



Arcata Fire Protection District

Arcata, California

Proposal to conduct a

COMMUNITY RISK ASSESSMENT

Standards of Cover &
Deployment Analysis

October 2023



AP TRITON
VISION • INNOVATION • SOLUTIONS

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October 5, 2023

City of Arcata
Attn: Danielle Allred, Contracts & Special Projects Manager
736 F Street
Arcata, CA 95521

RE: Arcata Fire Protection District—Community Risk Assessment/Standards of Cover Study Proposal

Dear Ms. Allred,

I am writing to submit our proposal in response to the Request for Proposals (RFP) for Arcata Fire Protection District—Community Risk Assessment/Standards of Cover Study issued by the City of Arcata. At AP Triton, we have a proven track record in delivering high-quality services in the public safety industry, encompassing fire and emergency medical services, law enforcement, and life-safety programs among other areas.

Our team of experienced consultants has carefully reviewed the requirements set forth in the RFP, and we are confident that our expertise closely aligns with the services you seek. We have also taken the time to understand the specific local issues that your organization faces, and we have tailored our proposal accordingly.

Enclosed, you will find our detailed proposal outlining our proposed approach, scope of work, timelines, and deliverables. Our proposal constitutes a firm offer that will remain in effect for 180 days from the submission date.

We look forward to the opportunity to collaborate with you on this important initiative and would be more than happy to address any questions you may have. You can reach Melissa Vazquez Swank, our Director of Project Operations, directly at mswank@aptriton.com or (503) 708-4282.

Thank you for considering AP Triton for this opportunity.

Sincerely,

A handwritten signature in blue ink, appearing to read "KPH", is written over a light blue horizontal line.

Kurt P. Henke
Principal/Managing Partner

EXECUTIVE SUMMARY

Project Understanding

AP Triton aims to provide a comprehensive, data-driven Community Risk Assessment and Standards of Cover Deployment Analysis for Arcata Fire Protection District (AFPD). Leveraging our deep understanding of public safety challenges, we align our goals closely with the RFP's requirements, prioritizing comprehensive assessment, benchmarking, strategic insight, and community alignment.

Objectives and Goals

Our primary objectives align closely with the RFP's requirements:

- **Comprehensive Assessment:** To conduct a rigorous analysis of the existing conditions and service performance of AFPD.
- **Benchmarking:** To evaluate AFPD's current operations based on industry standards and best practices such as nationally recognized guidelines and criteria, including National Fire Protection Association (NFPA) Standard 1300 on Community Risk Assessment & Community Risk Reduction, *Community Risk Assessment Standards of Cover*, 6th Edition, published by the CPSE, Insurance Services Office (ISO) standards, industry best practices, and any relevant federal and state mandates and generally accepted industry best practices.
- **Strategic Insight:** To provide actionable recommendations that facilitate efficient use of resources and drive long-term success.
- **Community Alignment:** To ensure the recommended strategies are aligned with the community's needs, objectives, and available resources.

Why AP Triton?

- **Expertise:** Our team of consultants brings years of diverse experience in fire and emergency medical services.
- **Innovation:** We employ cutting-edge methodologies, ensuring the delivery of forward-thinking solutions.
- **Partnership:** We value collaborative efforts and stakeholder engagement, ensuring we listen and adapt our strategies according to AFPD's unique needs.

The proposal is designed to provide AFPD with a road map for enhancing its service delivery, improving performance, and ensuring long-term sustainability. By choosing AP Triton, AFPD gains a dedicated team committed to delivering exceptional results that align with both industry standards and community needs.

PROJECT APPROACH & **SCOPE OF WORK**

PROJECT UNDERSTANDING

At AP Triton, we recognize that a comprehensive, data-driven, and adaptable Community Risk Assessment and Standards of Cover Deployment Analysis is vital for Arcata Fire Protection District (AFPD) to effectively manage its resources, improve performance, and deliver the highest quality emergency services to its community. At AP Triton, we understand the intricate challenges associated with public safety and are committed to providing holistic solutions that meet AFPD's unique demands.

SECTION ONE—PROJECT INITIATION

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

Triton will meet virtually with AFPD's project team and/or liaisons. The purpose will be to develop a complete understanding of the district'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
- Monthly Progress Reporting schedule (Task 1-D)
- 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 the AFPD, 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 AFD 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:

- City of Arcata's 2045 General Plan and Gateway Area Plan (Draft)
- County of Humboldt General Plan (2017)
- McKinleyville Community Plan (2002)
- Cal Poly Humboldt Polytechnic Development Plan and Current Physical Master Planning Information, including the 5-year strategic plan, and Cal Poly Humboldt Prospectus
- Relevant city and community comprehensive plans, current and future land use documents
- Previous or current AFD studies or research
- Local census and demographic data from the City of Arcata, City of McKinleyville, and Humboldt County
- Most recent LAFCO Service Review
- Zoning maps and zoning codes
- AFD administrative policies and procedures
- AFD Standard Operating Guidelines (SOGs) and service delivery practices
- Current AFD service delivery objectives and targets
- AFD facilities (fire stations) and apparatus and vehicle inventories
- Any interlocal agreements for fire protection and EMS with other jurisdictions, including mutual and automatic ("instant aid") aid agreements
- Local collective bargaining agreement(s) with the Arcata Professional Firefighters, IAFF Local 4981
- List of all management positions, administrative support staff positions, operations positions, including ranks and titles (not to include names of individuals)
- Latest Insurance Services Office (ISO) report and Public Protection Classification (PPC®)

- Dataset of local target hazards, multistory buildings, large structures, etc.
- Assorted shapefiles and other available Geographic Information System (GIS) files (specific requirements to be defined later)
- Current and historical budgets, including revenue and expenditures, recurring and non-recurring
 - AFD financial data, including debt information, long range financial plans, and projections
 - Cost recovery fee schedules, if applicable
- Current and historical Records Management data, including National Fire Incident Reporting System (NFIRS) incident data (3–5 years)
- Current and historical Computer-Aided Dispatch (CAD) incident records (3–5 years)
- 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 on-site interviews and gather information such as, but not limited to, key issues from select personnel and stakeholders, inclusive of ACFPD, City of Arcata, and Cal Poly Humboldt University. 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:

- AFD Fire Chief, Assistant Chief, and administrative support staff; including the Business Manager
- Elected officials and/or representative(s) of the City of Arcata
- Representative(s) of the Board of Directors
- Fire Marshal and Fire Prevention staff
- EMS Director, Training Captain
- Representative(s) of the Arcata Professional Firefighters, IAFF Local 4981
- Assorted Firefighters, Engineers, Captains, and shift Battalion Chiefs
- Representatives of the Arcata Volunteer Firefighters' Association
- Representative(s) of the Arcata Police Department Communications Division
- Volunteer Logistics Unit (VLU) representative(s)

- Citizens Advisory Committee representative(s)
- Cal Poly Humboldt University representative(s)
- Representative(s) of the business community and/or Chamber of Commerce
- Relevant external fire and EMS agencies within the region
- Any other necessary representatives that may contribute to the success of this project

From these interviews, Triton will obtain additional perspectives on operational, economic, and policy issues facing the fire district.

