

# FITCH

& ASSOCIATES

Development of a Community Risk Assessment, Fire Services Standards of Cover, and Compensation Study

RFP#25-01

## City of Marquette, Michigan



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# Table of Contents

<b>PROJECT UNDERSTANDING AND APPROACH .....</b>	<b>5</b>
<b>STATEMENT OF QUALIFICATIONS .....</b>	<b>7</b>
<b>BRIEF FIRM HISTORY .....</b>	<b>7</b>
<b>FIRM EXPERIENCE WITH COMMUNITY RISK ASSESSMENTS, STANDARDS OF COVER, AND OTHER OPERATIONAL ASSESSMENTS.....</b>	<b>7</b>
<b>QUALIFICATIONS OF THE FITCH TEAM .....</b>	<b>9</b>
<b>DESIRED QUALIFICATIONS .....</b>	<b>13</b>
<b>HIPAA COMPLIANCE .....</b>	<b>15</b>
<b>REFERENCES.....</b>	<b>16</b>
<b>PROPOSED PROJECT COST .....</b>	<b>19</b>
<b>KEY PERSONNEL.....</b>	<b>20</b>

16 January 2025

Katie Burnette  
Finance Department  
City of Marquette  
300 W. Baraga Avenue  
Marquette, MI 49855

Dear Katie Burnette:

Thank you for considering Fitch & Associates (*FITCH*) to provide consulting services for the Marquette Fire Department. The primary deliverable is to complete a *Community Risk Analysis (CRA)*, *Fire Department Standards of Cover (SOC) Assessment*, and *Compensation Study*. We anticipate a project completion of this project in a 4 to 6 month timeframe.

Fitch & Associates, LLC is a Limited Liability Company initially established as a corporation in 1984. The Firm is located in Platte City, Missouri, a suburb of Kansas City. Our physical mailing address and office contact information are:



PO Box 170, 2901 Williamsburg Terrace,  
Suite G, Platte City, Missouri 64079



(816) 431-2600



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Fitch & Associates Federal Employer Identification Number (EIN) is 43-1780744.

As proposed, I, (Dr. Steven Knight, EFO) will serve as the project manager for this project. Chief Knight retired from St. Petersburg Fire & Rescue, FL as the Assistant Chief and also served as the department's accreditation manager for two successful rounds of reaccreditation. St. Petersburg is a 5-time internationally accredited and ISO 1 agency. As a partner with the firm, I can bind the firm for any contracts or agreements. My contact information is provided with my signature on the following page.

Fitch & Associates is a thought leader in the public safety industry and routinely author's articles, research, industry surveys, and white papers. In addition, the firm's members regularly are requested to present at international and national conferences. Therefore, the firm seeks out opportunities to partner with agencies that are willing to ask the tough questions, seek transparency, public input, and are interested in planning for the future in a sustainable manner that is aligned with community expectations and unique community risks.

All of the consultants proposed for this project have either spent their careers in, or are still employed, as fire service leaders with a long history of performance management, organizational optimization, risk assessment, and strategic planning. Finally, the proposed consultants have extensive experience with the Center for Public Safety Excellence and the Commission on Fire Accreditation International (CPSE/CFAI).

Our firm is uniquely qualified to submit this response and perform the work required. Fitch & Associates has provided similar planning and analysis services for over 1,000 clients represented in every continent except Antarctica and in all 50 U.S. States throughout its 40-year history. Our team has wide ranging technical expertise and specific experience with the Commission on Fire Accreditation International's (CFAI) model and within Michigan. Our team members have served as peer assessors, team leaders, and accreditation managers.

On behalf of Fitch & Associates, we appreciate the opportunity to respond to your request for consulting services. Please feel free to contact me directly if you have any follow up correspondence during the selection process.

Sincerely,



Steven Knight, PhD  
Partner  
816-500-7481  
sknight@fitchassoc.com



# Project Understanding and Approach

It is our understanding of the project, that the consultant would partner with the city and fire department to develop a *Community Risk Assessment, Standards of Cover* and a *Compensation Study*.


## ■ COMMUNITY RISK ASSESSMENT AND STANDARDS OF COVER

This would include evaluations of first unit arrival performance (response times), effective response force performance, station level reliability, station level call concurrency (simultaneous events), and workload. In addition, this analysis would include temporal analysis of requests for services by month, week, and time of day to identify any gaps in performance or challenges to provide commensurate services regardless of the timeframe.

