



EMS DIVISION SUBSIDIARY COMMITTEE MEETING

TUESDAY, FEBRUARY 13, 2024 – 1:00 PM

LOMA LINDA-EOC 25541 BARTON RD, LOMA LINDA

AGENDA

The CONFIRE EMS Division Subsidiary Committee Meeting is scheduled for Tuesday, February 13, 2024, in the Loma Linda Fire Department Emergency Operations Center, 25541 Barton Road, Loma Linda, California.

Reports and Documents relating to each agenda item are on file at CONFIRE and are available for public inspection during normal business hours.

The Public Comment portion of the agenda pertains to items NOT on the agenda and is limited to 30 minutes; 3 minutes allotted for each speaker. Pursuant to the Brown Act, no action may be taken by the EMS Division Subsidiary Committee at this time; however, the Committee may refer your comments/concerns to staff or request that the item be placed on a future agenda.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact CONFIRE at (909) 356-2302. Notification 48 hours prior to the meeting will enable CONFIRE to make reasonable arrangements to ensure accessibility to this meeting. Later requests will be accommodated to the extent feasible.

A recess may be called at the discretion of the EMS Division Subsidiary Committee.

Liz Berry
1743 Miro Way, Rialto, CA 92376
909-356-2302
lberry@confire.org

CALL TO ORDER

- a. Flag Salute
- b. Roll call/Introductions

PUBLIC COMMENT

An opportunity provided for persons in the audience to make brief statements to the CONFIRE EMS Division Subsidiary Committee. (Limited to 30 minutes; 3 minutes allotted for each speaker)

INFORMATION RELATIVE TO POSSIBLE CONFLICT OF INTEREST

Agenda items may require committee member abstentions due to conflict of interests and financial interests. CONFIRE EMS Division Subsidiary Committee Meeting member abstentions shall be stated under this item for recordation on the appropriate item.

CONSENT ITEMS

The following items are considered routine and non-controversial and will be voted upon at one time by the EMS Division Subsidiary Committee. An item may be removed by a Committee Member or member of the public for discussion and appropriate action.

1. Approve EMS Division Subsidiary Committee Minutes of January 12, 2024

CHAIR REPORT

- a. Operations Section Update
- b. Admin. Section Update
- c. Planning Section Update
- d. Logistics Section Update

OLD BUSINESS

2. Committee Overview/Purpose - Dean Smith - **DISCUSSION ITEM**
 - a. Steering Committee to Administrative Chiefs
3. Reimbursement Agreement with Chino - Joe Barna - **ACTION ITEM**
 - a. Dean Smith

NEW BUSINESS

4. Paramedic School Preceptors - Dean Smith - **DISCUSSION ITEM**
 - a. Need agencies to host preceptor workshops.
 - b. Need commitment from all agencies to increase available preceptors.
5. Multi-Hazard Plan - Dean Smith - **ACTION ITEM**
 - a. Recommend staff contract with AP Triton for Professional Services per Board Policy 4.004, to complete required deliverables.
 - b. Recommend spending authority up to \$75,000 to complete the project.
6. Continuity of Operations Plan (COOP) - Dean Smith - **ACTION ITEM**
 - a. Recommend staff contract with AP Triton for Professional Services per Board Policy 4.004, to complete required deliverables.
 - b. Recommend spending authority up to \$50,000 to complete the project.



EMS DIVISION SUBSIDIARY COMMITTEE MEETING

THURSDAY, JANUARY 12, 2024 – 1:30 PM

LOMA LINDA EOC – 25541 BARTON RD. LOMA LINDA

MINUTES

EMS DIVISION SUBSIDIARY COMMITTEE MEMBERS:

Apple Valley Fire Protection District – B.C. Matthew Dowland
Chino Valley Independent Fire District – Chief Dave Williams
Colton Fire Department – Fire Marshall Ray Bruno
Loma Linda Fire Department – B.C. Jeff Gillette
Montclair Fire Department – Assistant Fire Chief Ryon Dierck
Ontario Fire Department – Chief Mike Gerken
Rancho Cucamonga Fire District – Chief Augie Barreda
Redlands Fire Department – EMS Coordinator Carly Cripe
Rialto Fire Department – Chief Brian Park
San Bernardino County Fire District – Chief Joe Barna
Victorville Fire Department – EMS Manager Steve Casarez
City of Yucaipa – Chief Grant Malinowski

CALL TO ORDER

- a. Flag Salute
- b. Roll call/Introductions

PUBLIC COMMENT

An opportunity provided for persons in the audience to make brief statements to the EMS Division Subsidiary Committee. (Limited to 30 minutes; 3 minutes allotted for each speaker)

INFORMATION RELATIVE TO POSSIBLE CONFLICT OF INTEREST

Agenda items may require committee member abstentions due to conflict of interests and financial interests. EMS Division Subsidiary Committee member abstentions shall be stated under this item for recordation on the appropriate item.

No conflicts were announced.

CONSENT ITEMS

The following items are considered routine and non-controversial and will be voted upon at one time by the EMS Division Subsidiary Committee. An item may be removed by a Committee Member or member of the public for discussion and appropriate action.

No consent items.

CHAIR REPORT*None***OLD BUSINESS***None***NEW BUSINESS**

1. Introduction of Committee members – Art Andres - **DISCUSSION ITEM**
 - a. Introduction of Committee Members
 - b. Brown Act covered entity
 - c. Quorum is 2/3 of membership. 12 Agencies total – 8 present to take action.
2. Committee Overview/Purpose – Dean Smith – **DISCUSSION ITEM**
 - a. Steering Committee to Administrative Chiefs
Committee to serve as a steering committee for administration, operations, policy, procedures and logistics of the EMS Division.
3. CONFIRE Administrative Committee Policy 6.002, revised 7.25.2023 – Dean Smith – **DISCUSSION ITEM**
4. Ambulance transportation transition – **DISCUSSION ITEM**
 - a. Implementation team – Dean Smith/Ray Gayk
5. Governance Model – Art Andres – **ACTION ITEM**
He/She shall serve a one (1) year term as Chairperson/Vice-Chairperson and shall be elected to that position annually by the members of the EMS Division Subsidiary Committee.
 - a. Elect Chair
 - b. Elect Vice-Chair

Motion to elect Chief Joe Barna as EMS Division Subsidiary Committee Chairperson.

