



*City of*  
**Pflugerville**  
Pflugerville, Texas

*Proposal to conduct a*  
**Fire & EMS Assessment**  
Services Options

July 2021



# Contents

- Project Understanding.....2**
- Project Scope of Services .....3**
  - Section One—Project Initiation & Information Acquisition .....3
  - Section Two—System Valuation .....4
  - Section Three—Development & Presentation of Report .....4
- Estimated Project Timeline & Fee Proposal .....6**
  - Project Completion Timeline.....6
  - Project Fee Proposal.....6
- About AP Triton Consulting .....7**
  - Contact Information.....7
  - About AP Triton.....7
  - Triton's Approach to Projects .....7
  - Best Practices & National Standards .....8
  - Conflict of Interest Statement.....8
- Appendix A: Qualifications of the Project Team.....9**
- Appendix B: Projects & Experience ..... 13**
- Appendix C: Client References .....15**
- Appendix D: Triton Certificates of Insurance & Litigation ..... 17**

## **Project Understanding**

To thoroughly model the Ground Emergency Medical Transportation (GEMT) and Intergovernmental Transfer (IGT) reimbursements, AP Triton will use the City of Pflugerville operating area for first responder and ambulance costs and revenue projections as a data-driven model to extend across the entire operational area to be serviced. This will provide not only an accurate estimate for IGT and GEMT reimbursement, but most importantly, will provide a solid valuation of the entire ambulance transport system. AP Triton will review financial, economic, and other information provided by the City of Pflugerville and determine the financial viability and forecasted revenue of a potential third service ambulance department. Every payer category in the payer mix must be thoroughly understood to properly set up the economic model, including both costs and revenue.

## Project Scope of Services

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

### Section One—Project Initiation & Information Acquisition

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

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

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

The benefits of this process will be to develop working relationships between the Triton Project Team and client representative(s), 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 the City of Pflugerville 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:

- Historical budgets and financial data, including debt information, long-range financial plans and projections, and capital improvement/replacement plans
  - Historical patient billing and collection records, including payor mix, write-offs, contractual allowances, adjustments, refunds, and the annual number of billable patient transports. The above information will be based on the previous system analysis and cooperation with TCESD2 current billing company.
  - Any other electronic records as may be useful for this project.

## Section Two—System Valuation

### Tasks 2-A: Cost/Revenue Analysis

Conduct cost/revenue analysis, including insured and non-insured payor mix categories, to determine the maximum value of the emergency medical services (EMS) system. The valuation will analyze the federal reimbursement programs available and provide estimates for both Ground Emergency Medical Transport (GEMT) and Intergovernmental Transfer (IGT) programs.

### Tasks 2-B: Deployment and Feasibility Analysis

Conduct cost/revenue analysis of various options available for the City of Pflugerville to deliver emergency ambulance services in the coverage area for each of the following methods of delivery, including insured and non-insured payer mix categories. The following models will be evaluated for the provision of ambulance service in the City of Pflugerville:

- Partnership (shared services) between Pflugerville Fire Department and private and/or public ambulance provider(s).
- Private ambulance subcontractor providing self-contained operation separate from the City of Pflugerville.
- Private ambulance subcontractor providing services to the City of Pflugerville at a fixed cost.
- Private ambulance subcontractor providing services under supervision of City of Pflugerville.
- Limited initial deployment by the City of Pflugerville in increase of resources at benchmark years.
- City of Pflugerville providing 100% of the ambulance transport.

## Section Three—Development & Presentation of Report

### Task 4-A: Development & Review of Draft Project Report

AP Triton will develop and produce an electronic version of the draft written report for review by the Assistant City Manager. Client feedback is a critical component of this project, and adequate opportunity will be provided for review and discussion of the draft report prior to finalization.

### Task 4-B: Publication of Final Report

AP Triton will complete any necessary revisions of the draft and produce seven bound, final versions of the written report, one unbound version, and one electronic version to City staff.

