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October 8, 2025

Courtney Hall
Lincoln Parish
chall@lincolnparrish.org

Re: Proposal Submission – Master Plan and EMS System Study

Dear Ms. Hall and Selection Committee,

On behalf of AP Triton, LLC, I am pleased to submit our proposal to conduct a Master Plan and EMS System Study for the Lincoln Parish Fire Protection District. We recognize the critical importance of this project in supporting the District's mission to provide high-quality, sustainable fire protection and emergency medical services to the community.

This proposal outlines a comprehensive evaluation of the Lincoln Parish Fire Protection District and the feasibility of integrating Lincoln Parish Rescue & EMS, Inc. into the Town's service structure. Our approach includes a strategic review of current operations, governance, staffing, financial sustainability, and long-term infrastructure needs, all grounded in national best practices and local conditions. In doing so, we will deliver actionable, data-driven recommendations to enhance service delivery and prepare for future growth.

AP Triton brings deep expertise in conducting system assessments, EMS valuations, and community-driven master planning for fire and emergency services organizations across the country. Our team has extensive experience in Louisiana and will leverage this background to ensure our findings are relevant, implementable, and aligned with the regulatory environment, community expectations, and available resources.

We appreciate the opportunity to support Lincoln Parish Fire Protection District through this important initiative and look forward to the possibility of partnering together to shape the future of public safety in your community. If you have any questions or need further information, please contact Melissa Vazquez Swank, Director of Project Operations, at mswank@aptriton.com or (503) 708-4282.

Sincerely,

A handwritten signature in blue ink, appearing to read "Micheal Despain".

Micheal Despain
Chief Executive Officer



PROPOSAL TO CONDUCT A

LONG-RANGE MASTER PLAN & EMS FEASIBILITY STUDY

**Lincoln Parish Fire
Protection District #1**
Dubach, Louisiana
October 8, 2025



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PROJECT UNDERSTANDING & SCOPE OF WORK

PROJECT UNDERSTANDING

AP Triton recognizes Lincoln Parish Fire Protection District's (LPFPD) need for a Master Plan and EMS System Study to evaluate and optimize fire and emergency medical services. This project will assess the current operations of the LPFPD and determine the feasibility of integrating Lincoln Parish Rescue & EMS, Inc. into Lincoln Parish's service structure. The goal is to ensure efficient, high-quality emergency services that meet the demands of residents and businesses while aligning with local, state, and national standards.

Our proposal encompasses an in-depth evaluation of Lincoln Parish Rescue & EMS, Inc., including its potential integration under Lincoln Parish's umbrella, and provides a strategic framework for staffing, operations, management, and organizational structure to meet the service expectations of stakeholders. The study will provide data-driven recommendations to guide decision-making, enhance service delivery, and prepare for Lincoln Parish's future growth. Our analysis will focus on five key areas:

- **Comprehensive Analysis:** Evaluate the current operational and organizational state of fire and EMS services, including response times, staffing, and resource allocation.
- **Feasibility Assessment:** Study the potential merger of Lincoln Parish Rescue & EMS, Inc. with municipal services to determine if such integration would enhance service delivery.
- **Strategic Planning:** Develop a master plan that includes recommendations on staffing models, operational improvements, management strategies, and capital asset needs.
- **Regulatory Compliance:** Ensure all recommendations align with local standards, *National Fire Protection Association* (NFPA) standards, *Occupational Safety & Health Administration* (OSHA) requirements, *Insurance Services Office* (ISO) guidelines, *Commission on Fire Accreditation International* (CFAI) self-assessment criteria, Health and Safety requirements (i.e., OSHA), Federal and State mandates that relate to emergency services, Louisiana Bureau of EMS requirements, and industry best practices.
- **Future Growth Planning:** Address projected growth and service demands by incorporating community risk analysis, GIS-based evaluations, and benchmarking against industry best practices.

EMS Feasibility Study

AP Triton will also conduct an EMS valuation and review the service delivery models of LPFPD. This evaluation will provide a clear financial picture, including transport fees, costs, billing strategies, and potential revenue opportunities through cost recovery mechanisms and federal reimbursement programs. Additionally, it will examine resource needs, workload distribution, and system performance to ensure service demands are met effectively.

By reviewing various service delivery approaches in relation to operational goals, financial sustainability, and regulatory considerations, AP Triton will help LPFPD explore opportunities for improvement and make informed decisions to enhance long-term system viability. The study will focus on:

- **Financial Analysis:** Reviewing transport fees, reimbursement opportunities, and cost recovery mechanisms.
- **Workload and Resource Allocation:** Ensuring personnel and assets meet service demands.
- **Service Delivery Models:** Evaluating various EMS deployment options to improve response efficiency.

By delivering a data-driven feasibility study, AP Triton will provide the LPFPD with the necessary insights to optimize EMS operations, improve financial sustainability, and ensure long-term service viability.

Fire Department Master Plan

The Master Plan will serve as a strategic guide to align LPFPD's resources and operations with projected growth and service expectations. AP Triton will create a roadmap for sustainable fire service improvements.

Key elements of the plan include:

- **Long-Term Financial Sustainability:** Developing strategies for fiscal responsibility and effective long-range planning.
- **Resource Optimization:** Ensuring that personnel, equipment, and facilities are allocated efficiently to maximize readiness and response capabilities.
- **Technological Adaptation and Innovation:** Leveraging state-of-the-art tools and systems to improve communication, incident management, and service delivery.
- **Enhanced Community Engagement:** Incorporating strategies that build public trust and ensure that fire protection services evolve in line with community expectations.

Our unified master plan is designed to create a robust, integrated framework that not only meets the current public safety requirements but also anticipates and adapts to its evolving needs. The master plan will provide the most effective and efficient model for staffing, operations, management, and organizational structure to meet the service levels expected by elected officials, staff, Town residents, and business owners. By addressing fire and EMS services in a cohesive manner, we ensure that resource allocation, operational processes, and community engagement strategies are harmonized to deliver optimal public safety outcomes now and into the future.

SECTION ONE—PROJECT INITIATION

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

AP Triton will meet virtually with the LPFPD project team and/or liaisons. The purpose will be to develop a comprehensive understanding of the agencies' background, goals, and expectations for the project.

AP Triton's Project Manager will develop and refine a proposed work plan that will guide the Project Team. This work plan will be developed by identifying:

- Project team members responsible for each task
- Major tasks to be performed
- Resources to be utilized
- Methods for evaluating study results
- Monthly Progress Reporting schedule (Task 1-E)
- Any potential constraints or issues related to accomplishing specific tasks

The benefits of this process will be to develop working relationships between the AP Triton Project Team and LPFPD, determining communication processes and identifying logistical needs for the project.

Task 1-B: Procurement of Information & Data

AP Triton will request pertinent information and data from LPFPD and any other agencies, as necessary. This information is critical and will be used extensively in the various analyses and development of the report. Thoroughly researched and relevant studies will be included during AP Triton's review. The documents and information relevant to the **Master Plan** will include, but not be limited to, the following:

- Any past or current emergency service studies, research, and/or Community Risk Assessments/Standards of Cover studies.
- Community Comprehensive Plan documents, including current and future land-use information.
- Current FEMA-approved Hazard Mitigation Plan.
- Local census, economic, and demographic data.
- Local Geographic Information Systems (GIS) data.

- Zoning maps and zoning codes.
- Financial data, including debt information, long-range financial plans, revenue sources, and projections.
- Administrative policies and procedures.
- Standard Operating Guidelines (SOGs) and service delivery and deployment practices; including policies regarding EMS quality improvement methods.
- Current service delivery and response time performance standards, objectives, and targets.
- Information on training programs, life-safety and prevention programs, and special operations.
- Inventory of fire stations (and any other facilities) and apparatus inventories.
- Local collective bargaining agreements.
- Automatic and mutual aid agreements.
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data.
- Computer-Aided Dispatch (CAD) incident records.
- Any other documents and records necessary for the successful completion of the project.

Documents and information relevant to the **EMS Feasibility Study** will included, but not be limited to:

- EMS system valuation:
 - Historical budgets and financial data.
 - Current ambulance fees.
 - Ambulance transport and hospital turnaround times; including transport mode (lights & siren vs. no lights & siren) to hospital; number of patient refusals; and other data elements which may be requested.
 - Patient records (without any identifying information and in accordance with HIPAA) that include EMS provider impression, level of care provided (ALS vs. BLS), and patient outcomes (if available).
- Any other documents and records necessary for the successful completion of the project.

Task 1-C: Stakeholder & Community Input

The AP Triton Project Team will conduct on-site interviews and gather information from key personnel and stakeholders. Some information may be acquired using electronic forms, online surveys, and/or telephone interviews. Individuals will include, but not be limited to:

- Mayor, Town Manager, and Town Council as well as the Lincoln Parish Rescue & EMS, Inc. Board of Directors
- LPFPD Fire Chief, and other officers and administrative support staff
- Ruston EMS Chief and administrative support staff
- Individuals responsible for finance and human resources.
- Select group of career and volunteer firefighters
- Representatives of the agency that provides dispatch services
- Mutual aid and other fire departments, law enforcement, and EMS agencies
- Assorted community groups
- Employee and volunteer groups
- Others, as they may contribute to this project

From these interviews, AP Triton will obtain additional perspectives on operational, economic, and policy issues facing the fire department and the EMS agency, evaluating current conditions and situations, and developing a comprehensive plan for fire suppression, EMS, Rescue, HazMat, and Life Safety Services for projected service delivery.

Task 1-D: Electronic Community Survey

AP Triton will assess and prioritize the district's expectations through outreach and engagement. To ensure the voices of residents are incorporated into the recommendations, AP Triton will collaborate with the LPFPD leadership to design an in-depth community survey. Aimed at capturing comprehensive insights from personnel, the survey will explore:

- Community preferences for fire and EMS services.
- Evaluation of current services and programs from a resident's perspective.
- Expectations for future service delivery and areas for improvement.
- Feedback on how the LPFPD can better meet community needs.
- Recommendations from community members.

AP Triton will ensure the survey aligns with the department's goals before distributing it to the community. Additionally, AP Triton will host a community feedback session to discuss survey results and gather further insights for the report's recommendations.

