

MCMINNVILLE FIRE DISTRICT

Board of Directors' Meeting Agenda

March 28, 2024

Hybrid Meeting Location: Station 1, 175 NE 1st St, McMinnville

Microsoft TEAMS Meeting:

https://teams.microsoft.com/l/meetup-join/19%3ameeting_MjhiN2M0MTptOTewNy00MjhhLWewZTEtZTR4ODI1OGFjMGY5%40thread.v2/0?context=%7b%22Tid%22%3a%222cd3e702-e1f3-489a-a055-8011e847c0d8%22%2c%22Oid%22%3a%2234e269a6-fcd2-4857-aa6f-4bd69dae7737%22%7d

This meeting is being recorded.

6:00 pm

AGENDA

- I. CALL TO ORDER**
 - II. ROLL CALL OF DIRECTORS**
 - III. PLEDGE OF ALLEGIANCE**
 - IV. CHANGES TO AGENDA**
 - V. CONSENT AGENDA/ APPROVAL OF MINUTES**
 - a. Minutes from Regular Meeting 2/14/2024
 - VI. FINANCIAL REPORT**
 - VII. PUBLIC COMMENT (The President will call for statements from citizens regarding District business, not to exceed three minutes per person.)**
 - VIII. BUSINESS- Action Required**
 - a. Standards of Cover Scope of Work and Bid.
 - b. IT Bids for service
 - c. PERS
 - IX. OTHER BUSINESS- No action Required.**
 - a. Board Committee/liaison Reports.
 - i. LOSAP
 - ii. Branding
-

b. Board Information Reports

X. INFORMATION ONLY

a. Department Reports

- i. International Association of Firefighters Local 3099
- ii. McMinnville Volunteer Firefighters Association- President
- iii. Fire Chief Report
 1. Administrative Director and Finance Manager Update
 2. Operations Stats
 3. Fire and Life Safety Stats
 4. Website update
 5. Volunteer Coordinator
 6. Department Photos
 7. New Ambulance

b. Correspondence

c. Informational Items

i. Board Leadership Class

d. Next Meeting – Thursday April 11, 2024, at 6:00 p.m.

XI. ADJORNMENT



McMinnville Fire District

Oregon

Proposal to conduct a

FIRE DISTRICT

- ▶ Fire Community Risk Assessment
- ▶ Fire Standards of Cover
- ▶ Ambulance Transport Modeling
- ▶ Master Plan Option
- ▶ Strategic Plan

March 2024



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INTRODUCTORY LETTER

March 13, 2024

Reed Godfrey, Fire Chief
McMinnville Fire District
reed.godfrey@mcminnvillefiredistrict.org

RE: Proposal for McMinnville Fire District Standards of Cover, Ambulance Transport Modeling, and Strategic Plan

Dear Chief Godfrey,

AP Triton is pleased to submit a proposal in response to your request for a comprehensive Fire District Standards of Cover, Ambulance Transport Modeling, and Strategic Plan. We are excited about the opportunity to collaborate with the McMinnville Fire District to assist in optimizing the newly formed fire district's operations.

We are committed to understanding the unique needs of the McMinnville Fire District, particularly in customizing our analysis and recommendations accordingly. As an alternative, we propose a Comprehensive Fire Department Master Plan as an enhancement to the standard Community Risk Assessment and Standards of Cover (CRA-SOC) study. This multi-faceted approach aims to go beyond traditional metrics, focusing on long-term sustainability and community engagement to proactively address the district's unique needs.

We look forward to the opportunity to collaborate with the McMinnville Fire District on this important initiative. Should you have any questions or require further clarification, please feel free to reach out to our Director of Project Operations, Melissa Vazquez Swank, directly at (503) 708-4282 or mswank@aptriton.com.

Thank you for considering AP Triton as your consulting partner. We are committed to delivering a plan that ensures the long-term success and safety of your organization.

Sincerely,



Kurt P. Henke
Principal/Managing Partner

FIRM PROFILE

Contact Information

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



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



Phone: 833.251.5824 (toll free)



E-Mail: info@aptriton.com



Website: www.aptriton.com

About AP Triton

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

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

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

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

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

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

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 AP Triton, we approach each project with unwavering commitment, treating it as our top priority. We are confident that AP Triton is the ideal choice to provide you with reliable public safety solutions that cater to your present and future requirements.

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

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.

Our potential project team is contingent upon the timing of the project and availability of the consultant. This talented group of individuals possesses the skills and expertise needed to successfully execute the project. However, their involvement is subject to alignment with the project timeline and their current commitments. We are excited about the possibility of collaborating with this team, and we will work diligently to ensure their participation aligns with the project's requirements and timing.

