



# Fire Station Location Evaluation Proposal

Prepared for  
Town of Lebanon, Maine

July 1, 2023

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# Submission Letter

Richard Harlow  
Selectman, Town of Lebanon

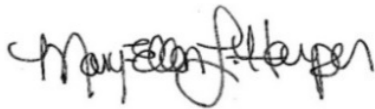
Dear Mr. Harlow,

I am attaching a proposal from Dynamix Consulting Group to facilitate a Fire Station Location Evaluation for the Town of Lebanon, Maine. Principal Mary-Ellen Harper is the primary contact for this project:

Mary-Ellen Harper, Principal, Dynamix Consulting Group  
P.O. Box 68, Lake Alfred, FL, 33850  
Email: [Mary-Ellen@DynamixConsultingGroup.com](mailto: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](mailto:Mary-Ellen@DynamixConsultingGroup.com)



Stuart D. McCutcheon  
Principal, Dynamix Consulting Group  
863.662.1474  
[Stuart@DynamixConsultingGroup.com](mailto:Stuart@DynamixConsultingGroup.com)

# Project Approach

Dynamix Consulting Group leverages the skills and expertise developed over several years of completing various public safety deliverables to fire, emergency medical, and law enforcement organizations nationwide and internationally. With approximately 200 projects conducted by the principals as consultants and project managers, Dynamix Consulting Group possesses the skills, experience, and expertise to develop and facilitate a Fire Station Location Evaluation for the Town of Lebanon, Maine.

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

To achieve the stated purpose of this project, Dynamix Consulting Group will provide a data and information request to the Town 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 project element. Because we understand your time is valuable, we only ask that you provide information you can quickly answer or access. Once the requested data is uploaded, Dynamix Consulting Group will review and process the data and information to build an initial baseline of current conditions within the Town.

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 endeavors to provide the most viable solutions. Each potential solution will include the service delivery, financial impacts, and supporting data, thus allowing elected and appointed officials to decide on the best options for their community. We will take great care to understand the client's issues, identify viable or palatable solutions to the community, and collect the information required to provide service delivery options or collaborative solutions for review.

# Fire Station Location Evaluation

## 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 understand the organization's background, goals, and expectations for this project. This work plan will be developed by identifying the following:

- 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 communication, 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 project manager. This data will be used extensively to analyze and develop the master plan 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
- Financial data, including debt information, long-range financial plans, and projections
- Department administrative policies and procedures
- Department Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facilities and apparatus inventories
- Local collective bargaining agreement(s), if applicable
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- Computer-Aided dispatch (CAD) incident records

- Local Geographic Information Systems (GIS) data, where available

## Task 1-C: Stakeholder Input

The Dynamix Consulting Group project team will conduct interviews with and gather information from key personnel, including:

- Elected or appointed officials
- Fire department managers and other key staff
- Finance function managers
- Community planning staff
- Human resource function coordinator
- External Fire and EMS agencies within the region
- Medical facilities, medical director for regional or community EMS, if applicable
- Employee and volunteer groups
- Others as they may contribute to this project

The project team may interview key stakeholders of any organization associated with this study. At a minimum, project team members will interview appropriate community officials, fire department officials, volunteer association leaders, labor organization representatives, and others the project team deems necessary. Dynamix Consulting Group will obtain additional perspectives on the agency's operational, economic, and policy issues from these interviews. In addition, the project team will learn more about the availability of data necessary to meet projected goals.

## Phase 2: Evaluation of Current Conditions

The initial phases of the study focus on a baseline assessment of the current conditions and current service performance. The purpose of this elevation is to create a benchmark against which the options for future service delivery can be measured.

### Task 2-A Current Facilities

Dynamix Consulting Group will review the status of current facilities and analyze needs relative to the existing condition of capital assets and their viability for continued use in future service delivery, including:

- Facilities – Tour and make observations in areas related to station efficiency and functionality. Items to be contained in the report include:
  - Design
  - Code Compliance
  - Construction
  - Staff Facilities
  - Safety • Efficiency
  - Environmental Issues
  - Future Viability

### Task 2-B: Service Delivery and Performance

Dynamix Consulting Group will 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:

- Service Demand Study – Analysis and geographic display of current service demand by incident type and temporal variation.

