Use of assessors as role-players is, however, a less expensive alternative. A dry erase board or flip chart will be provided to the candidate to enable him/her to better structure the training. This exercise will occur in a medium sized meeting room with chairs arranged in a classroom style setting.
Dimensions	Planning and organization, oral communication, interpersonal skills, management and supervisory skills.

Exercise	Community presentation
Description	The candidate is instructed that he/she must deliver a presentation about the department to a group of citizen who are interested in learning more about the department. The group of citizens will be played by either the assessors alone, or the assessors accompanied by additional role-players. The presentation is usually made before a group of citizens or at a city counsel-

	type meeting. The candidate is typically informed that the chief was scheduled to make this presentation, but he/she was called out of town and has asked the candidate to fill in for him/her. The candidate will be given a brief period of time to organize his/her thoughts and outline the presentation. There are no materials given to the candidate to assist in the development of the presentation. The candidate must develop and deliver a presentation on the specified topic based solely on his/her understanding of the department. The candidate will be able to use visual aids that he/she creates using flipcharts or dry-erase boards. The successful candidate will develop a well-organized and meaningful presentation that provides the audience with valuable information about how the department is operating within their community. Following the presentation the audience will ask questions related to the candidate's topic. His/her ability to answer questions in a professional and responsive manner will be part of the assessment.
Themes	The presentation can be related to: department operations, response capabilities, the services provided by the department, the goals/mission of the department, or a recent improvement made within the department.
Time	There will be a 15 to 20 minute preparation period for the candidate to review and to prepare an outline for his/her presentation. The meeting will then last approximately 15 to 20 minutes.
Resources	This exercise requires three qualified assessors. The assessors will serve as assessors but will play the role of citizens. They will ask questions of the candidate at the end of the presentation. Additional role-players may be used in this exercise, but it is not necessary. A dry erase board or flip chart will be provided to the candidate to enable him/her to better structure the training. This exercise will occur in a medium sized meeting room with chairs arranged in a classroom style setting.
Dimensions	Planning and organization, oral communication, interpersonal skills, management and supervisory skills, leadership.

Written Exercises

Exercise	Written problem-solving exercise
Description	This exercise requires the candidates to compose a written narrative related to an important departmental issue. The goal of this exercise is to outline the thought process that is used in solving a problem or reasoning through a difficult issue. This exercise is useful for evaluating basic problem solving skills, judgment and reasoning, and written communication. This exercise can also be administered to many candidates at the same time and does not require the use of role-players.
Themes	Following are optional topics that can be used: <ul style="list-style-type: none"> ▪ The candidate must identify critical issues facing the department and how he/she would handle these issues. ▪ The candidate is faced with a difficult personnel issue (subordinate performance deficiency or sexual harassment) and must outline in a narrative how he/she would handle this issue. ▪ The candidate will be asked to make suggestions for improving and better implementing a current departmental policy. The policy will be selected by the agency.
Time	The candidate will be allowed one to two hours, depending on the complexity of the questions, to complete this exercise.
Resources	A large classroom will be necessary to administer this exercise to a large number of candidates.
Dimensions	Judgment and reasoning, written communication, planning and organization, management and supervisory skills.

Exercise	Incident report proof-reading exercise
Description	This exercise uses copies of your agency's incident report to assess the candidate's ability to proof read an incident report for serious errors. A sample report will be created containing errors in documenting critical information and general grammatical and writing errors. The candidate will be asked to proofread the document, identify errors and suggest changes for improving the report.

Themes	Any standardized report can be used for this exercise.
Time	The candidate will be allowed 15 to 20 minutes to complete this assignment.
Resources	A large classroom will be necessary to administer this exercise to a large number of candidates.
Dimensions	Problem analysis/problem-solving, written communication.