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. AP Triton manages multiple projects simultaneously while ensuring high-quality work and meeting client expectations with the following strategies:

- **Team:** AP 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:** AP 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. AP 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:** AP 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:** AP 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.

Richard Buchanan MA, BA
CRA/SOC/Master Plan Project Manager



Summary of Qualifications

Mr. Buchanan has been in emergency service for 33 years. His diverse background began as a volunteer in a small rural ambulance service. After several years in an urban setting gaining Paramedic experience, he returned to a rural setting and became the EMS Director for Gunnison Valley Hospital. During this time, he took a BLS volunteer agency to a paid ALS system serving over 3,000 square miles. After 16 years in leadership, he transitioned to the South Metro Fire Department serving an additional 17 years in a variety of capacities including paramedic, company officer, EMS certification program development, Type I Haz-Mat team coordinator, and EMS Operations Officer. Over the past three years, he has provided full-time consulting services focusing on the development of master plans, organizational assessment, strategic planning, and standards of cover studies.

Mr. Buchanan provides training throughout Colorado in most areas of prehospital care and the management of hazardous material events. He has also consulted with fire and EMS Department to conduct utilization studies and implement asset management programs focusing on inventory distribution, cost reduction, and efficacy. Mr. Buchanan holds a Master's Degree in Organizational Leadership, a Graduate Certificate in Project Management, and a Bachelor of Arts in Business Administration.

Educational Background

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

Professional Experience

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

Relevant Experience

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

Associated Professional Accomplishments

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

Dan Petersen MS, BS
Strategic Plan Project Manager/Facilitator



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

Experience

- 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.

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).

John A. Stouffer

Senior Associate/Business Unit Leader



Summary of Qualifications

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

Professional Experience

- Business Unit Leader/Senior Project Manager, AP Triton, LLC (2020–present)
- Western Region Manager, Emergency Services Consulting International (ESCI) (2018–2020)
- Project Manager/Associate Consultant, ESCI
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator (Captain), Gresham Fire & Emergency Services
- CEO/Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer, Yakima County Fire District #10
- More than 40 years of diverse experience in fire and emergency medical services

Educational Background & Certifications

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

Associated Professional Accomplishments

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

William Boyd, BA, EFO
Senior Associate



Summary of Qualifications

Chief Boyd is a retired Fire Chief from the Bellingham Fire Department. He retired in 2012 after 29 years of progressive service to the citizens of Bellingham and Whatcom County. During his tenure, he served as a firefighter, firefighter paramedic, paramedic supervisor, fire captain/paramedic, assistant fire chief, and fire chief for the last nine years of his career. During this time, he served as the incident commander on several major fires and disasters, including the 1999 Whatcom Creek Explosion. He also led the department through the 2008–2010 “great recession,”

collaborating with the department bargaining units in making strategic reductions and service delivery changes to meet budget reduction targets without reducing service delivery. He also consulted and lectured for the Department of Homeland Security, and served as a charter member of the DHS Virtual social media Working Group, providing guidance and training on integrating social media tools in crisis communications/incident command. After his retirement, Chief Boyd entered the private sector as a regional safety coordinator for a national industrial cleaning company, overseeing and managing safety and compliance programs across four states. He now uses his broad public and private safety experience in assessing fire service organizations around the country.

Professional Experience

- 1983–1985—Firefighter, Bellingham Fire Department
- 1985–2002—Washington State Paramedic Certification
- 1985–1990—Firefighter/Paramedic, Bellingham Fire Department/Whatcom Medic One
- 1990–1996—EMS Supervisor, Bellingham Fire Department/Whatcom Medic One
- 1997–1999—Fire Captain/Paramedic/Public Information Officer, Bellingham Fire Department
- 1999–2003—Assistant Fire Chief, Bellingham Fire Department
- 2003–2012—Fire Chief, Bellingham Fire Department
- 2012–2017—Regional Safety Coordinator, Ancon Services
- 2017–2019—Associate Consultant, Emergency Services Consulting International (ESCI)

Educational Background & Certifications

- 1982 Bachelor of Arts, Political Science, Western Washington University, Bellingham, Washington
- 2004 Executive Fire Officer Designation, U.S. Fire Administration National Fire Academy

Associated Professional Accomplishments

- Incident Commander, Northwest Incident Management Team (FEMA Type III All Hazards Team)
- Member—Department of Homeland Security Virtual social media Working Group (VSMWG)
- Created the City of Bellingham Office of Emergency Management
- Board member, Washington State Critical Incident Stress Management Board
- President—Whatcom County Fire Chiefs Association
- Author and lecturer on social media crisis communication tools and strategies
- Executive Board Member, IAFF Local 106
- Paramedic Instructor/Lecturer

Dave Barry BS, IT
Senior Associate



Summary of Qualifications

With a rich and diverse career spanning 31 years, Mr. Barry is an experienced EMS subject matter expert. His journey began with an eager step into the world of medical care as an Emergency Medical Technician (EMT) with a small ambulance company. Now, as the EMS Manager for a prominent municipal Fire Department in Southern California, his expertise in the field is widely recognized.

