



Contra Costa County Fire Protection District, East Contra Costa Fire Protection District, and Rodeo-Hercules Fire Protection District

Proposal to conduct a

Fire District Annexation Study

Phase 1: Fiscal Analysis

Phase 2: Annexation Feasibility Analysis

September 2020



AP TRITON

Contents

- Project Understanding..... 2**
 - Phase One 2
 - Phase Two 2
- Phase One Scope of Work 3**
 - Phase One—Section 1: Project Initiation 3
 - Phase One—Section 2: Financial Analysis..... 3
 - Phase One—Section 3: Final Report..... 4
- Phase Two Scope of Work..... 5**
 - Phase Two—Section 1: Project Initiation 5
 - Phase Two—Section 2: Baseline Agency Evaluations..... 6
 - Phase Two—Section 3: Opportunities for Annexation 9
 - Phase Two—Section 4: Service Review & Sphere of Influence Update..... 10
 - Phase Two—Section 5: Development & Delivery of Phase Two Report..... 11
- Phase Two—Section 6: Optional Components..... 12**
 - Option 1: Stakeholder Input & Interviews (Optional) 12
 - Option 2: Development of an Annexation Implementation Plan (Optional) 13
- Estimated Project Timeline & Fee Proposal..... 14**
 - Project Completion Timelines..... 14
 - Phase One Fee Proposal..... 14
 - Phase Two Fee Proposal 14
 - Phase Two Optional Components Fees 15
 - Payment Schedule & Invoicing 15
- About AP Triton Consulting 16**
 - Contact Information..... 16
 - About AP Triton..... 16
 - Triton's Approach to Projects 16
 - Best Practices & National Standards..... 17
 - Conflict of Interest Statement 17
 - Insurance & Litigation..... 17
- Appendix A: Qualifications of the Project Team..... 18**
- Appendix B: Projects & Experience 25**
- Appendix C: AP Triton Client References 27**
 - Policy Consulting Associates Client References..... 29

Project Understanding

AP Triton Consulting, LLC (Triton) understands that the Contra Costa County Fire Protection District (CCCFPD) desires to conduct a two-phase study for a potential annexation of the East Contra Costa Fire Protection District (ECCFPD) and the Rodeo-Hercules Fire Protection District (RHFPD).

Phase One

Triton will review and analyze the fiscal projections and current budget information as it relates to the conceptual annexation of East Contra Costa FPD (ECCFPD) by Contra Costa County FPD. Additionally, a review will be conducted of the organizational and operational structure that is developed to coincide with the conceptual annexation. The information provided by CCCFPD and ECCFPD will be utilized to validate the projections and develop fiscal projections of the operations for the next five years.

Phase Two

Should the analysis completed in Phase I indicate that annexation by the Contra Costa County FPD of the East Contra Costa Fire Protection District is fiscally feasible and viable, and if approved by CCCFPD and ECCFPD, Triton will move forward with a comprehensive feasibility analysis of the annexation of the East Contra Costa Fire Protection District. Additionally, if approved by CCCFPD and RHFPD, Triton will move forward with a comprehensive feasibility analysis of the annexation of the Rodeo-Hercules Fire District into the Contra Costa County Fire Protection District. Triton fully understands that the study is to include all of Contra Costa County's Local Agency Formation Commission (LAFCO) Service and Sphere Review Requirements found in CGC sections 56430 and 56425.

Phase One Scope of Work

The study will begin with Phase One as described in the preceding Project Understanding section of this proposal.

Phase One—Section 1: Project Initiation (CCCFPD & ECCFPD)

Task 1-A: Procurement of Information & Data

Triton will request pertinent fiscal and operational concept information and data from Contra Costa County FPD and East Contra Costa FPD as necessary. This information is critical and will be used extensively in the analysis and development of this phase. The documents and information relevant to Phase 1 will include, but not be limited to, the following:

- Current and projected organizational structures
- ECCFPD financial data, including debt information
- Any and all preliminary financial projections related to both districts
- Any other documents and records necessary for the successful completion of this phase

Phase One—Section 2: Financial Analysis

Task 2-A: Financial Review

Triton will review the existing financial analysis of the potential ECCFPD annexation as provided by CCCFPD to include, but not limited to:

- Sources of recurring and non-recurring revenue, including property taxes
- Existing revenue and projections for the next three to five years
- Cost for existing levels of service and projections for the next three to five years
- Contractual services provided to the district by CAL FIRE
- Indirect costs, cost allocations, and contractual obligations

Phase One—Section 3: Final Report

Task 3-A Development & Delivery of Phase One Report

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

- Clearly designated recommendations
- Detailed narrative analysis of each report element clearly written, along with supporting charts, graphs, and diagrams, where appropriate

Task 3-B: Publication of the Final Report

Following a final technical review and approval by CCCFPD and ECCFPD, Triton will provide a total of five (5) printed and bound copies and an electronic version (PDF format) of the report to both CCCFPD and ECCFPD.

Phase Two Scope of Work

In the event that the results found in Phase One are acceptable Triton will move forward with Phase Two of the study upon approval from both CCCFPD and ECCFPD.

Phase Two—Section 1: Project Initiation (all agencies)

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

Triton will meet with those members of the management team of Contra Costa County FPD, East Contra Costa County FPD, and Rodeo-Hercules FPD who will be involved in the study, or its project liaisons, to develop a complete understanding of the District's backgrounds, 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 Contra Costa County FPD, East Contra Costa FPD, Rodeo-Hercules FPD and any other agencies as necessary. This information is critical and will be used extensively in the analysis and development of the report. Thoroughly researched and relevant studies will be included during Triton's review. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current emergency service studies or research
- Standards of Cover assessments
- LAFCO Spheres of Influence and Municipal Service Reviews
- Community Comprehensive Plan documents, including current and future land-use information

- Local census, economic, and demographic data
- Zoning maps and zoning codes
- Financial data, including debt information, long-range financial plans, and projections
- Fire Department administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets for each community
- Training programs
- Facilities and apparatus inventories
- Local collective bargaining agreements
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- Computer-Aided Dispatch (CAD) incident records
- Local Geographic Information Systems (GIS) data, where available

Phase Two—Section 2: Baseline Agency Evaluations

Triton will develop and utilize the following to support recommendations and develop any and all analysis required by the LAFCO Service and Sphere Review Requirements.

Task 2-A: Organization and Community Overview

- Service area population and demographics inclusive of growth projections
- Community planning-based population information
- Transient population and demographic information (to the extent data is available)
- Population density
- History, formation, and general description of the fire agencies
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources

Task 2-B: Management Components

- Mission, vision, strategic planning, goals, and objectives
- Internal assessment of critical issues
- Internal assessment of future challenges
- Internal and external communications processes
- Document control and security
- Reporting and recordkeeping
- Information technology systems

Task 2-C: Capital Facilities & Assets

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 inventory of apparatus and equipment. Items to be reviewed include:

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

Task 2-D: Staffing & Personnel Management

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

- Administration and support staffing levels
- Operational staffing levels
- Staff allocation to various functions and divisions
- Staff scheduling methodology
- Current standard of coverage and staffing performance for incidents
- Firefighter/EMS staff distribution

Task 2-E: Support Programs

Triton will review and discuss the components and functions of the following support programs for each of the fire districts.

- Communications
- Emergency Medical Services
- Life-Safety & Public Education
- Training & Continuing Education
- Special Operations

Task 2-F: Service Delivery & Performance—Resource Deployment

Triton will utilize results from GIS analysis to model consolidated service levels and project the Districts' performance when operating as one. Areas to be analyzed and modeled shall include, but not necessarily be limited to:

- Service Demand Study—
 - Analysis and geographic display of current service demand by incident type and temporal variation
- Resource Distribution Study—
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems, with identification of service gaps and redundancies
- Resource Concentration Study—
 - Analysis of response time to achieve full effective response force
 - Analysis of company and staff distribution as related to effective response force assembly
- Response Reliability Study—
 - Analysis of current workload, including unit hour utilization of individual companies (to the extent data is complete)
 - Review of actual or estimated failure rates of individual companies (to the extent data is complete)
 - Analysis of call concurrency and impact on effective response force assembly
- Mutual and Automatic Aid Systems

Phase Two—Section 3: Opportunities for Annexation

Triton will use the completed baseline assessment of each agency to identify opportunities and feasibility for annexation. The project team will identify areas of duplication that can be reduced through annexation efforts, as well as potential service improvements that can be accomplished. Experience has shown that this frequently becomes the overriding influence for public fire service consolidation efforts.