Task 1-D: Monthly Progress Reporting

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

The monthly report will cover the following areas:

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

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

Task 1-E: SWOT Analysis

In this critical task, Triton will conduct a virtual SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to evaluate AFD's current operational landscape. The purpose of this analysis is to identify the internal and external factors affecting AFD's performance and strategic direction, but also to explore alternatives not initially identified by the Stakeholders Group for meeting projected facility and staffing requirements. This task will:

- Reveal AFPD's core strengths and areas that need improvement.
- Identify external opportunities and threats that can influence AFPD's future.
- Evaluate alternative strategies for facility and staffing requirements.
- Serve as a comprehensive analytical base for subsequent CRA-SOC recommendations.

SECTION TWO—EVALUATION OF CURRENT CONDITIONS

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

Task 2-A: Organization Overview

An overview of AFPD and the services it provides will be developed. The services currently provided by the fire district will be compared to industry benchmarks. This will include services provided to the communities within and other areas external to its boundaries.

- History, formation, and general description of AFPD
- Governance and lines of authority
- Organizational design
- Description of the current service delivery infrastructure
- Deployment considerations
- Apparatus and unit types and staffing
- Computer-aided dispatch system
- Review of emergency response services by type

Task 2-B: Financial Overview

Triton will review historical revenues, expenditures, and other fiscal issues of AFPD, along with evaluating the current costs of service. Budget modeling permits analysis of staffing schemes, facility and vehicle redeployment, 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 AFPD will be reviewed and compared to industry benchmarks. Areas to be considered include:

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

Task 2-D: Staffing & Personnel

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

- Review and evaluate administration, prevention, and support staffing levels
- Review and evaluate operational staffing levels
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology

Task 2-E: Planning for Fire Protection & EMS

The planning processes within AFPD 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 AFPD
- Review long-range or other planning efforts

Task 2-F: 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-G: Support Programs

Triton will review and evaluate the following support programs.

Communications & Dispatch

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

Emergency Medical Services

Triton will evaluate the current Emergency Medical Services support and oversight mechanisms to include quality assurance, medical control, and oversight, where applicable.

Prevention 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

Hazardous Materials Services Support & Response

Triton will provide an overview of AFD's capabilities with regards to hazardous materials incident responses to include resources, training, and staffing.

Specialized Technical Rescue Services Support & Response

Triton will provide an overview of the AFD'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 Education

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

Task 2-H: Review of Performance Objectives

The establishment of response time standards and targets is a primary responsibility of policymakers, based on community risk, citizen expectations, and AFD'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 AFD and compare the district'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

Task 2-I: Land Use and Growth Impact Analysis

AP Triton will conduct a multi-faceted analysis of the implications of both current and planned land use alternatives, as well as the associated projected growth. The objective is to provide actionable insights for decision-making and strategic planning. This will involve:

- Review and integrate pertinent local and State planning and demographic documents.
- Evaluation of the effects of various land use alternatives on emergency response times, service delivery, and resource allocation, among other critical operational aspects.
- Analysis of the potential impacts of projected demographic and economic growth.
- Analysis and assessment of potential risks or constraints that planned land use and projected growth may pose, providing strategies to mitigate them effectively.

SECTION THREE—COMMUNITY RISK ASSESSMENT

Triton will conduct an all-hazards, island-wide analysis of the community served by AFPD, based on the elements included in the following tasks. The purpose of this evaluation is to initially assess the district'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 to compare future improvement.

Task 3-A: Description of the Communities Served

An overview and description of the service area of the AFPD and the AFPD that 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

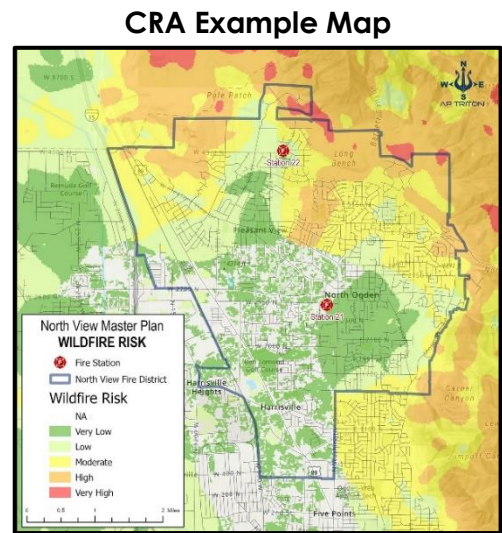
An interpretation of available census and community development data will be provided indicating:

- Population history
- Population density
- Census-based population and demographic information
 - Projected residential population growth
 - At-Risk and vulnerable populations' impacts on AFPD services
- Community planning-based population information
- Transient population and demographic information (to the extent data is available)
- Community land use regulations
- Occupancy types by land use designation
- Hazardous substances and processes
- Non-structural risk categorization

Task 3-B: 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 trends (infill vs. sprawl), zoning classifications, parcel data, ISO fire flow data, economy value, building footprint densities, occupancy data, and demographic information, along with specific target hazard information, to analyze and classify community fire protection risk by geography and type, along with specific target hazard information. 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, and employment growth projections, where data is available
- Impact or consequences (economic, social, historical, cultural, and environmental)
- Speed of onset, duration, and effect on district response capabilities



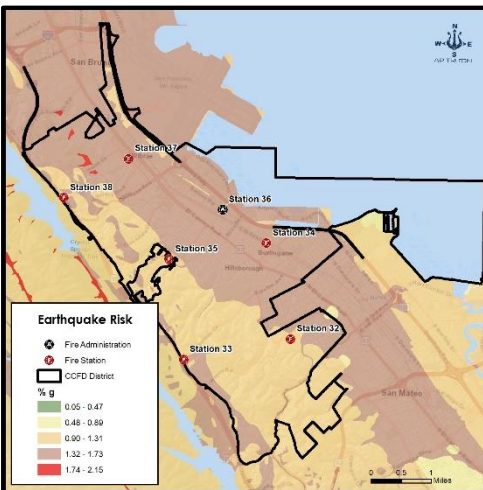
Task 3-C: Spatial Visualization of Data & Information

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

- 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 but not limited to:
 - Roads
 - Rail lines
 - Bridges
 - Harbors and Boat Ramps
 - Airports (including but not limited to: International, general aviation, airstrips, and commercial/medical facility helipads)
 - Waterways

