Docusign Envelope ID: C3CA650C-A308-80A7-8014-626BFECBA4FA

City of Jacksonville, Florida

Procurement Award Form (PAF)

Part 1 – Form Type: JPAC 126.204 (a) New Award, Renewals, Waive Technical Defects, Price Increases, NTE Increases.

Goods and/or Services: Consultant Services for Development, Administration & Grading of Promotional Examinations

Requested Action and Justification:

Contract negotiations have been completed with Industrial/Organizational Solutions, Inc., for Consultant Services for Development, Administration & Grading of Promotional Examinations for JFRD. Request approval of award to Industrial/Organizational Solutions, Inc. with a negotiated reduction in rates by nearly 4%. Period of services shall be from October 1, 2026 through September 30, 2027, with four (4) one (1) year renewal options. Total award not to exceed $349,900.00. All other terms and conditions remain in accordance with the Scope of Services outlined in the Request for Proposal.

This award is subject to appropriation by the City in the fiscal year beginning October 1, 2026. No funds have been appropriated to date. The City has no obligation for payment and works hereunder is not authorized unless funds are appropriated for the work herein. A written notification will be provided if funds are appropriated.

To be executed by contract through the Office of General Counsel.

Supplier:	Industrial/Organizational Solutions	**Basis of Award:**	Highest Evaluated	**BID Opening Date:**	05/29/2026

POA #:	N/A	**PO #:**	N/A	**Change Order #:**	N/A
Solicitation #:	RFP-NONCON 17833 26	**Contract #:**	N/A	**Contract ADM #:**	N/A
Term:	1 year	**Options:**	4, 1 year	**Options Used:**	0

Federally Funded:	No	**JSEB Rec:**	Encouragement
Licenses Verified:	N/A	**JSEB %:**	0
Bonds Required:	No	**Bonds Waived Pursuant To:**	N/A

Fund:	00111	**Center:**	131301	**Acct:**	531090	**Proj:**	000000	**Activity:**	00000000	$ 349,900.00
Fund:		**Center:**		**Acct:**		**Proj:**		**Activity:**		$
Fund:		**Center:**		**Acct:**		**Proj:**		**Activity:**		$

New NTE/GMP:	$ 349,900.00	**Contingent Amt:**	$ 0	**DMP/ODPO Amt:**	$ 0

Using Agency/BU:	ESTM:TALENT MANAGEMENT		
Concurrence:	Signed by: Jara Johnson 4FC8ABFF17D04E8...	**Title:**	CHIEF OF TALENT MANAGEMENT 9/2/2026
Concurrence:		**Title:**	
Concurrence:		**Title:**	
Concurrence:		**Title:**	

Initial JJ

Procurement Analyst/Buyer:	Signed by: Wallace Cohen, Olive 4547B2180AE148...	**Chief of Procurement:**	Signed by: 9/8/2026 B10F1D517352456...
Name:	Wallace Cohen, Olive	**Name:**	Dustin L. Freeman

Part 2 – JPAC Action: All award actions subject to lawfully appropriated funds.		**Part 3 – Final Awarding Authority Action:**	
Members who approve:		**Action:**	
Members who disapprove:		**Signature:**	
Date:		**Date:**	

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PAF Instructions
Part 1 (using agency)

Form Type: This form will be used for both Administrative Awards and JPAC Requests. Select type from dropdown options.

Goods and/or Services: Enter a brief description of the types of goods and services included in the request.

Requested Action and Justification: Enter a brief description of the requested action or authority being sought. i.e.; *Request permission to award the lowest, responsive responsible bidder for an ITB or award the highest ranked supplier for an RFP.* This block should also be used for additional information such as additional 4th account strings, or other information essential for contract execution.

Supplier: Enter awarded supplier name**.** If multiple, include in "Requested Action and Justification" box.

Basis of Award: Select from Lowest Price Technical Acceptable (LPTA), Highest Price Technical Acceptable (HPTA) or N/A.

Bid Opening Date: The date bids were unsealed by Procurement.

POA #: This is your 1Cloud generated Agreement number. Select Type, Enter Number.

PO #: Enter the PO number or agreement release number.

Change Order #: Provide the applicable change order number represented by this request.

Solicitation #: Select Prefix type, Enter Number, and Year.

Contract #: This number should be the same as your POA number (unless procured prior to 2020)

Contract Amendment #: Provide the applicable amendment number represented by this request.

Term: Select the Period of Performance or Term for the initial period.

Options: Period of time for each renewal or option.

Options Used: Prior to this request, enter how many options were already used.

Federally Funded: Select yes or no from dropdown if Federal Funds will be used.

JSEB Rec: Select Encouragement or JSEB Set Aside Option.

JESB %: If JSEB Participation, enter the percentage.

Bonds Waived Pursuant to: Select option from Drop down.

Funding Sources: Fund/Center/Account/Project/Activity, all fields are required even if zeros.

New NTE/GMP: Enter the new total not to exceed amount. Note, this should match the contract maximum indebtedness, if applicable**.**

Contingent Amount: If your agency requests an allowance for unforeseen additional expenses, then specify the amount of your requested increase and new NTE that represents the contingency allowance. This is over and above any quote.

DMP/ODPO Account: Enter the Direct Materials Purchase/Owner Direct Purchase Order Account. Used mainly for CIP (Capital Improvement/Construction) Projects

Using Agency/BU: Select one from the dropdown list.

Concurrence: Using Agency internal routing requirements for Electronic Signatures (follow Proc Manual for threshold requirements)

Title: Title of person electronically signing form.

