

CARPINTERIA-SUMMERLAND FIRE PROTECTION DISTRICT
Fire Station Location Standing Committee Meeting Agenda
Friday, May 15, 2020 at 11:00 a.m.

The Fire Station Location Standing Committee meeting will be held via teleconference connection as permitted under the Governor's Executive Order N-29-20, dated March 17, 2020 due to concerns of COVID-19 ("Executive Order").

Members of the public will be able to observe the Fire Station Location Standing Committee meeting and provide public comments via Zoom: <https://zoom.us/j/2679880107>, or by calling 1-669-900-6833, meeting ID: 267 988 0107, password: MTOFireFam. Any member of the public who would like to provide public input on an item listed on the agenda may utilize the "Raise Hand" feature through the Zoom App or enter "*9" if participating by telephone only. The host will be notified and you will be recognized to speak on the agenda item in the order such requests are received by the District.

Agenda items may be taken out of the order shown.

1. Public comment: Any person may address the Committee at this time on any non-agenda matter that is within the subject matter jurisdiction of the Carpinteria-Summerland Fire Protection District; 30 minutes total time is allotted for this discussion.
2. Review and make recommendation that the Montecito and Carpinteria-Summerland Boards authorize the fire chiefs to enter into an agreement with a vendor for a Fire Station Location Study.
3. Establish future meeting dates.
4. Adjournment

The next meeting is TBD at Montecito Fire Protection District Department Headquarters.

This agenda posted pursuant to the provisions of the Government Code commencing at Section 54950. The date of the posting is May 7, 2020.



Greg Fish, Fire Chief

Note: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the District office at (805) 969-7762. Notification at least 48 hours prior to the meeting will enable the District to make reasonable arrangements. Board packets are available for public inspection during normal business hours at Montecito Fire Protection District Headquarters. Further, as required under the Executive Order the District will swiftly resolve any requests for a reasonable modification or accommodation from individuals with disabilities, consistent with the Americans with Disabilities Act and resolve any doubt whatsoever in favor of accessibility.



STAFF REPORT

To: Fire Station Location Sub-Committee
From: Greg Fish, Fire Chief *[Signature]*
 Kevin Taylor, Fire Chief *[Signature]*
Date: May 15, 2020
Topic: Fire Station Location Study Bid Award

Summary

The Carpinteria Summerland Fire Protection District Board of Directors and the Montecito Fire Protection District Board of Directors directed staff to seek Requests for Proposals for a Fire Station Location Study.

Discussion

Requests for Proposals (RFP) to provide a Fire Station Location Study went out to interested vendors, was posted on both organizations' websites, and advertised in the Santa Barbara News Press on February 24, 2020. We received several inquiries, a total of five professional consulting firms submitted responses ahead of the April 24, 2020 deadline.

A joint committee consisting of management and labor representatives from both organizations reviewed each proposal in detail and determined that all five vendors met the requirements set forth in the RFP. The vendors and their quoted price from lowest to highest were:

AP Triton, LLC	\$40,291
Matrix Consulting Group	\$46,000
Emergency Services Consulting International	\$58,776
Fitch and Associates	\$59,995
Citygate Associates, LLC	\$87,963

After careful consideration and complete review of all five proposals, the joint management/labor committee recommends that the Fire Station Location Sub-Committee recommend to both full Boards of Directors that AP Triton, LLC, the lowest, most responsive bidder be awarded the FS Location Study contract at an amount not to exceed \$40,291.

Conclusion

Staff recommends that the Fire Station Location Sub-Committee recommend to both full Boards of Directors that AP Triton, LLC be awarded the Fire Station Location Study contract at an amount not to exceed \$40, 291 and that each District equally shares this cost.

Attachments

1. AP Triton, LLC Proposal to Conduct a Fire Station Location Study.

Strategic Plan Reference

Strategic Plan Goal #4, Deliver Exceptional Emergency Service to our Community



Montecito & Carpinteria-Summerland Fire Protection Districts California

Proposal to conduct a
Fire Station Location Study
Community Risk Assessment &
Standards of Cover

April 2020

RFP #2020-002



AP TRITON
VISION • INNOVATION • SOLUTIONS

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Project Understanding & Approach

Understanding of the Project

AP Triton Consulting (Triton) recognizes and understands that the Montecito Fire Protection District (MFPD) and Carpinteria- Summerland Fire Protection District (CSFPD) desire to retain a qualified consulting firm to conduct a comprehensive fire station location study. In addition, the study would include a variety of elements that entail community risk assessments and standards of cover analysis.

