



REDCOM BOARD OF DIRECTORS

**December 11, 2023 @ 2:00pm
In Person/Virtual**

**Santa Rosa Training Tower
2126 West College Ave.
Santa Rosa, Ca**

Join by phone Teams 1-323-886-6897 Conference ID: 314 792 761#

**Director Dr. Luoto will have his Location at 26 Loma Avenue La Silva Beach, Ca
95076**

**Director Dave Crowl will have his location at 1701 West 22nd Street Loveland, CO
80538**

Public are Welcome at both locations

**Since we are having a few Board Members remote for this meeting. They will be
meeting the guidelines that are required per the Brown Act.**

Notice: Copies of additional materials provided to the Board of Directors for information on agenda items are available at the REDCOM fire & EMS 9-1-1 Center.

1. Call to Order
2. Approval of the Agenda
3. Approval of the November 15, 2023, REDCOM Board of Directors Meeting Minutes.

4. Public Comment Period

In this time-period, anyone from the public may address the REDCOM Board of Directors regarding any subject over which the Board has jurisdiction, but which is not on today's agenda. Individuals will be limited to a three-minute presentation.

No action will be taken by the Board as a result of any items presented at this time.

5. New Business

- a.) Discussion and action to approve transition of call volume dispatch service fee calculation from current EOA1 provider to new EOA1 provider. – KT McNulty

6. Old Business

- a.) Receive, discuss and consider approval of the RFQ response. Action Item. – Steve Akre

- b.) Control 2-4 Radio Update – Evonne Stevens

7. Next meeting will be – January 11, 2024, at 14:00 In Person

8. Adjournment- Motion to adjourn.



REDCOM BOARD OF DIRECTORS

November 15, 2023 – @ 2:30PM

Minutes

**Sherriff's Building
2796 Ventura Ave
Santa Rosa, Ca 95403**

Present:

Steve Akre – Chair
Mark Heine – Vice Chair
Bryan Cleaver – Secretary
Scott Westrope - SRFD
Jason Boaz – Came in late 1446.

Others Present:

Evonne Stevens – Executive Director REDCOM
Brenda Bacigalupi – Administrative Assistant REDCOM
Travers Collins – SRFD
Nick Barber – REDCOM
Will Buck – REDCOM
Peter Goyhenetche – AMR
KT McNulty – Regional Director AMR
Darrin DeCarli – Gold Ridge
Jasmine Mitchell – REDCOM
Ken Reese – REDCOM
Darrell Kopriva – REDCOM
Jack Thomas – SRFD
Greg Fontana – REDCOM
Monica Vannoni – REDCOM
Jeff Valiquette – Rancho Adobe
Tambra Curtis – Legal Consultant
James Salvante – CEMSA
Kellie Crumbliss – REDCOM
Ben Nicholis – CalFire
Jeff Schach – Petaluma FD
Robert Johnson – SCFD
Ambrose Stevens – AMR
Matt Taylor – 1401
Gabriel Kaplan – DHS
Jason Jenkins - SRFD

Not Present:
Dave Crawl

Notice: Copies of additional materials provided to the Board of Directors for information on agenda items are available at the REDCOM fire & EMS 9-1-1 Center.

1. Call to Order Made by Steve Akre @ 1430 – Thank you everyone for being here another great attendance. Obviously, we have some topics to discuss that mean a lot to a lot of people, a lot of us safe to say. Thank you all for being here.
2. Approval of the Agenda Motion to approve made by Bryan Cleaver, Second Scott Westrope – Discussion - No Further Comments – Approved unanimously.
3. Approval of the October 12, 2023, REDCOM Board of Directors Meeting Minutes.
Motion to approve made by Scott Westrope, Second Mark Heine – Discussion - No Further Comments – Approved unanimously.
4. Public Comment Period
In this time-period, anyone from the public may address the REDCOM Board of Directors regarding any subject over which the Board has jurisdiction, but which is not on today's agenda. Individuals will be limited to a three-minute presentation.

No action will be taken by the Board as a result of any items presented at this time.

None

5. New Business
 - a.) Appointment of the Public Health Officer Position to the REDCOM Board. Steve Akre – This came directly through me as the Chair. The Interim Public Health Officer has made a request to us to seat Dr. Mark Luoto in the Public Health Officers position on the Board of Directors. In reviewing the Bylaws. The Bylaws are very simple and straight forward. It says the "Public Health Officer or his/her medically qualified designee." With in that framework certainly Dr. Luoto is our counties Medical Director. I think more than fits the medically qualified. I did perceive a formal request from the Interim Public Health officer to seek Dr. Luoto in that position. With that, I would like

to bring that to the board for any questions discussion or a motion to approve.

Byran Cleaver - Real quick discussion point. I did speak with Dr. Luoto, and he would like to accept the appointment. The one challenge with him, is that he does live out of the area, and he has one week typically a month that he is in town. I think in moving forward with that appointment. I would ask that we also keep in mind we may have to be considerate of some special scheduling to ensure that he could be present since remote is not no longer an option.

Steve Akre – Thank you.

Mark Heine - Steve is there any Bylaws requirements for residency?

Steve Akre – Thank you for that. I appreciate that and certainly understand that challenge. I know we did adopt at our last meeting we adopted the schedule for 2024. If it is the Boards pleasure approved Dr. Luoto, we can always revisit that if necessary. The other thing that you know I think everybody who has attended REDCOM meetings at least with some frequency. We have not had any sort of true representation from that position on this BOARD since Dr. Holbrook was last here. I believe that goes back to about 2017 or 2018. Even if Dr. Luoto is not here every single meeting. I trust that he will be here and represent that position with more frequency than we had in the last few years. With that I will open it up. Any public comment on this item? Nothing, I will bring it back to the Board for considering motion.

Motion to approve made by Mark Heine, Second Scott Westrope – Discussion - No Further Comments – Approved unanimously.

6. Old Business

- a.) Receive the report and recommendations from the DOAG Representative workgroup meeting. Board will discuss and consider taking action on the recommendations. Steve Akre – I trust everybody we tried to do as good of a job as we could considering the tight time frame with the special meeting. Trying to get out all the information out to everyone as much in advance as we could. I trust that everybody here and thank you Evonne and Brenda for putting packets together. You have two documents that were included, one was the DOAG special meeting talking points which were rules of engagement, potentials and then recommendation goals and then also the outcomes. With that I want to say first of all thank you to everyone who participated in that work group. The feedback that I got from multiple

sources, is that it was a very, very positive and productive work group meeting. Everyone was respected and had a chance to share their thoughts and feelings and that is really important. I speak for all of us on the Board that was what our intention was. To come out with a united position and some recommendations. I think very important and noteworthy that it took this one meeting to get there. With that, I know both Spencer and Shepley the Chair and Vice Chair were not able to be here today, but they have turned over to TC the opportunity to share with us a little bit more detail about that meeting and the recommendations. With that TC thank you.

Traves Collins – Thanks, just echoing what Chief Akre was saying. We did have really good turnout a lot of people did get out a lot more than at the Board meeting got out, so it was a definitely collaborative meeting everyone was able to express what their concerns and emotions and respected. Everyone had their time to say what they want to say. Our task was to decide if we should exercise the 120 clause and switch to a public model. The recommendation from DOAG would be to not exercise the 120 days exit clause but to begin to transition. Everyone was in favor of a public model. With that, you know just with the exercise on the 120-exit clause. There will be off a lot of operational administrative gaps that could take place that would shorten up and further discussion. That will come forward in the to do list. The goal would be the recommendation from the DOAG is to develop a command center concept implementation plan to build out in stages with the goal of operation on or around July 1st, 2024. That is an aggressive timeline I know that is our recommendation. The key points are going to have to be an RFP contract out with stakeholder input to ensure that our needs are covered. Make sure that the wages, benefits are really in summation with the current MOU for the employees. I think what it boils down to are two things, sustainability of the dispatch put a public model in there that will be there for the long hall and really system improvements as we move towards a command center concept. As far as the to do list we recommend that the REDCOM Board and AMR need to discuss the transition to that public model and a feasibility study inclusive of current workers, benefits package, and disabilities to WEP to make sure their benefits are covered as far as that feasibility study and then distribution of RFP.

Steve Akre – Thank you very much TC really appreciate it. Bring it back to the Board, any questions comments to TC about the public report out.

Scott Westrope - I just appreciate the work that went into that. I know it was a lot of work in a short amount of time and appreciate everybody that came out to voice their opinion so we could have a really holistic look at what the will of the of the region is with this and so great recommendations and I really appreciate.

