



1309 Coffeen Avenue, Suite 3178 • Sheridan, WY 82801 • 833.251.5824 • [www.aptriton.com](http://www.aptriton.com)

August 31, 2023

CONFIRE Joint Powers Authority  
Attn: Nathan Cooke, Interim Director  
1743 Miro Way  
Rialto, CA 92376

RE: Continuity of Operations Plans for Ambulance & Communication Center Services

Dear Director Cooke:

AP Triton is pleased to present our proposal for the development of comprehensive Continuity of Operations Plans (COOP) for both ambulance and communication center services within CONFIRE JPA. In today's increasingly complex and unpredictable operating environment, the need for robust and adaptive COOPs is more critical than ever. The comprehensive plans will aim to ensure that CONFIRE JPA can maintain its mission-essential functions in a wide range of emergencies.

At AP Triton, we don't believe in one-size-fits-all solutions. We understand the complexities of your organization and the crucial role it plays in public safety. To address this, our COOPs will be tailored to your unique needs, with a focus on ambulance and communication center services. They will be developed in alignment with FEMA guidelines and involve close collaboration with your team and any subcontractors.

We propose a timeline of 4–6 months for the successful completion of the project, starting from the date of receipt of all necessary data and approvals. While maintaining the quality of our work, we are committed to delivering the project as efficiently as possible.

Our team brings a wealth of expertise in public safety, emergency medical services, emergency management, and related fields. Our previous projects in Master Plans, Strategic Plans, Emergency Operations Plans, and various other studies make us well-suited for this undertaking.

We look forward to the opportunity to work with CONFIRE JPA in achieving its public safety goals. Please find the detailed proposal attached for your review.



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Should you have any questions or require further clarifications, feel free to contact our Director of Project Operations, Melissa Vazquez Swank, directly at (503) 708-4282 or [mswank@aptriton.com](mailto:mswank@aptriton.com).

Thank you for considering AP Triton as your consulting partner. We are committed to delivering continuity of operations plans that ensure the long-term success and safety of your organization.

Sincerely,

A handwritten signature in blue ink, appearing to read "KPH", is placed above the typed name.

Kurt P. Henke  
Principal/Managing Partner



# CONFIRE JPA

California

Proposal for

# COMMUNICATION CENTER & AMBULANCE SERVICES Continuity of Operations Plans

August 2023



AP TRITON  
VISION • INNOVATION • SOLUTIONS

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# SCOPE OF SERVICES: AMBULANCE SERVICES COOP

## PROJECT UNDERSTANDING

The primary objective of this project is to create a comprehensive Continuity of Operations Plan (COOP) that focuses on the continuity of ambulance services and encompasses an all-hazards approach. The project will result in a comprehensive COOP tailored to the unique needs of CONFIRE JPA consistent with the applicable FEMA guidelines, with a focus on the continuity of ambulance services. The plan will be developed in close collaboration with the client and the ambulance subcontractor, incorporating innovative solutions and forward-thinking strategies.

CONFIRE JPA will benefit from a strategic approach that prioritizes innovation, expertise, and long-term success. The comprehensive COOP will enhance the client's ability to respond to various emergency scenarios effectively, ensuring the uninterrupted provision of critical ambulance services.

## Phases and Key Tasks

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### Project Implementation and Information Acquisition:

- **Project Initiation and Work Plan Development:** Understand the client's specific requirements and develop a detailed work plan.
- **Procurement of Information and Data:** Gather essential information and data from relevant agencies and stakeholders.

### Continuity of Operations Plan Development:

- **Development and Review of the Draft COOP:** Create an electronic draft of the COOP for technical review, encompassing an introduction, concept of operations, responsibilities, activation, alternative operations, and associated attachments.
- **Publication of the Final COOP:** Finalize and provide the electronic version of the COOP following client approval.

## PHASE ONE—PROJECT IMPLEMENTATION & INFORMATION ACQUISITION

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

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AP Triton will initiate a series of discussions with the client's project team to develop a thorough understanding of the background, goals, and specific requirements for the Continuity of Operations Plan (COOP). Emphasis will be placed on ambulance services' continuity, with an all-hazards approach. Triton will then develop a detailed work plan that includes timelines, resources, and key milestones.

### Task 1-B: Procurement of Information and Data

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Triton will actively engage with relevant agencies and stakeholders to gather information and data essential to formulating the COOP. This includes emergency response statistics, existing protocols, regional risk assessments, and other critical documents. The plan will be developed in close collaboration with the client and the ambulance subcontractor.

## PHASE TWO—CONTINUITY OF OPERATIONS PLAN DEVELOPMENT

### Task 2-A: Hazard and Threat Vulnerability Analysis

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A Continuity of Operations Plan (COOP) ensures the agency can continue to perform its mission-essential functions during a wide range of emergencies. COOP requires planning for any event—natural, human-caused, technological threats, and national security emergencies. Triton will conduct a Hazards Vulnerability Analysis of the agency's potential threats and hazards that could disrupt operations. The assessment will prioritize these risks and evaluate their impact on critical functions.

### Task 2-B: Development of Essential Function Business Processes

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In order to develop the COOP, Triton will create an Essential Business Function/Process Template and questionnaire to consider the critical functions and services of each department. These essential functions include:

- **Mission Essential Functions:** *Functions that enable an organization to provide vital services, exercise civil authority, maintain the safety of the public, and sustain the industrial/economic base.*
- **Essential Activities:** *Functions that an organization must continue during a continuity activation that enable Mission Essential Functions to be completed.*

Triton will also develop a workshop for CONFIRE supervisors to understand the identification process of essential functions. Training will include:

- Definition of the essential business processes.
- List critical functions and services that must be maintained during disruptions.
- Description of the importance of each function and its dependencies.
- Consider succession planning by department and cross-training needed.
- List critical equipment and systems and establish relevant redundancies.

Triton associates will follow-up with one-on-one discussions with supervisors after the workshop to complete the essential business function/process template and questionnaire.