- 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.
- Response Performance Summary – Analysis of actual system reflex time performance, analyzed by individual companies (to the extent data is available)

## Phase III: Future System Demand Projections

The project moves forward with an assessment of the future community conditions, service demand, and fire protection risks that the client can be expected to serve. Dynamix Consulting Group will conduct an analysis of community growth projections and interpret their impact on emergency service planning and delivery.

### Task 3-A: Population Growth Projections

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

- Population history
- Census-based population growth projections
- Community planning-based population growth projections

### Task 3-B: Service Demand Projections

Population growth projections and historical and forecast incident rates will be used to develop future service demand projections.

### Task 3-C: Community Risk Analysis

Land use and zoning classifications and specific target hazard information will be used to analyze and classify community fire protection risk by geography. This process will be completed with GIS software and will consider the following:

- Population and population density
- Demographics
- Community land use regulations
- Occupancy types by land use designation
- Hazardous substances and processes

## Phase IV: Future Delivery System Models

This project concludes with strategies intended to place the client in a position to successfully serve its future demand and risk. Dynamix Consulting Group will develop and analyze various facility location models for providing emergency services with the specific intent of identifying those options that can deliver the desired 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.

### Task 4-A: Development of Response Standards and Targets

An appropriate response performance goal for first unit arrival time will be developed (or existing targets confirmed), matching the nature and type of risks identified in the previous report sections. The performance goal will be used in developing and projecting performance for subsequent facility location strategies.



## Task 4-B: Recommended Long-Term Strategy

Dynamix Consulting Group will develop a recommended long-term option for facility location that will improve the client's level of service toward the identified performance objectives and targets. This may include but is not necessarily limited to, specific recommendations regarding the following:

- Any relocation of existing facilities
- General locations of future necessary fire stations
- Dynamix Consulting Group will evaluate and present in graphical and descriptive format for each of the deployment option(s):
  - Degree of benefit to be gained through its implementation
  - Extent to which it achieves established performance targets
  - Potential negative consequences

## Phase V: Development, Review, and Delivery of the Report

### Task 5-A: Development and Review of Draft Project Report

Dynamix Consulting Group will develop and produce an electronic version of the draft written report for review by the client and their representatives. Client feedback is critical to this project; adequate opportunity will be provided for review and discussion of the draft report before finalization. The report will include the following:

- 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 cataloged as necessary in a report appendix.
- Supportive charts, graphs, and diagrams, where appropriate
- Supporting maps, utilizing GIS analysis as necessary

### Task 5-B: Delivery and Presentation of Final Project Report

Dynamix Consulting Group will complete any necessary revisions of the draft and produce five publication-quality bound, final versions of the written report and an electronic copy in PDF format. A formal presentation of the project report will be made by the Consultant project team member(s) to staff, elected officials, and/or the general public as necessary 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 Town 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 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 are 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 over seven years of experience as consultants and directors for a national consulting firm. Before consulting, both principals held fire department executive management positions and educational and instructional positions in public safety.

Based in central Florida, Dynamix Consulting Group develops many projects throughout the United States for fire, EMS, and law enforcement departments. Dynamix Consulting Group has a cadre of more than a dozen fire, EMS, and law enforcement consultants to provide expertise in regional matters. All of these members were recruited because of their exceptional reputations as leaders in their chosen fields, 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 are available by request.

### Agency Evaluations

East Granby, Connecticut  
Wethersfield, Connecticut  
Douglasville, Georgia  
Sterling Heights, Michigan  
Cherokee Nation EMS, Oklahoma  
Middletown Township, Pennsylvania  
Warminster Township, Pennsylvania  
Charlestown Ambulance-Rescue Service,  
Rhode Island  
Bellaire Police Department, Texas  
Vashon Island, Washington

### Concurrency Studies

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

### Community Risk Assessment:

#### Standards of Cover

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  
Sarasota County, Florida  
Worcester, Massachusetts  
Nashua, New Hampshire  
Spartanburg County, South Carolina  
Travis County ESD1, Texas  
Loudoun County, Virginia  
Winchester, Virginia

### ISO Evaluations

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

Alsip, Illinois  
Orleans, Massachusetts  
Scio Township, Michigan  
Warminster Township, Pennsylvania

