

# **Proposal for City of Pembroke Pines Fire Department**

Promotional Process for  
Captain

Proposal Submitted by:



Submitted:  
October 2025

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## Proposal for City of Pembroke Pines Fire Department

Thank you for the opportunity to submit a proposal for your upcoming promotional process for Captain. Our proposal covers the development and administration of the testing process you describe in your Request for Proposal.

### **About Empco**

Empco was incorporated in 1985 and is located in Troy, MI. Empco, Inc. specializes in employment relationships with an emphasis on testing and evaluations in the public sector. Our focus is on entry level and promotional assessments for public safety and municipal positions.

In 1987, Empco began conducting promotional testing for police departments in Michigan. From our offices in Troy, we have grown into the largest firm in the state providing promotional testing to law enforcement and the fire service. Empco also services municipal agencies and sheriff's offices in states throughout the nation.

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E-mail address: [info@empco.net](mailto:info@empco.net)

### **Experience and Qualifications**

Empco conducts assessment centers, oral boards and written examinations for hundreds of agencies across the United States. In this, we test thousands of candidates each year.

Empco's specialization in testing for municipal and county positions give us the expertise to accommodate nuances that come with limited budgets, collective bargaining agreements, and various governing bodies and laws. Our size gives us the ability to provide excellent customer service. We pride ourselves on the relationships we have built. It must be recognized that current clients, who use our examination services annually, could switch to another vendor if our results did not only satisfy the agency's needs, but also the need for fairness among test takers. We keep our clients, and the number continues to grow because of a reputation for integrity and fairness in our examinations. At Empco, we put integrity before profit.

### **Job Analysis**

Empco conducts a job analysis before developing any assessment. The job analysis includes meetings with subject matter experts and those persons in a position to fully understand the requirements of the job. Empco will also administer surveys about the position to these individuals.

Empco will analyze the information collected during these meetings and through the surveys. We will also examine the job description for the position, as well as any job analyses previously conducted.

The information gathered in the job analysis will be used as the basis for any assessment and is included as part of the validation of the exam.

## **Written Exams**

After completing the job analysis, Empco will begin developing the written exam. Questions on the test will come from sources determined by the agency and Empco. These sources can include, but are not limited to, commonly accepted training books, nationally recognized standards, and agency materials such as policies, procedures and ordinances. The content of the questions will be determined by the information collected in the job analysis and information from the agency. Empco will develop a bibliography that includes sources that contain content on these knowledge areas. Empco often presents agencies with choices of texts to allow the agency to select texts that reflect their own specific philosophies. If an agency decides to use material that does not reflect the knowledge areas shown as essential by the job analysis, the agency assumes responsibility for the validity of the test.

Empco will then develop a bibliography that contains the list of sources all questions came from, and where these sources can be obtained. This bibliography will then be provided to the department so that candidates can study the source material. Empco recommends that candidates receive between 30 and 90 days to study for the exam. The specific study period will be determined by department deadlines and regulations.

Empco will develop a custom 125 question multiple-choice exam specific to the Pembroke Pines Captain position. The items will be written by experts in the field of public safety and will be reviewed to make certain the content is relevant and the wording is unbiased.

### **Scoring**

Empco will consider reliability and adverse impact in determining the cut off scores for passing the assessment. Final scores will be reported after these analyses have been completed.

Empco will provide scores within two business days of receiving the exam materials back in our office. Scores can be reported in multiple formats, but always as a percentage of 100 percentage.

### **Question Challenges**

Empco will follow the agency's written policy on challenges. However, in the absence of an agency's written policy, Empco's policy shall prevail. Empco's policy is: Candidates will be allowed to challenge any item on a written exam for up to 2 business days after the exam. Candidates who wish to challenge a question must complete a challenge form provided by Empco. Empco will review all of the challenges and provide responses to these challenges after the completion of the challenge period. If an item is challenged, and Empco agrees with the challenge, all candidates will receive credit for a correct answer to the item. Empco must be notified of the agency's challenge policy prior to the administration of the exam.

### **Scheduling and Billing**

Empco requires a minimum 60-day study period/preparation time. This is the time from the date the agency posts the bibliography AND gets all local content material to Empco to the test date. Final test counts must be given to Empco two weeks prior to the test date. Exams cancelled less than one month prior to the test will result in the client being billed the development fee for the test. Any orders/final counts given one week or less prior to the testing deadline will result in an expedited shipping fee billed to the client.