### **Task 2-C: Development and Review of the Draft COOP**

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Triton will create a comprehensive electronic draft of the COOP, which will undergo technical review by the client. The draft COOP will encompass the following sections and more:

- **Section 1: Plan Introduction**

Triton will provide background information about the organization and its critical functions. These areas include, but are not limited to:

- Purpose
- Applicability and Scope
- Succession of Leadership
- Authorities and Legal Framework

- **Section 2: Concept of Operations**

- Objectives
- Planning Assumptions
- Integration with Existing Emergency Plans

- **Section 3: Delegation of Authority**

Triton will establish designation of individuals response for decision-making during emergencies and explain their roles and responsibilities.

- CONFIRE JPA Administrative Committee members
- CONFIRE JPA Board of Directors
- CONFIRE JPA Chief Officers and Supervisors
- Other Relevant Agencies

- **Section 4: Activation**
  - Triggers and Thresholds
  - Coordination Mechanisms
  - Specific Event Categories
    - Fire Event
    - Hazardous Materials Event
    - Cybersecurity Event
    - Natural Disaster Event
    - Terrorism Event
    - Public Health Event
    - Other Significant Events
- **Section 5: Alternative Operations**
  - Emergency response plan modifications
  - Non-emergency response plan modifications
  - Staffing modifications
  - Communications modifications
  - Logistical modifications
  - Recovery and Restoration – Includes strategies for recovery and restoring operations to normalcy after the disruption and the criteria for determining when it's safe to resume regular operations.
- **Attachments:**
  - Leadership Succession
  - Staff Succession
  - Emergency Contact List
  - Memoranda of Understanding with External Agencies

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### **Task 2-D: Publication of the Final COOP**

Following client review and approval, Triton will finalize the COOP and provide an electronic version of the plan.



# AMBULANCE SERVICES COOP PROJECT TIMELINE

Based on our extensive experience in developing similar plans, we propose a timeline of four to six months for the successful completion of the project.

It is essential to emphasize that **the timeline will only begin upon Triton's receipt of all the information and data necessary to conduct a thorough and accurate evaluation.**

While we propose a three-month timeline, Triton remains committed to completing the project in a timely manner and will make every effort to expedite our processes without compromising the quality of the analysis. Our experienced team is dedicated to delivering high-quality outputs that meet and exceed the project's objectives.

**Estimated Time to Complete the Project: 4–6 months**

# SCOPE OF SERVICES: COMMUNICATIONS CENTER COOP

## PROJECT UNDERSTANDING

The primary objective of this project is to create a comprehensive Continuity of Operations Plan (COOP) that focuses on the continuity of services and encompasses an all-hazards approach. The project will result in a comprehensive COOP tailored to the unique needs of CONFIRE JPA consistent with the applicable FEMA guidelines, with a focus on the continuity of services. The plan will be developed in close collaboration with the client, incorporating innovative solutions and forward-thinking strategies.

CONFIRE JPA will benefit from a strategic approach that prioritizes innovation, expertise, and long-term success. The comprehensive COOP will enhance the client's ability to respond to various emergency scenarios effectively, ensuring the uninterrupted provision of critical services.

## Phases and Key Tasks

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### Project Implementation and Information Acquisition:

- **Project Initiation and Work Plan Development:** Understand the client's specific requirements and develop a detailed work plan.
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## PHASE ONE—PROJECT IMPLEMENTATION & INFORMATION ACQUISITION

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AP Triton will initiate a series of discussions with the client's project team to develop a thorough understanding of the background, goals, and specific requirements for the Continuity of Operations Plan (COOP). Emphasis will be placed on Communications Center services' continuity, with an all-hazards approach. Triton will then develop a detailed work plan that includes timelines, resources, and key milestones.

### Task 1-B: Procurement of Information and Data

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Triton will actively engage with relevant agencies and stakeholders to gather information and data essential to formulating the COOP. This includes emergency response statistics, existing protocols, regional risk assessments, and other critical documents.

## PHASE TWO—CONTINUITY OF OPERATIONS PLAN DEVELOPMENT

### Task 2-A: Hazard and Threat Vulnerability Analysis

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A Continuity of Operations Plan (COOP) ensures the agency can continue to perform its mission-essential functions during a wide range of emergencies. COOP requires planning for any event—natural, human-caused, technological threats, and national security emergencies. Triton will conduct a Hazards Vulnerability Analysis of the agency's potential threats and hazards that could disrupt operations. The assessment will prioritize these risks and evaluate their impact on critical functions.

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- **Section 3: Responsibility**

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- CONFIRE JPA Administrative Committee members
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- CONFIRE JPA Chief Officers and Supervisors
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### **Task 2-D: Publication of the Final COOP**

Following client review and approval, Triton will finalize the COOP and provide an electronic version of the plan.

# COMMUNICATIONS CENTER COOP PROJECT TIMELINE

Based on our extensive experience in developing similar plans, we propose a timeline of four to six months for the successful completion of the project.

It is essential to emphasize that **the timeline will only begin upon Triton's receipt of all the information and data necessary to conduct a thorough and accurate evaluation.**

While we propose a three-month timeline, Triton remains committed to completing the project in a timely manner and will make every effort to expedite our processes without compromising the quality of the analysis. Our experienced team is dedicated to delivering high-quality outputs that meet and exceed the project's objectives.

**Estimated Time to Complete the Project: 4–6 months**

# PROJECT FEE PROPOSAL

## Project Fee Proposal

AP Triton, LLC presents the following formal cost proposals for the projects outlined in the Scopes of Work. The fee is inclusive of expenses:

Project	Fees & Expenses
Ambulance Services Continuity of Operations Plan	\$46,674
Communications Center Continuity of Operations Plan	\$42,558
<b>Proposed Fee for Both Projects (will not exceed):</b>	<b>\$89,232</b>

## Payment Schedule & Invoicing

- **Initial Payment:** A deposit of 10% of the total project cost is due upon the signing of the contract, to initiate the work.
- **Progress Payments:** Monthly invoicing will be processed as work progresses, continuing until 95% of the project has been completed.
- **Final Payment:** The remaining 5% of the project cost is due upon successful completion and acceptance of the project.