AP Triton's Approach

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

- A comprehensive understanding of the project background, goals and objectives, and the complex issues that must be addressed.
- A comprehensive, well-designed, and practical scope of work (SOW) and workplan that enables substantial input from the key stakeholders, leadership, other relevant individuals.
- Use of state-of-the-art geographic information systems (GIS), computer modeling and data analysis tools, web-based communications technology, and many other sophisticated tools and technologies.
- Utilization of experienced subject-matter experts in the fire service, EMS, and other related emergency services disciplines, as well as individuals with expertise in GIS and data analysis.
- Commitment to successfully complete our projects and deliverables within the time requested, and in a manner that would meet or exceed expectations.
- High-quality electronic and printed and bound reports with contents and recommendations that will easily enable the client, key stakeholders, and community members to understand.

Best Practices & National Standards

Based on the type of project and study requirements, Triton will refer to and utilize current industry best practices, along with relevant national standards promulgated by a wide variety of associations and organizations that develop consensus standards for the fire service, EMS, communications, and other related services.

Project Scope of Work

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

Section One—Project Implementation & Information Acquisition

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

Triton will converse with the management teams of Montecito and Carpinteria-Summerland involved in the study, or their project liaisons, to develop a complete understanding of each jurisdiction's backgrounds, goals, and expectations for the project. Consistent with the RFP, this study will focus on information and analysis for increased efficiency, improved effectiveness, enhanced or expanded service, cost avoidance, coordination of regional planning, enhanced supervision, fire station location analysis, and potential community areas for standardization of services and programs.

Triton's Senior Project Manager will develop and refine a proposed work plan that will guide the project team. This work plan will be developed identifying:

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

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

Task 1-B: Procurement of Information & Data

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

- Any past or current emergency service studies, research, and/or Standards of Cover assessments from MFPD and CSFPD
- LAFCO Spheres of Influence and Municipal Service Reviews
- Hazard mitigation plans
- Community Comprehensive Plan documents, including current and future land-use information
- Local census, economic and demographic data from each of the fire districts
- Local Geographic Information Systems (GIS) data for each of the fire districts
- Zoning maps and zoning codes in each of the fire districts
- Financial data, including debt information, long-range financial plans, revenue sources, and projections
- Administrative policies and procedures from each fire district
- Standard Operating Guidelines (SOGs) and service-delivery practices
- Current service-delivery and response-time performance standards, objectives, and targets for each district
- Information on training programs, life-safety and prevention programs, and special operations
- Fire station facilities (as well as any training center and separate administrative facilities) and apparatus inventories
- Local collective bargaining agreements
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- Computer-Aided Dispatch (CAD) incident records
- Any other documents and records necessary for the successful completion of the project

Section Two—Community Risk Assessment

Triton will conduct an all-hazards analysis of the two communities (fire districts) based on the elements included in the following tasks. The purpose of this evaluation is to assess the community's hazards, threats, vulnerabilities, and risks in comparison to recognized standards and best practices, as well as to create benchmarks against which to compare future improvement.

Task 2-A: Description of the Communities Served

An overview of the organization will be developed to include:

- Community characteristics, including general location, history, geography, topography, climate, local government type, jurisdictional area, and surrounding jurisdictions
- Demographic characteristics
- Transportation networks
- Physical assets protected
- Planning zones, or fire management (response) zones

An interpretation of available census and community development data will be provided indicating:

- Population history
- Census-based population and demographic information
- Community planning-based population information
- Transient population and demographic information (to the extent data is available)
- Population density
- Community land-use regulations
- Occupancy types by land use designation
- Hazardous substances and processes
- Non-structural risk categorization

Task 2-B: Stakeholder & Community Input

Triton will examine and document the levels of service historically provided to the community. Within this analysis, the fire district's service-areas will be evaluated based on population density and fire management zones, which will be used in the development of future performance objectives.