**Task 4-C: Presentation to Key Stakeholders**

A formal presentation in a virtual format of the project report will be made by the AP Triton Project Team to staff, elected officials, and/or members of the community as necessary, and will include the following:

- A summary of the nature of the report, the methods of the analysis, the primary findings, and critical recommendations
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the City of Pflugerville at the conclusion of the presentation(s)

## Estimated Project Timeline & Fee Proposal

### Project Completion Timeline

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

**Estimated Time to Complete the Project: 90 days from delivery of data and information**

### 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	90-Day Delivery (Fees & Expenses)	60-Day Delivery (Fees & Expenses)
<b>Section 1:</b> Project Initiation & Information Acquisition	\$6,500	\$8,333
<b>Section 2:</b> Evaluation of Current Conditions	\$6,500	\$8,333
<b>Section 3:</b> Overview of Operations	\$6,500	\$8,333
<b>Proposed Project Fee (will not exceed):</b>	<b>\$19,500</b>	<b>\$25,000</b>

### Payment Schedule & Invoicing

- 10% payment due upon signing of the contract
- Monthly invoicing thereafter as work progresses
- Additional hours will be billed at a rate of \$160/hour for the Senior Project Manager and \$120/hour for consultants plus any additional travel expenses

### Cost Quotation Information

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

## About AP Triton Consulting

### Contact Information

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

- **Address:** 1309 Coffeen Avenue, Suite 31778, Sheridan WY 82802
- **Phone:** toll-free 833.251.5824
- **E-Mail:** info@aptriton.com
- **Website:** www.aptriton.com

### About AP Triton

Established in 2014, AP Triton has a wide range of experience in the fire service, emergency medical services, special events and filming, fire prevention, and life-safety programs. Our consultants have conducted numerous studies involving Master Plans, Community Risk Assessments/Standards of Cover, Strategic Plans, Fire Department Consolidation Studies, EMS Systems Analyses, Staffing Studies, Agency Evaluations, Fire Station Location, and Engineering Studies, as well as other unique Fire Service and EMS studies.

We have extensive experience in valuing fire protection and EMS delivery systems, as well as accessing both revenue and federal cost recovery programs, such as Ground Emergency Medical Transport (GEMT) and Inter-Governmental Transfer (IGT).

AP Triton has helped agencies across the country capture over \$1.2 billion in additional revenue over the last six years, which in turn has been reinvested back into the communities in the form of improved services, decreased response times, and increased safety measures.

### Triton's Approach to Projects

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

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



- Use of state-of-the-art GIS mapping, computer modeling, and data analysis tools, web-based communications technology, and many other sophisticated tools and technologies.
- Triton's project methodology is augmented by the utilization of web-based and other communication technologies. We will utilize the Dropbox application to create a secure online project site that enables the client and project team members to collaborate and communicate throughout every phase of the project. In addition, Triton utilizes GoToMeeting conferencing software to assist with client communications and various presentations.
- Utilization of experienced subject matter experts (SMEs) in the fire service, EMS, and other related emergency services disciplines, as well as individuals with expertise in GIS and data analysis.
- Commitment to successfully complete our projects and deliverables within the time requested and in a manner that would meet or exceed expectations.
- Printed and bound reports, with contents and recommendations that will easily enable the client, key stakeholders, and community members to understand.

### **Best Practices & National Standards**

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

### **Conflict of Interest Statement**

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

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

## Appendix A: Qualifications of the Project Team

### Rich Buchanan

#### Senior Project Manager



#### Summary of Qualifications

Mr. Buchanan has been in emergency service for 33 years. His diverse background began as a volunteer in a small rural ambulance service. After several years in an urban setting gaining Paramedic experience, he returned to a rural setting and became the EMS Director for Gunnison Valley Hospital. During this time, he took a BLS volunteer agency to a paid ALS system serving over 3000 square miles. After 16 years in management, he transitioned to South Metro Fire Department serving an additional 17 years in a variety of capacities including paramedic, company officer, EMS certification program development, Haz-Mat team coordinator and EMS Administrative Lieutenant. Over the past two years, he has provided consulting services through Emergency Services Consulting International. Services included the development of master plans, organizational assessment, strategic planning, and standards of cover.

Mr. Buchanan is currently an independent contractor providing consulting services for numerous organizations including AP Triton Consulting and maintains a part-time status at South Metro Fire Department as an instructor. Additionally, Mr. Buchanan provides training throughout Colorado in most areas of pre-hospital care and the management of hazardous material events. He has also consulted with fire and EMS departments to conduct utilization studies and implement asset management programs focusing on inventory distribution, cost reduction, and efficacy.

#### Educational Background

- Bachelor of Arts degree- Business Administration – Western State University
- Master's Degree – Organizational Leadership – Regis University
- Graduate Certificate – Project Management – Regis University

#### Professional Experience

- Project Manager, Emergency Services Consulting International, Washington
- Company Officer, South Metro Fire Rescue, Colorado
- HazMat Technician, South Metro Fire Rescue, Colorado
- EMS Instructor, Centura Health, Colorado
- EMS Director, Gunnison Hospital, Colorado

#### Relevant Experience

- LEAN Facilitator
- Just Culture Facilitator
- Certified Instructor (ACLS, PALS, Colorado EMS)
- Adjunct EMS Instructor, Centura Health, Denver Health, Lutheran Medical

#### Associated Professional Accomplishments

- Published works: Buchanan, R. (1988). Hypothermia. In P. T. Pons, & V. J. Markovchick, Pre-Hospital Emergency Care Services. Philadelphia, PA: Hanley and Belfus, INC.