Over the last decade, Mr. Barry has been instrumental in developing, implementing, and managing large-scale programs that have significantly impacted community EMS care. His visionary projects include the Community Care Response unit, which leverages Nurse Practitioners in the field to assist with low-level medical aids. Moreover, his leadership has driven the successful management of a fire-based ambulance program, adeptly handling the 24,000 EMS calls generated in the City of Anaheim.

Beyond his role in the municipal department, Mr. Barry extends his extensive experience to communities and agencies across the United States, offering specialized consulting services. His focus is on the strategic development and implementation of Emergency Medical Services tailored to the unique needs and challenges of each community.

In Mr. Barry, clients find a seasoned professional with unparalleled expertise and a track record of transformative solutions. His approach resonates with AP Triton's commitment to innovative thinking, sustainable solutions, and client-centered strategies, making him an invaluable asset to communities aiming to elevate their emergency medical services.

Professional Development & Education

- Bachelor of Science degree, Information Technology—Columbia Southern University
- Associate of Science degree, Fire Science—Santa Ana College

Licensure & Certifications

- Company Officer, Anaheim
- Infection Control Officer, City of Anaheim
- EMS Manager—Anaheim, California
- Paramedic—California
- Certified Instructor (ACLS, PALS, CPR)

Relevant Experience

- Ambulance program management, Anaheim
- Information Technology program management, Anaheim
- Alternative EMS program management, Anaheim

Associated Professional Accomplishments

- Developed/maintain reference website for Field Paramedic Care, www.paramedickardex.com
- Presented at the Vision 20/20 Symposium on reducing Community Risk with Emergency Response, Washington DC, 2018

Frank Blackley, MPA, EFO, BS
Senior Associate



Summary of Qualifications

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

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

Educational Background

- University of North Carolina Wilmington, Master's Public Administration, Urban and Regional Policy and Planning, 2011
- Executive Fire Officer Program, Emmitsburg, MD, 2009
- University of Maryland University College, Bachelor of Science in Fire Science, 1996
- Guilford Technical Community College, Associate of Science in Fire Science
- Commission on Professional Credentialing, Chief Fire Officer

Professional Experience

- Consultant, Emergency Services Consulting International (ESCI), 2019–2020
- Technical Advisor, Vision 20/20
- Assistant Fire Chief, City of Wilmington, NC
- Deputy Fire Marshal, New Hanover County, NC

Relevant Experience

- President, North Carolina Fire Marshal's Association
- Chair, New Hanover County Public Safety Communication Center Policy Board
- Member, North Carolina Fire Code Revision Committee

Associated Professional Accomplishments

- Assisted in the development of the Community Risk Reduction course for National Fire Academy
- Developed the Outcome Measures Guide for Vision 20/20
- Published author, Crisis Response Journal, Hurricane Florence: Response and Recovery

David Honey, MPA, BS
Senior Associate



Summary of Qualifications

David Honey began his career in municipal government in 1990. He brings 32 years of experience in the management of municipal services with a focus on financial and human resources management. He retired in 2022 as the Manager of Administration for the Long Beach Fire Department. David's career in municipal government includes significant and diverse professional experience and management-level leadership in the areas of finance, human resources, and general administrative management while supporting the missions of multiple departments encompassing public safety functions, utilities, and human services.

While managing the administrative operations of a large metropolitan fire department, David has led budget development and monitoring for a \$150 million budget, in addition to overseeing all aspects of human resources management for a department of over 500, including labor relations, disciplinary investigations, and payroll and personnel operations. Additionally, as Interim Executive Director of the Civil Service Department, David was responsible for overseeing recruitment and examination activities for all classified employment in the City of Long Beach.

