



CONFIRE

CONFIRE JPA

Rialto, California

Proposal to conduct an

EMERGENCY MEDICAL SERVICES

San Bernardino Subcontractor RFP/County Proposal Response

March 2022



Executive Summary

About AP Triton

Established in 2014, AP Triton has a wide range of experience in the fire service, emergency medical services, special events and filming, fire prevention, and life-safety programs. Our consultants have conducted numerous studies involving Master Plans, Community Risk Assessments/Standards of Cover, Strategic Plans, Fire Department Consolidation Studies, EMS Systems Analyses, Staffing Studies, Agency Evaluations, Fire Station Location, and Engineering Studies, as well as other unique Fire Service and EMS studies.

AP Triton was founded on the need to provide innovative solutions to public safety departments. For too many agencies, creative thinking is not part of the status quo. AP Triton is able to bring our experience to enable long-term, creative, and sustainable solutions specialized to your local issues. With decades of experience in public safety departments of all sizes, AP Triton is well suited to provide CONFIRE with San Bernardino Subcontractor RFP/County Proposal Response and deliver the best recommendations for the future.

Firm Staffing & Key Personnel

AP Triton takes pride in contracting with only the most experienced and qualified public safety consultants. We match our associates' skills and expertise to each client's specific needs. In addition, we possess a pool of individuals with a wealth of knowledge to meet other needs if they should arise. Triton approaches every project as if it were our sole priority. AP Triton is the best choice to provide you with the most reliable San Bernardino Subcontractor RFP/County Proposal Response to meet your needs now and in the future.

Triton's Experience

Triton's consultants are the heart and soul of the company. Our associates possess the skills, experience, unique qualifications, and technical competence to meet your needs now and provide the best recommendations to direct the CONFIRE JPA in the future. Triton and its project team possess years of experience in fire-based emergency services, including emergency ambulance services, communications/dispatch, developing JPAs, public-private partnerships, labor-management relations, EMS billing, developing service delivery models, financial viability studies of EMS systems, and financial cost recovery.

Our project team has extensive experience throughout California, including San Bernardino County. Our unique approach to assigning project teams considers each associate's background, education, experience, and expertise and matches them to specific tasks necessary to complete your study successfully. As noted in our team biographies and resumes, each team member brings the past experience and unique skills necessary to complete the San Bernardino Subcontractor RFP/County Proposal Response.

Project Understanding

AP Triton, LLC (Triton) recognizes the CONFIRE JPA, seeks to procure a consulting firm for two-phase project. The first phase is the development of a request for proposals (RFP) for a private ambulance partnership for the provision of advanced life support (ALS) ambulance transport throughout the study area. The second phase is a response to the San Bernardino County Ambulance RFP.

Triton understands that this project is for the CONFIRE Joint Powers Authority (JPA). The JPA governing board of directors consists of elected officials for each of the following agencies: Apple Valley Fire Protection District, Chino Valley Independent Fire District, Colton Fire Department, Loma Linda Fire Department, Rancho Cucamonga Fire District, Redlands Fire Department, Rialto Fire Department, San Bernardino Fire District, and Victorville Fire Department. The Fire Chiefs of each organization make up the Administrative Committee. AP Triton will assist the JPA in gathering essential data and information, provide a value of the County of San Bernardino's EMS system, and determine if a JPA is viable to respond to a San Bernardino County Ambulance RFP.

Proposed Method

Triton offers the following outline of our proposed method to successfully complete CONFIRE JPA's San Bernardino Subcontractor RFP/County Proposal Response. This will be detailed later in this proposal:

- **Section One—Project Initiation & Information Acquisition**
 - Task 1-A: Project Initiation & Development of a Work Plan
 - Task 1-B: Procurement of Information & Data
 - Task 1-C: Stakeholder Input & Field Work
- **Section Two—Phase One: RFP for a Private Ambulance Subcontractor**
 - Task 2-A: Design and develop the Request for Proposals
 - Task 2-B: SME During the Written Submission Evaluations
 - Task 2-C: SME for Oral Presentation Evaluations

- Task 2-D: Contract Negotiations
- **Section Three—Phase Two: Response to the San Bernardino County Ambulance RFP**
 - Task 3-A: Design and develop the Response to RFP for County ambulance services (additional cost may be required for graphic design, film, photography)
 - Task 3-B: Stakeholder Process SME
 - Task 3-C: Oral Presentation Preparation SME
 - Task 3-D: Appeal Process SME
 - Task 3-E: Contract SME
- **Section Four—Publication of Final Documents**
 - Task 4-A: Publication of the Final RFP Documents (as required)
 - Task 4-B: Publication of the Final Response to San Bernardino County Ambulance RFP (as required)
- **Section Five—Collaborative Presentations as Needed**
 - Task 5-A: Presentations to Key Stakeholders

Project Completion Timeline

Triton offers the following project timeline, which is subject to change based upon the mutual agreement of CONFIRE JPA and AP Triton. The timeline will **not** begin until Triton has been provided with all information and data necessary for the successful completion of the project.

Estimated Time to Complete the Project: 3–5 months

Project Fee Proposal

AP Triton, LLC presents the following formal cost proposal for the project outlined in the Scope of Work. The fee is inclusive of expenses:

Project Section	Fees & Expenses
Section 1: Project Initiation & Information Acquisition	\$18,885
Section 2: Phase One—RFP for a Private Ambulance Partnership	\$62,316
Section 3: Phase Two—Response to the San Bernardino County Ambulance RFP	\$165,562
Section 4: Publication of Final Documents	\$6,682
Section 5: Collaborative Presentations as Needed	\$1,927
Proposed Project Fee (will not exceed):	\$255,372

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Identification of Proposer

Legal Name & Address

AP Triton, LLC is a limited liability company (S Corporation) and has no parent company. The headquarters of AP Triton is located in Sheridan, Wyoming. Consultants and other subject matter experts (SME) are located throughout the United States.

- **Primary Contact:** Kurt P. Henke, Principal/Managing Partner
- **Address:** 1309 Coffeen Avenue, Suite 3178, Sheridan, WY 82801
- **Phone:** 833.251.5824 (toll free)
- **E-Mail:** info@aptriton.com
- **Website:** www.aptriton.com
- **City of Ontario Business License Number:** AP Triton will immediately secure a business license with the City of Ontario upon notification of a successful bid.

About AP Triton

Established in 2014, AP Triton has a wide range of experience in the fire service, emergency medical services, special events and filming, fire prevention, and life-safety programs. Our consultants have conducted numerous studies involving Master Plans, Community Risk Assessments/Standards of Cover, Strategic Plans, Fire Department Consolidation Studies, EMS Systems Analyses, Staffing Studies, Agency Evaluations, Fire Station Location, and Engineering Studies, as well as other unique Fire Service and EMS studies.

