

**AGENDA
ITEM**

8



CITY COUNCIL AGENDA STAFF REPORT

DATE: March 19, 2025
TO: Mayor and City Council
APPROVED BY: Rick Daniels, Interim City Manager *Rick*
PREPARED BY: Juan Contreras, Acting Fire Chief *JRC*
SUBJECT: Discuss and Review Proposed Emergency Medical Services (EMS) Transportation & Optimization Study – Calexico Fire Department

=====
Recommendation:

Staff recommends that the City Council approve the engagement of AP Triton, LLC for the EMS Transportation & Optimization Study to enhance the operational and financial aspects of the city's ambulance service.

The City of Calexico Fire Department (CFD) has engaged AP Triton, LLC to conduct an EMS Transportation & Optimization Study to evaluate and improve the operational and financial aspects of the city's ambulance service. The study aims to provide actionable recommendations that ensure fiscal sustainability, operational efficiency, and enhanced service delivery for the community.

Background:

The City of Calexico Fire Department (CFD) has engaged AP Triton, LLC to conduct an EMS Transportation & Optimization Study. This study aims to evaluate various ambulance staffing models, optimize EMS service delivery, and ensure fiscal sustainability.

Project Scope:

- The study encompasses a comprehensive analysis of different ambulance staffing models and operational structures, with key areas including:
- Firefighter-Staffed Ambulance Transport Model – Evaluating the current model where CFD provides 100% of ambulance transport services using firefighters.
- Single Role Staffed Ambulance Transport Model – Considering a model where CFD provides 100% ambulance transport using EMTs and paramedics.
- Hybrid Staffing Model – Assessing a combination of firefighter-staffed and single-role EMT/Paramedic staffing.

- Adjustments to Ambulance Staffing Hours – Reviewing potential changes based on service demand, fiscal realities, and community needs.

The study also includes a financial and operational analysis of each model, addressing response times, service quality, and long-term viability.

Key Objective:

- Conduct a financial analysis of EMS transport services, including cost recovery strategies.
- Assess the existing EMS system, including staffing, resource allocation, and infrastructure.
- Identify potential efficiency improvements in service delivery.
- Evaluate compliance with local, state, and federal regulations.
- Develop recommendations for EMS system enhancements that align with Calexico’s growth projections.

Discussion and Analysis:

The study will assess multiple staffing models, analyze financial feasibility, and propose operational efficiencies. It includes an in-depth review of response times, service quality, and long-term sustainability of emergency medical services in Calexico.

Projected Timeline:

The estimated completion time for this study is 3–4 months from the date of receiving all necessary data. The study will include stakeholder engagement and multiple review phases to ensure alignment with city priorities.

Conclusion:

Approval of this study will provide a comprehensive roadmap for optimizing EMS operations, balancing cost-effectiveness with high-quality service delivery, and ensuring alignment with community needs.

Fiscal Impact:

The total cost of the study is \$24,905, broken down as follows:

- Project Initiation & Data Acquisition: \$8,615
- Evaluation of EMS System: \$3,840
- EMS System Valuation: \$4,520
- EMS System Delivery Modeling: \$2,940
- Final Report & Recommendations: \$4,990

A 10% deposit is required upon contract signing, with monthly invoicing throughout the project duration.

Coordinated With:

Interim City Manager Rick Daniels
Calexico Fire Department Acting Fire Chief Juan A Contreras
AP Triton, LLC

Attachments: AP Triton EMS Valuation Proposal (Final)

ATTACHMENT NO. 1



1309 Coffeen Avenue, Suite 3178 • Sheridan, WY 82801 • 833.251.5824 • www.aptriton.com

January 16, 2025

City of Calexico
Calexico Fire Department
415 Fourth St.
Calexico, CA 92231

Subject: Proposal for EMS Transportation & Optimization Study

AP Triton, LLC (AP Triton) is honored to submit our proposal to partner with the Calexico Fire Department (CFD) in evaluating the operational and financial aspects of the city's ambulance service area. Our proven expertise in EMS system analysis and optimization uniquely positions us to deliver a comprehensive and actionable study, customized to meet the CFD's needs and align with the City of Calexico's long-term goals.

The scope of this project addresses multiple ambulance staffing models, emphasizing fiscal sustainability, operational efficiency, and community impact. We will provide detailed financial assessments, performance benchmarks, and strategic recommendations, ensuring the CFD is equipped with practical solutions to navigate current challenges and seize future opportunities.

At AP Triton, we pride ourselves on fostering collaborative partnerships and maintaining a client-centered approach. Our team's extensive experience and innovative methodology guarantee an efficient and transparent process that incorporates local conditions and stakeholder input, delivering results that drive meaningful improvements.

We look forward to the opportunity to contribute to the success of the CFD and the City of Calexico. Please feel free to contact Melissa Vazquez Swank, our Director of Project Operations, directly at (503) 708-4282 or via email at mswank@aptriton.com if you have any questions or require additional information.

Thank you for considering AP Triton for this important project.

Sincerely,

A handwritten signature in black ink, appearing to read "Kurt Latipow".

Kurt Latipow
Chief Executive Officer



Calexico Fire Department California

Proposal to conduct an



EMS TRANSPORTATION & Optimization Study

January 2025

CONTENTS

Project Understanding & Scope of Work	2
EMS Transportation & Optimization Study	4
Section One—Project Initiation & Information Acquisition	4
Section Two—Evaluation of the EMS System	6
Section Three—EMS System Valuation.....	7
Section Four—EMS System Delivery Modeling.....	8
Section Five—Review & Delivery of Final Report	9
Estimated Project Timeline	10
Project Fee Proposal	11
Payment Information	12
About AP Triton	13
Project Team Qualifications	18
Projects & Experience	25
Client References	30
Client Testimonials	32
AP Triton’s Certificate of Insurance & Litigation	34

PROJECT UNDERSTANDING & SCOPE OF WORK

AP Triton, LLC (AP Triton) acknowledges the specific requirements of the Calexico Fire Department (CFD) in evaluating the operational aspects of the city's ambulance service area. The principal objective of this study is to provide actionable plans for the City of Calexico to structure its ambulance service in a fiscally sustainable manner.