Task 1-E: Monthly Progress Reporting

To maintain transparency and facilitate smooth communication throughout the project, the AP Triton team will provide LPFPD with a monthly progress report. The schedule for these reports will be negotiated during project initiation. The monthly report will cover the following areas:

- **Project Milestones:** Overview of key achievements and milestones reached during the reporting period.
- **Task Status:** Update on the status of each task or deliverable, including any challenges encountered and how they are being addressed.
- **Next Steps:** Outline of the goals and objectives set for the following reporting period.

This monthly progress reporting mechanism aims to ensure that LPFPD is always fully informed and involved in the project, facilitating collaborative decision-making and timely adjustments as needed.

SECTION TWO—EVALUATION OF CURRENT CONDITIONS

Utilizing the data and information provided by LPFPD and other sources, AP Triton will conduct a baseline assessment of the current conditions and service performance of the fire department. This will include an organizational analysis of LPFPD based on the elements included in the following tasks. The purpose of this evaluation is to assess the department's operations in comparison to industry standards and best practices, and to establish a benchmark for measuring future service delivery options.

Task 2-A: Organization Overview

An overview of the department and the communities served will be developed, addressing:

- Service area population and demographics.
- History, formation, and general description of the fire agency.
- Governance and lines of authority.
- Foundational policy documents.
- Organizational design.

Task 2-B: Financial Overview

AP Triton will review historical revenues, expenditures, and other fiscal issues of LPFPD, as well as evaluate the current costs of service. Budget modeling permits analysis of staffing schemes, facility and vehicle redeployment, service efficiency, and program costs. This will include, but not be limited to:

- Overall operating budget, funding, fees, taxation, and financial resources.
- Review of financial management.
- Review capital improvement programs and planning.
- Any other issues related to budget, revenue, and expenditures.

Task 2-C: Description & Review of Services Provided

The services currently provided by the LPFPD will be reviewed and compared to industry benchmarks. Areas to be considered include:

- Description of the current service delivery infrastructure.
- Deployment considerations.

- Apparatus and unit types and staffing.
- Firefighter/EMT and Firefighter/Paramedic staff distribution.
- Computer-aided dispatch system.
- Review of emergency response services by type.
- Critical task analysis: fire suppression, EMS, and other incident types.

Task 2-D: Management Components

AP Triton will review and assess LPFPD's basic management processes, including:

- Current management overview, including organizational structure and chain of command.
- Mission, vision, strategic planning, goals, and objectives.
- Internal assessment of critical issues and future challenges.
- Internal and external communications processes.
- Policies and procedures.
- Hiring processes.
- Performance Evaluation Plan
- Medical Examinations & Counseling Services
- Professional Development & Succession Planning
- Reporting and recordkeeping.
- Information technology and records management systems.

Task 2-E: Staffing & Personnel

AP Triton will review LPFPD's staffing levels. Areas to be considered include:

- Review and evaluate administration and support staffing levels.
- Review and evaluate operational staffing levels.
- Review staff allocation to various functions and divisions.
- Review staff scheduling methodology.
- Review firefighter/EMS staff distribution that includes full-time, part-time, and volunteer staffing.

- Recruitment, retention, and incentives.
- Personnel management systems will also be reviewed, focusing on:
 - Human resources policies.
 - Personnel reports and recordkeeping.
 - Compensation systems.
 - Application and recruitment processes.
 - Health and wellness programs.

Task 2-F: Planning for Fire Protection & EMS

The planning processes within LPFPD will be reviewed and include the following key components:

- Review and evaluate the adequacy of the current planning process.
- Review elements of tactical, strategic, and operational planning.
- Review long-range or other planning efforts.

Task 2-G: Capital Facility, Apparatus, & Equipment

This task will entail a review of current major capital assets (fire station, any other fire department facilities, and apparatus). This evaluation will include:

Facilities—Tour and make observations in areas critical of current station locations and future station considerations. This will entail a cursory review of each facility, rather than a detailed, comprehensive engineering analysis. Items to be contained in the report include:

- | | |
|----------------|-----------------------|
| • Design | • Future Viability |
| • Construction | • Work & Living Areas |
| • Safety | • Efficiency |

Apparatus & Equipment—Review and make recommendations regarding the inventory of apparatus and equipment. Items to be reviewed include:

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

Capital Outlay Plan—Review and make capital asset recommendations regarding the current capital outlay plan. Items to be reviewed include:

- Lifecycle of apparatus and equipment.
- Usage, maintenance, and future needs of capital equipment.
- Prioritization of projects based on necessity, funding availability, and service impact.
- Alignment of capital investments with projected population growth, service demand, and risk analysis.

Task 2-H: Support Programs

AP Triton will review and evaluate the following support programs.

- **Emergency Medical Services (EMS):** AP Triton will evaluate the current LPFPD emergency medical services (EMS) based on the Louisiana Bureau of EMS requirements and industry best practices.
- **Life Safety Services & Public Education:** AP Triton will conduct a review of pre-fire planning processes, Community Risk Reduction (including programs & models), fire inspections, fire and arson investigation, and assorted public education and prevention programs.
- **Communications and Dispatch:** Evaluation of communications infrastructure, alarm systems, dispatch center capabilities, technologies, staffing, and capabilities to ensure efficient call process, resource dispatching, and alignment with industry best practices and future growth demands.
- **Hazardous Materials Services Support & Response:** AP Triton will provide an overview of Lincoln Parish's capabilities with regard to hazardous materials incident responses, to include resources, training, and staffing.
- **Specialized Technical Rescue Services Support & Response:** AP Triton will provide an overview of LPFPD's technical rescue response, assessing the physical and staffing resources as well as training and education compliance for technical rescue operations, ensuring alignment with industry standards and best practices. AP Triton will review the historical staffing performance in regard to technical rescue response, including, but not limited to:
 - Heavy Rescue
 - Rope Rescue (Low & High Angle)
 - Extrication
- **Training & Continuing Medical Education:**

- Current situation and needs assessment.
- General training competencies and compliance with standards.
- Training administration, schedules, and facilities.
- Training program management and model including goals and objectives.
- Training administrative support and maintenance of training records.

SECTION THREE—COMMUNITY RISK ASSESSMENT

AP Triton will conduct a comprehensive all-hazards analysis of the community served by LPFPD based on the elements included in the following tasks. The goal of this evaluation is to initially assess the department's hazards, threats, vulnerabilities, and risks across the entire coverage area, comparing them to recognized standards and best practices, and to include benchmarks for measuring future improvements.

Task 3-A: Description of the Communities Served

AP Triton will provide an overview and description of the service area of LPFPD that includes:

- Community characteristics, including general location, history, geography, topography, climate, local government type, jurisdictional area, and surrounding jurisdictions.
- **Demographic characteristics:** Analysis of population characteristics, including population history, density, and growth trends.
- **Physical assets:** Identifying critical infrastructure and physical assets protected by the fire protection department.
- **Transportation networks:** Evaluation of key transportation routes (i.e., roads, railways, airports, waterways) and their impact on emergency response.

AP Triton will interpret census and community development data to provide insights on:

- Projected Residential Population Growth: Impacts on fire and emergency services based on current trends.
- Population history
- Population density
- Census-based population and demographic information:
 - Projected residential population growth
 - At-Risk and vulnerable populations' impacts on LPFPD services
 - Transient population and demographic information (to the extent data is available)

- Community planning-based population information.
- Community land use regulations.
- Occupancy types by land use designation.
- Hazardous substances and processes.
- Non-Structural Risks: Identification and categorization of community risks unrelated to building structure, such as public gatherings or open spaces.

Task 3-B: All Hazards Community Risk Assessment

AP Triton will conduct a comprehensive analysis of community risks and land use, interpreting their impact on emergency services planning and delivery. Land use, zoning classifications, parcel data, ISO fire-flow data, economic value, building footprint densities, occupancy data, and demographic information may be used, along with specific target hazard information. This analysis will include, but not be limited to:

- **Identification of Community Risks:** Fire, emergency medical services demand, technical rescue, hazardous materials, transportation, and natural hazards (e.g., hurricanes, flooding, wildfires).
- **Demographic Impact:** Consideration of population, age, density, and transient populations (e.g., tourists, seasonal workers).
- **Risk Impact Assessment:** Evaluation of the economic, social, cultural, and environmental impact of identified risks.
- **Speed of Onset & Duration:** Analyzing how quickly risks could develop and their expected duration.
- **Effect on Response Capabilities:** How each risk will impact the department's ability to respond effectively.

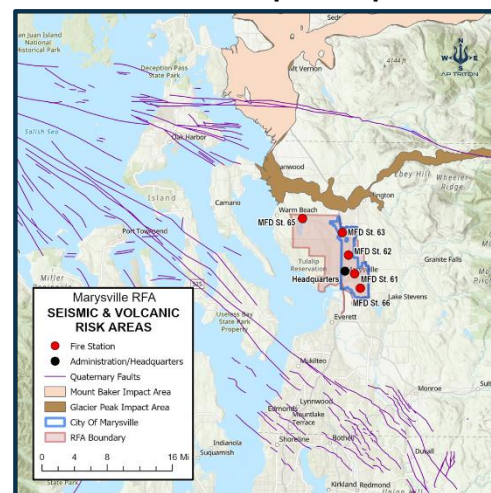
Task 3-C: Spatial Visualization of Data & Information

AP Triton will use local planning/zoning data combined with available GIS data from Lincoln Parish and other sources to evaluate the physical risks of the communities to include:

- **Geospatial Characteristics:** Analysis of political boundaries, growth limits, and construction constraints
- **Topography:** Identifying barriers to response, elevation extremes, and urban-wildland interface zones

- **Transportation Networks:** Mapping key transportation routes, railways, bridges, airports, and waterways.
- **Evaluation of Physical Assets:** Assessing protected infrastructure and critical facilities.
- **Risk Assessment Methodology:** Using established methods to analyze hazards, vulnerabilities, and resilience.
- **Community-Wide Hazards:** Emphasis on hurricanes, flooding, wildfire, and national security threats.
- **Risk Analysis of Key Properties:**
 - Strip commercial occupancies
 - Big-box stores
 - High-rise structures
 - Industrial facilities
 - Communications towers and cell sites
 - Institutional properties
 - Wildland Urban Interface (WUI) areas
 - Hazardous materials facilities
- Community safety and remediation programs.
- Community fire protection and detection systems.
- Community loss and save information.
- Risk by response category: fire, emergency medical, and other incidents.
- Risk by planning/demand zone.
- Utilize three-axis or bar data visualization to include probability, consequence, and organizational and community impacts (resiliency).