### Station Location Studies

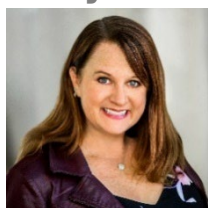
Concord, New Hampshire  
Barrow County, Georgia  
Portsmouth, Virginia

### Strategic Plans

East Granby, Connecticut  
Worcester, Massachusetts  
Sterling Heights, Michigan  
Nashua, New Hampshire  
Trotwood, Ohio  
Middletown, Pennsylvania  
Spartanburg, South Carolina  
Vashon Island, Washington

## 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 at various 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, 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 several fire service textbooks, including the 4<sup>th</sup> 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 10<sup>th</sup> Edition of *Emergency Services Instructor* and the 2<sup>nd</sup> 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.
- Chair of the *Colchester, CT Fire Department Recruitment and Retention Task Force* (Appointed by Board of Selectmen), 2012.

## 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 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 by developing GIS analytic tools and maps to support the missions of both organizations. Stuart is a contributing writer to 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.
- A published author with several articles published in Florida Fire Chiefs Association magazine. Development of emergency management response plans, full-scale and tabletop exercises.

## Hugh O'Callaghan, MA, EFO, CFO



Hugh O'Callaghan joined the Dynamix Consulting Group in 2023 to assist with the increasing demand for consulting services. Hugh has 30 years of experience in fire and emergency services starting his career as an emergency medical technician. Most of Hugh's career has been in the fire service, and he has worked as a firefighter, driver, lieutenant, captain, and currently, Assistant Chief of Operations in the Town of West Hartford, Connecticut. As the Assistant Fire Chief, Hugh is the second in command and oversees operations, training, EMS, vehicle maintenance, and special operations. Hugh has worked for two Insurance Services Office (ISO) class 2 departments, offering all hazards operations, including fire-based paramedics.

Hugh has experience using data to improve ISO scoring and strategic planning for the redeployment of fire and EMS resources, locating fire stations, and expanding emergency services. While researching and applying statistics, he has been able to decrease response times and improve medical resource applications to the community. While a student enrolled at Harvard University and UCLA, Hugh continues developing himself to ensure he employs best practices when exploring innovative leadership and emergency management strategies. Engaging in education allows him to gain cutting-edge insight into effectively delivering public-facing services while managing diverse constituents.

### Educational Background and Certifications

- Master of Arts in Organizational Fire/Rescue Executive Leadership: Waldorf University, Forest City, IA
- Bachelor of Sciences in Fire Science and Administration: Columbia Southern University, Orange Beach, AL
- Executive Fire Officer Program: National Fire Academy, Emmitsburg, MD
- Harvard University Public Leadership Certificate: John F. Kennedy School of Government, Cambridge, MA
- Emergency Management and Homeland Security Certificate: University of California, Los Angeles, CA

### Professional Experience

- Assistant Chief of Operations, Town of West Hartford, CT Fire Department
- Captain, Lieutenant, Firefighter, Town of Hamden, CT Fire Department
- Adjunct Instructor, Connecticut Fire Academy, Windsor Locks, CT
- Adjunct Instructor of Fire Science and Administration, Capital Community College, Hartford, CT

### Associated Professional Accomplishments

- NFPA 1710 Committee Member: Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public
- NFPA 1001 Committee Member: Firefighter Professional Qualifications
- NFPA 1900 Committee Member: Firefighting Vehicles, Wildland Apparatus, and Automotive Ambulances
- Chief Fire Officer Designation: Commission on Professional Credentialing, Chantilly, VA

## Brian Rhodes, BS



Brian joined Dynamix Consulting Group in 2022 to oversee Government Relations. He has more than 40 years of fire service experience in both the career and volunteer fire service.

Brian is a native of Danielson, Connecticut, and began his fire service career with the Gilford Fire Department in New Hampshire in 1984. He was hired by Nashua Fire Rescue in 1987 and held every rank in the department. Brian served as the Fire Chief of Nashua Fire Rescue for four years until his retirement in 2022.

In addition to his work in the fire service, Brian served as a New Hampshire State Representative for six years. He represented Nashua Ward 3 in the New Hampshire

General Court from 2008-2014.