Professional Development & Education

- Master's Degree in Public Administration (MPA), California State University, Long Beach
- Bachelor's Degree in Political Science with an Emphasis in Business, University of California, Los Angeles
- Training in municipal finance, human resources, workplace investigations, and leadership
- Completed all required Incident Command System (ICS) courses for Finance and Administration Section Chief

Experience

- Manager of Administration, Fire Department, City of Long Beach
- Interim Executive Director, Civil Service Department, City of Long Beach
- Administrative Officer, Water Department, City of Long Beach
- Financial Services Officer, Health and Human Services Department, City of Long Beach

Associated Professional Accomplishments

- Implemented and managed GEMT and related financial programs for Long Beach Fire Department
- Recommended and implemented cost recovery strategies to support municipal services
- Led effective change in the budget process, equipping and empowering Deputy Chiefs to manage their respective budgets
- Developed procedures for conducting disciplinary investigations
- Engaged community-based organizations and the education community in City-wide efforts to increase diversity in public safety and other under-represented professions
- Fire Department and Civil Service Department Team Building

Laura Beth Schmidt, MS, GISP
Data Analyst



Summary of Qualifications

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

Professional Development & Education

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

Licensure & Certifications

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

Experience

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

Associated Professional Accomplishments

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

Eric A. Schmidt, MA, GISP
Technical Specialist (GIS)



Summary of Qualifications

Mr. Schmidt has over thirty years of professional experience in mapping and geospatial technologies in both the private and public sectors. Over the last eleven years, he has been engaged full-time in local government, where he has gained substantial experience in enterprise GIS in support of Fire & EMS, Law Enforcement, and Emergency Management. In addition, he is experienced in supporting unified command and incident management teams for large-scale wildland fires and other regional events. Over the past two decades, he has participated in numerous standards of cover studies, ISO ratings, hazard mitigation studies, and community risk assessments. Mr. Schmidt has a strong vision for integrating GIS technologies into daily workflows and building a GIS-centric approach to large and small organizations.

Professional Development & Education

- Master of Arts, Appalachian State University, Boone, NC, 2001
- Bachelor of Arts, University of Tennessee, Knoxville, TN, 1991
- Public Leadership Certificate, University of Nevada, Reno, NV, 2013

Licensure & Certifications

- Geographic Information Systems Professional (GISP), GIS Certification Institute, 2007–Present
- FAA Remote Aircraft Pilot (UAS), 2021–Present
- GIS Surveyor License, South Carolina Board of Professional Engineers & Land Surveyors (*inactive*)

Experience

- Managing Partner, EM GIS Partners, LLC, Highland, FL, (*Remote*), 2015–Present
- GIS Coordinator, County of Franklin, VA, Rocky Mount, VA, 2018–Present
- GIS Supervisor, Douglas County, NV, Minden, NV, 2010–2018
- Director of Technology, Site Tech Systems, LLC, Murrells Inlet, SC, 2002–2009
- GIS Analyst, Sky Aviation, Georgetown, SC, 2000–2002
- Departmental Supervisor, University of Tennessee, Knoxville, TN, 1992–1997

Associated Professional Accomplishments

- Virginia Maps & Land Information Society (VAMLIS), President Elect, 2020–Present
- Southwest Virginia (Region VI) All Hazards Incident Management Team (Type III), 2019–Present
- Nevada Geographic Information Society, Board of Directors 2012–2018, Vice President, 2013–2016
- Support Services Volunteer, Midway Fire-Rescue, Pawleys Island, SC, 2005–2010

Melissa Vazquez Swank, MA, BA
Senior Associate/Director of Project Operations/Strategic Plan Co-Facilitator



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

PROJECT APPROACH

PROJECT UNDERSTANDING

At AP Triton, we recognize the essential need for a detailed, data-driven, and adaptable Community Risk Assessment, Standards of Cover Deployment Analysis, and Ambulance Transportation Modeling Study for the McMinnville Fire District to effectively manage its resources, improve performance, and deliver the highest quality emergency services to its community. At AP Triton, we understand the intricate challenges associated with public safety and are committed to providing holistic solutions that meet MFD's unique demands.

AP Triton's Approach to Projects

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

- **Thorough Understanding:** We ensure a complete understanding of the project background, goals, objectives, and the complex issues that need to be addressed. This allows us to develop tailored solutions that align with your specific needs.
- **Comprehensive Scope of Work:** We develop a well-designed and practical scope of work (SOW) and workplan that actively involve key stakeholders, leadership, and other relevant individuals. This collaborative approach ensures that all perspectives are considered and results in a robust project plan.
- **Advanced Tools and Technologies:** AP Triton leverages state-of-the-art GIS mapping, computer modeling, data analysis tools, and web-based communication technologies to enhance project outcomes. These sophisticated tools enable us to provide accurate analyses, insightful recommendations, and efficient collaboration.
- **Web-based Communication Platform:** To facilitate seamless communication and collaboration throughout the project, we utilize secure cloud-based data-sharing applications to create an online project site. This platform allows the client and project team members to collaborate effectively. Additionally, we employ virtual conferencing software for client communications and presentations.