- Evaluation of physical assets protected
- Risk assessment methodology
- Risk assessment matrix
- Community-wide hazards, threats, vulnerabilities, and risks—including but not limited to seismic and wildfire hazards
- Risk analysis of the AFPD's:
 - Strip commercial occupancies
 - Big-box occupancies
 - High-rise structures
 - Industrial processing
 - Communications towers and cell sites
 - Daycare and education facilities
 - Institutional properties
 - Wildland Urban Interface zones

Example Earthquake Risk Map



- Community safety and remediation programs
- Community fire protection and detection systems
- Community loss and save information
- Risk by response category: fire, emergency medical, and other incidents
- Risk by planning/demand zone
- Utilize three-axis or bar data visualization to include probability, consequence, and organizational and community impacts (resiliency)

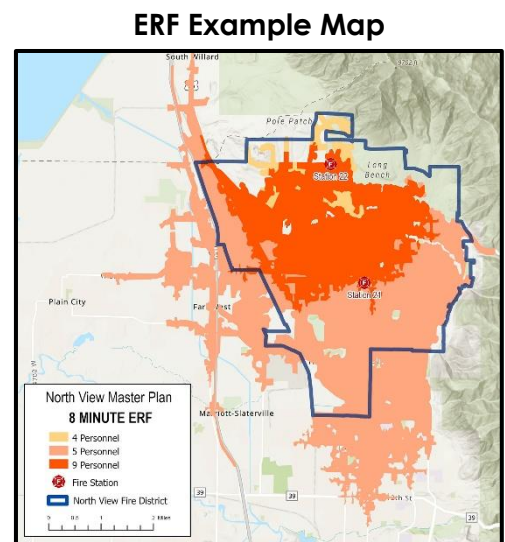
SECTION FOUR—STANDARDS OF COVER & DEPLOYMENT ANALYSIS

Triton will conduct a Standards of Cover and deployment analysis consistent with the recommendations from the Commission on Fire Accreditation International (CFAI). Triton will clearly document the methodologies used to arrive at any performance conclusion or deployment recommendation as outlined in the 10th Edition of the CFAI model.

Task 4-A: Service Delivery & 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 station and apparatus deployment strategy, analyzed through GIS software, with identification of service gaps and redundancies in initial unit arrival
 - A service demand study that will analyze and geographically display current service demand by incident type and temporal variation
- **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 ERF
 - Risk-specific staffing levels to meet the critical tasking analysis for the identified risks
- **Response Reliability Study**
 - Current workload, including unit hour utilization (UHU) and Time on Task (TOT)
 - Analysis of call concurrency and impact on ERF assembly (resource drawdown)
 - Analysis of call concurrency and implications for resource exhaustion, inclusive of contract and automatic aid resources
- **Historical and Live Traffic Performance Summary**
 - Analysis of actual system reflex time performance, analyzed by individual components
 - Response time performance of apparatus and other vehicle
- **Impact of Mutual and Automatic Aid Systems**
 - Queuing analysis to evaluate potential wait probability at each of fire stations



- Other analyses necessary to determine operational performance, which will include the location of the current fire stations and potential location for additional stations, if indicated
- Any other analyses necessary for the successful completion of the CRA-SOC

Example of a Queuing Analysis

Fire Station	No. Day Units	No. Night Units	Calls/Hour (0800–1959)	Calls/Hour (2000–0759)	Wait Probability	
					Day	Night
Station 51	4	3	0.68	0.27	0%	0%
Station 52	2	2	0.84	0.33	16%	3%
Station 53	1	1	0.28	0.10	22%	8%

Task 4-B: Population Growth & Service Demand Projections

The previously examined community risk assessment, along with historical and forecast incident rates, will be utilized to develop projections for future service demand. Triton will develop population growth and service demand projections as follows:

- 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
 - Service demand projections by incident type
- Develop forecasts of service demand for short (5-year), medium (10-year), and long term (20-year) time frames

Task 4-C: Effectiveness of Inter-jurisdictional Response

AP Triton will thoroughly evaluate the effectiveness, efficiency, and fiscal implications of inter-jurisdictional emergency services in the North Humboldt Bay region, focusing on the partnerships between AFD and the adjacent five fire-related districts (three are all-volunteer, one is a career department with five stations, and one is a County Service Area with an “Amador” Agreement with CAL FIRE and a 501(c)3 volunteer fire company). This includes:

- **Identification and Overview:** Review of the capabilities and limitations of each partnering agency.
- **Agreements Review:** Review the existing eight-party automatic mutual-aid agreement.
- **Operational Efficiency:** Evaluate the operational efficiency of the cross-jurisdictional arrangements, including response times, resource allocation, and coordination.
- **Gap Analysis:** Identify any gaps or inefficiencies in the current agreement that may compromise the effectiveness of emergency services.
- **Cost-Benefit Analysis:** Of regional emergency services, including services provided by AFD and its partners.
- **Best Practices:** Compare the existing arrangements with industry best practices and provide recommendations for improvements.
- **Alternative Models:** Explore and assess the feasibility of alternative collaborative models that could improve service effectiveness and/or cost-efficiency.

SECTION FIVE—FINDINGS & RECOMMENDATIONS

The section develops the conclusions of the CRA-SOC analyses, including 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 5-A: Findings & Observations

Based on its various analyses and evaluations, Triton will list any significant findings and observations that warrant recommendations or discussions with AFD.

Task 5-B: Response Performance Standards & Target Recommendations

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

- Evaluation of Performance
 - Benchmark objective tables
 - Evaluation methodology
 - Factors to consider
- Performance 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 (ERF) assembly (apparatus and personnel) of the initial resources necessary to stop the escalation of the emergency for each risk type
- Incident-specific staffing levels to meet the critical tasking analysis for the identified risks
- Apparatus assignments to accommodate the anticipated fire flows and other critical functions of the identified risks
- Time standards that will provide for the effective initiation of critical tasks and functions

Task 5-C: Overview of Compliance Methodology

Triton will identify current data integrity issues and provide recommendations for new technology models that improve performance linked to data and outcomes. Working with the AFPD's leadership team, Triton will develop a methodology for continuously measuring future performance to maintain and enhance response capabilities. This methodology will encompass:

- Records Management Systems (RMS) usage policies
- Assignment of oversight responsibilities
- Schedule of assessments
- Review requirements

Task 5-D: Strategies & Recommendations

Triton will develop recommended short-term, mid-term, and long-term options for resource deployment that will improve AFPD's level of service. This may include, but is not necessarily limited to, specific recommendations regarding:

- District 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
- Station locations:
 - Any relocations of existing facilities
 - General locations of future necessary fire stations
 - Identify the demand levels that will trigger the need for facility additions or improvements and estimate the extent of new facilities that may be required to meet that demand
 - Analysis of future facility requirements and recommendations for additional shift quarters needed
- Selection and deployment of apparatus by type

- Service delivery recommendations:
 - Deployment of operational staffing
 - Deployment of prevention bureau staffing
 - Deployment of special units or resources
 - Future administrative and support personnel
 - Forecast staffing requirements for short, medium, and long-term timeframes
- Additional infrastructure or facilities for administration and support programs
- Identify deficiencies and develop an ISO improvement plan based on the newest ISO fire suppression rating schedule; include suggestions for more rigorous building standards to support response times and department capacity.