### Educational Background and Certifications

- Fire Service Financial Management Program Graduate, National Fire Academy, Emmitsburg, MD
- Executive Planning Program Graduate, National Fire Academy, Emmitsburg, MD
- Associate of Science in Fire Science, New Hampshire Vocational Technical College, Laconia, NH
- Bachelor of Science in Public Service Management, Granite State College, NH

### Professional Experience

- Firefighter, Gilford Fire Department, Gilford, NH
- Firefighter, Nashua Fire Rescue, Nashua, NH
- Lieutenant, Nashua Fire Rescue, Nashua, NH
- Captain, Nashua Fire Rescue, Nashua, NH
- Deputy Chief, Nashua Fire Rescue, Nashua, NH
- Assistant Fire Chief, Nashua Fire Rescue, Nashua, NH
- Fire Chief, Nashua Fire Rescue, Nashua, NH

### Associated Professional Accomplishments

- Six years as a New Hampshire State Representative representing Nashua Ward 3 in the New Hampshire General Court
- Past Executive Board Member of the New Hampshire Association of Fire Chiefs
- New Hampshire Delegate to the International Association of Fire Chiefs New England Division Board of Directors.

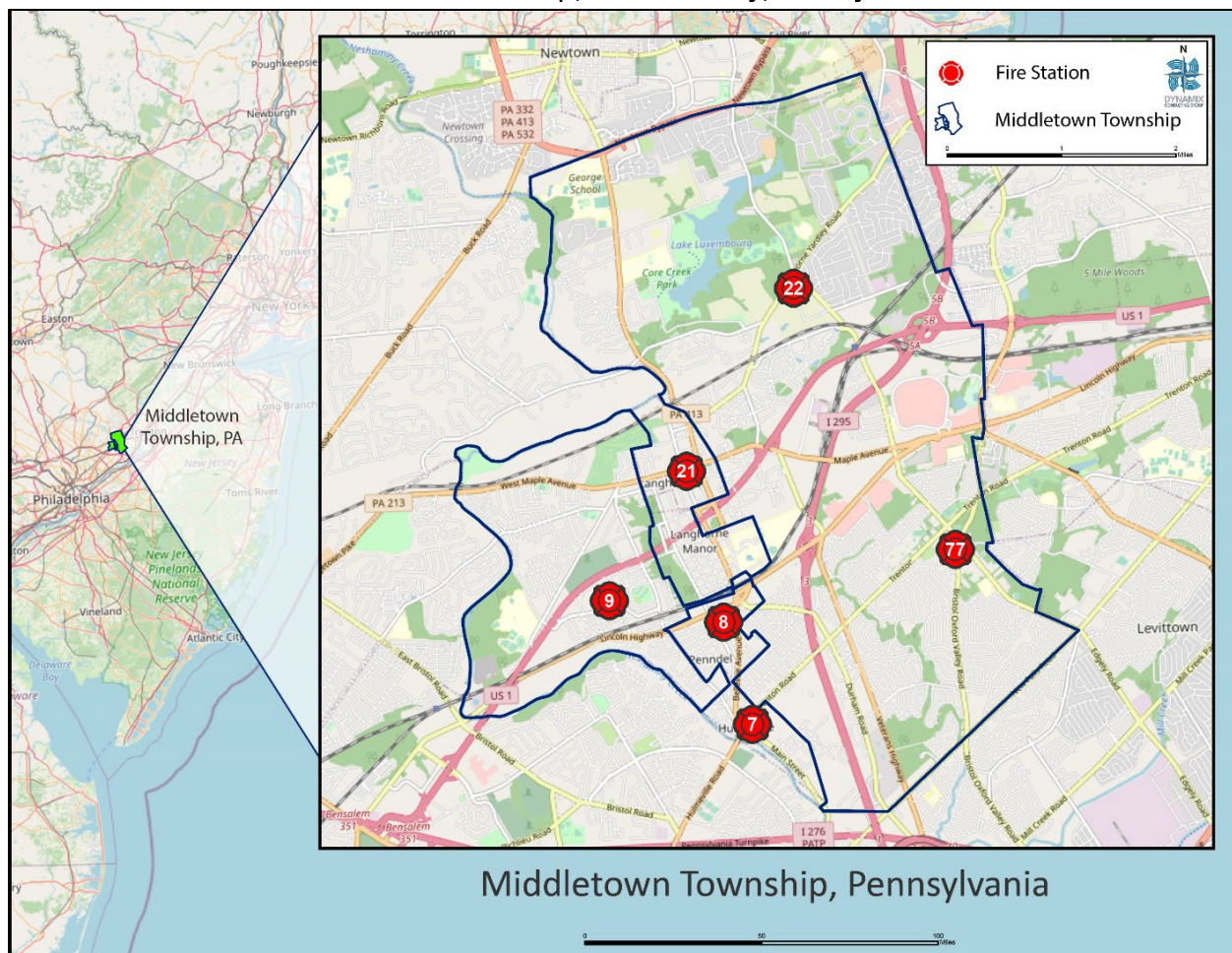


# Sample Report Excerpts

## Organization Overview

Middletown Township, located in Bucks County, Pennsylvania, was 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



**45,971**  
Daytime  
Population



**1,658**  
Total  
Businesses



**28,698**  
Total  
Employees