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

## Randy Parr

### Senior Consultant/Certified Public Accountant



#### Summary of Qualifications

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

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

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

## Scott Clough

### Senior Consultant/Principal Partner



#### Summary of Qualifications

Mr. Clough is a 33-year member of California's fire service, beginning his career as a hand crew member in southern California and working his way through the ranks. He has held the ranks of Firefighter/ Paramedic, Captain, Battalion Chief, and Chief of EMS. His last position was that of Assistant Chief assigned to the Office of the Fire Chief for one of the largest fire departments in California. Upon retirement from the fire service, he formed AP Triton Consulting, with his business partner Kurt Henke.

#### Associated Professional Accomplishments

- Created California's Ground Emergency Medical Transport (GEMT) program. He is currently the Public Sector Program Manager.
- Serves as the EMS Chair for CSFA and as an EMS advisor to California Fire Chiefs Association, California Metro Chiefs, and the League of California Cities.
- Noted speaker for the California Association of Fire Chiefs, California Ambulance Association, Nevada Fire Chiefs, Utah Fire Chiefs, California Fire & EMS Disaster Conference (CFED), League of Cities, and the Fire District Association of California.
- Written articles on EMS and cost recovery for several publications.
- Lead negotiator for the California Fire Chiefs Association in expanding the current GEMT program. Currently Scott is involved in establishing the same programs in Oregon, Washington, Missouri, Kansas, Nebraska, and Alaska. He is considered the premiere expert in these reimbursement programs.
- Mr. Clough's "run it like a business" strategy for EMS has earned him recognition by the California State Firefighters Association (CSFA) and California Fire Chiefs Association (CFCA).

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

## John A. Stouffer

### Senior Consultant



#### Summary of Qualifications

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

#### Professional Experience

- Western Region Manager, Emergency Services Consulting International (ESCI) (2018–2020)
- Project Manager/Associate Consultant, ESCI
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator (Captain), Gresham Fire & Emergency Services
- 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)

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

## Appendix B: Projects & Experience

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

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

## 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 U.S. and Canada.

### Project Description

- Fire Department Master Plan:
- Fire Department Master Plan
- Fire Department Master Plan:
- Fire Department Master Plan:
- Fire Department Master Plan:
- Fire District Consolidation Study:
- Operational Analysis/Master Plan:
- Customer-Centered Strategic Plan:
- Organizational Assessment:
- EMS System Analysis & Cooperative Services:
- Consolidation Feasibility Study & Service Review:
- Fire Departments Consolidation Study:
- Standards of Coverage & Deployment Plan:
- CRA-Standards of Cover:
- Customer-Centered Strategic Plan:
- Regional Fire Service Study:
- EMS Cooperative Services/Integration Study:
- CRA-Standards of Cover:
- Fire Protection & Life-Safety Feasibility Study:
- Fire Department Staffing Study:
- Fire Departments Consolidation Study:
- Community Risk Assessment-Standards of Cover:
- Fire Department Cooperative Services Study:
- Staffing Study:

### Organization

North Whatcom Fire & Rescue (WA)  
 Platte Valley FPD (CO)  
 Wasatch County Fire (UT)  
 Palmer Lake FD (CO)  
 Evans Fire Protection District (CO)  
 Clackamas Fire District 1 (OR)  
 Strathcona Fire (Canada)  
 Aspen Fire Protection District (CO)  
 Yreka Fire Department (CA)  
 Summit County Fire Agencies (CO)  
 Central and Aptos FPDs (CA)  
 Multiple Departments (MO)  
 Tahoe Douglas FPD (NV)  
 Carpinteria & Montecito FPDs (CA)  
 Montecito & Carpinteria FPDs (CA)  
 Pinole (CA)  
 Henry & Jefferson Counties (IA)  
 Vail Fire & Emergency Services (CO)  
 San Benito County (CA)  
 Shawnee Fire Department (KS)  
 Walla Walla Fire Agencies (WA)  
 Idaho Falls Fire Department (ID)  
 Mountain View Fire, et al (CO)  
 Telluride Fire District (CO)