AP Triton was founded on the need to provide innovative solutions to public safety departments. For too many agencies, creative thinking is not part of the status quo. AP Triton is able to bring our experience to enable long-term, creative, and sustainable solutions specialized to your local issues. With decades of experience in public safety departments of all sizes, AP Triton is well suited to provide CONFIRE with San Bernardino Subcontractor RFP/County Proposal Response and deliver the best recommendations for the future.

We have extensive experience in valuing fire protection and EMS delivery systems, as well as accessing both revenue and federal cost recovery programs, such as Ground Emergency Medical Transport (GEMT) and Inter-Governmental Transfer (IGT).

AP Triton has helped agencies across the country capture over \$1.2 billion in additional revenue over the last six years, which in turn has been reinvested back into the communities in the form of improved services, decreased response times, and increased safety measures.

Staffing Resources

Firm Staffing & Key Personnel

AP Triton takes pride in contracting with only the most experienced and qualified public safety consultants. We match our associates' skills and expertise to each client's specific needs. In addition, we possess a pool of individuals with a wealth of knowledge to meet other needs if they should arise. Triton approaches every project as if it were our sole priority. AP Triton is the best choice to provide you with the most reliable San Bernardino Subcontractor RFP/County Proposal Response to meet your needs now and in the future.

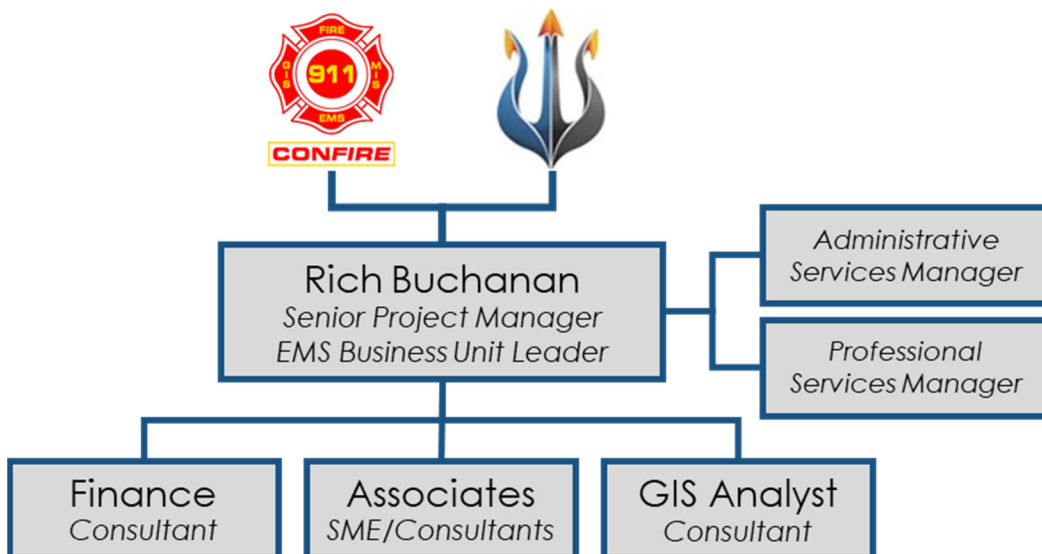
The following team members will be principally responsible for working with the CONFIRE JPA. Triton's team has the expertise and experience to complete the San Bernardino Subcontractor RFP/County Proposal Response as defined within the project understanding and scope of work—meeting or exceeding your expectations. Every member of the team will be available for the duration of the project. AP Triton's consultants work from home offices located throughout the United States.

Team Member	Expertise & Experience
<p>Richard Buchanan EMS Business Unit Leader & Senior Project Manager</p>	<p>Mr. Buchanan has been in emergency service for 33 years. His diverse background began as a volunteer in a small rural ambulance service. After several years in an urban setting gaining Paramedic experience, he returned to a rural setting and became the EMS Director for Gunnison Valley Hospital. After 16 years in leadership, he transitioned to the South Metro Fire Department serving an additional 17 years in a variety of capacities including paramedic, company officer, EMS certification program development, Type I Haz-Mat team coordinator, and EMS Operations Officer. Over the past three years, he has provided full-time consulting services focusing on the development of master plans, organizational assessment, strategic planning, and standards of cover studies. Mr. Buchanan holds a Master's Degree in Organizational Leadership, a Graduate Certificate in Project Management, and a Bachelor of Arts in Business Administration.</p>

Team Member	Expertise & Experience
<p>John A. Stouffer Planning Preparedness & Response Business Unit Leader</p>	<p>Mr. Stouffer began his career in public safety in 1976 as a firefighter/EMT with Yakima County (WA) Fire District #10, where he established the first EMS program in the department. In 1988, he was offered the position of the Director of the Yakima County (WA) Department of Emergency Medical Services. After holding that position for nine years, he took a position with Gresham (OR) Fire & Emergency Services as the EMS Coordinator, occasionally serving as the acting Chief of the Training Division, until his retirement in 2009. Since 1992, in addition to his other employment, he has been providing a wide variety of public safety consulting services to clients throughout the U.S. and Canada.</p>
<p>Scott Clough Senior Consultant & Principal Partner</p>	<p>Mr. Clough is a 33-year member of California's fire service, beginning his career as a hand crew member in southern California and working his way through the ranks. He has held the ranks of Firefighter/Paramedic, Captain, Battalion Chief, and Chief of EMS. His last position was that of Assistant Chief assigned to the Office of the Fire Chief for one of the largest fire departments in California. Upon retirement from the fire service, he formed AP Triton Consulting, with his business partner Kurt Henke.</p>

Project Team Organization

The following organization chart reflects Triton's proposed team for your specific project. Project Team resumes with additional qualifications and brief biographies follow.



Richard Buchanan

EMS Business Unit Leader/Senior Project Manager



Summary of Qualifications

Mr. Buchanan has been in emergency service for 33 years. His diverse background began as a volunteer in a small rural ambulance service. After several years in an urban setting gaining Paramedic experience, he returned to a rural setting and became the EMS Director for Gunnison Valley Hospital. During this time, he took a BLS volunteer agency to a paid ALS system serving over 3,000 square miles. After 16 years in leadership, he transitioned to the South Metro Fire Department serving an

additional 17 years in a variety of capacities including paramedic, company officer, EMS certification program development, Type I Haz-Mat team coordinator, and EMS Operations Officer. Over the past three years, he has provided full-time consulting services focusing on the development of master plans, organizational assessment, strategic planning, and standards of cover studies.