CRA Example Map



SECTION FOUR—STANDARDS OF COVER & DEPLOYMENT ANALYSIS

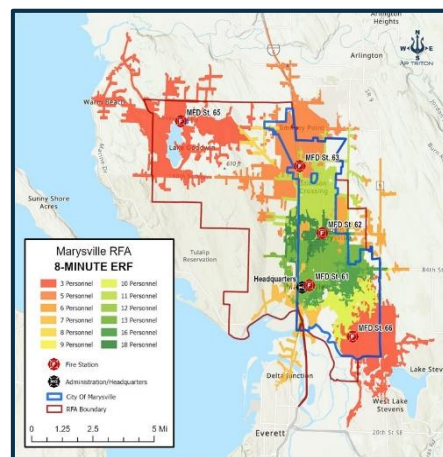
AP Triton will conduct a Standards of Cover (SOC) and deployment analysis consistent with the recommendations from the Commission on Fire Accreditation International (CFAI).

Task 4-A: Service Delivery & Performance

AP Triton will assess service levels and operational performance based on available data. This evaluation will focus on key areas, including but not limited to:

- **Resource Distribution Analysis:**
 - Overview of the current facility and apparatus deployment strategy, using GIS technology to identify service gaps and redundancies in initial unit response.
- **Resource Concentration Analysis:**
 - Evaluation of company and apparatus distribution in relation to assembling an effective response force (ERF).
 - Assessment of response time performance capability to ensure timely full ERF deployment.
- **Response Reliability Assessment:**
 - Examination of current workload, including unit hour utilization (UHU) for individual companies (as data permits).
 - Analysis of call concurrency and its impact on ERF assembly and overall resource availability.
 - Analysis of call concurrency and impact on resource exhaustion.
 - Review of actual or estimated failure rates of individual companies.
- **Operational Performance Evaluation:**
 - Assessment of current fire station locations and identification of potential sites necessary to determine operational performance, which will include the location of the current fire stations and potential locations for additional stations.
- **Historical Performance Review:**
 - Analysis of actual response performance, analyzed by individual components.
 - Evaluation of the role and effectiveness of mutual and automatic aid agreements.

ERF Example Map



- **Additional Performance Metrics:**

- Any other analyses necessary to ensure a comprehensive understanding of operational effectiveness and support the development of the Master Plan.

Task 4-B: Population Growth & Service Demand Projections

AP Triton will develop projections for population growth and service demand by interpreting census data and community development information. This analysis will include:

- **Historical Population Growth:** Review of past growth trends.
- **Census-Based Projections:** Estimating future residential and transient population growth.
- **Service Demand Forecasts:** Using historical incident data to project future service demand across the county.

Task 4-C: Fire Station Location Analysis

AP Triton will leverage advanced GIS software, incident data, and projected service demand based on population growth to assess the effectiveness of current Lincoln Parish fire station locations and their impact on response performance. If necessary, the analysis will also include:

- **Future Fire Station Needs:** Identification of potential new station locations based on service demand and coverage gaps.
- **Relocation Considerations:** Evaluation of whether repositioning existing fire stations could enhance response efficiency.
- **Co-Location Opportunities:** Exploration of potential shared facility options to optimize resources.
- **Geospatial Visualization:** Development of GIS-generated imagery to illustrate potential future fire station locations.

SECTION FIVE—EMS SYSTEM VALUATION

Task 5-A: Financial and Cost Analysis of EMS Transport Services

AP Triton will conduct a financial assessment of the EMS system to provide a clear understanding of current costs, revenue sources, and opportunities for financial optimization.

- **Current Fee and Payer Mix Assessment:** Evaluate existing transport fees, analyze payer mix, and assess financial sustainability within the service area.
- **Rate Comparison and Adjustment Strategy:** Benchmark rates against regional trends and explore adjustments to balance financial sustainability with community affordability.
- **Breakdown of Key EMS System Costs:**
 - **Personnel Costs:** Review expenses related to staffing, including salaries, benefits, and overtime.
 - **Administrative Expenses:** Assess operational costs related to EMS management, billing, and quality assurance activities.
 - **Overhead and Investment Costs:** Evaluate indirect expenses and capital investments, including equipment, training, and infrastructure needs.
- **Projected Revenue Impact:** Develop financial projections based on potential rate adjustments.
- **Billing Policy Recommendations:** Identify strategies to enhance billing efficiency and revenue collection.

Task 5-B: Resource Needs and Workload Assessment

This task will evaluate the EMS system's resource allocation and workload distribution to ensure effective service delivery.

- **Time on Task (TOT) Calculation:** Determine annual TOT requirements for maintaining system efficiency.
- **Workload Unit Hour Utilization (WUHU) Evaluation:** Assess WUHU metrics to optimize resource allocation.
- **Unit Availability Projection:** Estimate resource availability needs to meet service demand.

Task 5-C: Cost Recovery

AP Triton will assess cost recovery strategies to maximize financial sustainability.

- **Revenue Stream Analysis:** Identify existing and potential revenue sources, including user fees, taxes, and other funding mechanisms.
- **Federal Reimbursement Programs:** Evaluate eligibility and potential benefits from federal reimbursement programs such as Public Provider Ground Emergency Medical Transport (PP-GEMT) and Intergovernmental Transfer (IGT).
- **First Responder Fees:** Assess the feasibility of implementing additional cost recovery strategies.

Task 5-D: EMS System Model Evaluation

AP Triton will assess the existing EMS system model to determine whether it aligns with operational and financial goals, and whether alternative approaches may provide better outcomes.

- **Review of the Current EMS System Model:** Analyze the effectiveness and sustainability of the existing service model.
- **Exploration of Alternative Approaches:** Identify potential modifications or alternative service delivery methods that could enhance performance, efficiency, or cost-effectiveness.
- **Feasibility Considerations:** Assess operational, financial, and regulatory factors associated with any identified alternatives.

This evaluation will provide LPFPD with the necessary insights to determine whether the current EMS model remains the best fit or if adjustments could improve system performance and sustainability.

SECTION SIX—FINDINGS & RECOMMENDATIONS

The section develops the Master Plan document, including strategies intended to position the organization to successfully meet its future demand and manage risk over a 10 to 20-year outlook. AP Triton will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the desired levels of service identified in the previous task at the most efficient cost. Recommendations will be provided to identify the best long-range strategy for service delivery and assess the impact of implementing such a strategy. Additionally, short- and mid-term strategies will be recommended to improve service delivery and increase efficiency.

Task 6-A: Summary of Findings & Observations

Building on the comprehensive evaluations conducted throughout the study, AP Triton will compile a summary of key findings, identifying critical issues and opportunities for improvement. This summary will provide LPFPD with a clear and actionable understanding of the fire department's current operational and financial landscape.

The final report will include:

- **Regulatory & Operational Constraints:** Identification of any regulatory, legal, or operational challenges impacting current or future service delivery.
- **Performance & Service Gaps:** Analysis of response capabilities, resource deployment, and operational limitations affecting service effectiveness.
- **Financial & Cost Considerations:** Insights into funding adequacy, cost efficiency, and potential areas for financial optimization.
- **Data Capability Assessment:** Identification of limitations in data collection, management, or analytics that may affect performance evaluation and decision-making.
- **System Improvement Opportunities:** Key areas where enhancements in governance, staffing, training, service delivery, or community risk reduction could enhance overall effectiveness.

Task 6-B: Recommended Response Standards & Targets

AP Triton will review and recommend response performance targets for LPFPD based on industry standards, best practices, and the specific risks identified in the assessment. These recommendations will align with operational realities, resource availability, and community expectations.

Performance standards will consider:

- **Incident-Specific Staffing Needs:** Ensuring appropriate personnel levels to meet the critical tasking analysis for identified risks.
- **Apparatus Assignments & Deployment Models:** Evaluating response unit configurations to align with incident types, fire flows, and service demands.
- **Response Time Standards & Targets:** Establishing time-based benchmarks that allow for the effective initiation of critical tasks and emergency interventions.

To ensure alignment with national best practices, AP Triton will benchmark Lincoln Parish's performance against:

- Insurance Services Office (ISO) standards.
- National Fire Protection Association (NFPA) recommendations.
- Center for Public Safety Excellence (CPSE) guidelines.
- Other recognized performance metrics relevant to fire suppression, emergency medical services, hazardous materials response, and technical rescue operations.

By comparing LPFPD's response performance to these industry standards, AP Triton will help establish realistic and attainable targets for improving service delivery.

Task 6-C: Strategies & Recommendations

AP Triton will develop a series of strategic recommendations to guide LPFPD's future planning efforts. These recommendations will be categorized into short-term, mid-term, and long-term strategies, providing a phased approach to implementation.

Short- and Mid-Term Strategies

- **Governance & Organizational Structure:** Recommendations to enhance management processes, decision-making efficiency, and interagency collaboration.
- **Staffing & Personnel Deployment:** Strategies for optimizing resource allocation, including potential adjustments to staffing levels, schedules, and role distribution.
- **Service Delivery Enhancements:** Evaluation of current service models and alternative approaches to improve system efficiency.
- **Training & Professional Development:** Recommendations to strengthen training programs, leadership development, and operational readiness.

- **Community Risk Reduction Initiatives:** Identification of prevention programs, public education efforts, and community engagement strategies.
- **Interagency & Cooperative Agreements:** Strategies to enhance collaboration with regional partners, mutual aid agreements, and shared service models.
- **Financial Sustainability & Cost Recovery:** Assessment of funding mechanisms, revenue opportunities, and cost-sharing strategies.

Recommended Long-Term Strategies

- **Infrastructure & Facility Planning:** Considerations for fire station locations, future facility needs, and infrastructure investments.
- **Apparatus & Equipment Planning:** Recommendations for apparatus replacement cycles, fleet optimization, and specialized resource deployment.
- **Strategic Growth & Expansion Planning:** Evaluation of future service demand, jurisdictional growth, and system scalability.
- **Technology & Data Management Improvements:** Enhancements in records management, performance tracking, and decision-support analytics.
- **EMS System Model Considerations:** Analyzing the sustainability of the current EMS model and identifying potential modifications or enhancements to improve efficiency, response capability, and financial viability.