Motion by: Chief Brian Park

Second by: Chief Augie Barreda

Yes - 12

No - 0

Abstain - 0

Absent – 0

Motion to elect Chief Mike Gerkin as EMS Division Subsidiary Committee Vice-Chairperson.

Motion by: Chief Augie Barreda

Second by: Chief Dave Williams

Yes - 12

No - 0

Abstain - 0

Absent - 0

6. Establish regular meeting dates and time – Art Andres – **Discussion item**

Second Tuesday of each month from 1:00 - 3:00 p.m.

7. Establish Priorities – Art Andres – **DISCUSSION ITEM**

- a. Authority & Purpose

1. Short term budget
2. Develop policies
*Restocking supplies

8. Consultant Agreements – Art Andres – **ACTION ITEM**

- a. Ray Gayk
- b. Dean Smith

Motion to move the Independent Contractor Agreement between CONFIRE and Cardo Consulting Inc. to the Administrative Committee for approval.

No action was taken on Consultant Agreement for Dean Smith.

Motion by: Chief Augie Barreda

Second by: Chief Mike Gerkin

Yes - 12

No - 0

Abstain - 0

Absent – 0

9. Update on Partnership with CONFIRE EMS Mobile Health & SBCoFD – Dean Smith – **DISCUSSION ITEM**

ROUND TABLE

None

CLOSED SESSION

**CONFIRE****STAFF REPORT**

DATE: February 13, 2024

FROM: Nathan Cooke, Interim CONFIRE Director

TO: EMS Subsidiary Committee

SUBJECT: Agreement Between CONFIRE and CVFD for Dean Smith

RECOMMENDATION

Make a recommendation to the CONFIRE Administrative Committee to enter into an agreement between CONFIRE and the Chino Valley Independent Fire District, to authorize Dean Smith to serve as the Deputy IC for the CONFIRE Ambulance Contract Implementation Team.

BACKGROUND

San Bernardino County Board of Supervisors awarded CONFIRE the bid for ambulance services in the Comprehensive Service Area on December 5, 2024. A collaborative effort, from many representatives, will be required to successfully implement this new public-private partnership. Priority Ambulance will be providing ambulance transportation services, but the team required for the implementation will necessitate coordinating stakeholders from many disciplines with a clear understanding of the requirements outlined by the County based on the awarded contract.

The comprehensive bid to provide services was developed by numerous parties, including Acting Deputy Chief Dean Smith. To organize the successful transition, San Bernardino County Fire Chiefs will use the incident command system to organize resources and have selected Chief Smith to serve as the Deputy Incident Commander for the CONFIRE EMS Division Implementation Team.

This implementation team has already begun working on the project. Priorities have been identified for Dean Smith to build the foundation and included in the scope of work for the consulting agreement:

- a. Work with CONFIRE Staff and Implementation Team members to ensure all aspects of the County Ground Ambulance Contract are fulfilled prior to implementation on October 1, 2024.

- b. Coordinate and work with Priority Ambulance staff on all aspects of their obligations related to the requirements in the Contract, to ensure all obligations agreement prior to October 1, 2024.
- c. Perform all duties and functions related to serving as the Deputy Incident Commander for the CONFIRE EMS Division Implementation Team.

FISCAL IMPACTS

The agreement is not to exceed the sum of \$389,514 for the Initial Term through January 1, 2025. The funds will be paid out the EMS Division (5020) account.

EMPLOYEE LOANING AGREEMENT

This EMPLOYEE LOANING AGREEMENT (“Agreement”), approved as of _____, 2024 (the “Effective Date”), is made and entered into between Chino Valley Independent Fire District, a California fire protection district (“CVIFD”), and the Consolidated Fire Agencies Joint Powers Authority, a California Joint Powers Authority (“CONFIRE”). CVIFD and CONFIRE are each referred to individually as “Party” and collectively as “Parties.”

RECITALS

WHEREAS, CVIFD is a fire protection district organized pursuant to the Fire Protection District Law (Health & Safety Code § 13800, et seq.); and

WHEREAS, CONFIRE is a Joint Powers Authority existing pursuant to Government Code section 6500 et seq., of the State of California, of which CVIFD is a member; and

WHEREAS, CVIFD and CONFIRE each employ individuals that are experienced, competent, and qualified to provide a variety of services to the other Party; and

WHEREAS, CVIFD has entered into a Joint Exercise of Powers Agreement (“JPA Agreement”) by which CONFIRE provides for the joint administration of its member agencies, including staffing and infrastructure, in order to obtain a cost-effective means of providing dispatch services to member agencies; and

WHEREAS, on December 5, 2023, the San Bernardino County Board of Supervisors approved a contract by which CONFIRE is to provide ground ambulance services, including Advanced Life Support, Basic Life Support, Critical Care Transport, and Interfacility Transport services to 11 designated Exclusive Operating Areas (EOAs), that includes EOAs: 1, 2, 3, 4, 5b, 6, 7, 8, 9, 11, 12a, also known as the Comprehensive Service area within the County (“County Ambulance Services”); and

WHEREAS CONFIRE will provide those contracted County Ambulance Services from October 1, 2024 through September 30, 2029, unless extended; and

WHEREAS, in order to achieve the purpose set forth in the JPA Agreement and more specifically to assist with the initial implementation of the County Ambulance Services agreement, CVIFD desires to loan CONFIRE an employee, to perform certain services in accordance with the provisions of this agreement; and

WHEREAS, the purpose of this Agreement is to establish the terms under which CVIFD shall loan an employee to CONFIRE and to allocate the costs and potential liabilities of the Parties in carrying out this Agreement; and

WHEREAS, it is the intent of the Parties that, insofar as possible, CONFIRE shall bear

its fair share of the costs that are incurred by CVIFD for the maintenance of the personnel, materials, equipment, and other services and supplies to provide the loaned employee to CONFIRE, at the levels specified in this Agreement; and

WHEREAS, it is also the intent of the Parties that any liabilities by the Parties arising out of the provision of services provided by the loaned employee to CONFIRE under this Agreement be allocated to and borne by CONFIRE.

NOW, THEREFORE, BE IT RESOLVED, that in consideration for the promises and the mutual agreements of the Parties contained herein and for other good and valuable consideration, the receipt of which is hereby acknowledged, the Parties hereby agree as follows:

1. **Loaned Employee; Services to be Performed.** CVIFD agrees to loan to CONFIRE certain employees on the following terms and conditions:

(a) **Identification of Loaned Employee.** The loaned employee to CONFIRE will be Dean Smith, who will service for a period of up to one (1) year from the Effective Date (“Loaned Employee”).