Mr. Buchanan is currently an independent contractor providing consulting services for numerous organizations including AP Triton Consulting and maintains a part-time status at South Metro Fire Department as an instructor. Additionally, Mr. Buchanan provides training throughout Colorado in most areas of prehospital care and the management of hazardous material events. He has also consulted with fire and EMS departments to conduct utilization studies and implement asset management programs focusing on inventory distribution, cost reduction, and efficacy. Mr. Buchanan holds a Master's Degree in Organizational Leadership, a Graduate Certificate in Project Management, and a Bachelor of Arts in Business Administration.

Educational Background

- Bachelor of Arts degree- Business Administration – Western State University
- Master's Degree – Organizational Leadership – Regis University
- Graduate Certificate – Project Management – Regis University

Professional Experience

- Project Manager, Emergency Services Consulting International, Washington
- Company Officer, South Metro Fire Rescue, Colorado
- HazMat Technician, South Metro Fire Rescue, Colorado
- EMS Instructor, Centura Health, Colorado
- EMS Director, Gunnison Hospital, Colorado

Relevant Experience

- LEAN Facilitator
- Just Culture Facilitator
- Certified Instructor (ACLS, PALS, Colorado EMS)
- Adjunct EMS Instructor, Centura Health, Denver Health, Lutheran Medical

Associated Professional Accomplishments

- Published works: Buchanan, R. (1988). Hypothermia. In P. T. Pons, & V. J. Markovchick, Pre-Hospital Emergency Care Services. Philadelphia, PA: Hanley and Belfus, INC.

Kurt P. Henke

CEO/Principal Partner



Summary of Qualifications

Kurt P. Henke has over thirty-nine years of experience in the fire service. He has held the ranks of Firefighter through Fire Chief. Prior to becoming the Fire Chief of the state's seventh largest fire department, Kurt served as Union President of one the state's largest labor groups, serving multiple cities and districts. Upon his retirement from the Fire Service in October 2014, he formed AP Triton Consulting, LLC, with his business partner, Scott Clough.

Experience

- Chairman of the California Metropolitan Fire Chiefs
- Executive Board Member of the California Fire Chiefs Association from 2011 through 2014
- Named California Fire Chief of the Year-2013

Professional Development & Education

- Certificate – Fire Science

Licensure & Certifications

- Emergency Medical Technician (EMT)

Associated Professional Accomplishments

- Expanded the first responder paramedic and ALS services of his department's ambulance program into a revenue generating enterprise, bridging several financial shortfalls, and making it the third largest fire-based ambulance system in California.
- Identified, developed, and initiated State legislation to facilitate cost recovery for Ground Emergency Medical Transport (GEMT), which has generated hundreds of millions of dollars statewide to the California Fire Service ambulance providers.
- Serves as consultant to California Fire Chiefs Association (CFCA) and the case manager for the anti-trust litigation filed by the CFCA, which endeavors to protect public sector (.201) ambulance providers in the state of California.

John A. Stouffer

Planning, Preparedness, & Response Business Unit Leader/Senior Associate



Summary of Qualifications

Mr. Stouffer began his career in public safety in 1976 as a firefighter/EMT with Yakima County (WA) Fire District #10, where he established the first EMS program in the department. In 1980, he attended the Paramedic Program at Central Washington University and obtained a position with Yakima (WA) Medic One becoming a field paramedic and the organization's first Training Officer. In 1988, he was offered the position of the Director of the Yakima County (WA) Department of Emergency Medical Services. After holding that position for nine years, he took a position with Gresham (OR) Fire & Emergency Services as the EMS Coordinator, occasionally serving as the acting Chief of the Training Division, until his retirement in 2009. Since 1992, in addition to his other employment, he has been providing a wide variety of public safety consulting services to clients throughout the U.S. and Canada.

Professional Experience

- Western Region Manager, Emergency Services Consulting International (ESCI) (2018–2020)
- Project Manager/Associate Consultant, ESCI
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator (Captain), Gresham Fire & Emergency Services
- Managing Partner/Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer | Yakima County Fire District #10
- More than 40 years diverse experience in fire and emergency medical services

Educational Background & Certifications

- Central Washington University
- Yakima Valley Community College
- Western Oregon University
- National Fire Academy Incident Command for EMS
- Seattle/King County Resuscitation Academy Fellowship
- Multiple instructor certifications (NFPA I & II, ACLS, PHTLS, WSFST Instructor II, EZ-IO Instructor)
- Numerous advanced-level EMS certifications
- More than 250 hours fire service education, Washington State Fire Service Training

Associated Professional Accomplishments

- Project Manager and consultant on a number of fire and EMS projects around the U.S. and Canada
- Co-authored and published a number of international prehospital studies (available on request)
- Authored two guides on Community Risk Reduction for Vision 20/20 (available on request)
- Project Co-Director, King LT Airway Implementation Project for Multnomah County (OR)
- Author, Phases I & II of the Yakima County EMS Master Plan
- Earned fourteen professional awards during his career (available on request)

Scott Clough

Senior Consultant/Principal Partner



Summary of Qualifications

Mr. Clough is a 33-year member of California's fire service, beginning his career as a hand crew member in southern California and working his way through the ranks. He has held the ranks of Firefighter/ Paramedic, Captain, Battalion Chief, and Chief of EMS. His last position was that of Assistant Chief assigned to the Office of the Fire Chief for one of the largest fire departments in California. Upon retirement from the fire service, he formed AP Triton Consulting, with his business partner Kurt Henke.

Associated Professional Accomplishments

- Created California's Ground Emergency Medical Transport (GEMT) program. He is currently the Public Sector Program Manager.
- Serves as the EMS Chair for CSFA and as an EMS advisor to California Fire Chiefs Association, California Metro Chiefs, and the League of California Cities.
- Noted speaker for the California Association of Fire Chiefs, California Ambulance Association, Nevada Fire Chiefs, Utah Fire Chiefs, California Fire & EMS Disaster Conference (CFED), League of Cities, and the Fire District Association of California.
- Written articles on EMS and cost recovery for several publications.
- Lead negotiator for the California Fire Chiefs Association in expanding the current GEMT program. Currently Scott is involved in establishing the same programs in Oregon, Washington, Missouri, Kansas, Nebraska, and Alaska. He is considered the premiere expert in these reimbursement programs.
- Mr. Clough's "run it like a business" strategy for EMS has earned him recognition by the California State Firefighters Association (CSFA) and California Fire Chiefs Association (CFCA).

Kurt Latipow

Senior Associate/Vice President of Operations



Summary of Qualifications

Mr. Latipow has enjoyed 40 years in Public Safety with over 27 years of Public Administration in Fire Chief and Chief Officer positions. He has developed and implemented numerous comprehensive fire and emergency services related plans.

Mr. Latipow has facilitated the adoption of those plans via a variety of governing bodies. Mr. Latipow offers extensive experience in developing and implementing emergency, strategic, master plans, and succession plans/management processes as

well as developing and implementing Standards of Cover Analysis, Fees for Service Cost Recovery Programs, and ALS Program Development and Implementation for both transport and engine company-based organizations.