AP Triton will provide a detailed analysis of each recommended strategy, presented in both graphical and descriptive formats, where appropriate. Each recommendation will include the following elements:

- **Description:** A clear explanation of the proposed strategy, its purpose, and its implementation process.
- **Expected Outcome:** The anticipated impact on Lincoln Parish's operations, efficiency, and community service levels.
- **Financial Impact:** A cost analysis, including initial investments, ongoing expenses, and potential cost savings or revenue generation.

SECTION SEVEN—PROJECT CONCLUSION

Task 7-A: Development & Review of the Draft Report

AP Triton will develop and produce electronic versions of the draft written report for technical review by representatives of the LPFPD. This feedback is a crucial aspect of this project, and AP Triton will provide adequate opportunities for review and discussion of the draft report before its finalization. The report will include:

- Clearly designated recommendations.
- Detailed narrative analysis of each report element written and presented in sections with explanatory support to ensure an understanding by all readers.
- Technical review of the documents to ensure they meet the core competencies.
- Charts, graphs, GIS maps and analyses, and diagrams, where appropriate.

Task 7-B: Publication of the Final Report

Following a final technical review and validation of data by LPFPD, AP Triton will provide an electronic version (PDF format) of the report.

Task 7-C: Presentation of the Final Report

AP Triton will conduct a virtual final presentation of the report to representatives of LPFPD and any other individuals or groups as requested. To include:

- A summary of the report, methods of analysis, primary findings, and recommendations.
- An audio-visual presentation of the study with an opportunity for questions and answers.
- A review and explanation of charts, graphs, diagrams, and maps, where appropriate.

All presentation materials, files, graphics, and written material will be provided to Lincoln Parish at the conclusion of the presentation(s).

ESTIMATED PROJECT TIMELINE

Project Completion Timeline

Based on our extensive experience in conducting a wide array of analyses across public safety disciplines, including but not limited to fire service, emergency medical services, and law enforcement, we propose an estimated timeline of 6–9 months for the successful completion of the project. It is essential to note that the proposed timeline will commence only upon receipt of all necessary information and data required to conduct a thorough and accurate evaluation of the project scope. We have allocated two weeks for the client's technical review of the draft deliverables. Please note that any additional time needed for reviews or modifications will result in an extended project timeline.

While the 6–9-month window is our standard estimated timeframe, our team remains committed to completing the project as efficiently as possible without compromising the quality of our work. Our experienced consultants are dedicated to delivering actionable recommendations and high-quality outputs that align with the project's objectives.

It is important to emphasize that the proposed timeline will commence only upon our receipt of all the necessary information and data required to conduct a thorough and accurate evaluation of the project scope.

The success of this project depends on a collaborative relationship between our team and LPFPD. We value open communication and will provide regular updates on the project's progress, as well as any necessary adjustments.

Our priority is to provide Lincoln Parish with a comprehensive and insightful evaluation, complete with actionable and sustainable recommendations. Should opportunities arise to expedite specific tasks or processes, we will actively pursue them to deliver the final report in the most efficient manner possible.

Estimated Time to Complete the Project: 6–9 months

PROJECT FEE PROPOSAL

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

Project Section	Fees & Expenses
Section 1: Project Initiation & Data Acquisition	\$32,069
Section 2: Evaluation of Current Conditions	\$11,695
Section 3: Community Risk Assessment	\$7,429
Section 4: Standards of Cover & Deployment Analysis	\$6,286
Section 5: EMS System Valuation	\$5,429
Section 6: Findings & Recommendations	\$4,240
Section 7: Project Conclusion	\$9,693
Proposed Project Fee (will not exceed):	\$76,840

PAYMENT INFORMATION

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.

Data Engineering Costs

- **Included Services:** Data engineering for up to three specific data sets (i.e., CAD, NFIRS, ePCR) is included in our all-inclusive pricing. This encompasses gathering and assisting the agency with straightforward data pull requests.
- **Additional Incident Data:** Any extra incident data needed (i.e., previous RMS or CAD database records) will incur a charge of \$2,000 per database.
- **Substantial Assistance:** Should AP Triton consultants provide substantial assistance or direct data pulls from the client's records, this service will be billed at \$2,000 per database.

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.
- **Legal Expenses:** Legal expenses, if required and with client approval, will be billed at the respective rate.

Cost Quotation Information

- The bid quotation is valid for 90 days. Project bid expires on: January 8, 2026
- AP Triton Federal Employer Identification Number: 47-2170685.

FIRM QUALIFICATIONS

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



Website: www.aptriton.com

About AP Triton

Established in 2014, AP Triton is a leading provider in the public safety industry with a proven track record in the 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 Master Plans, Strategic Plans, Emergency Operations 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 extensive experience in public safety departments of all sizes, AP Triton is uniquely positioned to meet the specific needs of the Lincoln Parish Fire Protection District #1 (LPFPD). Our consultants have decades of experience working with various organizations, and we use this knowledge to deliver tailored, practical, and effective solutions. We take the time to listen to our clients, understand their local issues, and develop strategies that support long-term success.

Choosing AP Triton as your consulting partner provides you with access to a dedicated team committed to delivering exceptional results. We focus on your goals, stay responsive to your needs throughout the project, and offer ongoing support even after completion. Our strong dedication to client satisfaction makes us the top choice for LPFPD'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.

AP Triton's Approach to Projects and Best Practices

At AP Triton, we combine a proven methodology with industry best practices to deliver exceptional results tailored to your organization's unique needs. Our extensive experience working with fire departments, fire districts, EMS organizations, and other emergency services agencies across the United States enables us to provide effective and customized solutions. Our core methodology includes:

- **Thorough Understanding:** We begin each project by developing a complete understanding of the project's background, goals, and objectives. This foundational step allows us to address complex issues with customized, actionable solutions.
- **Collaborative Scope of Work:** Our comprehensive work plans actively engage key stakeholders, leadership, and personnel to ensure a shared vision and buy-in. This inclusive approach fosters alignment and results in a well-structured and practical project plan.
- **Advanced Tools and Technologies:** Leveraging GIS mapping, computer modeling, data analysis, and secure web-based communication platforms, we provide insightful analyses, enhance collaboration, and deliver actionable recommendations.
- **Subject Matter Expertise:** Our team includes professionals with extensive knowledge in fire service, EMS, GIS, and data analytics. This ensures a depth of expertise is applied to every project.
- **Timely, Clear Deliverables:** We are committed to maintaining high standards of quality while meeting or exceeding deadlines. Our deliverables include clear, accessible reports designed to be easily understood by clients, stakeholders, and community members.

Best Practices and National Standards

AP Triton adheres to current industry best practices and national standards established by organizations such as the National Fire Protection Association (NFPA), the Committee on Fire Accreditation International (CFAI), the Center for Public Safety Excellence (CPSE), the Insurance Services Office (ISO), International Association of Fire Fighters (IAFF), International Association of Fire Chiefs (IAFC), and the Commission on Accreditation of Ambulance Services (CAAS). These standards inform our recommendations and ensure compliance with local, state, and federal regulations.

Key best practices include:

- **Engaging Stakeholders:** We involve elected officials, personnel, and management representatives to ensure successful implementation and sustainability of recommendations.
- **Data-Driven Decision-Making:** Using advanced analytics, we identify opportunities to optimize operational processes and improve efficiency.
- **Continuous Training and Education:** We emphasize ongoing professional development to help agencies adapt to evolving industry protocols and technologies.
- **Collaboration and Partnerships:** Encouraging inter-agency collaboration promotes information sharing and coordination, enhancing overall service delivery.
- **Monitoring and Evaluation:** We assist in establishing systems to track progress, evaluate performance, and ensure long-term success.

A Unified, Client-Centered Approach

Every organization is unique. At AP Triton, we adapt our methodology and best practices to fit your agency's specific context and needs. Our approach ensures that recommendations align with your operational goals and broader strategic vision, delivering sustainable improvements and measurable results.

PROJECT TEAM QUALIFICATIONS

AP Triton is dedicated to partnering with highly experienced and qualified public safety consultants. We have a diverse pool of individuals with extensive knowledge and expertise to meet a wide range of client needs. At AP Triton, we approach each project with unwavering commitment, treating it as our top priority. We are confident that AP Triton is the ideal choice to provide you with reliable solutions that cater to your present and future requirements.

Our Project Team boasts a wealth of experience across various locations throughout the United States. Our approach to assembling Project Teams is meticulous, considering each associate's background, education, experience, and expertise. This ensures that we match the right individuals to the specific tasks required to successfully address your agency's unique needs. As you will discover in the following biographies and resumes, each team member brings a distinct set of skills and valuable past experiences that will greatly benefit the project.

By choosing AP Triton, you gain access to our exceptional talent pool and a customized team equipped to deliver optimal solutions tailored to your specific requirements. We are committed to exceeding your expectations and providing you with unparalleled expertise and support throughout the project.

By entrusting your project to AP Triton, you gain more than just a service provider; you gain a partner dedicated to achieving your strategic objectives through innovative solutions, strategic planning excellence, and a steadfast commitment to delivering on time and within budget.