(b) **Services.** The Loaned Employee will perform functions comparable to those services the Loaned Employee performs for CVIFD, specifically focusing on the original implementation of CONFIRE’s County Ambulances Services to be provided to San Bernardino County (the “Services”). The Loaned Employee will perform the Services in a professional manner.

2. **CVIFD Responsibilities.**

(a) **Loaned Employee Compensation and Benefits.** CVIFD shall continue to be financially responsible and operationally responsible for meeting payroll and providing compensation and employee benefits and the associated personnel, payroll and benefit administration services for the Loaned Employee providing Services to CONFIRE. In furtherance of the foregoing, CVIFD shall:

(i) Properly secure coverage for workers’ compensation coverage for the Loaned Employee while they are performing Services pursuant to this Agreement;

(ii) Be fully responsible for payment of all payroll, payroll taxes, collection of taxes, unemployment insurance, and other administrative functions customarily performed by an employer and required under applicable federal, state, or local laws; and

(iii) Without regard to payment by CONFIRE, assume such responsibilities as are required by applicable federal, state, and local wage and hour laws for payment of wages to the Loaned Employee.

(b) **Additional Responsibilities.** In addition, CVIFD shall be responsible for:

- (i) Notifying Loaned Employee of their assignment to provide services to CONFIRE and complying with any applicable provisions of any collective bargaining agreement or other employment agreements, policies or rules;
- (ii) Notifying CONFIRE immediately upon the release, termination or cessation of employment of Loaned Employee;
- (iii) Promulgating and administering employment and safety policies and ensuring safe working conditions in respect to CVIFD's premises, facility and equipment;
- (iv) Disciplining, replacing, and terminating the employment of the Loaned Employee and designating the date of separation from employment;
- (v) Rewarding, promoting, reassigning, and determining the wages, hours, terms, and conditions of employment of the Loaned Employee;
- (vi) Resolving and deciding grievances and disputes of the Loaned Employee;
- (vii) Managing workers' compensation claims, claim filings, and related procedures; and
- (viii) On a monthly basis calculating the direct costs of the Loaned Employee it loaned to CONFIRE and sending a bill to CONFIRE for those costs, pursuant to Section 4 of this Agreement.

3. **CONFIRE Responsibilities.** CONFIRE shall be responsible for:

- (a) Ensuring that it complies with all wage and hour laws, including the Fair Labor Standards Act, any regulations set forth by the Occupational Safety and Health Administration ("OSHA"), Cal OSHA, and any and all other laws and regulations applicable to workplace administration and safety with respect to the terms and conditions under which the Loaned Employee shall work. This includes, without limitation, compliance with meal and rest periods as required by applicable federal, state, and local labor laws and compliance with timecard reporting;
- (b) Providing the personnel necessary for effective communication with CVIFD;
- (c) Notifying CVIFD immediately if there are concerns with the performance of Loaned Employee of the duties specified in this Agreement;
- (d) Promulgating and administering employment and safety policies and ensuring safe working conditions in respect to CONFIRE's premises, facility and equipment;

(e) Keeping accurate records regarding the Loaned Employee's work for the purposes of computing and making provisions for CONFIRE's payment of the costs for the services provided by Loaned Employee; and

(f) Providing payment to CVIFD pursuant to Section 4 of this Agreement.

4. **Terms of Payment.**

(a) As payment for Services described herein, CONFIRE agrees to cover the direct costs of the Loaned Employee including, without limitation, the costs of benefits, any employment taxes, and total gross wages paid to the Loaned Employee as part of the Loaned Employee's regular payroll. The fully burdened rate for Loaned Employee in his current position as an Acting Administrative Deputy Chief is \$187.27/hour; \$32,459.50/month. This rate may change based on a change in the actual direct costs of the Loaned Employee, including if Loaned Employee is no longer serving in his Acting capacity. CVIFD will provide advance notice of any rate changes.

(b) CVIFD shall bill the costs of employing its Loaned Employee to CONFIRE on a monthly basis. CONFIRE shall reimburse CVIFD for the costs of employing the Loaned Employee within thirty (30) days of receiving the bill.

(c) CVIFD shall continue to be financially and operationally responsible for meeting payroll and providing compensation and employee benefits and the associated personnel, payroll, and benefit administration services for the Loaned Employee performing work under this Agreement for CONFIRE in accordance with applicable federal, state, and local laws, including but not limited to, collection, reporting, and payment of all applicable federal, state, and local payroll taxes, unemployment and disability insurance withholding, administration of workers compensation programs, maintenance of payroll benefit and safety records; and compliance with the Immigration Reform and Control Act of 1986. Loaned Employee, assigned to perform duties for CONFIRE, shall in no way be considered an employee of CONFIRE for the purpose of accruing any benefits afforded to CONFIRE employees.

5. **Employment Relationship.**

(a) Nothing in this Agreement shall confer upon any employee of CVIFD any rights or remedies, including any right to employment with CONFIRE. Each Party hereto intends that this Agreement does not benefit or create any right or cause of action in or on behalf of any party other than the Parties. Neither CVIFD nor any of CVIFD's employees shall be considered officers, employees, agents, partner, or joint venture of CONFIRE; nor shall such persons be entitled to benefits of any kind or nature normally provided to employees of CONFIRE.

(b) Loaned Employee shall be and remain employees of CVIFD and shall at all times be subject to the direction, supervision, and control of CVIFD.

(c) CONFIRE shall have no right to discharge Loaned Employee from employment with CVIFD. However, CONFIRE may, upon fifteen (15) days prior notice request that CVIFD

replace Loaned Employee with another CVIFD employee to provide the services provided in this Agreement. Furthermore, either Party may terminate this Agreement and therefore, all Loaned Employee Services by providing the notice required in Section 7 of this Agreement.

6. **Allocation of Liabilities, Insurance, and Indemnification.** The Parties recognize that under Government Code section 895, et seq., they are jointly and severally liable for liabilities arising out of the Services of the Loaned Employees; however, this Agreement may provide for indemnification and rights of contribution which effectively allocate such potential liabilities.

(a) **Indemnification.** CONFIRE agrees to defend, indemnify, and hold harmless CVIFD for liabilities to third parties incurred by CVIFD arising out of the Services provided by Loaned Employee to CONFIRE under this Agreement, to the extent not covered by any liability by the Parties pursuant to this Agreement or workers compensation insurance maintained by CVIFD.