## Cost Quotation Information

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

## Additional Hours and Expenses

- **Project Manager Rate:** Extra hours for the Project Manager will be billed at \$200 per hour.
- **Consultants' Rate:** Additional hours for consultants will be billed at \$160 per hour.
- **Travel Expenses:** Any extra travel expenses will be billed separately, in addition to the hourly rate.

# ABOUT AP TRITON

## Contact Information

The headquarters of AP Triton, LLC is located in Sheridan, Wyoming. Consultants and other subject matter experts (SME) are located throughout the United States.



**Address:** 1309 Coffeen Avenue Suite 3178, Sheridan, WY 82801



**Phone:** 833.251.5824 (toll free)



**E-Mail:** [info@aptriton.com](mailto:info@aptriton.com)



**Website:** [www.aptriton.com](http://www.aptriton.com)

## About AP Triton

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Established in 2014, AP Triton is a leading provider in the public safety industry with a proven track record in fire service, emergency medical services, law enforcement, fire prevention, and life-safety programs. Our extensive experience spans a wide range of disciplines, enabling us to offer comprehensive solutions tailored to the unique needs of our clients.

Our team of consultants brings a wealth of expertise and has successfully executed numerous projects, including Continuity of Operations Plans, Emergency Operations Plans, Master Plans, Strategic Plans, Community Risk Assessments/Standards of Cover, Consolidation Feasibility Studies, EMS System Analyses, Staffing Studies, Agency Evaluations, Cost Recovery and Valuation Studies, and Fire Station Location Studies. We pride ourselves on our ability to deliver high-quality and actionable recommendations that drive positive change.

At AP Triton, we understand that traditional approaches to public safety may not always yield optimal results. That's why we prioritize innovative thinking and creative problem-solving. We believe that sustainable solutions require a forward-thinking mindset, and we bring our experience and expertise to help our clients overcome challenges and seize opportunities.



With our deep understanding of public safety departments of all sizes, AP Triton is uniquely positioned to address the specific needs of CONFIRE JPA. Our consultants have decades of experience working with diverse organizations, and we leverage this knowledge to provide customized, practical, and effective solutions. We take the time to listen to our clients, understand their local issues, and develop strategies that promote long-term success.

By choosing AP Triton as your consulting partner, you gain access to a dedicated team that is committed to delivering exceptional results. We prioritize your goals, remain responsive to your needs throughout the engagement, and provide ongoing support even after project completion. Our dedication to client satisfaction sets us apart and makes us the ideal choice for CONFIRE JPA's consulting needs.

When it comes to innovative solutions, unparalleled expertise, and a commitment to your success, AP Triton is the partner you can rely on. Let us help you transform your public safety operations and achieve your goals in the most efficient and sustainable way possible.

### **Conflict of Interest Statement**

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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 participating 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.

## Triton's Approach to Projects

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Triton's approach to projects demonstrates our deep understanding of your expectations. With our extensive experience working with fire departments, fire districts, EMS organizations, and various emergency services agencies across diverse communities in the United States, we bring a wealth of knowledge and expertise to every engagement. Key elements of Triton's methodology include:

- **Thorough Understanding:** We ensure a complete understanding of the project background, goals, objectives, and the complex issues that need to be addressed. This allows us to develop tailored solutions that align with your specific needs.
- **Comprehensive Scope of Work:** We develop a well-designed and practical scope of work (SOW) and work plan that actively involve key stakeholders, leadership, and other relevant individuals. This collaborative approach ensures that all perspectives are considered and results in a robust project plan.
- **Advanced Tools and Technologies:** Triton leverages state-of-the-art GIS mapping, computer modeling, data analysis tools, and web-based communication technologies to enhance project outcomes. These sophisticated tools enable us to provide accurate analyses, insightful recommendations, and efficient collaboration.
- **Web-based Communication Platform:** To facilitate seamless communication and collaboration throughout the project, we utilize secure cloud-based data-sharing applications to create an online project site. This platform allows the client and project team members to collaborate effectively. Additionally, we employ virtual conferencing software for client communications and presentations.
- **Subject Matter Experts:** We engage experienced subject matter experts (SMEs) with in-depth knowledge of the fire service, EMS, and other related emergency services disciplines. Our team also includes experts in GIS and data analysis, ensuring comprehensive expertise is applied to your project.
- **Commitment to Timeliness:** We are committed to delivering projects and deliverables within the requested timeline while maintaining high standards of quality. Our dedicated team works diligently to meet or exceed your expectations, ensuring timely completion.
- **Clear and Accessible Reports:** We provide high-quality printed and bound reports that present clear contents and actionable recommendations. Our reports are designed to enable easy comprehension for clients, key stakeholders, and community members alike.

At Triton, we combine our extensive experience, advanced tools, collaborative approach, and commitment to excellence to deliver successful projects that meet your expectations.

## Best Practices & National Standards

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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.

AP Triton utilizes a multi-faceted approach to providing recommendations for our clients. The following encompasses our best practices:

- **Understand client needs:** Triton begins by thoroughly understanding the specific needs and goals of your agency. This allows us to tailor our recommendations accordingly.
- **Develop a work plan:** Triton collaborates with the client to develop a work plan that outlines the goals, objectives, and action steps required to achieve desired outcomes of the project. This ensures the plan is realistic, measurable, and aligned with industry standards and best practices.
- **Engage stakeholders:** Triton involves key stakeholders, including elected officials, personnel, and management representatives, throughout the consulting process. Stakeholder input and buy-in are crucial for the successful implementation and sustainability of any recommended changes.
- **Conduct a comprehensive assessment:** Triton conducts a thorough assessment of the existing organization(s). We identify areas for improvement and prioritize them based on their impact and feasibility.
- **Enhance operational efficiency:** Triton identifies opportunities to optimize operational processes.
- **Focus on continuous training and education:** Triton emphasizes the importance of ongoing training and education. We promote a culture of continuous learning, keeping up with the latest industry advancements, protocols, and technologies.
- **Incorporate data-driven decision-making:** Triton utilizes data and analytics to drive decision-making recommendations.
- **Foster collaboration and partnerships:** Triton encourages collaboration between agencies when possible. These relationships facilitate information sharing, coordination, and mutual support to enhance services and outcomes.