Next, Triton will evaluate and present in graphical and descriptive format for each of the deployment option(s):

- Degree of benefit to be gained through its implementation
- Extent to which it achieves established performance targets
- Strengths, Weaknesses, Opportunities, and Threat Analysis (SWOT)s
- Financial impact

Task 5-E: Financial Feasibility Analysis

AP Triton will undertake a comprehensive financial feasibility analysis aimed at gauging the economic sustainability of projected growth scenarios and possible financing mechanisms for the District's future initiatives. This task will include but is not limited to:

- **Analysis of Tax Revenue:** AP Triton will identify the potential tax revenue streams influenced by projected growth within the AFD jurisdiction, guided by key planning documents (City of Arcata's 2045 General Plan and Gateway Area Plan, McKinleyville Community Plan and Coastal Area Plan, McKinleyville Town Center Plan, and the Cal Poly Humboldt Development Plan).
- **Financial Reserves Benchmarking:** AP Triton will assess and recommend an adequate and safe level of financial reserves that the District should maintain. This recommendation will be supported by a comparative financial analysis involving similar California districts and/or departments, taking into account variables like population, call volumes, and staffing configurations.

- **Contingency Planning:** AP Triton will propose policy triggers or supplemental programs that should be put into action if actual tax revenue from private development diverges from the growth range as defined by AP Triton. These recommendations will aim to mitigate risks and ensure the District's financial stability.

SECTION SIX—DEVELOPMENT, REVIEW, & DELIVERY OF REPORT

Task 6-A: Development & Review of the Draft Report

AP Triton will develop and produce an electronic version of the draft written report for technical review by representatives of the Arcata Fire Protection District. This feedback is a very important aspect of this project, and Triton will provide adequate opportunities for review and discussion of the draft report before finalization. The report will include:

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

Task 6-B: Publication of the Final Report

Following a final technical review and approval by AFD, AP Triton will provide a total of ten printed and bound copies and an electronic version (PDF format) of the report.

Task 6-C: Presentation of the Final Report

AP Triton will conduct a virtual final presentation of the report to the Stakeholder Group representatives, including AFD and City elected officials, Cal Poly Humboldt representatives, and/or the public, and any other individuals or groups as requested. The presentation will include:

- **Executive Summary:** A concise overview of the report, detailing the methodologies, findings, and recommendations.
- **Multimedia Presentation:** A comprehensive presentation to supplement the verbal delivery, designed to engage the audience and facilitate understanding.

- **Interactive Review:** A detailed walk-through of the various data visualizations used in the report, such as charts, graphs, diagrams, and maps, to provide a richer context to the findings.
- **Q&A Session:** A dedicated time slot for fielding questions from the attendees, ensuring clarification and a deeper understanding of the report's contents.

All materials utilized for the presentation, including slides, graphics, and any supplementary written material, will be handed over to AFD upon the completion of the session(s).

SECTION SEVEN—ADDITIONAL SERVICES

The following tasks are considered optional add-ons and are not included in the base scope of work. Each of these tasks will be priced separately and can be selected à la carte, according to the specific needs and priorities of the district. AFD may choose to include any combination of these add-on tasks to customize the project to their unique requirements.

Task 7-A: Electronic Member Survey (Add-On Option)

AP Triton will collaborate with the AFD leadership to design an in-depth internal survey. Aimed at capturing comprehensive insights from personnel, the survey will explore:

- **Service Delivery Priorities:** Areas of focus for optimizing response time, efficiency, and effectiveness.
- **Core Services and Programs:** Opinions on the current state of essential services and potential areas for improvement.
- **Positive and Corrective Issues:** Points of pride as well as areas requiring corrective measures.
- **CRA-SOC Recommendations:** Input on desired objectives and initiatives for the future strategy of AFD.

We highly recommend that the survey be accessible to all internal personnel to encourage a broad range of perspectives. To maintain the confidentiality of respondents, the survey will be conducted through a secure, internet-based platform. All survey results will be directed to AP Triton's Director of Project Operations, who will synthesize the data into an actionable executive summary.

Task 7-B: Electronic Community Survey (Add-On Option)

AP Triton will construct a comprehensive electronic survey to capture input from residents across the district. The survey will delve into:

- **Service Delivery Preferences:** Insights into how the community values various aspects of emergency and public safety services.
- **Core Services and Programs:** Community views on the efficacy and quality of the district's primary services and programs.
- **Expectations and Outcomes:** This component will focus on understanding what residents consider to be successful service delivery and what outcomes they desire.
- **Positive and Corrective Factors:** Understanding areas where AFD excels and other aspects that may require adjustment or improvement.
- **CRA-SOC Recommendations:** Collating community suggestions that could inform the upcoming CRA-SOC.

Before initiating the survey, it will be submitted for review and approval to AFD to ensure complete alignment with district priorities and goals.

By carefully integrating these internal and external perspectives, AP Triton aims to equip the strategic planning process with a nuanced and actionable understanding of the service environment within the Arcata Fire Protection District.

Task 7-C: Virtual Community Engagement Session (Add-On Option)

AP Triton will orchestrate a virtual community engagement session as a prelude to the deployment of the Electronic Community Survey within the Arcata Fire Protection District. Collaborating closely with AFD leadership, we will design a structured meeting format that encompasses:

- **Introduction to AFD Services:** A brief overview of the district's core fire and EMS services to provide attendees context about what the district offers.
- **Presentation on the Upcoming Study:** Outline of the study objectives, methodologies, and the critical role community input will play in shaping the strategic direction of AFD.
- **Q&A Segment:** A dedicated portion of the meeting for fielding questions from attendees about the survey, thereby clarifying its purpose and enhancing participation rates.

The virtual meeting aims to elevate community awareness about the study while promoting active participation in the subsequent Electronic Community Survey. The session will also be recorded for those unable to attend, ensuring maximum reach and inclusivity.