(b) **Liability Insurance.** The Parties agree that CONFIRE's liability insurance shall be primary and CVIFD's liability insurance shall be secondary regarding claims or liabilities arising out of the Services provided by Loaned Employee loaned to CONFIRE by CVIFD. CONFIRE shall ensure that it has sufficient liability insurance to cover the Services of the Loaned Employee. Both Parties acknowledge that their liability insurance will cover the activities of Loaned Employee while they are performing duties pursuant to this Agreement. The Parties should contact their respective insurance companies to confirm this. However, as stated above, Loaned Employee remains an employee of CVIFD and any and all claims for Workers' Compensation coverage or benefits shall be covered by CVIFD's insurance.

7. **Term and Termination.** This Agreement shall begin on the Effective Date and shall continue for a maximum of one year or until terminated by either Party. Either Party may terminate this Agreement, by providing the other Party with at least thirty (30) days written notice.

8. **Amendment.** This Agreement may not be modified in any manner other than by an agreement in writing signed by the Parties.

9. **Entire Agreement.** This Agreement comprises the entire integrated understanding between CVIFD and CONFIRE concerning the subject matter of this Agreement and it supersedes all prior negotiations, representations, agreements and understandings, both written and oral, between the Parties with respect to the subject matter of this Agreement.

10. **Agreement Binding on Successors.** This Agreement shall be binding upon, and inure to the benefit of, the Parties and their respective successors and assigns, and it is not intended to create any obligations to, or rights in respect of, any person other than the Parties and their respective successors and assigns.

11. **Governing Law.** The interpretation, validity, and enforcement of this Agreement shall be governed by, and construed in accordance with, the laws of the State of California, without regard to the conflicts of laws principles thereof. The Parties shall be responsible for complying

with all federal, state, and local laws whether or not said laws are expressly stated or referred to herein.

12. **Notices.** Any notice required or permitted under this Agreement shall be deemed given when actually delivered or when deposited in the mail, certified or registered, postage prepaid, addressed as follows:

To CONFIRE:
Consolidated Fire Agencies
Attn: Nathan Cooke, Acting Director
1743 Miro Way
Rialto, CA 92376

To CVFID:
Chino Valley Independent Fire District
Attn: Dave Williams, Fire Chief
14011 City Center Drive
Chino Hills, CA 91709

13. **Counterparts.** This Agreement may be executed in the original or in any number of counterparts, each of which shall be deemed to be an original and all of which together shall constitute one and the same instrument.

14. **Signatures.** The individuals executing this Agreement represent and warrant that they have the right, power, legal capacity, and authority to enter into and to execute this Agreement on behalf of the respective legal entities of Rainbow and Fallbrook.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be signed and delivered by their duly authorized representatives as of the Effective Date.

**CONSOLIDATED FIRE AGENCIES JOINT
POWERS AUTHORITY**

By: _____
Name: _____
Title: _____

**CHINO VALLEY INDEPENDENT FIRE
DISTRICT**

By: _____
Name: _____
Title: _____

January 28, 2024

Dean Smith, EMS Division
Ground Ambulance Implementation Team
CONFIRE Consolidated Fire Agencies
1743 Miro Way
Rialto, CA 92376

RE: Emergency Operations Plan, Continuity of Operations Plan, Technical Consulting, and Retainer Options for Ambulance Services

Dear Chief Smith:

On behalf of AP Triton, LLC, I am pleased to present our comprehensive proposal encompassing a spectrum of services tailored to meet the diverse needs of CONFIRE JPA in the realm of emergency management and public safety.

Our commitment to ensuring the utmost preparedness and resilience of CONFIRE JPA is reflected in the following scopes of services:

- **AMBULANCE SERVICES DEPARTMENT EOP (DEOP):** Our primary objective is to collaborate closely with CONFIRE JPA in creating a Department Emergency Operations Plan (DEOP) that adheres rigorously to county, state, and federal guidelines. This DEOP will not only encompass all aspects of emergency management but will also be customized to meet the unique needs of CONFIRE JPA. Our innovative thinking and forward-thinking strategies will be woven into this plan to ensure it remains flexible, scalable, and adaptable for all emergencies, demobilization, and short-term recovery activities.
- **AMBULANCE SERVICES COOP:** Our second scope of work revolves around the development of a comprehensive Continuity of Operations Plan (COOP) centered on the continuity of ambulance services. This COOP will be crafted meticulously in alignment with applicable FEMA guidelines. Our collaborative approach with both CONFIRE JPA and the ambulance subcontractor will ensure the uninterrupted provision of critical ambulance services, even in the face of various emergency scenarios.

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- **TECHNICAL REVIEW:** We offer a Technical Review service that includes a comprehensive analysis of the Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) if developed by CONFIRE JPA. Our experts will identify areas requiring enhancement or clarification, provide detailed suggestions for improvement, and ensure alignment with industry best practices and standards.
- **GENERAL RETAINER OPTION:** Our General Retainer Option offers ongoing support across a range of public safety and emergency management domains. We will continuously assist in the development, review, and updating of Emergency Operations Plans (EOPs), Continuity of Operations Plans (COOPs), and other emergency management documents. Furthermore, our expertise extends to public safety consulting, training and capacity building, regulatory compliance, and the integration of best practices into ongoing work.

We firmly believe that the partnership between AP Triton, LLC, and CONFIRE JPA will not only lead to successful project outcomes but also contribute significantly to the enhancement of emergency management and public safety in your jurisdiction.

Please find our detailed fee proposal enclosed, which outlines the costs and payment schedules for each scope of work.

Should you have any questions or require further information, please do not hesitate to contact us. We look forward to the opportunity to collaborate on this important project and contribute to CONFIRE JPA's emergency management efforts.

Thank you for considering AP Triton, LLC as your consulting partner. We are confident in our ability to provide valuable solutions and support to ensure the continuity of ambulance services and emergency management for CONFIRE JPA.

Sincerely,



Kurt P. Henke
Principal/Managing Partner



Proposal for

AMBULANCE SERVICES

Emergency Operations Plan

Continuity of Operations Plan & Retainer Options



January 2024

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SCOPE OF SERVICES: AMBULANCE SERVICES DEPARTMENT EOP (DEOP)

PROJECT UNDERSTANDING

The primary objective of this project is to create a Department Emergency Operations Plan (DEOP) that CONFIRE JPA will utilize to guide and support emergency management efforts during disasters and large events as described under the San Bernardino County 2017 Policy Manual No. 13-1. This plan will prepare the CONFIRE JPA to fulfill its role in the County's Emergency Operations Plan and MCI plans. The DEOP will include triggers for activation, notifications, communications, staffing, vehicles, equipment, hospital and healthcare facility evacuations, and EMS surge supplies needed for a minimum of 72 hours.