## Appendix C: Client References

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

Montecito FPD & Carpinteria-Summerland FPD (California)			
<b>Project Title &amp; Description:</b> <b>Fire Station Location Study &amp; Community Risk/SOC</b>			
AP Triton was engaged to develop a comprehensive fire station location study with the intent of determining if a shared facility is feasible. In addition, the study includes a variety of elements that entail community risk assessments and a standards of cover analysis. Once completed, Triton will facilitate a Customer-Centered Strategic Plan for each fire district.			
<b>Contact Name/Title:</b>	MFPD Chief Kevin Taylor/CSFPD Chief Greg Fsh	<b>Year:</b>	2020
<b>Client Phone:</b>	805.969.7762/805.566.2450	<b>Status:</b>	Completed
<b>Client E-Mail:</b>	ktaylor@montecitofire.com/g.fish@csfd.net		

Contra Costa County FPD & East Contra Costa FPD (California)			
<b>Project Title &amp; Description:</b> <b>Phase One: Annexation Financial Feasibility Study</b>			
Triton was retained by the fire districts to conduct an analysis and determine the financial efficacy of CCCFPD annexing ECCFPD, and to make recommendations. Triton's analysis demonstrated that annexation was fiscally possible and made recommendations to move forward with Phase Two: Annexation Feasibility Study by Triton.			
<b>Contact Name/Title:</b>	Lewis Broschard, Fire Chief	<b>Year:</b>	2020
<b>Client Phone:</b>	925.941.3300		
<b>Client E-Mail:</b>	Lewis.broschard@cccfpd.org		

San Bernardino County Fire Protection District (California)			
<b>Project Title &amp; Description:</b> <b>EMS Valuation/Assessment Study</b>			
AP Triton conducted an assessment of the financial structure of the San Bernardino County ambulance system to determine which areas could be subject to competitive bid, the value of the system, the resources needed to provide services to those areas, the cost to implement those services, the time needed to secure equipment, the continued operating costs, and the ability to provide additional services to enhance the system.			
<b>Contact Name/Title:</b>	Mark Hartwig, Fire Chief	<b>Year:</b>	2019
<b>Client Phone:</b>	805.681.5501		
<b>Client E-Mail:</b>	Mark.Hartwig@sbcfire.com (now at Santa Barbara)		



Anaheim Fire Department (California)			
<b>Project Title &amp; Description:</b> <b>Ambulance Feasibility and Optimization Study</b>			
AP Triton conducted an ambulance feasibility and optimization study for the City of Anaheim which resulted in the Anaheim Fire Department changing their ambulance system to a model that would give them more control over the system. This also allowed them to increase the amount of unit hours in the system while at the same time increasing the revenue above expenses by approximately \$3 million a year that can now be reinvested into system enhancement.			
<b>Contact Name/Title:</b>	Pat Russell, Fire Chief	<b>Year:</b>	2019
<b>Client Phone:</b>	(714) 765-4000		
<b>Client E-Mail:</b>	prussell2@anaheim.net		

Lincoln Fire & Rescue Department (Nebraska)			
<b>Project Title &amp; Description:</b> <b>EMS Billing Rate Study</b>			
AP Triton conducted a thorough billing rate analysis and provided recommendations to the City of Lincoln Fire & Rescue Department for use in evaluation of current and future billing rates and billing and collection processes. The study additionally included evaluations of the contracts with rural agencies providing ambulance services in the surrounding counties.			
<b>Contact Name/Title:</b>		<b>Year:</b>	2019
<b>Client Phone:</b>	402.441.7363		
<b>Client E-Mail:</b>			

Missouri Fire Chiefs Association (Missouri)			
<b>Project Title &amp; Description:</b> <b>Ground Emergency Medical Transport (GEMT)</b>			
AP Triton was contracted to write enabling legislation for federal Medicaid reimbursement for public agency ambulance providers in Missouri and to assist with implementation of the program. Upon enactment of the legislation, AP Triton then developed the cost reports for the Missouri fire departments to use when requesting federal reimbursement, following all rules and guidelines from the Centers for Medicare and Medicaid Services (CMS). The cost reports take into account a department's total annual costs for providing prehospital EMS and ambulance services.			
<b>Contact Name/Title:</b>	Paul Berardi, President. Missouri Fire Chiefs	<b>Year:</b>	2018
<b>Client Phone:</b>	573.348.1221		
<b>Client E-Mail:</b>	pberardi@obfire.net		

## Appendix D: Triton Certificates of Insurance & Litigation

AP Triton, LLC maintains liability insurance as shown in the following pages. Triton has no past and/or pending litigation or unresolved lawsuits.



