

ATTACHMENT A

Santa Cruz County
FIRE DEPARTMENT
California

Proposal to conduct a

LONG-RANGE
MASTER PLAN

October 2022

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Project Understanding

AP Triton, LLC (Triton) is keenly aware of the struggles currently facing Fire Service organizations. With the many changes facing today's fire service, a Long-Range Master Plan is essential. Triton's experience working with agencies in California and across the United States offers a broadly knowledgeable perspective with which to help guide the organizations into the future.

Triton understands that the intent of this project is to provide an unbiased, third-party process to develop a Long-Range Master Plan that will help guide the Santa Cruz County Department today and into the future. The analysis and determinations to be developed are designed to provide the Department with necessary elements as identified within our Scope of Work. We are sure that the recommendations given to policymakers will be supported by legal requirements, industry standards, benchmarks, and/or best practices.

Long-Range Master Plan Scope of Work

The following represents the Scope of Work (SOW) prepared by Triton based on our understanding of the Santa Cruz County Fire Department's (SCCFD) expectations. The various sections and tasks have been developed specifically for this project.

Section One—Project Initiation

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

Triton will meet virtually with SCCFD's project team and/or liaisons. The purpose will be to develop a complete understanding of the Department's background, goals, and expectations for the project.

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 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 make every attempt to utilize information gathered during the Santa Cruz County LAFCO Fire Study to minimize duplication. We may request additional information and data from SCCFD and any other agencies as necessary. This information is critical and will be used extensively in the various analyses and development of the report. Thoroughly researched and relevant studies will be included during 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
- 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
- Local Geographic Information Systems (GIS) data
- Zoning maps and zoning codes
- Financial data, including debt information, long-range financial plans, revenue sources, and projections
- Administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service-delivery practices
- Current service-delivery and response-time performance standards, objectives, and targets
- 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
- Volunteer Memorandum of Understanding
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- ISO Reports and Fire Flow Data
- Computer-Aided Dispatch (CAD) incident records
- Santa Cruz County CAL FIRE Contract
- Any other documents and records necessary for the successful completion of the project

Task 1-C: Stakeholder & Community Input

The Triton Project Team will conduct onsite* interviews and gather information from key personnel and stakeholders, including community members. 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:

- Board of Supervisors
- Members of the Fire Services Advisory Committee
- Fire Chief, command staff, and other key personnel
- Administrative and support staff
- Fire Marshal and prevention staff
- Individuals responsible for finance and human resources
- Representative(s) of labor leadership
- Volunteer Fire Chiefs
- Select group of paid and volunteer firefighters and company officers
- ECC Chief
- Assorted community groups
- 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 perspectives on operational, economic, and policy issues facing the fire department.

Section Two—Evaluation of Current Conditions

Utilizing the data and information provided by SCCFD and other sources such as the Santa Cruz County LAFCO Fire Service Study, Triton will conduct a baseline assessment of the current conditions and service performance of the Department. This will include an organizational analysis of SCCFD based on the elements included in the following tasks. The purpose of this evaluation is to assess the Department's operations in comparison to industry standards and best practices, as well as to create a benchmark against which the options for future service delivery can be measured.

Task 2-A: Organization Overview

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

- Service area population and demographics
- History, formation, and general description of the fire department
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources

Task 2-B: Financial Overview

Triton will review historical revenues, expenditures, and other fiscal issues of SCCFD, along with evaluating the current costs of service. Budget modeling permits analysis of staffing schemes, facility and vehicle deployment, service efficiency, and program cost. This allows for the measurement of the effect of any proposed system change. This will include, but not be limited to:

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

Task 2-C: Description & Review of Services Provided

The services currently provided by the SCCFD will be reviewed and compared to industry benchmarks. This will include services provided to both the communities within and other areas external to the Department boundaries. Areas to be considered include:

- Description of the current service delivery infrastructure
- Deployment considerations
 - Apparatus and unit types and staffing
 - Paid and volunteer Firefighter/EMT staff distribution
 - Computer-aided dispatch system
- Review of emergency response services by type
- Critical task analysis: fire suppression, EMS, and other incident types

Task 2-D: Management Components

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

- Current management overview
- Mission, vision, strategic planning, goals, and objectives
- Internal assessment of critical issues and future challenges
- Internal and external communications processes
- Reporting and recordkeeping
- Information technology and records management systems

Task 2-E: Staffing & Personnel

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

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels inclusive of volunteers
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology
- Review paid and volunteer firefighter/EMS staff distribution
- Personnel management systems will also be reviewed, focusing on:
 - Human resources policies
 - Personnel reports and recordkeeping

- Compensation systems
- Disciplinary processes
- Counseling services
- Application and recruitment processes
- Testing, measuring, and promotion processes
- Health and wellness programs

Task 2-F: Planning for Fire Protection & EMS

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

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

Task 2-G: 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 locations 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 the inventory of apparatus and equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment

Task 2-H: Support Programs

Triton will review and evaluate the following support programs:

Emergency Medical Services

Triton will evaluate the current Emergency Medical Services support and oversight mechanisms to include quality assurance, medical control, and oversight, as well as opportunities to expand services.