Items in this section of the report include but are not limited to the areas listed below. The detailed information provides district heads and elected officials with the information necessary to make important decisions regarding emergency services consolidation and/or annexation. Included are:

Task 3-A: General Partnering Options

The various partnering strategies are described, beginning with a do-nothing approach, and ending with complete consolidation of the agencies into an existing emergency service provider. The following alternatives will be evaluated and discussed:

- Status Quo
- Administrative, functional, or operational collaborations or a combination thereof
- Legal unification including annexation or reorganization options

Task 3-B: Fiscal Analysis

Triton will analyze budgets for each agency to allow a comparative examination of the costs and as a tool for analyzing the financial effects of any type of consolidation or annexation. Budget modeling is also used to measure the effects of the proposed change(s). Funding mechanisms are identified and comprehensive financial outcomes are provided for each consolidation strategy offered.

- Review and analyze district budgets and revenues
- Review separate budgets
- Develop projected consolidated budget extending to a minimum of five years
- Identify financial issues of consolidation
- Identify areas of short- and long-term savings and costs

Fiscal analysis is an important component of the emergency services evaluation. Long-term survival of an emergency services system requires that the system be adequately funded. Triton will use the analysis to determine the fiscal state of each agency and develop recommendations on improving the financial resources available for emergency services.

Task 3-C: Proposed Recommendations

Based on the comprehensive analyses in the preceding sections, Triton will recommend the most viable and effective options for moving forward.

Phase Two—Section 4: Service Review & Sphere of Influence Update

Utilizing the results from preceding sections, Triton will provide the required analysis to comply with the LAFCO Service and Sphere Review Requirements found in CGC Sections 56430 and 56425.

Task 4-A: LAFCO Requirements Development

Triton and Policy Consulting Associates (PCA) will collaborate in the development of a report outline to ensure that LAFCO requirements are met and drafted content meets the needs of the Municipal Service Review (MSR) and Sphere of Influence (SOI) Update sections. Following development of the outline, information requests will be developed to ensure a comprehensive review is compiled that meets all legal requirements, as well as Contra Costa County LAFCO's preferences.

Task 4-B: Guidance & Input on LAFCO Law & Policy

PCA will assist Triton in providing guidance and support as the Project Team compiles the applicable sections of Phase 2. Report content will be developed to ensure the needs of the MSR and SOI Update are met.

Task 4-C: Development of Report Sections Specific to LAFCO Requirements

Report components will be compiled into an MSR and SOI Update format that meets Phase 2 needs. The draft MSR/SOI section will include all necessary components, as enumerated in the scope of work, including a recommended determinations per Government Codes §56425 and 56430, and recommended SOI updates for the subject districts.

Phase Two—Section 5: Development & Delivery of Phase Two Report

Task 5-A: Development & Review of the Draft Report

Triton will develop and produce an electronic version of the draft written report for technical review by representatives of Contra Costa County FPD, East Contra Costa FPD, and Rodeo-Hercules FPD. As discussed previously, this feedback is a very important aspect of this project, and Triton will provide adequate opportunities for review and discussion of the draft report prior to finalization. The report will include:

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

Task 5-B: Publication of the Final Report

Following a final technical review and approval by Contra Costa County FPD, Triton will provide a total of twenty (20) printed and bound copies and an electronic version (PDF format) of the report to CCCFPD, ECCFPD, and RHFPD.

Task 5-C: Presentation of the Final Report

Triton will conduct a final presentation of the report to representatives of Contra Costa County FPD, ECCFPD, RHFPD and any other individuals or groups as requested.

Note: If additional final presentations are required, Triton will work with Contra Costa County FPD to determine dates and any additional costs.

Phase Two—Section 6: Optional Components

Triton is offering the following optional components with intention of enhancing this project.