Work Experience

- City of Lompoc, CA—Fire Chief
- Washoe County, NV—County Fire Services Coordinator
- City of Ukiah, CA—Fire Chief
- State of California, Governor's Office of Emergency Services—Deputy Chief, Fire and Rescue Branch
- Stanislaus Consolidated Fire Protection District, CA—Fire Chief/Chief Executive Officer
- Hesperia Fire Protection District, CA—Fire Chief
- City of Arroyo Grande, CA—Fire Chief/Director of Building and Fire
- City of Monterey Park Fire Department, CA—Battalion Chief/Fire Marshal

Education

- National Fire Academy—Accredited Executive Fire Officer
- California Fire Marshal Training and Education System

Publications and Instructor Experience

- IAFC/Volunteer Combination Officers 2017 Symposium in the West—Building Leaders from Within
- IAFC and League of California Cities 2016—"The Achilles Heel of Local Government"
- California Fire Chiefs 2016—"The Why and How of Succession Planning and Implementation"
- League of California Cities 2015—"Contracting for Fire Services; the Trials, Tribulations, Landmines and Political Challenges"
- League of California Cities 2014—"Leading Change in the New Reality"
- California Fire Chiefs Association 2012—"Re-engineering Fire Service-Based Service Delivery"
- IAFC/ICMA 2012—Success & Sustainability

Professional Affiliations

- California Fire Chiefs Association
- League of California Cities Fire Department—Past President
- League of California Cities Public Safety Policy—Past Committee Chair
- International Association of Fire Chiefs—Life Member

Edmond A. Rodriguez

Senior Associate



Summary of Qualifications

Mr. Rodriguez has over 34 years of fire service experience in small, medium, and large fire and EMS organizations. He is currently a licensed paramedic and registered nurse in California. He has extensive knowledge and is a proven leader in fire protection, the delivery of pre-hospital EMS, firefighter safety, budgeting, and quality improvement systems. Mr. Rodriguez's experience includes developing funding streams to enhance services, EMS and fire delivery system design, and complex management issues affecting the modern fire department.

Chief Rodriguez has experience in Emergency Operations Center management positions during declared natural and man-made disasters, including Command, Operations, and Logistics. He provides expert testimony on EMS care and delivery and negligence litigation.

Professional Development & Education

- Master of Science—Executive Fire Service Leadership
- Bachelor of Science—Fire Science
- Associate Degree—Nursing
- Graduate—Executive Fire Officer program

Licensure & Certifications

- Certified California Fire Chief
- Certified Chief Fire Officer—CPSE
- Licensed Paramedic
- Critical Care Registered Nurse (CCRN)

Professional Experience

- 34 years in public safety experience, 9 years as Fire Chief
- Incident Commander
- Operations Section Chief
- 37 years as an EMT, Flight Nurse, and Paramedic

Associated Professional Accomplishments

- Past President—California Fire Chiefs Association
- Past President—Monterey County Fire Chiefs Association
- Chair—Monterey County Emergency Medical Care Committee (EMCC)
- Fire Representative—Monterey County Grant Authority

Randy Parr

Senior Associate/Certified Public Accountant



Summary of Qualifications

Chief Parr has over 40 years of experience in the fire service, including 20 years as a chief officer. He has served in four fire departments in Texas and Missouri. The agencies for which he has worked range from a mid-sized Houston area combination fire district serving a population of 100,000 to a small municipal department as they transitioned from a volunteer-based delivery system to a career-based delivery system. He has served the past 16 years as the career Fire Chief for the City of Tomball, a Houston Texas suburb with a population of 35,000.

He is a Certified Public Accountant and during his career has served as the chief financial officer of large national and regional real estate developers and as the City of Tomball interim finance officer. Chief Parr's diverse skills have provided regional leadership in inter-agency collaboration, strategic planning, master and financial planning, and organizational evaluation. He has advised policymakers on fire service delivery options, created financial models, and has made presentations to large workshop audience on such topics as regional collaboration and legislative initiatives.

Educational Background

- Bachelor's in Business, Accounting Major, Indiana University, Bloomington, IN
- Master's in Public Administration, Sam Houston State University, Huntsville, TX
- Executive Fire Officer Graduate – National Fire Academy
- Emergency Management Executive Academy Graduate – Emergency Management Institute
- Chief Fire Officer Designee – Center for Public Safety Excellence
- Extensive training in leadership, financial management, and planning

Professional Experience

- Associate Consultant, Emergency Consulting International (ECI) (2017 – 2020)
- Fire Chief/Emergency Management Coordinator – City of Tomball, TX (2004 – present)
- Fire Chief, Cypress Creek Fire Department, Houston, TX (1999 – 2004)
- Controller/Financial Officer, Trammel Crow Residential/Gables Residential Trust (1986 – 1994)

Relevant Experience

- Past President, Board of Directors, IAFC, Southwest Division
- Southeast Region Director, Texas Fire Chiefs Association
- Facilitator, Northwest Harris County Fire Chiefs Association
- Treasurer, Institution of Fire Engineers, USA Branch
- Peer Assessor I, Center for Public Safety Excellence Accreditation Site Team
- Board of Directors, Sam Houston State University Alumni Association

Associated Professional Accomplishments

- 2009 recipient of IAFC-VCOS John M. Buckman III Leadership Award
- Developed UASI grant to equip 90 departments in a three-county area, including the City of Houston, with the same electronic accountability system
- Developed UASI grant to link multiple dispatch centers in Harris and Montgomery counties
- Developed UASI grant to hire six full-time firefighter positions for the City of Tomball

Matthew J. Krok

Technical Consultant



Summary of Qualifications

Matthew Krok has over 15 years of experience supporting public sector GIS and mapping applications and products. For nine of those years, Matthew provided direct GIS and mapping support to the Fire, Police, and Emergency Management departments of the City of Henderson, Nevada. Matthew has also served several Board positions with the Nevada Geographic Information Society (NGIS) and the Nevada Geographic Information Foundation, including serving as the President of NGIS for several terms.

Since 2015, Matthew Krok, along with his partners, has been providing contract GIS services through their consulting company EMgis Partners. Since 2018, EMgis Partners has participated in many fire and EMS studies throughout the United States.