Attachments: Included any supplemental information to the Procurement Award Form. i.e.; *Scope of work, previous awards*.

**Any field where there is no data available, or no entry is required, either leave it blank or enter N/A. Any fields where there is known data, include for informational purposes. Any changes to an original award should contain the data that is being changed and any other relevant data required for JPAC review and approval.*

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City of Jacksonville, Florida

Donna Deegan, Mayor

Employee Services Department
City Hall
117 West Duval Street, Suite 100
Jacksonville, Florida 32202

A NEW DAY.

Date: September 1, 2026

MEMORANDUM

TO: Dustin Freeman, Chairman
Jacksonville Procurement Awards Committee (JPAC)

FROM: Gina Ray, Human Resources Manager
Employee Services Department

Subject: **Approval request to enter into contract; top one (1) proposer17833-26 Consultant Services for Development, Administration, & Grading of Promotional Examinations for JFRD**

Contract negotiations have been completed for **Consultant Services for Development, Administration & Grading of Promotional Examinations for JFRD** and Employee Services Department is recommending approval to enter into contract with Industrial/Organizational Solutions, Inc. I/O Solutions has reduced their rates by 4% after negotiations.

Period of services shall be from October 1, 2026, for a one (1) year period through September 30, 2027 with an option of four (1) additional one (1) year renewal options.

All other terms and conditions are according to the Scope of Services outlined in the Request for Proposal. The maximum indebtedness shall not exceed $349,900.

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City of Jacksonville, Florida

Procurement Award Form (PAF)

Part 1 – Form Type: JPAC 126.204 (a) New Award, Renewals, Waive Technical Defects, Price Increases, NTE Increases.

Goods and/or Services: Writing and Grading of Promotional Exams

Requested Action and Justification:

Request approval to enter into negotiations with the highest ranked bidder, Industrial/Organizational Solutions. After negotiations, the results and recommendations will be submitted for approval. The evaluated scores for each vendor are as follows:

- Industrial/Organizational Solutions - 87.33
- Morris & McDaniel, Inc. - 78.33

Supplier:	Industrial/Organizational Solutions	**Basis of Award:**	Highest Evaluated	**BID Opening Date:**	05/29/2026

POA #:	N/A	**PO #:**	N/A	**Change Order #:**	N/A
Solicitation #:	RFP-NONCON 17833 26	**Contract #:**	N/A	**Contract ADM #:**	N/A
Term:	1 year	**Options:**	4 (1) year renewals	**Options Used:**	N/A

Federally Funded:	No	**JSEB Rec:**	Encouragement
Licenses Verified:	Yes	**JSEB %:**	0
Bonds Required:	No	**Bonds Waived Pursuant To:**	N/A

Fund:	00111	**Center:**	131301	**Acct:**	531090	**Proj:**	000000	**Activity:**	00000000	$ 0
Fund:		**Center:**		**Acct:**		**Proj:**		**Activity:**		$
Fund:		**Center:**		**Acct:**		**Proj:**		**Activity:**		$

New NTE/GMP:	$ 0	**Contingent Amt:**	$ 0	**DMP/ODPO Amt:**	$ 0

Using Agency/BU:	ESTM:TALENT MANAGEMENT		
Concurrence:	Signed by: Jara Johnson 4FC8ABFF17D04E8...	**Title:**	CHIEF OF TALENT MANAGEMENT 7/10/2026
Concurrence:		**Title:**	
Concurrence:		**Title:**	
Concurrence:		**Title:**	

Initial JJ

Procurement Analyst/Buyer:	Signed by: Wallace Cohen, Olive 4547B2180AE148B...	**Chief of Procurement:**	Signed by: Robert Warembung, for Dustin Freeman 7/14/2026 4812CA1D431247A...
Name:	Wallace Cohen, Olive	**Name:**	Dustin L. Freeman

Part 2 – JPAC Action: All award actions subject to lawfully appropriated funds.		**Part 3 – Final Awarding Authority Action:**	
Members who approve:	3	**Action:**	Approved
Members who disapprove:	0	**Signature:**	Signed by: kelli O'Leary 92A2898FE95E4AC... Signed by:
Date:	7/16/2026	**Date:**	7/16/2026

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PAF Instructions
Part 1 (using agency)

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Requested Action and Justification: Enter a brief description of the requested action or authority being sought. i.e.; *Request permission to award the lowest, responsive responsible bidder for an ITB or award the highest ranked supplier for an RFP.* This block should also be used for additional information such as additional 4th account strings, or other information essential for contract execution.

Supplier: Enter awarded supplier name**.** If multiple, include in "Requested Action and Justification" box.

Basis of Award: Select from Lowest Price Technical Acceptable (LPTA), Highest Price Technical Acceptable (HPTA) or N/A.

Bid Opening Date: The date bids were unsealed by Procurement.

POA #: This is your 1Cloud generated Agreement number. Select Type, Enter Number.

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Solicitation #: Select Prefix type, Enter Number, and Year.

Contract #: This number should be the same as your POA number (unless procured prior to 2020)

Contract Amendment #: Provide the applicable amendment number represented by this request.

Term: Select the Period of Performance or Term for the initial period.

Options: Period of time for each renewal or option.

Options Used: Prior to this request, enter how many options were already used.

Federally Funded: Select yes or no from dropdown if Federal Funds will be used.

JSEB Rec: Select Encouragement or JSEB Set Aside Option.

JESB %: If JSEB Participation, enter the percentage.