A community risk assessment will be completed that evaluates risk from two perspectives. First, is the historical risk based on community driven requests for service. This will be informed from the quantitative data analysis described above. Each call type will be evaluated individually (fire, EMS, hazmat, technical rescue). The second lens is prospective risk. Prospective risk is identified as the potential of risk. Typically, this is completed through the development of risk matrices to evaluate occupancy level risks (typically commercial structures and high density residential). Finally, these two risk evaluations will be blended to create a community wide risk rating structure for each station area to best align resource allocation to risk.

The development of the *Standards of Cover* will be the culmination of all-hazard risk profiles that include historical and prospective risk in combination with environmental, topographical, geographical, natural, transportation, aviation, hazardous materials, and health risks that will inform the ultimate recommendations on the appropriate allocation of resources to ensure the deployment plans meet expectations for service.

The development of expectations for service is an important part of this project that will be informed from the quantitative analyses, risk analyses, and GIS simulation and modeling. Alternatives with varying performance windows will be communicated to the Department to help make an informed decision on the desired performance. All alternatives will be compared with the national recommendations from NFPA, ISO, Commission on Fire Accreditation International (CFAI) and current evidenced based research. Additional expertise is required with respect to the Michigan Administrative Code, NIOSH and NIST studies and reports, and OSHA requirements. This will include any mandated requirements from the state, region, or local governing bodies.



A review of budget and capital outlays will be seamlessly integrated with the development of potential alternatives for expected service levels and/or changes to the status quo deployment. In this manner, both current and future projections will be evaluated to ensure fiscal sustainability.

At the client's discretion, following the CFAI requirements, community engagement would be necessary to ensure that there is congruence between the Department's desire to provide exemplary service and the community's expectations of services. This may have been completed in conjunction with the community input during the previous strategic planning process. However, any community engagement activities or decisions will be at the Client's discretion.

### ■ COMPENSATION STUDY

The *FITCH* team will work with the City, Department, and Local 643 to identify the appropriate list of comparable agencies and to refine the variables identified within the RFP (if desired). Typically, the bargaining process has identified comparable agencies to utilize, but we wanted to ensure that this opportunity was available to refine the comparable peer agencies and with the context of why some agencies were included or excluded. For example, while a high-level variable such as population, municipal geography, or number of budgeted FTEs might be enticing, there may be additional variables that may be more appropriately provided such as the operations, deployment, scope of services, schedule, or the underpinning socioeconomic and demographic conditions within the similarly sized agencies.

### ■ PROJECT MANAGEMENT AND INTERACTION WITH THE CITY

Our project management is a disciplined and structured process. Key activities are clearly outlined and logically organized to produce specific deliverables within the defined period. We will review our progress against the work plan on a regular basis to ensure that we are progressing according to plan. Any deviations will be flagged immediately, and appropriate action taken, through discussion with you, to address issues.

As designed, this project will be transparent and highly collaborative. It is essential to the *FITCH* team that the key stakeholders have sufficient opportunity for input and guidance throughout the project. This proposal is assuming a kick-off meeting with the City leadership. As proposed, the *FITCH* team will conduct a minimum of two onsite visits including a formal presentation of the findings and at least one public input meeting, for each agency (if desired). At a minimum, the *FITCH* team will meet with elected officials, fire department administration, labor and identified key stakeholders.



# Statement of Qualifications

## Brief Firm History

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Fitch & Associates, LLC is a Limited Liability Company initially established as a corporation in 1984. The Firm is located in Platte City, Missouri, a suburb of Kansas City. Our physical mailing address and my contact information are: *FITCH* has earned credibility for nearly forty years by implementing innovative, customized solutions in the public safety and healthcare arenas. The Firm has consulted with over 1,500 communities in 50 U.S. states, every Canadian Province, and 12 other countries.

Projects have included objective reviews, system assessments, communications system design, consolidations, mergers, strategic partnerships, enhancement studies, and detailed operational, financial, and transition management services.

*FITCH's* success is attributable to its experience, credibility, and the solid consulting methodologies it develops and applies to reflect individual situations. Our collaborative approach facilitates support for implementation and long-term system stability. Project research outcomes are data-driven and identified within a community-specific, comprehensive, objective, and accurate framework.

## Firm Experience with Community Risk Assessments, Standards of Cover, and Other Operational Assessments

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In addition to the intuitive strengths derived from leadership in the emergency services field and nearly 40 years of consulting, *FITCH* also offers specific expertise gained from multiple projects that required similar expertise to the one proposed. *FITCH* has evaluated numerous communities' needs and provided leadership in a variety of projects that involved collaboration by many different agencies for the common good. We have an ability to keep focused on the final result while keeping the planning process moving.