This in-depth financial and operational analysis will investigate a range of emergency ambulance staffing models, considering the unique challenges and prospects specific to Calexico. The study will encompass detailed cost evaluations and operational factors for each of the following models:

- **Firefighter Staffed Ambulance Transport Model:** This is the current model with CFD providing 100% of the ambulance transport services with firefighters. Key factors like staffing requirements, training, equipment, and financial impact will be reviewed.
- **Single Role Staffed Ambulance Transport Model:** In this model, CFD would provide 100% of the ambulance transport services with single role EMT's and Paramedics. The assessment will focus on efficiency, cost-effectiveness, and service quality.
- **Hybrid Firefighter and Single Role Staffed Model:** In this model, CFD would provide 100% of the ambulance transport services with a combination of firefighter staffing and single role EMT's and Paramedics. This model can maintain firefighter staffing while boosting ambulance coverage with single role personnel. Key factors like staffing requirements, training, equipment, and financial impact will be reviewed.
- **Changes To Ambulance Staffing Hours:** AP Triton will review current staffing plan and may make recommendations based on service demand, guidelines set by CFD, fiscal realities, and community expectations.

Beyond financial aspects, AP Triton will also evaluate critical factors like response times, service quality, community impact, and the long-term viability of each model. The goal is to equip CFD with an analysis that not only meets current demands but also strategically prepares the department for upcoming challenges and opportunities in emergency medical services.

Our methodology will be highly collaborative, involving stakeholders from CFD and the City of Calexico to ensure that the study accurately reflects local conditions and preferences. By partnering with AP Triton, CFD will gain from our extensive expertise and dedication to providing bespoke, practical insights.

EMS TRANSPORTATION & OPTIMIZATION STUDY

SECTION ONE—PROJECT INITIATION & INFORMATION ACQUISITION

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

AP Triton will meet virtually with the CFD project team to develop a complete understanding of the organization's background, goals, and expectations for the project. AP Triton's Project Manager will develop and refine a proposed work plan that will guide the Project Team. This work plan will be developed identifying:

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

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

Task 1-B: Procurement of Information & Data

AP Triton will request pertinent information and data from key stakeholders. This information is critical and will be used extensively in the analysis and development of this report. The documents and information will include, but not be limited to, the following:

- Any previous studies
- Census and demographic data
- Current fire department organizational chart
- Historical budgets and financial data
 - Any Current Contract between City and the County for ambulance service
 - Current fees paid by the City for ambulance service (if any)
 - Current ambulance fees

- Standard Operating Guidelines (SOG) and service delivery and deployment practices; including policies regarding EMS quality improvement methods
- Memorandum of Understanding (MOU)
- Historical records management data, including National Fire Incident Reporting System (NFIRS) incident data exported to an Excel spreadsheet format
 - Incident records to include locations by latitude/longitude (if available) and full address, timestamps to allow for calculation of response times, turnout times, call-processing times, and response mode to scene
 - Ambulance transport and hospital turnaround times; including transport mode (lights & siren vs. no lights & siren) to hospital; number of patient refusals; and other data elements which may be requested
 - Patient records (without any identifying information and in accordance with HIPAA) that include EMS provider impression, level of care provided (ALS vs. BLS), and patient outcomes (if available)
 - Any other electronic records that may be useful for this project
 - Computer-Aided Dispatch (CAD) incident records
 - Wages and benefits for each position rank and title
 - List of most common hospitals and tertiary facilities, and their physical locations, to which patients are transported and who provide online medical control
 - Historical patient billing and collection records, including payer mix, write-offs, contractual allowances, adjustments, refunds, and annual number of billable patient transports
 - Current fee schedule and revenue offset
- Automatic and mutual aid agreements related to patient transport and ambulances
- Any other documents and records necessary for the successful completion of the project

Task 1-C: Stakeholder Input

The AP Triton Project Team will conduct virtual interviews with key personnel identified as being critical to the success of the project. City and CFD staff, including the firefighter union, will be included.

SECTION TWO—EVALUATION OF THE EMS SYSTEM

Task 2-A: Overview of the Community & EMS System

AP Triton will conduct a detailed assessment of each of the primary components of the Calexico Fire Department's EMS delivery system.

- Description of the city
- General description of fire/EMS services
- EMS administration and medical direction
- Other system components related to emergency medical services to include ground and air emergency medical transport

Task 2-B: Capital Facilities & Equipment

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

Facilities—Make observations of current station locations and future station considerations. This will entail a cursory review of each facility and not a detailed, comprehensive analysis.

Capital Medical Equipment—Review the current inventory of capital medical equipment utilized by CFD (e.g., ambulances, cardiac monitor/defibrillators, patient gurneys, automated external defibrillators, etc.).

Task 2-C: Service Delivery & Performance

To the extent data is available, AP Triton will review and observe areas affecting service levels and operational performance. These will include, but not necessarily be limited to:

- **EMS Service Demand**
 - Review of EMS calls dispatched versus patients transported, and hospital destinations.
 - Analysis of current service demand.
 - Projected service demand due to growth.
- **EMS Resource Distribution**
 - Overview of current ambulance deployment strategies (if available), with identification of service gaps and redundancies.

