



# City of Dalton Whitfield County

## Dalton, Georgia



Proposal to conduct a

# Cooperative Services Study

Dalton & Whitfield County Fire Departments

June 2020



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## Project Understanding & Approach

### Understanding of the Project

AP Triton Consulting (Triton) recognizes and understands that the City of Dalton and Whitfield County desire to retain a qualified consulting firm to determine the feasibility of a potential collaborative of the Dalton Fire Department (DFD) and Whitfield County Fire Department (WCFD). Triton will conduct a comprehensive review of the existing fire and emergency services systems in the City of Dalton and Whitfield County to determine if an opportunity exists to combine the resources of both fire departments to serve the entire County, as well as other options for consideration.

### AP Triton's Approach

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

- A comprehensive understanding of the project background, goals and objectives, and 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 individuals.
- Use of state-of-the-art geographic information systems (GIS), computer modeling and data analysis tools, web-based communications technology, and many other sophisticated tools and technologies.
- Utilization of experienced subject-matter experts 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 electronic and printed and bound reports with contents and recommendations that are clearly communicated to the client, key stakeholders, and community members.

### 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.

## Project Scope of Work

Cooperative services studies require a comprehensive look into the existing structure and organization of each department to develop an understanding of where efficiencies can be realized. Additionally, a full analysis of existing service demand, response-time performance, and fire station location to determine adherence to national best practice models and guidelines, as well as best practices, will be performed to establish a baseline from which options can be developed for further consideration.

The following represents the Scope of Work (SOW) prepared by Triton based on the requirements of your organization's request for proposal. The various sections and tasks have been developed specifically for this project.

### Section One—Project Initiation & Information Acquisition

#### Task 1-A: Project Initiation

Triton will converse with the management teams of the City of Dalton, County of Whitfield, Dalton Fire Department, and Whitfield County Fire Department that will be involved in the study, or its project liaisons, to develop a complete understanding of each jurisdiction's backgrounds, 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 DFD and WCFD representatives, determine communications processes, and identify logistical needs for the project.

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

Triton will request pertinent information and data from both fire departments and any other agencies as necessary. This information is critical and will be used extensively in the analysis and development of the report. Thoroughly researched and relevant studies will be included during Triton's review. The documents and information relevant to this project will include, but not be limited to, the following:

- Local census and demographic data from the City of Dalton and Whitfield County
- Past and current studies and research from each organization
- Historical financial data, budgets, including debt information, long-range financial plans, and projections from each fire-service agency (2015–2019 & current)
- Current assessed values of each jurisdiction, current property tax rates, and all other revenue sources
- Standard Operating Guidelines (SOGs) and service-delivery and deployment practices
- Current service-delivery objectives and targets (if applicable) for each fire agency
- Inventory of each department's fire stations and any training center facilities; including their physical locations
- Inventory of each department's apparatus and vehicles and the fire station to which they are assigned
- Local collective bargaining agreements
- Organizational charts from each fire department
- List of all management positions, administrative support staff positions, operations positions, including ranks and titles (not to include names of individuals)
  - Wages and benefits for each position rank and title (not to include names of individuals)
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data exported to an Excel® format (2015–2019)
  - Incident records to include locations by latitude/longitude (if available) and full address; timestamps to allow for calculation of response times, turnout times, call-processing times; and response-mode to scene
- Computer-Aided Dispatch (CAD) incident records from Whitfield County 911, exported to an Excel® spreadsheet format (2015–2019)
- Local Geographic Information Systems (GIS) data and shapefiles of each department, fire stations, and fire management zones (response zones)
- Any other documents and records necessary for the successful completion of the project

### **Task I-C: Stakeholder Input & Field Work**

The Triton Project Team will conduct on-site interviews and gather information from key personnel and stakeholders from each of the jurisdictions and fire departments. Some information may be acquired through the use of electronic forms and/or telephone interviews. Individuals will include, but not be limited to:

- Elected and appointed officials from the City of Dalton and Whitfield County
- The DFD and WCFD Fire Chiefs and representatives of their respective command staffs
- Training Officers from DFD and WCFD
- Fire Marshals and representatives responsible for life-safety and public education/prevention programs from both departments
- Individuals responsible for finance and human resources at each organization
- Representative(s) of the local bargaining unit(s)
- Representative of Whitfield County 911
- Select group of firefighters and company officers from each fire department (may be completed through an online survey as well as on-site interviews)
- Any other individuals as may be necessary for the successful completion of this study