In this section titled "References" we provide a brief description and contact information for references. In addition, the following cities and counties are current clients where we have either recently finished or are still completing the consultancy, specifically for a Community Risk Assessment and Standards of Cover and/or the Strategic Planning within the last 5 to 10 years.

- Prince Georges County, MD
- City of Houston, TX (EMS Assessment)
- City of Santa Fe, NM
- Oklahoma City, OK
- City of Dallas, TX
- El Dorado County ESA JPA, CA (EMS Assessment)
- Kennewick, WA
- Richland, WA
- Pasco, WA
- Snohomish County Fire District #7, WA (3<sup>rd</sup> Project after Mergers)
- City of Vancouver, WA (4th project)
- Central Pierce Fire District, WA (EMS assessment)
- City of Gresham, OR
- City of Scranton, PA (EMS Feasibility Study)
- City of North Canton, OH (EMS Feasibility Study)
- City of Manteca, CA
- Suisun City, CA
- City of Sanger, CA
- City of Roseville, CA
- City of Encinitas, CA
- City of Rocklin, CA
- City of Burleson, TX (EMS Feasibility Study)
- Bedford County, VA
- City of Richmond, VA
- St. Martin Parish, LA
- City of Rochester, NY (2<sup>nd</sup> Project – EMS Feasibility and Compliance Study)
- City of Orlando, FL (EMS Assessment)
- Clallam County Fire District #3, WA
- Camano Island, WA
- City of Tampa, FL
- Polk County, FL
- City of Cape Coral, FL
- Richland County, SC
- York County, SC
- Lancaster County, SC
- City of North Port, FL (2<sup>nd</sup> project)
- City of Mount Dora, FL
- Volusia County, FL (2 projects)
- City of Ft. Myers, FL
- City of Ft. Myers Beach, FL
- St. George's Fire District, LA
- Mountain View Fire District, CO
- City of Deltona, FL
- San Carlos Park Fire District, FL
- Lehigh Acres Fire District, FL
- Bonita Springs Fire District, FL (2<sup>nd</sup> project)
- Estero Fire District, FL (2<sup>nd</sup> project)
- City of Watsonville, CA
- City of Riverside, CA
- Tuolumne County, CA
- City of Modesto, CA
- Santa Clara County, CA

## Qualifications of the FITCH Team

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*FITCH's* specific strengths for this project are centered on objectively conducting research, managing multiple project priorities, and blending expert and local resources while building support for the outcome(s). Our key strengths include talented and experienced consultants who are leaders in their field, time-tested methods, quality teamwork, timeliness, and the ability to provide tangible results.



### **Talent**

Team members are all subject matter experts and leaders in their fields and have been selected for their particular areas of expertise that match the requirements of this project.



### **Time-Tested Methodologies**

*FITCH's* experience represents an unparalleled base for the tasks at hand; we have worked with local, state, and federal government agencies, municipal and volunteer fire departments, ambulance services, and hospitals.



### **Teamwork**

*FITCH* has stayed true to its core values by accomplishing projects using a collaborative approach offering high level involvement for system participants without compromising the independent or objective nature of the project.



### **Timeliness**

*FITCH* is known for consultant access, responsiveness, producing its work on or before the scheduled completion date and within budget. Timeliness also involves.



### **Tangibles**

*FITCH* is known for developing innovative solutions to complex issues, and our recommendations and tangible work products have been implemented more frequently than any national public-safety consulting firm.

Members of the *FITCH* project team are highly qualified academically with some serving as faculty members at leading educational institutions. Most importantly, *FITCH* has real-world experience managing large urban and rural services across the nation and a track record of content-specific consulting. Each of the firm's partners and the project director proposed for this project has extensive

emergency services management experience. The commitment of top-level resources underscores the importance *FITCH* places on this project team.

We propose a team of experts in municipal leadership, fire protection, and emergency medical services to assess performance and explore options for your agency to operate within funding limitations while preparing for the agencies' future service delivery in an operationally effective, efficient, and sustainable manner that is aligned with the specific community risks and expectations for service.