- **Ensure compliance with regulations:** Triton strives to stay current with local, state, and federal industry regulations.
- **Monitor and evaluate progress:** Triton assists our clients in establishing systems for monitoring and evaluating the implementation of our recommendations and the overall performance of your organization.

Every organization is unique; therefore, AP Triton adapts these best practices to fit the specific context and needs of your agency.

# PROJECT TEAM QUALIFICATIONS

**Kevin Taylor, BS, MS**

**Project Manager**



## Summary of Qualifications

With a remarkable career spanning over three decades in Public Safety, Kevin Taylor embodies leadership and innovation. Mr. Taylor served for twenty years in Public Administration, including accomplished tenures as Fire Chief, Division Chief of Operations, and Battalion Chief. His passion for developing and implementing comprehensive strategies in fire, emergency medical services, and emergency management has led to tangible community impacts.

Mr. Taylor's unique blend of expertise encompasses incident command team development, human capital, emergency preparedness, strategic planning, and the execution of advanced life support programs. His insights and experiences have shaped policies and practices, reflecting a commitment to excellence that sets a benchmark in the field.

Kevin Taylor's rich legacy in Public Safety exemplifies the blend of hands-on expertise and forward-thinking leadership necessary to navigate complex challenges. By leveraging his profound knowledge and experience, he continues to inspire and lead the path toward a safer and more resilient future. His qualifications make him an invaluable asset, not only in the roles he assumes but in the broader landscape of public safety and emergency services management.

## Work Experience

- Montecito Fire Protection District, CA—Fire Chief
- Montecito Fire Protection District, CA—Division Chief (Operations)
- City of Paso Robles, CA—Fire Battalion Chief
- City of Paso Robles, CA—Fire Captain/Paramedic
- City of Paso Robles, CA—Firefighter/Paramedic
- San Luis Ambulance Service, CA—Paramedic

## Professional Affiliations

- California Fire Chiefs Association—Past Board of Directors Member
- Santa Barbara County Fire Chiefs Association—Past Vice President
- International Association of Fire Chiefs—Past Member

## Education

- Master of Science Degree, Emergency Management, Columbia Southern University
- Bachelor of Science Degree, Fire Administration, Cogswell Polytechnical College
- California Chief Officer

## Presentation & Instructor Experience

- CFED Conference, "Montecito 1/9 Debris Flow"
- Colorado Wildfire Conference, "1/9 Debris Flow, From Pre-Planning to Recovery"
- California Special Districts Association, "1-9 Debris Flow: Lessons Learned by a Small, Independent Fire District"
- International Association of Emergency Managers, "From Fires to Floods"

## Greg Fish BA, MPA

### Senior Associate



#### Summary of Qualifications

Mr. Fish has experienced over 36 years in the fire service, with over 16 years of public administration in chief officer and fire chief positions. He has operated as a fire chief in both a large municipal department as well as a smaller fire protection district. Mr. Fish has extensive experience in creating effective teams at the senior levels of public agencies. He offers a variety of skills in developing strategic plans that transform organizations. Moreover, he has dedicated himself to improving succession planning through mentoring and coaching. His commitment to effective management and leadership in all areas of the fire service has been his calling. He has a proven track record in the areas of training, EMS, fire operations, fire communications, and strong collaboration with people at all levels of public government.

#### Work Experience

- Carpinteria-Summerland Fire Protection District, CA—Fire Chief/Chief Executive Officer
- Glendale Fire Department, CA—Fire Chief
- Glendale Fire Department, CA—Deputy Fire Chief
- Glendale Fire Department, CA—Battalion Chief: Platoon, EMS, Training
- Glendale Community College, CA—Assistant Academy Administrator and Adjunct Professor

#### Education

- California State University Northridge—Master of Public Administration, Public Sector Management and Leadership
- Woodbury University—Bachelor of Arts, Organizational Leadership
- California Fire Marshal Training and Education System
- National Wildfire Coordinating Group Education System

#### Instructor Experience

- Glendale Community College, CA—Intro to Fire Protection, Fire Apparatus and Equipment, Fire Protection Systems, Wildland Firefighting, Basic Fire Academy

#### Professional Affiliations

- Santa Barbara County Fire Chiefs Association—President
- Los Angeles County Fire Chiefs Association
- California Fire Chiefs Association

## Jaime Villa

### Senior Associate/EMS SME

#### Summary of Qualifications

Jaime Villa is an experienced EMS professional with a remarkable 18-year career in both private and public prehospital settings. As the EMS Coordinator at the Oxnard Fire Department, Jaime has been responsible for overseeing all EMS programs, conducting research, developing and implementing EMS initiatives, managing budgets, ensuring regulatory compliance, and providing clinical education. In addition to administrative tasks, Jaime has been actively involved in operational duties, conducting multifactorial retrospective system analysis to aid command staff in making informed decisions during disaster responses. Jaime also has a strong teaching background, having served as a Lead Emergency Medical Technician (EMT) Instructor, preparing students for national registry EMT certification. Furthermore, Jaime has an impressive list of professional achievements, including being a founding member of Ventura County Hospice and TB direct observed therapy programs, as well as leading various initiatives during the COVID-19 pandemic. With an extensive list of certifications and awards, Jaime's qualifications are evidence of their dedication and expertise in the EMS field.

#### Educational Background

- Daniel Freedman/UCLA—Community Paramedic, Moorpark, CA (January 2015–March 2015)
- Bakersfield College—Paramedic School, Bakersfield, CA (January 2009–December 2009)
- Simi Valley Adult School—EMT School, Simi Valley, CA
- Moorpark College—EMT School, General Education, Moorpark, CA
- Oxnard College—Regional Fire Academy, Oxnard, CA (August 1999–December 1999)

#### Professional Experience

- EMS Coordinator—Oxnard Fire Department (May 2017–Present)
- Supervisor—Oxnard Fire Department (February 2012–May 2018)
- Community Paramedic—Oxnard Fire Department (August 2015–November 2018)
- Paramedic—Oxnard Fire Department (January 2010–April 2010)
- Emergency Medical Technician—Oxnard Fire Department (September 2000–January 2004)

#### Relevant Qualifications

- EMS program development and oversight.
- Budget management and regulatory compliance.
- Clinical education and EMS policy implementation.
- Agency representation to allied and governmental organizations.
- Research and purchasing of EMS-related equipment.
- Multifactorial retrospective system analysis for informed decision-making.
- Emergency response as a field paramedic and ICS overhead responsibilities.