- **Subject Matter Experts:** We engage experienced subject matter experts (SMEs) with in-depth knowledge of the fire service, EMS, and other related emergency services disciplines. Our team also includes experts in GIS and data analysis, ensuring comprehensive expertise is applied to your project.
- **Commitment to Timeliness:** We are committed to delivering projects and deliverables within the requested timeline while maintaining high standards of quality. Our dedicated team works diligently to meet or exceed your expectations, ensuring timely completion.
- **Clear and Accessible Reports:** We provide high-quality printed and bound reports that present clear contents and actionable recommendations. Our reports are designed to enable easy comprehension for clients, key stakeholders, and community members alike.

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

Best Practices & National Standards

Based on the type of project and study requirements, AP 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)*, *International Association Chiefs of Police (IACP)*, *Commission on Accreditation for Law Enforcement Agencies (CALEA)*, *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:** AP 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:** AP 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:** AP Triton involves key stakeholders, including elected officials, personnel, and management representatives, throughout the consulting process. Stakeholder input and buy-in are crucial for the successful implementation and sustainability of any recommended changes.

- **Conduct a comprehensive assessment:** AP Triton conducts a thorough assessment of the existing departments. We identify areas for improvement and prioritize them based on their impact and feasibility.
- **Enhance operational efficiency:** AP Triton identifies opportunities to optimize operational processes.
- **Focus on continuous training and education:** AP 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:** AP Triton utilizes data and analytics to drive decision-making recommendations.
- **Foster collaboration and partnerships:** AP 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:** AP Triton strives to stay current with local, state, and federal industry regulations.
- **Monitor and evaluate progress:** AP 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.

SCOPE OF WORK OPTION ONE: CRA-SOC & Ambulance Transport Modeling Study

For the newly established McMinnville Fire District, the creation of comprehensive planning documents is not just crucial—it's foundational to ensuring a resilient and responsive service for the future. At AP Triton, we recognize the significance of a carefully crafted study that considers historical data for the entire service area. This approach enables us to accurately forecast future service demands, ensuring that the McMinnville Fire District is well-prepared to meet the needs of its community. Through our detailed analysis and strategic foresight, we are dedicated to laying a strong foundation that supports not only the immediate operational requirements but also anticipates and plans for the evolving demands of the future.

SECTION ONE—PROJECT INITIATION & INFORMATION ACQUISITION

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

AP Triton will meet virtually with the MFD's project team and/or liaisons to develop a comprehensive understanding of the MFD's background, goals, and expectations for the project. AP Triton's Project Manager will then refine and develop a proposed work plan that will serve as a guide for the Project Team. This work plan will include:

- Assignment of project team members responsible for each task
- Identification of major tasks to be performed
- Allocation of necessary resources
- Methods for evaluating study results
- Consideration of any potential constraints or issues related to specific tasks

This collaborative process will foster working relationships between the AP Triton Project Team and MFD representatives, establish communication processes, and identify logistical requirements for the project.

Task 1-B: Procurement of Information & Data

AP Triton will request relevant information and data from the MFD and any other pertinent agencies or jurisdictions. This information will be crucial and extensively utilized in the various analyses and report development. AP Triton's review will also include comprehensive research and relevant studies. The documents and information necessary for this project may include, but are not limited to:

- Comprehensive Plans, current and future land use documents, and Economic Development Annual Reports for the service area
- Previous studies or researched reports relevant to the service area
- Local census data and demographic information pertaining to the service area
- Zoning maps and zoning codes applicable to the region
- MFD's administrative policies, procedures, and Standard Operating Guidelines (SOGs)
- Current service delivery objectives and targets
- Inventory of MFD facilities (fire stations), apparatus, and vehicles
- Mutual aid and automatic aid agreements for fire protection and EMS with other jurisdictions
- Collective bargaining agreement(s)
- List of management positions, administrative support staff positions, and operations positions within MFD (without including individual names)
- Latest Insurance Services Office (ISO) report and Public Protection Classification (PPC®)
- Dataset of local target hazards, multistory buildings, large structures, etc.
- Current FEMA-approved Hazard Mitigation Plan
- Assorted shapefiles and available Geographic Information System (GIS) files as required (specific requirements to be defined later)
- Current and historical Records Management data, including National Fire Incident Reporting System (NFIRS) incident data spanning 3–5 years
- Current and historical Computer-Aided Dispatch (CAD) incident records spanning 3–5 years
- Current and historical budgets, revenue, and expenditure details (recurring and non-recurring)

- Financial data, including debt information, long-range financial plans, and projections
- Cost recovery fee schedules
- Any other relevant documents and records necessary for successful project completion