*FITCH* is uniquely suited for this project. We have reviewed emergency service systems and developed staffing, deployment plans, and future oriented strategic initiatives for nearly 40 years. We have taught multiple approaches for fire and EMS deployment models for more than a decade as part of the Communications Center Manager's (CCM) program and the Ambulance Service Managers program (ASM) we conduct under the auspices of the International Academies of Emergency Dispatch (IAED) and the American Ambulance Association, respectively. We have served as a resource for detailed reports on emergency services and are a Strategic Partner of the International City and County Management Association (ICMA).

## ■ BEST PRACTICES UTILIZED BY FITCH & ASSOCIATES

*FITCH* remains on the cutting edge of best practices in the fire and emergency medical services. Our consultants are intimately involved with many state and national associations and are frequent presenters at international conferences:

- Fire Rescue International by the International Association of Fire Chiefs (IAFC)
- Firehouse World
- Excellence Conference by the Center for Public Safety Excellence and the Commission on Fire Accreditation International (CPSE/CFAI)
- Volunteer Chiefs Association (VCOS)
- Canadian EMS Chiefs Conference
- Ontario Fire Chiefs Association
- International City/County Management Association (ICMA)
- Navigator - International Academies of Emergency Dispatch (IAED)
- EMS World
- EMS World – Europe
- EMS World – Latin America
- National Forum for Black Public Administrators (NFBPA)



Additionally, your proposed team has presented at the following state associations:

- California League of Cities
- Florida Fire Chiefs Association
- Louisiana Fire Chiefs Association
- Texas Fire Chiefs Education Conference
- Illinois Fire Chiefs Association
- Washington Fire Chiefs Association
- Nevada Fire Chiefs Association (Nevada Fire Show)
- Connecticut Fire Chiefs Association
- Georgia EMS Conference

Finally, *FITCH* hosts its own conference on Fire/EMS best practices titled Pinnacle Leadership. All of these efforts assist *FITCH* in maintaining our best practices approach to consulting and advising. For example, a proprietary process is utilized to develop a temporal and demand based geographic marginal utility model that is leading edge in designing fire and EMS systems in a manner that best articulates and describes both return on investment of resource allocation and the assumption of risk by the community.

#### ■ TEAM PERSONNEL AND EXPERIENCE

*FITCH'S* proposed team has considerable expertise in all facets of the strategic assessment and planning process. For example, Dr. Steven Knight was the accreditation manager for the City of St. Petersburg Fire & Rescue's, FL department for two successful rounds of accreditation. While the accreditation manager, Chief Knight developed and managed the standards of coverage plan and strategic planning process. In addition, Chief Knight has served as a peer team leader and assessor for more than a dozen agencies while assisting the Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI), all of whom included a detailed evaluation of the quality of the community risk assessment, standards of response coverage, and strategic planning documents.

Chief Brad Brown, Ed.D., has spent the majority of his career within Michigan and is currently the fire chief of Grand Rapids. Dr. Brown has specific expertise in CRA/SOC processes and the Michigan Administrative Code and other state and local requirements that may be unique to Michigan.

All team members are very informed and regularly reference the research in evidenced-based medicine, NIOSH Studies, NIST Studies, Underwriters Laboratories (UL) studies, NFPA, CFAI, ISO, and other national guidelines, benchmarking, or best practices.

Overall, the team brings considerable operational experience for the requested scope of work and seamlessly integrates the political acumen to work within an environment of potentially competing demands and interests and find reasonable and implementable solutions across the stakeholders.

All of *FITCH's* fire service consultants have spent a career in the field and management of fire and rescue services providing specific understanding and insight into the challenges and complexities of managing emergency services within a dynamic and changing environment.

### ■ SERVICE AVAILABILITY

*FITCH* does not allow our consultants to work more than three projects at a time. In addition, if the projects are large or complex, we may limit the consultants' commitments accordingly. As a client centric and high-engagement consulting firm, we ensure that the resources and personnel dedicated to the project have ample time and availability to accomplish all goals and tasks as designed.

Additionally, as a client centric firm, we routinely work outside of "traditional" working hours to accommodate differences in time zones, public engagement and publicly noticed meetings, as well as travel. In other words, we will accommodate the schedules that best meet our clients' needs.

We make every effort to respond to communications within the same day, but if unable to do so, we will return communications with 24 hours. All of these activities and control measures ensure that we complete projects on time and within budget.

### ■ PROJECT OBJECTIVITY AND NEUTRALITY

The *FITCH* team has broad-based expertise that naturally blends the competing demands for efficiency and system design in an objective and neutral manner. By design, the firm utilizes a data and research-based foundation, coupled with inner rater reliability procedures, that controls for the naturally occurring biases. Our firm has extensive experience in high-performance system design and efficiency in the use of human and physical resources. Finally, *FITCH* brings nearly 150 years of direct fire/EMS service system leadership and management experience to this project that serves to balance the "do more with less" movement with realistic and highly implementable solutions for long-term sustainability while maintaining high quality services.