## **Section Two—Baseline Assessment of the Fire Departments**

### **Task 2-A: Fire Departments & System Overview**

Triton will provide a basic description of the various services and components of the Dalton Fire Department and Whitfield County Fire Department. This will include, but not be limited to:

- Population data and demographics of each service area
- General description of the fire departments and the various services provided
- Description of the current service-delivery infrastructure (i.e., emergency operations)
- Governance and lines of authority
- Organizational design
- Other system components related to fire protection, EMS, and ground and air emergency medical transport (if applicable), 911/emergency communications, and any other relevant regional programs and agencies

## **Task 2-B: Management Components**

Each fire department's basic management processes will be reviewed, including:

- Mission, vision, strategic planning, goals, and objectives.
- Internal assessment of critical issues and future challenges.
- Review of current policies, procedures, and any Standard Operating Guidelines (SOG).
- Internal and external communications processes.

## **Task 2-C: Staffing & Personnel**

Triton will review each fire department's staffing levels and assignments. Areas to be considered include:

- Administration and support staffing levels
- Operational staffing levels
- Staff allocation to various functions and divisions
- Staff scheduling methodology
- Current standard of coverage and staffing performance for incidents
- Operations staff distribution
- Review of each fire department's current wages and benefits of career uniformed (sworn) and operations personnel
- Review and comparison of current labor agreements
- Review of non-uniformed (non-sworn) staff wages and benefits
- Responsibilities and activity levels of personnel
- Review and comparison of job descriptions and current ranks at both fire departments

## **Task 2-D: Financial Review of the Fire Departments**

Triton will review the existing financial status of each of the fire departments to include, but not limited to:

- Sources of recurring and non-recurring revenue, including property taxes
- Existing revenue and projections for the next three to five years
- Cost for existing levels of service and projections for the next three to five years
- Any indirect costs, cost allocations, and contractual obligations
- Review of each fire department's capital facilities and apparatus replacement and improvement plans

## Task 2-E: Capital Facilities & Apparatus

This task will entail a review of current major capital assets (facilities and apparatus). This evaluation will include:

**Facilities**—Tour and make observations in areas critical of current station location and future station considerations. This will entail a cursory review of each facility, rather than an engineering analysis or highly technical inspection of the facilities. Items to be contained in the report include (fire station location issues will be addressed later):

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

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

- Age, condition, and serviceability
- Maintenance
- Distribution and deployment

## Task 2-F: Service-Delivery & Performance

Triton will review and make observations in areas specifically involved in, or affecting, service levels and performance of DFD and WCFD. Areas to be reviewed shall include, but not necessarily be limited to:

- **Demand Study**—
  - Analysis of current service-demand by incident type and temporal variation for each individual organization
  - Analysis and Geographic Information System (GIS) display of current service-demand density within the overall study area
- **Distribution Study**—
  - Overview of the current facility and apparatus deployment strategy of each fire agency, analyzed through GIS software, with identification of service gaps and redundancies. This distribution study will be conducted for the study area as a whole, with all existing facilities included in the analysis.



- **Concentration Study—**
  - Analysis and GIS display of the response-times necessary to achieve a full effective response force (ERF) arrival in the study area using existing distribution of all fire department resources
  - Analysis of company and staff distribution as related to ERF assembly in the study area
- **Reliability Study—**
  - Analysis of current workload, including unit hour utilization (UHU) of individual companies (to the extent data is complete)
  - Analysis of call-concurrency and impact on effective response force assembly
- **Performance Summary—**
  - Analysis of actual system response-time performance, analyzed by individual companies (to the extent data is available). Performance analysis will be conducted for each fire department individually, along with the study area as a whole.
- Mutual and automatic aid systems

### **Task 2-G: Future Projections**

Triton will utilize available historical data to project the following:

- Estimated population growth over the next five years
- Projected service-demand over the next five years

### **Task II-H: Support Programs**

Triton will review any current collaborative processes and methods of the fire departments with the various support programs, to include but not be limited to:

- **Training & Continuing Education**
  - General training competencies
  - Training administration
  - Training facilities
  - Training procedures, manuals, and protocols
  - Training recordkeeping

- **Life-Safety Services (Fire Prevention)**

- Code enforcement activities
- New construction inspection and involvement
- General inspection program
- Fire and life-safety public education programs
- Fire investigation programs
- Pre-incident planning
- Statistical collection and analysis

- **Technical Rescue & Special Operations Capabilities**

Evaluate each fire department's capabilities regarding technical rescue incident response and special operations, to include, but not limited to, the following:

- Review of current technical rescue and operations programs and capabilities
- Review of physical and personnel resources
- Review of training and educational compliance
- Review of historical staffing performance regarding technical rescue and special operations responses

- **Emergency Medical Transport**

- Review the current ground emergency medical transport delivery system
- Identify potential opportunities for development of a countywide fire-based EMS transport system
- Identify potential revenue in such a system

## **Section Three—Strategies for Potential Collaboration**

Triton will use the completed baseline assessment of each fire department to identify opportunities and the feasibility of consolidation or cooperative efforts. The Triton Project Team will identify areas of duplication that can be reduced through consolidation efforts, as well as potential service improvements that can be accomplished. Experience has shown that this frequently becomes the overriding influence for public fire-service consolidation efforts.

Items in this section of the report include but are not limited to the areas listed below. The detailed information will provide fire department leaders and elected officials with the information necessary to make important decisions regarding emergency services consolidation.

### **Task III-A: Options for Collaboration**

Triton will review the various options for cooperative services, including the advantages and disadvantages of each. The following options will be evaluated and discussed:

- Each fire department remains autonomous (status quo)
- Full legal consolidation of the two fire departments
- Collaborative options (Administrative, Functional, and/Operational Collaboration)
- Any other valid options identified during the study

### **Task III-B: Recommended Options for Consolidation or Collaboration**

The study takes into account the many shared issues that face each of the fire departments, and how such matters affect the effort to construct a consolidated organization for efficient service. Following the comprehensive analysis and review of the options described in Task III-A above, Triton will provide the following:

- Recommended option(s)
- Organizational structure of a consolidated organization, if applicable
- Operations and deployment methods
- Staffing and personnel methods and scheduling
- Any impact on fire station facility locations and staffing capacity
- Organizational identity (new logo, uniforms, patches, and other identifiers)
- Any other issues related to the recommended option(s)

### **Task III-C: Financial Impact**

Triton will identify and evaluate the financial impact of each of the recommended options for DFD and WCFD, to include but not limited to:

- Short-term, mid-term, and long-term financial projections of the recommended option(s)
- Funding and cost-sharing between the two jurisdictions, if necessary

### **Task III-D: General Findings & Recommendations**

During the study, Triton may identify other areas or issues that warrant evaluation and recommendations for improvement. If so, they will be addressed in this section or other areas of the report.

### **Task III-E: Planning & Implementation**

Depending on the recommendations, Triton will develop a step-by-step plan for implementing the consolidation or collaborative processes.

## Section Four—Delivery & Presentation of Final Report

### Task 5-A: Development & Review of the Draft Report

Triton will develop and produce an electronic version of the draft written report for technical review by representatives of DFD and WCFD. This feedback is a very important aspect of this project, and Triton will provide adequate opportunities for review and discussion of the draft report prior to finalization. The report will include:

- Clearly designated recommendations
- Detailed narrative analysis of each report element clearly written and presented in sections with explanatory support to ensure an understanding by all readers
- Supportive charts, graphs, GIS maps and analyses, and diagrams, where appropriate

### Task 5-B: Publication of the Final Report

Following a final technical review and approval by DFD, WCFD, and any other representatives, Triton will provide an electronic version (PDF format) of the report, and up to a total of ten (10) printed and bound copies (if desired).

### Task 5-C: Presentation of the Final Report

Triton will conduct a final presentation of the report to representatives of the City of Dalton, Whitfield County, DFD, WCFD, and any other individuals or groups as requested.

## Estimated Project Timeline & Fee Proposal

### Project Completion Timelines

Triton offers the following project timeline, which is subject to change based upon the mutual agreement of the two jurisdictions 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.