In-Basket Exercise

Exercise	In-basket/In-box
Description	The candidate is told that he/she was recently promoted and has inherited the former incumbent's in-basket. It is imperative that he/she go through the in-basket and prioritize and respond to as many items as possible. There are approximately 10 to 20 memos, letters, email messages, phone messages, and other correspondence of varying importance and urgency that deal with personnel issues, scheduling, citizen concerns, planning and development, departmental issues, etc. The successful candidate will properly prioritize the items and provide appropriate written responses for how the issue at hand would be dealt with. In some cases the candidate may have to write a letter and in others simply detail an action-plan that he/she would follow to deal with the situation. There may be an additional follow-up period when assessors question the candidate regarding his/her chosen course of action.
Themes	There are a variety of in-basket items that are part of this exercise; however, depending on the role of supervisors in your department, more items of the following variety can be incorporated into the exercise in greater quantity: employee misconduct issues, citizen complaints, service-oriented requests, employee counseling issues, or scheduling/administrative issues.
Time	There is a 10 to 15 minute instruction period prior to the start of the exercise and, depending on the number of in-basket items, this exercise will last one to two hours.
Resources	The in-basket exercise is rated by two or three assessors following the administration period. This exercise requires a classroom-style room for administration to multiple candidates.
Dimensions	Planning and organizing, problem analysis/problem solving, judgment and reasoning, decision-making ability, management and supervisory skills, written communication.

Situational Structured Oral Assessment

Exercise	Situational oral assessment
Description	The situational oral assessment is a panel-style interview that requires the candidate to consider how he/she would respond to a variety of situations that he/she might encounter on the job. During the interview assessors will pose a variety of job-related questions to the candidate and will rate the candidate's response using behavioral rating criteria. The questions can cover a variety of job-related scenarios or interpersonal situations. This exercise is not intended to be a role-play, but certain questions can be converted into role-play scenarios to maintain the "simulation" feel of assessment centers.
Themes	The questions contained in the oral assessment can cover three to four of the following topics: dealing with a problem employee, controlling a tactical situation, managing operations of the agency, or improving ones own skills.
Time	This exercise typically lasts for 20 to 30 minutes.
Resources	A small meeting room will be required for this exercise.
Dimensions	Depending on the questions used, any performance dimension can be assessed in this format.

Performance Dimensions

The assessors that are used to rate candidate performance are guided by specific performance dimensions with behaviorally anchored criteria. These criteria allow the assessor to look for certain behaviors, actions and thought processes. This method of rating performance ensures consistent and fair ratings. IOS has constructed a comprehensive performance model through years of experience developing and conducting assessment centers for public safety agencies of all sizes. Following is a comprehensive list of the performance dimensions that can be assessed. The behaviorally anchored criteria that accompany these dimensions are specific to the exercises that are used in the assessment center. This information is provided to demonstrate

the model that IOS commonly uses. We expect that the performance model will be modified based on the job description for the target rank.