Project Management Structure

AP Triton's project teams have developed strong organizational skills and adaptability to effectively balance their workload and ensure successful outcomes across various engagements. AP Triton manages multiple projects simultaneously while ensuring high-quality work and meeting client expectations with the following strategies:

- **Team:** AP Triton customizes each team, matching our associates' skills and expertise to each client's specific needs. We delegate specific tasks or engage a team to assist with certain aspects of the project. By leveraging the expertise and skills of others, we can distribute the workload and maintain productivity.
- **Time Management & Task Prioritization:** Effective time management is crucial for consultants. They prioritize tasks, set deadlines, and allocate dedicated time blocks for each project. This helps them stay organized and focused on delivering results.
- **Project Planning:** AP Triton creates work plans that outline key deliverables, milestones, and timelines for each project. This provides us with a clear roadmap and ensures we remain on track with our commitments.
- **Effective Communication:** Clear and proactive communication with clients is essential. AP Triton keeps our clients informed about project timelines, progress, and any potential challenges. This transparency fosters trust and helps us manage client expectations.
- **Leveraging Technology:** Consultants utilize various tools and technologies to enhance their productivity and efficiency. Project management software, communication platforms, and collaborative tools enable seamless coordination, document sharing, and real-time updates.
- **Efficient Work Processes:** AP Triton is constantly evaluating quality assurance and quality improvement. We develop efficient work processes and methodologies based on our experience and industry best practices. We strive to streamline repetitive tasks, leverage templates and frameworks, and adopt standardized approaches to optimize our workflow.
- **Prioritization & Focus:** AP Triton's designated Project Manager is available for the duration of the assigned project. They lead the team and assist our associates and subject matter experts in prioritizing their tasks based on project urgency, client needs, and strategic importance.
- **Collaboration:** Our project teams do not operate in a silo. We possess a pool of expertise and resources. Our project teams collaborate to share insights, seek advice, and leverage collective knowledge to deliver high-quality results.

Malcolm Smith, EFO, BS, CEM

Project Manager | Fire SME



Summary of Qualifications

Chief Smith has over 36 years of fire service and emergency management experience. He has served with several departments in southeastern North Carolina, including the Winter Park Volunteer Fire Department. In 1998, he was hired as a firefighter with New Hanover County Fire Rescue. He rose to the Battalion Chief position and was the manager for a North Carolina Urban Search and Rescue Task Force regional response team. In 2017, he was hired by Brunswick County to provide oversight to the 21 fire departments as the Fire Administrator, a newly created position. During his tenure with Brunswick County, he has also served as Interim Emergency Services Director, including oversight of emergency management, EMS, and fire occurring during the recovery process of Hurricane Florence. As the Fire Administrator, he oversees contract negotiations, budget development, system improvements, and changes while liaising with the elected officials.

Chief Smith brings a long list of education, experience, and technical expertise to AP Triton. He provides a unique and broad perspective with experience in fire, rescue, EMS, and emergency management, along with his experience with volunteer, combination, and career departments. He serves on several local and state boards that advise on funding priorities, state policies, and legislative priorities. His accomplishments demonstrate a record of professionalism and commitment to continuous improvement.

Professional Development & Educational Background

- International Association of Emergency Managers, Certified Emergency Manager, 2022
- Executive Fire Officer Program, National Fire Academy, 2018
- Western Carolina University, Bachelor of Science in Emergency & Disaster Management, 2012
- Coastal Carolina Community College, Associate of Science in Fire Science
- Fire Administrator, Brunswick County, NC
- Interim Brunswick County Emergency Services Director, Brunswick County, NC
- Battalion Chief, New Hanover County Fire & Rescue, New Hanover County, NC

Relevant Experience

- Chief Officer during the consolidation of volunteer fire departments in New Hanover County, NC
- Served as Brunswick County's Planning Section Chief for Hurricane Florence, Hurricane Dorian, Hurricane Isaias, and COVID
- Rescue Chair, North Carolina Domestic Preparedness Region III
- Director Area 5, North Carolina Association of Rescue & Emergency Medical Services

Associated Professional Accomplishments

- Developed the Planning Section for Brunswick County Emergency Management and the EOC Center
- Developed plans and training for First Responder and Emergency Worker Decontamination for response to Duke Energy's Brunswick Nuclear Power Plant.
- Partnered with Health and Human Services to revise the shelter plan for Brunswick County following Hurricane Florence
- Team Manager for North Carolina Urban Search and Rescue Task Force-11, New Hanover County, NC

Frank Blackley, MPA, EFO, BS
Senior Associate | Fire & CRA SME**Summary of Qualifications**

Chief Blackley has more than 35 years of experience in the fire service and has served with several departments in southeastern North Carolina. His service began at the Wilmington Fire Department, before spending nearly 10 years at the Wrightsville Beach Fire Department. In 1996, he began working with New Hanover County Fire Rescue as a fire inspector/investigator. In 1999, he returned to the Wilmington Fire Department as an inspector and was promoted to Assistant Chief and Fire Marshal in 2001. He served in this role until 2009, then transferred to Assistant Chief of Operations. In 2012, he assumed his last role as Assistant Chief of Support Services.

Chief Blackley brings a long list of education, experience, and technical expertise to AP Triton. With experience in both combination and career departments, he possesses a demonstrated record of professionalism and a commitment to excellence. In addition to fire administration and management accomplishments, Chief Blackley has contributed to Vision 20/20 as a technical advisor for several states and the development of a new Outcome Measures Guide. He has spoken nationally on Community Risk Reduction (CRR) and how to use data in decision-making. He is familiar with the Center for Public Safety Excellence accreditation process and wrote several categories for his previous department, and assisted in the development of a CRR class for the National Fire Academy.

Educational Background

- University of North Carolina Wilmington, Master's Public Administration, Urban and Regional Policy and Planning, 2011
- Executive Fire Officer Program, Emmitsburg, MD, 2009
- University of Maryland University College, Bachelor of Science in Fire Science, 1996
- Guilford Technical Community College, Associate of Science in Fire Science
- Commission on Professional Credentialing, Chief Fire Officer

Professional Experience

- Consultant, AP Triton, 2020–Present
- Consultant, Emergency Services Consulting International (ESCI), 2019–2020
- Technical Advisor, Vision 20/20
- Assistant Fire Chief, City of Wilmington, NC
- Deputy Fire Marshal, New Hanover County, NC

Relevant Experience

- President, North Carolina Fire Marshal's Association
- Chair, New Hanover County Public Safety Communication Center Policy Board
- Member, North Carolina Fire Code Revision Committee

Associated Professional Accomplishments

- Developed the Outcome Measures Guide for Vision 20/20
- Published author, Crisis Response Journal, Hurricane Florence: Response and Recovery

Lyle Johnston, MPH, BA, NR-EMTP

Senior Associate | EMS SME



Summary of Qualifications

Lyle Johnston has over forty years of experience in emergency medical services, fire services, and emergency management. He currently serves as the Director of EMS for Brunswick County, North Carolina, the fastest-growing county in North Carolina, and it has consistently been one of the top twenty counties in growth nationwide for the past several years. He was previously the EMS Support Services Manager, overseeing logistics, billing, training, quality assurance, and information technology.

Before coming to Brunswick County, he was a disaster medical specialist for the North Carolina Office of EMS. He was responsible for coordinating training, planning, and operations of the various components of the state medical response system that responded to natural and manmade disasters and special events. He was a paramedic/captain with New Hanover Regional EMS and a Wrightsville Beach Fire Department fire equipment operator. Lyle has training in numerous emergency response roles and is nearing completion of the Sports and Special Events Management series offered by Texas A&M Engineering Extension Service. This series of classes was created and taught by personnel with the University of Southern Mississippi's National Center for Spectator Sports Safety and Security (NCS4).

Educational Background

- Master of Public Health Leadership – University of North Carolina at Chapel Hill – May 2003
- Bachelor's Degree in Business Management – University of North Carolina at Wilmington – May 1989

Professional Experience

- Brunswick County EMS, EMS Director August 2019–Present
- Technical Advisor, Vision 20/20
- EMS Support Services Manager December 2016–August 2019
- North Carolina Office of EMS, Disaster Medical Specialists July 2004–November 2016
- New Hanover Regional EMS, Wilmington, NC, 1993–2004
- Town of Wrightsville Beach, NC, 1993–1993

Relevant Experience

- Sports and Special Events Management, University of Southern Mississippi, National Center for Spectator Sports Safety and Security.
- Pender County EMS Board of Directors, resident, North Carolina Fire Marshal's Association
- New Hanover County Board of Fire Commissioners, 1999–2004

Aaron Alderdice MS, BS, CPA

Senior Associate | Financial Analyst



Summary of Qualifications

Mr. Alderdice is a fire and EMS administrator with 15 years of extensive experience in both career and combination organizations. He is currently the Division Chief of EMS and Emergency Management and also a Certified Public Accountant. He is a respected leader with proven proficiency in emergency operations, budgets, safety, quality assurance, and stakeholder relations. As a steward of the developing fire and EMS landscape, he provides a diverse skill set and business acumen with expertise in financial analysis, risk management, system design, and strategic planning and operational optimization. He has assisted various organizations in forecasting and evaluating the financial sustainability of ambulance service implementation.

Chief Alderdice has participated in multiple disaster relief missions with the Texas Emergency Medical Task Force (EMTF). He serves as a subject-matter expert to jurisdictions and local health care partners during disasters to provide continued and integrated ESF-8 (Public Health & Medical) functions. As an educator, he teaches various courses and has made numerous EMS conference presentations on a variety of subjects relating to emergency care, research, and EMS Education.

Educational Background

- Master's of Science, Finance—Texas A&M University
- Bachelor's of Business Administration, Accounting—Texas A&M University
- Extensive training in Incident Command, Financial Management, and Emergency Management Operations

Professional Experience

- Division Chief, Lucas Fire-Rescue, Lucas, Texas
- Senior Associate, Ernst & Young LLP, Dallas, Texas
- Intellectual Property Consultant, DLIP LLC, Dallas, Texas
- Chief of EMS, University EMS, College Station, Texas
- Assistant Chief of EMS, University EMS, College Station, Texas

Licensure & Certifications

- Certified Public Accountant
- Certified Ambulance Documentation Specialist
- Various Fire and EMS
- Emergency Medical Dispatcher (Former)

Associated Professional Affiliations & Activities

- Collin County Medical Operations Committee—Chair
- Public Safety Peer Support Lead
- Recipient of Various Department Recognitions
- Emergency Management Association of Texas
- Texas Fire Chief's Association
- Texas Emergency Medical Task Force
- North Central Trauma Regional Advisory Council

Jessica Nester, MS**Senior Associate | Performance & GIS Analyst****Summary of Qualifications**

Jessica has over 12 years of experience in geographic information systems and over 8 years in public safety data analysis. She has worked with local, state, and federal government developing technical solutions for field data collection, hazard modeling, community lifeline status, and more. During her time with New Hanover County Fire Rescue, she helped develop the standard of cover and community profiles for the department's first accreditation.