**Estimated Time to Complete the Project:** 5–6 months (150–180 days) or sooner

### Project Fee Proposal

AP Triton Consulting presents the following formal cost proposal for the project outlined in the Scope of Work. The fee Triton is proposing to perform this study is inclusive of expenses:

Project Section	Fees & Expenses
<b>Section 1:</b> Project Initiation & Information Acquisition	\$18,948
<b>Section 2:</b> Baseline Assessment of the Fire Departments	\$25,355
<b>Section 3:</b> Strategies for Potential Consolidation	\$6,045
<b>Section 4:</b> Delivery & Presentation of Final Report	\$9,917
<b>Proposed Project Fee (will not exceed):</b>	<b>\$60,265</b>

### Payment Schedule & Invoicing

- First-third payment due upon signing of the contract.
- Second-third due at submission of draft report for technical review.
- Final payment due at completion of the project.
- Additional hours will be billed at a rate of \$135/hour for the Senior Project Manager and \$100/hour for consultants plus any additional travel expenses.

### Cost Quotation Information

- Bid quotation is valid for 30 days.
- Triton shall perform any additional work on a time and materials basis as requested in writing by the client at a negotiated hourly rate.

## AP Triton Consulting, LLC

### Contact Information

Triton's headquarters is based in Sacramento, California. Consultants and subject matter experts are located throughout the United States.

- **Address:** 1851 Heritage Lane, Suite 138, Sacramento, CA 95815
- **Phone:** 707-266-4309
- **E-Mail:** khenke@aptriton.com
- **Website:** www.aptriton.com

### 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, and other unique fire service and EMS studies.

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 GEMT and IGT. Additionally, AP Triton has successfully negotiated public/private partnerships that have resulted in tens of millions of dollars in new revenue for our clients.

## **Conflict of Interest & Disclosures**

### **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 contracting 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. In the event that a conflict of interest is identified in the provision of services, Triton will immediately notify the client in writing.

### **Insurance**

Certificates of insurance are available upon request.

### **Litigation**

Triton has no past and/or pending litigation or unresolved lawsuits.

## Appendix 1: Qualifications of the Project Team

### John A. Stouffer

#### Senior Project Manager



#### 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, Mr. Stouffer has been providing a wide variety of public safety consulting services to clients throughout North America.

#### 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
- 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)

Note: This is a brief summary of Mr. Stouffer's CV. A complete version can be made available on request.



## Jeff Piechura

### Associate Consultant



#### Summary of Qualifications

Experience in strong administrative, management, and leadership analysis skills to AP Triton, with strength in organizational development, operations, IT, finance, human resource management, emergent and non-emergent medical services, emergency management, and strategic planning. Specific experience and expertise related to the governance and operation of fire districts. Working in a team environment requiring strong collaboration and communication skills. Critical thinking and problem

solving are strengths.

#### Professional Development & Education

- Fire District and municipal fire department administration, management, strategic planning. IT planning and development, personnel development, data collection and performance management, assessment, and accreditation.
- Municipal fire administration, assessment, personnel development, strategic planning, transforming systems and services, data collection and performance management
- Master's Degree, Arizona State University
- Bachelor's Degree, Arizona State University

#### Experience

- Consultant, Emergency Services Consulting International
- Executive Management Advisor to the City Manager, City of Tucson
- Assistant Chief, Sedona Fire District, Arizona
- Fire Chief, City of Stockton, California
- Fire Chief, Northwest Fire District, Arizona

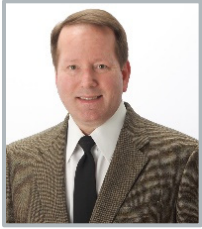
#### Associated Professional Accomplishments

- Past President of the Arizona Fire Chiefs Association
- Past Chairman of the Arizona Fire Services Institute
- Past Board Member Center for Public Safety Excellence
- Arizona Fire Service Inductee to the Hall of Flame

Note: This is a brief summary of Mr. Piechura's CV. A complete version can be made available on request.

## James E. Syring

### Associate Consultant



#### Summary of Qualifications

James Syring has served with Clackamas County Fire District #1 in Clackamas, Oregon for 30 years, retiring as Deputy Fire Chief in 2015. He is now an elected Board of Director for Clackamas Fire and was recently re-elected for a second term. James progressed through the ranks from Volunteer Firefighter to Chief Officer and has an extensive educational and fire service background including time served as a peer assessor for the Commission on Fire Accreditation International (CFAI).