General Management Dimensions

<p>Composure: The ability to work under stress and perform in unpleasant or traumatic circumstances. The ability to remain calm in stressful situations. The ability to handle stressful situations appropriately, remaining poised and professional. The ability to maintain emotional control in stressful situations.</p>
<p>Conflict Resolution: The ability to de-escalate tense situations and quiet potential disturbances. The ability to mediate interpersonal or physical conflict between individuals.</p>
<p>Decision-Making Ability: The ability to understand when a decision must be made and the willingness to make a decision. The ability to quickly and efficiently determine an appropriate course of action to target a particular situation.</p>
<p>Honesty and Integrity: The ability to act in an honest and fair manner. Willingness to accept responsibility for actions when things go wrong. The ability to display a high degree of integrity and professionalism in action and word.</p>
<p>Interpersonal Skill: The ability to listen to others and be considerate of the concerns of others. Ability to successfully and appropriately handle interpersonal interactions with others to gain trust, respect and mutual understanding. The ability to act with tact and diplomacy in dealings with the public - keeping public-relations concerns in mind when interacting with citizens, other agencies and the general public. The ability to counsel, support and be empathetic toward others. Ability to maintain positive work relations with others and interact with people of diverse backgrounds. The ability to use appropriate nonverbal cues to better convey intention of message.</p>
<p>Judgment and Reasoning: The ability to accurately perceive the important elements of a situation, evaluate the situation and determine plausible courses of action that would bring about a desirable result. The ability to reason through a particular problem and decipher a logical course of action. The ability to use common sense and intelligence in handling day-to-day activities, problems and decisions.</p>
<p>Leadership: The ability to set a proper tone for the functioning of the organization. Ability to serve as a role model in behavior, practice and word. The ability to motivate the organization as a whole to achieve greater efficiency and a higher level of purpose.</p>
<p>Management and Supervisory Skills: The ability to direct and guide personnel in the accomplishment of goals and tasks. (Includes skill in monitoring activities and evaluating results. Expectations and standards are clearly communicated, and consequences exist for insufficient performance.) The ability to assert proper authority and be assertive while maintaining the trust and respect of subordinates. The ability to motivate and counsel employees to greater performance. Skill in prioritizing and delegating the work of others.</p>
<p>Oral Communication: The ability to speak in a clear, concise, understandable and appropriate manner. The ability to deliver a message in such a way that others clearly understand its meaning. Appropriate use of nonverbal cues such as good eye contact, posture, etc.</p>
<p>Planning and Organization: Skill in establishing a course of action for oneself and others to accomplish goals. Skill in properly planning assignments, work duties and tasks; appropriate allocation of resources to ensure efficient, timely and smooth department operations. The ability to anticipate future needs and plan for the allocation of resources to meet those needs.</p>
<p>Problem Analysis/Problem Solving: The ability to quickly perceive problem areas, identify options and the potential impact of various solutions. The ability to determine courses of action or solutions to problems. The ability to implement targeted solutions.</p>
<p>Public Relations Skill: The ability to deal with the public in such a way as to protect the image and reputation of the department while providing the public or individuals with necessary or requested information. The ability to deal prudently with information such that the integrity of individuals or the department as a whole is not compromised.</p>
<p>Self-Motivation: The ability to remain motivated to perform one's job despite difficult circumstances, distractions or monotonous work. The ability to take charge when necessary and conduct tasks without being told to do so. The ability to work without supervision and accomplish tasks without prodding.</p>
<p>Teamwork Orientation: The ability to work with others in a positive, goal-oriented manner. Willingness and ability to accept a particular role in a team and selflessly carry out that role. Willingness to actively support command staff policies and decisions.</p>

Written Communication: The ability to convey written messages in a clear, concise and easy-to-read format. The ability to clearly express ideas in writing to convey intended meaning. The ability to use correct spelling, grammar, syntax and proper subject-verb agreement.

Exercise Review

IOS will develop the selected assessment exercises in their entirety, including candidate instructions, role-player scripts (if applicable), assessor rating guidelines, scoring scales, etc. Once exercise development is complete, IOS will work with the department to convene an SME meeting to review each exercise and its rating criteria. The purpose of this review will be to ensure that the details of each exercise are specific to the organization and operations of the department and to ensure that rating criteria are consistent with performance expectations of the department. During this review SMEs will also provide input to help define minimally acceptable performance on each exercise. This input will assist in the calibration of rating scales and will be critical during the training of assessors.

Assessment Center Scale and Scoring

All assessment center scores will be compiled in scoring booklets used by assessors during the course of the assessment process. These booklets will contain all behavioral rating criteria for each exercise as well as the scoring scale that will be used by assessors. The scale normally used by IOS is a 7-point scale that defines '7' as minimally qualified (adequate). The minimally qualified designation creates an effective cut-off score. During assessor training, assessors are informed that any score below '7' is considered less-than-qualified (poor). Therefore, the assessment process has a built-in cut-off score that assessors are keenly aware of and use to distinguish qualified candidates from unqualified.

4	5	6	7	8	9	10
Unacceptable	Very Poor	Poor	Adequate	Good	Very Good	Exceptional

IOS' personnel enter all score data collected from the assessment center process into a database. This process is performed once and then independently verified to ensure accuracy. Then, scoring equations are applied to the data set and subsequently, independently evaluated for accuracy. Obviously, it is of paramount importance that scores be correctly calculated and assigned. Given the vast number of data points collected in an assessment center, we take great care in compiling and calculating scores.