Steve Akre - Thank you Scott. Any other discussion points? I think at least in my view we have a couple of options here and looking at the to do list. Absolutely as we move toward a transition you know having a safe and effective transition that ensures continuity of service is something that we mentioned in the last Board meeting as an absolute priority remains that way. I think moving forward for an RFP I think that is the right way to do this. Having a neutral third party outside consultant come in and be able to evaluate current services. What we are looking at doing, what our options are going forward and then of course with stakeholder input on that RFP to craft an RFP put that out and then be able to objectively evaluate any respondents to that RFP for dispatch services. I think that it is really, really important for all of us concerned in this process. Within that of course is ensuring employment, salary, benefits for our valued REDCOM employees remain the same or you know if possible be enhanced but certainly no backsliding in any way. I trust that will be built into any RFP that we come up with. I also think that to this end it has been a long time since we have put out an RFP for dispatch services. I will say that I am certainly not an expert on issuing RFP's and especially for dispatch services. I know that all of us both on the Board of Directors as well as the DOAG. We have our primary jobs and I do not know that we have the either the subject matter expertise nor the time, the capacity to be able to run an RFP within our existing framework. I am kind of envisioning or want to throw out as an idea kind of taking this in two steps. One is maybe putting out either a very abbreviated RFP or an RFQ to get a contractor in quickly because again as we all have recognized the timeline is aggressive. We do not have a lot of time to kind of waste. Putting out an RFP or RFQ short term to bring in a contractor to then be awarded the opportunity to develop the RFP with stakeholder input put that out do the evaluation of the bids and then come with a recommendation to the Board and everyone else on what the path forward could be. That is one idea going forward.

Mark Heine - I agree with that concept we are not subject matter experts on that, so I think getting some subject matter expertise and putting together with the RFP language needs to look like to ensure that the needs are met for everybody. What existing employees are protected it is part of that RFP process ensuring legal compliance all the things that we have responsibility for as Board Members.

Travers Collins - The other thing on the to do list was the feasibility study. Is that something that you guys feel should be conducted before we go into the RFP process. Just to assure that all parameters that are going to be within the RFP are covered with the feasibility study. I just think that and maybe get somebody that is very familiar with putting together the RFP we are a unique dispatch center and our employees this is not something that happens with frequency, so just like with the feasibility study seeing if there is anything that we are missing as far as the administrative components the current

workers, benefits some of the dispatchers have very unique retirements, disabilities what they are working under. Just to assure that their rights are covered.

Steve Akre - I definitely see that being a big component of whoever you would award the RFP for awarding the contract to develop the RFP. I believe that all of those elements that you just talked about would be really important pieces of that and if we hire a consultant to then develop the RFP. When we do that all of those components would be specifically listed. I would trust that we would look for and I think that this opportunity is something unique for first consultants. I trust that we would get some really good quality consultants that would respond to an RFQ or RFP to do the study and develop an RFP that is specific to REDCOM and takes care of all of our needs.

Mark Heine - I appreciate your comment. I think that there is potential if we do not find a contractor to manage this process that has depth of experience and that and we are comfortable with. Then we should probably slow that process down. May or may not get and find a contractor that has that kind of depth.

Steve Akre – Absolutely.

Mark Heine -I think there is some out there whether they come here or not if interested or not.

Steve Akre – Any comments from the Board? I will open it up to the public for any comments.

Ambrose Stevens - I wanted to make sure that I clarified one thing. My understanding when we walked away from the DOAG. Part of that feasibility study was going to be to ascertain whether that public model would be appropriate model moving forward the based on whatever findings we got. I just wanted to seek clarification. I know we have some other DOAG committee members present and I know there was a good amount of folks here that were also in that meeting. It seemed like that feasibility study was also going to be what recommended to the Board whether or not to switch to a public model dispatch service. I wanted to seek that clarifications. I know that we did not have minutes from that meeting.

Travers Collins - It was my interpretation kind of just what we were just talking about with at feasibility component of it to assure that prior to moving in the RFP that all the administrative bases are covered in the current workforce is taking care of. That was my interpretation for feasibility study was going to cover.

KT McNulty - It was my impression the feasibility study was going to drive the decision whether to leave AMR and move towards a public model.

Travers Collins - I think in away could right. If you do a feasibility study and during that feasibility it comes that we cannot take care of the current work force because every alienate every employee or whatever that is. We have to look at the different approach to it. I to Chief Akre and Chief Heine's point if we do start with the RFP process and there is somebody that can look at that component of it and say, hey before we even get into this you need to know that this is out there, and it is going include this moving forward and that is something that needs to be addressed.

Ambrose Stevens - I think another thing that could possibly come out of that feasibility study is there were some other options that were discussed at that meeting that could possibly include some sort of hybrid model that was a mixture of public and private and I think that that is something that would likely be discussed by whoever performs that feasibility study and then of course whatever recommendation seems to be most appropriate would be made to the Board.

Travers Collins - I think that conversation was around employee benefits, right?

KT McNulty – No, early on in the meeting we were told that the command structure can only exist in a public model. Upon further clarification we discovered that was not accurate so the whole meeting was spent focusing on the public model. Once I asked what the policy or law was that made it so that only public providers can have a command center. There is no law there is no policy. I put on the table that there is potential to continue with the private contractor but hire on contract a Command Officer. That was mentioned but that is not mentioned anywhere in here. I also have concerns that the script was unanimous Board of transitioning that was not accurate there was never a vote. I believe members of the DOAG, a significant portion of them have concerns with this going forward and that voice has not been brought to this Board.

Jeff Veliquette – I was present meeting and I think the overarching statement and it is the first line in that conclusion recommendation was that we work towards a public model and away from the private model. There was much discussion on the time frames, opportunity of when we issued 120 day if there was 120 day issue what the ramifications were being able to launch a public model within that time frame and really the piece that KT is talking about was in that meeting specifically was that if we had the inability to meet that time frame with the public model and we had given notice we would not be able to go back and reutilize AMR because they are private agency and with that, that would be contradictory to the law that requires us

not to utilize a private agency. My recollection is that the majority of the group everybody was heard in that meeting is that we move towards a public provider.

James Salvante – There was not a vote. There were no minutes taken. I have to rely on recollection and those around me. I support what Chief Veliquette about the once notices given there is no going back. That is done. My understanding and of course it is not legal understanding. Is that for 438 says that once grandfather period it is done the public model is the only option. I do not know that is probably something that should be vetted by council. I do not know enough about the command center model to make a recommendation as a DOAG Member to the Board and if there had been a vote I would have sustained on that particular point. I think that if the Board makes a decision that the command center model is the way that REDCOM is going. Then it is the obligation of the DOAG to figure out how to operationalize that. I do believe that the majority of the people in the room that mostly it was far service providers and stakeholders were very much in support of the command center model and they understand that pretty well. As an EMS person I just did not feel comfortable saying that is one way that a I would advocate for that I did not feel that I have that expertise. I do believe that everyone was in agreement that a careful transition that would preserve the expertise that is in the employee base including leadership for those that can be encouraged to stay in everyone's best interest. I completely support not going to the 120 days pull trigger on the unilateral termination of contract. I do think that the public model itself is an important discussion. Thank you.

Travers Collins - KT, I did withdraw I did not say I do not know if you noticed when I spoke, I did not say unanimous. I said it was in support of. It was truly not unanimous people did have concerns on both sides of the island.

Matt Taylor – I would like to lend my two senses. In speaking on behalf of 1401 and one large labor groups in the county for fire. This speaks to everything we had asked for. We did not want to do 120-day exit clause with AMR. We wanted something that was well thought out and that is what we are seeing right here in this document going to an RFP process having something that is fair and equitable for everyone in the county. This seems to speak to all of that and I want to thank the DOAG committee for putting that together and the Board for considering that.

Steve Akre – Thank you, Matt. Any other comments.

Byran Cleaver - I may be oversimplifying this, but it is probably a question for council. It may sort of answer the question based on council recommendation which is in releasing an RFP. If the decision is made to go public what would be the mechanism by which we could eliminate privates

from competing in an in a competitive RFP environment. Perhaps the RFP itself is the vehicle by which we determine the model based on proposals. I guess the question there is in an RFP fair competitive environment how do we eliminate or is it truly fair and open. We are grandfather.

Tambra Curtis – I can step in will quick. 438 always is never clear on that issue either but, I think the intent and the best reading of that is that you are grandfathered in with respect to AMR but going forward if you switch from out of AMR, you can no longer have a private entity as an option. That sort of directs your RFP in a certain direction. You got this one grandfathering but that is it. In turns of private entity.

Byran Cleaver - Right now we are one of the few grandfathered entities with the moment we make a change the grandfather is gone.

Tambra Curtis – Right, then again, not black, and white, because nothing with that legislation is black and white, but that I think is the best interpretation and if you look at the legislative intent that is consistent with the intended Statute.

Byran Cleaver – Tambra, is it your understanding that it is because we are grandfathered in, if we release an RFP we are still one of the few entities that would be subject to both private and public bids.

Tambra Curtis – No because you going forward. (Byran interrupted)

Byran Cleaver – We would make the switch first?

Tambra Curtis – No, you make the switch first, but private entities other than potentially AMR they do not have the option of bidding. Because they are no longer going to meet the minimum qualifications. Which is set forth by the legislature.

Byran Cleaver - Thank you.

Mark Heine – With regards to the equity questions that is what we have to insure any type of process. Me as a Director would be the desire to the BOARD to conduct equitable open RFP process within the confines of whatever legal requirements that are opposed upon us. 438, I agree Tambra, that it is not a well written thing and has not been tested to the public level. I think once we have a consultant on board hopefully the right consultant is going to guide us on that as well. We are working with legal counsel to ensure that whatever legalities are posed to that document.