## **Assessment**

### **In-Basket Exercise**

Candidates will be given 2-3 items, which might typically be found in the “In-Basket” of the job being filled. Candidates are asked to complete and submit their solutions to these in-basket items within a specific time.

### **Materials and Scoring**

Empco will provide all of the materials for the candidates. Pembroke Pines will have assessors score all exercises but the in-basket exercise. Materials will then be sent back to Empco for in-basket scoring and final score calculations. Trained fire assessors will score the in-baskets.

### **Additional Exercises**

With input from the department, Empco will choose three of the following exercises to develop: an oral board/resume, an oral presentation/demonstration, employee conflict resolution, employee counseling and tactical scenarios.

Empco will provide detailed information on how to set up each exercise.

### **Candidate Feedback**

Empco will provide all candidates that participate in the process with a written summary of how they did on the assessment examination.

### **Scheduling and Billing**

Empco requires a minimum one month development period. The specific dates and times of each aspect of the test development and administration will depend on the availability of representatives from the agency, and how quickly surveys are completed. Final candidate counts must be given to Empco two weeks prior to the assessment. The agency will be billed for the number of candidates given at this time. Assessment centers cancelled less than three weeks prior to the assessment center will result in the client being billed the development fee for the assessment center. Reduction in the number of days for the assessment center less than two weeks prior to the assessment center will result in the client being billed \$1000 for the cancelled day(s).

## Agency Requirements

Empco requires that the agency provide adequate facilities for all orientations, written exams, oral boards, assessment centers, and review sessions (if applicable). The agency is responsible for making sure these facilities provide adequate space and layouts conducive to the activities that will be held in the space. Empco asks that the agencies provide lunch to Empco assessors and facilitators for all oral boards and assessment centers. The agency is also responsible for notifying all candidates of the dates and times of orientation, feedback sessions (if applicable), and testing dates, as well as providing the candidates with a copy of the bibliography for the written exam. The agency will need to provide Empco with a copy of all job analyses and job descriptions for the position, and make subject matter experts available to Empco if additional job analysis information needs to be conducted. Empco also requires the agency to provide all local content materials for written exams and allow Empco use of a copy machine during the assessment center process.

It is the agency's responsibility to notify candidates that recording devices of any kind, including agency issued body cameras, are strictly prohibited at all orientations, written exams, oral boards, and assessment centers. If a candidate is wearing any of these devices upon arriving at the testing facility, they will be asked to turn the device off and remove it from the testing areas. Use of a recording device during written exams, oral boards, or assessment centers will be considered cheating and will be handled according to the agency's discipline policy.

The agency must notify Empco of any additional requirements when scheduling a testing process. Those additional requirements could be dictated by agency policy or collective bargaining agreement and include, but are not limited to, specific cut scores, candidate reviews and candidate challenge periods. Additional fees may apply.

Empco since 2005. Her expertise is in the development and validation of employment testing. As President, Kendra oversees the development of all assessment processes. She ensures that all Empco products are valid and reliable and consistent with industry standards.

### Jerrod S. Hart, Director of Assessment Centers and Oral Boards

Jerrod retired from the Novi Police Department (Public Safety Administration) as an Assistant Chief of Police after 26 years of service. He then served as Chief of Police for the City of Saline and Dearborn Heights Police Departments. Jerrod earned his M.S. in Technology/Homeland Security from Eastern Michigan University, B.S. in Criminal Justice from Ferris State University and graduate of the 26<sup>th</sup> Session of Eastern Michigan University School of Police Staff & Command. As the Director of Assessment Centers and Oral Boards, Jerrod administers and facilitates all aspects of the assessment center and oral board processes.

### Jeffrey Smith, Senior Consultant

Jeff serves as our in-house subject matter expert for all promotional processes in law enforcement. He is the retired Director of Public Safety from Southgate, MI and the current Court Administrator for the 28th District Court. Jeff has worked in both the private and public sector of law enforcement/public safety for over 30 years and has been on staff at Empco since 2015. Jeff was a 2016 graduate of the Federal Bureau of Investigation National Academy, Quantico, VA class #263. Jeff holds a bachelor's degree in Science from Ferris State University and an associate degree in Arts from Henry Ford College. Jeff is also a 2012 graduate of the Eastern Michigan University School for Police Staff and Command class #28.