Bonds Waived Pursuant to: Select option from Drop down.

Funding Sources: Fund/Center/Account/Project/Activity, all fields are required even if zeros.

New NTE/GMP: Enter the new total not to exceed amount. Note, this should match the contract maximum indebtedness, if applicable**.**

Contingent Amount: If your agency requests an allowance for unforeseen additional expenses, then specify the amount of your requested increase and new NTE that represents the contingency allowance. This is over and above any quote.

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Using Agency/BU: Select one from the dropdown list.

Concurrence: Using Agency internal routing requirements for Electronic Signatures (follow Proc Manual for threshold requirements)

Title: Title of person electronically signing form.

Attachments: Included any supplemental information to the Procurement Award Form. i.e.; *Scope of work, previous awards*.

**Any field where there is no data available, or no entry is required, either leave it blank or enter N/A. Any fields where there is known data, include for informational purposes. Any changes to an original award should contain the data that is being changed and any other relevant data required for JPAC review and approval.*

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Section 4
Description of Services and Deliverables

a) The examinations must be in compliance with the following internal documents:

1. The attached Consent Decree entered by the United States District Court Middle District of Florida, specifically paragraphs 76-107 (please read carefully) (Attachment H);

2. The current version of any applicable collective bargaining agreement(s); (Attachment H, Appendix 5)

3. The Civil Service and Personnel Rules and Regulations of the City of Jacksonville. (Attachment J)

b) All examinations will be developed, administered, reviewed, and scored within six months of the first vacancy date.

c) A pre-employment examination must be developed for the entry-level, non-certified firefighter classification.

d) A new promotional examination must be developed and used for each classification.

e) All examination materials, questions and related information must be kept secure. No one knowing, or related to, a JFRD employee shall have access to the examinations.

f) The examinations' reading lists must be developed with the participation of Jacksonville Fire and Rescue Department Subject Matter Experts (SMEs).

g) The development of examination questions and/or scenarios will NOT involve SMEs who:

1. are currently employed by JFRD,
2. were previously employed by JFRD,
3. have a known affiliation with a person employed or previously employed by the JFRD,
4. currently reside in Florida, or
5. resided in Florida within the last three (3) years prior to the examination.

JFRD employees shall serve as SMEs only to assist in the development and update of each job analysis and reading list, as well as serving on the protest hearing committee as per the City of Jacksonville, Florida Civil Service and Personnel Rules and Regulations.

II. **Project Requirements:**

For each examination request generated during the period of the contract, the Consultant will be expected to perform the following tasks:

a) The Consultant must conduct an extensive job analysis indicating tasks/work behaviors, knowledge, skills, and abilities (KSAs), linkage information, all weights, and the method by which KSAs will be measured,

1) The job analysis will be planned by the Consultant/Firm in consultation with other experts, as identified by the City.

2) The Consultant/ Firm will provide a written report for each job analysis completed and will produce a proposal for the promotion examination for each classification (including the information listed in paragraph 92 of the attached Consent Decree). The proposal

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l'romotional Examinations

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will be produced to the City at least 155 days before the scheduled examination date.

3) Regardless of the proposal described above, the Consultant/Firm must be prepared to develop and administer, with 60-day notice, an examination in the format used on the prior examination for that classification (see paragraph 95 of the attached Consent Decree).

b) If the City notifies the Consultant that an examination in the previous format is needed and that format was 150 multiple-choice questions, the Consultant will develop and validate at least 250 items, 150 for the examination and 100 for possible make-up exams. Depending on whether the written examination is used in conjunction with other examination methods, the number of written items will accurately reflect the percentage of weights and knowledge dimensions included in the examination. Multiple-choice items will have four (4) independent answers which will not include "none of the above", or "all of the above", or various combinations of other answers. All items will have one and only one correct answer. Matching, essay, fill in the blank, and true/false items will not be used. The Consultant will maintain a record of the source from which each examination item was derived and the knowledge that is examined by each item. The overlapping items must be modified but remain at the same level of difficulty.

c) In consultation with the JFRD, the Consultant will identify general source material to be compiled into a reading list, and provide this list to the City Employee Services Department for distribution at least 70 days prior to administration of any type of examination.

d) The Consultant will maintain security of all examination materials prior to and after the examination. All examination material developed will become property of the City of Jacksonville, and all documents related to the project to include emails.

1) There is to be no additional cost to the City of Jacksonville to receive copies of project related materials or documents, and they should be retained until notified otherwise and should be available on demand.

2) The Consultant will keep a copy of all examination materials for themselves, should the Consultant need to defend their work even after expiration of the contract.

3) If the Consultant desires to destroy any City of Jacksonville project related documents, the Consultant must let the City of Jacksonville know prior to any destruction of these documents.

e) The Consultant must keep and maintain all records created in the process of developing JFRD promotion examinations covered by the scope of this Request for Proposal.

f) The Consultant will be responsible for the exam administration process. City Employee Services Department will provide staff to assist.

g) The Consultant will determine examination time limits and provide documentation of how those time limits were determined for each examination.

h) Prior to completion of any examination administration, the Consultant will provide the City Employee Services Department with a keyed copy of the examination. The City of Jacksonville Employee Services Department will conduct the examination protest review sessions and maintain a log of protested items.

i) The Consultant will prepare all materials necessary for any protest meeting and provide for and administer a protest hearing in conformance with Civil Service and Personnel Rules and Regulations.

j) The Consultant will score the examination in conformance with Civil Service and Personnel Rules

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and Regulations. Upon completion of scoring, the Consultant will provide the City's Employee Services Department with an alphabetical list of examinees and their respective scores in percentage format carried out to three decimal places in a Microsoft Excel spreadsheet.

k) Upon completion of the examination, the Consultant must develop a candidate feedback document that provides each candidate with a written profile of his or her performance. This must be done within two weeks of the protest hearing, or if no protests are received, within two weeks of the conclusion of the protest period.