Option 1: Stakeholder Input & Interviews (Optional)

To obtain an overall impression of the effectiveness of the current delivery model and potential annexations, the Triton project team will interview key stakeholders associated with this study. Interviews may be conducted in person as well as possibly through the use of online surveys. From these interviews, Triton will obtain additional perspective on operational, economic, personnel, and policy issues confronting CCCFPD, ECCFPD, and RHFPD.

Task 1-A: Stakeholder Input

Information will be gathered from key personnel including (*Note: depending on the status of the COVID-19 Pandemic and any travel restrictions, distance interviews may be necessary using remote conferencing technology*).

- CCCFPD Fire Chief, command staff, and administrative support staff
- ECCFPD and RHFPD Fire Chiefs and other representatives of the districts
- Elected officials from each of the fire districts
- Representatives responsible for finance and budgets
- Representative(s) of the United Professional Firefighters of Contra Costa County (IAFF Local 1230)
- A random selection of firefighters, company officers, and paramedics assigned to operations from each of the fire districts (may also include in an on-line survey)
- Representatives of the Fire Prevention and Training Divisions of each of the fire districts
- Any other individuals or organizations necessary for the completion of this study

Task 1-B: Online Survey

Working with the Fire Chiefs, Triton will develop questions for a short confidential online survey. This will be done to gauge and provide insight into the attitudes, support, and positions of the members (of all ranks) and staff of each of the three fire districts.

Task 1-C: Compilation of the Stakeholder Input Results

Depending on the nature of the topic, information from the stakeholder interviews will be included in the report. Results of the online survey will be compiled and presented in a separate section of the report. The survey will be confidential and anonymous, and Triton will be unable to determine the names of any of the respondents.

Option 2: Development of an Annexation Implementation Plan (Optional)

Task 1-A: Annexation Implementation Plan

In this option, should an annexation be recommended, Triton will develop a basic step-by-step implementation plan that will meet State of California and LAFCO requirements. The plan will include but not be limited to:

- Key implementation steps
- Regulatory and LAFCO requirements
- Benchmarks to identify completion
- Estimated timelines

Estimated Project Timeline & Fee Proposal

Project Completion Timelines

Triton offers the following project timelines for each phase, which are subject to change based upon the mutual agreement of Contra Costa County FPD and AP Triton. The timelines will not begin until Triton has been provided with *all* information and data necessary for the successful completion of the phases. Triton will make every effort to complete the project in less time than anticipated.

Estimated Time to Complete Phase One: 30–45 days

Phase One Fee Proposal

AP Triton Consulting, LLC presents the following formal cost proposal for Phase One as outlined in the Scope of Work. The fee Triton is proposing to perform this study is inclusive of expenses.

Phase One Project Section	Fees & Expenses
Section 1: Project Initiation	\$1,029
Section 2: Financial Analysis	\$1,607
Section 3: Final Report	\$1,543
Proposed Project Fee (will not exceed):	\$4,179

Estimated Time to Complete Phase Two: 180–200 days

Phase Two Fee Proposal

AP Triton Consulting, LLC presents the following formal cost proposal for Phase Two as outlined in the Scope of Work. The fee Triton is proposing to perform this study is inclusive of expenses.

Phase Two Project Section	Fees & Expenses
Section 1: Project Initiation	\$3,731
Section 2: Baseline Agency Evaluations	\$16,317
Section 3: Opportunities for Annexation	\$8,350
Section 4: Service Review & Sphere of Influence Update	\$10,000
Section 5: Development & Delivery of the Report	\$7,615
Proposed Project Fee (will not exceed):	\$46,013

Phase Two Optional Components Fees

The following lists the additional fees for each of the options. One or both of the options may be selected as desired.

Phase Two Optional Components	Fees & Expenses
Option 1: Stakeholder Input & Interviews	\$9,549
Option 2: Development of an Annexation Implementation Plan	\$900
Total of the Options Combined (will not exceed):	\$10,449
GRAND TOTAL OF PHASE TWO PLUS BOTH OPTIONS:	\$56,462

Payment Schedule & Invoicing

Phase One

- Payment of 50% of the total due upon signing of the contract.
- Final 50% payment due at submission of the final report.
- Additional hours will be billed at a rate of \$160/hour for the Project Manager and \$125/hour for consultants plus any additional travel expenses.