### Ken Staelgraeve, Senior Consultant

Ken serves as our in-house subject matter expert for all promotional processes in the fire service. Ken is the retired Fire Chief of the Harrison Township Fire Department. He subsequently served two years as Fire Chief for the Bruce-Romeo Fire Department. He holds a bachelor's degree in Fire & Safety Engineering Technology from the University of Cincinnati, and a master's degree in Public Administration from Central Michigan University. Ken has also received Executive Fire Officer (EFO) designation from the United States Fire Administration. Ken serves as Department Chair and Professor of Fire Science at Macomb Community College. Ken has worked with Empco in various roles since 2005. As the Director of Assessment Centers and Oral Boards, Ken administers and facilitates all aspects of the assessment center and oral board processes.

### Kim Craig, Director of Testing Services and Human Resources

Kim oversees all of Empco's entry level and promotional written examinations. This includes assisting in the selection of materials for candidates to study, determining the content of the examinations, and overseeing exam scheduling and administration. She is also responsible for client billing. Kim has worked at Empco since 2006, and worked in the field of Human Resources and Employee Relations since 1997. For eight years, she oversaw contract workers in the IT field throughout Michigan, including those contracted to the City of Detroit, Detroit Water and Sewerage Dept. (now GLWA), Ford Motor Company and Ford Credit, and Chrysler (now Stellantis).

In addition to the Empco team members listed above, Empco works regularly with 50 independent contractors to develop written examinations, examine on oral boards, and act as assessors in assessment centers. These contractors are experts in the area of public safety.

## References

Empco, Inc. conducts assessment centers, oral boards, and written exams for hundreds of agencies each year. The following are a sample of agencies that we are currently doing work for or that we have recently completed work:

| <b>Brewster, MA Fire Department</b> |                                                                                                                                             |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Contact:                            | Robert Moran<br>Fire Chief<br>Brewster Fire Department<br>(508) 896-7018<br>rmoran@town.brewster.ma.us<br>Dates of Service: 2012 to present |
| Project:                            | Empco develops custom written exams for the rank of Captain and Inspector in the Brewster Fire Department.                                  |

| <b>Concord, MA Fire Department</b> |                                                                                         |
|------------------------------------|-----------------------------------------------------------------------------------------|
| Contact:                           | Jessica Porter and Magnolia Begley<br>Human Resources Director and Sr. Admin Specialist |

|          |                                                                                                                                           |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------|
|          | Town of Concord Human Resources<br>(978) 318-3025<br>jporter@concordma.gov and mbegley@concordma.gov<br>Dates of Service: 2007 to Present |
| Project: | Empco develops and scores written exams for various ranks in the fire service.                                                            |

#### **Hot Springs, AR Fire Department**

|          |                                                                                                                                                |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Contact: | Ty Farris<br>Fire Training Officer<br>Hot Springs Fire Department<br>(501) 321-6970<br>tfarris@cityhs.net<br>Dates of Service: 2014 to Present |
| Project: | Empco develops and scores written exams for various ranks in the Fire Department.                                                              |

#### **Independence Twp., MI Fire Department**

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|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contact: | Dave Piche<br>Fire Chief<br>Independence Twp. Fire Department<br>(248) 625-1142<br>dpiche@independencefire.us<br>Dates of Service: 2014 to present                                                                                                                                                                                                |
| Project: | Empco develops tailored written exams for the Fire Department. Ranks in which tests have been designed for include: Fire Lieutenant, EMS Coordinator, Fire Inspector, and Fire Captain. Oral Boards are developed and conducted for Captain, Inspector, and Lieutenant. Assessment Centers are developed and conducted for the rank of Fire Chief |

#### **Lansing, MI Fire Department**

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contact: | Brian Sturdivant<br>Fire Chief<br>Lansing Fire Dept.<br>(517) 483-4560<br>brian.sturdivant@lansingmi.gov<br>Dates of Service: 2018 to present                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Project: | Empco develops written exams for the ranks of Fire Battalion Chief and Fire Captain. Assessment centers are also developed for all positions at the Division Chief/Battalion Chief level and Captain levels. These positions include: EMS Operations Division Chief, Fire Marshal, Emergency Manager Division Chief, Training Division Chief, Administration Division Chief, Logistics Division Chief, Suppression Battalion Chief, Training Captain, Suppression Captain, Community Resource Captain, Fire Inspector, Logistics Captain, and Emergency Management Captain. |

#### **Livonia, MI Fire Department**



|          |                                                                                                                                                                                                                                                                                                                   |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contact: | Jeannine Laible<br>Human Resources Director<br>Civil Service Department<br>(734) 466-2527<br>jlaible@livonia.gov<br>Dates of Service: 1998 to present                                                                                                                                                             |
| Project: | Empco develops and administers an in-basket and assessment center for the Fire Chief, Deputy Fire Chief, and Fire Training Officer. Assessment centers for these positions are developed after conducting job analyses to determine the necessary skills and abilities required of someone filling each position. |

