ORIGINAL

DYNAMIX CONSULTING GROUP

Community Risk Assessment: Standards of Cover Proposal

Prepared for Smyrna Fire Department

October 24, 2022

APPROVED
Per the City of Smyrna
Mayor and Council
Official Meeting Minutes
Date: _____

PO Box 68 Lake Alfred, FL 33850 www.DynamixConsultingGroup.com

SCANNED
BY: _____ Date: _____

Table of Contents

Submission Letter

Dustin Davey
Division Chief | Fire Marshal
Smyrna Fire Department
2620 Atlanta Road, Smyrna GA 30080

Dear Division Chief Davey,
Please find attached a proposal from Dynamix Consulting Group to facilitate a type of project for client. Principal Mary-Ellen Harper is the primary contact for this project:

Mary-Ellen Harper, Principal, Dynamix Consulting Group
PO Box 68, Lake Alfred, FL, 33850
Email: Mary-Ellen@DynamixConsultingGroup.com Phone: 860.729.8247

Thank you for considering Dynamix Consulting Group.

Sincerely,

Mary-Ellen L. Harper
Principal, Dynamix Consulting Group
860.729.8247
Mary-Ellen@DynamixConsultingGroup.com

Stuart D. McCutcheon
Principal, Dynamix Consulting Group
863.662.1474
Stuart@ DynamixConsultingGroup.com

Project Approach

Dynamix Consulting Group leverages the skills and expertise developed over several years of completing a wide variety of public safety deliverables to fire, emergency medical, and law enforcement organizations across the country and internationally. With approximately 200 projects completed by the principals as consultants and project managers, Dynamix Consulting Group possess the skills, experience, and expertise to develop and facilitate a Community Risk Assessment: Standards of Cover for the Smyrna Fire Department. .

Dynamix Consulting Group believes in developing only one project at a time, which allows us to become immersed into the project while remaining flexible and nimble to address any unforeseen challenges that may arise. Our goal is to exceed your expectations and deliver a product that can be used to advance cooperation and collaboration throughout the Smyrna for years to come.

To achieve the stated purpose of this project, Dynamix Consulting Group will provide a data and information request to the Smyrna Fire Department and any key stakeholders during the initial kickoff meeting via GoToMeeting. At any time during the study, you may request a meeting with us to review any element of the project. Because we understand that your time is valuable, we only request that you provide information you can easily answer or access. Once the requested data is uploaded, Dynamix Consulting Group will review and/or process the data and information to build an initial baseline of current conditions within Smyrna, Georgia.

Once this is accomplished, typically within 4-6 weeks following data upload, Dynamix Consulting Group will conduct a site visit to ground truth the information contained within the current conditions, clarify, and refine any information missing from the initial data upload, and most importantly, meet with your stakeholders and listen to their perceptions of the issue and any potential solutions.

Dynamix Consulting Group does not believe in telling clients what to do, but instead endeavors to provide the most viable potential solutions to a given situation. Each potential solution will include the service delivery and financial impacts and supporting data, thus allowing elected and appointed officials to make an informed decision about the best options for their community. We will take great care to gain an understanding of the issues the Smyrna Fire Department faces, identify solutions that are viable or palatable to the community, and to collect the information required to provide service delivery options or collaborative efforts solutions for review.

Community Risk Assessment: Standards of Cover Scope of Work

Phase I: Project Initiation

Task 1-A: Project Initiation & Development of Work Plan

Dynamix Consulting Group will develop a project work plan based on the scope of work and converse with the community's project team to gain a comprehensive understanding of the organization's background, goals, and expectations for this project. This work plan will be developed identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Timetable for each task to be completed
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This exchange will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

Task 1-B: Acquisition & Review of Background Information

Dynamix Consulting Group will request pertinent information and data from the organization's assigned liaison. This data will be used extensively in the analysis and development of the CRA: SOC document. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current fire department studies or research
- Community Comprehensive Plan documents, including current and future land use information
- Local census and demographics data
- Zoning maps and zoning code
- Department Standard Operating Guidelines (SOGs) and service delivery practices

- Current service delivery objectives and targets
- Facilities and apparatus inventories
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data in computer export format for to the past 5 years
- Computer-Aided Dispatch (CAD) incident records in computer export format for the past 5 years
- Local Geographic Information Systems (GIS) data, where available
- Target Hazard inventory

Phase II: Standards of Cover Development

Task 2-A: Description of Community Served (Component A)

An overview of the organization and community will be developed evaluating:

- Service area general population and demographics
- History, formation, and general description of the fire agency
- Governance and lines of authority
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources
- Description of the current service delivery infrastructure

Task 2-B: Review of Services Provided

The services currently provided by the department will be evaluated. Areas to be considered include:

- Review of emergency response services by type
- Review and evaluate operational staffing levels, distribution, and assignment
- Review staff allocation to various emergency functions
- Review staff scheduling methodology

Task 2-C: Capital Facilities & Equipment

During this component, a review of current major capital assets (facilities and apparatus) will be completed relative to the existing condition of capital assets and their viability for continued use in future service delivery. This evaluation will include:

Facilities – Tour and make observations in areas critical of current station location and future station considerations. Items to be contained in the report include:

- Design
- Code compliance
- Construction
- Staff facilities
- Safety
- Efficiency
- Environmental issues
- Future viability

Apparatus/Vehicles – Review and make recommendations regarding inventory of apparatus and equipment. Items to be reviewed include:

- Age, condition, and serviceability

- Distribution and deployment

Task 2-D: Review of Community & Agency Expectations and Performance Goals

Dynamix Consulting Group will examine and document the levels of service historically provided to the community. Within this analysis, the service area will be evaluated based on population density and fire management zones that will be used in the development of future performance objectives.

The successful consultant will use the fire management zone noted above combined with input from citizens, elected officials, and other stakeholders to determine the appropriate level of service.