Task 1-C: Stakeholder Input & Field Work

The AP Triton Project Team will conduct on-site interviews and gather information from key personnel and stakeholders, adhering to current allowable social distancing protocols. Some information may also be acquired through electronic forms and/or telephone interviews. The individuals and groups to be interviewed may include, but are not limited to:

- Elected and/or appointed community officials
- Fire Chief, command staff, and administrative support personnel
- Dispatch Manager
- Employee groups, including representatives of McMinnville Professional Firefighters Union IAFF Local 3099
- Assorted firefighters and company officers
- Fire Chiefs from surrounding areas
- Members of the business community, citizens, and other special interest groups within the Service area
- Partner organizations involved in fire and EMS services
- Any other representatives deemed necessary for the success of the project

Through these interviews, AP Triton will gather additional information and perspectives on the operational, cultural, economic, and policy issues facing MFD and the communities it serves.

SECTION TWO—VIRTUAL COMMUNITY MEETING & SURVEY

AP Triton, in collaboration with the MFD, will develop an online survey to ensure that the community's concerns regarding fire-rescue delivery and associated services are recognized by the district. This approach emphasizes inclusivity and transparency throughout the CRA-SOC process. The community survey aims to identify the following key aspects:

- The community's prioritization of MFD services
- Areas of community concern related to fire and EMS services
- Perceived community risks in relation to public safety
- Community expectations from MFD
- Positive attributes of MFD's programs and services acknowledged by the community
- How the community measures and defines "good" service
- Perspectives regarding the costs of services provided by MFD

Task 2-A: Development of a Community Survey

The consulting team will design an electronic survey tailored to assess the community's program and service priorities, expectations of fire and EMS services provided by MFD, concerns about existing programs and services, positive aspects of MFD's programs and services, and perspectives regarding costs of services and funding thresholds. The survey will be fully customizable to meet the specific needs and expectations of MFD. Prior to administering the survey, MFD's representative will review and approve it.

Task 2-B: Identification of Community Recipients

AP Triton's project team will collaborate with MFD to identify external customers and key community members who will actively participate in the community-wide distribution of the survey. It is recommended that representatives from various groups be included, such as:

- Property owners
- Business owners
- Representatives from service groups (e.g., Chamber of Commerce, Rotary, Lions)
- Prominent citizens in the community
- Members of civic organizations
- Individuals who have personally received fire and EMS services

- Representatives of neighborhood organizations and homeowner associations
- Representatives of non-profit organizations
- Representatives of local industries
- Other citizen-customers identified by MFD

Task 2-C: Virtual Community Meeting

AP Triton will facilitate a virtual community meeting to introduce the Electronic Community Survey. In collaboration with MFD, AP Triton will develop a meeting format that includes an overview of MFD's fire and EMS services, an explanation of the ongoing CRA-SOC study, and an opportunity for attendees to ask questions related to the survey.

Task 2-D: Administration of Community Survey

Once identified, survey invitations will be sent to the community, and a link to the survey will be provided through social media channels if desired. The survey will run for approximately one to two weeks to gather a realistic view of the external community's perspectives, needs, and expectations. The survey results will be directly delivered to AP Triton's Director of Project Operations.

Task 2-E: Survey Results & Recommendations

AP Triton's Director of Project Operations will analyze the survey feedback, create relevant charts and graphs, and prepare an executive summary of the results. The survey data will be carefully examined and incorporated into AP Triton's recommendations for the CRA-SOC.

SECTION THREE—COMMUNITY RISK ASSESSMENT

AP Triton will conduct a comprehensive all-hazards analysis of the communities served by the McMinnville Fire District. This analysis will be based on the following tasks to assess hazards, threats, vulnerabilities, and risks within the coverage area. The evaluation will compare MFD to recognized standards, best practices, and benchmarks to identify opportunities for future improvements.

Task 3-A: Description of Communities Served

An overview of MFD's service area will be developed, including:

- Community characteristics such as location, history, geography, topography, climate, local government type, jurisdictional area, and surrounding jurisdictions
- Demographic characteristics of the communities
- Physical assets protected within the service area
- Transportation networks in the region
- Planning zones or fire management (response) zones

Interpretation of available census and community development data will be provided, covering aspects such as:

- Population history
- Census-based population and demographic information
- Population information based on community planning
- Transient population and demographic information (if available)
- Population density
- Community land use regulations
- Occupancy types based on land use designations
- Hazardous substances and processes
- Categorization of non-structural risks

Task 3-B: Review of Community Expectations & Performance Goals

AP Triton will examine and document the historical levels of service provided by MFD to the community. This analysis will consider factors such as population density, fire management zones, and risks. The findings will contribute to the development of future performance objective recommendations.