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

- Intra-agency Committee members, elected Board members of the Carpinteria-Summerland Fire Protection District and the Montecito Fire Protection District
- The MFPD and CSFPD Fire Chiefs, command staffs, and other key personnel
- Administrative and support staff from each fire district
- Fire Marshals and prevention staff from each of the fire districts
- Individuals responsible for finance and human resources at each fire district
- Representative(s) of each fire district's labor leadership (Carpinteria-Summerland Firefighter's Association, IAFF Local 2046 and the Montecito Firefighter's Association)
- Select group of firefighters and company officers from CSFPD and MFPD
- Assorted community groups in the Montecito, Summerland, Carpinteria, and other relevant communities
- Mutual aid and other local fire departments, law enforcement, and EMS agencies (e.g., American Medical Response) as necessary
- Employee and volunteer groups (such as CERT)
- Others as they may contribute to this project

From these interviews, Triton will obtain additional perspective on operational, economic, and policy issues facing the two fire districts.

Task 2-C: Community & Committee Meetings

Triton will facilitate two community meetings, which will enable residents of both fire districts to share their expectations of their respective fire districts. Times and dates to be determined, but preferably within two to three days of each other.

The group meetings will include at least one representative from MFPD and CSFPD (typically a Fire Chief or chief officer to act only as a technical resource and to answer questions that may arise). Along with facilitation of the meetings, electronic surveys and/or questionnaires may be used by Triton to obtain more detailed information. This is a very important part of the process, as it ensures that customer needs and concerns are integrated into the study.

This portion of the process helps to ensure that public concerns are understood by the fire district's leadership. This provides influential members of the community with accurate information about the components and services regarding public safety. This process will seek to identify:

- Customer expectations
- Areas of customer concern about the organization
- How customers prioritize the services provided by the organization
- Customers positive attributes of the organization
- How “good service” is measured by the customer

Triton will also facilitate one meeting with the Fire Station Location Committee.

Task 2-D: Survey of the Fire Districts

Triton’s Project Manager will work with project representatives from both fire districts to identify and develop the most feasible option(s) for conducting an external survey. This will allow community members of both fire districts with an opportunity to participate in acquiring the necessary information and data. Triton’s Project Manager will obtain the responses and develop and produce a summary of the results. The survey will be designed to gather detailed feedback related to several aspects of the community members’ priorities, opinions, and expectations related to the fire district’s service-delivery, core services and programs, positive and corrective issues, and recommendations.

Triton will obtain survey responses confidentially, so as to ensure anonymity of the respondents. This will be accomplished using an online electronic application (Survey Monkey®) only accessible by the intended participants and the Triton Project Team. Triton’s Project Manager will develop and produce a report entailing the survey results.

Task 2-E: Assessment of Community Risks

Triton will conduct an analysis of local community risks and interpret their potential impact on emergency services planning and delivery. Parcel data, ISO fire-flow data, land use, zoning classifications, building footprint densities, economic value, occupancy data, and demographic information may be used, along with specific target-hazard information, to analyze and classify community risks by:

- Probability
- Type
- Location
- Effect on response capabilities
- Impact or consequences (economic, social, historic, cultural, and environmental)
- Speed of onset and duration

Task 2-F: Spatial Visualization of Data & Information

Triton will use local zoning and planning information, along with available GIS data to evaluate the physical risks of the community to include:

- Topography, including response barriers, elevation extremes, and open space/interface areas
- Overall geospatial characteristics that will include political and growth boundaries, construction, and infrastructure limitations
- Evaluation of physical assets protected
- Transportation networks including roads, rail lines, airports, and waterways

Risk Assessment Methodology

- Risk Assessment Matrix
- Community loss and save information
- Community-wide hazards, threats, vulnerabilities, and risks
- Risk by planning/demand zones
- Community safety and remediation Programs
- Community fire protection and detection systems
- Risk by response category: fire, EMS, and other emergency incidents
- Utilize three-axis or bar data visualization to include probability, consequence, and organization impact (resiliency)

Section Three—Organizational Analysis

Triton will conduct an organizational analysis of the two fire districts based on the elements included in the following objectives. The purpose of this evaluation is to assess each fire district's operations in comparison to industry standards and best practices, as well as to create benchmarks against which to compare future improvement.