Phase Two (includes options, if requested)

- First-third payment due upon signing of the contract.
- Second-third due at submission of draft report for technical review.
- Final payment due at completion of the project.
- Additional hours will be billed at a rate of \$160/hour for the Project Manager and \$125/hour for consultants plus any additional travel expenses.

Cost Quotation Information

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

About AP Triton Consulting

Contact Information

The headquarters of AP Triton Consulting, LLC is located in Sacramento, California. Consultants and subject matter experts 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 geographic information systems (GIS), computer modeling and data analysis tools, web-based communications technology, and many other sophisticated tools and technologies.
- Utilization of experienced subject matter experts in the fire service, EMS, and other related emergency services disciplines, as well as individuals with expertise in GIS and data analysis.
- Commitment to successfully complete our projects and deliverables within the time requested, and in a manner that would meet or exceed expectations.
- High-quality printed and bound reports, with contents and recommendations that will easily enable the client, key stakeholders, and community members to understand the report.

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. In the event that a conflict of interest is identified in the provision of services, Triton will immediately notify the client in writing.

Insurance & Litigation

Certificates of insurance are available upon request. Triton has no past and/or pending litigation or unresolved lawsuits.

Appendix A: Qualifications of the Project Team

Kurt Latipow Senior Consultant



Summary of Qualifications

Mr. Latipow has enjoyed 40 years in Public Safety with over 27 years of Public Administration in Fire Chief and Chief Officer positions. He has developed and implemented numerous comprehensive fire and emergency services related plans. Mr. Latipow has facilitated the adoption of those plans via a variety of governing bodies. Mr. Latipow offers extensive experience in developing and implementing emergency, strategic, master plans and succession plans/management processes as well as developing and implementing Standards of Cover Analysis, Fees for Service Cost Recovery Programs and ALS Program Development and Implementation for both transport and engine company-based organizations.

Work Experience

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

Education

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

Publications and Instructor Experience

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

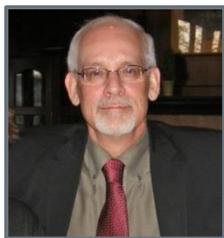
Professional Affiliations

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

Note: This is a brief summary of Mr. Latipow'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
- Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer | Yakima County Fire District #10
- More than 40 years diverse experience in fire and emergency medical services

Educational Background & Certifications

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

Associated Professional Accomplishments

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

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

Randy Parr

Senior Consultant



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

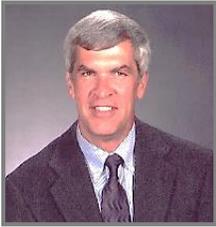
Associated Professional Accomplishments

- 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

Joe Parrott

Senior Consultant



Summary of Qualifications

Chief Parrott retired after 43 years of very diverse fire and emergency services experience. Chief Parrott served for 15 years as fire chief for the City of Gresham, Oregon, and six years as deputy fire chief/fire marshal for the City of Salem, Oregon. He attained the professional designation of Chief Fire Officer awarded by the Center for Public Safety Excellence.

Chief Parrott has managed emergency services evaluations, growth management studies, strategic planning processes, and fire service standards of coverage and deployment plans across the country. Previous clients include the Kansas City Fire Department (MO), Orange County Fire Authority (CA), Spokane Fire Department (WA), Philadelphia Fire Department (PA) San Bernardino County Fire Department (CA), Reno Fire Department (NV) and numerous similar sized and smaller fire agencies. He has also facilitated strategic plans for state and national organizations including the National Fallen Firefighters Foundation, National Volunteer Fire Council, and others.

Chief Parrott is a frequent presenter at regional, state, and national conferences including the Western Fire Chiefs Association, the Oregon Fire Chiefs Association, and the IAFC Webinar series. He has extensive incident command and emergency management education and experience.

Educational Background

- Bachelor of Science in Management, City University, Bellevue, WA
- Associate of Science in Fire Command and Administration, Fort Steilacoom CC
- Extensive Incident Command System Training including: Operations Section Chief; Incident Commander; Command and General Staff

Professional Experience

- 43 years diverse and progressive fire and emergency services experience
- 18 years as Fire Chief – 15 at Gresham, Oregon
- Deputy Chief/Fire Marshal, Salem Fire Department, Salem, OR
- Senior Consultant, Emergency Services Consulting International (ESCI)

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

Rich Buchanan

Senior Consultant



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 3,000 square miles. After 16 years in management, he transitioned into the fire service industry serving in a variety of capacities including paramedic, company officer, EMS certification program development, Haz-Mat team coordinator, and EMS Administrative Lieutenant.