The project will result in a comprehensive Department EOP tailored to the unique needs of CONFIRE JPA in accordance with county, state, and federal guidelines, with a focus on an all-hazards approach. The plan will be developed in close collaboration with the client, incorporating innovative solutions and forward-thinking strategies.

CONFIRE JPA will benefit from a strategic approach that prioritizes innovation, expertise, and long-term success. The department EOP will enhance the client's ability to respond to various emergency scenarios effectively, ensuring a flexible, scalable, and adaptable plan developed for all emergencies, demobilization, and short-term recovery activities.

Phases and Key Tasks

Project Implementation and Information Acquisition:

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

Emergency Operations Plan Development:

- **Development and Review of the Draft Department EOP:** Create an electronic draft of the Department EOP for technical review, encompassing the fundamental systems, strategies, policies, assumptions, responsibilities and operational priorities that CONFIRE JPA will utilize to guide and support emergency management efforts.
- **Publication of the Final EOP:** Finalize and provide the electronic version of the department EOP following client approval.

PHASE ONE—PROJECT IMPLEMENTATION & INFORMATION ACQUISITION

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

AP Triton will initiate a series of discussions with the client's project team to develop a thorough understanding of the background, goals, and specific requirements for the Department Emergency Operations Plan (EOP). Emphasis will be placed on disaster management interoperability with the Inland Counties Emergency Medical Agency (ICEMA), San Bernardino County OES, CalOES, California Emergency Medical Services Authority (EMSA), and the Federal Emergency Management Agency (FEMA), through an all-hazards Standardized Emergency Management System (SEMS) and Incident Command System (ICS) approach. Triton will then develop a detailed work plan that includes timelines, resources, and key milestones.

The CONFIRE JPA Department EOP will encompass the five steps of emergency management: prevention, mitigation, preparedness, response and recovery.

FIVE STEPS OF EMERGENCY MANAGEMENT



Task 1-B: Procurement of Information and Data

Triton will actively engage with relevant agencies and stakeholders to gather information and data essential to developing the Department EOP. This includes emergency response statistics, existing protocols and standard operation guidelines (SOGs), local and county risk assessments, and other critical documents.

PHASE TWO—DEPARTMENT EMERGENCY OPERATIONS PLAN (DEOP)

Triton and CONFIRE JPA will collaborate to create a Department Emergency Operations Plan (DEOP) to assist in the Continuity of Government (COG) and Continuity of Operations (COOP) as defined in the 2017 County Policy Manual No. 13-1 and under the direction of the County's response roles as defined in the San Bernardino County Emergency Operations Plan.

CONFIRE JPA will support ICEMA's role in the county's EOC plan, which includes a response and Medical and Health Branch EOC role in the Operations Section during a disaster or large event. ICEMA also assumes the Medical Health Operational Area Coordinator (MHOAC) role during County EOC activation as authorized by the California Health and Safety Code § 1797.153. The MHOAC's role is the key contact for local, regional, and State agencies for reporting status and is responsible for monitoring and ensuring adequate medical and health resources are in place during a local emergency.

The purpose and structure of the plan is to develop:

- **Legal Authority Description**

A description of legal authorities upon which San Bernardino County has structured its emergency management organization, including the emergency declaration process, activation of mutual aid agreements, and request for resources will be developed.

- **Department Profile and Risk Assessment of Hazards and Threats**

Describe the context under which CONFIRE JPA will respond to an incident to ensure continuity of government and continuation of operations, including a department profile and discussion of hazards and threats facing the community.

- **Roles and Responsibilities**

Assign and describe roles and responsibilities for CONFIRE JPA's divisions and essential personnel tasked with emergency preparedness and response functions.

- **Concept of Operations**

A concept of operations for CONFIRE JPA will be described that provides a framework upon which CONFIRE JPA will conduct its emergency operations and coordinate with other agencies and jurisdictions to ensure continuity of government and continuity of operations.

- **Emergency Response Structure**

CONFIRE JPA will describe the department's emergency response structure, including activation, notification, and operation of the Department Operations Center (DOC) if applicable, and implementation of the Incident Command System (ICS).

- **Protocols for Department EOP (DEOP)**

Protocols will be established for maintaining and reviewing CONFIRE JPA's DEOP, including training, exercises, and plan maintenance.

Task 2-A: Develop a Department Emergency Operations Plan (DEOP)

CONFIRE JPA's Department Emergency Operations Plan (EOP) ensures the agency can focus on actions necessary to save lives and property during any event. The Department EOP will delineate the allocation of responsibilities, fundamental systems, strategies, policies, assumptions, and operational priorities, directing them to execute specific tasks during emergencies or disasters to support the San Bernardino County Inland Counties Emergency Medical Agency (ICEMA), the Operational Area (OA), and the State of California.

The Department Emergency Operations Plan components will consist of the following:

- **Legal Authority Description**

- San Bernardino County Emergency Management Organization and Activation Process
- Activation of Local, County, and State Mutual Aid Agreements
- County and ICEMA Resource Management (MHOAC Program)

- **Department Profile for CONFIRE JPA**

- Hazards and threats prioritization based on the County's Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)
- Department overview and CONFIRE JPA organizational structure
- Assumptions
- Incident response protocols
- Vehicle and equipment inventory
- EMS surge supplies (for at least 5 days)
- Fuel access with power/infrastructure failure (for at least 5 days)

- **Organization Roles and Responsibilities**
 - Role of Government and ICEMA
 - Assign and describe roles and responsibilities of CONFIRE JPA's divisions
 - Assign and describe roles and responsibilities of CONFIRE JPA's essential personnel tasked with emergency preparedness and response functions, and access to local resources
- **Concept of Operations or CONOPS Section**
 - Emergency Management Phases
 - Framework for conducting CONFIRE JPA emergency operations
 - Coordination and interoperability with other agencies and jurisdictions
 - Incident and EOC Action Plans
 - Demobilization
- **Communications (Internal and External)**
 - Notifications and communications for a disaster
 - Establishing a public information officer
- **Direction, control, and coordination**
 - Emergency response structure of activation, notification, and operation of the Department Operations Center (DOC), if applicable
 - Implementation of the Incident Command System (ICS)
 - Standardized Emergency Management System (SEMS)
- **Access and Functional Needs**
 - Emergency Evacuations
 - Emergency Communications
- **Plan Development and Maintenance**
 - Protocols established for maintaining and reviewing the DEOP
- **Training and Exercises**
 - Protocols established for training the Incident Command System (ICS), Standardized Emergency Management System (SEMS), and the National Incident Management System (NIMS)
 - Protocols established for Ambulance Strike Team (AST) responders and AST unit leaders as established by the California EMS Authority (EMSA).