Task 7-D: Optional In-Person Final Presentation (Add-On Option)

As an optional extension to our service offerings, AP Triton is prepared to conduct an in-person presentation of the final report to the Stakeholder Group representatives, including AFPD and City elected officials, Cal Poly Humboldt representatives, and/or the public, and any other individuals or groups as requested. The in-person presentation will feature:

- **Executive Summary:** A concise overview of the report, detailing the methodologies, findings, and recommendations.
- **Multimedia Presentation:** A comprehensive presentation to supplement the verbal delivery, designed to engage the audience and facilitate understanding.
- **Interactive Review:** A detailed walk-through of the various data visualizations used in the report, such as charts, graphs, diagrams, and maps, to provide a richer context to the findings.
- **Q&A Session:** A dedicated time slot for fielding questions from the attendees, ensuring clarification and a deeper understanding of the report's contents.

All materials utilized for the presentation, including slides, graphics, and any supplementary written material, will be handed over to AFPD upon the completion of the session(s).

ESTIMATED PROJECT TIMELINE

Project Completion Timeline

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

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

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

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

Estimated Time to Complete the Project: 6–9 months

PROJECT SCHEDULE & KEY MILESTONES

- **Anticipated Award Date:** November 1, 2023
- **Estimated Project Duration:** 6–9 months
- **Estimated Project Completion:** Between June–August 2024

Project Initiation Meeting

- **Date:** November 27, 2023
- **Objective:** Formalize the project commencement, discuss initial project plans, clarify roles and responsibilities.

Data Collection

- **Date:** November 27, 2023–January 5, 2024
- **Objective:** Client to gather and submit necessary data and information.

Preliminary Assessment

- **Date:** January 5, 2024–March 8, 2024
- **Objective:** AP Triton Team to review data and complete a preliminary assessment of the current state of the public safety services in the Arcata Fire Protection District.

Onsite Fieldwork

- **Date:** March 18–20, 2024
- **Objective:** The Triton Project Team will conduct on-site interviews and gather information on key issues from select personnel and stakeholders, inclusive of ACFPD, City of Arcata, and Cal Poly Humboldt University. Facility and station visits will also be included.

Draft Report and Recommendations

- **Date:** June 2024
- **Objective:** Compile the findings and draft a report along with actionable recommendations.

Client's Technical Review

- **Date:** June–July 2024
- **Objective:** AP Triton will submit the draft report to the client for technical review and feedback. We allocate two weeks for this stage.

Final Adjustments and Report Finalization

- **Date:** June–July 2024
- **Objective:** AP Triton will make necessary adjustments according to client feedback and finalize the report.

Final Presentation & Project Close

- **Date:** August 1, 2024
- **Objective:** AP Triton will deliver the final report and other deliverables to the client, conduct a presentation, and formally close the project.

ABOUT AP TRITON

Contact Information

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



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



Phone: 833.251.5824 (toll free)



E-Mail: info@aptriton.com



Website: www.aptriton.com

About AP Triton

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

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

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

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

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

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

Triton's Approach to Projects

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

- **Thorough Understanding:** We ensure a complete understanding of the project background, goals, objectives, and the complex issues that need to be addressed. This allows us to develop tailored solutions that align with your specific needs.
- **Comprehensive Scope of Work:** We develop a well-designed and practical scope of work (SOW) and workplan that actively involve key stakeholders, leadership, and other relevant individuals. This collaborative approach ensures that all perspectives are considered and results in a robust project plan.
- **Advanced Tools and Technologies:** Triton leverages state-of-the-art GIS mapping, computer modeling, data analysis tools, and web-based communication technologies to enhance project outcomes. These sophisticated tools enable us to provide accurate analyses, insightful recommendations, and efficient collaboration.

- **Web-based Communication Platform:** To facilitate seamless communication and collaboration throughout the project, we utilize secure cloud-based data-sharing applications to create an online project site. This platform allows the client and project team members to collaborate effectively. Additionally, we employ virtual conferencing software for client communications and presentations.
- **Subject Matter Experts:** We engage experienced subject matter experts (SMEs) with in-depth knowledge of the fire service, EMS, and other related emergency services disciplines. Our team also includes experts in GIS and data analysis, ensuring comprehensive expertise is applied to your project.
- **Commitment to Timeliness:** We are committed to delivering projects and deliverables within the requested timeline while maintaining high standards of quality. Our dedicated team works diligently to meet or exceed your expectations, ensuring timely completion.
- **Clear and Accessible Reports:** We provide high-quality printed and bound reports that present clear contents and actionable recommendations. Our reports are designed to enable easy comprehension for clients, key stakeholders, and community members alike.

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

Best Practices & National Standards

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

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

- **Understand client needs:** Triton begins by thoroughly understanding the specific needs and goals of your agency. This allows us to tailor our recommendations accordingly.
- **Develop a work plan:** Triton collaborates with the client to develop a work plan that outlines the goals, objectives, and action steps required to achieve desired outcomes of the project. This ensures the plan is realistic, measurable, and aligned with industry standards and best practices.

- **Engage stakeholders:** Triton involves key stakeholders, including elected officials, personnel, and management representatives, throughout the consulting process. Stakeholder input and buy-in are crucial for the successful implementation and sustainability of any recommended changes.
- **Conduct a comprehensive assessment:** Triton conducts a thorough assessment of the existing organization. We identify areas for improvement and prioritize them based on their impact and feasibility.
- **Enhance operational efficiency:** Triton identifies opportunities to optimize operational processes.
- **Focus on continuous training and education:** Triton emphasizes the importance of ongoing training and education. We promote a culture of continuous learning, keeping up with the latest industry advancements, protocols, and technologies.
- **Incorporate data-driven decision-making:** Triton utilizes data and analytics to drive decision-making recommendations.
- **Foster collaboration and partnerships:** Triton encourages collaboration between agencies when possible. These relationships facilitate information sharing, coordination, and mutual support to enhance services and outcomes.
- **Ensure compliance with regulations:** Triton strives to stay current with local, state, and federal industry regulations.
- **Monitor and evaluate progress:** Triton assists our clients in establishing systems for monitoring and evaluating the implementation of our recommendations and the overall performance of your organization.

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

Conflict of Interest Statement

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

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

PROJECT TEAM **QUALIFICATIONS**

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

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

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

Project Management Structure

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

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

David Rocha, BA

Project Manager



Summary of Qualifications

Chief Rocha has over 36 years in the fire service, emergency medical services, and emergency management. Retiring in 2020 as the Fire Chief of the Alameda County Fire Department (ACFD) a metropolitan size fire district in the San Francisco East Bay then working as a Program Manager for the Bay Area Urban Areas Security Initiative.

He has been responsible for strategic leadership in all areas of safety, emergency programming, risk management, and strengthen the overall capacity of organizations to be prepared and respond to emergencies in accordance with accepted principles and practices. As both a Fire Chief and Program Manager, Chief Rocha worked collaboratively with elected officials and emergency coordinators at the local, State and Federal level to actively contribute to preparedness, mitigation, and recovery plans in a safe, constructive, and compliant manner.