Task 3-A: Description of the Fire Districts

An overview of the organizations will be developed evaluating:

- Service area general population and demographics
- Contributing factors
- History, formation, and general description of the agency community
- Governance and lines of authority
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources

Task 3-B: Review of Services Provided

Triton will evaluate the various services currently provided by the fire districts. Areas to be considered include:

- Review of emergency response services by type
- Review and evaluate operational staffing levels, distribution, and assignments
- Description of the current service-delivery infrastructure
- Review staff scheduling methodologies
- Review staff allocation to various emergency functions

Task 3-C: Capital Facilities & Equipment

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

Facilities—Tour and make observations in areas critical of current station location and future station considerations. This will entail a cursory review of each facility and not a detailed, comprehensive engineering analysis. Items to be contained in the report include:

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

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

- Age, condition, and serviceability
- Distribution and deployment

Task 3-D: Provision of Services Across the Fire Districts

An overview of the provision of services across the two fire districts will be developed evaluating:

- Deployment Considerations
 - Computer Aided Dispatch (CAD) system
 - Unit types and minimum staffing
 - Service-provision methodology
 - Resiliency
 - Response levels
- Critical Task Analysis: fire suppression, EMS, other emergency incidents
- Baseline Performance
 - Performance monitoring methodology
 - Response Metrics: population categories, hazard types, risk levels
 - By planning of response zone
 - Systemwide performance

Task 3-E: Review of Historical System Performance

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

- Resource Distribution Study
 - Overview of the current facility and apparatus deployment strategy, analyzed through GIS software, with identification of service gaps and redundancies in initial unit arrival
- Resource Concentration Study
 - Analysis of company and staff distribution as related to effective response force (ERF) assembly
 - Analysis of response-time performance capability to achieve full EFR
- Response-Reliability Study
 - Current workload, including unit hour utilization (UHU) of individual companies
 - Analysis of call-concurrency and impact on ERF assembly (resource drawdown)
 - Analysis of call-concurrency and impact on resource exhaustion
- Other analyses necessary to determine operational performance

- Historical Performance Summary
 - Analysis of actual system reflex time performance, analyzed by individual components
 - Impact of mutual and automatic aid systems

Triton will evaluate the current workload of MFPD and CSFPD and relate that analysis to the previously described community risk. An analysis will be completed and a matrix will be developed for the community's common and predictable risk types identifying staffing and resource needs. The matrix shall be developed with consideration to:

- Risk-specific staffing levels to meet the critical tasking analysis for the identified risks
- Time standards that will provide for effective initiation of critical tasks and functions
- Service-demand study that will analyze and geographically display current service demand by incident type and temporal variation
- Apparatus assignments to accommodate the anticipated fire flows and other critical functions of the identified risks
- Summary of current available resources in matrix format

Task 3-F: Establishment of Performance Objectives

The establishment of fire and EMS response-time standards and targets is a primary responsibility of policymakers, based on community risk, citizen expectations and the capabilities of the fire districts. Triton will identify the current level of emergency services provided by each district and compare their performance against industry standards and best practices, such as the benchmarks described by the *Insurance Services Office (ISO)*, consensus standards from the *National Fire Protection Association (NFPA)*, recommended practices from the *Center for Public Safety Excellence (CPSE)*, and other pertinent resources.

- Fire Suppression Services
- Emergency Medical Services
- Hazardous Materials Services
- Technical Rescue Services
- All Programs

If the districts have adopted response-performance goals, these will be reviewed and discussed. If either or both districts have not adopted performance goals, information will be provided and discussed matching the nature and type of risks identified in the previous report sections.

- Evaluation of Performance
 - Evaluation methodology
 - Benchmark objectives
 - Factors to consider
- Evaluation Findings
 - Response-Time Performance—Each timed element of the response system, from receipt of call to arrival of first apparatus or unit
 - Resource Distribution—Initial attack (first due) resources for risk-specific intervention
 - Resource Concentration—Effective response force assembly (apparatus and personnel), of the initial resources necessary to stop the escalation of the emergency for each risk type

Triton will also review and consider any current or draft performance goals, objectives, and measures in place by the agency to determine recommended levels of service.