The second most prominent age group within Middletown Township is "Millennials." Born between 1981 and 1998, today, Millennials are between the ages of 23 and 40 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 challenging to target for injury and fire prevention programs because of occupational obligations and declining community participation. In the last two decades, the United States has seen fewer people engaging and volunteering in their community, especially in fire departments and social clubs.

#### Population By Generation

**8.1%**  
Greatest Gen:  
Born 1945/Earlier

**25.5%**  
Baby Boomer:  
Born 1946-1964

**20.4%**  
Generation X:  
Born 1965-1980

**22.0%**  
Millennial: Born  
1981-1998

**19.5%**  
Generation Z:  
Born 1999-2016

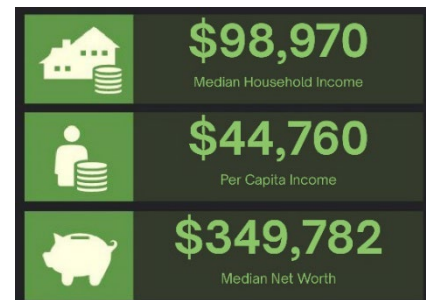
**4.5%**  
Alpha: Born  
2017 to Present

Middletown Township is Generation X, the generation between the Baby Boomers and the Millennial Generation. Generation X comprises 20.4% of the Middletown Township population.

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


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.

#### Education



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

### Insurance

 Has One Type Of Health Insurance  Population (2014-2018)  No Health Insurance	19.3	18.9	36.1	4.5	%
	20.4	20.8	40.5	18.4	
	0.4	1.4	1.7	0.0	
Population Age	19<	19-34	35-64	65	

### At-Risk Populations

Often defined broadly, "populations at risk" do 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 share 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, and people with low literacy.

Also, groups suffering from poor health or uninsured/underinsured may be at greater risk during emergencies or disasters.