- **Response Reliability**
 - Analysis of current workload, including unit hour utilization and time on task of individual companies or units (to the extent data is complete).
 - Analysis of call concurrency and the impact on EMS system effectiveness.
- **Response Performance Analysis**
 - Ambulance response time performance analysis.
 - Patient transport and hospital turnaround times.
- **Analysis of patient care records**, to include levels of acuity, and ratios of Basic Life Support (BLS) versus Advanced Life Support (ALS) cases (if available).
 - Patient outcome results if available.

SECTION THREE—EMS SYSTEM VALUATION

Task 3-A: Financial Analysis of EMS Transport Services

- Assess current patient transport fees and analyze the payer mix specific to the service area.
- Strategize optimal transport rates to balance revenue goals with community needs.
- Review current billing policies looking to streamline financial operations.

Task 3-B: Resource Needs and Workload Assessment

- Calculate the required annual system Time on Task (TOT) for optimal performance.
- Evaluate Workload Unit Hour Utilization (WUHU) to ensure effective resource allocation.
- Project the necessary unit availability for a static deployment strategy to meet demand.

Task 3-C: Costs of the EMS System

- **Personnel costs** (assigned to delivery of service in the field): Salaries, benefits, overtime, etc.
- **Administrative costs** (supporting delivery of service; EMS Chief, nurse, CQI, etc.): Salaries, benefits, overtime, contracting services, billing, etc.
- **Overhead costs:** ICR if available, establishing an ICR, cost allocation plan.

Task 3-D: Cost Recovery

- Identify and analyze potential revenue streams such as funding, fees, taxation, and other financial resources alongside collection rates.
- Investigate federal reimbursement programs, offering projections for Public Provider Ground Emergency Medical Transport (PP-GEMT) and Intergovernmental Transfer (IGT) participation.
- Evaluate the implementation of first responder fees as a cost recovery mechanism.

SECTION FOUR—EMS SYSTEM DELIVERY MODELING

Task 4-A: Summary of All Findings & Observations

AP Triton will develop a summary description of any critical issues, findings, and observations, including:

- Identification of any regulatory or other constraints.
- Describe less critical or minor issues that may require attention, but not immediate.
- Identify gaps in data capabilities.

Task 4-B: EMS Delivery Options & Strategies

AP Triton will explore various EMS delivery options and strategies for the City of Calexico in staffing ambulances. This task involves a multi-faceted approach to evaluate the efficacy, feasibility, and long-term viability of each potential EMS delivery model. This includes:

- **Comparative Analysis of Delivery Models:** To assess and compare different EMS delivery models including cost and recruitment and retention of employees.
- **Feasibility Study:** To evaluate the practicality of each model in terms of operational requirements, financial implications, and compliance with regulatory standards.

SECTION FIVE—REVIEW & DELIVERY OF FINAL REPORT

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

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

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

Task 5-B: Publication of the Final Report

Following a final technical review and approval by the City and CFD, AP Triton will provide an electronic version of the final report.

Task 5-C: Presentation of the Final Report

AP Triton will provide a virtual final presentation of the report to representatives of CFD and any other individuals or groups as requested.

ESTIMATED PROJECT TIMELINE

Project Completion Timeline

Based on our extensive experience in conducting a wide array of analyses across public safety disciplines, including but not limited to fire services, emergency medical services, and law enforcement, we propose an estimated timeline of 3–4 months for the successful completion of the project. It is important to emphasize that the proposed timeline will commence only upon our receipt of all the necessary information and data required to conduct a thorough and accurate evaluation of the project scope. We have allocated two weeks for the client's technical review of the draft deliverables. Please note that any additional time needed for reviews or modifications will result in an extended project timeline.

While the 3–4-month window is our estimated timeframe, our team remains committed to completing the project as efficiently as possible without compromising the quality of our work. Our experienced consultants are dedicated to delivering actionable recommendations and high-quality outputs that align with the project's objectives.

The success of this project is contingent upon a collaborative relationship between our team and CFD. We value open communication and will provide regular updates on the project's progress, as well as any adjustments that may be needed to the initial timeline.

Our priority is to provide the city and the department with a comprehensive EMS system valuation and options for emergency medical services delivery, complete with actionable and sustainable recommendations. Should opportunities arise to expedite specific tasks or processes, we will actively pursue them in order to deliver the final report in the most efficient manner possible.

Estimated Time to Complete the Project: 3–4 months

PROJECT FEE PROPOSAL

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

Project Section	Fees & Expenses
Section 1: Project Initiation & Information Acquisition	\$8,615
Section 2: Evaluation of the EMS System	\$3,840
Section 3: EMS System Valuation	\$4,520
Section 4: EMS System Delivery Modeling	\$2,940
Section 5: Review & Delivery of Final Report	\$4,990
Proposed Project Fee (will not exceed):	\$24,905

PAYMENT INFORMATION

Payment Schedule & Invoicing

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

Data Engineering Costs

- **Included Services:** Data engineering for up to three specific data sets (i.e., CAD, NFIRS, ePCR) is included in our all-inclusive pricing. This encompasses gathering and assisting the agency with straightforward data pull requests.
- **Additional Incident Data:** Any extra incident data needed (i.e., previous RMS or CAD database records) will incur a charge of \$1,500 per database.
- **Substantial Assistance:** Should AP Triton consultants provide substantial assistance or direct data pulls from the client's records, this service will be billed at \$1,500 per database.

Additional Hours and Expenses

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

Cost Quotation Information

- The bid quotation is valid for 120 days.
- AP Triton Federal Employer Identification Number: 47-2170685.

ABOUT AP TRITON

Contact Information

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



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



Phone: 833.251.5824 (toll free)



E-Mail: info@aptriton.com



Website: www.aptriton.com

About AP Triton

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

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

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

With our deep understanding of public safety departments of all sizes, AP Triton is uniquely positioned to address the specific needs of the Calexico Fire Department. 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 your consulting needs.

