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January 5, 2021

Trey Fletcher, Deputy City Manager  
City of Pflugerville  
P.O. Box 589  
Pflugerville, TX 78691-0589

RE: Fire & EMS Assessment & Services Options Study Proposal (RFQ No. 21-003)

Dear Mr. Fletcher:

We are pleased to submit our proposal to conduct a *Fire & EMS Assessment & Services Options Study* for the City of Pflugerville. We believe our proposal addresses your needs and reflects a comprehensive approach to your RFQ.

We would like to highlight that in order for us to conduct a thorough study, it will be important that we be able to acquire substantial information and data from the Pflugerville Fire Department (Emergency Services District). This will be a critical element in order to deliver a successful study to the City.

In the event we are awarded this project, we have assigned Richard Buchanan as the Senior Project Manager (SPM). He is an experienced, capable, and knowledgeable SPM. If you have questions regarding our proposal, please contact Mr. Buchanan at (303) 250-0209, at rbuchanan@aptriton.com, or me at (707) 266-4309 or khenke@aptriton.com. Thank you for your consideration.

Sincerely,

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

Kurt P. Henke  
Principal/Managing Partner

Enclosure

cc: Richard Buchanan



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

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

**January 2021**

**RFP # 21-003**



# Contents

- Project Understanding.....2**
- Project Scope of Services .....3**
  - Section One—Project Initiation & Information Acquisition .....3
  - Section Two—Evaluation of Current Conditions.....5
  - Section Three—Future Strategies for Fire & EMS Operations ..... 10
  - Section Four—Development & Presentation of Report ..... 10
- Estimated Project Timeline & Fee Proposal ..... 12**
  - Project Completion Timelines ..... 12
  - Project Fee Proposal..... 12
- About AP Triton Consulting ..... 13**
  - Contact Information..... 13
  - About AP Triton..... 13
  - Triton's Approach to Projects ..... 13
  - Best Practices & National Standards ..... 14
  - Conflict of Interest Statement..... 14
- Appendix A: Qualifications of the Project Team..... 15**
- Appendix B: Projects & Experience .....20**
- Appendix C: Client References .....22**
- Appendix D: Insurance & Litigation .....24**

## Project Understanding

AP Triton Consulting, LLC (Triton) understands that the City of Pflugerville desires to retain a qualified and experienced consulting firm to conduct an unbiased Fire & EMS Assessment of Services Options In accordance with the City's Request for Proposal, the primary elements of this study will include:

- Assessment of the current fire and EMS services, constraints, and cost-effectiveness
- Identification of Services and Service Provider Options within the City and the City's extraterritorial jurisdiction (ETJ)
- Cost/Benefit Analysis
- Recommendations that benefit the City of Pflugerville and its residents
- Implementation Strategies with legal and financial considerations; and preparation of a multi-year plan for implementation

Triton has a thorough understanding of each of these elements, as we have substantial experience in analyzing and evaluating the components described above. A basic analysis of service delivery can be accomplished with computer-aided dispatch (CAD) data. A focused analysis of the efficiency, performance, and efficacy of emergency response will require detailed response data from Travis County Emergency Services District No.2 (TCESD2). Additionally, a detailed financial analysis will require a minimum of three years of financial data from TCESD2. More details will be shown in the following proposed Scope of Services (aka Scope of Work).

## Project Scope of Services

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

### Section One—Project 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, 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, Travis County Emergency Services District No.2 (TCESD2), 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 at least:

- Any relevant past or current TCESD2 studies or research
- City of Pflugerville census and demographic data
- Inventory of fire stations, facilities, apparatus, and vehicles, and inventory of capital medical equipment (e.g., cardiac monitor/defibrillators; powered stretchers, etc.)
- The City of Pflugerville and TCESD2 administrative policies and procedures and Standard Operating Guidelines