Task 2-E: Community Risk Assessment

Dynamix Consulting Group will conduct an analysis of community risks, growth projections, and land uses and interpret their impact on emergency service planning and delivery. Land use, zoning classifications, parcel data, ISO fire flow data, economic value, building footprint densities, occupancy data, and demographic information may be used, along with specific target hazard information, to analyze and classify community fire protection risk by geography and type. Dynamix Consulting Group will use local planning/zoning data combined with available Geographic Information System (GIS) data to evaluate the physical risks of the community to include:

- Overall geospatial characteristics including political and growth boundaries, construction, and infrastructure limitations
- Topography including response barriers, elevation extremes, and open space/interface areas
- Transportation networks including roads, rail lines, airports, and waterways
- Evaluation of physical assets protected

An interpretation of available census and community development data will be provided indicating:

- Population history
- Census-based population and demographic information
- Community planning-based population information
- Transient population and demographic information (to the extent data is available)
- Population density
- Community land use regulations
- Occupancy types by land use designation
- Hazardous substances and processes
- Non-structural risk categorization

Dynamix Consulting Group will evaluate the current workload of the department and relate that analysis to the previously described community risk:

- Service Demand study that will analyze and geographically display current service demand by incident type and temporal variation

- An analysis will be completed, and a matrix will be developed for the community's common and predictable risk types identifying staffing and resource needs. The matrix shall be developed with consideration to:
- Risk-specific staffing levels to meet the critical tasking analysis for the identified risks
- Apparatus assignments to accommodate the anticipated fire flows and other critical functions of the identified risks
- Time standards that will provide for effective initiation of critical tasks and functions
- Summary of current available resources in matrix format

Task 2-F: Review of Historical System Performance

- Review and make observations in areas specifically involved in, or affecting, service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:
- Resource Distribution Study
  - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems software, with identification of service gaps and redundancies in initial unit arrival
- Resource Concentration Study
  - Analysis of response time capability to achieve full effective response force
  - Analysis of company and staff distribution as related to effective response force assembly
- Response Reliability Study
  - Analysis of current workload, including unit hour utilization of individual companies (to the extent data is complete)
  - Review of actual or estimated failure rates of individual companies (to the extent data is complete)
- Analysis of call concurrency and impact on effective response force assembly (resource drawdown)
- Analysis of call concurrency and impact on resource exhaustion
- Historical Performance Summary
  - Analysis of actual system reflex time performance, analyzed by individual components
- Mutual and Automatic Aid Systems

Dynamix Consulting Group will also review and consider any current or draft performance goals, objectives, and measures in place by the agency to determine recommended levels of service.

Phase III: Establishment of Performance Objectives

Task 3-A: Performance Objectives and Measures

The establishment of fire and EMS response time standards and targets is a process that is undertaken by the local jurisdiction, based on their assessment of community risk, citizen

expectations, and the agency's capabilities. As consultants, Dynamix Consulting Group's role is not to set response standards for the community, but rather, provide assistance with data analysis and comparison to industry standards to assist the agency in developing service delivery goals.

Dynamix Consulting Group will identify the current level of emergency services provided by the department and compare the department's performance against industry standards and best practices, such as the standards described by the Insurance Services Office (ISO), National Fire Protection Association (NFPA), Center for Public Safety Excellence (CPSE), and locally adopted performance objectives.

A review and discussion of existing response performance goals, if in place, will be provided matching the nature and type of risks identified in the previous report sections. The performance goals shall be discussed with consideration to:

- Resource Distribution – Initial attack (first due) resources for risk-specific intervention
- Resource Concentration – Effective response force assembly (apparatus and personnel), of the initial resources necessary to stop the escalation of the emergency for each risk type

Task 3-B: Overview of Compliance Methodology

Dynamix Consulting Group will work with the department's management team to develop a methodology that will allow the department to continually measure future performance. This methodology will include, but not necessarily be limited to:

- Records Management Systems (RMS) usage policies
- Assignment of oversight responsibilities
- Schedule of assessments
- Review requirements

Phase IV: Development, Review, and Delivery of Standards of Cover Report

Task 4-A: Overall Evaluation, Conclusions, and Recommendations to Policy Makers

Dynamix Consulting Group will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the optimum levels of service identified in the previous task at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy.

Dynamix Consulting Group will develop one or more long-range options for resource deployment that will improve the region's level of service towards the identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocation of existing facilities
- General locations of future necessary fire stations

- Selection and deployment of apparatus by type
- Deployment of operations personnel
- Deployment special units or resources

Dynamix Consulting Group will evaluate and present in graphical and descriptive format for the deployment option(s):

- Degree of benefit to be gained through its implementation
- Extent to which it achieves established performance targets
- Potential negative consequences

Task 4-B: Develop and Review Draft Project Report

Dynamix Consulting Group will develop and produce an electronic draft version of the written report for review by the client and client representatives. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. Review of the draft will be performed through web-based video conferencing. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Clearly designated recommendations highlighted for easy reference and catalogued as necessary in a report appendix
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps, utilizing GIS analysis, as necessary
- Appendices, exhibits, and attachments, as necessary

Task 4-C: Delivery of Final Standards of Cover Document

Dynamix Consulting Group will complete any necessary revisions of the draft and produce ten publication-quality bound, final versions of the written report. The final report will include an executive summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.

Task 4-D: Presentation to Elected Body

If the client desires, a formal presentation of the project report will be made by Dynamix Consulting Group project team member(s) to staff, elected officials, and/or the general public and will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed

All presentation materials, files, graphics, and written material will be provided to the client at the conclusion of the presentation(s).

Dynamix Consulting Group Qualifications

Description of Firm

Dynamix Consulting Group was established based on Mary-Ellen Harper and Stuart McCutcheon's shared a vision of developing reports that describe complicated concepts in simple terms. Our reports are specifically designed to explain public safety concepts to the general public.

We're inspired by the place where structure meets dynamic. Our data-driven approach is solid and secure, while our strategies are powerful, energetic, and actively updating.

While Dynamix Consulting Group is a young company, the principals have more than seven years' experience as consultants and directors for a national consulting firm. Prior to consulting, both principals also held fire department executive management positions, as well as educational and instructional positions in public safety.

Based in central Florida, Dynamix Consulting Group develops a wide range of projects throughout the United States for fire, EMS, and law enforcement departments. Dynamix Consulting Group possesses a cadre of more than a dozen fire, EMS, and law enforcement consultants to provide regional and subject matter expertise. All of these members were recruited because of their exceptional reputations as leaders in their chosen field, their strong academic credentials, and most importantly, their sincere desire to work with public safety agencies to improve the delivery of services within communities.

Project Experience

Project Summary and Contact Information for all projects available by request.