#### Certifications & Professional Certificates

- Community Paramedic-Certified
- NAEMSE Level 1 Instructor
- S-359 Medical Unit Leader
- L380 Fire Leadership
- I100-300
- NIMS 700-800
- Ca State Paramedic License
- ACLS, PALS
- BLS
- AHA BLS Instructor
- Tactical EMS Technician (40 hour POST) CA EMSA
- Handtevy Pediatric Instructor
- Ambulance Services Managers Course
- Designated Infection Control Officers Course
- Paramedic Preceptor/FTO
- NBC Decontamination Team Leader (USMC)

## Denise Pangelinan, CMCP

### Senior Associate/Dispatch SME



#### Summary of Qualifications

Denise Pangelinan is an experienced 911 Communications professional, devoting over 30 years to the public safety profession. Denise is currently the Director of Emergency Communications for San Ramon Valley 911, which is a multi-discipline (Police/Fire/EMS) communications center in Contra Costa County, California. Denise has experience at all levels of an organization from frontline, supervisory, management and executive leadership. Denise has dispatched and managed specialty assignment teams such as SWAT Tactical and Fire Incident Dispatch, health and wellness committee and peer support. She has an extensive project management background with technical projects such as station alerting, CAD, radio and phone equipment. She is currently on the CA State 9-1-1 Advisory Committee.

#### Professional Development & Educational Background

- Bachelor of Arts, Business Administration, St. Mary's College of California
- Center Manager Certification Program, National Emergency Number Association
- Emergency Management Certification, California Specialized Training Institute
- Basic, Advanced and Supervisory Certification, Peace Officers Standards and Training
- Emergency Medical Dispatch, International Academy of Emergency Dispatch
- Emergency Fire Dispatch, International Academy of Emergency Dispatch
- Leadership San Ramon Valley

#### Professional Experience

- Director of Emergency Communications, San Ramon Valley 911, 2016–present
- Communications Center Manager, San Ramon Valley Fire Protection District, 2009–2016
- Public Safety Supervisor, City of Milpitas, 1989–2009
- Public Safety Dispatcher, City of Milpitas, 1985–1989
- Records Clerk, Santa Clara County Sheriff's Office, 1984–1985

#### Relevant Qualifications & Project Management

- Implemented consolidation of Primary PSAP (Police/Fire and EMS Services)
- Accredited Emergency Fire and Medical Communications Center
- Developed pilot program for Mental Health, 988 response procedures
- Increased Insurance Services Office (ISO) rating to 100 percent within Communications Center
- New construction of 911 Communications Center/Emergency Operations Center
- Project oversight of remodeled Public Safety Complex
- Implementation of Quality Assurance process
- Design and implementation of a Mobile Communications response unit for Police and Fire
- Operations manual development
- Procurement of CAD, radio and phone equipment utilizing grants and state funding
- Hiring, recruitment and retention
- Scheduling and staffing

#### Professional Affiliations

- National Emergency Number Professional (NENA)
- Association of Public Communications Officers (APCO)
- International Academy of Emergency Dispatch (IAED)



## Michelle D. Crowley BS, EFO, FSO

### Senior Associate



#### Summary of Qualifications

Michelle Crowley is an Emergency Services Professional with over 32 years of experience in volunteer, combination and career fire service departments. She began her career as a volunteer firefighter with Harrison County Fire Service. Three years later, she joined Biloxi Fire Department, where she serviced for 27 years. She rose through the ranks from Firefighter and Captain to Battalion Chief of Health and Safety. As a Battalion Chief, she also held the titles of Grant Program Manager and City Emergency Manager. After retirement in 2019, she opened Crowley Emergency Services Consulting, LLC to pursue an emergency services consulting career.

Michelle's primary areas of expertise include community risk reduction, master and strategic planning, emergency management planning, emergency services training, data-driven decision making, and professional development. She has a working knowledge of the National Fire Incident Reporting System (NFIRS), the Center for Public Safety Excellence, Inc. (CPSE) accreditation process, National Fire Protection Association (NFPA) standards, FEMA's CPG 101 and PAPPG guidelines, and Occupational Safety and Health Administration (OSHA) regulations.

#### Professional Development and Education

- Eastern Kentucky University, Bachelor of Science in Occupational Safety, Richmond, Kentucky
- Western Michigan University, Bachelor of Business Administration in Finance, Kalamazoo, Michigan
- Mississippi Executive Fire Officer, Mississippi State Fire Academy, Jackson, Mississippi
- Adjunct and Volunteer Certification Instructor, Mississippi State Fire Academy
- Fire Instructor I/II/III; Fire Safety Officer; Fire Officer I/II
- Courses in Disaster Management 101, WebEOC, Hurrevac, Crisis Track, Evacuation and Re-Entry Planning, Weather & Flood Preparedness, and ICS-EOC Interface.