### Poverty



**5%**

Households Below the Poverty Level



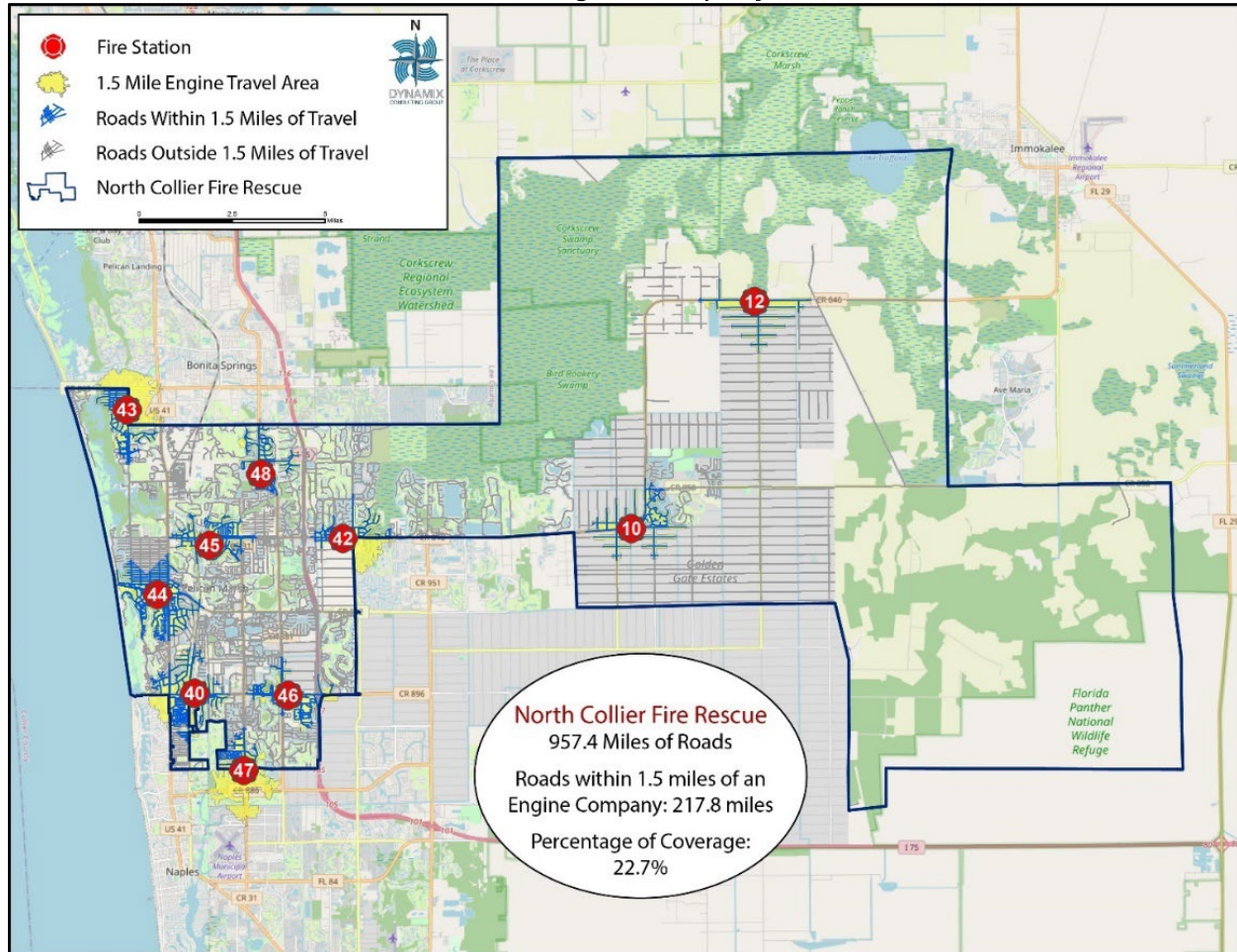
**808**

Households Below the Poverty Level

### 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 estimates a 4-minute travel time for the 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 within the 1.5-mile travel distance.