Agency Evaluations
East Granby, Connecticut
Washington, Missouri
Cherokee Nation EMS, Oklahoma
Middletown Township, Pennsylvania
Warminster Township, Pennsylvania
Charlestown, Rhode Island
Bellaire Police Department, Texas

Concurrency Studies
Chula Vista, California
Dania Beach, Florida
Fort Myers Beach, Florida
Oakland Park, Florida
West Villages, Florida

Community Risk Assessment: Standards of Cover
Elgin, Illinois
Houston, Texas
San Marcos, Texas
Central Pierce, Washington
Gig Harbor, Washington

Cooperative Services/Consolidations
Monroe, Connecticut
West Haven, Connecticut
Holley Navarre, Midway and Navarre Beach, Florida

Master Plans
Southington, Connecticut
Davie, Florida
Sarasota County, Florida
Nashua, New Hampshire
Spartanburg County, South Carolina
Travis County ESD1, Texas
Loudoun County, Virginia
Winchester, Virginia

ISO Evaluations
Anaheim, California
East Granby, Connecticut
Margate, Florida
Washington, Missouri
Nashua, New Hampshire
Bloomfield, New Jersey
Jasper County, South Carolina
Ponderosa, Texas
Danville, Virginia
Goochland County, Virginia
New Kent County, Virginia

Miscellaneous Studies
Menlo Park, California
Owensboro, Kentucky
Alexandria, Virginia
Manassas, Virginia

Staffing Studies
Orleans, Massachusetts
Scio Township, Michigan
Warminster Township, Pennsylvania

Station Location Studies
Concord, New Hampshire
Barrow County, Georgia
Portsmouth, Virginia

Strategic Plans
East Granby, Connecticut
Monroe, Connecticut
Davie, Florida
Martin County, Florida
Troy, Illinois
Worcester, Massachusetts
Nashua, New Hampshire
Trotwood, Ohio
Middletown, Pennsylvania
Spartanburg, South Carolina

Project Team

Mary-Ellen Harper, MPA, EFO

Mary-Ellen Harper is a Principal with Dynamix Consulting Group. She has more than 30 years of experience in the career, combination, and volunteer fire service serving in a variety of levels within state and local agencies in the northern and southern United States. Prior to consulting, Mary-Ellen spent two years working for the Florida Division of State Fire Marshal as the Executive Development Programs Manager responsible for developing and instructing the Fire Officer III, Fire Officer IV, and Fire Code Administrator Programs for the State of Florida. Her experience also includes serving in four different fire departments in Connecticut, including 15 years as Director of Fire & Rescue Services for the Town of Farmington Fire Department which is a 175-member combination fire department. Mary-Ellen also spent 16 years teaching and developing EMS, Fire Instructor, and Fire Officer Programs for the Connecticut Fire Academy including writing their first Fire Officer IV Program.

Mary-Ellen has served as an Adjunct Lecturer of Fire Science for the University of New Haven Henry C. Lee Institute of Forensic Science and is a contributing writer for a number of fire service textbooks including the 4th Edition of IFSTA's *Chief Officer* Book and the recently released 2nd Edition of the IFSTA's *Public Information Officer*. Mary-Ellen is presently working on the IFSTA's 10th Edition of *Emergency Services Instructor,* and the 2nd Edition of *Live Fire Instructor*. Her primary areas of expertise include master planning, strategic planning, policy development, community risk reduction planning and implementation, training, and professional development of personnel.

Educational Background and Certifications

- Executive Fire Officer, National Fire Academy, Emmitsburg, MD
- Master of Public Administration with a Concentration in Personnel and Labor Relations, University of New Haven, West Haven, CT
- Bachelor of Science Fire Technology with a Minor in English and a Concentration in Writing, University of New Haven, West Haven, CT
- **Fire:** Fire Fighter I & II; Fire Service Instructor I, II and III; Fire & Life Safety Educator; Fire Department Safety Officer; Fire Officer I, II, III, and IV
- **Medical:** Emergency Medical Technician; Emergency Medical Service - Instructor; CPR Instructor-Trainer
- **Hazardous Materials:** NFPA 472 Hazardous Materials Technician
- **Fire Marshal:** Fire Investigator; Hazardous Materials Inspector; Life Safety Code Inspector

Professional Experience

- Director of Operations, Project Manager and Consultant, Emergency Services Consulting International, Chantilly, VA
- Program Manager, Executive Development Programs, Florida Division of State Fire Marshal
- Director of Fire & Rescue Services, Town of Farmington, CT
- Adjunct Lecturer, University of New Haven Henry C. Lee Institute of Forensic Science
- Adjunct Instructor / Course Developer, Connecticut Fire Academy
- Deputy Fire Marshal, Blue Hills Fire District, Bloomfield, CT
- Volunteer Fire Fighter and EMT in West Haven, CT and Colchester, CT
- Volunteer EMT Bloomfield Volunteer Ambulance, Bloomfield, CT

Associated Professional Accomplishments

- Lead Florida Advocate: National Fallen Firefighters Foundation Everyone Goes Home, 2018
- Co-Chair of the Connecticut General Assembly *Emergency Medical Services Primary Service Area Task Force* (Appointed by the Speaker of the House of Representatives), 2013.

Stuart McCutcheon, MPA, EFO, FIFireE

Stuart McCutcheon is a Principal with Dynamix Consulting Group. He began his fire service career in 2005 and has almost 20 years of experience. He served in six different fire departments in Florida and held the ranks of Fire Fighter, Lieutenant, Assistant Chief, Fire Marshal, Emergency Manager and Fire Chief. Stuart served as the Fire Chief in the cities of Davenport, Auburndale, and Haines City.

Stuart brings a unique combination of education, experience, and technical expertise to Dynamix Consulting Group. Having worked in both combination and career fire departments, he possesses a demonstrated record of professionalism and a commitment to excellence. In addition to fire administration and management accomplishments, Stuart has substantially contributed to the Institution of Fire Engineers and Florida State Fire College through the development of GIS analytic tools and maps to support the missions of both organizations. Stuart is a contributing writer the recently released 2nd Edition of the IFSTA's *Public Information Officer*.

- Educational Background
- Master of Public Administration: University of Central Florida, Orlando, FL
- Graduate Certificate in Emergency Management and Homeland Security: University of Central Florida Orlando, FL
- Executive Fire Officer Program: National Fire Academy, Emmitsburg, MD
- Bachelor of Science Psychology: University of Central Florida, Orlando, FL
- Associate of Arts: Polk Community College, Winter Haven, FL
- Associate of Science in Fire Science: Polk State College, Winter Haven, FL
- Chief Fire Officer and Fire Marshal Designations: Commission on Professional Credentialing, Chantilly, VA
- Fire Officer IV: National Board on Fire Service Professional Qualifications, Quincey, MA

Professional Experience

- Director of Business Intelligence: Emergency Services Consulting International, Chantilly, VA
- Project Manager: Emergency Services Consulting International, Wilsonville, OR
- Consultant: Emergency Services Consulting International, Wilsonville, OR
- Fire Chief / Fire Marshal / Emergency Manager: City of Haines City Fire Department, FL
- Fire Chief / Fire Marshal: City of Auburndale, FL
- Fire Chief / Fire Marshal: City of Davenport, FL

Relevant Experience

- Past Chair, Executive Fire Officers' Section, Florida Fire Chiefs Association
- Membership Committee, Institution of Fire Engineers, USA Branch
- Past Vice President, Polk County Fire Chiefs' Association
- Immediate Past Chair, Polk County GIS Users' Group
- Former Emergency Manager for Haines City, Florida
- Commission on Professional Credentialing Peer Reviewer
- Instructor: Florida Division of State Fire Marshal, Florida State Fire College

Associated Professional Accomplishments

- Former Lead GIS and data analyst for Emergency Services Consulting International
- Co-Creator of the ISO Benchmark Study.
- Developed material for use in Community Risk Reduction courses for National Fire Academy.

