

1 **BILL NO. S-26-08-03**

2 SPECIAL ORDINANCE NO. S-\_\_\_\_

3  
4 **AN ORDINANCE** approving the purchase of  
5 specialized services for Fort Wayne Fire Department's  
6 2026 CAPTAIN AND BATTALION CHIEF  
7 PROMOTIONAL PROCESS - (\$98,490.00) between  
INDUSTRIAL ORGANIZATIONAL SOLUTIONS, INC.  
and the City of Fort Wayne, Indiana.

8  
9 **NOW, THEREFORE, BE IT ORDAINED BY THE COMMON**  
10 **COUNCIL OF THE CITY OF FORT WAYNE, INDIANA:**

11 **SECTION 1.** That the purchase of specialized services for Fort  
12 Wayne Fire Department's 2026 CAPTAIN AND BATTALION CHIEF  
13 PROMOTIONAL PROCESS - between INDUSTRIAL ORGANIZATIONAL  
14 SOLUTIONS, INC. and the City of Fort Wayne, Indiana is hereby ratified, and  
15 affirmed and approved in all respects, respectfully for:

16  
17 SPECIALIZED PUBLIC SAFETY ASSESSMENT SERVICES  
18 TO ENSURE THE PROMOTIONAL PROCESS IS OBJECTIVE,  
AND LEADERSHIP REQUIREMENTS;

19 involving a total cost of NINETY-EIGHT THOUSAND FOUR HUNDRED NINETY  
20 AND 00/100 DOLLARS - (\$98,490.00) all as more particularly set forth in said  
21 purchase of specialized services for Fort Wayne Fire Department's 2026 CAPTAIN  
22 AND BATTALION CHIEF PROMOTIONAL PROCESS - which is on file in the City  
23 Clerk's Office, and is by reference incorporated herein, made a part hereof, and is  
24 hereby in all things ratified, confirmed and approved.

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**SECTION 2.** That this Ordinance shall be in full force and effect  
from and after its passage and any and all necessary approval by the Mayor.

\_\_\_\_\_  
Council Member

APPROVED AS TO FORM AND LEGALITY

\_\_\_\_\_  
Malak Heiny, City Attorney

**Fort Wayne IN Fire**  
**Submitted by Industrial/Organizational Solutions, Inc. (IOS)**

Fire Captain

| Project Step                                                                                                                        | Consultant Hrs. | Consulting Assoc. Hrs. | Tech. Wrtr. Hrs | Admin. Hrs. | Cost            |
|-------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------|-----------------|-------------|-----------------|
| <b>Kick-off and Planning</b>                                                                                                        | 2               | 1                      | 0               | 0           | \$600           |
| Discuss milestones and determine timeline.                                                                                          | 2               | 1                      |                 |             |                 |
| Component Expenses                                                                                                                  |                 | \$0                    |                 |             |                 |
| <b>Written Job Knowledge Examination</b>                                                                                            | 7               | 14                     | 56              | 0           | \$9,580         |
| Work with SMEs to develop an examination plan that is linked to the job analysis and select appropriate knowledge sources.          | 1               |                        |                 |             |                 |
| Draft 125 multiple choice questions based on exam plan.                                                                             | 1               | 6                      | 46              |             |                 |
| Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions.                                  | 3               |                        | 5               |             |                 |
| Administer exam on-site.                                                                                                            |                 | 4                      |                 |             |                 |
| Score exam.                                                                                                                         | 1               | 2                      |                 |             |                 |
| Assist in designing/coordinating appeals process and respond to candidate appeals.                                                  | 1               | 2                      | 5               |             |                 |
| Component Expenses                                                                                                                  |                 | \$1,180                |                 |             |                 |
| <b>Assessment Center Development</b>                                                                                                | 82              | 55                     | 0               | 4           | \$29,570        |
| Design five exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines. | 50              | 8                      |                 |             |                 |
| Review exercise with SMEs to refine exercise details and ensure accuracy of criteria.                                               | 5               | 2                      |                 |             |                 |
| Develop efficient assessment schedule and plan out needs for assessment site.                                                       | 2               |                        |                 |             |                 |
| Recruit assessors and coordinate travel logistics (estimated 15 assessors to create 5 panels).                                      |                 | 12                     |                 |             |                 |
| Administer the assessment center (estimated 10 candidates: 2 days, 2 staff; concurrent with BC AC).                                 | 20              | 20                     |                 |             |                 |
| Compile assessment scores and conduct quality controls.                                                                             | 2               | 3                      |                 | 2           |                 |
| Calculate final composite scores; develop candidate feedback reports.                                                               | 3               | 10                     |                 | 2           |                 |
| Component Expenses                                                                                                                  |                 | \$3,130                |                 |             |                 |
| <b>Candidate Orientation Presentation</b>                                                                                           | 8               | 0                      | 0               | 0           | \$1,920         |
| Prepare and deliver a video-based candidate preparation/orientation presentation.                                                   | 8               | 0                      |                 |             |                 |
| Component Expenses                                                                                                                  |                 | \$0                    |                 |             |                 |
| <b>Pass-Through Expenses</b>                                                                                                        |                 |                        |                 |             | \$23,925        |
| Site Procurement Expenses - Exam and/or assessment center site rental and catering obligations.                                     |                 | Provide by client      |                 |             |                 |
| Assessor Travel-related Expenses - Assessor flights, lodging, and per diems.                                                        |                 | \$23,925               |                 |             |                 |
| <b>TOTAL PROJECT INVESTMENT</b>                                                                                                     |                 |                        |                 |             | <b>\$65,595</b> |