Educational Background & Certifications

- Current GISP, since 2009
- Current MPA student, Arkansas State University, Jonesboro, AR
- Masters coursework completed in planning, Rutgers and UNLV
- Rutgers University, BA in Geography with Honors, New Brunswick, NJ

Professional Experience

- Partner, EMgis Partners LLC, Lakeland, FL, 2015–current
- Systems Analyst – GIS, City of Lakeland, FL, 2015–current
- Senior GIS Analyst – City of Henderson, NV Fire Department, 2013–2015
- System Support Analyst - GIS, City of Henderson, NV Public Safety, 2007–20013
- Engineering Design Tech – GIS, City of Henderson, NV, 2006–2007
- GIS Scientist, ASGECI Environmental, Flemington, NJ, 2004–2006
- Over 15 years of experience in public and private sector GIS

Associated Professional Accomplishments

- Current Vice-Chair – Polk County, FL GIS Users Group
- Current Geomentor for Resurrection Catholic School, Lakeland, FL
- Past Board member of the Nevada Geographic Information Foundation
- Past multi-year President of the Nevada Geographic Information Foundation

James Angle

Associate Consultant



Summary of Qualifications

Chief Angle has substantial experience in data collection and analysis, evaluation of processes, planning skills, presentation skills, very familiar with computers and software for publishing and data analysis, research and evaluation of applicable standards regulations and best practices as they apply to organizational programs. Specific experience and expertise related to the governance and operation of special fire districts. He has experience working in a team environment requiring strong collaboration and communication skills, along with critical thinking and problem solving are strengths.

Educational Background & Certifications

- Master's Degree in Business Administration - Nova University
- Bachelor of Science Degree in Fire Science and Safety Engineering – University of Cincinnati
- Executive Fire Officer
- Chief Fire Officer Designate
- Institute of Fire Engineers, US Branch – Member Grade

Professional Experience

- Fire Commissioner - Palm Harbor Special Fire Control and Rescue District
- Program Director (Retired) - St. Petersburg College, Fire and Public Safety Training Center
- Fire Chief (Retired) - Palm Harbor Special Fire Control and Rescue District
- Battalion Fire Chief - South Trail Special Fire Control and Rescue District
- Fire Department Training/Safety Officer - South Trail Special Fire Control and Rescue District

Associated Professional Accomplishments

- Author – Occupational Safety and Health in the Emergency Services 4th Edition Textbook, Jones, and Bartlett Publishers
- Co-Author – Firefighting Strategies and Tactics 3rd Edition Textbook, Jones, and Bartlett Publishers
- Served as President and as the Executive Director of the Florida Association of Special Districts
- Awarded the Florida Fire Chiefs' Fire Chief of the Year 2010
- Palm Harbor Chamber's Palm Harbor Citizen of the Year 2012
- Awarded the Paul Harris Fellow by the Palm Harbor Rotary

Melissa Vazquez Swank

Senior Associate/Professional Services Manager



Summary of Qualifications

Melissa Vazquez Swank possesses over 10 years of experience in project management and administration. She is an expert in administrative functions of project-related assignments, including overall planning, tracking, and documentation of numerous projects from the project proposal (RFP) phase to project closeout.

In addition to project administration, Melissa specializes in quality assurance and recruitment processes. Melissa ensures the consistent quality of production processes by developing and implementing sustainable practices and leading the proofing and editing of final products. She plays a crucial role in business by ensuring that all products (reports, website, social media, surveys, and newsletters) meet certain thresholds of acceptability. Melissa works to improve the project's efficiency and profitability by reducing time or product waste.

Melissa's professional experience, a keen eye for detail, and training qualify her to provide the highest level of project support. She has a passion for accuracy and fact-checking that permeates all aspects of her professional tasks.

Professional Development & Education

- Portland State University MA, Public History/Native American History, 2010–2013
- Portland State University BA, History, 2007–2009

Relevant Experience

- Professional Services Manager at AP Triton, September 2021–Present
- Owner of 3:17 Associates, Principal Consultant, 2021–Present
- Quality Assurance & Recruitment Specialist at Emergency Services Consulting International (ESCI), January 2020–August 2021
- Recruitment Specialist at ESCI, July 2017–January 2020
- Technical Proofer and Quality Assurance Specialist at ESCI, March 2015–January 2020
- Adjunct Research Assistant at Portland State University, December 2015–2018
- Freelance Virtual Assistant, December 2014–Present
- Project Administrator at ESCI, September 2013–June 2014
- Project Assistant/Fact Checker at the Oregon Encyclopedia Project, September 2011–June 2013
- Project Assistant at The Confluence Project, June 2012–November 2012
- Project Assistant at Chinook Oral History Project, October 2011–April 2012

Experience & Technical Competence

Triton's Experience

Triton's consultants are the heart and soul of the company. Our associates possess the skills, experience, unique qualifications, and technical competence to meet your needs now and provide the best recommendations to direct CONFIRE JPA in the future. Triton and its project team possess years of experience in fire-based emergency services, including emergency ambulance services, communications/dispatch, developing JPAs, public-private partnerships, labor-management relations, EMS billing, developing service delivery models, financial viability studies of EMS systems, and financial cost recovery.

Our unique approach to assigning project teams considers each associate's background, location, education, experience, and expertise and matches them to specific tasks necessary to complete your study successfully. As noted in our team biographies and resumes, each team member brings the past experience and unique skills necessary to complete the San Bernardino Subcontractor RFP/County Proposal Response.

Our project team has extensive experience throughout California, including San Bernardino County. The following is an *abbreviated* list of Triton's current and former clients, highlighting our vast experience. An expanded list can be provided upon request.

- City of Alameda Fire Department (CA)
- Alameda County FPD (CA)
- Anaheim Fire and Rescue (CA)
- Berkeley Fire Department (CA)
- Bodega Bay Fire Department (CA)
- Brea Fire Department (CA)
- Burbank Fire Department (CA)
- California Fire Chiefs Association (CA)
- California Metro Chiefs Association (CA)
- Carlsbad Fire Department (CA)
- Chico Fire Department (CA)
- Chula Vista Fire Department (CA)
- Central Kitsap Fire & Rescue (WA)
- City of Colton/Loma Linda FD (CA)
- City of Costa Mesa Fire Department (CA)
- Coalinga Fire Department (CA)
- Contra Costa County FPD (CA)
- Cosumnes Fire Department (CA)
- City of Downey Fire Department (CA)
- Dixon Fire Department (CA)
- El Dorado Hills Fire Department (CA)
- City of Fresno Fire Department (CA)
- Fullerton Fire Department (CA)
- Gig Harbor/Pierce FD #5 (WA)
- Grand River Regional Ambulance (MO)
- Gray's Harbor Fire District #5 (WA)
- Hawaii Fire Chiefs Association (HI)
- Hermosa Beach Fire Department (CA)
- Huntington Beach Fire Department (CA)
- Kern County Fire Department (CA)
- City of Long Beach (CA)
- Sonoma County Fire District (CA)
- Sonoma Valley Fire Department (CA)
- Stockton Fire Department (CA)
- Sunnyside Fire Department (WA)
- Tacoma Fire Department (WA)
- Tualatin Valley Fire & Rescue (OR)
- Ukiah Valley Fire Authority (CA)
- Vacaville Fire Department (CA)
- Valley Center Fire Protection District (CA)
- Ventura County Fire Department (CA)
- Watsonville Fire Department (CA)

Project Experience

The following is a *partial* list of projects in which the members of the Project Team for this study have either served as the Project Manager or participated in. Our team has participated in dozens of studies throughout the United States.