Bradd K. Clark, MS, EFO

Bradd joined Dynamix Consulting Group to oversee Quality Assurance in 2021. He has almost 40 years of fire service experience and currently serves as Deputy Fire Chief for Palm Coast Fire Department in Florida.

Formerly, Bradd served in a variety of ranks up to and including Fire Chief and Fire Marshal in four communities in Florida, Oklahoma, and Virginia.

Bradd also served as adjunct faculty for Oklahoma State University in the School of Fire Protection and Safety Engineering Technology (where he received his bachelor's degree) and in the Fire and Emergency Management Program (where he was the first graduate of the program).

He began his fire service career in Poquoson, Virginia, in 1984.

Educational Background and Certifications

- Executive Fire Officer, National Fire Academy, Emmitsburg, MD
- Chief Fire Officer Designation, Commission on Chief Officer Designation
- Master of Fire and Emergency Management, Oklahoma State University, Stillwater, OK
- Bachelor of Science, Fire Protection and Safety Engineering Technology, Oklahoma State University, Stillwater, OK

Professional Experience

- Deputy Fire Chief, Palm Coast Fire Department, Palm Coast, FL
- Fire Chief, Ocala Fire Department, Ocala, FL
- Fire Chief, City of Owasso Fire Department, Owasso, OK
- Fire Chief, City of Sand Springs, San Springs, OK
- Fire Marshal, City of Stillwater Fire Department, Stillwater, OK
- Firefighter, Poquoson Fire Department, Poquoson, VA
- Adjunct Faculty, School Fire Protection and Safety Engineering Technology, Oklahoma State University, Stillwater, OK
- Adjunct Faculty, Fire and Emergency Management Program, Oklahoma State University, Stillwater, OK
- Fire College Instructor, Florida Division of State Fire Marshal, Ocala, FL
- Consultant, Emergency Services Consulting International, Chantilly, Virginia

Associated Professional Accomplishments

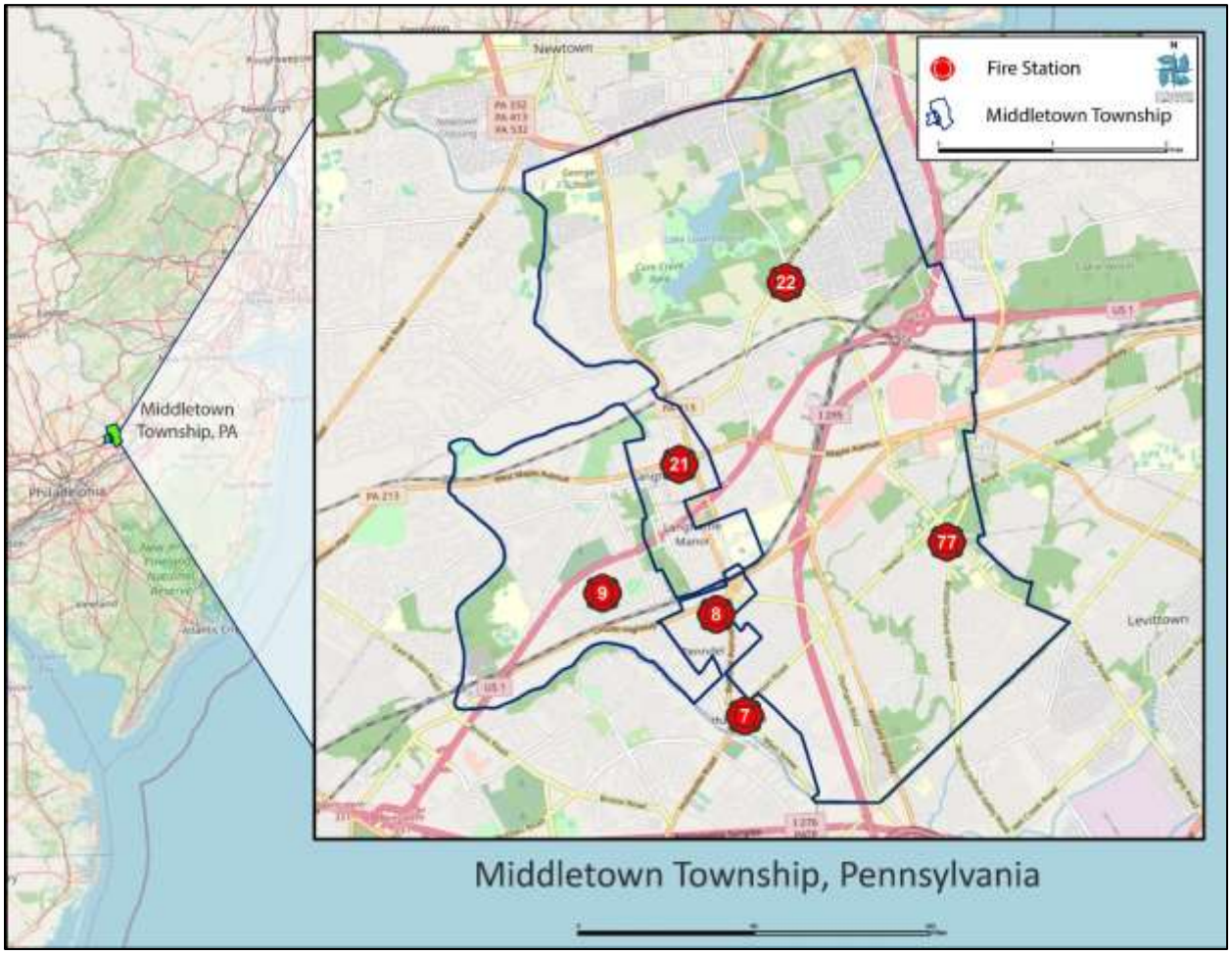
- Chair/delegate on multiple International Fire Service Training Association (IFSTA) validation committees including ***Fire Detection and Suppression, Aerial Apparatus Driver/Operator Handbook, Essentials, and Safety Officer.***
- Bradd currently serves in a second term as the Chair of the IFSTA Executive Board. He was first elected to the Executive Board in 2005.
- Bradd recently received a 25-year IFSTA participation recognition.