- Current service delivery practices, objectives, and targets
- Local collective bargaining agreement with Pflugerville Fighters Association, IAFF Local 4137
- The City of Pflugerville and TCESD2 organizational chart
- Geographical Information Systems (GIS) shapefiles and other relevant files that illustrate the City boundaries, fire station locations, and response boundaries
- 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
  - Historical ambulance billing collection rates
  - Current patient treatment and transport fee schedule
- City and County zoning maps and zoning codes
- Any automatic and/or mutual aid agreements
- List of most common hospitals and tertiary facilities, and their physical locations, to which patients are transported and who provide online medical control
- Current ISO rating with point breakdown and improvement statements
- Community Comprehensive Plan documents, including current and future land-use information
- List of all management positions, administrative support staff positions, operations positions, including ranks and titles (not to include names of individuals)
  - Wages and benefits for each position rank and title (not to include names of individuals)
- Historical records management system (RMS) data, including National Fire Incident Reporting System (NFIRS) incident data from BFD's RMS
  - Ambulance transport and hospital turnaround times; including transport mode (lights & siren vs. no lights & siren) to hospital; the number of patient refusals; and other data elements which may be requested
  - Patient records (without any identifying information and in accordance with HIPAA) that include EMS provider impression, level of care provided (ALS vs. BLS), and patient outcomes (if available)
  - Computer-Aided Dispatch (CAD) incident records from the Pflugerville Police Department
  - Any other electronic records as may be useful for this project

- Electronic inventory of current occupancy types and target hazards within the City of Pflugerville service area
- Any other documents and records necessary for the successful completion of the project

### **Tasks 1-C: Stakeholder Input & Field Work**

The Triton Project Team will conduct on-site interviews and gather information from key personnel and stakeholders from each of the agencies (taking into account current allowable social distancing protocols\*). Some information may be acquired through the use of electronic forms and/or telephone interviews. Individuals will include, but not be limited to:

- Any interested elected and/or appointed (City Manager) officials of the City of Pflugerville and TCESD2
- Fire Chief, command staff, division leaders, administrative support staff, and Fire Marshal and FMO staff
- Random selection of firefighters, company officers, and paramedics assigned to operations (may also include a confidential on-line survey)
- TCESD2 Medical Director
- Representative(s) of IAFF Local 4137
- Representatives of the EMS Billing Office, City's Financial Services, Engineering/Public Works Department, and other possible departments
- Representative(s) of the Pflugerville Police Department's dispatch and communications center
- Any other individuals necessary for the successful completion of this study

From these interviews, Triton will obtain additional information and perspective on the operational, economic, and policy issues facing the City of Pflugerville.

\*Depending on the status of the COVID-19 Pandemic and any travel or other restrictions, distance interviews may be necessary using remote conferencing technology

## **Section Two—Evaluation of Current Conditions**

Triton will conduct a comprehensive overview of the current conditions of the various components and services of the Pflugerville Fire Department, to include but not be limited to:

### **Task 2-A: Overview of the Pflugerville Fire Department & TCESD2**

Triton will provide a basic overview of the Pflugerville Fire Department (PFD), to include but not be limited to:

- History, formation, and general description of PFD

- Governance and lines of authority for the City and PFD
- Overview of PFD's service area
- PFD organizational design
- General operations and deployment, including services provided
- Other components of the emergency services system in the City and County

### **Task 2-B: Staffing & Personnel Management**

Triton will review PFD's staffing levels, personnel management, and human resource systems to include but not be limited to:

- Review administration, support, dispatch, and operational staffing levels
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology and current deployment methods and staffing performance for incidents
- Staff compensation and benefits
- Labor-management relationships and issues

### **Task 2-C: Financial Overview**

Triton will review historical revenues, expenditures, and other fiscal issues of PFD, along with evaluating the current costs of service. Budget modeling permits analysis of staffing schemes, facility/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 the management of in-house ambulance billing and collections processes
- Evaluate workload of PFD billing staff
- Ambulance service operating budget as a subset of the PFD budget, including funding, fees, taxation, other financial resources, and collection rates
  - Current patient transport fees
  - Payor mix within the PFD service area
  - Texas Ambulance Services Supplemental Payment Program (ASSPP)
- Any other issues related to budget, revenue, and expenditures



## Task 2-D: Capital Facilities, Apparatus, & Equipment

Triton will review the status of current major capital assets (facilities and apparatus) and analyze needs relative to the existing condition of those assets. Methods of financing capital needs will also be reviewed. The observations will include:

**Facilities**—Tour and make observations in areas related to station efficiency and functionality. Items to be contained in the report include:

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

**Apparatus/Vehicles**—Review and make observations regarding the condition and inventory of apparatus. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment
- Maintenance
- Regulations compliance
- Future needs
- Support equipment

**Capital Medical Equipment**—Review current inventory of capital medical equipment utilized by FD on ambulances and other apparatus (e.g., cardiac monitor/defibrillators, patient gurneys, automated external defibrillators, etc.).