## ■ AREAS OF CONCERN AND VARIABLE STAKEHOLDER INTERESTS

As a high-engagement and transparent consultancy, there are times that the various stakeholder groups may have competing interests. *FITCH* has extensive experience navigating the political and stakeholder environments to find implementable solutions. We spend considerable effort attempting to ensure and/or create commonality of purpose within these consultancies. Finally, as discussed previously, the advantage of utilizing an objective data-driven process serves to establish a common understanding and discussion around the “facts” first and education and transparent discussions may serve to limit the variability of interests.

There is not a specific area of concern, but rather a typical observation for project planning and timelines. As a data-driven process, the timeline doesn’t materially begin until the *FITCH* team receives usable data that was requested at contract execution. In other words, any delays that may arise are typically due to the delay in receiving the necessary raw data to begin.

## Desired Qualifications

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### ■ EXPERIENCE AS A UNIFORMED MEMBER OF A CAREER FIRE SERVICE


All members of the on-site consulting team have spent their careers in uniformed, career, and municipal fire departments with extensive experience operating in a labor-management environment.

Chief’s Knight and Brown both have doctoral degrees. Dr. Knight’s doctoral cognate was specifically in Research and Measurement and was awarded the A. Don Manno award for Excellence in Research from the US Fire Administration/FEMA/National Fire Academy.

### ■ PUBLIC SECTOR EXPERIENCE AND POLITICAL AND MANAGEMENT ACUMEN

All primary members of the consulting team have spent their careers in the public sector with municipal career fire departments. Chief Brown is currently a fire chief for a municipality within Michigan. Chief Dauer served as the liaison to the Mayor’s office. Chief Knight worked for ICMA prior to joining Fitch & Associates in 2014.

*FITCH* excels at understanding the political acumen of guiding policy discussions with objective and unbiased data so that policy can be established with confidence that balances the fiscal and operational



realities with expectations and/or desired service levels. In other words, we assist in providing context to balance the ability or desire to purchase protection and the community's willingness to assume risk.

Finally, we spent sufficient time with our clients to understand the political and fiscal environments to best guide policy discourse and potential alternatives that are implementable and sustainable. We are not a firm that wants to provide a report that sits on a shelf or has little opportunity for success.

All of the primary consultants that would be utilized on this project have served in chief officer positions with direct responsibility for maintaining effective relationships between management and labor, participate in collective bargaining and negotiations, and oversee all matters of discipline and daily operations within the boundaries of the collective bargaining agreements. This is held true for both sworn and civilian personnel.

#### ■ KNOWLEDGE OF MICHIGAN AND INDUSTRY BEST PRACTICES

The project team has extensive experience and understanding with the National Fire Protection Association (NFPA), the Insurance Services Organization (ISO), the Commission on Fire Accreditation International (CFAI) and the Center for Public Safety Excellence (CPSE), the International Association of Fire Fighters (IAFF) and the International Association of Fire Chiefs (IAFC).

All team members are very informed and regularly reference the research in evidenced-based medicine, NIOSH Studies, NIST Studies, Underwriters Laboratories (UL) studies, NFPA, CFAI, ISO, and other national guidelines, benchmarking, or best practices.


In addition, the team includes expertise in Michigan team have extensive and personal experience with Michigan Administrative Code and other dynamic elements within the State of Michigan.

Finally, *Fitch* has a robust database of comparative agencies after 40-years of experience to provide contextual discussion around desired performance, best practices, and community expectations.

#### ■ 40 YEARS OF EXPERT CONSULTING SERVICES

Fitch & Associates is in its 40<sup>th</sup> year of providing expert consulting services. Our projects provide a robust fiscal assessment of potential alternatives as well as the pros/cons of implementation.

Our firm provides valuations for mergers and acquisitions of ground ambulance, air transport programs, and within the hospital environment. In addition, our firm provides management services so that there is a continuous feedback process between our expert consulting and data analyses and actual real work



application. We do not provide theoretical solutions but rather strategies that can be implemented with confidence. In other words, we practice what we preach!