Sample Report Excerpts

Organization Overview

Middletown Township, located in Bucks County, Pennsylvania, formally established in 1692. Situated midway between Philadelphia, Pennsylvania and Trenton, New Jersey, the Township is one of the oldest municipalities in the County.

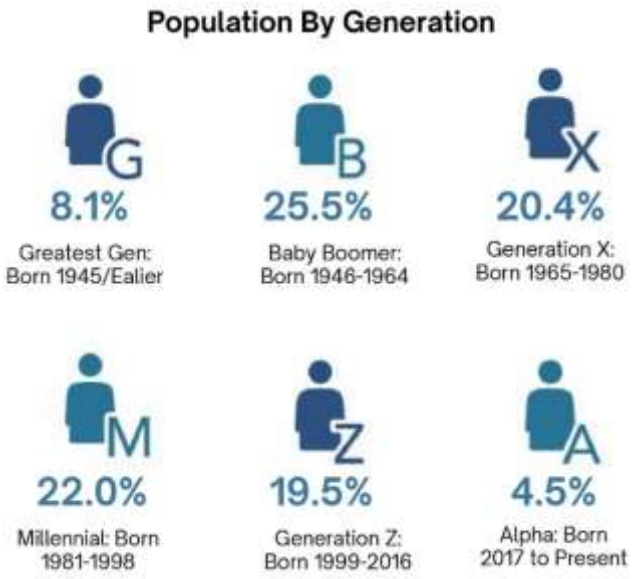
Middletown Township, Bucks County, Pennsylvania



The Township is comprised of a predominately middle aged and educated population; the median age is 44.3 years old, and more than a quarter—25.5%—of the township's residents are "Baby Boomers" who were born between 1946 and 1964 and are currently between the ages of 57 and 75 years old.

Daytime Population and Businesses

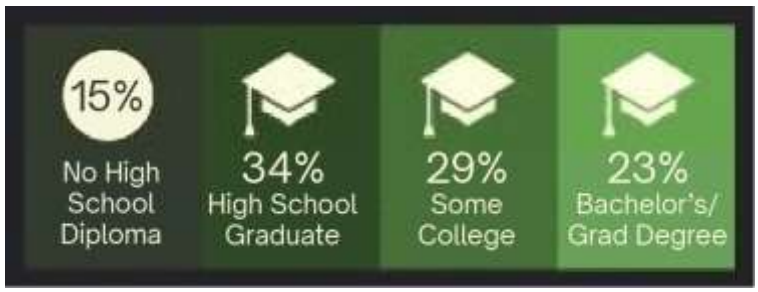
The second most prominent age group within Middletown Township are "Millennials." Born between 1981 and 1998, today, Millennials are between the ages of 23 and 40 years old and raising families. The Centers for Disease Control and Prevention (CDC) states this group has the highest risk of death caused by unintentional injury; however, Millennials are difficult to target for injury and fire prevention programs because of occupational obligations and a decline in community participation. In the last two decades, the United States has seen a decline in people engaging and volunteering in their community, especially in fire departments and social clubs.



The third most prominent age group in Middletown Township is Generation X, which is the generation in between the Baby Boomers and the Millennial Generation. Generation X comprises 20.4% of Middletown Township population.

The population within Middletown Township is educated with 67% of the population having attended at least some college and 42% having earned a Bachelor's, Graduate or Professional Degree.

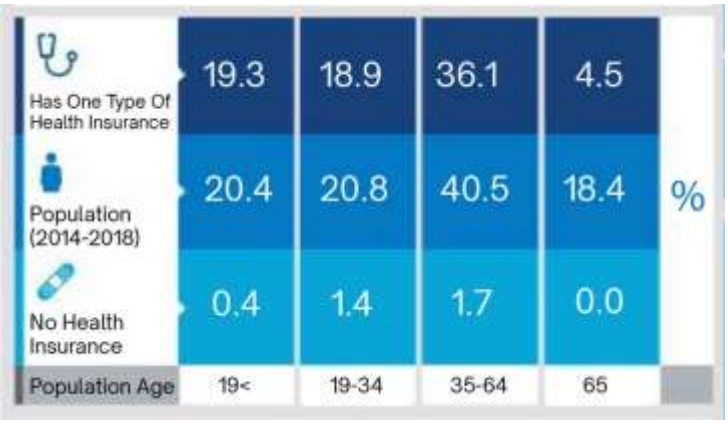
Education



The median household income in the township is $98,970. The per capita income is $44,760 and the median net worth is $349,782.

The majority of the population within Middletown Township maintains health insurance, with 3.5% having no insurance.

Insurance



At Risk Populations

Often defined very broadly, the term "populations at risk" does not include all citizens within a defined group, as they experience risk at varying levels or rates. Coupling two or more risk factors contributes to significantly higher levels of risk than those who only experience one risk category. Those with compounded risk factors should be a priority in prevention programs and strategies.