- Protocols established for field and supervisory personnel to receive training for the California Tactical Casualty Care Training Guidelines for law enforcement incidents.
- Protocols established for exercises
- Participation in ICEMA approved disaster drills
- Planning and exercise for mass testing, vaccination, public responses, prophylaxis and personal protective equipment (PPE) distribution
- **Disaster Committees**
 - Participation on health care disaster committees as requested by ICEMA
 - Healthcare Preparedness Planning Partnership
 - Participation in the Ambulance Strike Team (AST) Program
- **Recovery and Disaster Reimbursement**
 - Short- and long-term recovery
 - Reimbursement documentation for personnel, equipment, apparatus, and facilities
 - After Action Reports

Task 2-B: Develop Functional/Support Annexes

Functional and Support Annexes are individual sections focused on missions. These annexes describe how the jurisdiction manages the function before, during, and after the emergency. Functional and support annexes will be determined during the initial planning stages of the project and may include, but are not limited to:

- Public health
- Medical patient care/Mass casualty/Mass fatality (MCI Plan)
- Evacuation plan for hospitals and healthcare facilities
- Worker safety and health

Task 2-C: Support Documentation

Supplemental materials and procedures are developed in support of CONFIRE JPA or the San Bernardino County EOP, such as authorities and references, MOU agreements, Emergency Management ICS forms, acronyms and abbreviations, position checklists, and definitions are separated as appendices in the DEOP.

Task 2-D: Development and Review of the Draft EOP

Triton will create a comprehensive electronic draft of the EOP, which will undergo technical review by the client.

Task 2-E: Publication of the Final EOP

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

SCOPE OF SERVICES: AMBULANCE SERVICES COOP

PROJECT UNDERSTANDING

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

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

Phases and Key Tasks

Project Implementation and Information Acquisition:

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

Continuity of Operations Plan Development:

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

PHASE ONE—PROJECT IMPLEMENTATION & INFORMATION ACQUISITION

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

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

Task 1-B: Procurement of Information and Data

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

PHASE TWO—CONTINUITY OF OPERATIONS PLAN DEVELOPMENT

Task 2-A: Hazard and Threat Vulnerability Analysis

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

Task 2-B: Development of Essential Function Business Processes

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

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

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

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

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

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

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

- **Section 1: Plan Introduction**

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

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

- **Section 2: Concept of Operations**

- Objectives
- Planning Assumptions
- Integration with Existing Emergency Plans

- **Section 3: Delegation of Authority**

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

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

- **Section 4: Activation**

- Triggers and Thresholds
- Coordination Mechanisms
- Specific Event Categories
 - Fire Event
 - Hazardous Materials Event
 - Cybersecurity Event
 - Natural Disaster Event
 - Terrorism Event
 - Public Health Event
 - Other Significant Events

- **Section 5: Alternative Operations**

- Emergency response plan modifications
- Non-emergency response plan modifications
- Staffing modifications
- Communications modifications
- Logistical modifications
- Recovery and Restoration – Includes strategies for recovery and restoring operations to normalcy after the disruption and the criteria for determining when it's safe to resume regular operations.

- **Attachments:**

- Leadership Succession
- Staff Succession
- Emergency Contact List
- Memoranda of Understanding with External Agencies

Task 2-D: Publication of the Final COOP

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

EOP & COOP PROJECT TIMELINE

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

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

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

Estimated Time to Complete the Project: 4–6 months

SCOPE OF SERVICES: TECHNICAL REVIEW

Task 1: Technical Review

- Comprehensive analysis of the Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) developed by CONFIRE JPA.
- Identification of areas needing enhancement or clarification.

Task 2: Recommendations:

- Providing detailed suggestions to improve the effectiveness of the EOP and COOP.
- Ensuring alignment with best practices and industry standards.

Task 3: Consultation

- Offering expert advice on complex issues encountered in the plans.
- Facilitating workshops or meetings, if necessary, for collaborative plan refinement.

Task 4: Documentation and Reporting:

- Preparing a report outlining findings and recommendations.
- Documenting any modifications or updates made to the plans.

Client Requirements:

- **Completeness:**
 - The EOP and COOP should comprehensively cover all necessary aspects of emergency and continuity planning.
- **Formatting:**
 - Documents must follow a professional, easy-to-navigate format.
 - Consistent use of headings, subheadings, and lists where appropriate.
- **Proofreading:**
 - Thorough review for grammatical, typographical, and syntactical errors.
 - Ensuring clarity and coherence in the language used.

- **FEMA Compliance:**
 - Adherence to FEMA guidelines and regulations relevant to EOP and COOP development.
 - Incorporation of FEMA's planning principles and methodologies.
- **Additional Requirements:**
 - Accessibility compliance for individuals with disabilities.
 - Incorporation of feedback and revisions from CONFIRE JPA stakeholders.
 - Timely delivery within agreed project timelines.

SCOPE OF SERVICES: GENERAL RETAINER OPTION

Emergency Management Plans:

- Continuous support in the development, review, and updating of Emergency Operations Plans (EOP), Continuity of Operations Plans (COOP), and other emergency management documents.
- Tailored advice for specific scenarios, risks, and compliance requirements.

Public Safety Consulting:

- Expert consultation on a range of public safety issues including risk assessment, crisis management, disaster response, and recovery planning.
- Development and review of public safety policies and procedures.

Training and Capacity Building:

- Designing and delivering training programs for emergency responders, public safety officials, and other relevant personnel.
- Conducting drills, simulations, and exercises to test and improve emergency response capabilities.

Regulatory Compliance and Best Practices:

- Ensuring that all public safety measures and emergency plans are compliant with local, state, and federal regulations.
- Keeping abreast of the latest best practices in public safety and emergency management and integrating these into ongoing work.