Chief Syring brings strong administrative and management skills to ESCI, cultivated by strong education and experience, with strength in organizational development, human resources management, and expertise in legal integration opportunities and methods. Chief Syring has helped facilitate, support, and execute numerous consolidations & mergers that resulted in eleven separate Fire Departments in Clackamas County legally integrating into One and contracting for services.

#### Educational Background

- Fire Service Administrator's Institute, Eastern Oregon University, LaGrande, OR
- Fire Service Advanced Administrator's Institute, Eastern Oregon University, La Grande, OR
- Portland Community College, Associates of Fire Science, Portland, OR
- Eastern Oregon University, Bachelors of Science, Fire Administration, LaGrande, OR
- National Registered EMT – EMT Basic, 1983 – Current
- National Fire Academy (NFA), Executive Fire Officer Graduate, Emmitsburg, MD

#### Professional Experience

- 36 continuous years of diverse experience in fire and emergency medical services
- Deputy Fire Chief and EMT Basic, Clackamas County Fire District #1, Oregon
- Accreditation Peer Assessor, Commission on Fire Accreditation International (CFAI), Virginia
- Accreditation Program Manager, Clackamas County Fire District #1, Oregon
- National Fire Protection Association, Certified Fire Officer IV, Fire Protection Executive, and Fire Protection Administrator.

#### Relevant Experience

- Active Member, Oregon Fire Chiefs Association, 2004 – 2015
- Active Member, North Clackamas County Chamber of Commerce, 2006-Present
- Chair, Boring Fire-Clackamas Fire Volunteer Program Consolidation Project, 2012
- Board of Director, Clackamas County Fire District #1, 2015-Present
- Committee Member, Interagency Committee, Clackamas County Fire District #1
- Citizen's Advisory Committee, Happy Valley Comp Plan Citizen's Advisory Committee

#### Associated Professional Accomplishments

- Extensive experience in facilitating, supporting, and executing numerous fire department legal integration processes in Clackamas County over a 30-year time frame.
- Implemented a regionally recognized Volunteer Firefighter Compensation program.
- Authored NFA Applied Research papers on Succession Planning, Developing Pandemic Plans, Improving Community Risk Assessments, and Volunteer Compensation.

Note: This is a brief summary of Mr. Syring's Qualifications. A complete version can be made available on request

**James Angle** MBA, B.S., EFO, CFO, MIFireE**Associate Consultant****Summary of Qualifications**

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. Working in a team environment requiring strong collaboration and communication skills. 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
- Florida Fire Chief's 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

Note: Mr. Angle's complete CV is available upon request

## Eric A. Schmidt

### Technical Consultant



#### Summary of Qualifications

Eric Schmidt has nearly thirty years' experience in mapping and geospatial technologies in both the private and public sectors. Over the last ten years he has been engaged full-time in local government where he has gained substantial experience in enterprise GIS, Emergency Management, and Public Safety. He has gained substantial experience in supporting both unified command and incident management teams for wildland fires and other regional events.

Mr. Schmidt has a strong vision for integrating GIS technologies into daily workflows and for building a GIS-centric approach to large and small organizations. During his career he has been a part of the geospatial world's evolution from paper maps to the Web, and now to hand-held mobile devices. He still approaches each day with enthusiasm and excitement as to what the future holds for GIS.

#### Professional Development & Education

- Bachelor of Arts, University of Tennessee, Knoxville, TN, 1991
- Master of Arts, Appalachian State University, Boone, NC, 2001
- Public Leadership Certificate, University of Nevada, Reno, NV 2013

#### Licensure & Certifications

- Geographic Information Systems Professional (GISP), GIS Certification Institute
- GIS Surveyor License (In Renewal), South Carolina Board of Professional Engineers & Land Surveyors

#### Experience

- Managing Partner, EM GIS Partners, LLC., Highland, FL, 2015 - Present
- GIS Coordinator, Franklin County, VA, 2018 - Present
- GIS Supervisor, Douglas County, NV, 2010 – 2018
- Director of Technology, Site Tech Systems, LLC, Murrells Inlet, SC, 2002 – 2009
- GIS Analyst, Sky Aviation, Georgetown, SC, 2000 – 2002
- Departmental Supervisor, University of Tennessee, 1992 - 1997

#### Associated Professional Accomplishments

- Nevada Geographic Information Society, Board of Directors '12-'18, Vice President '13-'16
- Member of the Southwest Virginia (Region VI) Incident Management Team (Type III)
- Support Services Volunteer, Midway Fire-Rescue, Pawleys Island, SC, 2005 - 2010

Note: This is a brief summary of Mr. Schmidt's CV. A complete version can be made available on request.