Life Safety Services & Public Education

Triton will conduct a review of:

- Pre-fire planning processes
- Community Risk Reduction
- Fire and arson investigation
- Assorted public education and prevention programs

Communications & Dispatch

- Alarm systems and communications infrastructure
- Public Safety Answering Point (PSAP) and dispatch center capabilities and methods
- Dispatch center staffing

Hazardous Materials Services Support & Response

- Triton will provide an overview of SCCFD's capabilities with regard to hazardous materials incident responses including resources, training, and staffing.

Specialized Technical Rescue Services Support & Response

Triton will provide an overview of the SCCFD's capabilities with regard to technical rescue incident responses. This will include but not be limited to:

- Review of physical and personnel resources
- Review of training and educational compliance
- Review of historical staffing performance in regard to technical rescue responses, including:
 - High-angle/low-angle rope rescue
 - Trench rescue
 - Confined space
 - Water rescue

Training & Continuing Medical Education

- General training competencies
- Training administration, schedules, and facilities
- Training program goals and objectives
- Training administrative support and maintenance of training records

Task 2-I: Service Delivery & Performance

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

- Service Demand
 - Analysis and Geographical Information Systems (GIS) display of current service demand (unit workload) by incident type
 - Analysis and GIS display of current service demand by temporal variation (calls by hour, day, and month)
 - GIS display of historical incident density locations
 - Projected service demand due to growth
- Resource Distribution
 - Overview of current deployment strategies, analyzed through GIS software as appropriate, with identification of service gaps and redundancies (fire stations location analysis)
 - Analysis of company and staff distribution as related to effective response force (ERF) assembly
 - Overview of current apparatus deployment strategies, analyzed through GIS software as appropriate, with identification of service gaps and redundancies
- Response Reliability
 - Analysis of current workload, including unit hour utilization (UHU) of individual companies
 - Analysis of call concurrency and the impact on fire and EMS system effectiveness
- Analysis of call concurrency and implications for resource exhaustion
- Review of actual or estimated failure rates of individual companies
- Response Performance Analysis
 - Analysis of actual SCCFD apparatus turnout time performance analyzed by individual components (to the extent data is available)

- Analysis of other components in the response time continuum, including call processing times
- Analysis of response time to achieve full effective response force
- Impact of mutual and/or automatic aid

Task 2-J: 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 SCCFD's capabilities. Triton will provide data analyses and comparisons against industry standards and will recommend response performance goals.

Triton will identify the current level of emergency services provided by SCCFD and compare the Department's 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 including:

- All programs
- Fire suppression services
- Emergency medical services
- Hazardous materials services
- Technical rescue services
- Analysis of false alarms, mutual/auto aid, and civilian and firefighter injuries

A review and discussion of existing response performance goals (if in place) or a discussion of existing response performance (if goals are not in place) will be provided, matching the nature and type of risks identified in the previous report sections. Triton will then recommend response performance goals as follows:

- Evaluation of performance
 - Benchmark objective tables
 - Evaluation methodology
 - Factors to consider

- Evaluation findings
 - Response Time Performance—each timed element of the response system, from receipt of call to first unit arrival
 - 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 recommended levels of service.

Section Three—Community Risk Assessment

Triton will conduct an all-hazards analysis of the areas served by SCCFD, based on the elements included in the following tasks. The purpose of this evaluation is to assess the Department's hazards, threats, vulnerabilities, and risks and the entire coverage area as a whole, in comparison to recognized standards and best practices, to include consideration of benchmarks against which to compare future improvement.

Task 3-A: Description of Communities Served

An overview of the service area of SCCFD will include:

- Community characteristics, including general location, history, geography, topography, climate, local government type, jurisdictional area, and surrounding jurisdictions
- Demographic characteristics
- Physical assets protected
- Transportation networks
- Planning zones or fire management (response) zones
- Identification of community risks to include fire, wildland urban interface, emergency medical services demand, technical rescue, hazardous materials, transportation, and natural hazards
- Establishment of an occupancy vulnerability risk profile for buildings in the response area
- Population age, density, and daytime population estimates
- Transient population and demographic information (to the extent data is available)

- Projection of population growth estimates and the corresponding demographic changes in the population
- Impact or consequences (economic, social, historical, cultural, and environmental)
- Speed of onset, duration, and effect on Department response capabilities

Task 3-B: Population Growth & Service Demand Projections

Triton will assess the anticipated future community conditions, service demand, and risks that SCCFD can be expected to serve. Triton will analyze community growth projections, interpret their impact, and identify opportunities to improve emergency service planning and delivery.

- An interpretation of available census and community development data will be provided indicating:
 - Population history
 - Census-based population growth projections
 - Community planning-based population growth projections
- Population growth projections, along with historical and forecast incident rates, will be utilized to develop projections for future service demand.

Task 3-C: All-Hazards Community Risk Assessment

Triton will conduct a comprehensive analysis of community risks and land use and interpret their impact on emergency services planning and delivery. Land use, zoning classifications, parcel data, ISO fire flow data, economic value, building footprint densities, occupancy data, and demographic information may be used, along with specific target hazard information.