Section Four—Operational Strategies & Recommendations

Triton will develop recommended strategies intended to place the fire districts in a position to successfully address risk and provide service to their communities. Triton will develop and analyze various models for providing emergency services with the specific intent of identifying those options that can deliver the desired levels of service at the most efficient cost.

In addition, Triton will identify potential locations for future fire stations based on population growth and service-demand projections, as well as other relevant factors. Recommendations will be provided identifying the best strategies, as well as the impact of initiating them.

Task 4-A: Recommended Operational Strategies

Triton will develop recommended short-term, mid-term, and long-term strategies for operations to improve the level of service towards the identified staffing performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Staffing needs and requirements
- Operations and deployment options of apparatus by type
- Deployment of special units or resources
- Development of operational performance standards and targets

Task 4-B: Recommendations on Future Fire Station Locations

- Need for future fire stations and potential locations
- Any relocations of existing fire stations
- Options for possible co-locations
- GIS images of future fire stations locations

Section Five—Development & Delivery of the Report**Task 5-A: Development & Review of the Draft Report**

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

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

Task 5-B: Publication of the Final Report

Following review and approval by MFPD and CSFPD representatives, Triton will provide a total of ten (10) printed and bound copies and electronic version (PDF format) of the report.

Task 5-C: Presentation of the Final Report

Triton will present the initial findings and recommendations to both District Boards prior to finalizing the report.

Estimated Project Timeline & Fee Proposal

Project Completion Timelines

Triton offers the following project timeline, which is subject to change based upon the mutual agreement of the Montecito Fire Protection District, Carpinteria-Summerland Fire Protection District, and AP Triton. The timeline will not begin until Triton has been provided with *all* information and data necessary for the successful completion of the project. Triton will make every effort to complete the project in less time than anticipated.

Estimated Time to Complete the Project: 4–5 months (120–150 days)

Project Fee Proposal

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

Project Section	Fees & Expenses
Section 1: Project Implementation & Information Acquisition	\$1,800
Section 2: Community Risk Assessment	\$18,741
Section 3: Organizational Analysis	\$6,900
Section 4: Operational Strategies & Recommendations	\$2,833
Section 5: Development & Delivery of the Report	\$10,017
Proposed Project Fee (will not exceed):	\$40,291

Payment Schedule & Invoicing

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

Cost Quotation Information

- Bid quotation is valid for 30 days.
- Triton Federal Employer Identification Number: 47-2170685.
- Triton shall perform any additional work on a time and materials basis as requested in writing by the client at a negotiated hourly rate.

AP Triton Consulting, LLC

Contact Information

Triton's corporate headquarters is based in Sacramento, California—although we have consultants and subject matter experts located throughout the United States.

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

About AP Triton

Established in 2014, AP Triton has a wide range of experience in the fire service, emergency medical services, Special Events and Filming, fire prevention, and Life-Safety programs. Our consultants have conducted numerous studies involving Master Plans, Community Risk Assessments/Standards of Cover, Strategic Plans, fire department consolidation studies, EMS systems analyses, staffing studies, agency evaluations, fire station location and engineering studies, and much more.

We have extensive experience in valuing fire protection and EMS delivery systems and providing clients with guidance on how to best improve the quality of service, as well as accessing both revenue and federal cost-recovery programs, such as GEMT and IGT. Additionally, AP Triton has successfully negotiated public/private partnerships that have resulted in tens of millions of dollars in new revenue for our clients.

Conflict of Interest & Disclosures

Conflict of Interest Statement

Triton has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation, including but not limited to the prior discussion of terms, conditions, pricing or other offer parameters required by this solicitation. Triton is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter. Neither Triton nor anyone associated with Triton has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. In the event that a conflict of interest is identified in the provision of services, Triton will immediately notify the client in writing.

Insurance

Triton is insured, and specific information and insurance certificate is available upon request.

