

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

2 SPECIAL ORDINANCE NO. S-96-26

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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
8 INDUSTRIAL ORGANIZATIONAL SOLUTIONS, INC.
9 and the City of Fort Wayne, Indiana.

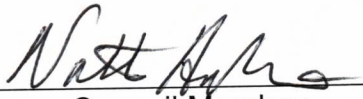
10 **NOW, THEREFORE, BE IT ORDAINED BY THE COMMON**
11 **COUNCIL OF THE CITY OF FORT WAYNE, INDIANA:**

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

17 SPECIALIZED PUBLIC SAFETY ASSESSMENT SERVICES
18 TO ENSURE THE PROMOTIONAL PROCESS IS OBJECTIVE,
19 STANDARDIZED, AND TAILORED TO THE OPERATIONAL
20 AND LEADERSHIP REQUIREMENTS;

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

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

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5 Council Member

6 APPROVED AS TO FORM AND LEGALITY

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9 Malak Heiny, City Attorney

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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
Kick-off and Planning	2	1	0	0	\$600
Discuss milestones and determine timeline.	2	1			
Component Expenses			\$0		
Written Job Knowledge Examination	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		
Assessment Center Development	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		
Candidate Orientation Presentation	8	0	0	0	\$1,920
Prepare and deliver a video-based candidate preparation/orientation presentation.	8	0			
Component Expenses			\$0		
Pass-Through Expenses					\$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			
TOTAL PROJECT INVESTMENT					\$65,595

Project Notes

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

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

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

Schedule of Hourly Rates - IOS 2026

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

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 (State, Federal, Piggyback--Authority)	
Sole Source/ Compatibility Justification	

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

Most Responsible, Responsive Lowest	☐ Yes ☐ No <i>If no, explain below</i>
If not lowest, explain	N/A

COUNCIL DIGEST SHEET

COST COMPARISON

<i>Increase/decrease amount from prior years For annual purchase (if available).</i>	
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DESCRIPTION OF PROJECT / NEED

<i>Identify need for project & describe project; attach supporting documents as 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.

REQUEST FOR PRIOR APPROVAL

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

FUNDING SOURCE

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

BILL NO. S-26-08-03

REPORT OF COMMITTEE ON FINANCE

August 18, 2026

Nathan Hartman Chair

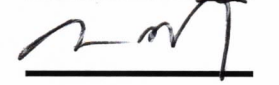
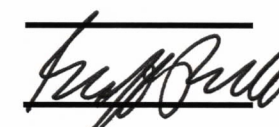
Geoff Paddock Co-Chair

All Council Members

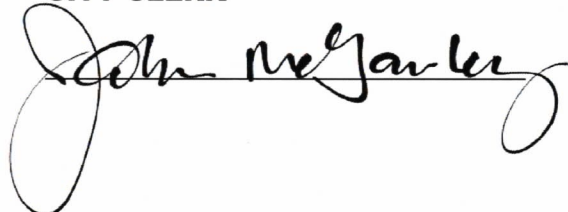
An Ordinance approving the purchase of specialized services for Fort Wayne Fire Department's 2026 Captain and Battalion Chief Promotional Process between Industrial Organizational Solutions, Inc. and the City of Fort Wayne, Indiana

Involving a total cost of \$98,490.00

COMMITTEE ON FINANCE HAVE HAD SAID Ordinance under consideration and beg leave to report back to the Common Council that said Ordinance

<u>COUNCIL MEMBER</u>	<u>DO PASS</u>	<u>DO NOT PASS</u>	<u>ABSTAIN</u>
<u>BENDER</u>			
<u>BOOKER</u>			
<u>CHAMBERS</u>			
<u>ENSLEY</u>			
<u>FREISTROFFER</u>			
<u>HARTMAN</u>			
<u>JEHL</u>			
<u>MYERS</u>			
<u>PADDOCK</u>			

**JOHN D. MCGAULEY
CITY CLERK**



Public Hearing Date: N/A

Read the first time in full and on motion by Councilperson Hartman.

Read the second time by title and referred to the Finance Committee.

Read the third time in full and on motion by Councilperson Hartman, placed on passage by the following vote:

<u>TOTAL VOTES</u>	<u>AYES</u>	<u>NAYS</u>	<u>ABSTAINED</u>	<u>ABSENT</u>
BENDER	☒	☐	☐	☐
BOOKER	☒	☐	☐	☐
CHAMBERS	☒	☐	☐	☐
ENSLEY	☒	☐	☐	☐
FREISTROFFER	☒	☐	☐	☐
HARTMAN	☒	☐	☐	☐
JEHL	☒	☐	☐	☐
MYERS	☐	☐	☐	☒
PADDOCK	☒	☐	☐	☐

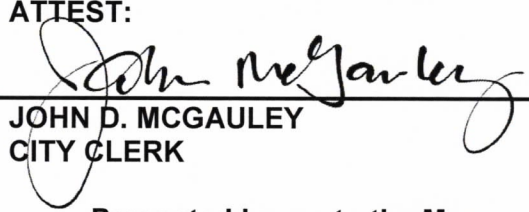
DATED: August 25, 2026

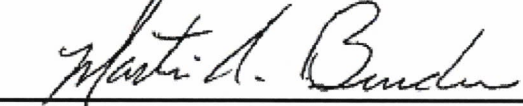

JOHN D. MCGAULEY, CITY CLERK

Passed and adopted by the Common Council of the City of Fort Wayne, Indiana, as

Special Ordinance No. S-26-08-03 on the 25th day of August, 2026

ATTEST:

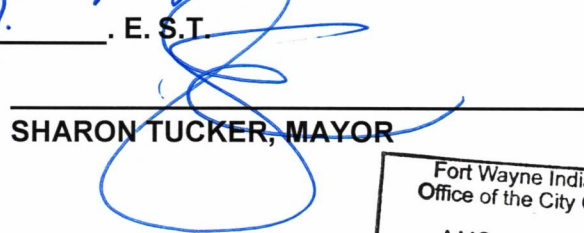

JOHN D. MCGAULEY
CITY CLERK


PRESIDING OFFICER

Presented by me to the Mayor of the City of Fort Wayne, Indiana, on the 26th
of August 2026, at the hour of 11:55 o'clock A.M. E.S.T.


JOHN D. MCGAULEY, CITY CLERK

Approved and signed by me this 26th day of August 2026, at the
hour of 3:38 o'clock P.M. E.S.T.


SHARON TUCKER, MAYOR

Fort Wayne Indiana
Office of the City Clerk

AUG 26 2026

RECEIVED