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

AP Triton's Approach to Projects

AP 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 AP 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 workplan that actively involves 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:** AP 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 AP 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, AP 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:** AP 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:** AP 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:** AP 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:** AP 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:** AP Triton identifies opportunities to optimize operational processes.
- **Focus on continuous training and education:** AP 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:** AP Triton utilizes data and analytics to drive decision-making recommendations.
- **Foster collaboration and partnerships:** AP 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:** AP Triton strives to stay current with local, state, and federal industry regulations.
- **Monitor and evaluate progress:** AP 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.

Conflict of Interest Statement

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

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

PROJECT TEAM QUALIFICATIONS

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

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

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

Project Management Structure

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

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

Gary Lee Aleshire, Jr., MBA, BS
Project Manager



Summary of Qualifications

Mr. Aleshire completed a 32-year career in the fire service; most notably as Assistant Fire Chief for Snohomish County Fire District 1 located north of Seattle, and twenty-five years at Lakewood Fire District 2 in south Pierce County, Washington. Mr. Aleshire served over ten years as a board member of the Western Division of the International Association of Fire Chiefs. Mr. Aleshire has an extensive background in EMS and progressive leadership experience in public and private organizations.

Mr. Aleshire contributes a strong background of organizational assessment skills, in part through his 12 years of Team Leader/Peer Assessor experience with the Center for Public Safety Excellence international accreditation program. In addition, Mr. Aleshire assists public safety agencies across the nation as a subject matter expert and technical writing of agency specific policies and procedures utilizing a dynamic technology platform.

Mr. Aleshire implemented an employee performance appraisal system and developed an organizational leadership program to realign the culture of merged fire service entities. Mr. Aleshire continues to refine concepts that blend traditional fire and business theory that inspire change management initiatives for the next generation of organizational service excellence.

Professional Experience

- Professional Consultant/Owner, Future Values LLC
- Professional Services Representative/SME, Lexipol
- Assistant Fire Chief, Snohomish County Fire District 1
- Division Chief-EMS, Lakewood Fire District 2
- Firefighter/Paramedic, Lakewood Fire District 2

Educational Background & Certifications

- Masters of Business Administration, University of Washington
- Bachelor Degree, University of Washington

Associated Professional Accomplishments

- Contract Consultant, Kitsap County EMS
- Strategic Consultant, EF Recovery
- Contract negotiator-multiple contracts
- Project manager for multiple capital building projects—new and remodel
- Team Leader/Peer Assessor, CPSE Center for Accreditation International
- Legislative Lobbyist, State and National Congress

Relevant Experience

- Board Member, Plaza Resort and Spa
- Board President/Member, LASA Non-Profit Homeless Shelter
- President/Board Member, IAFF Western Division
- Board Member, Washington State Fire Chiefs Association
- EMS Division Chair/Division Member, Washington State Fire Chiefs Association

Dave Barry, BS, IT
Senior Associate



Summary of Qualifications

With a rich and diverse career spanning 31 years, Mr. Barry is an experienced EMS subject matter expert. His journey began with an eager step into the world of medical care as an Emergency Medical Technician (EMT) with a small ambulance company. Now, as the EMS Manager for a prominent municipal Fire Department in Southern California, his expertise in the field is widely recognized.

Over the last decade, Mr. Barry has been instrumental in developing, implementing, and managing large-scale programs that have significantly impacted community EMS care. His visionary projects include the Community Care Response unit, which leverages Nurse Practitioners in the field to assist with low-level medical aids. Moreover, his leadership has driven the successful management of a fire-based ambulance program, adeptly handling the 24,000 EMS calls generated in the City of Anaheim.

Beyond his role in the municipal department, Mr. Barry extends his extensive experience to communities and agencies across the United States, offering specialized consulting services. His focus is on the strategic development and implementation of Emergency Medical Services tailored to the unique needs and challenges of each community.

In Mr. Barry, clients find a seasoned professional with unparalleled expertise and a track record of transformative solutions. His approach resonates with AP Triton's commitment to innovative thinking, sustainable solutions, and client-centered strategies, making him an invaluable asset to communities aiming to elevate their emergency medical services.

Professional Development & Education

- Bachelor of Science degree, Information Technology—Columbia Southern University
- Associate of Science degree, Fire Science—Santa Ana College

Licensure & Certifications

- Company Officer, Anaheim
- Infection Control Officer, City of Anaheim
- EMS Manager—Anaheim, California
- Paramedic—California
- Certified Instructor (ACLS, PALS, CPR)

Relevant Experience

- Ambulance program management, Anaheim
- Information Technology program management, Anaheim
- Alternative EMS program management, Anaheim

Associated Professional Accomplishments

- Developed/maintain reference website for Field Paramedic Care, www.paramedickardex.com
- Presented at the Vision 20/20 Symposium on reducing Community Risk with Emergency Response, Washington DC, 2018

James Long, BA
Senior Associate/GIS Analyst



Summary of Qualifications

Mr. Long has almost 40 years of experience in public safety. His career has included firefighting, paramedicine, EMS personnel management, Computer Aided Dispatch System project deployment, data analysis, public safety software sales, communications coordination, project management, and Geographic Information Systems (GIS) analysis.

His career has been varied and rich exposing him to many aspects of public safety operations including communications/dispatch, data processing and analysis, logistics including fleet services, facilities, and warehouse operations; as well as managing data through different systems and projects.