Triton will provide particular emphasis on seismic and wildfire hazards. This analysis will include, but not be limited to:

- Identification of community risks to include fire, emergency medical services demand, technical rescue, hazardous materials, transportation, and natural hazards
- Establishment of an occupancy vulnerability risk profile for buildings in the response area
- Population age, density, and daytime population estimates
- Projection of population growth estimates and the corresponding demographic changes in the population
- Impact or consequences (economic, social, historic, cultural, and environmental)
- Speed of onset, duration, and effect on Department response capabilities

Task 3-D: Spatial Visualization of Data & Information

Triton will use local planning/zoning data combined with available GIS data from the Department and other sources to evaluate the physical risks of the service area including:

- Overall geospatial characteristics, including political and growth boundaries, construction, and infrastructure limitations
- Topography including response barriers, elevation extremes, and open space/interface areas
- Transportation networks including roads, rail lines, airports, and waterways
- Evaluation of physical assets protected
- Risk assessment methodology
- Risk assessment matrix
- Community-wide hazards, threats, vulnerabilities, and risks—including seismic and wildfire hazards
- Risk analysis of any strip commercial occupancies, big-box occupancies, industrial processing, institutional properties, and Wildland Urban Interface zones
- Community safety and remediation programs
- Community fire protection and detection systems
- Community loss and save information
- Risk by response category: fire, emergency medical, and other incidents
- Risk by planning/demand zone
- Utilize three-axis or bar data visualization from including probability, consequence, and organizational and community impacts (resiliency)

Section Four—Future Delivery System Models

The section includes strategies intended to place the organization in a position to successfully serve its future demand and risk. Triton will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the desired levels of service identified in the previous task at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy. In addition, short and mid-term strategies will be recommended for service delivery improvement or increased efficiency.

Task 4-A: Development of Response Standards & Targets

Triton will analyze and develop recommendations related to an appropriate set of response performance goals for SCCFD matching the nature and type of risks identified in the previous report sections. The performance goals shall be developed with consideration to:

- Incident-specific staffing levels to meet the critical tasking analysis for the identified risks
- Apparatus and other resource assignments to accommodate the anticipated fire flows and other critical functions of the identified risks
- Time standards that will provide for effective initiation of critical tasks and functions

Task 4-B: Short- and Mid-Term Strategies

Recommendations for improving service delivery and system efficiency prior to any full implementation of the long-term strategy will be provided in areas such as:

- Agency management and organization
- Staffing and personnel deployment
- Service delivery methods
- Training programs
- Prevention programs
- Enhanced cooperative service agreements with other communities or agencies
- System funding and cost recovery
- Others as appropriate and necessary

Task 4-C: Recommended Long-Term Strategies

Triton will develop a recommended long-term option for resource deployment that will improve SCCFD's level of service towards the identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocations of existing facilities
- General locations of future necessary fire stations
- Selection and deployment of apparatus by type
- Deployment of operations personnel
- Future administrative and support personnel
- Deployment of special units or resources

- Additional infrastructure or facilities for administration and support programs

Next, Triton will evaluate and present in graphical and descriptive format each of the Recommendations:

- Degree of benefit to be gained through its implementation

Section Five—Development, Review, & Delivery of the Plan

Task 5-A: Development & Review of the Draft Master Plan

Triton will develop and produce an electronic version of the draft written report for technical review by representatives of SCCFD. This feedback is an important aspect of this project, and there will be adequate opportunities for review and discussion before finalization, including:

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

Task 5-B: Publication of the Final Master Plan

Following a final technical review and approval by SCCFD, Triton will provide an electronic version (PDF format) of the report.

Task 5-C: Presentation of the Master Plan

Triton will conduct a final presentation of the report to SCCFD's elected officials, leaders, stakeholders, staff, and/or the general public. The presentation will include:

- A summary of the nature of the report, methods of analysis, primary findings, and critical recommendations
- An audio-visual presentation of the study
- A review and explanation of charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed

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

Estimated Project Timeline & Fee Proposal

Project Completion Timeline

Triton offers the following project timeline, which is subject to change based upon the mutual agreement of the Santa Cruz County Fire Department 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

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	\$13,801
Section 2: Evaluation of Current Conditions	\$12,817
Section 3: Community Risk Assessment	\$4,792
Section 4: Future Delivery System Models	\$3,075
Section 5: Development, Review, & Delivery of the Plan	\$6,130
Proposed Project Fee (will not exceed):	\$40,615

Payment Schedule & Invoicing

- Monthly invoicing thereafter as work progresses until 95% of project has been completed
- Final 5% due upon project completion
- Additional hours will be billed at a rate of \$160/hour for the Senior Project Manager and \$120/hour for consultants plus any additional travel expenses

Cost Quotation Information

- The bid quotation is valid for 90 days
- 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 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, as well as other unique Fire Service and EMS studies.

AP Triton was founded on the need to provide innovative solutions to public safety departments. For too many agencies, creative thinking is not part of the status quo. AP Triton is able to bring our experience to enable long-term, creative, and sustainable solutions specialized to your local issues. With decades of experience in public safety departments of all sizes, AP Triton is well suited to evaluate the Santa Cruz County Fire Department as it is today and deliver the best strategies and recommendations for the future.