#### Licensure and Certifications

- NIMS Certified 100, 200, 230d, 300, 400, 700, 800, and 810
- Texas A&M Critical Infrastructure Protection Certificate
- Hazardous Materials, Trench Rescue, and Confined Rescue Technician
- Fundamentals of Grant Management—FEMA

#### Experience

- Member of National Committee for Women's Cancer—Firefighter Cancer Support Network
- Peer Reviewer—Assistance to Firefighters Grant Programs, 2013–present
- Fire Commissioner—Diamondhead Fire Department, 2020–present
- Chairperson and Member, Mississippi Minimum Standards and Certification Board, 2007–2013

#### Associated Professional Accomplishments

- Developed an Emergency Operations Plan for the Bank of America Stadium, Charlotte, NC
- Facilitated tabletop exercises for active shooter for the Bank of America Stadium, Charlotte, NC
- Coordinated the Biloxi municipal emergency management team during the 2017 and 2023 District 9 Multi-Jurisdictional Hazard Mitigation Plan Updates
- Created a municipal emergency management team improving operational continuity

**Melissa Vazquez Swank** MA, BA**Senior Associate/Director of Project Operations****Summary of Qualifications**

With a demonstrated professional journey spanning over a decade, Melissa Vazquez Swank has become a venerated figure in project management and administration. Her specialization lies in handling the multifaceted administrative aspects of project-related assignments. This includes the meticulous planning, precise tracking, and robust documentation of numerous projects from inception at the Request for Proposal (RFP) phase through to a successful closeout.

As Director of Project Operations with over 10 years of experience, Melissa's contribution to business transcends conventional roles. She is dedicated to ensuring that all products not only meet but often exceed professional standards. Her proactive approach in enhancing project efficiency, through the reduction of time and elimination of product waste, stands as a testimony to her commitment to excellence.

Melissa's professional acumen, attention to detail, and comprehensive training equip her to provide unmatched project management support. Her passion for accuracy, fact-checking, and optimal performance permeates every facet of her professional endeavors, aligning with AP Triton's commitment to innovative and high-quality solutions.

**Professional Development & Education**

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

**Professional Experience**

- AP Triton: Director of Project Operations, November 2022–Present
- AP Triton: Professional Services Manager, September 2021–October 2022
- 3:17 Associates: Owner, Principal Consultant, 2021–Present
- Emergency Services Consulting International (ESCI): Various roles including Quality Assurance & Recruitment Specialist, January 2020–August 2021; Recruitment Specialist, July 2017–January 2020; Technical Proofer and Quality Assurance Specialist, March 2015–January 2020
- Portland State University: Adjunct Research Assistant, December 2015–2018
- Freelance: Virtual Assistant, December 2014–Present
- Emergency Services Consulting International (ESCI): Project Administrator, Sept. 2013–June 2014

**Project Experience**

- Alameda City FD, CA: CRA-SOC
- Central FD (Santa Cruz County, CA): Master Plan & Strategic Plan
- Napa County FD, CA: Master Plan
- Pasco FD, WA: Master Plan & Strategic Plan
- Redmond FD, OR: Master & Strategic Plan
- Santa Barbara FD: CRA-SOC
- Santa Clara LAFCO, CA: MSR-SOI Update
- Yamhill County Fire Departments, OR: Consolidation Feasibility Strategic Plan

## PROJECTS & EXPERIENCE

The following is a *partial* list of Triton's current and former clients. An expanded list can be provided upon request.

- Aberdeen Fire Department (WA)
- City of Alameda Fire Department (CA)
- Alameda County FPD (CA)
- Alameda County Fire Chiefs Association (CA)
- Alaska Fire Chiefs Association (AK)
- Albany Fire Department (OR)
- Anaheim Fire and Rescue (CA)
- Berkeley Fire Department (CA)
- Bethel Fire Department (AK)
- Blaine County (ID)
- Brattleboro Fire Department (VT)
- Brea Fire Department (CA)
- Brigham City Fire Department (UT)
- Fremont Fire Department (CA)
- California Fire Chiefs Association (CA)
- California Metro Chiefs Association (CA)
- Carlsbad Fire Department (CA)
- Carroll County Ambulance District (MO)
- Carson City Fire Department (NV)
- Central Jackson County FPD (MO)
- Central Fire District of Santa Cruz County (CA)
- Central Kitsap Fire & Rescue (WA)
- Central Pierce Fire Protection (WA)
- Chariton County Ambulance District (MO)
- Chico Fire Department (CA)
- Chula Vista Fire Department (CA)
- City of Costa Mesa Fire Department (CA)
- Coalinga Fire Department (CA)
- Contra Costa County FPD (CA)
- Cowlitz 2 Fire & Rescue (WA)
- DeKalb County Fire Rescue (GA)
- City of Downey Fire Department (CA)
- Dixon Fire Department (CA)
- Douglas Okanogan County FD 15 (WA)
- El Dorado Hills Fire Department (CA)
- Fort Myers Fire Department (FL)
- Eureka Fire Protection District (MO)
- Fairfield Fire Department (CA)
- Fort Myers Fire Department (FL)
- City of Fresno Fire Department (CA)
- Fullerton Fire Department (CA)
- Gig Harbor/Pierce FD #5 (WA)
- Golden Fire Department (CO)
- 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)
- Idaho Fire Chiefs Association (ID)
- Kennewick Fire & Ambulance (WA)
- Kern County Fire Department (CA)
- Lake Ozark FPD (MO)
- La Verne Fire Department (CA)
- Lincoln Fire & Rescue (NE)
- City of Long Beach (CA)
- Milwaukee Fire Department (WI)
- City of Napa Fire Department (CA)
- City of Pflugerville (TX)
- Placer LAFCO (CA)
- San Bernardino County JPA (CA)
- City of San Diego Fire Department (CA)
- Santa Barbara County Fire Chiefs Association (CA)
- Santa Clara LAFCO (CA)
- Santa Cruz County Fire Department (CA)
- Santa Cruz LAFCO (CA)
- Seattle Fire Department (WA)
- Solano County Fire Chiefs Association (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)
- Umatilla Fire Department (OR)
- Utah Fire Chiefs Association (UT)
- Vacaville Fire Department (CA)
- Valley Center Fire Protection District (CA)
- Ventura County Fire Department (CA)
- Washington Fire Chiefs Association (WA)
- Watsonville Fire Department (CA)
- Webster Fire Department (TX)
- Whitefish Fire Department (MT)
- Williston Fire Department (VT)

## Project Types

The following is a *partial* list of projects AP Triton has completed. Our team has participated in dozens of studies throughout the United States.