1) The Consultant will provide for each examination developed, a complete report detailing all aspects of examination development and specifically state how the services comply with the generally accepted standards in the field of examinations and measurement. If necessary, the Consultant will testify in any hearings or trials involving the use of materials developed by the Consultant. This includes any expert reports or testimony required after the contract expires. The City of Jacksonville will cover travel, meal, and lodging expenses incurred by the Consultant for such testimony, and a nominal fee for time, not to exceed $2,500 per examination. The Consultant will provide an assessment reliability rating for each examination based up finalization of scores upon request.

m) The Consultant will provide an examination technical report to include an adverse impact analysis and assessment reliability rating based upon finalization of the scoring process and provide that information to the City for each examination.

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Award Solicitation: Consultant Services for Development, Admin. & Grading of Promotional Exams

Solicitation **RFP - Non-Construction 17833** Procurement BU **CGI BU** Close Date **5/29/2026 16:00** Solicitation Currency **USD**	Responses Received **2** Active Responses **2** Shortlisted Responses **2**	Invited Suppliers **260** Will Participate **14** Responded **2**

Line Summary

Line	Item	Item Revision	Supplier	Business Relationship	UOM	Estimated Quantity	Estimated Amount	Award	Agreement Quantity	Rank	Response Price	Score	Response Minimum Release Amount	Supplier Site	Response	Target Minimum Release Amount	Category Name	Line Type
1 Please add a penny to this line			Industrial/Organizational Solutions	Spend Authorized				Yes		1	0.01	100.00			464544		924.20 Examination and Testing	Dollars
2 Please add a penny to this line			Morris & McDaniel, Inc.	Spend Authorized				Yes		2	0.01	100.00	0.01	mdac@aol.com	465360		924.20 Examination and Testing	Dollars

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Award Solicitation: Consultant Services for Development, Admin. & Grading of Promotional

Solicitation **RFP - Non-Construction 178** Procurement BU **COJ BU** Close Date **5/29/2026 16:00** Solicitation Currency **USD**	Responses Received **2** Active Responses **2** Shortlisted Responses **2**	Invited Suppliers **260** Will Participate **14** Responded **2**

Overview

	Industrial/Organizational Solutions, Inc Response: 464541	Industrial/Organizational Solutions, Inc	Morris & McDaniel, Inc. Response: 464363	Morris & McDaniel, Inc. Response: 464363
Business Relationship	Spend Authorized		Spend Authorized	
Supplier Site			Order/Remit	
Supplier Contact	Kerr, Mandy		Morris, David	
Response Status	Active		Active	
Shortlist Status	Included		Included	
Response Amount	0.01		0.01	
Overall Rank	1		2	
Total Award Amount				
Time of Response	5/28/2026 15:51		5/28/2026 18:20	
Response Valid Until				
Reference Number				
Note to Buyer				
Attachments	No		No	