Mr. Buchanan currently serves as a Lieutenant for South Metro Fire Rescue. His station provides primary hazardous materials response in addition to fire and EMS. Additionally, Mr. Buchanan provides training throughout Colorado in most areas of pre-hospital care and the management of hazardous material events. He has also previously consulted with fire and EMS departments to conduct utilization studies and implement asset management programs focusing on inventory distribution, cost reduction, and efficacy. Mr. Buchanan holds a Master's Degree in Organizational Leadership, Graduate Certificate in Project Management, and a Bachelor of Arts in Business Administration.

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/Consultant, Emergency Services Consulting International (ESCI), 2019–2020
- 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 brief summary of Mr. Buchanan's CV. A complete version can be made available on request.

Jennifer Stephenson, MPP

Policy Consulting Associates

Jennifer Stephenson will provide management of the PCA Team contributions to the project. She will provide fiscal and policy analysis of the agencies and review internal drafts. Ms. Stephenson will coordinate closely with project management staff and ensure that the project adheres to established timelines.

Ms. Stephenson is a co-founder and principal of PCA, where she is responsible for regional and municipal research analysis. She has technical expertise in benchmarking, performance evaluation, municipal budgeting, survey design, statistics, and economic modeling. As part of PCA, Jennifer has been involved in review studies for countless LAFCOs, including but not limited to Orange, Santa Clara, Alameda, Placer, and Fresno. She has co-authored incorporation studies, annexation studies, and infrastructure needs assessments. She earned her Master's degree in Public Policy from Pepperdine University, where she was a Forstmann Scholar. Related experience includes:

- Co-manager and co-author for Napa Countywide Water and Wastewater MSR and MSR and SOI Updates for the Cities of Agoura Hills, Calabasas, Hidden Hills, and Westlake Village for Los Angeles LAFCO.
- Serving as an Executive Officer of Plumas LAFCO.
- Serving as Deputy Executive Officer of Sutter, Lassen, and Modoc LAFCOs, and providing staff support services at eight LAFCOs.
- Author and/or project manager of over 200 municipal service reviews and other studies, all completed punctually, within budget, and with complete client satisfaction.
- Operating a successful business with an outstanding reputation for nearly 10 years, overcoming a period of recession in business start-up phase.
- Served as project manager for the Plumas, Santa Clara, Yolo, Amador, Mendocino, Lassen, Calaveras, and Alameda County special district and city MSRs, and other projects.
- Recipient of the 'CALAFCO Outstanding Associate Member of the Year' award
- CALAFCO University and Conference instructor of Understanding Health Care Districts and the Role of LAFCO, Fiscal Health of Fire Protection Districts, Getting to the Nitty Gritty of Consolidation Options, and The New Normal- How the Economy is Affecting Service Provision.
- Primary contributor and project manager of the CALAFCO award-winning Santa Clara Water Municipal Service Review.
- Stephenson assisted with fiscal analysis and analysis of service levels for governance studies conducted of annexation and cityhood in north Los Angeles County and in East Los Angeles.
- Contributed to multi-billion-dollar transportation financial plans for rail systems and goods movement.
- For a regional infrastructure needs assessment for the Southern California Association of Governments, Stephenson analyzed transportation, air quality, water quality, open space, and parks in the 187-city Southern California Association of Governments (SCAG) region.
- Assisted with fiscal analysis and budget projections for economic and fiscal studies for the City of Beverly Hills.