Litigation

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

Appendix 1: Qualifications of the Project Team

Kurt Latipow

Senior Project Manager



Summary of Qualifications

Mr. Latipow has enjoyed 40 years in Public Safety with over 27 years of Public Administration in Fire Chief and Chief Officer positions. He has developed and implemented numerous comprehensive fire and emergency services related plans.

Mr. Latipow has facilitated the adoption of those plans via a variety of governing bodies. Mr. Latipow offers extensive experience in developing and implementing

emergency, strategic, master plans and succession plans/management processes as

well as developing and implementing Standards of Cover Analysis, Fees for Service Cost Recovery Programs and ALS Program Development and Implementation for both transport and engine company-based organizations.

Work Experience

- City of Lompoc, CA - Fire Chief
- Washoe County, NV - County Fire Services Coordinator
- City of Ukiah, CA - Fire Chief
- State of California, Governor's Office of Emergency Services – Deputy Chief, Fire and Rescue Branch
- Stanislaus Consolidated Fire Protection District, CA - Fire Chief/Chief Executive Officer
- Hesperia Fire Protection District, CA - Fire Chief
- City of Arroyo Grande, CA - Fire Chief/Director of Building and Fire
- City of Monterey Park Fire Department, CA - Battalion Chief/Fire Marshal

Education

- National Fire Academy–Accredited Executive Fire Officer
- California Fire Marshal Training and Education System

Publications and Instructor Experience

- IAFC/Volunteer Combination Officers 2017 Symposium in the West—Building Leaders from Within
- IAFC and League of California Cities 2016 - "The Achilles Heel of Local Government"
- California Fire Chiefs 2016 - "The Why and How of Succession Planning and Implementation"
- League of California Cities 2015 - "Contracting for Fire Services; the Trials, Tribulations, Landmines and Political Challenges"
- League of California Cities 2014 - "Leading Change in the New Reality"
- California Fire Chiefs Association 2012 - "Re-engineering Fire Service-Based Service Delivery"
- IAFC/ICMA 2012 - Success & Sustainability

Professional Affiliations

- California Fire Chiefs Association
- League of California Cities Fire Department – Past President
- League of California Cities Public Safety Policy – Past Committee Chair
- Life member International Association of Fire Chiefs

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

John A. Stouffer

Senior Project Manager



Summary of Qualifications

Mr. Stouffer began his career in public safety in 1976 as a firefighter/EMT with Yakima County (WA) Fire District #10, where he established the first EMS program in the department. In 1980, he attended the Paramedic Program at Central Washington University and obtained a position with Yakima (WA) Medic One becoming a field paramedic and the organization's first Training Officer. In 1988, he was offered the position of the Director of the Yakima County (WA) Department of Emergency Medical Services. After holding that position for nine years, he took a position with Gresham (OR) Fire & Emergency Services as the EMS Coordinator, occasionally serving as the acting Chief of the Training Division, until his retirement in 2009. Since 1992, in addition to his other employment, Mr. Stouffer has been providing a wide variety of public safety consulting services to clients throughout the U.S. and Canada.

Professional Experience

- Western Region Manager, Emergency Services Consulting International (ESCI) (2018–2020)
- Project Manager/Associate Consultant, ESCI
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator (Captain), Gresham Fire & Emergency Services
- Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer | Yakima County Fire District #10
- More than 40 years diverse experience in fire and emergency medical services

Educational Background & Certifications

- Central Washington University
- Yakima Valley Community College
- Western Oregon University
- National Fire Academy Incident Command for EMS
- Seattle/King County Resuscitation Academy Fellowship
- Multiple instructor certifications (NFPA I & II, ACLS, PHTLS, WSFST Instructor II, EZ-IO Instructor)
- Numerous advanced-level EMS certifications
- More than 250 hours fire service education, Washington State Fire Service Training

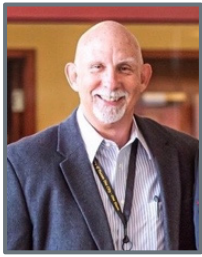
Associated Professional Accomplishments

- Project Manager and consultant on a number of fire and EMS projects around the U.S. and Canada
- Co-authored and published a number of international prehospital studies (available on request)
- Authored two guides on Community Risk Reduction for Vision 20/20 (available on request)
- Project Co-Director, King LT Airway Implementation Project for Multnomah County (OR)
- Author, Phases I & II of the Yakima County EMS Master Plan
- Earned fourteen professional awards during his career (available on request)