Educational Background

- Bachelors in Liberal Arts, Pre-Medicine Boston University, Boston, MA, 1983
- Paramedic Training Program, University of Arizona, Tucson, AZ, 1985
- Numerous National Incident Management training courses
- Numerous Environmental Systems Research Institute (ESRI) training courses
- Fitch and Associates Communications Center Manager Course (CCM)
- Programming and Project Management Training (EdX)

Professional Experience

- EMT Paramedic Firefighter
- EMS District Manager
- Computer Aided Dispatch Manager
- Emergency vehicle Repair Service Corporation Partner.
- Sales Executive, Public Safety Software
- President/Partner J and L Long Consulting LLC
- Communications Coordinator
- Firehouse RMS Database Administrator
- GIS Analyst – Senior GIS Analyst
- Fire Department Facilities Project MGR

Associated Professional Accomplishments

- 2018 Presenter at ESRI Chief Information Officer Symposium
- 2017 ESRI Achievement in GIS Award
- 2013 Assistance to Firefighters Grant – First Watch System

Relevant Experience

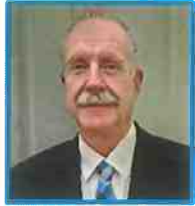
- Past President, Arizona Association of Public Safety Communications Officials (APCO)
- Commission on Fire Accreditation International (CFAI) accreditation Data Analyst: 2011 & 2016
- BLS CPR and Advanced Cardiac Life Support instructor (Former)
- Volunteer Board member, Friends of Redington Pass

Project Experience

- Montecito/Carpinteria-Summerland Fire Station Location Study
- Coalinga, CA Fire—Community Risk assessment
- Solano County, CA—Fire Chiefs EMS Study Phase I
- Carson City, NV—Fire Department EMS Study
- Salinas, CA—Fire Master Plan
- Salado, TX—Fire Department Organizational Study
- Riverside, CA—Fire Department EMS Study
- Lake County, CA—Chiefs EMS Study
- Alameda, CA—Community Risk Assessment/Standard of Cover
- San Ramon Valley FD, CA—Community Risk Assessment/Standard of Cover
- Santa Maria, CA—Community Risk Assessment/Standard of cover
- Stanislaus County/Modesto—Ambulance Optimization Plan

Don Trapp

EMS Division Manager



Summary of Qualifications

With a distinguished career spanning 35 years in Public Safety, Mr. Don Trapp stands as a respected leader and innovator in the field. His vast experience encompasses over nine years in senior Fire Chief Officer roles, where he has made significant contributions to the development and implementation of comprehensive fire and emergency services plans.

Mr. Trapp's leadership extends beyond crafting essential policies and procedures. He has adeptly facilitated the acceptance of these critical plans through collaboration with various governing bodies. His mastery in developing and implementing emergency, strategic, master plans, and succession management processes has been instrumental in streamlining departmental operations and enhancing efficiency.

His specialized expertise in Standards of Cover Analysis, Fees for Service and Cost Recovery Programs, and Advanced Life Support (ALS) Program Development shines through both transport and engine company-based organizations. With a quarter of a century spent as a Paramedic, including the management of EMS operations comprising over 60 paramedic units and 14 ambulances, Mr. Trapp's extensive knowledge in EMS system performance, funding, billing, and staffing sets him apart as an industry authority.

Work Experience

- San Bernardino County Fire Protection District, CA—Firefighter/Paramedic to Fire Chief
- San Bernardino County Professional Firefighters, CA—Executive Vice-President
- Hemet Valley Ambulance Service, CA—Paramedic
- CAL FIRE Riverside County Fire, CA—PCF Fire Apparatus Operator

Education

- Columbia Southern University—AS Fire Science
- California State Fire Officer
- Paramedic
- Background Investigator
- Reserve Peace Officer

Significant Projects

- City of San Bernardino Annexation through LAFCO
- Implemented Single Role Non-Safety Ambulance Operator Program
- City of Upland Annexation through LAFCO
- City of Victorville Contract for service and transition
- Negotiated initial response ALS air resource contract with REACH

Professional Affiliations

- California Fire Chiefs Association
- Metropolitan Fire Chiefs Association
- FIRESCOPE—Operations
- League of California Cities
- Foresters and Fire Wardens

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

Client List

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

- Aberdeen Fire Department (WA)
- Alameda County Fire Chiefs Association (CA)
- Alameda County FPD (CA)
- Alaska Fire Chiefs Association (AK)
- Albany Fire Department (OR)
- American Canyon Fire Protection District (CA)
- Anaheim Fire and Rescue (CA)
- Aspen Fire Department (CO)
- Berkeley Fire Department (CA)
- Bethel Fire Department (AK)
- Big Bear Lake Fire Department (CA)
- Blaine County (ID)
- Blaine County Ambulance Service District (ID)
- Brattleboro Fire Department (VT)
- Brea Fire Department (CA)
- Brigham City Fire Department (UT)
- Burbank Fire Department (CA)
- California Fire Chiefs Association (CA)
- California Metro Chiefs Association (CA)
- Carlsbad Fire Department (CA)
- Carolina Panthers, Bank of America Stadium (NC)
- Carroll County Ambulance District (MO)
- Carson City Fire Department (NV)
- Central Fire District of Santa Cruz County (CA)
- Central Jackson County FPD (MO)
- 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 Alameda Fire Department (CA)
- Hermosa Beach Fire Department (CA)
- Huntington Beach Fire Department (CA)
- Idaho Fire Chiefs Association (ID)
- Kennewick Fire & Ambulance (WA)
- Kern County Fire Department (CA)
- La Verne Fire Department (CA)
- Lake Ozark FPD (MO)
- Lincoln Fire & Rescue (NE)
- Long Beach Fire Department (CA)
- Manatee County (FL)
- Marysville Fire District RFA (WA)
- Medford Fire Department (OR)
- Menlo Park Fire Protection District (CA)
- Merced Fire Department (CA)
- Milwaukee Fire Department (WI)
- Modesto FD/Stanslaus County OES (CA)
- Montecito FPD (CA)
- Napa County Fire Department (CA)
- Napa Fire Department (CA)
- Nevada LAFCO (CA)
- North View Fire District (UT)
- Orting Valley Fire-Rescue (WA)
- Pflugerville Fire Department (TX)
- Placer LAFCO (CA)
- Portland Fire Department (TX)
- Putney Fire Department (VT)
- Redmond Fire & Rescue (OR)
- Redmond Fire Department (OR)
- Ridgecrest Regional Hospital
- Riverside City Fire Department (CA)
- Salado VFD/Bell Couty ESD #1 (TX)