Jessica has leveraged cutting-edge geospatial technology to support a wide range of public safety initiatives, from risk assessment and hazard mitigation plans to real-time situational awareness during emergencies. She specializes in data visualization, dashboard development, network analyst, spatial analysis statistics, and predictive modeling.

During her career, Jessica has successfully led a comprehensive GIS-based fire station relocation project that will optimize emergency response times and improve service delivery. Using spatial analysis techniques, she combined historical incident data with government-owned parcels and properties to evaluate optimal site locations. Her presented data-driven recommendations will lead to a replacement fire station of an older station not in an ideal location and a brand-new station for a major metropolitan area.

Jessica is passionate about using geospatial technology to save lives, protect communities, and improve the efficiency and effectiveness of emergency services. With a commitment to public safety, she continuously seeks innovative ways to apply GIS to the evolving challenges in emergency management and disaster resilience.

Professional Development & Education

- Master of Science in Geosciences, University of North Carolina Wilmington
- Bachelor of Arts in Earth Sciences, Kent State University

Professional Experience

- Geospatial Analyst, Innovated Emergency Management (September 2022–Present)
- Public Safety Data Analyst, New Hanover County (July 2016–September 2022)
- Geospatial Consultant, Trust for Public Land (June 2013–July 2016)
- Geoscience Adjunct Instructor, Coastal Carolina Community College (January 2016–July 2016)

Memberships

- North Carolina ArcGIS User Group (NCAUG)
- Golden Key International Honor Society
- Sigma Gamma Epsilon Geological Honor Society

Honors

- Distinguished Service Award, New Hanover County Fire Rescue
- Summa Cum Laude, Phi Beta Kappa Nu Chapter of Ohio

Valerie Erwin, CAP, OM**Director of Administration/Senior Associate | Project Support****Summary of Qualifications**

With a rich career spanning over three decades, Valerie Erwin is a dynamic administrative leader adept at navigating both public and private sectors, including non-profit and for-profit organizations. She is a subject matter expert in a wide array of administrative competencies, from organizational management and project coordination to grant writing and financial oversight. Her specialization extends to quality assurance, budgeting, event planning, and program administration.

Valerie combines a no-nonsense, results-oriented approach with a comprehensive understanding of operational intricacies. Her proficiency in problem-solving and critical thinking is complemented by excellent interpersonal and communication skills—both verbal and written. This unique blend enables her to excel in the development, implementation, review, and continuous improvement of organizational policies and administrative systems.

Relevant Experience

- Director of Administration, AP Triton
- Executive Administrative Services Manager, AP Triton
- Owner, Executive Administration and Support, LLC
- Executive Assistant/Bookkeeper, California Fire Chiefs Association
- Community Outreach Manager, Elk Grove Food Bank Services
- Assistant to the Fire Chief, Cosumnes CSD Fire Department
- President, Administrative Fire Services Section (CalChiefs)
- Public Relations Assistant, MedicAlert Foundation
- School Secretary, Don Pedro Elementary School and Argus Continuation High School
- Underwriter, Kemper Insurance Company

Professional Development

- Certified Administrative Professional, International Association Administrative Professionals
- Organizational Management Certificate, International Association of Administrative Professionals

Organizations and Activities

- Conference Coordinator, Administrative Fire Services Section (AFSS) North
- Board Member, Elk Grove Community Garden
- Advisory Board Member, Elk Grove Food Bank Services
- Volunteer Coordinator, Elk Grove Food Bank Services
- Labor and Delivery Coach, Parent Resource Center

Melissa Vazquez Swank, MA, BA**Director of Project Operations/Senior Associate | Survey Manager****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

- Central Pierce Fire Department, WA: Strategic Plan
- Gladstone Fire Department, OR: Strategic Plan
- McMinnville Police Department, OR: Strategic Plan
- Central FD (Santa Cruz County, CA): Master Plan & Strategic Plan
- Pasco FD, WA: Master Plan & Strategic Plan
- North View Fire Department (UT): Strategic Plan
- Redmond FD, OR: Master & Strategic Plan
- Riverside County EMS Agency (CA): Strategic Plan

PROJECTS & EXPERIENCE

The following is a representative selection of AP Triton's clients and completed projects. Our consultants have conducted studies across the United States, providing customized solutions that reflect local needs while aligning with national best practices.

Project Description

- Ambulance Billing/Revenue Monitoring:
- Ambulance Consulting Services:
- Ambulance Contract Negotiation Guidance:
- Ambulance Deployment Program:
- Ambulance Feasibility Study:
- Ambulance Service Delivery Study:
- Ambulance Services COOP:
- Ambulance Services EOP:
- Ambulance Services Optimization Study:
- Ambulance Services Optimization Study:
- Ambulance Services Optimization Study:
- Ambulance Services Provider RFP Response:
- Ambulance Services RFP:
- Ambulance Services Study:
- Ambulance Subcontractor RFP & Process:
- Ambulance Subcontractor RFP:
- Ambulance Transportation Fee Study:
- Ambulance Valuation & Modeling Study:
- Annexation Study (three districts):
- BLS Ambulance System Valuation:
- Capital Replacement Plan:
- 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:

Client Organization

Ridgecrest Hospital (CA)
 Hawaii (HI)
 Buena Park (CA)
 Fremont Fire Department (CA)
 Fremont Fire Department (CA)
 Yankton County (SD)
 CONFIRE JPA (CA)
 CONFIRE JPA (CA)
 Alameda County Fire Chiefs Association (CA)
 Santa Fe Springs (CA)
 Santa Barbara County Fire Department (CA)
 Sonoma County Fire District (CA)
 Sonoma County Fire District (CA)
 Modesto FD/Stanslaus County OES (CA)
 Westminster Police Department (CA)
 Alameda County Fire Department (CA)
 Escondido Fire Department (CA)
 Westminster Police Department (CA)
 Contra Costa County FPD (CA)
 Seattle Fire Department (WA)
 Osage Beach Fire Protection District (MO)
 Coalinga Fire Department (CA)
 Davidson Fire Department (NC)
 Escondido Fire Department (CA)
 La Verne Fire Department (CA)
 Marysville Fire District RFA (WA)
 Medford Fire Department (OR)
 San Ramon Valley Fire Protection District (CA)
 Santa Barbara (City) Fire Department (CA)
 Tulare Fire Department (CA)

Project Description

- 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:
- Community Risk/Service Delivery Analysis:
- Consolidation Feasibility Study:
- Consolidation Feasibility Study:
- Continuity of Operations Plan:
- Continuity of Operations Plan:
- Contract Negotiations with Falck:
- Cooperative Efforts Feasibility Study:
- Cooperative Services Study:
- Cost Recovery & Fee Study:
- Countywide Fire Service Review:
- Dispatch Center Assessment:
- Dispatch Services RFP:
- Emergency Operations Plan:
- Emergency Operations Plan:
- EMS Agency Evaluation:
- EMS Consulting Services (Retainer):
- EMS Cost Recovery & Feasibility Study:
- EMS Feasibility & Optimization Study:
- EMS Feasibility Study:
- EMS Implementation Retainer:
- EMS Optimization and Feasibility Study:
- EMS Optimization Study & Transition Plan:
- EMS Optimization Study:
- EMS Optimization Study:
- EMS Optimization Study:
- EMS Strategic Assessment & Analysis:
- EMS Strategic Assessment & Analysis:
- EMS Subcontractor RFP Response:

Client Organization

Alameda (City) Fire Department (CA)
 Bainbridge Island Fire Department (WA)
 Livermore-Pleasanton FD (CA)
 San Ramon Valley FPD (CA)
 South San Joaquin Fire Authority (CA)
 Umatilla County Fire District #1 (OR)
 Vacaville Fire Department (CA)
 Vandalia Fire Department (OH)
 Santee Fire Department (CA)
 Elk Creek Fire Protection District (CO)
 Flagstaff (AZ)
 Carolina Panthers, Bank of America Stadium (NC)
 City of Kingsburg (CA)
 Westminster Police Department (CA)
 Box Elder County (Brigham FD) (UT)
 Clifton FPD/Grand Junction FD (CO)
 Eugene Springfield Fire (OR)
 Santa Clara LAFCO (CA)
 Costa Mesa Dispatch (CA)
 REDCOM (CA)
 Carolina Panthers, Bank of America Stadium (NC)
 City of Kingsburg (CA)
 Williamson County (TX)
 Sonoma County Fire District (CA)
 Virginia Beach Volunteer Rescue Squads (VA)
 Webster Fire Department (TX)
 Brattleboro Fire Department (VT)
 Brattleboro (VT)
 San Diego Fire Rescue (CA)
 Carson City Fire Department (NV)
 Burbank Fire Department (CA)
 Long Beach Fire Department (CA)
 Riverside City Fire Department (CA)
 San Mateo Chiefs (CA)
 City of Ontario/San Bernardino County (CA)
 CONFIRE JPA/San Bernardino (CA)

Project Description

- EMS Sub-Contractor RFP Response:
- EMS Sub-Contractor RFP Response:
- EMS Evaluation & Transport Modeling Study:
- EMS Evaluation & Transport Modeling Study:
- EMS Evaluation & Transport Modeling Study:
- EMS System Evaluation:
- EMS System Valuation & Modeling Study:
- EMS System Valuation & Modeling Study:
- EMS System Valuation & Optimization Study:
- EMS System Valuation & Modeling Study:
- EMS System Valuation:
- EMS System Valuation:
- EMS System Valuation:
- EMS System Valuation:
- EMS Transportation & Optimization Study:
- EMS Valuation & Ambulance Service Study:
- EMS Valuation & Optimization Study
- EMS Valuation & Transport Study:
- Facilities Master Plan:
- Facilities Master Plan:
- Fee Study/Staffing Study/CRA:
- Fee Study:
- Financial Analysis:
- Fire & Emergency Services Review:
- Fire & EMS Municipal Service Review:
- Fire & EMS Organizational & Staffing Analysis:
- Fire Department Cooperative Services Study:
- Fire Department EMS Analysis:
- Fire Department Evaluation:
- Fire Department Feasibility Study:
- Fire Department Strategic Plan:
- Fire District Consolidation Study:
- Fire Prevention Fee Study:
- Fire Prevention Fee Study:
- Fire Prevention Fee Study:
- Fire Service Options:

Client Organization

CONFIRE JPA (CA)
 Santa Barbara County Fire Department (CA)
 Kern County Fire Department (CA)
 San Jose Fire Department (CA)
 Ventura County Fire Department (CA)
 Truckee Meadows Fire Protection District (NV)
 San Joaquin County FDs (CA)
 City of Santa Ana (CA)
 Southside Place (TX)
 Salem Fire Department (OR)
 City of Santa Ana (CA)
 City of Westminster (CA)
 San Luis Obispo Fire Chiefs Association (CA)
 SLO Chiefs (CA)
 Solano County Fire Chiefs Association (CA)
 Northern Colorado Fire Districts (CO)
 City of Salem (OR)
 Ridgecrest Regional Hospital (CA)
 Redmond Fire & Rescue (OR)
 Sisters Camp Sherman FPD (CA)
 Pasadena Fire Department (CA)
 Santa Barbara City FD (CA)
 Long Beach Fire Department (CA)
 Nevada County LAFCO (CA)
 Placer LAFCO (CA)
 Town of Stowe (VT)
 Golden/Fairmount/Pleasant View FDs (CO)
 Escondido Fire Department (CA)
 Salado VFD/Bell Couty ESD #1 (TX)
 Rockingham (VT)
 Upper Arlington Fire Division (OH)
 Clackamas Fire District 1 (OR)
 Big Bear Lake Fire Department (CA)
 Manatee County (FL)
 SLO (City) Fire Department (CA)
 Wood Village, Fairview, & Troutdale (OR)

Project Description

- Fire Services Analysis:
- Fire Services Study:
- Fire Services Study:
- Fire Station & CRA/SOC Study:
- Fire Station Location Study:
- Fire/EMS Assessment:
- First Responder & Ambulance Fee Study:
- First Responder Fee Feasibility Study:
- First Responder Fee Study:
- First Responder Fee Study:
- First Responder Fee Study:
- First Responder Fee Study:
- First Responder Fee Study:
- General Consulting Retainer:
- Governance/Management Feasibility Study:
- IFT & Surge Capacity Analysis:
- Implementation Retainer:
- Long-Range Fire Department Master Plan:
- Long-Range Master Plan:
- Management Audit:
- Master Plan & Community Risk Assessment:
- Master Plan & CRA-SOC:
- Master Plan & Strategic Plan:
- Master Plan (Fire Service Analysis):
- Master Plan, CRA-SOC, Ambulance Modeling:
- Master Plan/CRA-SOC Update:
- Master Plan/CRA-SOC Update:
- Master Plan/CRA-SOC:
- Master Plan/SOC:
- Master Plan:
- Master Plan:
- Master Plan:
- Master Plan:
- Master Plan:
- Master Plan:
- Master Plan:
- Master Plan:

Client Organization

Williston Fire Department (VT)
 Santa Cruz LAFCO (CA)
 Vance County (NC)
 Montecito FPD (CA)
 Portland Fire Department (TX)
 Pflugerville Fire Department (TX)
 Carlsbad Fire Department (CA)
 Fremont Fire Department (CA)
 Merced Fire Department (CA)
 Napa Fire Department (CA)
 San Jose Fire Department (CA)
 Truckee Meadows Fire Protection District (NV)
 Sagle and West Side Fire Districts (ID)
 Eugene Springfield Fire (OR)
 Fremont Fire Department (CA)
 Salem Fire Department (OR)
 Templeton Fire & Emergency Services (CA)
 Fairfield Fire Department (CA)
 Menlo Park Fire Protection District (CA)
 Brigham City Fire Department (UT)
 Central Fire District of Santa Cruz County (CA)
 Redmond Fire & Rescue (OR)
 Napa (City) Fire Department (CA)
 McMinnville Fire District (OR)
 Salinas Fire Department (CA)
 Santa Maria FD (CA)
 South Placer Fire District (CA)
 Rancho Cucamonga (CA)
 American Canyon Fire Protection District (CA)
 Napa County Fire Department (CA)
 North View Fire District (UT)
 Orting Valley Fire-Rescue (WA)
 Santa Cruz County FD (CA)
 Sierra Madre (CA)
 Timber Cover Fire Protection District (CA)
 Whitefish Fire Department (MT)

Project Description

- [illegible]

Client Organization

Nevada LAFCO (CA)
Chicken Ranch (CA)
Haines Borough (AK)
Putney Fire Department (VT)
Alameda County Fire Chiefs Association (CA)
City of Napa Fire Department (CA)
Greeley Police Department (CO)
Greeley Fire Department (CO)
Mariposa County Sheriff's Office (CA)
Grand Junction Fire Department (CO)
Santa Barbara City (CA)
Calimesa Fire Department (CA)
Suisun City Fire Department (CA)
Eastern Placer County JPA (CA)
Forty-Niners Stadium Management (CA)
Solano County (CA)
Contra Costa County FD (CA)
San Jose Fire Department (CA)
Placer LAFCO | Roseville (CA)
Carolina Panthers, Bank of America Stadium (NC)
Derby Fire Department (KS)
Evergreen Fire/Rescue (CO)
Riverside County LEMSA (CA)
Aspen Fire Department (CO)
Bend Fire & Rescue (OR)
Blaine County Ambulance Service District (ID)
Central Fire District of Santa Cruz County (CA)
Davidson Fire Department (NC)
La Verne Fire Department (CA)
Menlo Park Fire Protection District (CA)
North View Fire District (UT)
Osage Beach Fire Protection District (MO)
South Placer Fire District (CA)
Umatilla County Fire District #1 (OR)

CLIENT REFERENCES

The following is a selection of AP Triton's extensive portfolio, showcasing a range of projects and studies we have successfully completed. **Where available, the project title is directly linked to its final report for easy access.** This list is far from exhaustive, and additional references are readily available upon request.

Vance County (North Carolina)

Project Title & Description: [Fire Services Study](#)

AP Triton was retained to review the existing county fire services, volunteer fire departments, and rescue squad. The study provided a strategic roadmap for the county to address the community's challenges. The study reviewed anticipated growth and how the county could maintain and improve services.

Client Contact:	Renee Perry, County Manager	Year:	2024
Client Phone:	252.738.6761	Client E-Mail:	crperry@vancounty.org
Project Manager:	Frank Blackley	Status:	Complete

Davidson Fire Department (North Carolina)

Project Title & Description: [Community Risk Assessment/Standards of Cover](#)

In September 2021, the Town of Davidson issued an RFP to conduct a "Community Risk Assessment and Standards of Cover" for the Davidson Fire Department, awarding the contract to AP Triton, LLC on October 6, 2021. The project aimed to create a high-performance, evidence-based, cost-effective, and sustainable emergency response system following the CPSE Community Risk Assessment/Standards of Cover, 6th edition. AP Triton's final report provided a comprehensive review of the Davidson Fire Department's current service delivery system, proposed changes, and their associated costs. The report also laid the groundwork for strategic planning to implement these changes, emphasizing the importance of identifying and addressing potential hurdles to ensure successful implementation. Recommendations were based on national, state, regional, and local standards, industry best practices, and the expertise of AP Triton's representatives.

Client Contact:	Ryan Monteith, Fire Chief	Year:	2021–2022
Client Phone:	(980) 483-8031	Client E-Mail:	jmonteith@townofdavidson.org
Project Manager:	Rich Buchanan	Status:	Completed

Carolina Panthers/Tepper Sports & Entertainment (North Carolina)

Project Title & Description: [Life Safety Plan/Emergency Operations Plan/Business Continuity Plan](#)

AP Triton was engaged to provide fire code and life safety consulting services to Tepper Sports & Entertainment for Bank of America Stadium located in Charlotte, North Carolina. We utilized our extensive working knowledge of state, federal, and local regulations and standards relating to fire and life safety, including the applicable building codes and NFPA standards, and the North Carolina Fire Prevention Code, to review existing life safety systems and develop an NFPA 101 Life Safety Evaluation. AP Triton reviewed its Emergency Operations Plan, developed new staffing training programs, and a Business Continuity Plan.

Contact Name:	Andre Haston, Manager, Compliance & Standards-Security John Diggs, Director of Safety and Compliance		
Client Phone:	704.421.8929 (Haston) & 704-593-4178 (Diggs)		
Client E-Mail:	andre.haston@panthers.nfl.com & john.diggs@panthers.nfl.com		
Project Manager:	Frank Blackley	Status:	On-going

North View Fire Department (Utah)

Project Title & Description: [Master Plan with Community Risk & Strategic Plan](#)

AP Triton was retained to conduct a comprehensive master plan. The plan addressed all components of the fire department and made recommendations accordingly. During the study, AP Triton determined that a wide variety of factors were reducing the quality of EMS being provided to the department, due to outside factors that could not be controlled by NVFD. AP Triton determined options to address the EMS issues that would ultimately improve EMS and obtain substantial funding. This study was followed by a strategic plan.

Contact Name/Title:	Jeremiah Jones, Deputy Fire Chief	Year:	2023
Client Primary Phone:	801.782.8159	Client E-Mail:	jjones@northviewfire.com

Napa County Fire Department (California)

Project Title & Description: [Master Plan](#)

Napa Fire County Department engaged the services of AP Triton to conduct a Long-Range Fire Department Master Plan inclusive of a Community Risk Assessment: Standards of Cover Deployment Analysis. The Triton Team analyzed the data provided by the department as well as others to determine the current levels of response performance. From this analysis, the team identified factors influencing risk and response performance and has identified opportunities for delivery system improvement. The document concluded with findings and recommendations categorized as short, medium, and long-term.

Contact Name/Title:	Jason Martin, Fire Chief	Year:	2023
Client Phone:	(707) 299-7656	Client E-Mail:	Jason.Martin@fire.ca.gov
Project Manager:	Kurt Latipow	Status:	Completed

Redmond Fire & Rescue (Oregon)

Project Title & Description: [Master Plan & Customer-Centered Strategic Plan](#)

The Strategic Plan for Redmond Fire & Rescue, spearheaded by AP Triton, followed the development of a Long-Range Master Plan. The Strategic Plan serves as an actionable guide for the next three to five years. Leveraging extensive insights from the Master Plan, the Strategic Plan is designed to align the organization's efforts towards achieving common goals and fulfilling its mission. The planning process was highly inclusive, utilizing feedback from every tier within the organization and conducting a robust SWOT analysis. This valuable data is then synthesized into key strategic initiatives and objectives, each assigned a level of priority to ensure a focused approach to implementation. With particular attention to emerging community needs, this strategic plan aims to enhance service delivery, improve response times, and optimize resources. The end result is a roadmap that empowers Redmond Fire & Rescue to achieve operational excellence while adapting to future challenges and opportunities.