Triton's Approach to Projects

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

- A complete understanding of the project background, goals, and objectives, as well as the complex issues that must be addressed.
- A comprehensive, well-designed, and practical scope of work (SOW) and workplan that enables substantial input from the key stakeholders, leadership, and other relevant individuals.

- Use of state-of-the-art GIS mapping, computer modeling, and data analysis tools, web-based communications technology, and many other sophisticated tools and technologies.
- Triton's project methodology is augmented by the utilization of web-based and other communication technologies. We will utilize the Dropbox application to create a secure online project site that enables the client and project team members to collaborate and communicate throughout every phase of the project. In addition, Triton utilizes GoToMeeting conferencing software to assist with client communications and various presentations.
- Utilization of experienced subject matter experts (SME) 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 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. 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.

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 contract to follow thereafter. Neither Triton nor anyone associated with Triton has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. If a conflict of interest is identified in the provision of services, Triton will immediately notify the client in writing.

Appendix A: Qualifications of the Project Team

Ken Kehmna MS, BA

Assistant Project Manager/Administrative Services Business Unit Leader



Summary of Qualifications

Chief Kehmna is a highly respected fire service leader with more than 35 years of service and over 15 years at the executive management level. Prior to being appointed Fire Chief, he served as Deputy Chief, Battalion Chief, Fire Captain, and in other positions that were key to his development as a chief officer. Chief Kehmna's broad range of experience, commitment to his organization, and dedication to the mission earned him the respect of his peers and the communities he served.

As Fire Chief, he successfully led his organization through the accreditation process with the Commission on Fire Accreditation International. In keeping with his vision for the organization, he oversaw the development and adoption of a new strategic plan, standards of cover, and business plan, which laid the foundation for greater regionalization and diversification of the district's highly effective service delivery model. Leveraging key partnerships and the well-earned trust of the County's administration and elected leadership, Chief Kehmna assumed responsibility for the County's Office of Emergency Management in 2014. Using his experience with building and leading high-functioning teams, Chief Kehmna reorganized the office and assembling a cadre of highly respected experts in emergency management. Building on this success, the chief was then asked to assume responsibility for the County's 911 Communications Center. Chief Kehmna laid out a plan to restructure and restaff the center with a new leadership team. Chief Kehmna's plan successfully installed the highly effective leadership that was necessary, while also providing an essential opportunity for growth and professional development for the center's current Director, and the district's current Fire Chief.

Chief Kehmna also served as Vice-Chair of Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE), which serves as an advisory board to Cal OES on cooperative fire protection agreements, regional fire/rescue policy issues, and to advise the Director of Cal OES on matters of statewide importance. Chief Kehmna's work with FIRESCOPE continues to influence fire service delivery at the local, state, and national levels.

Educational Background

- Master of Science – Executive Fire Service Leadership – Grand Canyon University
- Bachelor of Arts – Management – St. Mary's College

Professional Experience

- Fire Chief, Redmond Fire & Rescue
- Fire Chief, Santa Clara County Fire Department
- Deputy Chief, Santa Clara County Fire Department

Relevant Experience

- Vice Chair – FIRESCOPE Board of Directors
- Vice Chair – NWCG NIMS Integration Committee
- Approval Authority Member – Bay Area Urban Area Security Initiative
- Member – IAFC Emergency Management Committee
- Member – Western Fire Chiefs Association, Wildfire Policy Committee
- Member – Oregon Fire Chiefs Association, Wildfire Policy Committee

Randy Parr CPA, MPA, CFO, EFO Senior Associate/Certified Public Accountant



Summary of Qualifications

Chief Parr has over 40 years of experience in the fire service, including 20 years as a chief officer. He has served in four fire departments in Texas and Missouri. The agencies for which he has worked range from a mid-sized Houston area combination fire district serving a population of 100,000 to a small municipal department as they transitioned from a volunteer-based delivery system to a career-based delivery system. He has served the past 16 years as the career Fire Chief for the City of Tomball, a Houston, Texas suburb with a population of 35,000.

He is a Certified Public Accountant and during his career has served as the chief financial officer of large national and regional real estate developers and as the City of Tomball interim finance officer. Chief Parr's diverse skills have provided regional leadership in inter-agency collaboration, strategic planning, master and financial planning, and organizational evaluation. He has advised policymakers on fire service delivery options, created financial models, and has made presentations to large workshop audiences on such topics as regional collaboration and legislative initiatives.