Chief Rocha was an integral part of ACFD efforts geared at achieving regional efficiencies in the delivery of fire and emergency medical services dating back to the origin of the department. He has always provided the highest level of service to each and every community while embodying the core values and collaborative culture of the ACFD and its contract agencies.

Chief Rocha has served as both the Chair and Vice-Chair of CA Metropolitan Fire Chiefs, a member of the California Fire Chiefs Association Executive Board, the Cal OES Region II Coordinator for Fire & Rescue, CA Fire Service Task Force on Climate Impacts, a member of FIRESCOPE Board and Operations Team, and the President of the Alameda County Fire Chiefs Association. In 2019, Chief Rocha was selected as the California Fire Chief of the Year.

Educational Background

- Bachelor of Public Administration—University of San Francisco, December 2004
- Associate of Arts in Fire Service Technology—Chabot Community College, June 1991
- Certificate in Fire Service Technology—Chabot Community College, December 1986

Professional Experience

- City & County of San Francisco, Department of Emergency Management, Regional Program Manager, January 2021–June 2023
- Alameda County Fire Department, July 1995–August 2020
 - Fire Chief, 2014-2020; Deputy Chief, 2006-2014; Assistant/Battalion Chief, 2001–2006, & Fire Captain, 1995-2001

Professional Contributions

- State Board of Fire Services, 2019–present Appointed by Governor Newsom
- California Office of Emergency Services
 - Region II Fire & Rescue Coordinator, 2014–2020
 - FIRESCOPE, 2007–2017
 - All Hazard Incident Management Team Development Committee, 2011–2014
- Fire Service Task Force on Climate Impacts, 2015–2020
- Metropolitan Fire Chief Association, 2014–2020
 - Chairperson, 2019–2020
- California Fire Chiefs Association, 2008–2020
 - Fire Chief of the Year, 2019

Kurt Latipow, EFO

Vice President Emeritus



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"

Professional Affiliations

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

Projects Completed

- Montecito/Carpinteria Summerland FPDs (CA)—Station location study
- Templeton CSD FD (CA)—Master Plan
- Coalinga FD (CA)—CRA-SOC
- Golden CO FD, Fairmont FPD, Pleasant View FD—Cooperative Services Study
- City of La Verne FD (CA)—CRA-SOC
- Placer County LAFCO N Tahoe/Meeks Bay FPD—Annexation Fiscal Analysis Update
- Fairfield FD (CA)—Master Plan
- American Canyon FPD (CA)—Master Plan
- Central Santa Cruz PFD (CA)—Master Plan
- Napa City FD (CA)—First Responder Fee Study
- Napa City FD (CA)—Master Plan
- Napa County FD (CA)—Master Plan
- Santa Barbara City FD (CA)—CRA-SOC

Projects In Process

- Santa Cruz LAFCO (CA) MSR-SOI Focused Study
- Placer LAFCO (CA)—Western Slope MSR-SOI Update
- Nevada LAFCO (CA)—MSR-SOI Update
- Santa Maria FD (CA)—Master Plan
- Salinas FD (CA)—Master Plan

Frank Blackley, MPA, EFO, BS
Senior Associate



Summary of Qualifications

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

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

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

Greg Rogers, MSML, CFO, FM, MIFireE
Senior Associate



Summary of Qualifications

Greg Rogers has been in the fire service for 28 years, starting as an instructor in 1992 at the Oklahoma State Fire Service Training Center in Stillwater, Oklahoma. Chief Rogers has a Bachelor of Science Degree in Engineering Technology - Fire Protection and Safety, and his Master's Degree in Management and Leadership. He has testified in front of the State Legislator regarding fire service issues. He currently serves as a board member and Vice-Chair of the Fire and Life Safety Section for IAFC.

Chief Rogers is a proven industry leader in developing strategic partnerships for sustainable community outcomes and designing and leading organizational change. He has also assisted 15 local jurisdictions in the state of Washington with developing and implementing CRR programs. He has developed and taught several courses in Washington, Oregon, Montana, and Colorado.

Professional Development & Education

- Master of Science—Management and Leadership, WGU, WA
- B.S., Engineering Technology—Fire Protection and Safety, Oklahoma State University, OK
- Basic Fire Administration and Technology, OSU, OK
- 350 hours fire service-related education at the National Emergency Training Center

Professional Experience

- Deputy Fire Chief of Spokane Valley Fire Department, Washington
- Fire Marshal, South Kitsap Fire, and Rescue, Washington
- Fire Safety Engineer, North Metro Fire Rescue Authority, Colorado
- Fire Instructor, Oklahoma State Fire Service Training Center
- Technical Advisor, Cedar Rapids Fire Department
- 28 years of diverse experience in fire, code development, and Community Risk Reduction

Relevant Experience

- Executive Fire Officer Program redevelopment workgroup as SME
- Center for Public Safety Excellence—Commission on Professional Credentialing
- International Association of Fire Chiefs Fire and Life Safety Section, Chair
- International Fire Code Development Committee, committee member
- IAFC—Community Risk Reduction Leadership Conference, Planning Committee Chair
- Washington State Youth Soccer Association, board member

Project Experience

- La Verne FD—CRA-SOC
- Central County FD, CA—CRA-SOC
- San Bruno FD—CRA-SOC
- San Manteo Consolidated FD—CRA-SOC
- North View FD, UT—Master Plan
- Orting Fire & Rescue—Master Plan
- Fairfield FD—Master Plan
- Redmond Fire & Rescue—Master Plan
- Caroline Panthers Life Safety Plan
- Eugene Springfield FD—Fees and Admin Study
- Rancho Cucamonga FD—Master Plan

Randy Parr, CPA, MPA, CFO, EFO

Senior Associate/Certified Public Accountant



Summary of Qualifications

Chief Parr has over 45 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 (ESCI) (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

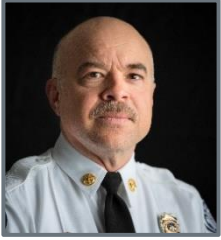
- Past President, Board of Directors, IAFC, Southwest Division
- Southeast Region Director, Texas Fire Chiefs Association
- Facilitator, Northwest Harris County Fire Chiefs Association
- Treasurer, Institution of Fire Engineers, USA Branch
- Peer Assessor I, Center for Public Safety Excellence Accreditation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

Thomas A. Schneider, MPA, EFO

Senior Associate



Summary of Qualifications

Chief Schneider has over 38 years of fire service experience which includes a diverse background in a multitude of roles within his organization. He has been an Emergency Medical Technician for more than 30 years, served as a Commissioned Fire Investigator for over ten years, worked as a Training Lieutenant and a Public Education Officer directing the activities of progressive Community Risk Reduction Programs. He has been a lifelong advocate of higher education and is an Executive Fire Officer recognized by the National Fire Academy's Executive Officer Program. Tom believes that higher education is an important part of a firefighter's career plan and instills this philosophy to the younger incoming generation of fire service employees.