Oxana Wolfson, MPP

Policy Consulting Associates

Ms. Wolfson is a co-founder and principal of PCA, where she specializes in service benchmarking analysis, economic and growth analysis, and data collection coordination. She has technical expertise in data discovery, regulatory agency research, review of agency documents, qualitative and quantitative analysis, comparative analysis, government structure options evaluation, and policy solutions. She has completed service reviews for agencies in over 20 California counties and contributed to regional infrastructure finance studies. Oxana earned her Master's degree in Public Policy from Pepperdine University where she was a Forstmann Scholar. She received her B.A. summa cum laude from University of Nebraska. Related experience includes:

- Co-manager and co-author for Napa Countywide Water and Wastewater MSR and MSR and SOI Updates for the Cities of Agoura Hills, Calabasas, Hidden Hills, and Westlake Village for Los Angeles LAFCO.
- Author and/or project manager of over 200 municipal service reviews and other studies, all completed punctually, within budget, and with complete client satisfaction.
- Operating a successful business with an outstanding reputation for nearly 10 years, overcoming a period of recession in business start-up phase.
- Served as a project manager for City of Chico MSR, Calaveras County Fire MSR, Solano County Fire MSR, Solano County RCD MSR, Placer Fire MSR and other projects.
- Co-author of the award-winning Santa Clara Countywide Water MSR and recipient of the 'CALAFCO Outstanding Associate Member of the Year' award.
- CALAFCO University and Conference instructor of Understanding Health Care Districts and the Role of LAFCO, Fiscal Health of Fire Protection Districts, Getting to the Nitty Gritty of Consolidation Options, and The New Normal- How the Economy is Affecting Service Provision.
- Contributed to multi-billion-dollar transportation financial plans for rail systems and goods movement.
- Co-authored a service evaluation and infrastructure needs assessment project on emergency services covering the entirety of Southern California for the Southern California Association of Governments.
- Coordinated databases for the regional infrastructure needs assessment project covering 187 cities and a multitude of special districts.
- Conducted analysis of the financial impact of defined benefit pension plans on municipalities.
- Served as an executive director to a Los Angeles-based nonprofit organization.
- Assisted with HIV/AIDS Finance and Cost Effectiveness Study at the Results for Development Institute in Washington, DC.
- Consulted for the Civil Society team at the World Bank on policy sessions at the 2008 Annual Meetings.
- Participated in campaign strategizing and voter response evaluation in California election campaigns.

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)
- Big Indie Bliss, Inc. (NY)
- Bodega Bay Fire Department (CA)
- Brea 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)
- Contra Costa County FPD (CA)
- City of Costa Mesa Fire Department (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)
- Exeter District Ambulance (CA)
- Eugene/Springfield Fire Department (OR)
- Aberdeen Fire Department (WA)
- City of Alameda Fire Department (CA)
- Alameda County FPD (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)
- Sonoma Fire Chiefs Association (CA)
- Sonoma County Fire District (CA)
- Sonoma Valley Fire Department (CA)
- Stockton Fire Department (CA)
- Sunnyside Fire Department (WA)
- Tacoma Fire Department (WA)
- Tualatin Valley Fire & Rescue (OR)
- Ukiah Valley Fire Authority (CA)
- 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)
- Fort Myers Fire Department (FL)

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

- Community Risk Assessment-Standards of Cover:
- Consolidation Feasibility Study & Service Review:
- Fire Departments Consolidation Study:
- Community Risk Assessment-Standards of Cover:
- Fire District Consolidation Study:
- Fire Department Staffing Study:
- Operational Analysis:
- Community Risk Assessment-Standards of Cover:
- EMS System Analysis:
- Regional Fire Service Study:
- Fire Department Master Plan
- Standards of Coverage & Deployment Plan:
- Organizational Assessment:
- Alternative Governance Model Feasibility:
- EMS Integration Study:
- Succession Management Report:
- Fire Protection & Life-Safety Feasibility Study:
- Community Risk Assessment-Standards of Cover:
- Fire Department Master Plan:
- Fire Departments Consolidation Study:

Organization

- Idaho Falls Fire Department (ID)
- Central and Aptos FPDs (CA)
- Multiple Departments (MO)
- Santa Maria (CA)
- Clackamas Fire District 1 (OR)
- Shawnee Fire Department (KS)
- Strathcona Fire (Canada)
- Salinas (CA)
- Summit County Fire Agencies (CO)
- Pinole (CA)
- Wasatch County Fire (UT)
- Tahoe Douglas FPD (NV)
- Yreka Fire Department (CA)
- North Tahoe & Meeks Bay FPDs (CA)
- Henry & Jefferson Counties (IA)
- Cosumnes Fire Department (CA)
- San Benito County (CA)
- Menlo Park FPD (CA)
- North Whatcom Fire & Rescue (WA)
- Walla Walla Fire Agencies (WA)

Appendix C: AP Triton 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.