### ***Project Notes***

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

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

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

### **Schedule of Hourly Rates - IOS 2026**

| <b><i>Category</i></b>             | <b><i>Rate</i></b> |
|------------------------------------|--------------------|
| Consultant/Industrial Psychologist | \$240/hour         |
| Consulting Associate               | \$120/hour         |
| Technical Writer                   | \$90/hour          |
| Administrative Assistant           | \$40/hour          |



**Fort Wayne IN Fire**  
**Submitted by Industrial/Organizational Solutions, Inc. (IOS)**

*Fire Battalion Chief*

| Project Step                                                                                                                        | Consultant Hrs.             | Consulting Assoc. Hrs. | Tech. Wrtr. Hrs | Admin. Hrs. | Cost     |
|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------|-----------------|-------------|----------|
| Written Job Knowledge Examination                                                                                                   | 7                           | 10                     | 56              | 0           | \$9,100  |
| Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.         | 1                           |                        |                 |             |          |
| Draft 125 multiple choice questions based on exam plan.                                                                             | 1                           | 6                      | 46              |             |          |
| Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions.                                  | 3                           |                        | 5               |             |          |
| Score exam.                                                                                                                         | 1                           | 2                      |                 |             |          |
| Assist in designing/coordinating appeals process and respond to candidate appeals.                                                  | 1                           | 2                      | 5               |             |          |
| Component Expenses                                                                                                                  | \$1,180                     |                        |                 |             |          |
| Assessment Center Development                                                                                                       | 72                          | 33                     | 0               | 4           | \$23,795 |
| Design five exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines. | 50                          | 8                      |                 |             |          |
| Review exercise with SMEs to refine exercise details and ensure accuracy of criteria.                                               | 5                           | 2                      |                 |             |          |
| Develop efficient assessment schedule and plan out needs for assessment site.                                                       | 2                           |                        |                 |             |          |
| Administer the assessment center (estimated 10 candidates: 1 additional day, 2 staff; concurrent with Captain AC)                   | 10                          | 10                     |                 |             |          |
| Compile assessment scores and conduct quality controls.                                                                             | 2                           | 3                      |                 | 2           |          |
| Calculate final composite scores; develop candidate feedback reports.                                                               | 3                           | 10                     |                 | 2           |          |
| Component Expenses                                                                                                                  | \$2,395                     |                        |                 |             |          |
| Pass-Through Expenses                                                                                                               | 0                           | 0                      | 0               | 0           | \$0      |
| Site Procurement Expenses - Exam and/or assessment center site rental and catering obligations.                                     | Provide by client           |                        |                 |             |          |
| Assessor Travel-related Expenses - Assessor flights, lodging, and per diems.                                                        | Accounted for under Captain |                        |                 |             |          |
| TOTAL PROJECT INVESTMENT                                                                                                            |                             |                        |                 |             | \$32,895 |

### ***Project Notes***

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

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| Administrative Assistant           | \$40/hour          |

# COUNCIL DIGEST SHEET

## RFPs , BIDS, OTHER PROJECTS

|                          |                                                          |
|--------------------------|----------------------------------------------------------|
| Bid/RFP#/Name of Project | 2026 Captain and Battalion Chief Promotional Process     |
| Awarded To               | Industrial Organizational Solutions, Inc. (IOS)          |
| Amount                   | \$98,490.00 exceeds \$100K for the year for same vendor. |
| Number of Registrants    |                                                          |
| Number of Bidders        |                                                          |
| Required Attachments     | RFPs – attach Award Matrix; Bids – attach Tab Sheet      |

## EXTENSIONS

|                              |  |
|------------------------------|--|
| Date Last Bid Out            |  |
| # Extensions Granted To Date |  |

## SPECIAL PROCUREMENT

|                                                            |  |
|------------------------------------------------------------|--|
| Contract #/ID<br>(State, Federal,<br>Piggyback--Authority) |  |
| Sole Source/<br>Compatibility Justification                |  |

## BID CRITERIA *(Take Buy Indiana requirements into consideration.)*

|                                        |                                                                                      |
|----------------------------------------|--------------------------------------------------------------------------------------|
| Most Responsible,<br>Responsive Lowest | <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If no, explain below</i> |
| If not lowest, explain                 | N/A                                                                                  |

# COUNCIL DIGEST SHEET

## COST COMPARISON

|                                                                                                  |  |
|--------------------------------------------------------------------------------------------------|--|
| <i>Increase/decrease amount<br/>from prior years<br/>For annual purchase<br/>(if available).</i> |  |
|--------------------------------------------------------------------------------------------------|--|

## DESCRIPTION OF PROJECT / NEED

|                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Identify need for project &amp;<br/>describe project; attach<br/>supporting documents as<br/>necessary.</i> | Approval for the purchase of Specialized Services for Promotional Assessment from Industrial Organizational Solutions, Inc. (IOS) for the FWFD's Captain and Battalion Chief promotional process. IOS provides specialized public safety assessment services to ensure the promotional process is objective, standardized, and tailored to the operational and leadership requirements. Approval is requested because the Department's cumulative expenditure with the vendor IOS during the current year will exceed the City's \$100,000 procurement threshold including the \$56,900 previously encumbered for the Lieutenant's Promotional Assessment Services. |
|                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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## REQUEST FOR PRIOR APPROVAL

|                                                                            |  |
|----------------------------------------------------------------------------|--|
| <i>Provide justification if<br/>prior approval is being<br/>requested.</i> |  |
|                                                                            |  |
|                                                                            |  |
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|                                                                            |  |
|                                                                            |  |

## FUNDING SOURCE

|                             |                            |
|-----------------------------|----------------------------|
| <i>Account Information.</i> | Contracted Services - 5369 |
|                             |                            |
|                             |                            |
|                             |                            |
|                             |                            |
|                             |                            |