Client Requirements for General Retainer

- **Scheduling and Availability:**
 - Pre-scheduling of consultations, training sessions, and meetings to ensure availability.
 - Flexibility in utilizing retainer hours over an agreed period.
- **Reporting:**
 - Regular reporting on hours used and activities performed under the retainer.
 - Transparency in the allocation and utilization of retainer hours.
- **Payment and Renewal:**
 - Advance payment for each retainer block.
 - Options for renewal or extension of services upon nearing completion of retainer hours.
- **Feedback and Evaluation:**
 - Regular feedback sessions to assess the effectiveness of the services provided.
 - Openness to adapting the focus and methods of support based on client feedback and evolving needs.

PROJECT FEE PROPOSAL

Project Fee Proposal

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

Project	Fees & Expenses
Ambulance Services Emergency Operations Plan	\$69,682
Ambulance Services Continuity of Operations Plan	\$46,674
Combined EOP/COOP Total	\$116,356
Technical Advisory Review of COOP & EOP	\$15,222

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.

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.

Cost Quotation Information

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

GENERAL RETAINER OPTIONS FEE PROPOSAL

Retainer Fee Proposals

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

Retainer Option	Time Block Cost
15-Hour Time Block	\$3,750
30-Hour Time Block	\$6,750

Fee Proposal, Payment Schedule, & Invoicing

AP Triton, LLC presents the following formal cost proposal for the services outlined in this proposal. The pricing structure for the consulting services will be as follows:

- Consulting services will be billed in 15-hour or 30-hour blocks at a rate of \$225 per hour (excluding legal, travel, etc.).
- Prior to the commencement of consulting services, the client will make an initial payment of the total cost for 15 hours or 30 hours of consulting services (\$3,750 or \$6,750). This payment will be made before the consulting work begins.
- Once the initial time has been utilized, the client will be billed for the subsequent block of 15 or 30 hours.
- If, at the conclusion of the project, there are any remaining funds due to unused hours, a refund will be issued to the client within 30 days.
- Legal expenses, if applicable, will be billed at the respective rate.
- Travel and hotel expenses will be invoiced at actual cost.
- Travel days will be charged at a fixed rate.

ABOUT AP TRITON

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



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About AP Triton

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

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

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

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

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

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

Conflict of Interest Statement

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

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

Triton's Approach to Projects

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

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

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

Best Practices & National Standards

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

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

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

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

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

PROJECT TEAM QUALIFICATIONS

Kevin Taylor, BS, MS

Project Manager



Summary of Qualifications

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

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

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

Work Experience

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

Professional Affiliations

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

Education

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

Presentation & Instructor Experience

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

Greg Fish BA, MPA

Senior Associate



Summary of Qualifications

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

Work Experience

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

Education

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

Instructor Experience

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

Professional Affiliations

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

Stephen C. Lieberman

Senior Associate



Summary of Qualifications

Steve possesses a dynamic professional background that seamlessly integrates both private and public sector experiences, underscoring his expertise in relationship building, in-depth research, strategic marketing, and political savvy. His ethical approach is marked by unwavering integrity and honesty.

His diverse career path encompasses roles in corporate finance and public safety, enriched by his tenure as a City Councilmember and Mayor. Steve's strategic leadership capabilities have been particularly evident in his roles as a Fire Chief and an Emergency Medical Services Agency Administrator. In these positions, he has demonstrated exceptional change management skills.

Steve's broad experience empowers him to deliver realistic, well-considered, and comprehensive reports and recommendations, always with the client's best interests in mind. For instance, as a Fire Chief, he spearheaded the development of fire and life safety regulations for commercial cannabis manufacturing. This task required him to acquire new knowledge and collaborate with safety experts nationwide, aiming to minimize community risks.

Additionally, as a Liaison Officer with a Type III Incident Management Team, Steve showcased his adaptability and crisis management skills during the COVID-19 pandemic. He played a pivotal role in constructing and managing several mass vaccination sites, navigating the complexities of the public health crisis with competence and resilience.

Steve's unique blend of experiences across different sectors makes him an invaluable asset, particularly in roles demanding comprehensive understanding, strategic planning, and effective community-oriented solutions.

Educational Background

- Bachelor of Business Economics, Accounting Emphasis—University of California, Santa Barbara, June 1983

Professional Experience

- Five Cities Fire Authority, Fire Chief/Executive Officer, 2014–2023
- County of San Luis Obispo Emergency Medical Services Division, Director, 2012–2014
- Sprint Nextel & Verizon Wireless, Manager Business Development, Sales Manager, Government Account Executive, 1999–2012
- Verizon Wireless, Sales Manager, 2006–2008
- City of Grover Beach, Mayor/City Councilmember, 2000–2008
- National Broadcasting Company, Director of Financial Administration, Manager, Administrator, 1985–1992

Professional Contributions

- San Luis Obispo County Type III Incident Management Team, Liaison Officer
- San Luis Obispo County Fire Chiefs Association
- League of California Cities Public Safety Policy Committee

Community Recognition

- Grover Beach Citizen of the Year, 2014

Michelle D. Crowley BS, EFO, FSO

Senior Associate



Summary of Qualifications

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

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

Professional Development and Education

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

Licensure and Certifications

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

Experience

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

Associated Professional Accomplishments

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

Malcolm Smith EFO, BS, CEM

Senior Associate



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

Melissa Vazquez Swank MA, BA

Senior Associate/Director of Project Operations



Summary of Qualifications

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

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

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

Professional Development & Education

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

Professional Experience

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

Project Experience

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

PROJECTS & EXPERIENCE

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

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

Project Types

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

Project Description

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

Organization

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

Project Description

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

Organization

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

CLIENT REFERENCES

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

Carolina Panthers/Tepper Sports & Entertainment (North Carolina)

Project Title & Description: Life Safety Plan/EOP/Business COOP

AP Triton was commissioned by Tepper Sports & Entertainment to deliver specialized fire code and life safety consulting services for Bank of America Stadium, located in Charlotte, North Carolina. Leveraging our extensive and nuanced understanding of state, federal, and local regulations and standards—including the applicable building codes, NFPA (National Fire Protection Association) standards, and the North Carolina Fire Prevention Code—we undertook a comprehensive examination of existing life safety systems. Our focused evaluation led to the development of an NFPA 101 Life Safety Evaluation tailored to the facility's unique requirements. Our team's in-depth analysis went beyond just a standard review. We thoroughly examined the existing Emergency Operations Plan, and based on our findings, crafted innovative staffing training programs, and a comprehensive Business Continuity Plan.