### Project Description

- Ambulance Services Optimization Study:
- Ambulance Services Optimization Study:
- Ambulance Services Study:
- Ambulance Services RFP:
- Annexation Study (three districts):
- BLS Ambulance System Valuation:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk/Service Delivery Analysis:
- Consolidation Feasibility Study:
- Cooperative Services Study:
- Countywide Fire Service Review:
- Emergency Operations Plan:
- EMS Feasibility & Optimization Study:
- EMS Feasibility Study:
- EMS Optimization Study:
- EMS Optimization Study & Transition Plan:
- EMS Strategic Assessment & Analysis:
- EMS Sub-Contractor RFP Response:
- EMS Sub-Contractor RFP Response:
- EMS Optimization and Feasibility Study:
- EMS System Evaluation:
- Financial Analysis:
- EMS System Valuation:
- EMS Transportation & Optimization Study:
- EMS Transportation & Optimization Study:

### Organization

Alameda County Fire Chiefs Association (CA)  
 Santa Barbara County Fire Department (CA)  
 Modesto FD/Stanslaus County OES (CA)  
 Sonoma County Fire District (CA)  
 Contra Costa County FPD (CA)  
 Seattle Fire Department (WA)  
 Coalinga Fire Department (CA)  
 Davidson Fire Department (NC)  
 La Verne Fire Department (CA)  
 Medford Fire Department (OR)  
 San Ramon Valley Fire Protection District (CA)  
 Santa Barbara (City) Fire Department (CA)  
 Santee Fire Department (CA)  
 Elk Creek Fire Protection District (CO)  
 Clifton FPD/Grand Junction FD (CO)  
 Santa Clara LAFCO (CA)  
 Carolina Panthers, Bank of America Stadium  
 Webster Fire Department (TX)  
 Brattleboro Fire Department (VT)  
 Burbank Fire Department (CA)  
 Carson City Fire Department (NV)  
 City of Ontario/San Bernardino County (CA)  
 CONFIRE JPA (CA)  
 Santa Barbara County Fire Department (CA)  
 San Diego Fire Department (CA)  
 Truckee Meadows Fire Protection District (NV)  
 Long Beach Fire Department (CA)  
 San Luis Obispo Fire Chiefs Association (CA)  
 Alameda County Fire Chiefs Association (CA)  
 Solano County Fire Chiefs Association (CA)

## Project Description

- Facilities Master Plan:
- Fire Department Cooperative Services Study:
- Fire District Consolidation Study:
- Fire Services Analysis:
- Fire Services Special Study:
- Fire Station Location Study:
- Fire Station & CRA/SOC Study:
- Fire/EMS Assessment:
- First Responder Fee Study:
- First Responder Fee Study:
- First Responder Fee Study:
- Long-Range Fire Department Master Plan:
- Long-Range Master Plan:
- Management Audit:
- Master Plan:
- Master Plan:
- Master Plan:
- Master Plan & Community Risk Assessment:
- Master Plan & CRA-SOC:
- Master Plan & Strategic Plan:
- Organizational & Operational Analysis:
- Municipal Service Review & SOI Study:
- Municipal Service Review & SOI Study:
- Optimization Study:
- Organizational Analysis:
- Prevention Fee Study:
- Regional Ambulance Study:
- Staffing Study & Operational Analysis:
- Strategic Plan:
- Strategic Plan:
- Strategic Plan:
- Strategic Plan:
- Valuation Study:

## Organization

- Redmond Fire Department (OR)
- Golden/Fairmount/Pleasant View FDs (CO)
- Clackamas Fire District 1 (OR)
- Williston Fire Department (VT)
- Santa Cruz LAFCO (CA)
- Portland Fire Department (TX)
- Montecito FPD (CA)
- Pflugerville Fire Department (TX)
- Merced Fire Department (CA)
- Napa Fire Department (CA)
- Truckee Meadows Fire Protection District (NV)
- Templeton Fire & Emergency Services (CA)
- Fairfield Fire Department (CA)
- Menlo Park Fire Protection District (CA)
- American Canyon Fire Protection District (CA)
- Orting Valley Fire-Rescue (WA)
- Whitefish Fire Department (MT)
- Brigham City Fire Department (UT)
- Central Fire District of Santa Cruz County (CA)
- Redmond Fire & Rescue (OR)
- City of Napa Fire Department (CA)
- Placer LAFCO (CA)
- Nevada LAFCO (CA)
- Alameda County Fire Chiefs Association (CA)
- Grand Junction Fire Department (CO)
- Suisun City Fire Department (CA)
- Eastern Placer County JPA (CA)
- Derby Fire Department (KS)
- Aspen Fire Department (CO)
- Blaine County Ambulance Service District (ID)
- Davidson Fire Department (NC)
- Central Fire District of Santa Cruz County (CA)
- Pflugerville Fire Department (TX)

## CLIENT 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.

Carolina Panthers/Tepper Sports & Entertainment (North Carolina)			
<b>Project Title &amp; Description: Life Safety Plan/EOP/Business COOP</b>			
AP Triton was commissioned by Tepper Sports & Entertainment to deliver specialized fire code and life safety consulting services for Bank of America Stadium, located in Charlotte, North Carolina. Leveraging our extensive and nuanced understanding of state, federal, and local regulations and standards—including the applicable building codes, NFPA (National Fire Protection Association) standards, and the North Carolina Fire Prevention Code—we undertook a comprehensive examination of existing life safety systems. Our focused evaluation led to the development of an NFPA 101 Life Safety Evaluation tailored to the facility's unique requirements. Our team's in-depth analysis went beyond just a standard review. We thoroughly examined the existing Emergency Operations Plan, and based on our findings, crafted innovative staffing training programs, and a comprehensive Business Continuity Plan.			
<b>Contact Name/Title:</b>	Andre Haston, Manager, Compliance & Standards-Security John Diggs, Director of Safety and Compliance	<b>Year:</b>	2022
<b>Client Phone:</b>	704.421.8929 – Haston & 704-593-4178 – Diggs		
<b>Client E-Mail:</b>	andre.haston@panthers.nfl.com & john.diggs@panthers.nfl.com		
<b>Project Manager:</b>	Frank Blackley	<b>Status:</b>	On-going