Educational Background

- Bachelor's in Business, Accounting Major, Indiana University, Bloomington, IN
- Master's in Public Administration, Sam Houston State University, Huntsville, TX
- Executive Fire Officer Graduate—National Fire Academy
- Emergency Management Executive Academy Graduate—Emergency Management Institute
- Chief Fire Officer Designee—Center for Public Safety Excellence
- Extensive training in leadership, financial management, and planning

Professional Experience

- Associate Consultant, Emergency Consulting International (ECI) (2017–2020)
- Fire Chief/Emergency Management Coordinator—City of Tomball, TX (2004–present)
- Fire Chief, Cypress Creek Fire Department, Houston, TX (1999–2004)
- Controller/Financial Officer, Trammel Crow Residential/Gables Residential Trust (1986–1994)

Relevant Experience

- Past President, Board of Directors, IAFC, Southwest Division
- Southeast Region Director, Texas Fire Chiefs Association
- Facilitator, Northwest Harris County Fire Chiefs Association
- Treasurer, Institution of Fire Engineers, USA Branch
- Peer Assessor I, Center for Public Safety Excellence Accreditation Site Team
- Board of Directors, Sam Houston State University Alumni Association

Associated Professional Accomplishments

- 2009 recipient of IAFC-VCOS John M. Buckman III Leadership Award
- Developed UASI grant to equip 90 departments in a three-county area, including the City of Houston, with the same electronic accountability system
- Developed UASI grant to link multiple dispatch centers in Harris and Montgomery counties
- Developed UASI grant to hire six full-time firefighter positions for the City of Tomball

Frank Blackley MPA, EFO, BS Senior Associate/Fire & Life Safety Business Unit Leader



Summary of Qualifications

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

Chief Blackley brings a long list of education, experience, and technical expertise to AP Triton. With experience in both combination and career departments, he possesses a demonstrated record of professionalism and a commitment to excellence. In addition to fire administration and management accomplishments, Chief Blackley has contributed to Vision 20/20 as a technical advisor for several states and 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 and has written several 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 (ESCI), 2019–2020
- Technical Advisor, Vision 20/20
- Assistant Fire Chief, City of Wilmington, NC
- Deputy Fire Marshal, New Hanover County, NC

Relevant Experience

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

Associated Professional Accomplishments

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

Clay Steward MS

Senior Associate



Summary of Qualifications

Clay Steward is an experienced fire service senior manager actively serving the industry for 25 years. He began his fire service career at Edgewater Fire Department, CO and moved to Arvada Fire Protection District after three years. At Arvada he rose through the ranks where he ultimately retired as the division chief of planning and support services in 2018. During his tenure he served as the districts Accreditation

Officer and lead his organization through its first accreditation bid with the CFAI. Since retirement he works as an independent contractor specializing in fire service data and accreditation documentation.

Clay brings a strong technical background in data engineering and analytics that augments his detailed understanding of fire service management and continuous improvement. He is experienced in developing community risk assessments, standard of cover, strategic planning, and self-assessment documents for the CFAI.

Professional Development & Education

- Master of Science in Emergency Management, American Public University, Charles Town, WV
- Associate of Science in Fire Science, Red Rocks Community College, CO
- Center for Public Safety Peer Assessor and Accreditation Management Courses
- Data analytic, data engineering, and data science training
- Lean and lean six sigma course experience and education

Licensure & Certifications

- CFAI Peer Assessor Level 1
- IBM Data Science Specialization
- Alteryx Core Designer
- Tableau Analyst and Author
- Center for Professional Credentialing Chief Fire Officer

Experience

- Active fire service and data and management consultant
- Experienced trainer
- Retired Division Chief and Accreditation Officer
- Experienced training and safety officer
- 25 years of service in the fire service
- 11 years and current member of the plans section of the Jefferson County type III IMT team
- 14 years experienced with FEMA's CO-TF1 US&R team

Associated Professional Accomplishments

- Developed and teaches Introduction to Data Analytics for Emergency Services course
- Currently active and past steering committee member of the Rocky Mountain Professional Credentialing and Accreditation Consortium
- Past IAFF secretary and treasurer, local 4056

Eric A. Schmidt MA, GISP Technical Specialist (GIS)



Summary of Qualifications

Mr. Schmidt has over thirty years of professional experience in mapping and geospatial technologies in both the private and public sectors. Over the last eleven years he has been engaged full-time in local government where he has gained substantial experience in enterprise GIS in support of Fire & EMS, Law Enforcement, and Emergency Management. In addition, he is experienced in supporting both unified command and incident management teams for large scale wildland fires and other regional events. Over the past two decades, he has participated in numerous standards of cover studies, ISO ratings, hazard mitigation studies, and community risk assessments. Mr. Schmidt has a strong vision for integrating GIS technologies into daily workflows and for building a GIS-centric approach to large and small organizations.

Professional Development & Education

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

Licensure & Certifications

- Geographic Information Systems Professional (GISP), GIS Certification Institute, 2007–Present
- FAA Remote Aircraft Pilot (UAS), 2021 - Present
- GIS Surveyor License, South Carolina Board of Professional Engineers & Land Surveyors (inactive)

Experience

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

Associated Professional Accomplishments

- Virginia Maps & Land Information Society (VAMLIS), President-Elect 2020 - Present
- Southwest Virginia (Region VI) All Hazards Incident Management Team (Type III), 2019 - Present
- Nevada Geographic Information Society, Board of Directors 2012–2018, Vice President 2013–2016
- Support Services Volunteer, Midway Fire-Rescue, Pawleys Island, SC, 2005–2010

John A. Stouffer

Senior Associate/Planning, Preparedness, & Response Business Unit Leader



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, he 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
- Managing Partner/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)

Michael P. Cahill BA

Senior Associate



Summary of Qualifications

Chief Cahill is a widely respected Fire Service professional with more than 40 years of Municipal, County, and State government experience. For 30 years, he has been in executive management, including leadership roles in designing, developing, implementing, and evaluating fire and emergency medical delivery systems.