Scott Westrope – ok, I will take a crack at a motion.

Steve Akre – Please.

KT McNulty – Before you make a motion. One more thing. That you maybe request letters of interest to the agencies that want to participate in the RFP and then do your feasibility study to find out if it is even feasible for those agencies to provide staffing for REDCOM and then run your RFP might be a better way to do it. My concern is if you damage the AMR contract in any way that cannot come back and help you.

Mark Heine – I do not think it is the intent of the Board to damage anybody's contract.

Steve Akre - I think if we if we structure, again the first step in my view is we need to get somebody in here that is familiar with developing RFP's and have them assist us. We do not have that subject matter expertise. As soon as we get them in, we can work with them to develop that RFP with stakeholder input and the first part of that is feasibility. I think the feasibility piece is that it is kind of that foundation of that RFP. What can we do, what is possible and then we develop that RFP. Then we put it out to everybody fair and equitable process. We do not make any decisions to exit any contracts or anything like that until we are at a point where we have viable options that we all we can agree on to move forward.

Mark Heine – I think the review of submitted bids is the feasibility of the bidder to carry forth, like KT was saying properly. When we conduct our RFPs every day we do not go around and identify whom might bid and vet them ahead of time. They submit a bid, and the bid is in compliance or not then we vet the heck out of those bids, and we determine as an elected body what the right process is to move forward. However how many in the quality of those submissions are.

Jason Boaz – Just a quick question. Sorry I was late everybody. Sorry I missed the presentation sorry for that. The questions about the feasibility study. My takeaway from the DOAG meeting was that we were going to move right into the RFP process based on the consensus that was in the room and similarly what Chief Heines said, we see who proposal for it. That left open the door to what KT was talking about potentially AMR could be a person that submit one based on the fact they already have one.

Mark Heine - Not with SB438.

Jason Boaz - Even with the grandfather clause?

Mark Heine – The are grandfather now.

Travers Collins - The contract can be extended.

Ambrose Stevens – Which kind of the nature of my question. My understanding of the feasibility study was first to determine essentially whether to put it simply. We stick with the private models in place today or move to a public model or there is some sort of hybrid based on whatever the findings of whoever that subject matter expert and that does the feasibility study recommends. That would personally that was my take away was that that would be the first step in and kind of driving where that goes next because for instance if the recommendation was that the current existing private model is the best and all the stakeholders agree that might prevent the need for an RFP process or recommendation is something like a hybrid model or public model that would probably lead whoever that subject matter expert that is developing that RFP in two separate directions or maybe, who knows a slightly off direction. That was my understanding, that was like step one.

Jeff Schad - I think the confusion for me is anyways. It seems like the consistent throughout the room. Can AMR be the provider an RFP goes out as AMR is the current provider and AMR could potentially be bid on that proposal but the only private provider that could bid because they are grandfathered to potentially be awarded the contract.

Tambra Curtis – Again, qualifying and incorporating somebody is not the same thing. I do believe that is a potential avenue but going back to some of these comments you do kind of instruct your new RFP is kind of in the middle. Qualifications are you do kind of have a road map and what option or options and you could be options you want to take. It is kind of is the cart before the horse or the horse before cart. I think you are all struggling with but that is an important part for the RFP especially since you do have 438 and things.

Mark Heine - I think that is a good point. That is why you hire SME consultant. To put the RFP together for you so we make sure we touch all those different components.

KT McNulty – When we did the feasibility for Marin. You were involved Mark and we had a hard time finding someone who was qualified and the company we did go with we did not find very satisfactory.

Mark Heine – That was true.

Jason Boaz – I thought one of the challenges with that was the technological side rather than the employee side.

KT McNulty – Yes, that is true. The company, when we were looking for the companies, it was just difficult to find a company that had a strong understanding of the dispatch environment. There is not expects out there.

Jason Boaz – When we left the DOAG meeting, I was not clear on whether or not, if we put out an RFP, if AMR could put in a proposal that I just mentioned was kind of a hybrid. That it involved a component that could be a command center. I am not sure if we got clarity on that, but I think that my recollection is that. I do not know, will wait, and see how the RFP comes out and who responds to it. What are we trying to get out of this feasibility study. What are you trying to understand that we do not already know.

Steve Akre - I would kind of go back to both what TC shared with the report out from the DOAG meeting and as well what Chief Heine said. The feasibility is really your consultant putting together your RFP with stakeholder input on what it needs to look like, and you know employee protections is certainly going to be a big component of that RFP right. What are you going do to keep the existing workforce both employed and whole in that process. We have kind of gone down a little bit of a road maybe it is a little bit too premature to focus on the command center it is real, and it is out there as a potential and I think that would need to be built into that RFP too. What are your plans for a command center, but what is your potential to address if the REDCOM Board decides to go that route given additional revenues. Then the feasibility kind of comes back to respondents in having that consult evaluate all of the respondents and what the bids are for that service. Have they met all the conditions of the RFP. Have they kept the employees whole. Do they have a plan for service. What are their plans, they would need to do something to address the potential for a command center. How do they respond to all those things and is that reasonable. Is what they are saying actually have backup to it and is that feasible. There is some nice lip service here, but they really do not have the structure or the capacity to be able to do this.

Jason Boaz – You talking about building that with the consulted into the RFP process?

Steve Akre – Yes.

Jason Boaz - You are not doing a separate standalone feasibility study.

Steve Akre – No that is correct.

Jason Boaz – That was my understanding too.

Steve Akre - Sorry if that was me enduring a little bit.

Jason Boaz - I came in a little late we were talking about the feasibility study about even going to a public provider. Which it was pretty clear in the room that the consensus was, and I think that is what the recommendation was right?

Travers Collins - Yes, we talked about that but to Chiefs Akre's point that is where we are now kind of transition, I think talking about assuring that those feasibility options are in the initial RFP and the initial framework of putting that RFP together and those issues that we are concerned about are addressed prior to RFP getting inked. Kind of a two in one. Somebody to be able to do the feasibility study looking at something that will be practical, something that will be able to be more efficient effective and then get the RFP started.

Jason Boaz – Some of them might be able to get addressed before the RFP and some of them just built right into it.

Mark Heine – Any of those are possible.

Scott Westrope - I make a motion to the Board of Director in conjunction with a REDCOM Executive Director prepare and distribute an RFQ for a consultant to prepare and implement an RFP to include a legal opinion on 438 and the employee protection and retention component for dispatch services is an ECC. I recommend that this is completed by December 1st.

Part 2 make a motion to delegate authority to the Board Chair with the Executive Director of REDCOM to develop the RFQ.

Part 3 recommend a special meeting on the week of December 4th to review the RFQ responses and the components that were discussed in the first part of the motion.

KT McNulty – Scott my apologies. The Executive Director cannot participate in the canceling of her own contract with AMR.

Scott Westrope - This developing the RFQ.

KT McNulty – She cannot work against her employer.

Mark Heine – She is not working against. She is developing an RFQ.

Byran Cleaver – This is pre-RFP this is to find a contractor not to develop the RFP.

Jason Boaz - Can you go over the timeframe one more time.

Scott Westrope - The responses are back by December 1st. By my calculations about two weeks. Then the special meeting be held the following week the 1st is a Friday the 4th is a Monday so the responses to the RFQ are back by the first on the consultant piece. Then we meet and look at the RFQ responses on the week of the 4th.

Steve Akre – Scott can I maybe make one suggestion for a friendly amendment to that. I do not want to put Evonne into a bad spot. Maybe instead of Evonne maybe work with legal counsel to develop an issue the RFQ.

Scott Westrope – Agree.

Tamara Curtis – That is fine, I do a lot of RFQs with our agencies.

Steve Akre – We have a motion on the floor.

Mark Heine - I will second as amended.

Jason Boaz- That timeline seems very aggressive to me, but if we could do it.

Scott Westrope – In response that is based on the fact that working backwards to July 1st. That is just to get the RFQ out and back. Then we meet and then it goes out to RFP. That is still like six months.

Jason Boaz – I thought you wanted all the responses to them RFQ back.

Steve Akre – No, that is just for the consultant to run the RFP process.

Motion to approve made by Scott Westrope, Second Mark Heine -
Discussion - No Further Comments – Approved unanimously.

7. Next meeting will be – Steve Akre - This will be the regular scheduled meeting on January 11, 2024, at 14:00 In Person.

Steve Akre - However, with the Motion that was just approved. We will be scheduling a Special Meeting the week of December 4th to receive and review RFQ responses from any of the contractors. That date and time will be is TBD. We will get it out as just as soon as we can to everybody.

Mark Heine - Just as just a personal request on that if we could look at late in that week because several of us will be committed to the Cal Chief planning session.

Steve Akre – Thank you good reminder. Will try and look for maybe the 7th.

8. Adjournment- Motion to adjourn - Steve Akre requesting a Motion to adjourn.

Motion to adjourn made by Mark Heine, Second Steve Akre - Discussion - No Further Comments – Approved unanimously @ 1515.



REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY

Evonne Stevens, Executive Director ■ REDCOM Fire/EMS 9-1-1 Center ■ 2796 Ventura Avenue ■ Santa Rosa, CA 95403
Office: (707) 565-8880 ■ Fax: (707) 568-6693 ■ Cell: (707) 477-1400 ■ E-Mail: Evonne.Stevens@gmr.net

BOARD OF DIRECTORS

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Coastal Valleys EMS Agency

David Crowl
Chief
Coast Life Support District

Scott Westrope
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Santa Rosa Fire Department

Public Health Officer
Sonoma County Public Health

EXECUTIVE DIRECTOR

Evonne Stevens
Office: (707) 565-8880
E-Mail: Evonne.stevens@gmr.net

OPERATIONS MANAGER

Jasmine Mitchell
Office: (707) 565.1522
E-Mail: Jasmine.mitchell@gmr.net

COUNSEL

Tambra Curtis
Deputy County Counsel
County of Sonoma

DISPATCH OPERATIONS ADVISORY GROUP

Spencer Andreis
Division Chief
Sonoma Valley Fire & Rescue
Chairperson

Shepley Schroth-Cary
Chief
Gold Ridge Fire Protection District

James Salvante
EMS Coordinator
Coastal Valley EMS Agency

Ambrose Stevens
Operations Manager
Sonoma Life Support

Scott Melendy
Battalion Chief / ECC Chief
Cal Fire

Travers Collins
Deputy Chief
Santa Rosa Fire Department

www.redcomdispatch.org
redcom@redcom-fire.org

REDCOM JPA

Request for Quotations

Deadline for submission: 2:00 pm on Monday December 4th, 2023

The REDCOM JPA is seeking quotations for a consultant to conduct a full RFP process for Dispatch services. The RFP process will include analysis of the current dispatch system, recommendations on a going forward basis, development of the RFP (with stakeholder input), evaluation of responses, and a recommendation to the Board of Directors. The REDCOM JPA is seeking to have a provider begin service on 7/1/2024.

The consultant will be evaluated on their proposal. The REDCOM Board will determine the most responsible bidder and then negotiate contract terms with them. Submission of a proposal does not guarantee selection for this project.

Consultants considering this project should have experience in the following areas:

- **Proven Experience in Design and Implementation of Fire, Rescue, and EMS Systems:** Documented evidence of successful design, implementation, and management of fire, rescue, and EMS systems.
- **Expertise in Fire-Based Dispatch Systems:** Experience in setting up and managing fire-based dispatch systems, including the integration of these systems with fire, rescue, and EMS operations.
- **Experience in Providing Dispatch Services in a JPA Environment:** Evidence of successful provision of dispatch services within a Joint Powers Authority (JPA) framework. This should include understanding the unique challenges and collaboration strategies in a JPA context.
- **Drafting RFPs and RFQs for Dispatch and Ambulance Services and Evaluating Responses:** Experience in drafting RFPs and RFQs specifically for dispatch and ambulance services. This includes a thorough understanding of the legal, technical, and operational aspects of these services.
- **Qualified Team of Subject Matter Experts (SMEs):** The team must include SMEs fully qualified in the areas of fire, rescue, EMS, and dispatch services. This should include relevant certifications, education, and practical experience in the field.
- **Extensive Knowledge of Relevant California Statutes and Regulations:** A deep understanding of California-specific laws, regulations, and standards governing fire, rescue, EMS, and dispatch services. This includes knowledge of state-specific legal requirements, safety codes, and operational protocols.
- **Experience with California's Public Safety Policies and Procedures:** A track record of working with California's public safety frameworks, including familiarity with local and state policies, procedures, and best practices in public safety management.

- **Familiarity with California's Emergency Medical Services System:** Specific experience with California's EMS system, including its regulatory environment, funding mechanisms, and operational challenges unique to the state.
- **Understanding of JPA Operations in California:** Since JPAs can have unique structures and operational norms in different states, specific experience in managing or consulting for JPAs within the state of California, acknowledging any regional variations, is required.
- **Detailed Understanding of SB 438:** In-depth knowledge of Senate Bill 438, its implications, and its application. This bill, specific to California, deals with local EMS and the role of private ambulance providers. Consultants should demonstrate how they have navigated or applied the provisions of this bill in past projects.
- **Familiarity with California EMS Authority Regulations:** Consultants should have a thorough understanding of the regulations and guidelines set forth by the California Emergency Medical Services Authority. This includes adherence to state EMS standards and protocols.
- **Experience with California Health and Safety Code:** Familiarity with relevant sections of the California Health and Safety Code that govern EMS, fire, and rescue operations. This includes an understanding of statutory requirements for EMS system design, operation, and evaluation.

Respondents will be evaluated based on the below criteria so should be sure to include the following in their submission:

- A written description of the Consultant's approach to the project, including timeline for deliverables, and an identified start date in December 2023.
- The professional qualifications and expertise of the Consultant and their team and demonstrated ability to perform the requested services, including a description of the expertise and experience in the above-identified areas.
- A list of comparable projects undertaken by Consultant, including the specifics of the work done and references.
- Budget proposal .

The REDCOM Board will make a determination of award on or about the week of December 4th. The awardee will then be expected to start as soon as possible as this is a tight timeline.

Submissions, and any questions, should be made to Steve Akre, REDCOM Board Chair, at stevea@sonomavalleyfire.org.



Stephen Akre
Board Chair
REDCOM JPA



1309 Coffeen Avenue, Suite 3178 • Sheridan, WY 82801 • 833.251.5824 • www.aptriton.com

December 3, 2023

REDCOM Fire/EMS 9-1-1 Center
Attn: Stephen Akre, Board Chair
2796 Ventura Avenue
Santa Rosa, CA 95403

Subject: Proposal for REDCOM JPA Dispatch Services

Dear Board Chair Akre,

I am writing to you on behalf of AP Triton, a leader in the public safety consulting sector, to present our comprehensive proposal for the REDCOM JPA Dispatch Services Request for Proposals (RFP). With our established expertise in public safety, emergency services, and strategic consulting, we are excited about the prospect of contributing to the enhancement of REDCOM JPA's dispatch services.

Our proposal, enclosed with this letter, outlines our understanding of the project's objectives, the scope of work, and the unique challenges that accompany such a vital endeavor. We have detailed our methodology, which combines in-depth analysis, stakeholder engagement, and advanced problem-solving, tailored to meet the specific needs of REDCOM JPA. We have carefully assembled a dedicated team specifically for your project, handpicked from our bench of over 80 experienced consultants, ensuring a customized approach that aligns perfectly with your unique needs and objectives.

In AP Triton, you will find a dedicated partner committed to excellence and innovation. Our track record in managing comprehensive RFP processes and delivering results that exceed expectations is a testament to our expertise and commitment to public safety. We believe that our approach, grounded in collaborative engagement and data-driven recommendations, aligns perfectly with the goals and values of REDCOM JPA.

AP Triton brings a rich blend of experience and specialized knowledge, particularly in the realms of fire service, emergency medical services, and dispatch services within the Joint Powers Authorities (JPA) framework. We have a proven track record in the successful design, implementation, and management of comprehensive systems in these areas, along with a deep understanding of California's unique regulatory landscape and public safety policies. Our team comprises subject matter experts who are not only qualified in their respective fields but also possess extensive knowledge of California statutes, regulations, and best practices in public safety management.



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In line with our commitment to excellence, AP Triton adheres to current industry best practices and relevant national standards. Whether it's the National Fire Protection Association (NFPA), Center for Public Safety Excellence (CPSE), Commission on Accreditation of Ambulance Services (CAAS), or other related organizations, we ensure our approach is always aligned with the highest standards. Our methodology involves understanding client needs, developing tailored work plans, engaging stakeholders, enhancing operational efficiency, and ensuring compliance with regulations. We emphasize continuous training and education, data-driven decision-making, fostering collaboration, and regularly monitoring and evaluating progress to adapt our strategies to meet the unique needs of each project.

We look forward to the opportunity to discuss this proposal further and to demonstrate how AP Triton can be an invaluable asset in achieving REDCOM JPA's objectives for this project. Our team is prepared to initiate the project in line with your timeline and is committed to a partnership that fosters transparency, efficiency, and excellence.

Thank you for considering our proposal. We are excited about the possibility of working with REDCOM JPA and contributing to the vital public safety infrastructure. Should you have any questions or require further clarification, please do not hesitate to contact Melissa Vazquez Swank, our Director of Project Operations, directly at mswank@aptriton.com or (503) 708-4282.

Thank you for considering AP Triton for your needs. We eagerly await your response.

Sincerely,

A handwritten signature in blue ink, appearing to read "K. Henke", is positioned above the printed name.

Kurt P. Henke
Principal/Managing Partner



**Redwood Empire Dispatch
Communications Authority**
Santa Rosa, CA

Proposal to conduct a

DISPATCH SERVICES SUBCONTRACTOR

Request for Proposals Process

December 2023



AP TRITON
VISION • INNOVATION • SOLUTIONS

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PROJECT UNDERSTANDING & SCOPE OF WORK

PROJECT UNDERSTANDING

We at AP Triton (Triton) are pleased to submit our proposal for the REDCOM JPA (REDCOM) Dispatch Services Request for Proposals (RFP) project. Our deep understanding of the public safety sector, combined with our extensive experience in managing comprehensive RFP processes, positions us uniquely to deliver exceptional value to REDCOM. The following outlines our understanding of the project, its objectives, and our strategic approach.