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 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

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 assessment center 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.

Role-players will also often be required during the assessment center process. IOS prefers to use professional actors to perform this function. Many consultants tend to use law enforcement of fire service personnel to serve as role-players. While we understand the convenience associated with this practice, we disagree with the appropriateness. Professional actors are far superior for a number of reasons:

- Consistency/standardization: A professional actor is able to play the same role over and over again without altering presentation. This is a difficult task that requires training and

endurance, but it is absolutely essential to the standardization and reliability of the process that each candidate experience the same scenario.

- **Role-fidelity:** Assessment roles are scripted to accomplish a very specific goal. Professional actors are able to aptly model the role that was intended. Often, amateur actors will morph the role to a persona that better suits their personality. This practice can be detrimental to the assessment process as the primary performance dimensions may not be assessed as reliably in this instance.
- **Realism:** Simply put, professional actors do a much better job of making the scenario ‘real’ for the candidate. Given the challenge of role-playing, most candidates find it difficult to treat a scenario as ‘real.’ A gifted actor will help draw the candidate into the process by making the exchange high-fidelity.
- **Reliability:** Ultimately, the superior performance of professional actors, increase the accuracy of candidate performance/scores and give us more confidence that we have fairly and accurately assessed the true ability level of the candidate.

IOS will recruit role-players from professional acting guilds and talent organizations. We have established partnerships with talent agencies in various part of the country from which we recruit actors that have been used in past assessment centers. Where it is cost prohibitive to bring actors in from distant locations, we will contact local acting guilds to recruit role-players.

Assessor Training

IOS will conduct in-depth assessor- and role-player-training workshops to prepare each assessor and role-player to participate in and score the assessment-center exercises. We will require approximately six to eight hours to train the assessors and role-players. This training is generally conducted the day prior to the administration of the assessment center to candidates. IOS will provide multiple consultants to facilitate training multiple panels at the same time. Following is an outline of the training that is provided:

Role-Players: During this time role-players will be briefed on their characters and the requirements of the roles. Role-players will be allowed ample time to ask questions concerning their roles and to practice their roles with IOS’ consultants. Standardization and consistency of presentation will be reinforced during the training session. The culmination of this training will be a mock assessment center that will combine the assessors and role-players.

Assessors: Prior to the administration of the assessment centers, assessors will receive an in-depth training session that focuses on a thorough description of the target rank and its responsibilities within the department, the assessor’s role, the dimensions that are measured for the exercise with which the assessor will be involved, careful note-taking, behavioral observation, scoring, common rating errors, reliability of assessment, providing candidate feedback comments and specific assessor duties. Ideally, a representative of the department can be present to answer any specific questions that may arise. This training will also allow ample time for assessor questions and for practice with mock candidates. This training session will end with a mock assessment center that involves the role-players.

Assessment Administration

IOS oversees the administration of the assessment center process. We send sufficient personnel to conduct all essential functions of orienting candidates, moving candidates throughout the assessment process, answering candidate questions, etc. We may request minor administrative support from the agency to assist in candidate sign-in or to monitor candidates.

Prior to mapping out a final assessment administration plan, IOS will meet with agency personnel to discuss administration options. There are several competing interests in any assessment center administration process including: assessment length, the type of exercises utilized, test security and other related factors. Depending on how your agency views these competing interests, a decision must be made regarding how to implement your assessment center administration. IOS has implemented assessments using each of the methods described below on numerous occasions and is intimately familiar with the nuisances of each method. There are typically two contrasting methods—a sequestering method and a traditional model.