Chief Cahill has extensive experience in the management and delivery of fire-based ALS pre-hospital medical transport and non-transport systems. He successfully guided the formation of a JPA that allowed for shared management and operation of two neighboring fire departments, in addition to the integration of transport and fire engine-based delivery of ALS services. It was Chief Cahill's reputation as a trusted collaborator with local/regional elected officials and employee/labor leaders that enabled him to guide the transformational change between these two unique organizations.

Chief Cahill also brings recognized national level exposure as the Marketing and Educational Services Director of the National Firefighter Joint Apprenticeship Training Program. Chief Cahill's ability to build relationships and effect change within dynamic political and organizational landscapes continue to be the values that he will bring to any project or team.

Professional Development & Education

- Bachelor of Arts – Business Management, California State University - Sonoma

Licensure & Certifications

- Limited Service – Lifetime California Community College Teaching Credential (Fire Science)
- Master Instructor, California State Fire Training and Education System

Experience

- Fire Chief, American Canyon Fire Protection District, American Canyon, CA
- Director of Fire-Life Safety (Fire Chief), Paramount Pictures, Hollywood, CA
- Curriculum Consultant, California Joint Firefighter Apprenticeship Program, Sacramento, CA
- Fire Chief, City of Woodland and Springlake Fire Protection District, Woodland, CA
- Fire Chief, City of Sonoma FD – Sonoma Valley Fire-Rescue JPA, Sonoma, CA
- Director of Education and Marketing Services, National Firefighter Joint Apprentice and Training Program, Sacramento, CA
- Director of Fire Services (Fire Chief-Fire Warden) County of Sonoma, Santa Rosa, CA
- Fire Training Specialist III, Office of the State Fire Marshal, State of California, CA

Appendix B: Projects & Experience

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

- Aberdeen Fire Department (WA)
- City of Alameda Fire Department (CA)
- Alameda County FPD (CA)
- Alaska Fire Chiefs Association (AK)
- Albany Fire Department (OR)
- Anaheim Fire and Rescue (CA)
- Berkeley Fire Department (CA)
- Bethel Fire Department (AK)
- Bodega Bay Fire Department (CA)
- Brea Fire Department (CA)
- Brigham City Fire Department (UT)
- Fremont Fire Department (CA)
- California Fire Chiefs Association (CA)
- California Metro Chiefs Association (CA)
- Carlsbad Fire Department (CA)
- Carroll County Ambulance District (MO)
- Central Jackson County FPD (MO)
- Central Pierce Fire Protection (WA)
- Chariton County Ambulance District (MO)
- Chico Fire Department (CA)
- Chula Vista Fire Department (CA)
- Central Kitsap Fire & Rescue (WA)
- City of Colton/Loma Linda FD (CA)
- City of Costa Mesa Fire Department (CA)
- Coalinga Fire Department (CA)
- Contra Costa County FPD (CA)
- Cosumnes Fire Department (CA)
- Cowlitz 2 Fire & Rescue (WA)
- DeKalb County Fire Rescue (GA)
- City of Downey Fire Department (CA)
- Dixon Fire Department (CA)
- Douglas Okanogan County FD 15 (WA)
- El Dorado Hills Fire Department (CA)
- Fort Myers Fire Department (FL)
- Eureka Fire Protection District (MO)
- Golden Fire Department (CO)
- City of Fresno Fire Department (CA)
- Fort Myers Fire Department (FL)
- City of Fresno Fire Department (CA)
- Fullerton Fire Department (CA)
- 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 (HI)
- Hermosa Beach Fire Department (CA)
- Huntington Beach Fire Department (CA)
- Idaho Fire Chiefs Association (ID)
- Kennewick Fire & Ambulance (WA)
- Kern County Fire Department (CA)
- Lake Ozark FPD (MO)
- La Verne Fire Department (CA)
- Lincoln Fire & Rescue (NE)
- City of Long Beach (CA)
- Milwaukee Fire Department (WI)
- Sonoma County Fire District (CA)
- Sonoma Valley Fire Department (CA)
- Stockton Fire Department (CA)
- Sunnyside Fire Department (WA)
- Tacoma Fire Department (WA)
- Tualatin Valley Fire & Rescue (OR)
- Ukiah Valley Fire Authority (CA)
- Umatilla Fire Department (OR)
- Utah Fire Chiefs Association (UT)
- Vacaville Fire Department (CA)
- Valley Center Fire Protection District (CA)
- Ventura County Fire Department (CA)
- Washington Fire Chiefs Association (WA)
- Watsonville Fire Department (CA)
- Williston Fire Department (VT)

Project Types

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 United States.