#### ISO 1.5 Mile Engine Company Criteria

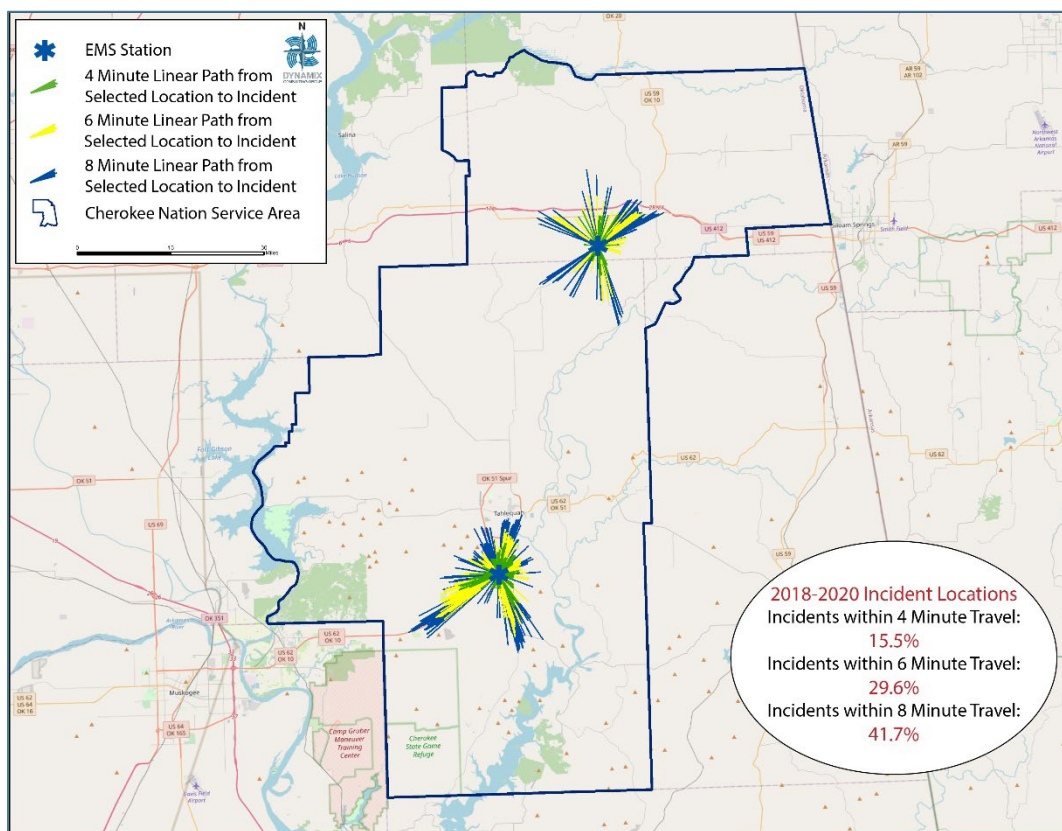




### 3.5: Identify Locations for Future New Deployment Locations for Cherokee Nation EMS.

Cherokee Nation EMS should expand 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 and additional optimized locations based on 2018 through 2020 incident data. The model seeks to locate the best sites 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 and 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 was evaluated.



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

**Legend:**

- Fire Station
- Selected Location
- Linear Path from Selected Location to Incident
- Cherokee Nation Service Area

**2018-2020 Incident Locations**  
**Incidents within 8 Minute Travel: 77.8%**



DYNAMIX  
CONSULTING GROUP

# References

1. Chief Matthew Vinci, Vashon Island Fire and Rescue  
10020 SW Bank Road, P.O. Box 1150, Vashon, WA 98070  
802.734.1245  
[mvinci@vifr.org](mailto:mvinci@vifr.org)  
**Projects Completed:** Fire District Evaluation and Strategic Plan
2. Chief Brian Schroll, Wethersfield Volunteer Fire Department  
505 Silas Deane Highway, Wethersfield, CT 06109  
959.599.2920  
[brian.schroll@wethersfieldct.gov](mailto:brian.schroll@wethersfieldct.gov)  
**Project Completed:** Fire Department Agency Evaluation
3. Fire Chief Steve Buxton, Nashua Fire Rescue  
70 East Hollis Street, Nashua, NH 06060  
603.594.3651  
[buxtons@nashuanh.gov](mailto:buxtons@nashuanh.gov)  
**Projects Completed:** ISO Evaluation, Master Plan, and Strategic Plan
4. Chief Andrew Kettle  
Charlestown Ambulance Rescue Service  
4891 Old Post Road, Charlestown, RI 02813  
401.255.7163  
[akettle@charlestownrescue.org](mailto: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](mailto:kerryf@egtownhall.com)  
**Project Completed:** Community-Based Fire and Emergency Services Strategic Plan



## Testimonials

"The report provided offers significant value to CARS and gives us an abundance of tasks to work on to facilitate the growth of the organization in a positive direction to meet the demand of the community we serve in the coming years. Thank you and your team for all of your time and efforts. I cannot stress enough how insightful the value of an outside educated review is to an organization who is willing to grow and learn."

— Bethany Gingerella, President, Charlestown Ambulance Rescue Service, RI

"The Nashua Fire Rescue Strategic Plan process was very well done, and the outputs were exceptional! The process was smooth and well-monitored by the Dynamix Consulting Group team and seemed to go flawlessly! I have been part of many Strategic Planning teams, and this was by far the most efficient and effective! Thanks for all your guidance in this process."

— Alderman Rick Dowd, Ward 2 Nashua, New Hampshire

"Barrow County Emergency Services brought in Stuart and Mary-Ellen for a detailed, in-depth emergency facilities location study, including staffing. The final product far exceeded our leadership team's expectations. Using the information they produced will be a starting point for Barrow County to develop an in-depth strategic plan, mapping out a direction for the department to provide emergency service to our citizens for the next 5, 10, and 20 years. I would highly recommend them to assist you in any project related to planning for your agency."