- City of Costa Mesa Fire Department (CA)
- City of Downey Fire Department (CA)
- City of Fresno Fire Department (CA)
- City of Kingsburg (CA)
- City of Long Beach (CA)
- City of Napa Fire Department (CA)
- City of Ontario/San Bernardino County (CA)
- City of Pflugerville (TX)
- City of San Diego Fire Department (CA)
- City of Santa Ana (CA)
- City of Westminster (CA)
- Clackamas Fire District 1 (OR)
- Clifton FPD/Grand Junction FD (CO)
- Coalinga Fire Department (CA)
- CONFIRE JPA (CA)
- Contra Costa County FPD (CA)
- Cowlitz 2 Fire & Rescue (WA)
- Davidson Fire Department (NC)
- DeKalb County Fire Rescue (GA)
- Derby Fire Department (KS)
- Douglas Okanogan County FD 15 (WA)
- Eastern Placer County JPA (CA)
- El Dorado Hills Fire Department (CA)
- Elk Creek Fire Protection District (CO)
- Eugene Springfield Fire (OR)
- Eureka Fire Protection District (MO)
- Fairfield Fire Department (CA)
- Fort Myers Fire Department (FL)
- Fremont Fire Department (CA)
- Fullerton Fire Department (CA)
- Gig Harbor/Pierce FD #5 (WA)
- Golden Fire Department (CO)
- Golden/Fairmount/Pleasant View FDs (CO)
- Grand Junction Fire Department (CO)
- Grand River Regional Ambulance (MO)
- Gray's Harbor Fire District #5 (WA)
- Hawaii Fire Chiefs Association (HI)
- Salinas Fire Department (CA)
- San Bernardino County JPA (CA)
- San Diego Fire Department (CA)
- San Luis Obispo Fire Chiefs Association (CA)
- San Ramon Valley Fire Protection District (CA)
- Santa Barbara (City) Fire Department (CA)
- Santa Barbara County Fire Chiefs Association (CA)
- Santa Barbara County Fire Department (CA)
- Santa Clara LAFCO (CA)
- Santa Cruz County Fire Department (CA)
- Santa Cruz LAFCO (CA)
- Santa Maria Fire Department (CA)
- Santee Fire Department (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)
- Suisun City Fire Department (CA)
- Sunnyside Fire Department (WA)
- Tacoma Fire Department (WA)
- Templeton Fire & Emergency Services (CA)
- Town of Stowe (VT)
- Truckee Meadows Fire Protection District (NV)
- Tualatin Valley Fire & Rescue (OR)
- Tulare Fire Department (CA)
- Ukiah Valley Fire Authority (CA)
- 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)
- Williamson County (TX)
- Williston Fire Department (VT)

Project Types

The following is a *partial* list of projects completed by AP Triton. Our teams have participated in numerous studies throughout the United States.

Project Description

- Ambulance Services Optimization Study:
- Ambulance Services Optimization Study:
- Ambulance Services Study:
- Ambulance Services RFP:
- Annexation Study (three districts):
- BLS Ambulance System Valuation:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk/Service Delivery Analysis:
- Cost Recovery & Fee Study:
- CRA-SOC & Master Plan Update:
- CRA-SOC & Master Plan Update:
- Consolidation Feasibility Study:
- Cooperative Services Study:
- Countywide Fire Service Review:
- Emergency Operations Plan:
- Continuity of Operations Plan:
- Emergency Operations Plan:
- Continuity of Operations Plan:
- EMS Agency Evaluation:
- EMS Feasibility & Optimization Study:

Organization

- Alameda County Fire Chiefs Association (CA)
- Santa Barbara County Fire Department (CA)
- Modesto FD/Stanslaus County OES (CA)
- Sonoma County Fire District (CA)
- Contra Costa County FPD (CA)
- Seattle Fire Department (WA)
- Coalinga Fire Department (CA)
- Davidson Fire Department (NC)
- La Verne Fire Department (CA)
- Marysville Fire District RFA (WA)
- Medford Fire Department (OR)
- San Ramon Valley Fire Protection District (CA)
- Santa Barbara (City) Fire Department (CA)
- Tulare Fire Department (CA)
- Santee Fire Department (CA)
- Eugene Springfield Fire (OR)
- Salinas Fire Department (CA)
- Santa Maria 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
- Carolina Panthers, Bank of America Stadium
- City of Kingsburg (CA)
- City of Kingsburg (CA)
- Williamson County (TX)
- Webster Fire Department (TX)

Project Description

- EMS Feasibility Study:
- EMS Optimization Study:
- EMS Optimization Study:
- EMS Optimization Study & Transition Plan:
- EMS Strategic Assessment & Analysis:
- EMS Sub-Contractor RFP Response:
- EMS Sub-Contractor RFP Response:
- EMS System Evaluation & Modeling Study
- EMS Optimization and Feasibility Study:
- EMS System Evaluation:
- EMS Valuation & Transport Study:
- EMS System Valuation:
- EMS System Valuation:
- EMS System Valuation:
- EMS Transportation & Optimization Study:
- EMS Transportation & Optimization Study:
- Facilities Master Plan:
- Financial Analysis:
- Fire Department Evaluation:
- Fire & EMS Municipal Service Review:
- Fire & EMS Organizational & Staffing Analysis:
- Fire Department Cooperative Services Study:
- Fire District Consolidation Study:
- Fire Prevention Fee Study:
- Fire Prevention Fee Study:
- Fire Services Analysis:
- Fire Services Special Study:
- Fire Station Location Study:
- Fire Station & CRA/SOC Study:
- Fire/EMS Assessment:
- First Responder Fee Study:

Organization

- Brattleboro Fire Department (VT)
- Burbank Fire Department (CA)
- Riverside City Fire Department (CA)
- Carson City Fire Department (NV)
- City of Ontario/San Bernardino County (CA)
- CONFIRE JPA (CA)
- Santa Barbara County Fire Department (CA)
- Ventura County Fire Department (CA)
- San Diego Fire Department (CA)
- Truckee Meadows Fire Protection District (NV)
- Ridgecrest Regional Hospital
- San Luis Obispo Fire Chiefs Association (CA)
- City of Santa Ana (CA)
- City of Westminster (CA)
- Alameda County Fire Chiefs Association (CA)
- Solano County Fire Chiefs Association (CA)
- Redmond Fire Department (OR)
- Long Beach Fire Department (CA)
- Salado VFD/Bell Couty ESD #1 (TX)
- Santa Clara County LAFCO (CA)
- Town of Stowe (VT)
- Golden/Fairmount/Pleasant View FDs (CO)
- Clackamas Fire District 1 (OR)
- Manatee County (FL)
- Big Bear Lake Fire Department (CA)
- Williston Fire Department (VT)
- Santa Cruz LAFCO (CA)
- Portland Fire Department (TX)
- Montecito FPD (CA)
- Pflugerville Fire Department (TX)
- Carlsbad Fire Department (CA)

Project Description

- 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 & Strategic Plan:
- Master Plan:
- Master Plan:
- Master Plan & Community Risk Assessment:
- Master Plan & CRA-SOC:
- Master Plan & Strategic Plan:
- Operations Analysis:
- Organizational & Operational Analysis:
- Municipal Service Review & SOI Study:
- Municipal Service Review & SOI Study:
- Optimization Study:
- Organizational Analysis:
- Prevention Fee Study:
- Regional Ambulance Study:
- Smoke Movement Analysis:
- Staffing Study & Operational Analysis:
- Strategic Plan:
- Strategic Plan:
- Strategic Plan:
- Strategic Plan:
- Strategic Plan:
- Valuation Study:

Organization

- 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)
- Napa County Fire Department (CA)
- North View Fire District (UT)
- 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)
- Putney Fire Department (VT)
- 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)
- Carolina Panthers, Bank of America Stadium
- 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)
- La Verne Fire Department (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 AP Triton. Additional references can be provided.

San Luis Obispo Fire Chiefs Association (California)			
Project Title & Description: Emergency Medical Services System Valuation			
San Luis Obispo County Fire Chiefs Association (SLOCFCA) contracted AP Triton (AP Triton) to analyze the value of the ground ambulance transport system within the county. To thoroughly model the Ground Emergency Medical Transportation (GEMT) and Intergovernmental Transfer (IGT) reimbursements, AP Triton used the San Luis Obispo County operating area for first responder and ambulance costs and revenue projections as a data-driven model. AP Triton provided an estimate for GEMT and IGT reimbursement and a solid valuation of the entire ambulance transport system.			
Contact Name/Title:	Steve Lieberman, Fire Chief	Year:	2022
Client Phone:	805.473.5490	Status:	Complete
Client E-Mail:	sliberman@fivecitiesfire.org		

Webster Fire Department (Texas)			
Project Title & Description: EMS Feasibility & Optimization Study			
AP Triton, LLC (AP Triton) recognizes that the City of Webster Fire Department (WFD) desires to retain a qualified and experienced consulting firm to conduct an EMS Feasibility Study with specific, actionable, and quantifiable benchmarks, and subsequently make recommendations specifically for the WFD in terms of the best staffing model for the current and future needs of the community.			
Client Contact:	Dean Spencer, Fire Chief	Year:	2022
Client Phone:	281-316-3744	Client E-Mail:	dspencer@websterfd.com
Project Manager:	Richard Buchanan	Status:	Completed

Brattleboro Fire Department (Vermont)			
Project Title & Description: EMS Feasibility Study & Operations Analysis			
AP Triton conducted an EMS Feasibility Study with specific, actionable, and quantifiable benchmarks, and subsequently made recommendations in terms of the best staffing model for the current and future needs of the community. The study and detailed analyses provided the BFD with assistance in identifying the costs, risks, and vulnerabilities associated with staffing paramedic EMS ambulance services for the Brattleboro Fire Department and made recommendations for future staffing and service delivery needs of both the EMS service, as well as the fire response for the Town and community.			
Client Contact:	Chief Leonard Howard	Year:	2022
Client Phone:	802-254-4831	Client E-Mail:	lhoward@brattleboro.org
Project Manager:	Rich Buchanan	Status:	Completed

Sonoma County Fire District (California)			
Project Title & Description: Ambulance Subcontractor RFP Development, Process, & Response			
<p>Sonoma County Fire District retained AP Triton to design and develop a Request for Proposals for an ambulance services provider, assist in the RFP process, and provide subject matter expertise support during the written submission evaluations and the oral presentation evaluations, and assist with the contracting of a selected provider. In addition, AP Triton provided consulting services and assistance to Sonoma County Fire District in the development and preparation of a response to an RFP from Sonoma County for emergency ambulance transportation services. Sonoma County Fire District was the successful bidder on the County's RFP.</p>			
Contact Name/Title:	Mark Heine, Fire Chief	Years:	2021–2023
Client Phone:	707.838.1170	Status:	Complete
Client E-Mail:	mheine@sonomacountyfd.org		