Requirements (View Scoring Criteria)			**Individual scores**				**Individual scores**		
			Scoring Team				**Scoring Team**		
Requirement	**Target Value**	**Industrial/Organizational Solutions, Inc Response: 464541**	Gina Ray	Leah Hayes	Tara Johnson	**Morris & McDaniel, Inc. Response: 464363**	Gina Ray	Leah Hayes	Tara Johnson
Total Score		**87.33**				**78.33**			
1. Affirmation									
Score		9.67	9.00	10.00	10.00	7.00	7.00	8.00	6.00
4. **CURRENT WORKLOAD**. Provide the number and size of the projects currently being performed. Discuss past ability to deliver projects on a timely basis under similar current workload conditions. **(10 points maximum score)**		a. Acknowledge				a. Acknowledge			
Score		10.00	10.00	10.00	10.00	6.67	7.00	6.00	7.00
5. **FINANCIAL RESPONSIBILITY**: Describe form of business, i.e., proprietorship, partnership, corporation; years in business; changes in ownership; bank reference(s); past, present, pending and/or threatened legal proceedings within any forum; and any other information the Contractor may wish to supply to demonstrate financial responsibility. Failure to provide all listed information and documentation will result in score less than maximum for this criterion. **(10 points maximum score)**		a. Acknowledge				a. Acknowledge			
Score		9.00	7.00	10.00	10.00	8.67	7.00	9.00	10.00
6. **ABILITY TO OBSERVE AND ADVISE WHETHER PLANS AND SPECIFICATIONS ARE BEING COMPLIED WITH, WHERE APPLICABLE.** Describe experience, ability, and understanding of Contractor and assigned personnel in observing and monitoring instruction or direction to similarly related tasks. **(10 points maximum score)**		a. Acknowledge				a. Acknowledge			
Score		9.67	9.00	10.00	10.00	7.67	7.00	8.00	8.00
7. **PAST AND PRESENT RECORD OF PROFESSIONAL ACCOMPLISHMENTS WITH CITY AGENCIES AND OTHERS.** **1)** Provide a list of completed projects that are similar in nature and scope to the project under consideration with references to include owner's contact person and telephone number. Describe any outstanding accomplishments that relate to specific services being sought. Responding to this evaluation criterion necessitates that Contractors include statements of their past and present record of professional accomplishments or performance with the City of Jacksonville and its various "using agencies," which is defined in the Jacksonville Ordinance Code as "a department, division, office, board, agency, commission or other unit of Buyer and an independent agency required by law or voluntarily requesting to utilize for services of the (Procurement) Division"; and with any of Buyer's "Independent Authorities"; and on projects undertaken with others that are similar in nature to the size and scope of professional services and/or work required for the project solicitation herein. **(10 points maximum score)**		a. Acknowledge				a. Acknowledge			
Score		10.00	10.00	10.00	10.00	6.67	7.00	7.00	6.00
8. **1) PROXIMITY TO THE PROJECT**. Document the location of Contractor's corporate headquarters, which, if located in Jacksonville, Florida, no further information is required under this criterion and maximum points will be awarded. If Contractor's corporate headquarters are not located in Jacksonville, Florida, please document the location and the nature of business of Contractor's branch office(s), if any, that are located in and/or that are closest to Jacksonville, Florida, the number of employee assigned thereto and the period of continuous existence thereof. Additionally, Contractors are requested to demonstrate, define and provide examples of their ability to provide the services contemplated herein in a manner comparable to having a local office in Jacksonville, Florida or to show that a local office is not necessary to satisfactorily perform the services required for this project, in which event maximum points may be awarded. **(10 points maximum score)**		a. Acknowledge				a. Acknowledge			
Score		7.67	8.00	8.00	7.00	8.33	8.00	9.00	8.00
9. **1) PAST AND PRESENT DEMONSTRATED COMMITMENT TO SMALL AND MINORITY BUSINESSES AND CONTRIBUTIONS TOWARD A DIVERSE MARKET PLACE**. Responding to this evaluation criterion necessitates that Contractors indicate their past and present commitment to minority, women-owned, small and emerging businesses. More specifically, responses to this evaluation criterion should include, without limitation, statements that document the Contractor's: (i) commitment to diversity among the directors, officers, members and/or employees that make up its firm; (ii) commitment to diversity within its community and beyond; (iii) commitment to and/or utilization of minority, women-owned, small and emerging businesses on past projects; and (iv) commitment to and/or utilization of minority, women-owned, small and emerging businesses, certified JSEBs in particular, for the project solicitation in question. **(10 points maximum score)**		a. Acknowledge				a. Acknowledge			
Score		8.67	9.00	9.00	8.00	7.67	7.00	8.00	8.00
10. **ABILITY TO DESIGN AN APPROACH AND WORK PLAN TO MEET THE PROJECT REQUIREMENTS.** Describe the Contractor's understanding of the requirements of this solicitation, and its ability, approach and/or plan to satisfy the same in complete compliance with all applicable federal, state and local laws, statutes, ordinances, rules and regulations. **(10 points maximum score)**		a. Acknowledge				a. Acknowledge			
Score		9.33	9.00	10.00	9.00	6.67	7.00	7.00	6.00
11. 1QOT1) **QOTATION OF RATES, FEES OR CHARGES AND OTHER DETAILED COST PROPOSAL OR COST BREAKDOWN INFORMATION.** Describe the Contractor's overall willingness to meet both time and budget requirements for the project, and subject to Chapter 126, Part 3 of Jacksonville Ordinance Code, Section 126.302(e) in particular, proposed total compensation or unit price quotations, including, without limitation, hourly rates, fees, or other charges that will ultimately be used during, contract negotiations to calculate or determine total compensation. **(10 points maximum score)**		a. Acknowledge				a. Acknowledge			
Score		6.00	7.00	6.00	5.00	9.00	9.00	10.00	8.00
12. **1) 1) VOLUME OF CURRENT AND PRIOR WORK PERFORMED FOR USING AGENCIES SHALL BE CONSIDERED A MINUS FACTOR**. Provide a list of all local government projects including the fees awarded for each on which Contractor has been awarded during the past five (5) years. Include only those projects on which Contractor was the Prime Contractor (do not delete fees paid to subcontractors or others). Such list shall include all work for the City of Jacksonville and its various "using agencies," which is defined in the Jacksonville Ordinance Code as "a department, division, office, board, agency, commission or other unit of Buyer and independent agency required by law or voluntarily requesting to utilize the services of the [Procurement] Division"; and on projects undertaken with others that are similar in nature to the size and scope of professional services and/or work required for the project solicitation herein. If the Contractor has not performed work for any of these agencies during the past five (5) years, the response should so clearly state. The minus factor methodology for this criterion will be based on the fees awarded. The higher the volume of fees the lower the score, less volume of fees the higher the score. **(10 points maximum score)**		a. Acknowledge				a. Acknowledge			
Score		7.33	8.00	7.00	7.00	10.00	10.00	10.00	10.00
7. Response Attachments									
1. **Attach Overall Proposal Document Here, Use the following naming convention: Supplier_Name Overall Proposal Document. Include all response pages in a single ".PDF" format file.** If the proposer desires, the Company financial reports can be submitted in a separate .pdf file from the proposal file. However, the file name must include the word "Confidential". For Example: "XYZ Engineering – Confidential Financial Info.pdf".		a. Acknowledge				a. Acknowledge			
Attachments		Yes				Yes			

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Award Solicitation: Consultant Services for Development, Admin. & Grading of Promotional E

Solicitation	**RFP - Non-Construction 178**	Responses Received	**2**	Invited Suppliers	**260**
Procurement BU	**COJ BU**	Active Responses	**2**	Will Participate	**14**
Close Date	**5/29/2026 16:00**	Shortlisted Responses	**2**	Responded	**2**
Solicitation Currency	**USD**				