Costa Mesa Fire & Rescue (California)			
Project Title & Description: Ambulance Service Feasibility Study			
<p>AP Triton conducted a fire-based Ambulance Feasibility Service Study for the City of Costa Mesa Fire Department (population 112,000). The study foundation was developed by determining what the current and past insured and uninsured payer mixes were. These payer mixes were all inclusive which, together with other demographic information, allowed us to determine the maximum value of the system. The study then analyzed the federal reimbursement programs available and provided estimates for both GEMT and IGT programs. This study provided several options for the Department to consider; the Public-Private Partnership (contractor/subcontractor) model was chosen. AP Triton then assisted in the successful negotiations with the chosen private (subcontractor) partner. Additional revenue is projected to exceed \$2,500,000 annually.</p>			
Contact Name/Title:	Dan Stefano, Fire Chief	Year:	2017
Client Phone:	714.754.5144		
Client E-Mail:	Dan.Stefano@costamesaca.gov		

Contra Costa County Fire Protection District (California)			
Project Title & Description: Ambulance Service Feasibility Study			
<p>Protection District (population over 1 million). The study foundation was developed by determining what the current and past insured and uninsured payer mixes were. These payer mixes were all inclusive which, together with other demographic information, allowed AP Triton to determine the maximum value of the system. The study then analyzed the Federal Reimbursement programs available and provided estimates for both GEMT (Ground Emergency Medical Transport) and IGT (Intergovernmental Transfer) programs. Several options were proposed for consideration by the Fire District, and the Public-Private Partnership (contractor/subcontractor) option was chosen. AP Triton then provided services to select the private (subcontractor) partner and managed the response to the County-wide RFP for Ambulance service. Contra Costa County Fire was awarded the contract for ambulance service through a competitive bid process. They have increased their response time compliance from a level of 89-90% under the former provider to an average of 96% across all response zones. Further, their ambulance transport system, which was historically under questionable sustainability, now turns a \$10 million profit annually and has amassed a reserve of \$19 million. AP Triton Consulting is currently on a maintenance and system retainer agreement through March 2021 to assist the Contra Costa County Fire Department in operating its ambulance transport system.</p>			
Contact Name/Title:	Lewis Broschard, Fire Chief	Year:	2018
Client Phone:	925.941.3300		
Client E-Mail:	Lewis.broschard@cccfd.org		

San Bernardino County Fire Protection District (California)

Project Title & Description: EMS Valuation/Assessment Study
 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 system delivery.

Contact Name/Title:	Mark Hartwig, Fire Chief	Year:	2019
Client Phone:	805.681.5501		
Client E-Mail:	Mark.Hartwig@sbcfire.com (now at Santa Barbara)		

Anaheim Fire Department (California)

Project Title & Description: Ambulance Feasibility and Optimization Study
 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. It should be noted City of Anaheim provides protection to Disneyland.

Contact Name/Title:	Pat Russell, Fire Chief	Year:	2019
Client Phone:	(714) 765-4000		
Client E-Mail:	prussell2@anaheim.net		

Lincoln Fire & Rescue Department (Nebraska)

Project Title & Description: EMS Billing Rate Study
 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.

Contact Name/Title:	Michael DeSpain, Fire Chief	Year:	2019
Client Phone:	402.441.7363		
Client E-Mail:	MDespain@lincoln.ne.gov		

Missouri Fire Chiefs Association (Missouri)			
Project Title & Description: Ground Emergency Medical Transport (GEMT)			
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.			
Contact Name/Title:	Paul Berardi, President. Missouri Fire Chiefs	Year:	2018
Client Phone:	573.348.1221		
Client E-Mail:	pberadri@obfire.net		

Policy Consulting Associates Client References

The following is a list of PCA's former clients as references. If requested, specific contact information can be provided for each of the following.

- Orange LAFCO
- Fresno LAFCO
- City of Chico
- Yolo LAFCO
- Alameda & Mendocino LAFCO
- Santa Clara LAFCO
- Placer LAFCO