City of San Diego Fire & Rescue (California)			
Project Title & Description: EMS Optimization & Feasibility Study			
<p>The City of San Diego Fire and Rescue contracted AP Triton to review the ambulance transport system within the city. AP Triton's report provides an in-depth review of the current contract, performance of the contractor, correspondence between the City of San Diego and Falck, and options for contract amendments, or emergency actions to ensure continued public safety.</p> <p>San Diego Fire and Rescue has additionally retained AP Triton to conduct a comprehensive study of the various components that comprise the EMS delivery system of the San Diego Fire-Rescue Department (SDFRD). The study will result in a detailed analysis and recommendations including, but not limited to, system models that would produce increased efficiency, cost-effectiveness, operational and patient-care quality improvement, long-term sustainability, and more.</p>			
Contact Name/Title:	Jodie Pierce, Deputy Fire Chief EMS	Year:	2021–2024
Client Phone:	619-279-4467	Status:	Complete
Client E-Mail:	jlpierce@sandiego.gov		

CLIENT TESTIMONIALS

- [AP Triton] communicated clear timelines from the outset and provided multiple opportunities for us to clarify and adjust the scope of our project. Most impressively, the AP Triton team remained responsive and assisted the Seattle Fire Department well beyond the completion of our evaluation. AP Triton's reputation as a leader in the industry is well earned.
—Harold D. Scoggins, *Fire Chief, Seattle Fire Department, Washington*
- It was a pleasure working with your staff. [Our Project Manager] did a fantastic job, and the others on the team were very good to work with. All were knowledgeable and experienced in their fields. The well-rounded team ensured a complete and accurate report. We hope to work with your team again in the future.
—Brandon Thueson, *Fire Chief, Brigham City Fire Department, Utah*
- The experience with you and your team has been amazing. The expertise you have brought to the project has been valuable to many leaders and has definitely helped us move forward. The time you have spent listening to the diversity of needs and opinions has built trust and confidence in the work that has been done and I believe we will use this report to guide us moving forward.
—Kristie Hammitt, *City Manager, City of Eugene, Oregon*
- I highly recommend them to any fire department or EMS agency looking to get perspective from consultants that use data and many years of experience and wisdom to make informed determinations. It is obvious that they know their stuff. We are very pleased with the results.
—Jeremiah Jones, *Deputy Fire Chief, North View Fire District, Utah*
- Working with the AP Triton team was a great learning experience for all of us. Our project manager, John Stouffer, took the time to walk us through the process and gather the information necessary to make positive changes for our department. Our final report was detailed and gave us a number of options to make our organization more efficient, work together better and make our community happier with our services. We highly recommend them!
—Shaun McGinnis, *Fire Chief, Bellows Falls Fire Department, Vermont*

- Exceptional product and process! Very pleased with the experience with AP Triton. The Project Manager and Project Team were extremely knowledgeable, professional, and exceptional to work with. I would like to bring them back for more projects in the future.


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

- The AP Triton team provided well-researched information that I believe will help my Commission make informed decisions. My Commission was pleased with the outcome of the financial analysis and recently contracted AP Triton for a much more comprehensive study.

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

AP TRITON'S CERTIFICATE OF INSURANCE & LITIGATION

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



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
 3/26/2024

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

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER TDW Risk Management Associates, LLC 111 Corporate Drive #200 Ladera Ranch CA 92654	CONTACT NAME: _____ PHONE: _____ FAX: _____ E-MAIL: _____ ADDRESS: _____
INSURED AP Triton LLC 1309 Coffeen Avenue, Suite 3178 Sheridan WY 82801	License#_OM03276 APTTRIG-01 INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: Hiscox Insurance Company Inc 10200 INSURER B: _____ INSURER C: _____ INSURER D: _____ INSURER E: _____ INSURER F: _____

COVERAGES **CERTIFICATE NUMBER: 545077249** **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.

CLASS	TYPE OF INSURANCE	ADD. SUPP.	POLICY NUMBER	POLICY EFF.	POLICY EXP.	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER	Y Y	SBGL001568-00	3/27/2024	3/27/2025	EACH OCCURRENCE \$3,000,000 "DAMAGE TO RENTED PREMISES (EA occurrence) \$100,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$3,000,000 GENERAL AGGREGATE \$3,000,000 PRODUCTS - COMP/OP AGG \$3,000,000
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRE AUTOS ONLY <input type="checkbox"/> AUTOS ONLY	Y Y	SBGL001668-00	3/27/2024	3/27/2025	COMBINED SINGLE LIMIT (EA accident) \$ BODILY INJURY (Per person) \$2,000,000 BODILY INJURY (Per accident) \$2,000,000 PROPERTY DAMAGE (Per accident) \$ \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> RETENTION \$	<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE				EACH OCCURRENCE \$ AGGREGATE \$ \$
	<input type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/OWNER EXCLUDED? <input type="checkbox"/> Y/N <input type="checkbox"/> N/A (Mandatory in WA) If yes, describe under DESCRIPTION OF OPERATIONS below					PER STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/> EL EACH ACCIDENT \$ EL DISEASE - EA EMPLOYEE \$ EL DISEASE - POLICY LIMIT \$
A	Professional Liability		SBPL000963-00	3/27/2024	3/27/2025	Limit-Each \$3,000,000 Limit-Aggregate \$3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

Proof of Insurance

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

H. J. Winters

ACORD 25 (2018/03) The ACORD name and logo are registered marks of ACORD © 1988-2015 ACORD CORPORATION. All rights reserved.