Chief Schneider has a passion in developing progressive fire service strategies. He has been very active his whole career in creating better and more efficient ways of saving lives. He has worked on countless committees in, response time enhancements, mission statements, service deliveries, incident management, financial planning, cooperative jurisdictional agreements, interagency relationships, community risk reduction proposals and impact programs, departmental policy proposals and expansion of fire safety services within current jurisdictional boundaries.

Tom also has extensive experiences preparing a broad spectrum of financial statements for a local public accounting firm. He has assisted in budgetary preparations, reviewed and audited financial operations of local and state firefighter organizations, developed and maintained financial oversight committees for firefighter organizations and has established and managed campaign finances of voter approved levies. Tom has also prepared and presented analytical reports reviewing staffing costs, time management and comparative apparatus variable costs.

Educational Background & Certifications

- Master's Degree in Public Education, University of Washington, Seattle, WA
- Bachelors of Science Degree, Central Washington University, Ellensburg, WA
- Associate of Arts Degrees in General Academics and Business & Economics, Yakima, WA
- Executive Officer Program (Candidate), National Fire Academy, Emmitsburg, MD

Professional Experience

- Shift Commander (Battalion Chief), City of Yakima Fire Department, Yakima, WA
- Public Education Officer and Fire Captain, Yakima Fire Department, Yakima, WA
- Fire Lieutenant and Training Lieutenant, Yakima Fire Department, Yakima, WA
- Fire Investigator, Yakima Fire Department
- Staff Accountant, Martin Holland Petersen, Public Account Firm, Yakima, WA
- Fire Fighter, Yakima Fire Department, Yakima, WA

Associated Professional Accomplishments and Relevant Experience

- Past Board Member, Denny Alumni Council, University of Washington, Seattle, WA
- Yakima County Fire and Injury Prevention Association, Yakima, WA
- Trustee, Washington State Council of Firefighters, Olympia, WA
- Past Lead Negotiator and Secretary-Treasurer, Yakima Firefighters Association, Yakima, WA

Laura Beth Schmidt, MS, GISP
Data Analyst



Summary of Qualifications

Laura has been working with geospatial technologies since 2001. Her twenty-year career has provided her with experience in a broad array of utilization of GIS. A creative problem solver, Laura has a diverse and creative set of organization and communication skills. She applies these skills and experiences to envisioning the creation of GIS programs, roles, and structures. She has worked with private, federal, state, and local stakeholders and has extensive experience with enterprise GIS, asset management implementation, databases, and Web GIS solutions. She has solid and practical experience in providing insightful spatial analysis into the problem of site selection, resource allocation, incident densities, and network analysis. Laura brings a hard-won confidence and a calming persona to challenging projects and naturally and seamlessly builds siloed individuals into teams. She is a natural leader.

Professional Development & Education

- Master of Science, University of South Carolina, Columbia, SC, 2001
- Bachelor of Science, University of South Carolina, Columbia, SC, 1998, Magna Cum Laude

Licensure & Certifications

- Geographic Information Systems Professional (GISP), GIS Certification Institute, 2021–Present
- GIS Surveyor License, South Carolina Board of Professional Engineers & Land Surveyors (*inactive*)

Experience

- Deputy Emergency Management Coordinator, Roanoke Fire & EMS Department, 2023–Present
- Co-Owner, EMgis Partners, LLC, Highland, FL, (*Remote*), 2015–Present
- GIS Specialist, City of Roanoke Department of Transportation, Roanoke, VA, 2018–2023
- State Coordinator, OHV Program, Great Basin Institute, Carson City, NV 2018
- Site Inspector & Data Technician, CG Celio & Sons Co., Woodfords, CA, 2010–2018
- Resource Manager, North Inlet–Winyah Bay National Estuarine Research Reserve, Georgetown, SC, 2001–2005

Associated Professional Accomplishments

- Southwest Virginia (Region VI) All Hazards Incident Management Team (Type III), 2019–Present
- Virginia Maps & Land Information Society (VAMLIS), 2020–Present
- Co-Author of multiple peer-reviewed professional journal articles.

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 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 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**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

- Planning, Preparedness, & Response Business Unit Leader, AP Triton (2020–Present)
- 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
- CEO/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 of 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 of fire service education, Washington State Fire Service Training

Associated Professional Accomplishments

- Project Manager and consultant on many fire and EMS projects around the U.S. and Canada
- Co-authored and published several 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)

Melissa Vazquez Swank MA, BA

Senior Associate/Director of Project Operations



Summary of Qualifications

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

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

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

Professional Development & Education

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

Professional Experience

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

Project Experience

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

PROJECTS & EXPERIENCE

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

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

Project Types

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

Organization

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

Project Description

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

Organization

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

CLIENT REFERENCES

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

City of Santa Barbara (California)			
Project Title & Description: <u>Community Risk Assessment/Standards of Cover</u>			
The City of Santa Barbara Fire Department (SBFD) engaged AP Triton to provide a Community Risk Assessment (CRA) and Standards of Cover (SOC) Deployment Analysis. The CRA-SOC will include an analysis and recommendations for future improvements of services to the Santa Barbara community and will review automatic aid services and identify benefits from partner agency responses. The evaluation will analyze data based on SBFD's adopted metrics and nationally recognized guidelines and criteria			
Client Contact:	Chris Mailes, Fire Chief	Year:	2022
Client Phone:	805.564.4707	Client E-Mail:	cmailes@SantaBarbaraCA.gov
Project Manager:	Kurt Latipow	Status:	Completed

Napa County Fire Department (California)			
Project Title & Description: <u>Master Plan</u>			
Napa Fire County Department engaged the services of AP Triton to conduct a Long-Range Fire Department Master Plan inclusive of a Community Risk Assessment: Standards of Cover Deployment Analysis. The Triton Team analyzed the data provided by the department as well as others to determine the current levels of response performance. From this analysis, the team identified factors influencing risk and response performance and has identified opportunities for delivery system improvement. The document concluded with findings and recommendations categorized as short, medium, and long-term.			
Contact Name/Title:	Jason Martin, Fire Chief	Year:	2023
Client Phone:	(707) 299-7656	Client E-Mail:	Jason.Martin@fire.ca.gov
Project Manager:	Kurt Latipow	Status:	Completed

Central Fire District of Santa Cruz County (California)