Client Contact:	Pat Dale, Fire Chief	Year:	2023
Client Phone:	360-628-4406	Client E-Mail:	pat.dale@rdmfire.org

Brigham City Fire Department (Utah)

Project Title & Description: [Master Plan with Community Risk Assessment](#)

The Brigham City Fire Department retained AP Triton to conduct a long-range master plan in addition to a CRA/SOC. The final report included a substantial number of recommendations developed to include improvements to emergency operations as well as administrative function. Significant recommendations were in the areas of deployment methods, operational and administrative staffing, future fire stations, and much more.

Client Contact:	Brandon Thueson, Fire Chief	Year:	2022
Client Phone:	435.226.1405	Client E-Mail:	BThueson@bcutah.org

Medford Fire & Rescue (Oregon)

Project Title & Description: [Community Risk Assessment-Standards of Cover](#)

AP Triton was engaged to conduct a Community Risk Assessment with a Standards of Cover and Deployment Analysis for Medford Fire & Rescue. Triton's evaluation analyzed data based on MFD's adopted metrics and nationally recognized guidelines and criteria, including National Fire Protection Association (NFPA) Standard 1300 on Community Risk Assessment & Community Risk Reduction, Community Risk Assessment: Standards of Cover, 6th Edition, published by the CPSE, Insurance Services Office (ISO) standards, industry best practices, and other relevant federal and state mandates and generally accepted industry best practices. Triton produced recommendations for future improvements of services to the Medford community and identified benefits from partner responses.

Client Contact:	Eric Thompson, Fire Chief	Year:	2022
Client Phone:	541.774.2301	Client E-Mail:	Eric.Thompson@cityofmedford.org

City of Alameda Fire Department (California)

Project Title & Description: [Community Risk Assessment & Standard of Cover](#)

The AP Triton Team researched, wrote, and produced a Community Risk Assessment and Standards of Cover (CRA/SOC) for the Alameda Fire Department (AFD) consistent with Center for Public Safety Excellence's guidelines. The evaluation was an objective-based phased study beginning with a Community Risk Assessment followed by a Standards of Cover and Deployment Analysis consistent with state and national best practices and included an analysis and recommendations for future improvements of services to the Alameda community.

Client Contact:	Nickolas Luby, Fire Chief	Year:	2024
Client Phone:	510-337-2102	Client E-Mail:	nluby@alamedaca.gov
Project Manager:	Clay Steward	Status:	Complete

La Verne Fire Department (California)

Project Title & Description: [Community Risk Assessment-Standards of Cover](#)

The City of La Verne Fire Department (LVFD) contracted AP Triton to conduct a Center for Public Safety Excellence, 6th Edition-compliant, Community Risk Assessment: Standards of Cover report. Triton analyzed the data provided by LVFD and others to determine the current levels of response performance. From this analysis, Triton identified factors influencing risk, response performance, and identified opportunities for delivery system improvement. This study identified response time objectives, standards for measuring the effectiveness of department resources, and the deployment of those resources.

Client Contact:	Chris Nigg, Fire Chief	Year:	2022
Client Phone:	949-375-1919	Client E-Mail:	Cnigg@lavernefire.org
Project Manager:	Kurt Latipow	Status:	Completed

Webster Fire Department (Texas)

Project Title & Description: [EMS Feasibility & Optimization Study](#)

AP Triton, LLC (Triton) recognizes that the City of Webster Fire Department (WFD) desires to retain a qualified and experienced consulting firm to conduct an EMS Feasibility Study with specific, actionable, and quantifiable benchmarks, and subsequently make recommendations specifically for the WFD in terms of the best staffing model for the current and future needs of the community.

Client Contact:	Dean Spencer, Fire Chief	Year:	2022
Client Phone:	281-316-3744	Client E-Mail:	dspencer@websterfd.com
Project Manager:	Richard Buchanan	Status:	Completed

Salem Fire Department (Oregon)

Project Title & Description: EMS Valuation & Optimization Study

AP Triton conducted a comprehensive Emergency Medical Services (EMS) Valuation and Optimization Study for the City of Salem to provide actionable benchmarks and customized recommendations for sustainable ambulance transport services. This study offered detailed insights into the financial implications, vulnerabilities, and risks associated with the Salem Fire Department's (SFD) EMS operations while aligning with industry best practices and nationally recognized standards, including NFPA 1710.

The study recommends implementing the Ambulance Operator Model, which leverages single-role paramedics and EMT Basics to enhance operational efficiency and effectiveness. This model is projected to generate sustainable net revenue, enabling reinvestment into Salem's EMS infrastructure. Additionally, AP Triton advocates for the expanded utilization of the Ground Emergency Medical Transport (GEMT) program, enhancing Medicaid reimbursement opportunities and financial stability for the department.

Contact Name/Title:	Brian Carrara, Deputy Chief	Year:	2024
Client Phone:	(541) 505-1282	Client E-Mail:	bcarrara@cityofsalem.net
Project Manager:	Rich Buchanan	Status:	Completed

San Luis Obispo Fire Chiefs Association (California)

Project Title & Description: Emergency Medical Services System Valuation

San Luis Obispo County Fire Chiefs Association (SLOCFCA) contracted AP Triton to analyze the value of the ground ambulance transport system within the county. To thoroughly model the Ground Emergency Medical Transportation (GEMT) and Intergovernmental Transfer (IGT) reimbursements, AP Triton used the San Luis Obispo County operating area for first responder and ambulance costs and revenue projections as a data-driven model. AP Triton provided an estimate for GEMT and IGT reimbursement and a solid valuation of the entire ambulance transport system.

Contact Name/Title:	Steve Lieberman, Fire Chief	Year:	2022
Client Phone:	805.473.5490	Status:	Complete
Client E-Mail:	lieberman.sc@gmail.com		

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.

—Harold D. Scoggins, *Fire Chief, Seattle Fire Department, Washington*

- 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.

—Brandon Thueson, *Fire Chief, Brigham City Fire Department, Utah*

- The experience with you and your team has been amazing. The expertise you have brought to the project has been valuable to many leaders and has definitely helped us move forward. The time you have spent listening to the diversity of needs and opinions has built trust and confidence in the work that has been done and I believe we will use this report to guide us moving forward.

—Kristie Hammitt, *City Manager, City of Eugene, Oregon*

- 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.

—Jeremiah Jones, *Deputy Fire Chief, North View Fire District, Utah*

- Working with the AP Triton team was a great learning experience for all of us. Our project manager took the time to walk us through the process and gather the information necessary to make positive changes for our department. Our final report was detailed and gave us a number of options to make our organization more efficient, work together better and make our community happier with our services. We highly recommend them!

—Shaun McGinnis, *Fire Chief, Bellows Falls Fire Department, Vermont*

- 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.

—Mandy Pomeroy, *County Administrator, Blaine County, Idaho*

- 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.

—Michelle McIntyre, *Executive Officer, Placer County LAFCO, California*

- Working with AP Triton to develop our Fire Department Master Plan, Community Risk Reduction (CRR), and Standards of Coverage (SOC) has been an exceptional experience. Their team's expertise, professionalism, and collaborative approach ensured a comprehensive analysis tailored to Sierra Madre's unique needs. We want to specifically recognize Project Manager Clay Steward for his outstanding contributions in data engineering and analytics. His ability to transform complex data into actionable insights was instrumental in shaping a strategic, data-driven plan for our fire department. Additionally, John Binaski's extensive experience in the fire service, particularly his leadership as a Fire Chief, brought invaluable real-world knowledge to the process. His guidance ensured the recommendations were both practical and visionary, reflecting a deep understanding of fire service operations and community needs. AP Triton's dedication to excellence and their team's unparalleled expertise have significantly enhanced our ability to serve and protect the Sierra Madre community. We are truly grateful for their partnership in advancing our mission.

—Brent Bartlett, *Fire Chief, Sierra Madre Fire Department*

AP TRITON'S CERTIFICATE OF INSURANCE & LITIGATION

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

Conflict of Interest Statement

AP 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.

AP Triton is not presently suspended or otherwise prohibited by any government from participating in this solicitation or any other contract to follow thereafter. Neither AP Triton nor anyone associated with AP 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, AP Triton will immediately notify the client in writing.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/14/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must 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 rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Alkeme Insurance Services 111 Corporate Drive #200 Ladera Ranch CA 92694		CONTACT NAME: Kathy Mir PHONE (A/C, No, Ext): (949)988-7360 FAX (A/C, No): E-MAIL ADDRESS: kmir@alkemeins.com	
INSURED AP Triton LLC 1309 Coffeen Avenue, Suite 3178 Sheridan WY 82801		INSURER(S) AFFORDING COVERAGE INSURER A: Hiscox Insurance Company Inc INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	
License#: OM63276 APTRITO-01		NAIC # 10200	

COVERAGES**CERTIFICATE NUMBER:** 1801802923**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 INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	Y	Y	SBGL001568-01	3/27/2025	3/27/2026	EACH OCCURRENCE \$ 3,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 3,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY	Y	Y	SBGL001568-01	3/27/2025	3/27/2026	COMBINED SINGLE LIMIT (Ea accident) \$ Included BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☐ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N ☐ N/A						PER STATUTE ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			SBPL000963-01	3/27/2025	3/27/2026	Limit-Each \$3,000,000 Limit- Aggregate \$3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Certificate Holder(s) is/are named as additional insureds with respect to coverage provided under this contract.

GL: Additional Insured per form CGL E5421 CW (02/14)
GL: Primary and Noncontributory per form CGL E5581CW (03/16)
GL: Waiver of Subrogation per form CGL E5402CW (03/10)

*Please note Copyright Laws apply to the Acord form prohibiting us from modifying the cancellation clause. However, per TDW Risk Management Associates See Attached...

CERTIFICATE HOLDER**CANCELLATION**

Proof 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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