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

Jeff Piechura

Associate Consultant



Summary of Qualifications

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

Professional Development & Education

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

Experience

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

Associated Professional Accomplishments

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

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

Frank Blackley

Associate Consultant



Summary of Qualifications

Frank Blackley has more than 30 years of experience in the fire service and has served with several departments in southeastern North Carolina. His service began at the Wilmington Fire Department, after which spending nearly 10 years at the Wrightsville Beach Fire Department. In 1996, he began working with New Hanover County Fire Rescue as a fire inspector/investigator. In 1999, he returned to the Wilmington Fire Department as an inspector and was promoted to Assistant Chief and Fire Marshal in 2001. He served in this role until 2009, then transferred to Assistant Chief of Operations. In 2012, he assumed his current role as Assistant Chief of Support Services.

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

Educational Background

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

Professional Experience

- Consultant, Emergency Services Consulting International
- Technical Advisor, Vision 20/20
- Assistant Fire Chief, City of Wilmington, NC
- Deputy Fire Marshal, New Hanover County, NC

Relevant Experience

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

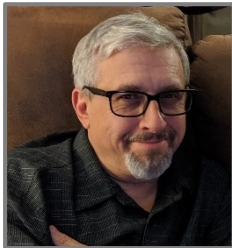
Associated Professional Accomplishments

- Assisted in development of Community Risk Reduction course for National Fire Academy
- Developed Outcome Measures Guide for Vision 20/20
- Published author, Crisis Response Journal, Hurricane Florence: Response and Recovery

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

James Long

Technical Consultant



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 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. Managing data through different systems and projects.

Educational Background

- Bachelor's 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 Manager

Relevant Experience

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

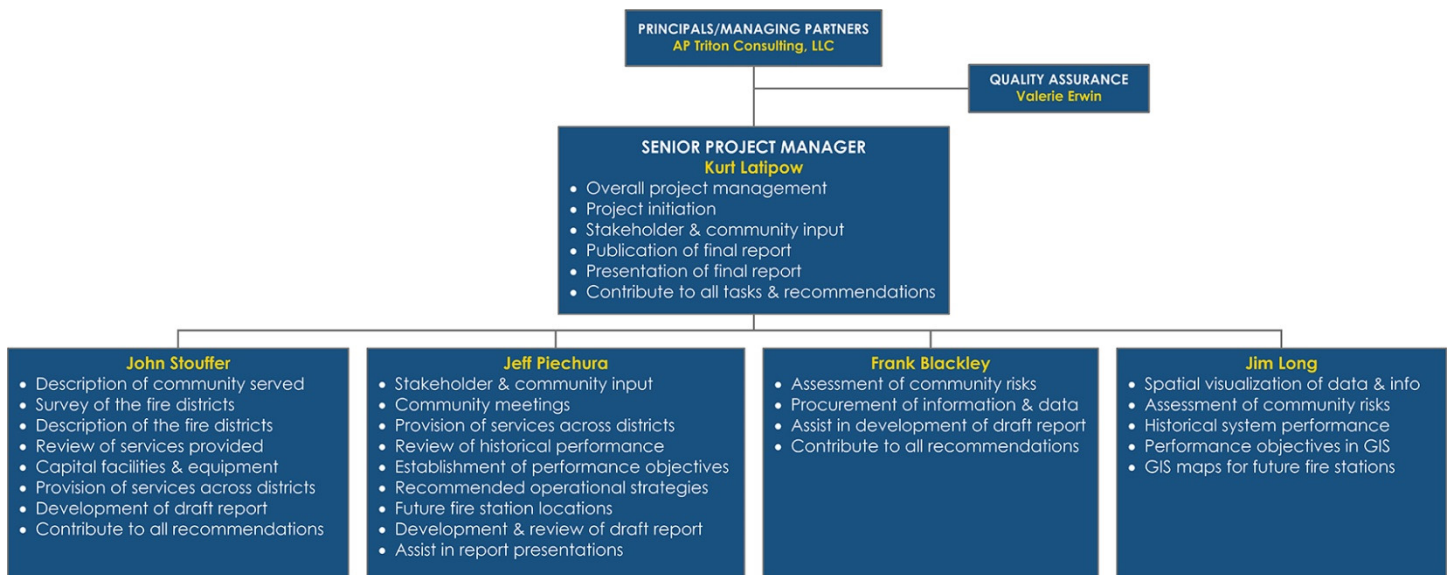
Associated Professional Accomplishments

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

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

Project Organizational Chart

The following figure is an organizational chart illustrating the assignments of the Triton project team members.