Traditional Model of Assessment Administration

In order to have the most robust and convenient testing process, it is usually ideal to use one assessor panel to rate each exercise (every candidate is seen by the same assessors per exercise). That said, this requires multiple days of administration, requires the use of signed confidentiality agreements and involves an element of “trust” in regard to your candidate population. This typifies the “traditional” model of assessment administration. Since we can typically process a maximum of 16-18 candidates per day in a given rating panel, the number of days is then determined by the number of candidates divided by this number (i.e., 15 or 18).

For example, assuming that there are 48 candidates scheduled to participate in an assessment center, with three exercises and three assessors per rating panel. This example would require three rating panels (nine total assessors if using three per panel) and three (3) days of assessment administration and an additional day for training.

While this system allows for many advantages (i.e., fewer assessors required, less staffing burden on the agency, greater standardization of rating panels, etc.), the one major concern is that this system allows for a potential breach of security should a candidate from day one inform other candidates in subsequent days of the content of the assessment. Certainly, this concern can be preempted by requiring candidate confidentiality agreements, but these are not a perfect protection. Therefore, we seek to inform agencies of the strengths and weakness of various models and select the system that best meets the needs and concerns of the agency. An alternate option is the use of a sequestered assessment model.

Sequestered Assessment Administration Model(s)

In a sequestered assessment, all candidates compete in a given exercise in a single day. A sequestering approach may utilize an a.m. arrival group and a p.m. arrival group. All candidates are sequestered in the process for 4-6 hours to ensure there are no security leaks. There are numerous variations on this approach. In the most typical version of this approach, all candidates are processed through all exercises in a single day. This approach becomes challenging with a large number of candidates but is entirely workable. For example, if there are 48 candidates scheduled for an assessment and two live exercises (with a third written

exercise), a city would require six (6) rating panels to run the assessment and a large number of rooms. All exercises could be administered in a single day and the two live exercises could be evaluated on the first day. The written exercise could then be evaluated on a second day. If a third live exercise was introduced instead of a written exercise, nine (9) rating panels would be required in this example, assuming that 16 candidates could be processed by a panel in a single day.

Another variation on this approach is to require multiple days of participation by candidates. IOS has utilized this process with the Houston Police Department, the Atlanta Police Department, Washington D.C. Fire & EMS and the Buffalo Police Department. In this approach, candidate sequestering is again utilized, though candidates are required to attend the assessment across two or three days. This method can cut down on the number of rating panels needed as all candidates do not need to be processed in a given exercise in a single day.

The City of Houston employed this model with a 50-candidate lieutenant assessment center in 2010. IOS required participation by candidates across three consecutive days. A sequestering process was used within each day to ensure absolute test security. Candidates were “held” within the assessment for 3-6 hours each day. This process was accomplished in three days, while a fourth day was reserved for training. The disadvantage of this approach is that it is not as convenient for those competing in this process. The advantage of this approach is that a sequestered process can be utilized with only three rating panels.

A third variation employs the use of videotaping. While other vendors use this method as a primary assessment administration method, we have utilized this method on occasion to address a concern or solve a logistical issue involving the administration (or when required by contract). An advantage to this model is that the videotaping methodology allows the administrator to process more candidates in a day (upwards of 25 per room vs. 15-18) and allows for fewer rating panels to evaluate the exercise. With this method, the administration can be conducted as a sequestered process, with the ratings occurring over a longer period of time. A disadvantage to this model is that candidates far prefer interaction with live assessors than giving a presentation to a video-camera and they are less likely to rate the process as highly job-related.

In some instances, we have combined a videotaping approach with a multiple-day sequestering approach to gain further efficiencies.

In summary, IOS and our staff are experts in assessment center implementation. We will evaluate your situation and your preferences and recommend an appropriate approach. We have a great deal of experience with each approach and can work effectively with all methods.

IOS will produce all exercise materials needed for the administration of the assessment center and will develop an administration schedule that allows for the efficient processing of all eligible candidates through the assessment center in the most secure manner possible. IOS will work with the department to ensure that the administration schedule is effective based on personnel staffing and manpower concerns and any specific concerns that the department may have about test security.