— Alan Shuman, Fire Chief, Barrow County, GA

"Dynamix Consulting Group worked diligently to earn the trust and respect of all parties involved and empowered us to turn walls into phone calls. Their data-driven approach is moving us toward making sound, informed decisions about what our community needs from its emergency services. Most importantly, Dynamix Consulting Group is helping us put the institutions in place to keep the work of our volunteers manageable while preparing for future demands."

— Assistant Township Manager Nick Valla, Middletown Township, PA

"I had the great opportunity to meet Stuart and Mary-Ellen within weeks of being appointed Fire Chief in my community. Stuart and Mary-Ellen met with our members, staff, and the Town's governing body while gathering data for our Fire Department Evaluation. The experience and information I gained interfacing with the Dynamix Group during their visit and follow-up information sharing were invaluable, and in the end, the professionalism of their people and quality of their report and presentation was extraordinary."

— Brian J. Schroll, Fire Chief, Wethersfield Volunteer Fire Department, Wethersfield, CT

"Gig Harbor Fire & Medic One worked with Dynamix Consulting Group to complete a Community Risk Assessment and Standard of Cover. The Dynamix team worked with and walked our staff through each step of the process, producing a Standard of Cover for our Board to adopt in under six months. We highly recommend working with them and would use Dynamix again in the future when the need arises."

— Chief Dennis Doan, Gig Harbor Fire & Medic One, Gig Harbor, Washington

"It was a pleasure working with Mary-Ellen and Stuart. The process was seamless and efficient. It was a great experience from beginning to end."

— Christa M. Wheeler, Trotwood Fire & Rescue Headquarters, Trotwood, OH

"I cannot say enough, both personally and professionally, how much their expertise and determination are appreciated by the Spartanburg County Fire Service as well as myself. I highly recommend their services to anyone looking for a dedicated, determined team of experts."

— Ginny Dupont, County Attorney of Spartanburg County, SC

"Delivering emergency services on Vashon Island poses many challenges which had not been evaluated in over 20 years. We needed to find consultants to partner with the Vashon community to help us understand and address these challenges. We found the exact fit with Dynamix. Mary-Ellen and Stuart were personable, strategic; they listened and guided us to develop a modern, comprehensive, community-based strategic plan to protect our island."

— Matthew Vinci, Fire Chief, Vashon Fire & Rescue District, Washington

# 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 seven days of receipt of a signed contract and deposit to occur at the client's convenience.
2. The client will upload the requested data into the project Dropbox. This will occur at the convenience of the client.
3. Dynamix will schedule a site visit within 30 days of the 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 the 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 client's convenience.

# 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):      \$24,950**

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 that may be incorporated into the final draft; there will be an additional cost of \$175 for any revisions requested after this time.
- Suppose the client fails to provide feedback within 30 days of receipt of the draft report. In that case, 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 final in-person 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

- The bid quotation is valid for 90 days.
- When requested and in a timely manner, the client will provide data, information, and materials required to complete 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.

# Insurance



## CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)  
06/12/2023

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 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).

<b>PRODUCER</b> ACENTRIA INSURANCE 21211247 4634 GULFSTARR DRIVE DESTIN FL 32541		<b>CONTACT NAME:</b> PHONE (850) 650-1950 FAX (A/C, No, Ext): (A/C, No): E-MAIL ADDRESS:	
		<b>INSURER(S) AFFORDING COVERAGE</b> NAIC# INSURER A: Hartford Casualty Insurance Company 29424 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	
<b>INSURED</b> DYNAMIX CONSULTING GROUP, LLC 70 NW 130TH ST TRENTON FL 32693-8956			

**COVERAGES** **CERTIFICATE NUMBER:** **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 INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE AGGREGATE
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	NI/A	21 WEC AS7F2K	06/01/2023	06/01/2024	X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE -EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Those usual to the Insured's Operations.

<b>CERTIFICATE HOLDER</b> For Informational Purposes 70 NW 130TH ST TRENTON FL 32693-8956	<b>CANCELLATION</b> 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 <i>Susan L. Castaneda</i>
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ACORD 25 (2016/03)

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