Project Objective and Significance

The core objective of this project is to conduct a full RFP process for Dispatch Services, a crucial component in the public safety infrastructure of REDCOM. Our team recognizes the critical nature of this service in ensuring efficient, timely, and effective response to emergencies. We understand that the selected dispatch service provider must not only meet the current operational requirements but also be adaptable to future advancements and challenges in public safety.

Scope and Challenges

The project encompasses an analysis of the existing dispatch system, recommendations on a going-forward basis, the development of an RFP tailored to REDCOM's specific needs, the evaluation of responses, and a final recommendation to the Board of Directors. We acknowledge the complexities involved in this process, from understanding the intricate details of the current system to ensuring stakeholder engagement and transparent evaluation of proposals.

Approach and Methodology

Our approach is rooted in collaborative engagement, thorough analysis, and strategic planning. We propose to begin with a detailed assessment of the existing dispatch system, engaging with key stakeholders to understand their perspectives and requirements. This foundational understanding will guide the development of the RFP, ensuring it encapsulates all necessary specifications and criteria reflective of REDCOM's standards and expectations.

The evaluation of RFP responses will be conducted with diligence and transparency, adhering to a predefined set of criteria aligned with REDCOM's objectives. Our team is committed to maintaining an open line of communication throughout the process, ensuring all stakeholders are kept informed and engaged.

Timeline and Deliverables

We are prepared to initiate this project in December 2023, aligning with REDCOM's timeline. Our proposed timeline ensures a thorough yet efficient process, culminating in the selection of a dispatch service provider by July 2024. Key deliverables include a dispatch services analysis report, the RFP document, evaluation summaries, and final service recommendations.

Conclusion

AP Triton is excited at the prospect of partnering with REDCOM on this pivotal project. We bring a wealth of expertise, a proven track record, and a deep commitment to public safety. Our team is fully equipped to handle the complexities and responsibilities of this project, ensuring a result that not only meets but exceeds the expectations of REDCOM and its stakeholders.

PHASE ONE—DISPATCH SERVICES REVIEW

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

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

Triton's Project Manager will develop and refine a proposed work plan that will guide the Project Team. This work plan will be developed identifying:

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

The benefits of this process will be to develop working relationships between the Triton Project Team and REDCOM, 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 REDCOM and any other agencies as necessary. This information is critical and will be used extensively in the various analyses and development of the report. Thoroughly researched and relevant studies will be included during Triton's review. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current studies or research
- Local census and demographics data
- Financial data, including debt information, long-range financial plans, and projections
- Administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facility capabilities and limitations
- Local collective bargaining agreement(s), if applicable
- Records management data, including Emergency Call Tracking System (ECaTS) and Priority Dispatch Quality Assurance reports.
- Computer-Aided Dispatch (CAD) incident records
- Any other documents and records necessary for the successful completion of the project

Task 1-C: Stakeholder Input

The Triton Project Team will conduct on-site interviews and gather information from key personnel and stakeholders, including the Board of Directors. Some information may be acquired through the use of electronic forms, online surveys, and/or telephone interviews. Participating individuals will include, but not be limited to:

- REDCOM Board of Directors and other key staff
- Communications Managers and other key staff
- Labor Representation
- Finance Function Manager
- Human Resources Function Coordinator
- Others as they may contribute to this project

From these interviews, Triton will obtain additional information and perspective on the operational, staffing, and economic issues facing the organization.

Task 1-D: Dispatch System Overview

An overview of the current dispatch system will be developed discussing:

- Description of the current dispatch infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design

Task 1-E: Dispatch System Management Components

Triton will review the current dispatch system's basic management processes, including:

- Internal assessment of critical issues
- Internal assessment of future challenges
- Internal and external communications processes

Task 1-F: Dispatch System Staffing Assessment

Triton will review and evaluate the current dispatch system's staffing levels and management. We will assess staffing needs and optimal staffing levels based on current service levels and workloads. Staffing areas to be considered include:

- Review and evaluate administration and support staffing levels
- Review staff allocation to various functions
- Review staff scheduling methodology
- Review overtime, vacation, and sick time usage
- Review responsibilities and activity levels of personnel

Task 1-G: Recommendations & Strategies

Using data, information provided, and stakeholder input, Triton will identify any redundancies or barriers to efficiencies in workflow processes, suggest any beneficial adjustments to staffing or classifications, and recommend any opportunities as they relate to dispatch service decisions. Triton will develop recommendations for dispatch organization, management, and staffing, where indicated. This may include, but is not necessarily limited to:

- Organizational design and dispatch structure
- Management processes
- Operational procedures and protocols
- Quality assurance and performance metrics
- Training opportunities
- Legal compliance and standards adherence
- Resource allocation and utilization
- Data management and reporting
- Potential administrative and support staffing needs
- Other relevant issues

Task 1-H: Development, Review, and Finalization of the Dispatch System Analysis

AP Triton will develop, review, and finalize the dispatch system overview and recommendations for REDCOM.

- AP Triton will create a detailed electronic draft of the report, which will encapsulate all findings, analyses, and recommendations gathered during the project.
- The draft report will be submitted to designated REDCOM representatives for a thorough technical review.
- Modifications and refinements will be made based on the feedback received to ensure that the final report aligns with REDCOM's expectations and requirements.
- Upon final technical review and approval by REDCOM, AP Triton will finalize the report.
- A digital copy of the report will be made available in PDF format, ensuring easy distribution and accessibility for all stakeholders.

PHASE TWO—RFP DEVELOPMENT FOR DISPATCH SERVICES

Task 2-A: RFP Design & Development

AP Triton will design and develop a comprehensive Request for Proposals (RFP) for dispatch services subcontractor, subject to REDCOM approval. The RFP will specify:

- Minimum qualifications for bidders.
- Essential information for crafting detailed proposals.
- Maximum allowed response times.
- Performance security measures and associated penalties for non-compliance.
- Evaluation criteria and process for submitted proposals.
- Comprehensive guidelines on the following subjects:
 - Organizational and financial structure
 - Insurance requirements
 - Investigative authorizations
 - Workforce qualifications and compensation
 - Prior experience and equipment
 - QA/QI plans
 - Initial coverage plans
 - Pricing models
 - Equipment standardization programs
- Integration plans for services with existing EMS and first-responder agencies.
- Any additional requirements as deemed necessary by REDCOM.

Deliverable: AP Triton will handle the necessary publications related to this RFP and provide a finalized electronic version in PDF format.

PHASE THREE—RFP PROCESS FOR DISPATCH SERVICES

Task 3-A: Pre-Proposal Conference and Q&A Period

In collaboration with REDCOM, AP Triton will host a virtual pre-proposal conference to brief potential proposers on the RFP process. This includes:

- Detailed explanation of RFP requirements.
- Q&A sessions, with provision for follow-up on unresolved issues.
- Assistance in addressing inquiries and providing clarifications, compliant with REDCOM's Purchasing procedures.

Task 3-B: Written Submission Evaluations Support

AP Triton will lend its expertise to aid REDCOM during the evaluation of written submissions. AP Triton will assemble a panel either independently or in collaboration with the REDCOM Board of Directors or their designee for scoring each proposal. In the event one or more of the bidders is deemed as having a conflict of interest, AP Triton will assemble a panel of independent evaluators that are absent any relationship to the bidders.

Task 3-C: Oral Presentation Evaluations Support

AP Triton will support REDCOM during oral presentation evaluations. Similar to the written evaluations, AP Triton will assemble a panel either independently or in collaboration with the REDCOM Board of Directors or their designee for this purpose. In the event one or more of the bidders is deemed as having a conflict of interest, AP Triton will assemble an independent panel of evaluators that are absent any relationship to the bidders.

Task 3-D: Contract Negotiations

Upon selection of a suitable provider, AP Triton will assist REDCOM in negotiating the final contract. This includes providing expert advice and assistance in drafting the contract language.

ESTIMATED PROJECT TIMELINE

Project Completion Timeline

Based on our comprehensive expertise across multiple domains of public safety, including the fire service, emergency medical services, dispatch services, and law enforcement, we propose a timeline **to meet REDCOM JPA's service provider start date of July 1, 2024**, aligning with the JPA's procurement timeframes. The commencement of this timeline is predicated upon the prompt execution of a contract (soon after December 4, 2023) and our receipt of all essential information and data necessary for a thorough and accurate project evaluation.

The success of this endeavor relies on a synergistic relationship between our team at AP Triton and the REDCOM team. Open communication is pivotal, and we will ensure regular updates on project progress, as well as any timeline adjustments that might become necessary.

Our overriding goal is to facilitate REDCOM in procuring a qualified dispatch service subcontractor through a well-defined Request for Proposals process. If opportunities to expedite certain tasks or stages present themselves, we will seize them to complete the project in the most efficient manner possible.