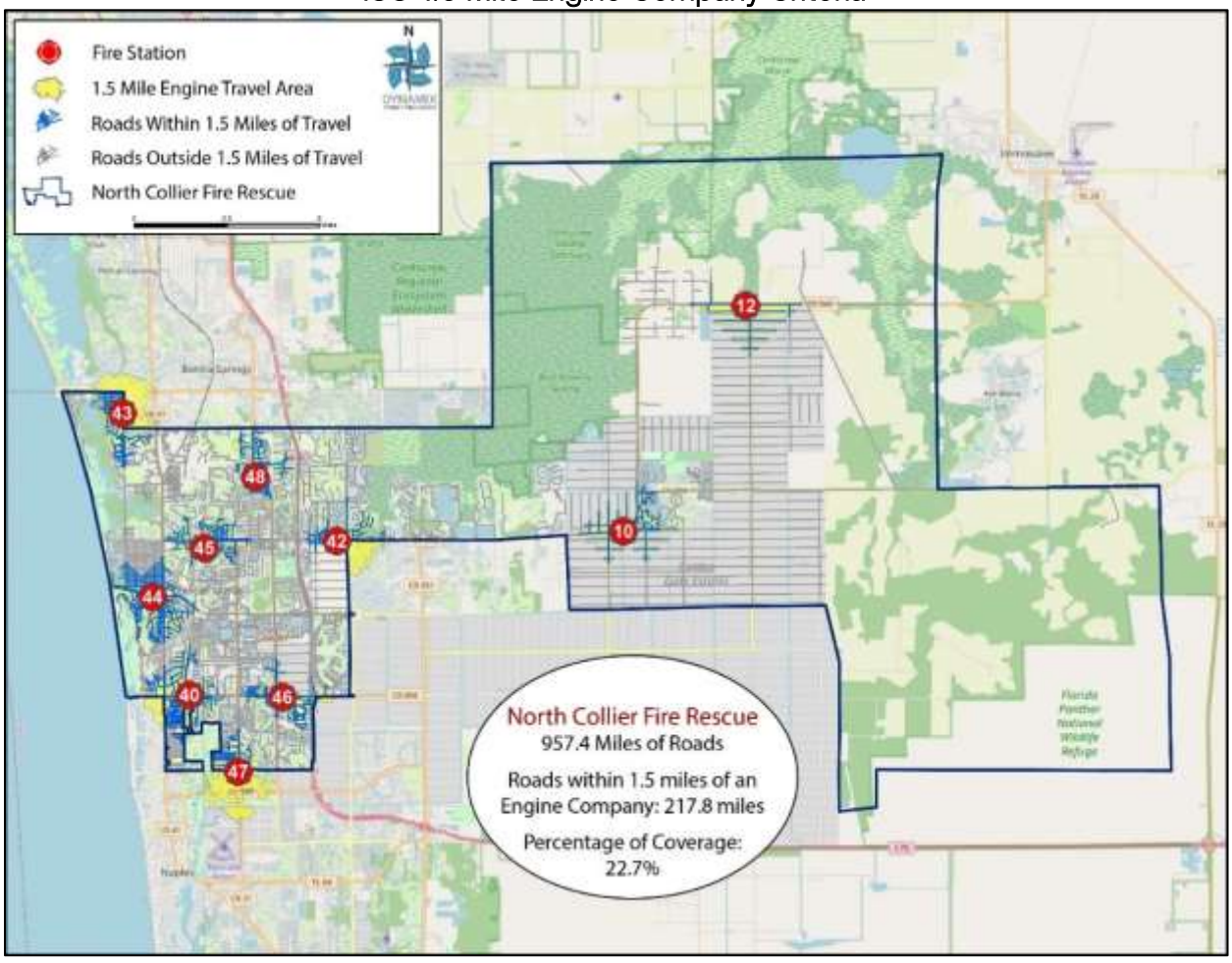
Broadly, populations at risk include citizens at the lower end of socioeconomic status, those with housing and transportation challenges, those of minority status or who do not speak English, and households containing citizens with disabilities, over 65 and under 17 years of age. More specifically, citizens most at risk include the impoverished, disabled, homeless, racial, and ethnic minorities, as well as people with low literacy. Also, groups suffering from poor health or who are uninsured/underinsured may be at greater risk during emergency or disaster situations.

Poverty

Company Performance

A key area of credit towards a jurisdiction's PPC® score is the degree to which structures protected by the fire department fall within a 1.5 road-mile service area of a fire station. This 1.5 road-mile standard is used to estimate a 4-minute travel time for first responding units as required by NFPA 1710. Below, an analysis was completed for current fire stations with areas in yellow indicating those structures within a 1.5-mile drive. Based on the ISO engine company travel criteria, only 23% of the North Collier Fire Control and Rescue District is included within the 1.5-mile travel distance.

ISO 1.5 Mile Engine Company Criteria



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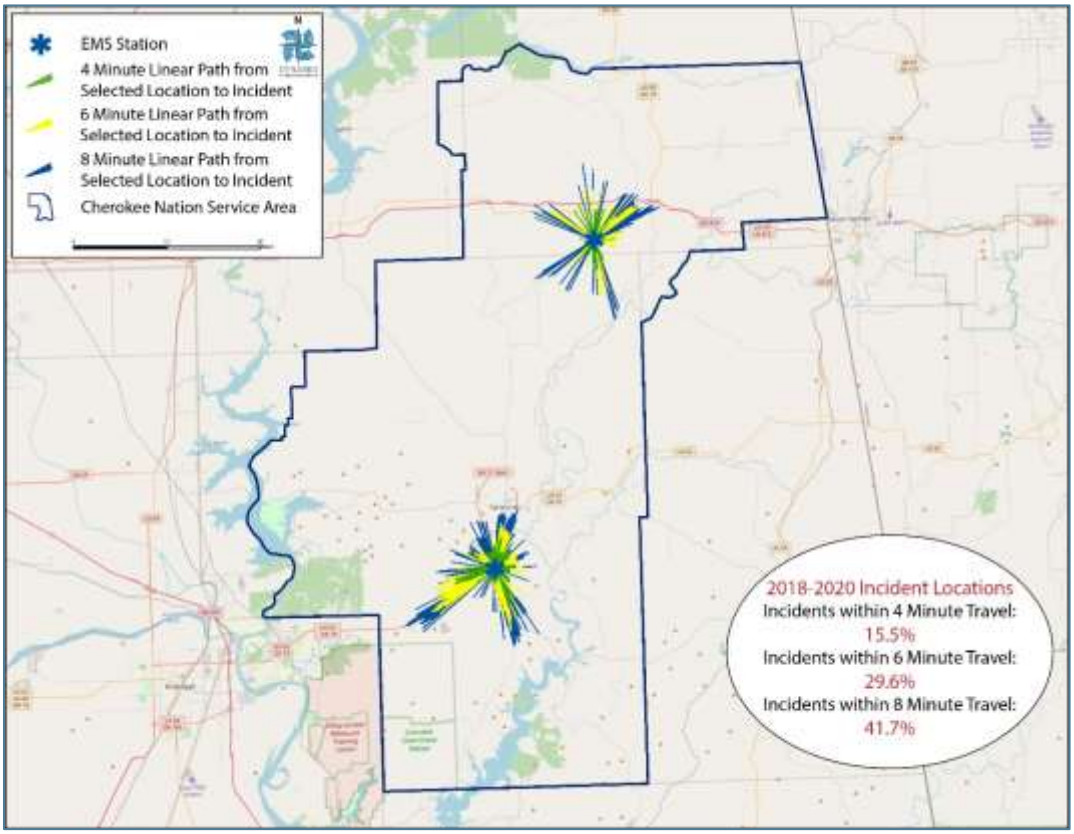
3.5: Identify Locations for Future New Deployment Locations for Cherokee Nation EMS.