Contact Name/Title:	Andre Haston, Manager, Compliance & Standards-Security John Diggs, Director of Safety and Compliance	Year:	2022
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

City of Kingsburg (California)

Project Title & Description: Emergency Operations Plan & Continuity of Operations Plan

AP Triton was entrusted with the crucial task of reviewing and updating the City's existing Emergency Operations Plan. Our role was to ensure complete alignment with FEMA guidelines, specifically adhering to CPG 101, the fundamental document that defines a well-structured emergency planning process. Our engagement extended beyond mere compliance with regulations. We undertook a comprehensive analysis of the existing plan, identifying areas for enhancement and integration of innovative strategies tailored to the City's unique needs and challenges. In addition to revising the Emergency Operations Plan, we developed a Continuity of Operations Plan. This component involved crafting a resilient framework that ensures the uninterrupted delivery of essential services, even in the face of unforeseen emergencies or disruptions.

Contact Name/Title:	Dan Perkins, Fire Chief	Year:	2022
Client Phone:	559-707-0563	Client E-Mail:	dperkins@cityofkingsburg-ca.gov
Project Manager:	Frank Blackley	Status:	On-going

Contra Costa County Fire Protection District (California)

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

Contra Costa County Fire Protection District (population over 1 million). The study foundation was developed by determining what the current and past insured and uninsured payer mixes were. These payer mixes were all inclusive which, together with other demographic information, allowed AP Triton to determine the maximum value of the system. The study then analyzed the Federal Reimbursement programs available and provided estimates for both GEMT (Ground Emergency Medical Transport) and IGT (Intergovernmental Transfer) programs. Several options were proposed for consideration by the Fire District, and the Public-Private Partnership (contractor/subcontractor) option was chosen. AP Triton then provided services to select the private (subcontractor) partner and managed the response to the County-wide RFP for Ambulance service. Contra Costa County Fire was awarded the contract for ambulance service through a competitive bid process. They have increased their response time compliance from a level of 89-90% under the former provider to an average of 96% across all response zones. Further, their ambulance transport system, which was historically under questionable sustainability, now turns a \$10 million profit annually and has amassed a reserve of \$38 million. AP Triton Consulting is currently on a maintenance and system retainer agreement through March 2022 to assist the Contra Costa County Fire Department in operating its ambulance transport system.

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

San Bernardino County Fire Protection District (California)

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

AP Triton conducted an assessment of the financial structure of the San Bernardino County ambulance system to determine which areas could be subject to competitive bid, the value of the system, the resources needed to provide services to those areas, the cost to implement those services, the time needed to secure equipment, the continued operating costs, and the ability to provide additional services to enhance system delivery.

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

CLIENT TESTIMONIALS

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


AP TRITON CERTIFICATES OF INSURANCE & LITIGATION


AP Triton, LLC maintains liability insurance as shown in the following pages. Triton has no past and/or pending litigation or unresolved lawsuits. Since AP Triton utilizes an entirely independent pool of contractors, we are exempt from carrying Workers' Compensation insurance. Each of our contractors carries their own liability insurance.

ACORD		CERTIFICATE OF LIABILITY INSURANCE				DATE (MM/DD/YYYY) 03/21/2023	
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>							
PRODUCER USI INSURANCE SERVICES LLC/PHS 41715154 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251				CONTACT NAME: PHONE (866) 467-8730 FAX: (A/C, No, Ext): (A/C, No): E-MAIL: ADDRESS:			
INSURED AP TRITON, LLC 1309 COFFEEN AVE STE 3178 SHERIDAN WY 82801-5777				INSURER(S) AFFORDING COVERAGE INSURER A: Atain Speciality Insurance Company NAIC# 17159 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:			
COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:							
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
X	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			CIP422953	03/27/2023	03/27/2024	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMPIOP AGG \$1,000,000
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ACORD 25 (2016/03)

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ACORDTM		CERTIFICATE OF LIABILITY INSURANCE					
		DATE (MM/DD/YYYY) 3/21/2023					
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PRODUCER USI Insurance Services, LLC 2375 E. Camelback Road, Suite 250 Phoenix, AZ 85016 877 468-6516		CONTACT NAME: Tracy Bennett PHONE (A/C No, Ext): 818.251.3045 FAX (A/C, No): E-MAIL ADDRESS: Tracy.Bennett@usi.com					
		INSURER(S) AFFORDING COVERAGE					
		INSURER A : StarStone National Insurance Company					
		INSURER B : Continental Casualty Company					
		INSURER C :					
		INSURER D :					
		INSURER E :					
		INSURER F :					
INSURED AP Triton, LLC 1309 COFFEEN AVE STE 3178 Sheridan, WY 82801		NAIC # 25496 20443					
COVERAGES		CERTIFICATE 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.		REVISION NUMBER:					
INSR LTR	TYPE OF INSURANCE	ADDITIONAL INSURER	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
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DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks: Schedule, may be attached if more space is required)							
CERTIFICATE HOLDER				CANCELLATION			
Evidence Of Insurance				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 			
				© 1988-2015 ACORD CORPORATION. All rights reserved.			
ACORD 25 (2016/03) 1 of 1 #S39461361/M39458694				The ACORD name and logo are registered marks of ACORD			
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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
06/06/2023

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<p>PRODUCER  Ann Gardner 951 Coffeen Avenue Sheridan WY 82801</p>	<p>CONTACT NAME: Ann Gardner PHONE A/C, No, Ext): 307-672-5815 FAX (A/C, No): E-MAIL ADDRESS: ann.e.gardner.hdz@statefarm.com</p>														
<p>INSURED AP TRITON LLC 1309 COFFEEN AVE STE 3178 SHERIDAN WY 828015777</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A : State Farm Mutual Automobile Insurance Company</td> <td>25178</td> </tr> <tr> <td>INSURER B :</td> <td></td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : State Farm Mutual Automobile Insurance Company	25178	INSURER B :		INSURER C :		INSURER D :		INSURER E :		INSURER F :	
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INSR LTR	TYPE OF INSURANCE	ADD INSD	SUB WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	Y	Y	080 1204-C01-50	03/01/2023	09/01/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory In NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)							

CERTIFICATE HOLDER

AP TRITON, LLC
1309 COFFEEN AVE., STE 3178
SHERIDAN WY 82801

INFORMATIONAL COPY ONLY

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
Ann Gardner

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