PROJECT FEE PROPOSAL

AP Triton, LLC presents the following formal cost proposal for the project outlined in the Scope of Work. The fee is inclusive of expenses:

Project Phase	Fees & Expenses
Phase One: Dispatch Services Review	\$34,636
Phase Two: RFP Development for Dispatch Services	\$19,352
Phase Three: RFP Process for Dispatch Services	\$41,713
Proposed Project Fee (will not exceed):	\$95,701

PAYMENT INFORMATION

Cost Quotation Information

- The bid quotation is valid for 120 days
- Triton Federal Employer Identification Number: 47-2170685

Payment Schedule & Invoicing

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

Additional Hours and Expenses

- **Project Manager Rate:** Extra hours for the Project Manager will be billed at \$190 per hour.
- **Consultants' Rate:** Additional hours for consultants will be billed at \$150 per hour.
- **Travel Expenses:** Any extra travel expenses will be billed separately, in addition to the hourly rate.
- Any expenses incurred beyond the planned site visits will be billed separately at their actual cost. This includes but is not limited to airfare, hotel accommodations, rental car fees, mileage, and meal expenses.
- If specific required documents such as policies, procedures, guidelines, etc., are unavailable at the outset of the project, time and expenses incurred for their creation will be billed separately at actual cost.

ABOUT AP TRITON

Contact Information

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



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



Phone: 833.251.5824 (toll free)



E-Mail: info@aptriton.com



Website: www.aptriton.com

About AP Triton

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

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

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

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

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

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

Qualifications Statement

At AP Triton, we bring a rich blend of expertise, experience, and specialized knowledge to the table, particularly in the realms of fire, rescue, EMS systems, and dispatch services. Our qualifications are tailored to meet the unique needs of projects within California, especially those involving Joint Powers Authorities (JPA). Below is a detailed overview of our qualifications:

- **Proven Experience in Fire, Rescue, and EMS Systems:**
 - AP Triton has a documented track record in the successful design, implementation, and management of comprehensive fire, rescue, and EMS systems. Our portfolio includes a range of projects that demonstrate our capability in these areas.
- **Expertise in Fire-Based Dispatch Systems:**
 - We possess extensive experience in setting up and managing fire-based dispatch systems. Our expertise includes integrating these systems seamlessly with fire, rescue, and EMS operations, ensuring efficiency and reliability.
- **Experience in Dispatch Services within a JPA Framework:**
 - Our team has successfully provided dispatch services within the JPA context, fully understanding the unique challenges and collaboration strategies essential for success in this environment.

- **Drafting RFPs and RFQs for Dispatch and Ambulance Services:**
 - We have considerable experience in drafting RFPs and RFQs specifically for dispatch and ambulance services. This includes a deep understanding of legal, technical, and operational aspects critical to these services.
- **Qualified Team of Subject Matter Experts:**
 - Our team comprises SMEs who are fully qualified in fire, rescue, EMS, and dispatch services, boasting relevant certifications, education, and practical field experience.
- **Extensive Knowledge of California Statutes and Regulations:**
 - AP Triton possesses a profound understanding of California-specific laws, regulations, and standards governing fire, rescue, EMS, and dispatch services, ensuring compliance and up-to-date practices.
- **Experience with California's Public Safety Policies and Procedures:**
 - We have a proven track record in working within California's public safety frameworks, familiar with local and state policies, procedures, and best practices in public safety management.
- **Familiarity with California's EMS System:**
 - Our experience extends specifically to California's EMS system, including its regulatory environment, funding mechanisms, and operational challenges unique to the state.
- **Understanding of JPA Operations in California:**
 - AP Triton has specific experience in managing or consulting for JPAs within California, acknowledging regional variations and the unique structures of these authorities.
- **Detailed Understanding of SB 438:**
 - We possess in-depth knowledge of Senate Bill 438 and have experience in applying its provisions in previous projects, understanding its implications for local EMS and private ambulance providers.
- **Familiarity with California EMS Authority Regulations:**
 - Our team is well-versed in the regulations and guidelines set by the California Emergency Medical Services Authority, adhering to state EMS standards and protocols.
- **Experience with California Health and Safety Code:**
 - We are familiar with the relevant sections of the California Health and Safety Code that govern EMS, fire, and rescue operations, ensuring our projects meet statutory requirements for system design, operation, and evaluation.

In summary, AP Triton's qualifications are deeply rooted in a comprehensive understanding of the specific needs and regulatory landscape of California's public safety sector, particularly in fire, rescue, EMS, and dispatch services. Our approach is always tailored to the unique challenges and requirements of each project, ensuring the delivery of exceptional, compliant, and efficient solutions.

Best Practices & National Standards

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

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

- **Understand client needs:** Triton begins by thoroughly understanding the specific needs and goals of your agency. This allows us to tailor our recommendations accordingly.
- **Develop a work plan:** Triton collaborates with the client to develop a work plan that outlines the goals, objectives, and action steps required to achieve desired outcomes of the project. This ensures the plan is realistic, measurable, and aligned with industry standards and best practices.
- **Engage stakeholders:** Triton involves key stakeholders, including elected officials, personnel, and management representatives, throughout the consulting process. Stakeholder input and buy-in are crucial for the successful implementation and sustainability of any recommended changes. This includes:
 - REDCOM Board of Directors and other key staff
 - Communications Managers and other key staff
 - AMR Labor Union
 - Labor Representation (e.g., IAFF Locals)
 - Human Resources Function Coordinator
 - Others as they may contribute to this project

- **Enhance operational efficiency:** Triton identifies opportunities to optimize operational processes.
- **Focus on continuous training and education:** Triton emphasizes the importance of ongoing training and education. We promote a culture of continuous learning, keeping up with the latest industry advancements, protocols, and technologies.
- **Incorporate data-driven decision-making:** Triton utilizes data and analytics to drive decision-making recommendations.
- **Foster collaboration and partnerships:** Triton encourages collaboration between agencies when possible. These relationships facilitate information sharing, coordination, and mutual support to enhance services and outcomes.
- **Ensure compliance with regulations:** Triton strives to stay current with local, state, and federal industry regulations.
- **Monitor and evaluate progress:** Triton assists our clients in establishing systems for monitoring and evaluating the implementation of our recommendations and the overall performance of your organization.

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

Conflict of Interest Statement

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

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

PROJECT TEAM QUALIFICATIONS

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

Our Project Team boasts a wealth of experience across various locations throughout the United States. We have carefully assembled a dedicated team specifically for your project, handpicked from our bench of over 80 experienced consultants, ensuring a customized approach that aligns perfectly with your unique needs and objectives. Our approach to assembling Project Teams is meticulous, considering each associate's background, education, experience, and expertise. This ensures that we match the right individuals to the specific tasks required to successfully address your agency's unique needs. As you will discover in the following biographies and resumes, each team member brings a distinct set of skills and valuable past experiences that will greatly benefit the Dispatch Services Subcontractor RFP Process for the REDCOM JPA.

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

Project Management Structure

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

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

Dan Petersen MS, BS

Project Manager



Summary of Qualifications

Chief Petersen has experienced almost every rank and assignment across a wide variety of organizations in his 42-year career. Dan served as a Deputy Chief of Administration in a City Fire Department, the Fire Chief/CEO in a Fire District with a direct elect Board of Directors, and as the Fire Chief/CEO of the Unified Fire Authority (UFA) in Utah. At the UFA, he worked directly for 17 mayors and councilpersons serving 430,000 residents in 15 municipalities and Salt Lake County. Chief Petersen was recruited for the role of Fire Chief/CEO of the 700-person organization after a breakdown in both leadership and governance that culminated in the separation of the four top administrators and a state audit of the fire authority.

Chief Petersen brings a firm commitment and ability to help communities find the best path for their fire, rescue, and transport services to make life better. In addition, he has experience helping elected officials engage with their Fire Chief and the community in a positive and productive manner and Fire Chiefs in their ability to lead effectively to succeed in an evolving and challenging landscape.

Chief Petersen is skilled at building trust and establishing a productive and collaborative environment with the governing bodies, members of the organization, labor, legislators, community stakeholders, and neighboring partner agencies. He is effective in developing strategic plans that engage the community, succession plans that provide competitive candidates interested in promoting to senior leadership positions, and transparent budget processes that prioritize resources and build trust.

Professional Development & Education

- Master's in Management, Southern Oregon University, June 2003
- Executive Fire Officer Program Graduate, National Fire Academy, November 1996
- Bachelor of Science in Fire Services Administration, Western Oregon State, June 1996
- Associate in Applied Science, Fire Science, Rogue Community College, June 1989

Experience

- 42 years' experience in fire, rescue, and emergency medical services; including 911 transport
- Fire Chief/CEO, Unified Fire Authority in Greater Salt Lake Utah
- Fire Chief/CEO, Jackson County Fire District 3 in Southern Oregon
- Deputy Chief, Medford Fire Rescue in Southern Oregon

Relevant Experience

- Board Chair, Salt Lake Valley Emergency Communications Center
- Board Chair, Emergency Communications of Southern Oregon
- Executive offices in the Oregon Fire Chiefs Association and Oregon Fire Instructors Association.
- Experience in working closely with state legislatures in Oregon and Utah, serving as the chair of the Oregon Fire Chiefs Association Legislative Committee.
- Instructor, IAFC Fire Service Executive Development Institute (FSEDI) since 2017

Associated Professional Accomplishments

- Presenter of leadership topics for a variety of associations in Oregon, Utah, California, Idaho, Missouri, Montana, Virginia, and Alberta.
- Led the Oregon Fire Chiefs ISO Task Force to address the Oregon Fire Services concerns with the Insurance Services Office (ISO).