Project Description

- Ambulance Services Study:
- Annexation Study (3 districts):
- Community Risk Assessment/Standards of Cover:
- Community Risk Assessment/Standards of Cover:
- Consolidation Feasibility Study:
- EMS Service Delivery Study:
- EMS System Evaluation:
- Facilities Master Plan, FD Master & Strategic Plan:
- Fire Department Cooperative Services Study:
- Fire District Consolidation Study:
- Fire Services Analysis:
- Fire Station & CRA/SOC Study:
- Fire/EMS Assessment:
- First Responder Fee Study:
- First Responder Fee Study:
- First Responder Fee Study:
- First Responder Fee Study:
- Long-Range Fire Department Master Plan:
- Long-Range Master Plan:
- Master Plan:
- Master Plan & Community Risk Assessment:
- Optimization Study:
- Prevention Fee Study:
- Strategic Plan:
- Strategic Plan:
- Valuation Study:

Organization

- Modesto FD/Stanislaus County OES (CA)
- Contra Costa County FPD (CA)
- Coalinga Fire Department (CA)
- San Ramon Valley Fire Protection District (CA)
- Elk Creek Fire Protection District (CO)
- Burbank Fire Department (CA)
- Truckee Meadows Fire Protection District (NV)
- Redmond Fire & Rescue (OR)
- Golden/Fairmount/Pleasant View FDs (CO)
- Clackamas Fire District 1 (OR)
- Williston Fire Department (VT)
- Montecito FPD (CA)
- Pflugerville Fire Department (TX)
- Oakland Fire Department (CA)
- Merced Fire Department (CA)
- Napa Fire Department (CA)
- Truckee Meadows Fire Protection District (NV)
- Templeton Fire & Emergency Services (CA)
- Fairfield Fire Department (CA)
- Whitefish Fire Department (MT)
- Brigham City Fire Department (UT)
- Alameda County Fire Chiefs Association (CA)
- Suisun City Fire Department (CA)
- Aspen Fire Department (CO)
- Blaine County Ambulance Service District (ID)
- Pflugerville Fire Department (TX)

Other Relevant Experience

California Fire Chiefs Association

On behalf of the California Fire Chiefs Association, AP Triton serves as Project Manager for all legal issues and legislative issues such as .201/.224 rights, anti-trust, and underground regulations, and as Lead Negotiator on GEMT, IGT, and most recently, 1705 programs with the State of California Department of Health Care Services (DHCS) and Centers for Medicare and Medicaid Services (CMS).

Washington Fire Chiefs Association

AP Triton was contracted to write enabling legislation for federal Medicaid reimbursement for public agency ambulance providers in the state of Washington, and to assist with implementation of the Ground Emergency Medical Transport (GEMT) program. Upon enactment of the legislation, AP Triton then developed the cost reports for the Washington fire departments to use when requesting federal reimbursement, following all rules and guidelines from the Centers for Medicare and Medicaid Services (CMS). The cost reports take into account a department's total annual costs for providing prehospital EMS and ambulance services.

Oregon, Missouri, Alaska

In addition, AP Triton was contracted to write the legislation for the same federal Medicaid reimbursement program (GEMT) for the states of Oregon and Missouri. We are currently contracted with the Alaska Fire Chiefs Association to do the same.

Project References

The following are several references and projects out of the hundreds of projects and studies previously completed by Triton. Additional references can be provided.

City of Pflugerville (Texas)			
Project Title & Description: Fire/EMS System Analysis and Options for Service Delivery			
Fire & EMS Assessment of Services Options including identification of services, Cost/benefit analysis, and implementation strategies with legal and financial considerations.			
Contact Name/Title:	Sereniah Breland, City Manager	Year:	2021
Client Phone:	512-990-6103		
Client E-Mail:	sereniahb@pflugervilletx.gov		
Anaheim Fire Department (California)			
Project Title & Description: Ambulance Feasibility and Optimization Study			
AP Triton conducted an ambulance feasibility and optimization study for the City of Anaheim which resulted in the Anaheim Fire Department changing their ambulance system to a model that would give them more control over the system. This also allowed them to increase the amount of unit hours in the system while at the same time increasing the revenue above expenses by approximately \$3 million a year that can now be reinvested into system enhancement. It should be noted City of Anaheim provides protection to Disneyland.			
Contact Name/Title:	Pat Russell, Fire Chief	Year:	2019
Client Phone:	714.765.4000		
Client E-Mail:	prussell2@anaheim.net		
Sonoma County Fire District (California)			
Project Title & Description: EMS Ordinance Development			
AP Triton represented the fire departments in Sonoma County that provide ambulance transport in the County of Sonoma's EMS ordinance process. Triton was successful in protecting the public providers' .201 rights and having their geographical areas defined. The ordinance addresses exclusivity as well as guaranteeing the public providers will not only be able to bid the only exclusive operating area in the County but will also allow the public providers to avoid competitive bidding should the County determine that the ambulance service can be assigned to the fire service through Lomita. As such, the County is in the process of validating Lomita at this time and we believe that this service will be assigned or contracted to the fire service through the Sonoma County Fire District.			
Contact Name/Title:	Mark Heine, Fire Chief	Year:	2019
Client Phone:	707.838.1170		
Client E-Mail:	mheine@sonomacountyfd.org		

Burbank Fire Department (California)

Project Title & Description: EMS Optimization Study

The Burbank Fire Department retained AP Triton to conduct an optimization study of the emergency medical services being provided by the Department. Triton identified a number of issues concerning staff and substantial service demand on the three Rescue Ambulances. Triton developed a number of recommendations for service improvement, along with various options for alternative patient transport.

Contact Name/Title:	Deputy Chief Danny Alvarez	Year:	2021
Client Phone:	818.238.3482		
Client E-Mail:	dalvarez@burbankca.gov		

Coalinga Fire Department (California)

Project Title & Description: Community Risk Assessment/Standards of Cover

AP Triton was awarded the bid to conduct a Community Risk Assessment/Standards of Cover (CRA/SOC), consistent with the methodologies contained in the Center for Public Safety Excellence (CPSE) Community Risk Assessment/Standards of Cover, 6th edition. The project concluded with Strategic Planning assistance.

Contact Name/Title:	Greg DuPuis Fire Chief	Year:	2021
Primary Phone:	559.935.1652		
Client E-Mail:	gdupuis@coalinga.com		

Project Specific Experience

The following three references are the most relevant service contracts AP Triton has held within the last five years.