#### **Madison Heights, MI Fire Department**

|          |                                                                                                                                                                                                                                                                                                                                                                                       |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contact: | Tracee Miller<br>Human Resources Director<br>City of Madison Heights<br>(248) 837-2609<br>TraceeMiller@madison-heights.org<br>Dates of Service: 2002 to present                                                                                                                                                                                                                       |
| Project: | Empco facilitates both hiring and promotions for the Madison Heights Fire Department. Empco develops and conducts assessment centers for the ranks of Lieutenant, Captain, and Chief.<br><br>Madison Heights utilizes our Fire Testing System to create eligibility lists for entry level positions. Empco also develops and facilitates oral boards for these entry level positions. |

#### **Southfield, MI Fire Department**

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contact: | James Meadows<br>Human Resources Director<br>City of Southfield<br>(248) 796-4708<br>jmeadows@cityofsouthfield.com<br>Dates of Service: 1999-present                                                                                                                                                                                                                                                                                              |
| Project: | Empco has conducted written exams and assessment centers for various ranks in the Fire Department. Written exams for every rank in the Fire department is tailored or customized to that rank in the department.<br>Assessment centers were conducted for the following ranks in the Fire Department: Chief, Battalion Chief, Captain and Fire Marshal. Written exams for the Fire Department include Driver-Engineer, Inspector, and Lieutenant. |

#### **Sterling Heights, MI Fire Department**

|          |                                                                                                                         |
|----------|-------------------------------------------------------------------------------------------------------------------------|
| Contact: | Kate Baldwin<br>Human Resources Director<br>City of Sterling Heights<br>(586) 446-2316<br>kbaldwin@sterling-heights.net |
|----------|-------------------------------------------------------------------------------------------------------------------------|

|          |                                                                                                                                                                                                                                                                                                                      |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | Dates of Service: 1990 to present                                                                                                                                                                                                                                                                                    |
| Project: | Empco has conducted assessment centers for the ranks of Chief, Training Chief and Fire Marshal. The situations in each exercise were developed after a job analysis of the positions revealed the need for certain required dimensions. Empco recently started customizing written exams for the Captain's position. |

## Legal Standards

In developing all exams, Empco, Inc. followed the legal and ethical guidelines put forth in:

- *Americans with Disabilities Act of 1990.*
- *Civil Rights Act of 1991.*
- *Guidelines and Ethical Considerations for Assessment Center Operations (2015)*, International Taskforce on Assessment Center Guidelines.
- *Principles for the Validation and Use of Personnel Selection Procedures*, 4<sup>th</sup> edition (2003), Society of Industrial Organizational Psychology.
- *Standards for Educational and Psychological Testing* (1999), American Psychological Association.
- *Uniform Guidelines on Employment Selection Procedures* (1978), Code of Federal Regulations, Chapter 41, Part 60-3.

## Insurance

Empco carries required insurance.

## Litigation

Empco has never been involved in any litigation of any kind.

## Contact

Empco staff is easily accessible by several methods: office phone: 248-528-8060; fax: 248-526-7274; email: [info@empco.net](mailto:info@empco.net), or view our web site at: [www.empco.net](http://www.empco.net). We are located in Troy, Michigan near I-75, approximately 30 minutes north of Detroit.

## Authorized Individual

Kendra Royer, Ph.D., President, is the person authorized to sign a contract. She can be reached at 248-528-8060 or at [kendra@empco.net](mailto:kendra@empco.net)

## Non-Collusion

Empco has not and will not work with any other vendor on this project.

## Pricing

### Written Exam

|                               |            |
|-------------------------------|------------|
| 125 multiple choice questions | \$3,300.00 |
|-------------------------------|------------|

### Assessment

|                                |            |
|--------------------------------|------------|
| In-Basket Exercise (2-3 items) | \$2,000.00 |
|--------------------------------|------------|

|                        |            |
|------------------------|------------|
| Additional 3 Exercises | \$4,600.00 |
|------------------------|------------|

(Choosing from: oral board, oral presentation  
Employee conflict resolution, employee counseling,  
and tactical scenario)

|              |                   |
|--------------|-------------------|
| <b>Total</b> | <b>\$9,900.00</b> |
|--------------|-------------------|

Mileage and travel expenses will be billed as they occur. Mileage will be billed at the current federal rate. Mileage and travel expenses shall not exceed \$300.00.

Price effective through November 1, 2026.