While IOS will oversee the administration of the assessment center, candidates will actually be rated by assessors from outside agencies that hold a rank at or above the level of this target process. One of IOS primary jobs is to monitor assessor performance and to ensure standardized and reliable ratings are being obtained.

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 assessment center exercise, each dimension and 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 assessment center, assessors will be required to document the candidates' primary strengths and developmental needs for each assessment exercise. During assessor training, assessors will be instructed as to what information to include as feedback. Assessors will also be encouraged to highlight points for each assessment exercise that increased the candidates' performance for that scenario 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.

Schedule

Project Component	Timeframe
Kick-off meeting	Week 1
Job analysis (if necessary)	Weeks 1-5
Candidate orientation	Week 6
Assessment center design	Weeks 6-11
Assessment center administration	Week 12
Scoring, reporting and generation of feedback reports	Week 13

Investment

- Provide a price proposal as set forth in this RFQ.

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

Kyle, Texas Police Promotional Assessment Centers					
<i>Police Sergeant (Estimated 33 candidates)</i>					
Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis (if necessary)	8	24	0	2	\$3,550
Incumbent interviews/observations.	2	8			
Job analysis questionnaire development and admin.	2	8		2	
Analysis and technical reporting.	4	8			
Assessment Center Development	64	39	0	4	\$15,740
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	32				
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	2				
Recruit assessors and coordinate travel logistics (estimated 10 assessors to create 3 panels)		8			
Administer the assessment center (estimated 33 candidates: 3 days, 2 staff)	24	24			
Compile assessment scores and conduct quality controls.	1	3			
Develop candidate feedback reports.	1	4		4	
Candidate Orientation Presentation	6	0	0	0	\$1,170
Prepare and deliver a candidate preparation/orientation presentation.	6				
Project Expenses					\$3,890
Consultant travel-related costs		\$3,640			
Administrative costs (shipping, freight, printing)		\$250			
TOTAL PROJECT INVESTMENT (with job analysis)					\$24,350
TOTAL PROJECT INVESTMENT (without job analysis)					\$20,800
Project Notes					
Client will be responsible for providing a suitable site at which to conduct exams and assessments.					
Client will be responsible for assessor related costs.					

Police Lieutenant (Estimated 7 candidates)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis (if necessary)	8	24	0	2	\$3,550
Incumbent interviews/observations.	2	8			
Job analysis questionnaire development and admin.	2	8		2	
Analysis and technical reporting.	4	8			
Assessment Center Development	55	27	0	2	\$12,955
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	32				
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	1				
Recruit assessors and coordinate travel logistics (estimated 10 assessors to create 3 panels)		8			
Administer the assessment center (estimated 7 candidates: 2 days, 2 staff)	16	16			
Compile assessment scores and conduct quality controls.	1	1			
Develop candidate feedback reports.	1	2		2	
Candidate Orientation Presentation	6	0	0	0	\$1,170
Prepare and deliver a candidate preparation/orientation presentation.	6				
Project Expenses					\$3,290
Consultant travel-related costs		\$3,140			
Administrative costs (shipping, freight, printing)		\$150			
TOTAL PROJECT INVESTMENT (with job analysis)					\$20,965
TOTAL PROJECT INVESTMENT (without job analysis)					\$17,415
Project Notes					
Client will be responsible for providing a suitable site at which to conduct exams and assessments.					
Client will be responsible for assessor related costs.					

Schedule of Hourly Rates - IOS 2020	
Category	Rate
Consultant/Industrial Psychologist	\$195/hour
Consulting Associate	\$80/hour
Technical Writer	\$70/hour
Administrative Assistant	\$35/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.

IOS will provide counsel, deposition and expert testimony services for the purpose of defending the development, validation and administration of selection processes in which we participate. Following are the fees associated with these services:

Service	Fee
Expert counsel, deposition or expert testimony provided by a Ph.D. level Industrial/Organizational Psychologist.	\$250/hour
Administrative services related to litigation support.	\$25/hour

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 results of any contract operations for operations and maintenance.