Reference #1

Client:	San Bernardino County Fire Protection District (California)
Project:	EMS Valuation/Assessment Study
Role of the Firm:	Consultant
Contract Amount:	\$62,000
Description of Services:	AP Triton conducted an assessment of the financial structure of the San Bernardino County ambulance system to determine which areas could be subject to competitive bid, the value of the system, the resources needed to provide services to those areas, the cost to implement those services, the time needed to secure equipment, the continued operating costs, and the ability to provide additional services to enhance system delivery.
Staffing:	Kurt P. Henke Scott Clough
Duration:	2016–2017
Relationship to Client:	Professional
Contact Name:	Mark Hartwig
Position:	Fire Chief
Entity Name:	San Bernardino County Fire Protection District
Telephone Number:	805.681.5501
E-Mail Address:	Mark.Hartwig@sbcfire.com (now at Santa Barbara)

Reference #2

Client:	Contra Costa County Fire Protection District (California)
Project:	Ambulance Service Feasibility Study
Role of the Firm:	Consultant
Contract Amount:	\$62,075
Description of Services:	<p>Contra Costa County Fire Protection District (population over 1 million). The study foundation was developed by determining what the current and past insured and uninsured payer mixes were. These payer mixes were all inclusive which, together with other demographic information, allowed AP Triton to determine the maximum value of the system. The study then analyzed the Federal Reimbursement programs available and provided estimates for both GEMT (Ground Emergency Medical Transport) and IGT (Intergovernmental Transfer) programs. Several options were proposed for consideration by the Fire District, and the Public-Private Partnership (contractor/subcontractor) option was chosen. AP Triton then provided services to select the private (subcontractor) partner and managed the response to the County-wide RFP for Ambulance service. Contra Costa County Fire was awarded the contract for ambulance service through a competitive bid process. They have increased their response time compliance from a level of 89-90% under the former provider to an average of 96% across all response zones. Further, their ambulance transport system, which was historically under questionable sustainability, now turns a \$10 million profit annually and has amassed a reserve of \$19 million. AP Triton Consulting is currently on a maintenance and system retainer agreement through March 2022 to assist the Contra Costa County Fire Department in operating its ambulance transport system.</p>
Staffing:	Kurt P. Henke Scott Clough
Duration:	2015–2017
Relationship to Client:	Professional
Contact Name:	Lewis Broschard
Position:	Fire Chief
Entity Name:	Contra Costa County Fire Protection District
Telephone Number:	925.941.3300
E-Mail Address:	Lewis.broschard@cccfd.org

Reference #3

Client:	Costa Mesa Fire & Rescue (California)
Project:	Ambulance Service Feasibility Study
Role of the Firm:	Consultant
Contract Amount:	\$40,000
Description of Services:	<p>AP Triton conducted a fire-based Ambulance Feasibility Service Study for the City of Costa Mesa Fire Department (population 112,000). The study foundation was developed by determining what the current and past insured and uninsured payer mixes were. These payer mixes were all inclusive which, together with other demographic information, allowed us to determine the maximum value of the system. The study then analyzed the federal reimbursement programs available and provided estimates for both GEMT and IGT programs. This study provided several options for the Department to consider; the Public-Private Partnership (contractor/subcontractor) model was chosen. AP Triton then assisted in the successful negotiations with the chosen private (subcontractor) partner. Additional revenue is projected to exceed \$2,500,000 annually.</p>
Staffing:	Kurt P. Henke Scott Clough
Duration:	2015–2017
Relationship to Client:	Professional
Contact Name:	Dan Stefano
Position:	Fire Chief
Entity Name:	Costa Mesa Fire & Rescue
Telephone Number:	714.754.5144
E-Mail Address:	Dan.Stefano@costamesaca.gov

Technical Competence & Approach to Projects

Triton's approach to projects represents our complete understanding of your expectations. Our experience in working with fire departments, fire districts, and EMS organizations, as well as other emergency services agencies, includes a wide variety of communities throughout the United States. Key elements of Triton's methodology include:

- A complete understanding of the project background, goals, and objectives, as well as the complex issues that must be addressed.
- A comprehensive, well-designed, and practical scope of work (SOW) and workplan that enables substantial input from the key stakeholders, leadership, and other relevant individuals.
- Use of state-of-the-art GIS mapping, computer modeling, and data analysis tools, web-based communications technology, and many other sophisticated tools and technologies.
- Triton's project methodology is augmented by the utilization of web-based and other communication technologies. We will utilize the Dropbox application to create a secure online project site that enables the client and project team members to collaborate and communicate throughout every phase of the project. In addition, Triton utilizes GoToMeeting conferencing software to assist with client communications and various presentations.
- Utilization of experienced subject matter experts (SME) in the fire service, EMS, and other related emergency services disciplines, as well as individuals with expertise in GIS and data analysis.
- Commitment to successfully complete our projects and deliverables within the time requested and in a manner that would meet or exceed expectations.
- High-quality printed and bound reports, with contents and recommendations that will easily enable the client, key stakeholders, and community members to understand.

Best Practices & National Standards

Based on the type of project and study requirements, Triton will refer to and utilize current industry best practices, along with relevant national standards promulgated by a wide variety of associations and organizations that develop consensus standards for the fire service, EMS, communications, and other related services. These may include the *National Fire Protection Association (NFPA)*, *Center for Public Safety Excellence (CPSE)*, *Commission on Accreditation of Ambulance Services (CAAS)*, and other organizations.

Proposed Method to Accomplish the Work

The following represents the proposed method prepared by Triton based on the requirements of the CONFIRE JPA's request for proposal to successfully complete the San Bernardino Subcontractor RFP/County Proposal Response. The various sections and tasks have been developed specifically for this project.

Section One—Project Initiation & Information Acquisition

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

Triton will meet virtually with the CONFIRE JPA's project team and/or liaisons. The purpose will be to develop a complete understanding of the organization's background, goals, and expectations for the project. Triton's Senior Project Manager will develop and refine a proposed work plan that will guide the Project Team. This work plan will be developed identifying:

- Project team members responsible for each task
- Major tasks to be performed
- Resources to be utilized
- Methods for evaluating study results
- Any potential constraints or issues related to accomplishing specific tasks

The benefits of this process will be to develop working relationships between the Triton Project Team and client representative, determine communications processes, and identify logistical needs for the project.

Task 1-B: Procurement of Information & Data

Triton will request pertinent information and data as necessary. This information is critical and will be used extensively in the various analyses and development of the report. Thoroughly researched and relevant studies will be included during Triton's review.

Task 1-C: Stakeholder Input & Field Work

The Triton Project Team will conduct remote, virtual interviews with the Project Team members and other key personnel identified as being critical to the success of the project. From these interviews, Triton will obtain additional information and perspective on the operational, economic, and policy issues related to the development of the study.