Lines

Number of Awarded Lines **0**
Number of Awarded Suppliers **0**

Total Award Amount

1 Please add a penny to this line

Line Type **Dollars**
Category Name **924.20 Examination and Testing**

Start Price
Current Price
Estimated Total Amount

Award Amount
Savings
Savings

	Target Value	**Industrial/Organizational Solutions, Inc Response: 464541**	**Morris & McDaniel, Inc. Response: 464363**
Business Relationship		Spend Authorized	Spend Authorized
Supplier Site			Order/Remit
Response Status		Active	Active
Shortlist Status		Included	Included
Rank		1	2
Line Pricing			
Response Price		0.01	0.01
Unit Price Savings			
Unit Price Savings Percent			
Award Decision			
Award		No	No
Award Amount			
Note to Buyer			
Attachments		No	No

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Award Solicitation: Consultant Services for Development, Admin. & Grading of Promotional

Solicitation **RFP - Non-Construction 178** Procurement BU **COJ BU** Close Date **5/29/2026 16:00** Solicitation Currency **USD**	Responses Received **2** Active Responses **2** Shortlisted Responses **2**	Invited Suppliers **260** Will Participate **14** Responded **2**

Requirements Scoring

Requirements

Requirement	Acceptable Values	Score	Maximum Score
6. Evaluation Criteria			**100**
3. COMPETENCE: Including professional and/or technical education and training; experience in the kind of projects to be undertaken; availability of adequate personnel, equipment and facilities and the extent of repeat business of the persons. Provide names and resumes of all individuals to be assigned to this project. List previous projects similar to the one in the RFP, which have been satisfactorily completed. Provide resumes of principal staff/project manager showing years of experience in the field to which they are assigned for this project. **(10 points maximum score)** The Consultant/Firm must have been in business for at least five (5) years and be qualified in areas of human resource development and selection. In particular, the Consultant/Firm must have a demonstrated ability to develop promotional examinations for fire service personnel in organizations with a minimum of 1,000 members. Specifically, the candidate must list the organizations, the dates the Consultant worked with those organizations, and contact information for the organizations.	a. Acknowledge		10
4. **CURRENT WORKLOAD**. Provide the number and size of the projects currently being performed. Discuss past ability to deliver projects on a timely basis under similar current workload conditions. **(10 points maximum score)**	a. Acknowledge		10
5. **FINANCIAL RESPONSIBILITY**: Describe form of business, i.e., proprietorship, partnership, corporation; years in business; changes in ownership; bank reference(s); past, present, pending and/or threatened legal proceedings within any forum; and any other information the Contractor may wish to supply to demonstrate financial responsibility. Failure to provide all listed information and documentation will result in score less than maximum for this criterion. **(10 points maximum score)**	a. Acknowledge		10
6. **ABILITY TO OBSERVE AND ADVISE WHETHER PLANS AND SPECIFICATIONS ARE BEING COMPLIED WITH, WHERE APPLICABLE.** Describe experience, ability, and understanding of Contractor and assigned personnel in observing and monitoring instruction or direction to similarly related tasks. **(10 points maximum score)**	a. Acknowledge		10
7. **PAST AND PRESENT RECORD OF PROFESSIONAL ACCOMPLISHMENTS WITH CITY AGENCIES AND OTHERS.** **1)** Provide a list of completed projects that are similar in nature and scope to the project under consideration with references to include owner's contact person and telephone number. Describe any outstanding accomplishments that relate to specific services being sought. Responding to this evaluation criterion necessitates that Contractors include statements of their past and present record of professional accomplishments or performance with the City of Jacksonville and its various "using agencies," which is defined in the Jacksonville Ordinance Code as "a department, division, office, board, agency, commission or other unit of Buyer and an independent agency required by law or voluntarily requesting to utilize for services of the (Procurement) Division"; and with any of Buyer's "Independent Authorities"; and on projects undertaken with others that are similar in nature to the size and scope of professional services and/or work required for the project solicitation herein. **(10 points maximum score)**	a. Acknowledge		10
8. **1) PROXIMITY TO THE PROJECT**. Document the location of Contractor's corporate headquarters, which, if located in Jacksonville, Florida, no further information is required under this criterion and maximum points will be awarded. If Contractor's corporate headquarters are not located in Jacksonville, Florida, please document the location and the nature of business of Contractor's branch office(s), if any, that are located in and/or that are closest to Jacksonville, Florida, the number of employee assigned thereto and the period of continuous existence thereof. Additionally, Contractors are requested to demonstrate, define and provide examples of their ability to provide the services contemplated herein in a manner comparable to having a local office in Jacksonville, Florida or to show that a local office is not necessary to satisfactorily perform the services required for this project, in which event maximum points may be awarded. **(10 points maximum score)**	a. Acknowledge		10
9. **1) PAST AND PRESENT DEMONSTRATED COMMITMENT TO SMALL AND MINORITY BUSINESSES AND CONTRIBUTIONS TOWARD A DIVERSE MARKET PLACE**. Responding to this evaluation criterion necessitates that Contractors indicate their past and present commitment to minority, women-owned, small and emerging businesses. More specifically, responses to this evaluation criterion should include, without limitation, statements that document the Contractor's: (i) commitment to diversity among the directors, officers, members and/or employees that make up its firm; (ii) commitment to diversity within its community and beyond; (iii) commitment to and/or utilization of minority, women-owned, small and emerging businesses on past projects; and (iv) commitment to and/or utilization of minority, women-owned, small and emerging businesses, certified JSEBs in particular, for the project solicitation in question. **(10 points maximum score)**	a. Acknowledge		10
10. **ABILITY TO DESIGN AN APPROACH AND WORK PLAN TO MEET THE PROJECT REQUIREMENTS.** Describe the Contractor's understanding of the requirements of this solicitation, and its ability, approach and/or plan to satisfy the same in complete compliance with all applicable federal, state and local laws, statutes, ordinances, rules and regulations. **(10 points maximum score)**	a. Acknowledge		10
11. **1**QOT**1)** **QOTATION OF RATES, FEES OR CHARGES AND OTHER DETAILED COST PROPOSAL OR COST BREAKDOWN INFORMATION.** Describe the Contractor's overall willingness to meet both time and budget requirements for the project, and subject to Chapter 126, Part 3 of Jacksonville Ordinance Code, Section 126.302(e) in particular, proposed total compensation or unit price quotations, including, without limitation, hourly rates, fees, or other charges that will ultimately be used during, contract negotiations to calculate or determine total compensation. **(10 points maximum score)**	a. Acknowledge		10
12. **1)** **1) VOLUME OF CURRENT AND PRIOR WORK PERFORMED FOR USING AGENCIES SHALL BE CONSIDERED A MINUS FACTOR**. Provide a list of all local government projects including the fees awarded for each on which Contractor has been awarded during the past five (5) years. Include only those projects on which Contractor was the Prime Contractor (do not delete fees paid to subcontractors or others). Such list shall include all work for the City of Jacksonville and its various "using agencies," which is defined in the Jacksonville Ordinance Code as "a department, division, office, board, agency, commission or other unit of Buyer and independent agency required by law or voluntarily requesting to utilize the services of the [Procurement] Division"; and on projects undertaken with others that are similar in nature to the size and scope of professional services and/or work required for the project solicitation herein. If the Contractor has not performed work for any of these agencies during the past five (5) years, the response should so clearly state. The minus factor methodology for this criterion will be based on the fees awarded. The higher the volume of fees the lower the score, less volume of fees the higher the score. **(10 points maximum score)**	a. Acknowledge		10