Project Description

- Ambulance Services Study:
- Annexation Study (3 districts):
- Community Risk Assessment/Standards of Cover:
- Community Risk Assessment/Standards of Cover:
- Consolidation Feasibility Study:
- EMS Feasibility & Optimization Study:
- EMS Service Delivery Study:
- EMS System Evaluation:
- Facilities Master Plan, FD Master & Strategic Plan:
- Fire Department Cooperative Services Study:
- Fire District Consolidation Study:
- Fire Services Analysis:
- Fire Station & CRA/SOC Study:
- Fire/EMS Assessment:
- First Responder Fee Study:
- First Responder Fee Study:
- First Responder Fee Study:
- First Responder Fee Study:
- Long-Range Fire Department Master Plan:
- Long-Range Master Plan:
- Master Plan:
- Master Plan & Community Risk Assessment:
- Optimization Study:
- Prevention Fee Study:
- Strategic Plan:
- Strategic Plan:
- Valuation Study:

Organization

- Modesto FD/Stanislaus County OES (CA)
- Contra Costa County FPD (CA)
- Coalinga Fire Department (CA)
- San Ramon Valley Fire Protection District (CA)
- Elk Creek Fire Protection District (CO)
- Webster Fire Department (TX)
- Burbank Fire Department (CA)
- Truckee Meadows Fire Protection District (NV)
- Redmond Fire & Rescue (OR)
- Golden/Fairmount/Pleasant View FDs (CO)
- Clackamas Fire District 1 (OR)
- Williston Fire Department (VT)
- Montecito FPD (CA)
- Pflugerville Fire Department (TX)
- Oakland Fire Department (CA)
- Merced Fire Department (CA)
- Napa Fire Department (CA)
- Truckee Meadows Fire Protection District (NV)
- Templeton Fire & Emergency Services (CA)
- Fairfield Fire Department (CA)
- Whitefish Fire Department (MT)
- Brigham City Fire Department (UT)
- Alameda County Fire Chiefs Association (CA)
- Suisun City Fire Department (CA)
- Aspen Fire Department (CO)
- Blaine County Ambulance Service District (ID)
- Pflugerville Fire Department (TX)

Appendix C: Client References

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

Montecito FPD & Carpinteria-Summerland FPD (California)			
Project Title & Description: Fire Station Location Study & Community Risk/SOC			
AP Triton was engaged to develop a comprehensive fire station location study with the intent of determining if a shared facility is feasible. In addition, the study includes a variety of elements that entail community risk assessments and a standards of cover analysis. Once completed Triton will facilitate a Customer-Centered Strategic Plan for each.			
Contact Name/Title:	MFPD Chief Kevin Taylor	Year:	2021
Client Phone:	805.969.7762	Client E-Mail:	ktaylor@montecitofire.com
Project Manager:	Kurt Latipow	Status:	Completed

Contra Costa County Fire Protection District (California)			
Project Title & Description: Ambulance Service Feasibility Study			
Contra Costa County Fire Protection District (population over 1 million). The study foundation was developed by determining what the current and past insured and uninsured payer mixes were. These payer mixes were all inclusive which, together with other demographic information, allowed AP Triton to determine the maximum value of the system. The study then analyzed the Federal Reimbursement programs available and provided estimates for both GEMT (Ground Emergency Medical Transport) and IGT (Intergovernmental Transfer) programs. Several options were proposed for consideration by the Fire District, and the Public-Private Partnership (contractor/subcontractor) option was chosen. AP Triton then provided services to select the private (subcontractor) partner and managed the response to the County-wide RFP for Ambulance service. Contra Costa County Fire was awarded the contract for ambulance service through a competitive bid process. They have increased their response time compliance from a level of 89-90% under the former provider to an average of 96% across all response zones. Further, their ambulance transport system, which was historically under questionable sustainability, now turns a \$10 million profit annually and has amassed a reserve of \$38 million. AP Triton Consulting is currently on a maintenance and system retainer agreement through March 2022 to assist the Contra Costa County Fire Department in operating its ambulance transport system.			
Contact Name/Title:	Lewis Broschard, Fire Chief	Year:	2018
Client Phone:	925.941.3300		
Client E-Mail:	Lewis.broschard@cccfpd.org		

Brigham City Fire Department (Utah)

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

Client Contact:	Brandon Thueson, Fire Chief	Year:	2022
Client Phone:	435.226.1405	Client E-Mail:	BThueson@bcutah.org
Project Manager:	John Stouffer	Status:	Completed

Williston Fire Department (Vermont)

Project Title & Description: **Staffing & Fire Service Analysis**
 Triton conducted a comprehensive analysis of the Williston Fire Department with an emphasis on the current and future staffing needs of the community and the department. The study involved identifying risks and vulnerabilities within the Town's current staffing structure and identifying staffing models that align with current and future needs. The study included current necessary and forecasted costs.

Client Contact:	Aaron Colette	Year:	2021
Client Phone:	802.878.5622	Client E-Mail:	acollette@willistonfire.com
Project Manager:	Kurt Latipow	Status:	Completed

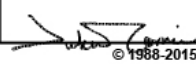
Clackamas Fire District #1 & Sandy Fire District #73 (Oregon)

Project Title & Description: **Feasibility Study for a Potential Future Consolidation**
 Sandy Fire District No. 72 (SFD) and Clackamas Fire District No. 1 (CFD) Retained AP Triton to conduct a feasibility study that includes the analysis of each fire district's current service delivery, organizational structure, financial sustainability, and more. Triton determined that a legal consolidation would not be viable, and instead recommended a long-term cooperatives services agreement.