Section Two—Phase One: RFP for a Private Ambulance Subcontractor

Task 2-A: Design and develop the RFP for an Ambulance Services Provider Subcontractor

Triton will design and develop the Request for Proposals for an ambulance services provider subcontractor, assist in the RFP process, and provide subject matter expertise during the written submission evaluations and the oral presentation evaluations.

Task 2-B: SME During the Written Submission Evaluations

Triton will provide subject matter expertise during the written submission evaluations.

Task 2-C: SME for Oral Presentation Evaluations

Triton will provide subject matter expertise for the oral presentation evaluations.

Task 2-D: Contract Negotiations

Should a contractor be selected, AP Triton will participate in the contract negotiations between the JPA and the successful bidder.

Section Three—Phase Two: Response to the San Bernardino County Ambulance RFP

Task 3-A: Design and develop the Response to RFP for a County Ambulance Service (graphic design, film, photography, as required)

Provide consulting services and assistance to CONFIRE JPA in the development and presentation of the CONFIRE JPA's Request for Proposals (RFP) for emergency ambulance transportation services.

Task 3-B: Stakeholder Process SME

Triton will provide subject matter expertise for the stakeholder process.

Task 3-C: Oral Presentation Preparation SME

Triton will provide subject matter expertise for preparation of the oral presentation.

Task 3-D: Appeal Process SME

In the event the JPA is not the successful bidder, and it is determined that a formal appeal will be filed, Triton will provide subject matter expertise.

Task 3-E: Contract SME

In the event the JPA is the successful bidder, Triton will provide subject matter expertise for the awarded contract.

Section Four—Publication of Final Documents

Triton will complete any necessary revisions of the draft and produce an electronic version in PDF file format.

Task 4-A: Publication of the Final RFP Documents (as required)

Task 4-B: Publication of the Final Response to San Bernardino County

Ambulance/Inland Counties Emergency Medical Agency (ICEMA) RFP (as required)

Section Five—Collaborative Presentations

Task 5-A: Presentations to Key Stakeholders

Formal presentations will be developed and made by the Triton Project Team, in collaboration with Fire Agency representatives, to staff, elected officials, and/or members of the community as necessary to seek acceptance and approval of the desired delivery method concept to submit a competitive bid in response to the County's Ambulance RFP.

Project Completion Timeline

Triton offers the following project timeline, which is subject to change based upon the mutual agreement of the CONFIRE JPA and AP Triton. The timeline will **not** begin until Triton has been provided with all information and data necessary for the successful completion of the project. Triton will make every effort to complete the project in less time than anticipated. Slippage in the timeline may occur if there is not a timely upload of all data necessary for the successful completion of the project.

Estimated Time to Complete the Project: **3–5 months**

Fee Proposal

Project Fee Proposal

AP Triton, LLC presents the following formal cost proposal for the project outlined in the Scope of Work. The fee is inclusive of expenses:

Project Section	Fees & Expenses
Section 1: Project Initiation & Information Acquisition	\$18,885
Section 2: Phase One—RFP for a Private Ambulance Partnership	\$62,316
Section 3: Phase Two—Response to the San Bernardino County Ambulance RFP	\$165,562
Section 4: Publication of Final Documents	\$6,682
Section 5: Collaborative Presentations as Needed	\$1,927
Proposed Project Fee (will not exceed):	\$255,372

Payment Schedule & Invoicing

- 10% payment due upon signing of the contract
- Monthly invoicing thereafter as work progresses
- Additional hours will be billed at a rate of \$190/hour for the Senior Project Manager and \$135/hour for consultants plus any additional travel expenses

Cost Quotation Information

- The bid quotation is valid for 90 days
- Triton Federal Employer Identification Number: 47-2170685

Certificate of Insurance & Litigation

AP Triton, LLC maintains liability insurance as shown in the following pages. Triton has no past and/or pending litigation or unresolved lawsuits.



THE HARTFORD
BUSINESS SERVICE CENTER
3600 WISEMAN BLVD
SAN ANTONIO TX 78251

March 29, 2021

FOR INFORMATIONAL PURPOSES ONLY
1851 HERITAGE LN STE 138
SACRAMENTO CA 95815-4996

Account Information:

Policy Holder Details :	AP TRITON CONSULTING LLC
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Contact Us

Business Service Center
Business Hours: Monday - Friday
 (7AM - 7PM Central Standard Time)
Phone: (866) 467-8730
Fax: (877) 905-2772
Email: nutmegins@thehartford.com
Website: www.thehartford.com

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,
Your Hartford Service Team



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
03/29/2021

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).

PRODUCER USI INSURANCE SERVICES LLC/PHS 41715154 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	CONTACT NAME: PHONE (866) 467-8730 FAX (877) 905-2772 (A/C, No, Ext): (A/C, No):	
	E-MAIL ADDRESS: INSURER(S) AFFORDING COVERAGE NAIC#	
INSURED AP TRITON CONSULTING LLC 1851 HERITAGE LN STE 138 SACRAMENTO CA 95815-4996	INSURER A : Atain Speciality Insurance Company	17159
	INSURER B : Starstone National Insurance Company	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

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
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			CIP422266	03/27/2021	03/27/2022	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
B	<input checked="" type="checkbox"/> UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			78295D210ALI	03/27/2021	03/27/2022	EACH OCCURRENCE \$1,000,000 AGGREGATE \$1,000,000
	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 N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT E.L. DISEASE -EA EMPLOYEE E.L. DISEASE - POLICY LIMIT

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. For Informational Purposes Only.

CERTIFICATE HOLDER FOR INFORMATIONAL PURPOSES ONLY 1851 HERITAGE LN STE 138 SACRAMENTO CA 95815-4996	CANCELLATION 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 S. Castaneda</i>
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Other Information

Community Involvement

Should the agency desire, Triton will interview key community stakeholders as a portion of Section One: Data Initiation & Information Recognition. In addition, if the Client desires, Triton can provide additional information and pricing for a community forum and/or a community feedback survey.

Triton's History in the Local Area

AP Triton has extensive experience in the State of California and San Bernardino County. Aside from Triton's projects conducted in the local vicinity and within the state, our project team members have widespread knowledge and practice in the area. Mr. Buchanan, the Senior Project Manager, was previously the project manager on Ontario Fire Department's most recent Community Risk Assessment: Standards of Cover report.

Conflict of Interest Statement

Triton has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation including, but not limited to, the prior discussion of terms, conditions, pricing, or other offer parameters required by this solicitation.

Triton is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contract to follow thereafter. Neither Triton nor anyone associated with Triton has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. If a conflict of interest is identified in the provision of services, Triton will immediately notify the client in writing.