Cherokee Nation EMS should expend the number of deployment locations to improve current services using existing resources. To assist Cherokee Nation in identifying locations that could serve as optimized locations for future new stations, GIS software was used to develop a baseline model for projected performance as well as additional optimized locations based on 2018 through 2020 incident data. The model seeks to locate the best locations from which to deploy personnel based on creating the largest service area that captures the greatest number of calls within an eight-minute travel time. The baseline model is displayed below followed by performance an optimized locations for three and five locations.

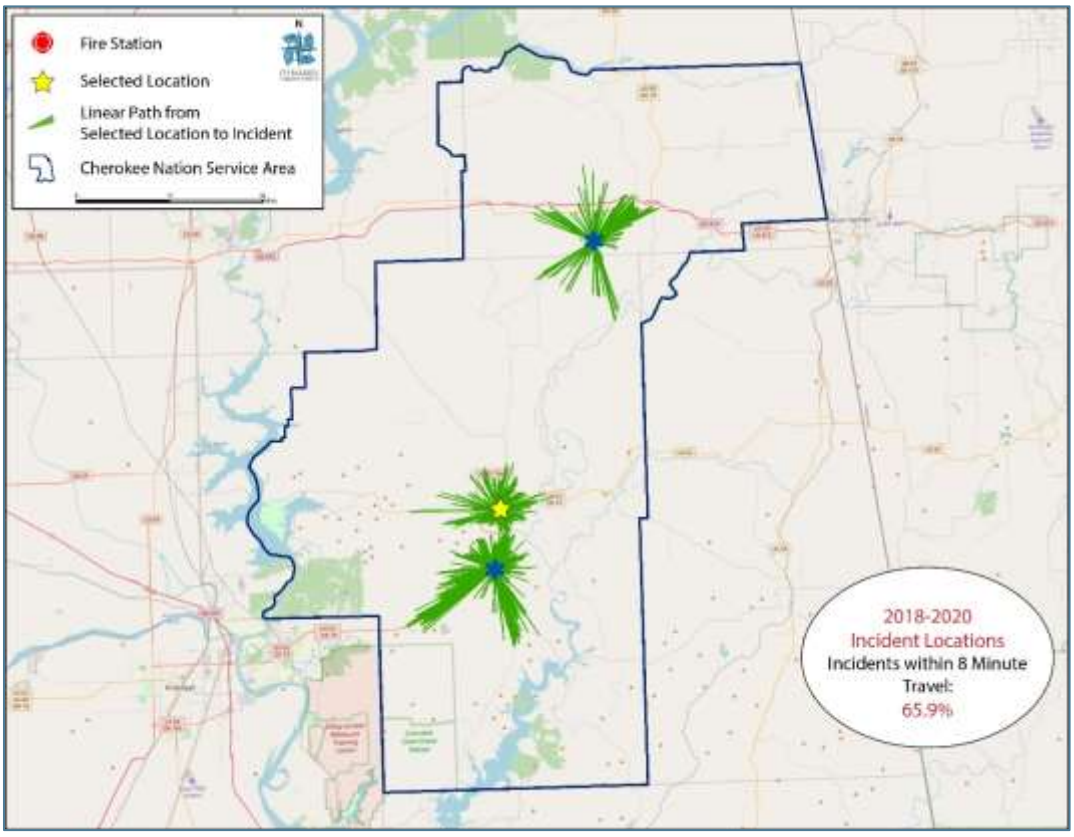
Baseline Performance Model



From its current two locations, the performance capabilities of Cherokee Nation EMS are limited with nearly 60% of emergency incidents occurring outside of an eight-minute travel.

Next, using 2,500 random locations distributed evenly across the service area as potential EMS station locations, a third site was chosen, and performance evaluated.

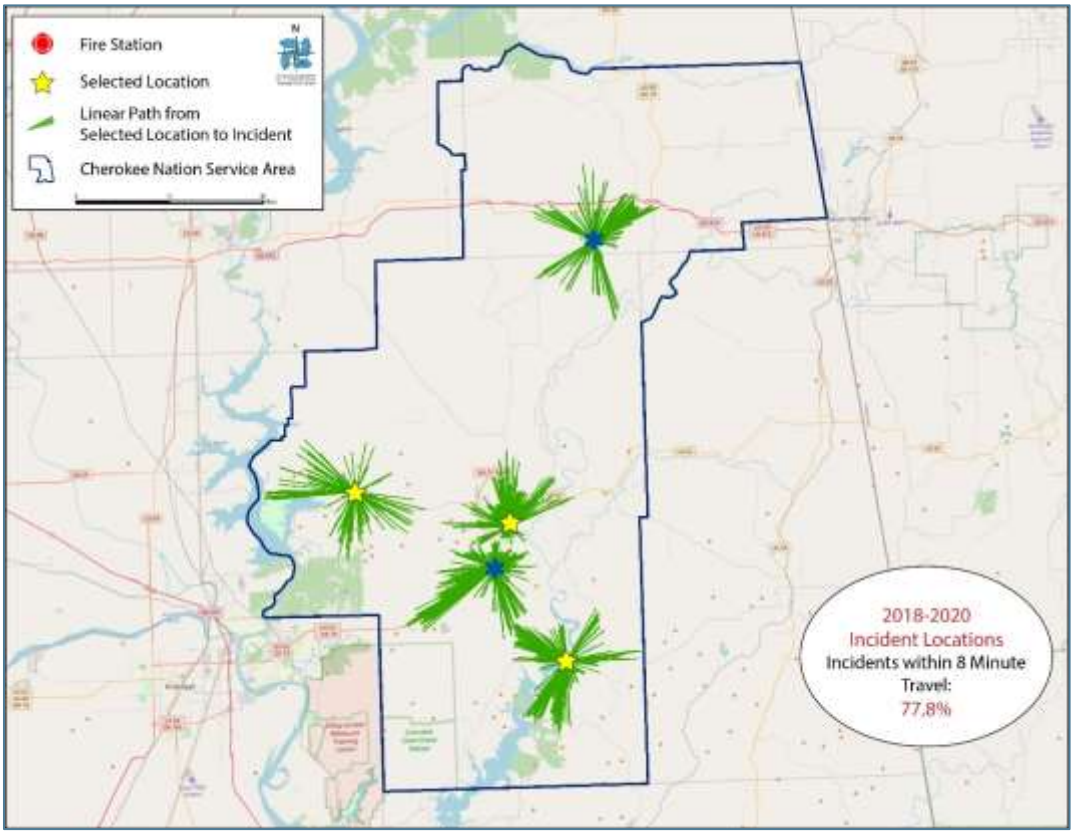
Three Station Deployment Model 8-Minute Travel



Adding a third locations near downtown Tahlequah, performance for eight-minute travel improves dramatically, improving by 24.2%. The model predicts that by adding a third deployment location, approximately two thirds of all incidents would occur within an eight-minute travel time from an EMS station.