Project Title & Description: <u>Long-Range Master Plan & CRA-SOC</u>			
AP Triton was retained to research, write, and produce a Long-Range Master Plan including a Community Risk Assessment and Standards of Cover consistent with Center for Public Safety Excellence's guidelines. The development of the Long-Range Master Plan was followed by a Customer-Centered Strategic Plan for the District.			
Client Contact:	Jason Nee, Fire Chief	Year:	2022
Client Phone:	831.479.6842	Client E-Mail:	jason.nee@centralfiresc.org
Project Manager:	Kurt Latipow	Status:	Completed

Brigham City Fire Department (Utah)

Project Title & Description: <u>Master Plan with Community Risk Assessment</u>			
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

La Verne Fire Department (California)

Project Title & Description: <u>Community Risk Assessment-Standards of Cover</u>			
The City of La Verne Fire Department (LVFD) contracted AP Triton to conduct a Center for Public Safety Excellence, 6th Edition-compliant, Community Risk Assessment: Standards of Cover report. Triton analyzed the data provided by LVFD and others to determine the current levels of response performance. From this analysis, Triton identified factors influencing risk, response performance, and identified opportunities for delivery system improvement. This study identified response time objectives, standards for measuring the effectiveness of department resources, and the deployment of those resources.			
Client Contact:	Chris Nigg, Fire Chief	Year:	2023
Client Phone:	949-375-1919	Client E-Mail:	Cnigg@lavernefire.org
Project Manager:	Kurt Latipow	Status:	Completed

CLIENT TESTIMONIALS

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


TRITON'S CERTIFICATES OF INSURANCE & LITIGATION


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

ACORD		CERTIFICATE OF LIABILITY INSURANCE				DATE (MM/DD/YYYY) 03/21/2023	
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>							
PRODUCER USI INSURANCE SERVICES LLC/PHS 41715154 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251				CONTACT NAME: PHONE (866) 467-8730 FAX: (A/C, No, Ext): (A/C, No): E-MAIL: ADDRESS:			
INSURED AP TRITON, LLC 1309 COFFEEN AVE STE 3178 SHERIDAN WY 82801-5777				INSURER(S) AFFORDING COVERAGE INSURER A: Atain Speciality Insurance Company NAIC# 17159 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:			
COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:							
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
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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 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 L. Castaneda</i>			
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Client#: 1626412	APTRI	DATE (MM/DD/YYYY) 3/21/2023													
ACORDTM CERTIFICATE OF LIABILITY INSURANCE															
<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: Tracy Bennett PHONE (A/C No, Ext): 818.251.3045 FAX (A/C, No): E-MAIL ADDRESS: Tracy.Bennett@usi.com														
INSURED AP Triton, LLC 1309 COFFEEN AVE STE 3178 Sheridan, WY 82801	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> <tr> <td>INSURER A : StarStone National Insurance Company</td> <td style="text-align: center;">25496</td> </tr> <tr> <td>INSURER B : Continental Casualty Company</td> <td style="text-align: center;">20443</td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : StarStone National Insurance Company	25496	INSURER B : Continental Casualty Company	20443	INSURER C :		INSURER D :		INSURER E :		INSURER F :	
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INSR LTR	TYPE OF INSURANCE <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:	ADD'L SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS									
	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/OP AGG \$ \$									
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$		78295D221ALI	03/27/2023	03/27/2024	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$									
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N (Mandatory in NH) if yes, describe under DESCRIPTION OF OPERATIONS below	N/A				PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$									
B	Professional Liab		596516681	03/27/2023	03/27/2024	\$3,000,000									
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks: Schedule, may be attached if more space is required)															
CERTIFICATE HOLDER Evidence Of Insurance				CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 											
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						BFMZP									




CERTIFICATE OF LIABILITY INSURANCE

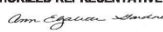
DATE (MM/DD/YYYY)
 08/18/2023

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

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

PRODUCER 	Ann Gardner 951 Coffeen Avenue Sheridan WY 82801	CONTACT NAME: Ann Gardner PHONE (A/C, No, Ext): 307-672-5815 E-MAIL ADDRESS: ann.e.gardner.hdzt@statefarm.com FAX (A/C, No):	
		INSURER(S) AFFORDING COVERAGE	NAIC #
INSURED		INSURER A :	
		INSURER B :	
		INSURER C :	
		INSURER D :	
		INSURER E :	
		INSURER F :	

INSR LTR	TYPE OF INSURANCE	ADD INSD	SUB WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	Y	Y	080 1204-C01-50E	09/01/2023	03/01/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory In NH) If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> PER STATUTE <input type="checkbox"/> 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)							

CERTIFICATE HOLDER AP Triton LLC 1309 Coffeen Ave Ste 3178 Sheridan WY 82801 INFORMATIONAL COPY ONLY	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE  This form was system-generated on 08/18/2023
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Arcata Fire Protection District

Arcata, California

Fee proposal to conduct

COMMUNITY RISK ASSESSMENT

Standards of Cover &
Deployment Analysis

October 2023



AP TRITON
VISION • INNOVATION • SOLUTIONS

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	\$33,681
Section 2: Evaluation of Current Conditions	\$19,691
Section 3: Community Risk Assessment	\$8,727
Section 4: Standards of Cover & Deployment Analysis	\$11,618
Section 5: Findings & Recommendations	\$10,255
Section 6: Development, Review, & Delivery of Report	\$12,836
Proposed Project Fee (will not exceed):	\$96,808

OPTIONAL ADD-ON SERVICES

Additional Services	Fees & Expenses
Task 7-A: Electronic Member Survey	\$2,866
Task 7-B: Electronic Community Survey	\$2,866
Task 7-C: Virtual Community Engagement Session	\$2,655
Task 7-D: Optional In-Person Final Presentation	\$3,928

PAYMENT INFORMATION

Payment Schedule & Invoicing

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

Data Engineering Costs

- **Included Services:** Data engineering for up to three specific data sets (i.e., CAD, NFIRS, ePCR) is included in our all-inclusive pricing. This encompasses gathering and assisting the agency with straightforward data pull requests.
- **Additional Incident Data:** Any extra incident data needed (i.e., previous RMS or CAD database records) will incur a charge of \$1,000 per database.
- **Substantial Assistance:** Should AP Triton consultants provide substantial assistance or direct data pulls from the client's records, this service will be billed at \$1,000 per database.

Additional Hours and Expenses

- **Project Manager Rate:** Extra hours for the Project Manager will be billed at \$190 per hour.
- **Consultants' Rate:** Additional hours for consultants will be billed at \$150 per hour.
- **Travel Expenses:** Any extra travel expenses will be billed separately, in addition to the hourly rate.

Cost Quotation Information

- The bid quotation is valid for 180 days
- Triton Federal Employer Identification Number: 47-2170685