Denise Pangelinan, CMCP

Senior Associate/Dispatch SME



Summary of Qualifications

Denise Pangelinan is an experienced 911 Communications professional, devoting over 30 years to the public safety profession. Denise is currently the Director of Emergency Communications for San Ramon Valley 911, which is a multi-discipline (Police/Fire/EMS) communications center in Contra Costa County, California. Denise has experience at all levels of an organization from frontline, supervisory, management and executive leadership. Denise has dispatched and managed specialty assignment teams such as SWAT Tactical and Fire Incident Dispatch, health and wellness committee and peer support. She has an extensive project management background with technical projects such as station alerting, CAD, radio and phone equipment. She is currently on the CA State 9-1-1 Advisory Committee.

Professional Development & Educational Background

- Bachelor of Arts, Business Administration, St. Mary's College of California
- Center Manager Certification Program, National Emergency Number Association
- Emergency Management Certification, California Specialized Training Institute
- Basic, Advanced and Supervisory Certification, Peace Officers Standards and Training
- Emergency Medical Dispatch, International Academy of Emergency Dispatch
- Emergency Fire Dispatch, International Academy of Emergency Dispatch
- Leadership San Ramon Valley

Professional Experience

- Director of Emergency Communications, San Ramon Valley 911, 2016–present
- Communications Center Manager, San Ramon Valley Fire Protection District, 2009–2016
- Public Safety Supervisor, City of Milpitas, 1989–2009
- Public Safety Dispatcher, City of Milpitas, 1985–1989
- Records Clerk, Santa Clara County Sheriff's Office, 1984–1985

Relevant Qualifications & Project Management

- Implemented consolidation of Primary PSAP (Police/Fire and EMS Services)
- Accredited Emergency Fire and Medical Communications Center
- Developed pilot program for Mental Health, 988 response procedures
- Increased Insurance Services Office (ISO) rating to 100 percent within Communications Center
- New construction of 911 Communications Center/Emergency Operations Center
- Project oversight of remodeled Public Safety Complex
- Implementation of Quality Assurance process
- Design and implementation of a Mobile Communications response unit for Police and Fire
- Operations manual development
- Procurement of CAD, radio and phone equipment utilizing grants and state funding
- Hiring, recruitment and retention
- Scheduling and staffing

Professional Affiliations

- National Emergency Number Professional (NENA)
- Association of Public Communications Officers (APCO)
- International Academy of Emergency Dispatch (IAED)

Timothy E. Maybee

Senior Associate



Summary of Qualifications:

Tim has worked in the fire service, EMS, and EMS education for over 30 years with numerous levels of work assignments. He worked as the EMS Division Chief for Sacramento County Fire District and Sacramento Metropolitan Fire District and Retired in 2012 as Fire Captain/Paramedic.

Tim has a very strong skill set of experiences in both the administrative and operational levels. These include budgeting, personnel, union negotiations, and emergency management preparedness along with incident action planning. Consulting assignments have been throughout California, Washington, and Nebraska.

Educational Background

- American River College, Sacramento, Associate of Science of Fire Technology
- UC Davis Medical Center, Sacramento, EMT II-Paramedic education
- California State Fire Marshal Office, Firefighter/Fire Officer certifications
- National Fire Academy, Emmitsburg MD, EMS, and Chief Officer courses

Professional Experience

- Project Coordinator, AP Triton Consulting
- Paramedic, 911 responses and patient care for commercial ambulance companies
- Adjunct faculty instructor, American River College, Paramedic and EMS Education program
- Adjunct faculty instructor, National Fire Academy, EMS leadership courses and curriculum
- Office of Homeland Security, Regional office Sacramento, Training Division
- Fire service operational assignments; Firefighter/Paramedic, Division Chief EMS, Public Information Officer, Training Division, EMS Supervisor, Technical Rescue companies and Company Officer assignments

Relevant Experience

- Local and regional emergency management task forces, working on Incident Action Plans
- EMS related committees at the local, state, and national levels
- Curriculum design at the National Fire Academy, Advanced Issues in EMS Leadership
- Extensive experience in implementation and operations of fire-based EMS transport programs
- Chair EMS Officers, Sacramento County Fire Chiefs Association

Associated Professional Accomplishments:

- Guest speaker at JEMS EMS Today and Fire Rescue West conferences
- Working task force groups at the local, state, and national levels, fire service position papers
- Lead labor representative for union negotiations
- Implementation of American River College paramedic education program
- Implementation of Task Force-7 CA, Urban Search and Rescue team
- EMS, Subject Matter Expert at the local, state, and national levels

Kurt P. Henke

CEO/Principal Partner



Summary of Qualifications

With over four decades of experience in fire protection, Kurt Henke leads a dynamic group of consultants with AP Triton. Kurt saw a desperate need in the industry to provide long-term, creative, and sustainable solutions to an industry that required clarity. His organization addresses a broad range of challenges related to fire safety, public safety, and private sector safety, with excellence as the goal for every client.

The company provides specialized consulting in emergency medical services, operations planning and preparedness, fire and life safety, wildfire protection planning, administrative services, and legislative advocacy. Notable clients include the San Francisco 49ers, the Carolina Panthers, and Alco Iron and Metals.

Kurt's professional expertise includes working in every aspect of fire protection and prevention from the ground up. He is considered a "maverick," moving through the ranks from entry-level to the role of Fire Chief with the Sacramento Metropolitan Fire District, the seventh-largest fire agency in the State of California. He has also held roles as a public sector union representative covering fire protection professionals, ultimately achieving the role of union president responsible for six different cities and districts spanning 16 years. Kurt has also served as the chairman of the California Metropolitan Fire Chiefs and has been honored as California Fire Chief of the Year.

Experience

- Chairman of the California Metropolitan Fire Chiefs
- Executive Board Member of the California Fire Chiefs Association from 2011 through 2014
- Named California Fire Chief of the Year—2013

Professional Development & Education

- Certificate – Fire Science

Licensure & Certifications

- Emergency Medical Technician (EMT)

Associated Professional Accomplishments

- Expanded the first responder paramedic and ALS services of his department's ambulance program into a revenue generating enterprise, bridging several financial shortfalls, and making it the third largest fire-based ambulance system in California.
- Identified, developed, and initiated State legislation to facilitate cost recovery for Ground Emergency Medical Transport (GEMT), which has generated hundreds of millions of dollars statewide to the California Fire Service ambulance providers.
- Serves as consultant to California Fire Chiefs Association (CFCA) and the case manager for the anti-trust litigation filed by the CFCA, which endeavors to protect public sector (201) ambulance providers in the state of California.

Scott Clough

Principal/Senior Associate



Summary of Qualifications

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

in California. Upon retirement from the fire service, he formed AP Triton Consulting, with his business partner Kurt Henke.

Associated Professional Accomplishments

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

Melissa Vazquez Swank MA, BA**Senior Associate/Director of Project Operations****Summary of Qualifications**

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

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

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

Professional Development & Education

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

Professional Experience

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

Project Experience

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

PROJECTS & EXPERIENCE

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

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

Project Types

The following is a *partial* list of projects in which the members of the Project Team for this study have either served as the Project Manager or participated in. Our team has participated in dozens of studies throughout the United States.

Project Description

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

Organization

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

Project Description

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

Organization

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

CLIENT REFERENCES

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

City of San Diego Fire & Rescue (California)

Project Title & Description: EMS Optimization & Feasibility Study

The City of San Diego Fire and Rescue contracted AP Triton to review the ambulance transport system within the city. Triton's report provides an in-depth review of the current contract, performance of the contractor, correspondence between the City of San Diego and Falck, and options for contract amendments, or emergency actions to ensure continued public safety.

San Diego Fire and Rescue has additionally retained Triton to conduct a comprehensive study of the various components that comprise the EMS delivery system of the San Diego Fire-Rescue Department (SDFRD). The study will result in a detailed analysis and recommendations including, but not limited to, system models that would produce increased efficiency, cost-effectiveness, operational and patient-care quality improvement, long-term sustainability, and more.

Contact Name/Title:	Jodie Pierce, Deputy Fire Chief EMS	Year:	2021–
Client Phone:	619-279-4467	Status:	Ongoing
Client E-Mail:	jlpierce@sandiego.gov		

Santa Barbara County Fire Department (California)

Project Title & Description: Ambulance Subcontractor RFP Development, Process, & Response

Santa Barbara County Fire Department retained AP Triton to design and develop a Request for Proposals for an ambulance services provider, assist in the RFP process, and provide subject matter expertise support during the written submission evaluations and the oral presentation evaluations, and assist with the contracting of a selected provider. In addition, Triton provided consulting services and assistance to Santa Barbara County Fire Department in the development and preparation of a response to an RFP from Santa Barbara County for emergency ambulance transportation services.