## Task 2-E: 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 limited to:

- Service Demand
  - Analysis and Geographical Information Systems (GIS) display of current service demand (unit workload) by incident type
  - Review of EMS calls dispatched versus patients transported, and hospital destinations
  - Analysis and GIS display of current service demand by temporal variation (calls by hour, day, and month)
  - GIS display of historical incident density locations
  - Projected service demand due to growth
- Resource Distribution

- Overview of current *fire station* deployment strategies, analyzed through GIS software as appropriate, with identification of service gaps and redundancies (fire stations location analysis)
- Analysis of company and staff distribution as related to effective response force (ERF) assembly
- Overview of current *apparatus* deployment strategies, analyzed through GIS software as appropriate, with identification of service gaps and redundancies
- Response Reliability
  - Analysis of current workload, including unit hour utilization (UHU) of individual companies (to the extent data is complete)
  - Analysis of call concurrency and the impact on fire and EMS system effectiveness
- Response Performance Analysis
  - Analysis of actual PFD apparatus and ambulance turnout-time performance analyzed by individual components (to the extent data is available)
  - Analysis of other components in the response-time continuum, including call processing times
  - Analysis of response time to achieve full effective response force

## **Task 2-F: EMS & Ambulance Transport**

Triton will conduct a more detailed review of the current EMS delivery system and ambulance transport service by PFD. This will include, but not be limited to:

- A general overview of ambulance operations and deployment
- Records management system utilized for electronic patient care reports (ePCR)
- Analysis of patient care records, to include levels of acuity, and ratios of Basic Life Support (BLS) versus Advanced Life Support (ALS) cases (if available)
  - Patient outcome results if available
  - Patient transport times and hospital turnaround times
- Review of emergent versus non-emergent transports and scheduled interfacility transports (IFT)
- Assessment of the ET3 pilot program and Mobile Integrated Healthcare-Community Paramedicine (MIH-CP)
- Any other information relevant to ambulance operations

## Task 2-G: Support & Other Programs

Triton will review the following PFD support programs to include but not be limited to:

- **Life Safety & Public Education Programs**
  - General inspection program and code enforcement
  - New construction inspection and involvement
  - Fire and life-safety public education programs
  - Fire investigations
  - Pre-incident planning
  - Data collection and analysis
- **Training & Continuing Medical Education Program**
  - General training competencies
  - Training administration, schedules, and facilities
  - Training program goals and objectives
  - Training administrative support and maintenance of training records
- **Communications & Dispatch Operations & Management**
  - Compare local dispatch model to other models (e.g., regional, in-house, private third party, etc.)
  - Assess operational processes and policies
  - Use of Medical Priority Dispatching and pre-arrival instructions during EMS calls
  - Data collection and integration with the PFD RMS
- **Special Operations & Technical Rescue**
  - Review of the Technical Rescue program
  - Review of the hazardous materials response program
  - Review any other special operations
- **Emergency Management**
  - Review of Emergency Management planning and processes and approach to community protection
  - Evaluate any other relevant areas of Emergency Management
- **Any Other Service Delivery Programs**
  - Triton will review any other service delivery programs relevant to this study

## Section Three—Future Strategies for Fire & EMS Operations

Triton will provide a comparison of a city-owned fire department versus continued participation with TCESD2 for the provision of fire protection and EMS.

### Task 3-A: Comparison & Recommendations for Future Services

Based on the various analyses contained in the report, Triton will make its recommendations on how it believes the City of Pflugerville should proceed, and what further actions must occur. The various recommendations will include a cost analysis, a summary of legal implications, and an overall impact on service delivery.