## HIPAA Compliance

Nearly every project that the *FITCH* team works with has implications with HIPAA compliance. In most instances, the liability is covered with language in the contract for project. In other instances, a specific BAA can be entered into that demonstrates that *FITCH* is an approved agent of the City and has access to the data and clearly articulates the required data protections.

The project process utilizes a ShareFile system that meets the requisite encryption and protections required for HIPAA compliance. We conduct approximately 50 to 100 projects per year and have never had any issues with compliance.

With that said, in general, there is no need to share protected information. We can accomplish the project objectives with anonymized data. The date, time, address, and type of emergency is generally sufficient. We will never request names or other personal patient data such as social security numbers, age, financial status, etc.

All final work products are aggregated and anonymized. For example, heat maps may identify areas of the highest concentration of calls, but no specific attribution to any single event.

# References

In addition to the intuitive strengths derived from leadership in the emergency services field and more than three decades of consulting, *FITCH* also offers specific expertise gained from multiple projects that required similar expertise to the one proposed. *FITCH* has evaluated numerous communities' needs and provided leadership in a variety of projects that involved collaboration by many different agencies for the common good. We have an ability to keep focused on the final result while keeping the planning process moving.

*FITCH* is uniquely qualified to conduct this review. *FITCH* specializes in public safety consulting and has direct experience with assignments similar to yours. Below are several projects that demonstrate our experience developing community risk assessments and standards of coverage documents for public fire agencies.

## ■ SNOHOMISH FIRE DISTRICT #7, WASHINGTON

*FITCH* was originally contracted only to complete a Standards of Cover process for the Fire District. *FITCH* was retained to facilitate the establishment and adoption of risk-based deployment strategies. Prior to completing the project, the client requested additional assistance with an organizational efficiency study. The completed study provided 13 strategic recommendations to the agency that would provide more efficiency within the administrative and operational divisions. Within two years 12 of the 13 recommendations were implemented with positive results.


Additionally, the District once again retained Fitch & Associates to update and consolidate their Standards of Cover document to include a newly merged fire district.

The contact for the Fire District is Deputy Chief of Operations Chief Ryan Lundquist, project manager/accreditation manager. He can be reached at [Ryan.Lundquist@srfr.org](mailto:Ryan.Lundquist@srfr.org) or 360-926-4008.

The project demonstrates the firm's experience with Standard of Response Coverage Development.

## ■ CITY OF VANCOUVER FIRE DEPARTMENT, VANCOUVER, WA

*FITCH* was retained to complete a review of the City's EMS program and its relationship with the County and EMS District 2. The City made the decision to withdraw and not participate in the upcoming ambulance transport procurement prior to the consultation. In determining the optimal structure for



the system, *FITCH* developed a strategy approved by both agencies to reverse roles and have the City lead the procurement process enabling the enhancements the City sought but preserving the economic advantages of procuring a single transport provider and maintaining service availability throughout the City and County. The firm subsequently analyzed coverage requirements, prepared detailed specifications, and conducted a national procurement process. This project was concluded in 2014.

Subsequently, *FITCH* was contracted to complete a Standards of Cover that focuses efforts on outcomes and deemphasizing response time, this was completed in August 2019. Additionally, the City has asked *FITCH* to complete a compliance evaluation for the ambulance service contract they manage. This project concluded in June 2020.

The contact for these projects is Tara Erickson at tara.erickson9@gmail.com or 360-903-5037.

The project demonstrates the firm's experience with Community Risk Assessment and Standards of Response Coverage Development as well as EMS assessments.

#### ■ CITY OF ORLANDO, FL

The City of Orlando contracted with the firm to complete a strategic business planning process. *FITCH* was retained to facilitate the establishment and adoption of risk-based deployment and staffing alternatives to include fire department-based patient transportation services for all incidents within the municipal area. The review identified and quantified risks and provided the operational and fiscal impacts to alternatives to the current service delivery model that best aligns risk, demand, and resource allocations.

*FITCH* was again retained for guidance and implementation of services during the transition period. This part of the project went live in early February 2019 and concluded in April 2019.

The contact for this project is Assistant Fire Chief Kevin Preston. He can be reached at 321-229-2088 or kevin.preston@cityoforlando.net.

The project demonstrates the firm's experience with fire based dynamic deployment, alternative scheduling, workweek and costs projections, as well as strategic planning development and rapid implementation. Primarily an EMS planning assessment.