THE HARTFORD  
BUSINESS SERVICE CENTER  
3600 WISEMAN BLVD  
SAN ANTONIO TX 78251

March 29, 2021

FOR INFORMATIONAL PURPOSES ONLY  
1851 HERITAGE LN STE 138  
SACRAMENTO CA 95815-4996

### Account Information:

<b>Policy Holder Details :</b>	AP TRITON CONSULTING LLC
--------------------------------	--------------------------



### Contact Us

---

Business Service Center  
**Business Hours:** Monday - Friday  
 (7AM - 7PM Central Standard Time)  
**Phone:** (866) 467-8730  
**Fax:** (877) 905-2772  
**Email:** [nutmegins@thehartford.com](mailto:nutmegins@thehartford.com)  
**Website:** [www.thehartford.com](http://www.thehartford.com)

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,  
Your Hartford Service Team



### CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
03/29/2021

**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 be endorsed. If SUBROGATIONIS 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).**

<b>PRODUCER</b> USI INSURANCE SERVICES LLC/PHS 41715154 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	<b>CONTACT NAME:</b>		
	<b>PHONE (A/C, No, Ext):</b> (866) 467-8730	<b>FAX (A/C, No):</b> (877) 905-2772	
	<b>E-MAIL ADDRESS:</b>		
		<b>INSURER(S) AFFORDING COVERAGE</b>	<b>NAIC#</b>
<b>INSURED</b> AP TRITON CONSULTING LLC 1851 HERITAGE LN STE 138 SACRAMENTO CA 95815-4996	<b>INSURER A :</b>	Atain Speciality Insurance Company	17159
	<b>INSURER B :</b>	Starstone National Insurance Company	
	<b>INSURER C :</b>		
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

**COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			CIP422266	03/27/2021	03/27/2022	EACH OCCURRENCE \$1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000
							MED EXP (Any one person) \$5,000
							PERSONAL & ADV INJURY \$1,000,000
							GENERAL AGGREGATE \$2,000,000
							PRODUCTS - COMP/OP AGG \$2,000,000
B	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident)
							BODILY INJURY (Per person)
							BODILY INJURY (Per accident)
							PROPERTY DAMAGE (Per accident)
B	<input checked="" type="checkbox"/> UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> OCCUR CLAIMS-MADE DED RETENTION \$			78295D210ALI	03/27/2021	03/27/2022	EACH OCCURRENCE \$1,000,000
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/N <input type="checkbox"/> N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT E.L. DISEASE -EA EMPLOYEE E.L. DISEASE - POLICY LIMIT

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

Those usual to the Insured's Operations. For Informational Purposes Only.

<b>CERTIFICATE HOLDER</b> FOR INFORMATIONAL PURPOSES ONLY 1851 HERITAGE LN STE 138 SACRAMENTO CA 95815-4996	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE <i>Susan S. Castaneda</i>
--	---

Client#: 1626412

APTRI

**ACORD**<sup>TM</sup>

**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)  
3/17/2021

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 any rights to the certificate holder in lieu of such endorsement(s).


<b>PRODUCER</b> USI Insurance Services, LLC 2375 E.Camelback Road, Suite 250 Phoenix, AZ 85016	CONTACT NAME: <b>Arthur Mielcarek</b>
	PHONE (A/C, No, Ext): <b>602-666-4918</b> FAX (A/C, No): E-MAIL ADDRESS: <b>arthur.mielcarek@usi.com</b>
<b>INSURED</b> AP Triton Consulting, LLC 1851 Heritage Lane, Suite 138 Sacramento, CA 95815	INSURER(S) AFFORDING COVERAGE      NAIC #
	INSURER A : <b>Continental Casualty Company</b> <b>20443</b>
	INSURER B :
	INSURER C :
	INSURER D :
	INSURER E :

**COVERAGES      CERTIFICATE NUMBER:      REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <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 \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE  DED    RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE    OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
<b>A</b>	<b>Professional Liability</b>			<b>596516681</b>	<b>03/27/2021</b>	<b>03/27/2022</b>	<b>1,000,000 Per Claim</b> <b>3,000,000 Aggregate</b> <b>2,500 Deductible</b>

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

<b>CERTIFICATE HOLDER</b>  AP Triton Consulting, LLC 1851 Heritage Lane, Suite 138 Sacramento, CA 95815	<b>CANCELLATION</b>  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 
---	--