While deploying from three locations significantly improves the predicted performance of response, Cherokee Nation EMS staffs five ambulances daily. In the last model, three additional locations are chosen by the model for a total of five EMS stations.

Five Station Deployment Model 8-Minute Travel



In this model, performance once again improves from 65.9% to 77.8%, an 11.9% improvement over the three-station model and a 36.1% improvement over the current deployment model. Cherokee Nation EMS should strongly consider the redeployment of its current resources to improve its response performance capabilities. Additionally, if opportunities exist for interlocal or cooperative agreements, those should be considered an investigated as well.

References

References

1. Chief Dennis Doan, Gig Harbor & Fire Medic One
   10222 Bujacich Rd, Gig Harbor, WA 98332
   253.851.3111
   DDoan@gigharborfire.org
   Project Completed: Community Risk Assessment: Standards of Cover

2. Fire Chief Steve Buxton, Nashua Fire Rescue
   70 East Hollis Street, Nashua, NH 06060
   603.594.3651
   buxtons@nashuanh.gov
   Projects Completed: ISO Evaluation, Master Plan and Strategic Plan

3. Assistant Township Manager Nicholas Valla, Middletown Township,
   3 Municipal Way, Langhorne, PA 19047
   215.750.3832
   nvalla@middletownbucks.org
   Projects Completed: Independent Fire Service Evaluation and Strategic Plan

4. Chief Andrew Kettle
   Charlestown Ambulance Rescue Service
   4891 Old Post Road, Charlestown, RI 02813
   401.255.7163
   akettle@charlestownrescue.org
   Project Completed: Emergency Medical Services Agency Evaluation

5. Chief Kerry Flaherty, East Granby Volunteer Fire Department
   7 Memorial Drive, East Granby, CT 06026
   203.509.3246
   kerryf@egtownhall.com
   Project Completed: Community Based Fire and Emergency Services Strategic Plan

6. Acting Fire Chief Martin Dyer, Worcester Fire Department
   141 Grove Street, Worcester, MA 01605
   508.799.1829
   DyerM@worcesterma.gov
   Projects Completed: Master Plan, Community Risk Assessment: Standards of Cover and Strategic Plan

Timeline

The timeline for this project is client-driven.

1. Dynamix Consulting Group will initiate this project by scheduling a client project kickoff meeting within 7 days of receipt of a signed contract and deposit to occur at the convenience of the client.
2. The client will upload the requested data for the project into the project Dropbox. This will occur at the convenience of the client.
3. Dynamix will schedule a site visit within 30 days of completion of the data upload, subject to the client's availability.
4. Dynamix will provide a draft set of current conditions to the client within 45 days of completion of the site visit.
5. Dynamix Consulting Group will return the final complete report to the client within 30 days of receiving feedback.
6. Dynamix Consulting Group will schedule the final presentation at the convenience of the client.

Project Fee

Dynamix Consulting Group is pleased to present the following formal cost proposal. The fee is inclusive of all expenses and not to exceed the following:

Total Cost for Project (not to exceed): $47,500

Included within this Project Fee is:

- One site visit that includes travel and accommodation expenses for two consultants for one day of meetings with stakeholders as identified by the client; there is an added cost of $2,500 for each additional day or $175 / hour if less than 4 hours.
- The client will receive one draft set of documents and have the opportunity to return corrections or comments which may be incorporated into the final draft; there will be additional cost of $175 any additional revisions requested after this time.
- In the event that the client fails to provide feedback within 30 days of receipt of the draft report, Dynamix Consulting Group reserves the right to finalize the report, send the printed and electronic copies of the report, and final invoice to close out the project.
- One in-person final presentation to an audience of the client's choice.

Proposed Payment Schedule

- 10% payment due upon receipt of a purchase order.
- Monthly invoicing thereafter as work progresses.

Information Relative to Cost Quotation

- Bid quotation is valid for 90 days.
- When requested, and in a timely manner, the client will provide data, information, and materials required for the completion of the objectives outlined in the Scope of Work submitted in this proposal.

Dynamix Consulting Group shall perform any additional work requested by the client at a rate of $175 per hour.

ACCEPTED:

ATTEST:

Derek Norton, Mayor Date

Heather K. Peacon-Corn, City Clerk

Insurance

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 3/22/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Acentria Insurance 439 S. Florida Ave, Suite 201 Lakeland FL 33801 License#: L100460 DYNACON-01	CONTACT NAME: AMY BURGESS PHONE (A/C, No, Ext): 863.583.1942 FAX (A/C, No): E-MAIL ADDRESS: AMY.BURGESS@ACENTRIA.COM
INSURED Dynamix Consulting Group, LLC 111 Wgto Tower Road Lake Alfred FL 33850	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A : Underwriters at Lloyd's, London — 32727 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** 1378057691 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY PRO-JECT LOC OTHER:			PGKD135247871	12/1/2021	12/1/2022	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG $	$ 1,000,000 $ 250,000 $ 5,000 $ 1,000,000 $ 2,000,000 $ 1,000,000 $
A	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY X HIRED AUTOS ONLY SCHEDULED AUTOS X NON-OWNED AUTOS ONLY			PGKD135247871	12/1/2021	12/1/2022	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) $	$ 1,000,000 $ $ $ $
	UMBRELLA LIAB OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $						EACH OCCURRENCE AGGREGATE $	$ $ $
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ $ $
A	PROFESSIONAL LIABILITY			PGKD135247871	12/1/2021	12/1/2022	AGGREGATE	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	CANCELLATION
FOR INFORMATIONAL PURPOSES ONLY	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE

ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD

DYNAMIX CONSULTING GROUP

May 25, 2022

Account Policy Information:

Agency Name	ACENTRIA INSURANCE
Agency Code	21211247

Recipient Information
Dynamix Consulting Group, LLC
70 NW 130TH ST
TRENTON FL 32693-8956

SUMMARY OF INSURANCE

Account Policy Recap	Policy Number	Policy Term	Premium
Worker's Compensation Hartford Casualty Insurance Company	21 WEC AS7F2K	06/01/2022 to 06/01/2023	$810