## ■ POLK COUNTY, FL

Polk County contracted with the firm to assist the agency with an evaluation of fire rescue operations, station locations, and deployment strategies through the development of a Standards of Cover document for the department. *FITCH* completed comprehensive data and GIS analyses that the Department. *FITCH* assisted with recommendations for optimized station locations as well as reviewed multiple sites identified by the County. Ultimately, the County has moved forward with planning for approximately 15 additional fire stations and nearly 30 additional ambulances. The project was completed in the fall of 2018.

Subsequently, the County has hired *FITCH* again to complete an Alternative Staffing and Scheduling Study. This project will commence in May of 2019.

The contact for this project is Fire Chief Anthony Stravino. He can be reached at 954-757-8976 or [tony\\_stravino@icloud.com](mailto:tony_stravino@icloud.com).

The project demonstrates the firm's experience with Standard of Response Coverage Development, comprehensive quantitative data analyses, station location studies, and GIS analyses that balance local policy with NFPA, CFAI, and ISO guiding documents within the local fiscal and political environment. This study also contemplated optimized staffing strategies within the current staffing matrix.



# PROPOSED PROJECT COST

As proposed, this project will be a fixed cost, not to exceed, price of \$49,995 including all travel and expenses. This proposal encompasses the development and completion of a *Community Risk Assessment* and *Standards of Cover* and includes a minimum of two on-site visits that will include structured interviews, direct observations, and onsite final presentations. This fixed-cost pricing is inclusive of this proposal response. We anticipate a project completion of 4 to 6 months.

The following describes the professional services fee for each area of the assessment.

Project Activity	Professional fee
Professional Services – Community Risk Assessment and Standards of Cover	\$49,995
Travel and Expenses (Project Kick-off and Final Presentation)	Included
Total Fixed Cost – Not to Exceed Value	\$49,995

As a fixed cost price agreement, *FITCH* holds the liability of completing all elements of the RFP and this proposal and insulates the client from additional costs for within scope items.

There are no ongoing or recurring costs, software costs, or software maintenance costs.

At the Client's sole discretion, additional services, or implementation services can be accomplished at either \$275/hour for individual hourly requests or mutually agree to amend the contract for another fixed cost amount.

Similarly, at the Client's sole discretion, additional onsite work can be accommodated and billed at \$5,000 per consultant per trip.

# Key Personnel

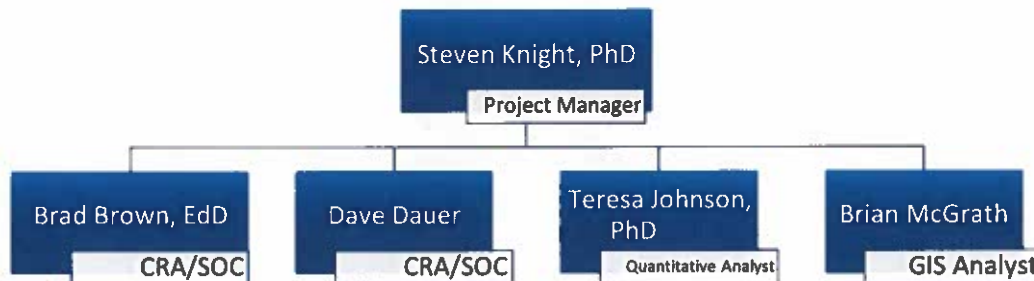



Figure 1: FITCH Team Project Organizational Chart

The following biographical profiles highlight the expert qualifications this team brings to the project.

## Project Team Members

**Chief Steven Knight (Ret.), PhD, Partner – Project Lead.** Dr. Knight has nearly 25 years of experience and recently retired as the Assistant Fire/EMS Chief for the City of St. Petersburg, Florida. He is a subject matter expert for both the National Fire Academy and the Center for Public Safety Excellence (CPSE). He has also served as a team leader and peer assessor for the Commission on Fire Accreditation International (CFAI) and has held multiple faculty appointments in Fire Science and EMS. Dr. Knight previously served the International City and County Management Association (ICMA), as the Senior Manager for Fire and EMS.

Dr. Knight holds a PhD from the University of South Florida in curriculum and instruction and a minor in research and measurement, a master's degree in public administration from Troy University and a bachelor's in Fire & Safety Engineering from the University of Cincinnati. Chief Knight is also a graduate of and previous faculty for the Executive Fire Officer Program (EFO) through the U.S. Fire Administration, Federal Emergency Management Agency. Knight has been accredited multiple times as a Chief Fire Officer (CFO) through the Center for Professional Credentialing. Knight also served as an adjunct professor at St. Petersburg College and the State College of Florida in their Fire Science and Public Safety Administration Programs, is the former program director for Emergency Medical Services at the Manatee Technical Institute and is an affiliate faculty with the University of Central Florida's College of Medicine.