## John Spencer

### Associate Consultant



#### Summary of Experience

John Spencer worked his way up the city administration ranks from Purchasing Clerk to City Administrator. His service began with the City of University Place, Washington in 1999 where he honed his finance skills, moved to the City of Vancouver in 2004, Washington where he worked as a Management Analyst, and ended as City Administrator in North Bonneville, Washington in 2009. John left North Bonneville in 2013 to begin free-lance consulting. As a consultant he continued serving North Bonneville for several years writing budgets and planning documents, and branched into serving small businesses by writing business plans and performing financial analyses. Today he continues consulting while also serving as an elected commissioner for the Port of Camas-Washougal.

For kicks John enjoys flying his 1994 Piper Saratoga airplane, jogging, and messing around on his family's farm in Washougal, Washington.

Mr. Spencer brings strong administrative and financial skills to ESCI, cultivated by strong education and experience, with particular strengths in budgeting, financial analysis, and program planning. He holds a bachelor's degree from Lewis & Clark College, a legal assistant certificate, and a MPA from Syracuse University, Maxwell School.

#### Educational Background

- Bachelor of Arts, International Affairs, Lewis & Clark College, Portland, OR, 1994
- Legal Assistant Certificate, College of Legal Arts, Portland, OR, 1995
- Master of Public Administration, Syracuse University - Maxwell School, Syracuse, NY, 1999
- Basic Economic Development, Economic Development Council, Wenatchee, WA 2017

#### Professional Experience

- Associate Consultant, Emergency Services Consulting International
- Freelance Consultant, Pulse Consulting
- City Administrator, North Bonneville, Washington
- Policy/Management Analyst, City of Vancouver, Washington
- Senior Management Analyst, City of University Place, Washington
- 18 years of diverse finance and administration experience in cities and special purpose districts

#### Associated Professional Experience

- Elected Port Commissioner, Port of Camas-Washougal
- Parks Advisory Board, Clark County Parks Department
- Various Committees, Camas, and Peninsula School Districts

#### Other

- Rotary Club of Camas-Washougal
- Angel Flight volunteer

Note: This is a brief summary of Mr. Spencer's CV. A complete version can be made available on request

## Appendix 2: AP Triton Clients & Experience

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

- Aberdeen Fire Department (WA)
- City of Alameda Fire Department
- Alameda County Fire Protection District
- Alaska Fire Chiefs Association
- Albany Fire Department
- Anaheim Fire and Rescue
- Berkeley Fire Department
- Bethel Fire Department (AK)
- Big Indie Bliss, Inc. (NY)
- Bodega Bay Fire Department
- Brea Fire Department
- California Fire Chiefs Association
- California Metro Chiefs Association
- Carlsbad Fire Department
- Carroll County Ambulance District (MO)
- Central Jackson County FPD(MO)
- Central Pierce Fire Protection (WA)
- Chariton County Ambulance District (MO)
- Chico Fire Department
- Chula Vista Fire Department
- Central Kitsap Fire and Rescue (WA)
- City of Colton/Loma Linda FD
- Contra Costa County FPD
- City of Costa Mesa Fire Department
- Cosumnes Fire Department
- Cowlitz 2 Fire & Rescue (WA)
- DeKalb County Fire Rescue (GA)
- City of Downey Fire Department
- Dixon Fire Department
- Douglas Okanogan County FD 15 (WA)
- El Dorado Hills Fire Department
- Exeter District Ambulance
- Eugene/Springfield Fire Department (OR)
- Fairfield Fire Department
- Fort Myers Fire Department (Florida)
- Fountain Valley Fire Department
- City of Fresno Fire Department
- Fullerton Fire Department
- Eureka Fire Protection District (MO)
- Fairfield Fire Department
- Fort Myers Fire Department (FL)
- Fountain Valley Fire Department
- City of Fresno Fire Department
- Fullerton Fire Department
- Gig Harbor/Pierce FD #5 (WA)
- Grand River Regional Ambulance (MO)
- Gray's Harbor #4/L. Quinault VFD (WA)
- Gray's Harbor Fire District #5 (WA)
- Hawaii Fire Chiefs Association
- Hermosa Beach Fire Department
- Huntington Beach Fire Department
- Idaho Fire Chiefs Association
- Kennewick Fire & Ambulance (WA)
- Kern County Fire Department
- Lake Ozark FPD (MO)
- Lincoln Fire & Rescue (NE)
- Milwaukee Fire Department (WI)
- Sonoma County Fire Chiefs Association
- Sonoma County Fire District
- Sonoma Valley Fire Department
- Stockton Fire Department
- Sunnyside Fire Department (WA)
- Tacoma Fire Department (WA)
- Tualatin Valley Fire & Rescue (OR)
- Ukiah Valley Fire Authority
- Umatilla Fire Department
- Utah Fire Chiefs Association
- Vacaville Fire Department
- Valley Center Fire Protection District
- Ventura County Fire Department
- Washington Fire Chiefs Association
- Watsonville Fire Department