Triton will consider all areas previously evaluated in Sections One and Two, and will include at least the following:

- Potential alternative service delivery methods in fire suppression, EMS, and other operations
- Emergent versus non-emergent EMS calls
- Potential workload based on current and projected utilization rates compared with expected community growth
- EMS billing and collections and alternative revenue sources
- Selection and deployment of apparatus by type
- Deployment of operations personnel, special units, or resources
- Current fire station locations and potential future changes
- Organizational, staffing, and deployment recommendations

## Section Four—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 publication-quality bound, final versions of the written report; one unbound version; and one electronic version to City staff. AP Triton will also provide any GIS mapping or deployment models developed for this project, in a digital format. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps, utilizing GIS analysis as necessary

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

A formal presentation of the project report will be made by AP Triton project team member(s) 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 analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the City of Pflugerville at the conclusion of the presentation(s)

## Estimated Project Timeline & Fee Proposal

### Project Completion Timelines

Triton offers the following project timeline, which is subject to change based upon the mutual agreement of 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: 90–120 days**

### Project Fee Proposal

AP Triton Consulting, 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
<b>Section 1:</b> Project Initiation & Information Acquisition	\$10,972
<b>Section 2:</b> Evaluation of Current Conditions	\$11,817
<b>Section 3:</b> Overview of Operations	\$3,633
<b>Section 4:</b> Development & Delivery of the Report	\$7,130
<b>Proposed Project Fee (will not exceed):</b>	<b>\$33,552</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 Consulting, LLC is located in Sacramento, California. Consultants and other subject matter experts (SME) are located throughout the United States.

- **Address:** 1851 Heritage Lane, Suite 138, Sacramento, CA 95815
- **Phone:** (916) 692-5510
- **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 (SME) in the fire service, EMS, and other related emergency services disciplines, as well as individuals with expertise in GIS and data analysis.
- Commitment to successfully complete our projects and deliverables within the time requested and in a manner that would meet or exceed expectations.
- High-quality printed and bound reports, with contents and recommendations that will easily enable the client, key stakeholders, and community members to understand.

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

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

### **Conflict of Interest Statement**

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

Triton is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other 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.

## James Angle

### Associate Consultant



#### Summary of Qualifications

Chief Angle has substantial experience in data collection and analysis, evaluation of processes, planning skills, presentation skills, very familiar with computers and software for publishing and data analysis, research and evaluation of applicable standards regulations and best practices as they apply to organizational programs. Specific experience and expertise related to the governance and operation of special fire districts. He has experience working in a team environment requiring strong collaboration and communication skills, along with critical thinking and problem solving are strengths.

#### Educational Background & Certifications

- Master's Degree in Business Administration - Nova University
- Bachelor of Science Degree in Fire Science and Safety Engineering – University of Cincinnati
- Executive Fire Officer
- Chief Fire Officer Designate
- Institute of Fire Engineers, US Branch – Member Grade

#### Professional Experience

- Fire Commissioner - Palm Harbor Special Fire Control and Rescue District
- Program Director (Retired) - St. Petersburg College, Fire and Public Safety Training Center
- Fire Chief (Retired) - Palm Harbor Special Fire Control and Rescue District
- Battalion Fire Chief - South Trail Special Fire Control and Rescue District
- Fire Department Training/Safety Officer - South Trail Special Fire Control and Rescue District

#### Associated Professional Accomplishments

- Author - Occupational Safety and Health in the Emergency Services 4th Edition Textbook, Jones, and Bartlett Publishers
- Co-Author – Firefighting Strategies and Tactics 3rd Edition Textbook, Jones, and Bartlett Publishers
- Served as President and as the Executive Director of the Florida Association of Special Districts
- Awarded the Florida Fire Chiefs' Fire Chief of the Year 2010
- Palm Harbor Chamber's Palm Harbor Citizen of the Year 2012
- Awarded the Paul Harris Fellow by the Palm Harbor Rotary

Note: This is a brief summary of Chief Angle'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.