Contact Names/Titles:	James Syring, CFD Board Chair	Year:	2022
Client Phone:	503-789-0260	Client E-Mail:	jamesyring1@msn.com
Project Manager:	Kurt Latipow/John Stouffer	Status:	Completed

Appendix D: Triton Certificate of Insurance & Litigation

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

Client#: 1626412		APTRI				
ACORD™ CERTIFICATE OF LIABILITY INSURANCE			DATE (MM/DD/YYYY) 4/11/2022			
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must 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 any rights to the certificate holder in lieu of such endorsement(s).</p>						
PRODUCER USI Insurance Services, LLC 2375 E.Camelback Road, Suite 250 Phoenix, AZ 85016 877 468-6516		CONTACT NAME: Kathi Simon PHONE (A/C, No, Ext): 602-666-4827 FAX (A/C, No): 610-537-2283 E-MAIL ADDRESS: kathi.simon@usi.com				
INSURED AP Triton, LLC 1309 COFFEEN AVE STE 3178 Sheridan, WY 82801		INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: Continental Casualty Company 20443 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:				
COVERAGES		CERTIFICATE NUMBER:				
REVISION NUMBER:						
<p>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.</p>						
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/POP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A				PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability		596516681	03/27/2022	03/27/2023	\$1,000,000 Per Claim \$3,000,000 Aggregate \$2,500 Deductible
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)						
CERTIFICATE HOLDER				CANCELLATION		
Proof of Coverage				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 		
ACORD 25 (2016/03) 1 of 1 The ACORD name and logo are registered marks of ACORD #S35608919/M35599008				© 1988-2015 ACORD CORPORATION. All rights reserved. NHBZP		

		<h2 style="margin: 0;">CERTIFICATE OF LIABILITY INSURANCE</h2>		DATE (MM/DD/YYYY) 04/04/2022			
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p>							
<p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>							
PRODUCER USI INSURANCE SERVICES LLC/PHS 41715154 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251			CONTACT NAME: PHONE (866) 467-8730 FAX (877) 905-2772 (A/C, No, Ext): (A/C, No): E-MAIL ADDRESS: INSURER(S) AFFORDING COVERAGE NAIC#				
INSURED AP TRITON, LLC 1309 COFFEEN AVE STE 3178 SHERIDAN WY 82801-5777			INSURER A : Atain Speciality Insurance Company 17159 INSURER B : Starstone National Insurance Company 44776 INSURER C : INSURER D : INSURER E : INSURER F :				
COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:			
<p>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.</p>							
INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	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 type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			CIP422953	03/27/2022	03/27/2023	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COM/OP AGG \$1,000,000
B	UMBRELLA LIAB EXCESS LIAB <input checked="" type="checkbox"/> OCCUR CLAIMS-MADE DED RETENTION \$			78295D221ALI	03/27/2022	03/27/2023	EACH OCCURRENCE \$2,000,000 AGGREGATE
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE OTHER E.L. EACH ACCIDENT E.L. DISEASE -EA EMPLOYEE E.L. DISEASE - POLICY LIMIT
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)							
Those usual to the Insured's Operations.							
CERTIFICATE HOLDER FOR INFORMATIONAL PURPOSES ONLY 1309 COFFEEN AVE STE 3178 SHERIDAN WY 82801-5777				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 <i>Susan S. Castaneda</i>			
© 1988-2015 ACORD CORPORATION. All rights reserved.							
ACORD 25 (2016/03)		The ACORD name and logo are registered marks of ACORD					

		<h2 style="margin: 0;">CERTIFICATE OF LIABILITY INSURANCE</h2>		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="font-size: small;">DATE (MM/DD/YYYY)</td> </tr> <tr> <td style="text-align: center;">01/07/2022</td> </tr> </table>		DATE (MM/DD/YYYY)	01/07/2022
DATE (MM/DD/YYYY)							
01/07/2022							
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p>							
<p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must 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).</p>							
PRODUCER RIGO DELATORRE, AGENT LICENSE #0812292 8827 ELK GROVE BLVD ELK GROVE, CA 95624			CONTACT NAME: RIGO DELATORRE PHONE (A/C No, Ext): 916-685-3973 FAX (A/C, No): E-MAIL ADDRESS: RIGO@RIGODELATORRE.COM				
INSURED AP TRITON, LLC 1851 HERITAGE LN STE 138 SACRAMENTO, CA 95815			INSURER(S) AFFORDING COVERAGE NAIC # INSURER A : State Farm Mutual Automobile Insurance Company 25178 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :				
COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:			
<p>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.</p>							
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMPI/OP AGG \$ \$	
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	Y	474 3415-F23-55D	01/01/2022	07/01/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$	
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$	
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A			PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$	
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) EMPLOYERS NON-OWNED LIABILITY (ENOL) CERTIFICATE PROVIDED FOR IMFORMATIONAL PURPOSES ONLY							
CERTIFICATE HOLDER				CANCELLATION			
FOR IMFORMATIONAL PURPOSES ONLY 1851 HERITAGE LN STE 138 SACRAMENTO, CA 95815				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 Completed by an authorized State Farm representative. If signature is required, please contact a State Farm agent.			
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