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Requirement: 2. Minimum Supplier Qualifications (RFP - Non-Co…

Done

Section 2. General Requirements

Requirement 2. Minimum Supplier Qualifications

Requirement Text Contractors must satisfy the following mandatory minimum requirements to have their responses evaluated. By submitting a response, Contractor warrants and represents that it satisfies these requirements. Failure to meet these requirements will result in the response not being evaluated and being rejected as non-responsive.

Consultant/Firm must satisfy the following mandatory minimum requirements in order to have their Responses evaluated. By submitting a Consultant warrants and represents that it satisfies these requirements. Failure to meet these requirements will result in the Response not being evaluated and being rejected as non-responsive:

1) The Contractor shall provide current proof of all business licenses required by local, state, and federal law as applicable.
2) The Consultant/Firm must have been in business for at least five (5) years and be qualified in areas of human resource development and selection. In particular, the Consultant/Firm must have a demonstrated ability to develop promotional examinations for fire service personnel in organizations with a minimum of 1,000 members. Specifically, the candidate must list the organizations, the dates the Consultant worked with those organizations, and contact information for the organizations.

Overview Manage Solicitations × **RFP - Non-Construction: 17833-26** ×

Requirement: 1. Scope of Services (RFP - Non-Construction 178…

Done

Section 2. General Requirements

Requirement 1. Scope of Services

Requirement Text Scope of Services: This is a Request for Proposal (RFP) for a Consultant/Firm to provide: Development, administration, and grading of promotional examinations in the Jacksonville Fire and Rescue Department (JFRD) personnel firefighter classifications. The term will be for one year with four, one-year renewal options on mutually agreeable terms. During any five year period, an estimated twelve (12) exams will be needed, depending on attrition of existing employees and expansion of the department. Approximately two of the examinations will involve 150-400 examinees. Approximately three of the examinations will involve 50-149 examinees. The remaining examinations will probably involve fewer than 50 candidates.

Hint

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Description of Services and Deliverables

a) The examinations must be in compliance with the following internal documents:

1. The attached Consent Decree entered by the United States District Court Middle District of Florida, specifically paragraphs 76-107 (please read carefully); see attached

2. The current version of any applicable collective bargaining agreement(s); see attached

3. The Civil Service and Personnel Rules and Regulations of the City of Jacksonville; see attached

b) All examinations will be developed, administered, reviewed, and scored within six months of the first vacancy date.

c) A pre-employment examination must be developed for the entry-level, non-certified firefighter classification.

d) A new promotional examination must be developed and used for each classification.

e) All examination materials, questions and related information must be kept secure. No one knowing, or related to, a JFRD employee shall have access to the examinations.

f) The examinations' reading lists must be developed with the participation of Jacksonville Fire and Rescue Department Subject Matter Experts (SMEs).

g) The development of examination questions and/or scenarios will NOT involve SMEs who:

1. are currently employed by JFRD,
2. were previously employed by JFRD,
3. have a known affiliation with a person employed or previously employed by The JFRD,
4. currently reside in Florida, or
5. resided in Florida within the last three (3) years prior to the examination.

JFRD employees shall serve as SMEs only to assist in the development and update of each job analysis and reading list, as well as serving on the protest hearing committee as per the City of Jacksonville, Florida Civil Service and Personnel Rules and Regulations.