The following is a partial list of projects in which the members of the Project Team for this study have served as the Project Manager or participated in. Our team has conducted dozens of studies throughout the U.S. and Canada.

<b>Project Description</b>	<b>Organization</b>
• Community Risk Assessment-Standards of Cover:	Idaho Falls Fire Department (ID)
• Consolidation Feasibility Study & Service Review:	Central and Aptos FPDs (CA)
• Fire Departments Consolidation Study:	Multiple departments (MO)
• Community Risk Assessment-Standards of Cover:	Santa Maria (CA)
• Fire District Consolidation Study:	South Beach FD (WA)
• Fire Department Staffing Needs Assessment:	Santa Rosa (CA)
• Operational Analysis:	Strathcona Fire (Canada)
• Community Risk Assessment-Standards of Cover:	Salinas (CA)
• EMS System Analysis:	Summit County Fire Agencies (CO)
• Regional Fire Service Study:	Pinole (CA)
• Fire Department Master Plan	Wasatch County Fire (UT)
• Standards of Coverage & Deployment Plan:	Tahoe Douglas FPD (NV)
• Organizational Assessment:	Yreka Fire Department (CA)
• Alternative Governance Model Feasibility North:	North Tahoe & Meeks Bay FPDs (CA)
• EMS Integration Study:	Henry & Jefferson Counties (IA)
• Succession Management Report:	Cosumnes Fire Department (CA)
• Fire Protection & Life-Safety Feasibility Study:	San Benito County (CA)
• Community Risk Assessment/Standards of Cover:	Menlo Park FPD (CA)
• Fire Department Master Plan:	North Whatcom Fire & Rescue (WA)
• Fire Departments Consolidation Study:	Walla Walla Fire Agencies (WA)

## Appendix 3: References & Projects

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

Contra Costa County Fire Protection District (California)			
<b>Project Title &amp; Description:</b> <b>Ambulance Service Feasibility Study</b>			
AP Triton conducted a fire-based Ambulance Feasibility Study for the 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. Since implementation of the public-private partnership, which was the chosen recommendation of the study, Contra Costa County FPD now turns a \$10 million profit annually and has amassed a reserve of \$28.6 million, all while improving response time compliance to 96% across all response zones.			
<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)			
<b>Project Title &amp; Description:</b> <b>EMS Valuation / Assessment Study</b>			
AP Triton Consulting 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		

California Fire Chiefs Association (California)			
<b>Project Title &amp; Description:</b> <b>Project Management</b>			
AP Triton serves as Project Manager for legal issues, such as 201 rights, anti-trust, and underground regulations, and as Lead Negotiator on all GEMT and IGT programs with the California Health & Human Services and Center for Medicaid Services.			
<b>Contact Name/Title:</b>	Tracey Hansen, Executive Director	<b>Year:</b>	Ongoing
<b>Client Phone:</b>	916.799.9160		
<b>Client E-Mail:</b>	traceyhansen@calchiefs.org		