Contact Name/Title:	Mark Hartwig, Fire Chief	Year:	2023
Client Phone:	805-681-5552	Status:	Complete
Client E-Mail:	mhartwig@countyofsb.org		

CONFIRE JPA (California)**Project Title & Description:** San Bernardino Subcontractor RFP/County Proposal Response

CONFIRE JPA contracted AP Triton to complete a two-phase project. The first phase developed a request for proposals (RFP) for a private ambulance partnership for the provision of advanced life support (ALS) ambulance transport throughout the study area. The second phase provided a response to the San Bernardino County Ambulance RFP.

Contact Name/Title:	Mike McCliman, Fire Chief Rancho Cucamonga Fire Department	Year:	2022–2023
Client Phone:	909-904-3841	Status:	Complete
Client E-Mail:	mike.mccliman@cityofrc.us		

San Luis Obispo Fire Chiefs Association (California)**Project Title & Description:** Emergency Medical Services System Valuation

San Luis Obispo County Fire Chiefs Association (SLOCFCA) contracted AP Triton (Triton) to analyze the value of the ground ambulance transport system within the county. To thoroughly model the Ground Emergency Medical Transportation (GEMT) and Intergovernmental Transfer (IGT) reimbursements, Triton used the San Luis Obispo County operating area for first responder and ambulance costs and revenue projections as a data-driven model. Triton provided an estimate for GEMT and IGT reimbursement and a solid valuation of the entire ambulance transport system.

Contact Name/Title:	Steve Lieberman, Fire Chief	Year:	2022
Client Phone:	805-473-5490	Status:	Complete
Client E-Mail:	slieberman@fivecitiesfire.org		

Contra Costa County Fire Protection District (California)**Project Title & Description:** Ambulance Service Feasibility Study

AP Triton conducted a detailed study for the Contra Costa County Fire Protection District. This study involved analyzing both current and historical data on insured and uninsured patients, along with demographic information, to assess the maximum system value. AP Triton then evaluated Federal Reimbursement programs, specifically the GEMT and IGT programs, and proposed several operational options. The district selected a Public-Private Partnership model, and AP Triton facilitated the selection of a private partner for the county-wide ambulance service RFP.

This strategic move led to the Contra Costa County Fire winning the ambulance service contract through competitive bidding. The district significantly improved its response time compliance, increasing it from 89–90% to an impressive average of 96%. Moreover, their previously unsustainable ambulance transport system now generates a substantial annual profit of \$10 million and has accrued a reserve fund of \$38 million.

Contact Name/Title:	Lewis Broschard, Fire Chief	Year:	2018
Client Phone:	925-941-3300		
Client E-Mail:	Lewis.broschard@cccfdpd.org		

CLIENT TESTIMONIALS

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

TRITON'S CERTIFICATES OF INSURANCE & LITIGATION

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

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 03/21/2023			
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).							
PRODUCER USI INSURANCE SERVICES LLC/PHS 41715154 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251			CONTACT NAME: _____ PHONE (866) 467-8730 FAX _____ (A/C, No, Ext): _____ (A/C, No): _____ E-MAIL: _____ ADDRESS: _____				
INSURED AP TRITON, LLC 1309 COFFEEN AVE STE 3178 SHERIDAN WY 82801-5777			INSURER(S) AFFORDING COVERAGE INSURER A: Atain Speciality Insurance Company NAIC# 17159 INSURER B: _____ INSURER C: _____ INSURER D: _____ INSURER E: _____ INSURER F: _____				
COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:							
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: _____			CIP422953	03/27/2023	03/27/2024	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 - COMPIOP AGG \$1,000,000
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> OTHER: _____						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
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	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				<input type="checkbox"/> PER <input type="checkbox"/> STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Those usual to the Insured's Operations.							
CERTIFICATE HOLDER FOR INFORMATIONAL PURPOSES 1309 COFFEEN AVE STE 3178 SHERIDAN WY 82801-5777				CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Susan L. Castaneda</i>			
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Client#: 1626412		APTRI	
ACORD		CERTIFICATE OF LIABILITY INSURANCE	
		DATE (MM/DD/YYYY) 3/21/2023	

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

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

PRODUCER USI Insurance Services, LLC 2375 E. Camelback Road, Suite 250 Phoenix, AZ 85016 877 468-6516	CONTACT NAME: Tracy Bennett PHONE (A/C, No, Ext): 818.251.3045 FAX (A/C, No): E-MAIL ADDRESS: Tracy.Bennett@usi.com INSURER(S) AFFORDING COVERAGE INSURER A: StarStone National Insurance Company NAIC # 25496 INSURER B: Continental Casualty Company 20443 INSURER C: INSURER D: INSURER E: INSURER F:
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INSURED AP Triton, LLC 1309 COFFEEN AVE STE 3178 Sheridan, WY 82801	
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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	ADDITIONAL INSURER	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"/> PROJECT <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 <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$		78295D221ALI	03/27/2023	03/27/2024	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
B	Professional Liab		596516681	03/27/2023	03/27/2024	\$3,000,000

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

CERTIFICATE HOLDER Evidence Of Insurance	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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ACORD 25 (2016/03) 1 of 1
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CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 08/18/2023					
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.							
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).							
PRODUCER Ann Gardner 951 Coffeen Avenue Sheridan WY 82801	CONTACT NAME: Ann Gardner PHONE (A/C, No, Ext): 307-672-5815 E-MAIL ADDRESS: ann.e.gardner.hdzl@statefarm.com FAX (A/C, No):	INSURER(S) AFFORDING COVERAGE INSURER A: State Farm Mutual Automobile Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:					
INSURED AP TRITON LLC 1309 COFFEEN AVE STE 3178 SHERIDAN WY 828015777		NAIC # 25178					
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	ADD INSD	SUB WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	080 1204-C01-50E	09/01/2023	03/01/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED 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 OTH-ER \$ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)							
CERTIFICATE HOLDER AP Triton LLC 1309 Coffeen Ave Ste 3178 Sheridan WY 82801 INFORMATIONAL COPY ONLY				CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE This form was system-generated on 08/18/2023			

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Bacigalupi, Brenda

From: Steve Akre <SteveA@sonomavalleyfire.org>
Sent: Friday, December 8, 2023 12:02 PM
To: Bacigalupi, Brenda
Subject: EXT: Fw: REDCOM JPA dispatch services RFQ – Questions

ATTENTION: External Email – Use Caution – Contact Phishing@gmr.net if suspicious.

Hi Brenda,

Here is the email received from Matrix CG that I'd like to have included in the packet.

Thanks,

Steve

From: David Branch <dbranch@matrixcg.net>
Sent: Tuesday, November 28, 2023 3:31 PM
To: Steve Akre
Subject: Re: REDCOM JPA dispatch services RFQ – Questions

Hi Steve –

We discussed it internally and have decided to pass this time, considering the timeline and our capacity at the moment. Best of luck with the project, and please do keep us in mind for the future!

<https://www.matrixcg.net/>

Thanks,
David

David Branch | Manager
Matrix Consulting Group

18012 Cowan, Suite 200
Irvine, CA 92614

951.295.7581
www.matrixcg.net



On Nov 28, 2023, at 3:24 PM, David Branch <dbranch@matrixcg.net> wrote:

Okay, got it. Thanks Steve!

David Branch | Manager
Matrix Consulting Group

18012 Cowan, Suite 200
Irvine, CA 92614

951.295.7581
www.matrixcg.net



On Nov 28, 2023, at 2:06 PM, Steve Akre <SteveA@sonomavalleyfire.org> wrote:

Hi David,

Thank you for your interest and reaching out with your questions. My answers are in red following each question.

Steve

From: David Branch <dbranch@matrixcg.net>
Sent: Tuesday, November 28, 2023 8:44 AM
To: Steve Akre <SteveA@sonomavalleyfire.org>
Subject: REDCOM JPA dispatch services RFQ – Questions

Hi Steve,

We are interested in the RFQ, and I have a few questions:

1. It appears that you are looking for a consultant to lead the development of an RFP for a new CAD system and make a recommendation to the JPA board after proposals are received. Correct on the first part, but no on the second. The JPA is not looking for a new CAD System, we are looking at a new dispatch staffing service provider. The current provider is AMR.
2. Are you also looking for recommendations on operations and service provision, or is this specifically focused on the selection of a new CAD system? I think the operations and service provision would likely be a part of the RFP development process and would certainly be a part of the evaluation of responses to the RFP.
3. I'm not sure when you published this RFQ since I don't see a date on it, but I'm wondering if you would consider moving the deadline back to mid/late December? Since you don't need the consultant to start until July 2024, I wonder if this might be feasible. Sorry, no, we are not able to. The RFQ was released on 11/22. We are looking for a consultant to immediately start the RFP process with a target date of 7/1/24 for the new service provider to start. We understand that this is an aggressive timeline that we have established through a stakeholder workshop.

Thanks!
David

David Branch | Manager
Matrix Consulting Group

18012 Cowan, Suite 200
Irvine, CA 92614

951.295.7581
www.matrixcg.net