**Chief Brad Brown, EdD, EFO, CFO – Senior Consultant.** Dr. Brown started his fire service career in 1996 and currently serves as the Fire Chief of Administration for the Grand Rapids, MI fire department. He led his department to ISO Class 1 and Internationally Accredited status, also serving as a peer assessor for the Center for Public Safety Excellence while being awarded the CFAI Ray Picard Award for his continued leadership and contributions to the fire service. During his doctoral coursework, he was awarded the 2018 Richard A. Freund International Scholarship from the American Society for Quality. Brad served as a voting alternate member on the 2020 edition of NFPA 1710. He has presented numerous times over the past several years for the Michigan Lean Consortium, the American Society for Quality, the Association for Manufacturing Excellence, and the Center for Public Safety Excellence.

Brad earned an AAS in Fire Protection Technology from Guilford Technical Community College, and AAS in Fire Prevention and Investigation from Delta College, a Bachelor of Business Administration with a major in Fire Service Management from Northwood University, an MS in Executive Fire Service Leadership from Grand Canyon University, and his Doctor of Education in Organizational Leadership and Development from Cornerstone University. He completed the Executive Fire Officer (EFO) program at the National Fire Academy and holds the Chief Fire Officer (CFO) designation from the Center for Public Safety Excellence in addition to a lean champion certification through Grand Rapids Community College.

**Dave Dauer – Consultant – Fire and EMS.** Dave Dauer serves as a team leader, assessor, and annual compliance reviewer for the Center for Public Safety Excellence (CPSE) and Commission and Fire Accreditation International (CFAI). In that role, he has led numerous assessments of major cities, smaller communities, and Department of Defense bases. All assessments include comprehensive standards of cover and strategic plan reviews. Also, as an annual compliance reviewer for CPSE for documents submitted by accredited agencies, he provides extensive review and advice on continuous quality improvements to 60 agencies per year.

He brings over 42 years of fire/EMS experience. He retired as the Chief Financial Officer for the Toledo Fire and Rescue Department but was immediately hired back in charge of performance management, ISO and accreditation compliance. He formed and facilitates the Michigan-Ohio-Indiana-Kentucky CPSE Consortium. The purpose of the consortium is to provide education based upon standards and best practices that is expected of a modern credible organization and expand the knowledge and skills of fire and emergency services personnel. He has instructed numerous times on risk assessments, standards of cover, strategic planning process, and leadership & development.

**Teresa R. Johnson, PhD - Senior Consultant-Data Analyst.** Dr. Johnson served as the Director of the Office of Assessment and Evaluation at the Johns Hopkins University School of Medicine (JHUSOM). In



this role, she is responsible for designing and launching initiatives related to the assessment of students and the evaluation of programs in undergraduate, graduate, and continuing medical education, graduate biomedical education, and post-doctoral training. She establishes strong partnerships with faculty members and program administrators to ensure that assessment and program evaluation activities align with learner needs, program goals, accreditation standards, and evidence-based best practices.

Prior to joining Johns Hopkins, Dr. Johnson served in a similar role at the University of Central Florida's College of Medicine.

Dr. Johnson completed her M.S. and Ph.D. degrees in Educational and Sport Psychology at Florida State University (FSU) in Tallahassee, FL. During her graduate studies, she worked as a Sport Psychology Consultant for the FSU NCAA Division I women's softball and men's golf teams and taught undergraduate sections of Sport Psychology and Classroom Applications of Educational Psychology.

**Brian McGrath – Senior Consultant – GIS and Mapping Analyst.** Brian McGrath serves as President of CAD North Inc. His responsibilities include Administration, Marketing, Software Development and Business Analysis/Requirements Documentation. He brings over 18 years' experience in Information Systems management and development in the public safety industry including 10+ years Business and Systems Analysis in public safety software development. He has exceptional ability at requirements capture, analysis and documentation and is fully conversant with all aspects of the software product development and implementation lifecycle. He is an experienced software developer of public safety dispatch applications including software development using TriTech's RAPTOR API. He possesses excellent communications and interpersonal skills, is comfortable at all organizational levels and has a solid base of operational experience in public safety communications.

#### ■ UTILIZATION OF SUB-CONSULTANTS

*FITCH* does not utilize any sub-consultants. All of our consultants work exclusively for the firm.

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& ASSOCIATES