II. Project Requirements:

For each examination request generated during the period of the contract, the Consultant will be expected to perform the following tasks:

a) The Consultant must conduct an extensive job analysis indicating tasks/work behaviors, knowledge, skills, and abilities (KSAs), linkage information, all weights, and the method by which KSAs will be measured.

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1) The job analysis will be planned by the Consultant/Firm in consultation with other experts, as identified by the City.

2) The Consultant/Firm will provide a written report for each job analysis completed, and will produce a proposal for the promotion examination for each classification (including the information listed in paragraph 92 of the attached Consent Decree). The proposal will be produced to the City at least 155 days before the scheduled examination date.

3) Regardless of the proposal described above, the Consultant/Firm must be prepared to develop and administer, with 60-day notice, an examination in the format used on the prior examination for that classification (see paragraph 95 of the attached Consent Decree).

b) If the City notifies the Consultant that an examination in the previous format is needed and that format was 100 multiple-choice questions, the Consultant will develop and validate at least 150 items, 100 for the examination and 25 for possible make-up exams. Depending on whether the written examination is used in conjunction with other examination methods, the number of written items will accurately reflect the percentage of weights and knowledge dimensions included in the examination. Multiple-choice items will have four (4) independent answers which will not include "none of the above", or "all of the above", or various combinations of other answers. All items will have one and only one correct answer. Matching, essay, fill in the blank, and true/false items will not be used. The Consultant will maintain a record of the source from which each examination item was derived and the knowledge that is examined by each item. The overlapping items must be modified but remain at the same level of difficulty.

c) In consultation with the JFRD, the Consultant will identify general source material to be compiled into a reading list, and provide this list to the City Employee Services Department for distribution at least 40 days prior to administration of any type of examination.

d) The Consultant will maintain security of all examination materials prior to and after the examination. All examination material developed will become property of the City of Jacksonville, and all documents related to the project to include emails.

1) There is to be no additional cost to the City of Jacksonville to receive copies of project related materials or documents, and they should be retained until notified otherwise and should be available on demand.

2) The Consultant will keep a copy of all examination materials for themselves, should the Consultant need to defend their work even after expiration of the contract.

3) If the Consultant desires to destroy any City of Jacksonville project related documents, the Consultant must let the City of Jacksonville know prior to any destruction of these documents.

e) The Consultant must keep and maintain all records created in the process of developing JFRD promotion examinations covered by the scope of this Request for Proposal.

f) The Consultant will be responsible for the exam administration process. City Employee Services Department will provide staff to assist.

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g) The Consultant will determine examination time limits and provide documentation of how those time limits were determined for each examination.

h) Prior to completion of any examination administration, the Consultant will provide the City Employee Services Department with a keyed copy of the examination. The City of Jacksonville Employee Services Department will conduct the examination protest review sessions and maintain a log of protested items.

i) The Consultant will prepare all materials necessary for any protest meeting and provide for and administer a protest hearing in conformance with Civil Service and Personnel Rules and Regulations.

j) The Consultant will score the examination in conformance with Civil Service and Personnel Rules and Regulations. Upon completion of scoring, the Consultant will provide the City's Employee Services Department with an alphabetical list of examinees and their respective scores in percentage format carried out to three decimal places in a Microsoft Excel spreadsheet.

k) Upon completion of the examination, the Consultant must develop a candidate feedback document that provides each candidate with a written profile of his or her performance. This must be done within two weeks of the protest hearing, or if no protests are received, within two weeks of the conclusion of the protest period.

l) The Consultant will provide for each examination developed, a complete report detailing all aspects of examination development and specifically state how the services comply with the generally accepted standards in the field of examinations and measurement. If necessary, the Consultant will testify in any hearings or trials involving the use of materials developed by the Consultant. This includes any expert reports or testimony required after the contract expires. The City of Jacksonville will cover travel, meal, and lodging expenses incurred by the Consultant for such testimony, and a nominal fee for time, not to exceed $2,500 per examination. The Consultant will provide an assessment reliability rating for each examination based up finalization of scores upon request.

m) The Consultant will provide an examination technical report to include an adverse impact analysis and assessment reliability rating based upon finalization of the scoring process, and provide that information to the City for each examination.

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City of Jacksonville, Florida

Donna Deegan, Mayor

Employee Services Department
City Hall
117 West Duval Street, Suite 100
Jacksonville, Florida 32202

A NEW DAY.

Date: July 7, 2026

MEMORANDUM

TO: Dustin Freeman, Chairman
Jacksonville Procurement Awards Committee (JPAC)

FROM: Gina Ray, Human Resources Manager
Employee Services Department

Subject: **Approval request to enter into contract negotiations; top one (1) proposer17833-26 Consultant Services for the Development, Administration, & Grading of Promotional Examinations for JFRD**

The subcommittee received two (2) proposals for the **Consultant Services for Development, Administration & Grading of Promotional Examinations for JFRD** and found all to be responsive, interested, qualified and available to provide the services required by the Request for Proposal (RFP).

The proposals were evaluated using the selection criteria outlined in the Purchasing Code as augmented by the RFP. Based on this, the following firms listed alphabetically were determined to be the most qualified of those submitting proposals. The ranking of first and second designates the order of qualifications of these firms to perform the required services:

Proposer	Evaluation Score	Rank
Industrial/Organizational Solutions	87.33	1
Morris and McDaniel	78.33	2

I am requesting to enter negotiations with the top proposer, Industrial/Organizational Solutions.

Attachment(s): Scoring Matrix