City of Kingsburg (California)			
<b>Project Title &amp; Description: Emergency Operations Plan &amp; Continuity of Operations Plan</b>			
AP Triton was entrusted with the crucial task of reviewing and updating the City's existing Emergency Operations Plan. Our role was to ensure complete alignment with FEMA guidelines, specifically adhering to CPG 101, the fundamental document that defines a well-structured emergency planning process. Our engagement extended beyond mere compliance with regulations. We undertook a comprehensive analysis of the existing plan, identifying areas for enhancement and integration of innovative strategies tailored to the City's unique needs and challenges. In addition to revising the Emergency Operations Plan, we developed a Continuity of Operations Plan. This component involved crafting a resilient framework that ensures the uninterrupted delivery of essential services, even in the face of unforeseen emergencies or disruptions.			
<b>Contact Name/Title:</b>	Dan Perkins, Fire Chief	<b>Year:</b>	2022
<b>Client Phone:</b>	559-707-0563	<b>Client E-Mail:</b>	dperkins@cityofkingsburg-ca.gov
<b>Project Manager:</b>	Frank Blackley	<b>Status:</b>	On-going

**Contra Costa County Fire Protection District (California)**

**Project Title & Description: Ambulance Service Feasibility Study**

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 \$38 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.

<b>Contact Name/Title:</b>	Lewis Broschard, Fire Chief	<b>Year:</b>	2018
<b>Client Phone:</b>	925.941.3300		
<b>Client E-Mail:</b>	Lewis.broschard@cccfd.org		

**San Bernardino County Fire Protection District (California)**

**Project Title & Description: EMS Valuation/Assessment Study**

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.

<b>Contact Name/Title:</b>	Mark Hartwig, Fire Chief	<b>Year:</b>	2019
<b>Client Phone:</b>	805.681.5501		
<b>Client E-Mail:</b>	Mark.Hartwig@sbcfire.com (now at Santa Barbara)		

# CLIENT TESTIMONIALS

- [AP Triton] communicated clear timelines from the outset and provided multiple opportunities for us to clarify and adjust the scope of our project. Most impressively, the AP Triton team remained responsive and assisted the Seattle Fire Department well beyond the completion of our evaluation. AP Triton's reputation as a leader in the industry is well earned.  
—*Seattle Fire Department, Washington*
- Exceptional product and process! Very pleased with the experience with AP Triton. The Project Manager and Project Team were extremely knowledgeable, professional, and exceptional to work with. I would like to bring them back for more projects in the future.  
—*Blaine County, Idaho*
- It was a pleasure working with your staff. [Our Project Manager] did a fantastic job, and the others on the team were very good to work with. All were knowledgeable and experienced in their fields. The well-rounded team ensured a complete and accurate report. We hope to work with your team again in the future.  
—*Brigham City Fire Department, Utah*
- The AP Triton team provided well-researched information that I believe will help my Commission make informed decisions. My Commission was pleased with the outcome of the financial analysis and recently contracted AP Triton for a much more comprehensive study.  
—*Placer County LAFCO, California*
- I highly recommend them to any fire department or EMS agency looking to get perspective from consultants that use data and many years of experience and wisdom to make informed determinations. It is obvious that they know their stuff. We are very pleased with the results.  
—*North View Fire District, Utah*




# TRITON CERTIFICATES 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. Since AP Triton utilizes an entirely independent pool of contractors, we are exempt from carrying Workers' Compensation insurance. Each of our contractors carries their own liability insurance.

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 03/21/2023			
<p>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.</p> <p>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).</p>							
<b>PRODUCER</b> USI INSURANCE SERVICES LLC/PHS 41715154 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251			<b>CONTACT</b> NAME: PHONE (866) 467-8730 FAX: (A/C, No, Ext): (A/C, No): E-MAIL: ADDRESS:				
<b>INSURED</b> AP TRITON, LLC 1309 COFFEEN AVE STE 3178 SHERIDAN WY 82801-5777			<b>INSURER(S) AFFORDING COVERAGE</b> NAIC# INSURER A : Atain Speciality Insurance Company 17159 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :				
<b>COVERAGES</b> 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/YYYY)	LIMITS
X	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			CIP422953	03/27/2023	03/27/2024	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 - COMPIOP AGG \$1,000,000
A	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						
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	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE   OTH-ER E.L. EACH ACCIDENT E.L. DISEASE -EA EMPLOYEE E.L. DISEASE - POLICY LIMIT
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Those usual to the Insured's Operations.							
<b>CERTIFICATE HOLDER</b> FOR INFORMATIONAL PURPOSES 1309 COFFEEN AVE STE 3178 SHERIDAN WY 82801-5777				<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Susan L. Castaneda</i>			
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ACORD 25 (2016/03)

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Client#: 1626412		APTRI					
<b>ACORD</b>		<b>CERTIFICATE OF LIABILITY INSURANCE</b>					
		DATE (MM/DD/YYYY) 3/21/2023					
<p>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.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. IF SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).</p>							
<b>PRODUCER</b> USI Insurance Services, LLC 2375 E. Camelback Road, Suite 250 Phoenix, AZ 85016 877 468-6516		<b>CONTACT NAME:</b> Tracy Bennett <b>PHONE (A/C No, Ext):</b> 818.251.3045 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> Tracy.Bennett@usi.com					
		INSURER(S) AFFORDING COVERAGE					
		INSURER A : StarStone National Insurance Company					
		INSURER B : Continental Casualty Company					
		INSURER C :					
		INSURER D :					
		INSURER E :					
		INSURER F :					
<b>INSURED</b> AP Triton, LLC 1309 COFFEEN AVE STE 3178 Sheridan, WY 82801		NAIC # 25496 20443					
COVERAGES		CERTIFICATE NUMBER:					
		REVISION NUMBER:					
<p>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.</p>							
INSR LTR	TYPE OF INSURANCE	ADDITIONAL INSURER	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/OP AGG \$ \$
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B	Professional Liab			596516681	03/27/2023	03/27/2024	\$3,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks: Schedule, may be attached if more space is required)							
CERTIFICATE HOLDER				CANCELLATION			
Evidence Of Insurance				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			
							
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