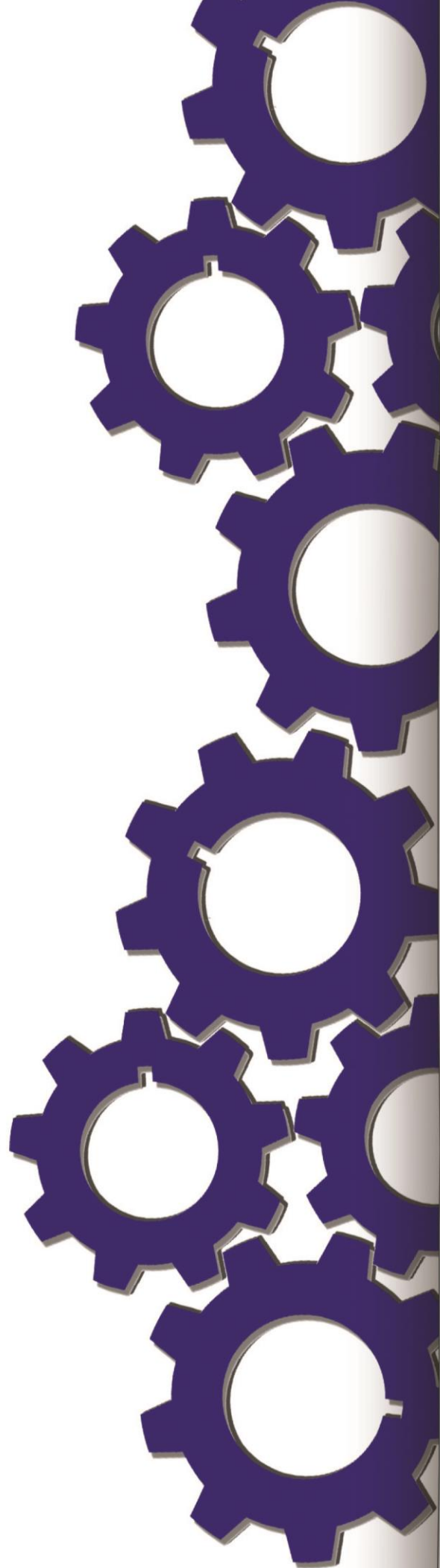
IOS have never been terminated, fired or replaced on a project other than though contracts that have been terminated due to completion.

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



INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
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888.784.1290
708.410.1558 (fax)
www.iosolutions.org
www.publicsafetyrecruitment.com





CITY OF KYLE, TEXAS

Utility Disconnects

Meeting Date: 6/16/2020
Date time:7:00 PM

Subject/Recommendation: Discussion and possible action of Utility customers in queue for disconnect. ~ *Tracy Scheel, Council Member*

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

Executive Session-Convene

Meeting Date: 6/16/2020

Date time:7:00 PM

Subject/Recommendation: Pursuant to Chapter 551, Texas Government Code, the City Council reserves the right to convene into Executive Session(s) from time to time as deemed necessary during this meeting. The City Council may convene into Executive Session pursuant to any lawful exception contained in Chapter 551 of the Texas Government Code including any or all of the following topics.

1. Pending or contemplated litigation or to seek the advice of the City Attorney pursuant to Section 551.071.
 - o Public Transportation
 - o Coronavirus Relief Funding
 - o Heroes Memorial Park
 - o Public Safety Facility
2. Possible purchase, exchange, lease, or value of real estate pursuant to Section 551.072.
3. Personnel matters pursuant to Section 551.074.
4. Convene into executive session pursuant to Section 551.087, Texas Government Code, to deliberate regarding the offer of economic incentives to one or more business prospects that the City seeks to have locate, stay, or expand in or near the City.

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available



CITY OF KYLE, TEXAS

Reconvene

Meeting Date: 6/16/2020
Date time:7:00 PM

Subject/Recommendation: Take action on items discussed in Executive Session.

Other Information:

Legal Notes:

Budget Information:

ATTACHMENTS:

Description

No Attachments Available