Project Team Member	Task Assignments ¹
Kurt Latipow, Senior PM	Tasks 1-A & B; Tasks 2-B, C, & D; Tasks 3-A, B, C, E, & F; Tasks 4-A & B; Tasks 5-A, B, C
John Stouffer	Task 1-B; Tasks 2-A, C, & D; Tasks 3-A, B, C, & D; Task 4-A; Tasks 5-A & C
Jeff Piechura	Tasks 1-A & B; Tasks 2-A, B, & C; Tasks 3-D, E, & F; Tasks 4-A & B; Tasks 5-A & C
Frank Blackley	Task 1-B; Task 2-E; Task 5-A
Jim Long	Task 1-B; Tasks 2-E & F; Tasks 3- E, & F; Tasks 4-A & B; Task 5-A
Valerie Erwin	Report quality assurance and proofing; administrative support

¹Some tasks will be shared among the project team members.

Appendix 2: AP Triton Clients & Experience

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

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

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

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

Appendix 3: References & Projects

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

Contra Costa County Fire Protection District (California)			
Project Name:	Ambulance Service Feasibility Study		
Description:	<p>AP Triton conducted a fire-based Ambulance Feasibility Study for the Contra Costa County Fire Protection District (population over 1 million). The study foundation was developed by determining what the current and past insured and uninsured payer mixes were. 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 \$28.6 million. AP Triton Consulting is currently on a maintenance and system retainer agreement through March 2021 to assist the Contra Costa County Fire Department in operating its ambulance transport system.</p>		
Project Start Date:	2016	Completion Date:	2018
Project Budget:	\$62,070		
Contact Name/Title:	Lewis Broschard, Fire Chief		
Client Phone:	925.941.3300		
Client E-Mail:	Lewis.broschard@cccfpd.org		

City of Costa Mesa Fire Department (California)			
Project Name:	Ambulance Service Feasibility/Optimization Study		
Description:	<p>AP Triton conducted a fire-based Ambulance Feasibility Study for the City of Costa Mesa Fire Department (population 112,000). 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 us to determine the maximum value of the system. The study then analyzed the Federal Reimbursement programs available and provided estimates for both GEMT and IGT programs. This study provided several options for the Department to consider; the Public-Private Partnership (contractor/subcontractor) model was chosen. AP Triton then assisted in the successful negotiations with the chosen private (subcontractor) partner.</p>		
Project Start Date:	2017	Completion Date:	2019
Project Budget:	\$90,000		
Contact Name/Title:	Dan Stefano, Fire Chief		
Client Phone:	714.754.5106		
Client E-Mail:	Dan.Stefano@costamesaca.gov		

Sonoma County Fire District (California)			
Project Name:	EMS Ordinance Development		
Description:	<p>AP Triton represented the fire departments in Sonoma County that provide ambulance transport in the County of Sonoma's EMS ordinance process. Triton was successful in protecting the public providers' .201 rights and having their geographical areas defined. The ordinance addresses exclusivity as well as guaranteeing the public providers will not only be able to bid the only exclusive operating area in the County but will also allow the public providers to avoid competitive bidding should the County determine that the ambulance service can be assigned to the fire service through Lomita. As such, the County is in the process of validating Lomita at this time and we believe that this service will be assigned or contracted to the fire service through the Sonoma County Fire District.</p>		
Project Start Date:	2018	Completion Date:	2019
Project Budget:	\$46,000.00		
Contact Name/Title:	Mark Heine, Fire Chief		
Client Phone:	707.838.1170		
Client E-Mail:	mheine@sonomacountyfd.org		