## Matthew J. Krok

### Technical Consultant



#### Summary of Qualifications

Matthew Krok has over 15 years of experience supporting public sector GIS and mapping applications and products. For nine of those years, Matthew provided direct GIS and mapping support to the Fire, Police, and Emergency Management departments of the City of Henderson, Nevada. Matthew has also served several Board positions with the Nevada Geographic Information Society (NGIS) and the Nevada Geographic Information Foundation, including serving as the President of NGIS for several terms.

Since 2015, Matthew Krok, along with his partners, has been providing contract GIS services through their consulting company EMgis Partners. Since 2018, EMgis Partners has participated in many fire and EMS studies throughout the United States.

#### Educational Background & Certifications

- Current GISP, since 2009.
- Current MPA student, Arkansas State University, Jonesboro, AR
- Masters coursework completed in planning, Rutgers and UNLV
- Rutgers University, BA in Geography with Honors, New Brunswick, NJ

#### Professional Experience

- Partner, EMgis Partners LLC, Lakeland, FL, 2015–current
- Systems Analyst – GIS, City of Lakeland, FL, 2015–current
- Senior GIS Analyst – City of Henderson, NV Fire Department, 2013–2015
- System Support Analyst - GIS, City of Henderson, NV Public Safety, 2007–20013
- Engineering Design Tech – GIS, City of Henderson, NV, 2006–2007
- GIS Scientist, ASGECI Environmental, Flemington, NJ, 2004–2006
- Over 15 years of experience in public and private sector GIS.

#### Associated Professional Accomplishments

- Current Vice-Chair – Polk County, FL GIS Users Group
- Current Geomenter for Resurrection Catholic School, Lakeland, FL
- Past Board member of the Nevada Geographic Information Foundation
- Past multi-year President of the Nevada Geographic Information Foundation

Note: This is a brief summary of Mr. Krok'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)
- Aberdeen Fire Department (WA)
- City of Alameda Fire Department (CA)
- 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)
- City of Fresno Fire Department (CA)
- Eureka Fire Protection District (MO)
- 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 Fish	<b>Year:</b>	2020
<b>Client Phone:</b>	805.969.7762/805.566.2450	<b>Status:</b>	In progress
<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>	Michael Despain, Fire Chief	<b>Year:</b>	2019
<b>Client Phone:</b>	402.441.7363		
<b>Client E-Mail:</b>	MDespain@lincoln.ne.gov		

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: Insurance & Litigation

AP Triton Consulting maintains comprehensive commercial general liability insurance. Copies of Triton's certificates of insurance are available upon request Triton has no past and/or pending litigation or unresolved lawsuits.



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

May 18, 2020

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

### Account Information:

<b>Policy Holder Details :</b>	AP TRITON CONSULTING LLC
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### Contact Us

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Business Service Center  
**Business Hours:** Monday - Friday  
 (7AM - 7PM Central Standard Time)  
**Phone:** (866) 467-8730  
**Fax:** (877) 905-2772  
**Email:** [nutmegjns@thehartford.com](mailto:nutmegjns@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)  
05/18/2020

**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 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).**

<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> PHONE (866) 467-8730 FAX (877) 905-2772 (A/C, No, Ext): (A/C, No):	
	<b>E-MAIL ADDRESS:</b> INSURER(S) AFFORDING COVERAGE NAIC#	
<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>	
	<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 YY)	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:			CIP406122	03/27/2020	03/27/2021	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>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)
	<input type="checkbox"/> UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> OCCUR CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> 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				<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)  
Those usual to the Insured's Operations.

<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>
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Client#: 1626412

APTRI

**ACORD** CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
4/27/2020

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).


PRODUCER <b>USI Insurance Services, LLC</b> 2421 West Peoria Avenue, Suite 110 Phoenix, AZ 85029	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>
INSURED <b>AP Triton Consulting, LLC</b> 1851 Heritage Lane, Suite 138 Sacramento, CA 95815	INSURER(S) AFFORDING COVERAGE INSURER A : <b>Continental Casualty Company</b> NAIC # <b>20443</b>
	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.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR 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 \$ \$
	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						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED 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						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> 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>03/27/2020</b>	<b>03/27/2021</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.**

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