Task 3-C: All Hazards Community Risk Assessment

A comprehensive analysis of community risks, land use, and their impact on emergency services planning and delivery will be conducted. This analysis will utilize data such as land use, zoning classifications, parcel data, ISO fire flow data, economic value, building footprint densities, occupancy data, and demographic information, as well as specific target hazard information.

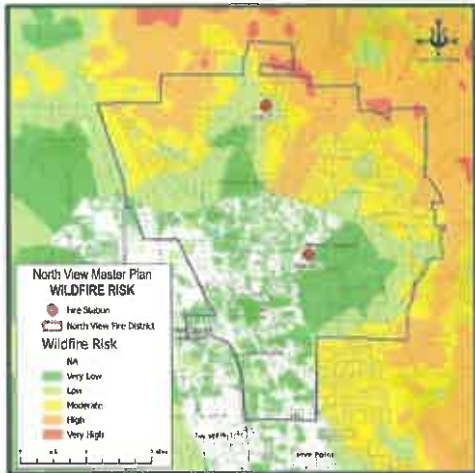
Emphasis will include the following, but not be limited to:

- Identification of community risks, including fire, emergency medical services demand, technical rescue, hazardous materials, transportation, and natural hazards
- Wildland Urban Interface hazards
- Establishment of an occupancy vulnerability risk profile for buildings in the response area
- Consideration of population age, density, and daytime population estimates
- Projection of population growth estimates and corresponding demographic changes
- Assessment of the impact and consequences (economic, social, historic, cultural, and environmental)
- Analysis of the speed of onset, duration, and effect on MFD's response capabilities

Task 3-D: Spatial Visualization of Data & Information

AP Triton will utilize local planning and zoning data, combined with available GIS data from MFD and other sources, to evaluate the physical risks in the service area. This evaluation will encompass:

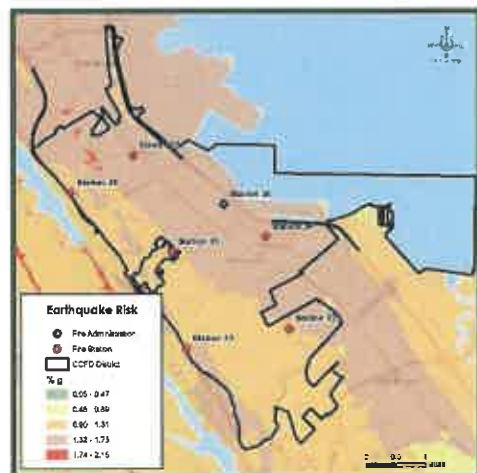
CRA Example Map



- Overall geospatial characteristics, including political and growth boundaries, construction, and infrastructure limitations
- Topography, including response barriers, elevation extremes, and open space/interface areas
- Transportation networks, such as roads, rail lines, airports, and waterways
- Evaluation of physical assets protected
- Risk assessment methodology and matrix
- Assessment of community-wide hazards, threats, vulnerabilities, and risks, including seismic and wildfire hazards

- Risk analysis of specific areas, such as the downtown area, strip commercial occupancies, big-box occupancies, high-rise structures, industrial processing facilities, institutional properties, and Wildland Urban Interface (WUI) zones
- Community safety and remediation programs
- Community fire protection and detection systems
- Community loss and save information
- Risk analysis by response category (fire, emergency medical, and other incidents)
- Risk analysis by planning/demand zone
- Utilization of three-axis or bar data visualization, incorporating probability, consequence, and impacts on organizational and community resilience

Example Earthquake Risk Map



SECTION FOUR—STANDARDS OF COVER & DEPLOYMENT ANALYSIS

AP Triton will conduct an organizational analysis of the McMinnville Fire District based on the following objectives. This evaluation aims to assess MFD's operations in comparison to industry standards, best practices, and benchmarks, while also providing a foundation for future improvements.

Task 4-A: Description of the District

An overview of MFD will be developed, evaluating:

- History, formation, and general description of the McMinnville Fire District
- Governance structure and lines of authority within the organization
- Organizational design and structure

Task 4-B: Description & Review of Services Provided

The services currently provided by MFD will be reviewed and compared to industry benchmarks. This will include an examination of services provided to both the communities within MFD's boundaries and external areas. Key areas to be considered include:

- Description of the current service delivery infrastructure
- Deployment considerations, including apparatus and unit types, staffing, and computer-aided dispatch system
- Review of emergency response services by type
- Critical tasking analysis for fire suppression, emergency medical services (EMS), and other incident types
- Review and evaluation of operational and administrative support staffing levels, distribution, and assignments, including staff allocation to various emergency functions and review of staff scheduling methodology

Task 4-C: Financial Review

AP Triton will review MFD's financial data, including:

- Relevant current and historical operating budgets
- Historical recurring and non-recurring expenditures and revenue sources, fees, and taxation for the service area
- Any other fiscal issues relevant to the project

Task 4-D: Capital Facilities & Equipment

A review of current major capital assets, including facilities and apparatus, will be conducted. This review will assess the condition of capital assets and their viability for continued use in future service delivery. Specific areas of evaluation will include:

Fire Stations—Tour and make observations in areas critical of the current fire station locations. This will entail a cursory review of the facility only and is not intended to be a detailed or comprehensive engineering analysis. Items to be contained in the report include:

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

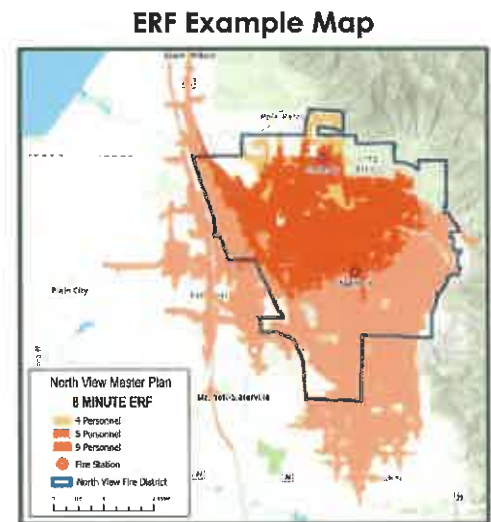
Apparatus & Vehicles—Review and make recommendations regarding the inventory of apparatus, and other vehicles and equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment

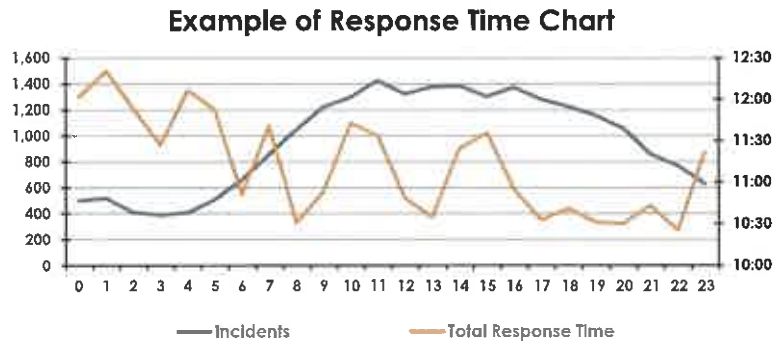
Task 4-E: Review of Historical System Performance

To the extent data is available, AP Triton will review areas affecting service levels and operational performance. This will include:

- Resource Distribution Study
 - Overview of the current station and apparatus deployment strategy, analyzed through GIS software, with identification of service gaps and redundancies in initial unit arrival
- Resource Concentration Study
 - Analysis of company and staff distribution as related to effective response force (ERF)
 - Analysis of response time performance capability to achieve full ERF
- Response Reliability Study
 - Current workload, including unit hour utilization (UHU)



- Analysis of call concurrency and impact on ERF assembly (resource drawdown)
- Analysis of call concurrency and implications for resource exhaustion
- Review of actual or estimated failure rates of individual companies
- Historical Performance Summary
 - Analysis of actual system reflex time performance, analyzed by individual components
- Impact of mutual and automatic aid systems
- Other analyses necessary to determine operational performance



Task 4-F: Population Growth & Service Demand Projections

AP Triton will conduct an analysis of community growth and service demand projections.

- Population history and census-based population growth projections
- Estimated MFD service demand projections

Task 4-G: Establishment of Performance Objectives

AP Triton will identify the current level of emergency services provided by MFD and compare the district's performance against industry standards and best practices, including benchmarks described by the Insurance Services Office (ISO), consensus standards from the National Fire Protection Association (NFPA), recommended practices from the Center for Public Safety Excellence (CPSE), and other pertinent resources. This evaluation will cover all programs, including fire suppression services, emergency medical services and transport, hazardous materials services, technical rescue services, and analysis of false alarms, mutual/auto aid, and civilian and firefighter injuries.

A review and discussion of existing response performance goals or an assessment of existing response performance will be provided, taking into account the nature and type of risks identified in previous sections. AP Triton will then recommend response performance goals, including:

- Evaluation of performance through benchmark objective tables, evaluation methodology, and factors to consider
- Findings on response time performance, resource distribution, and resource concentration for risk-specific intervention
- Recommendations for response time standards and targets based on the identified risks and MFD's capabilities

AP Triton will also review and consider any current or draft performance goals, objectives, and measures in place at MFD to determine recommended levels of service. This comprehensive analysis and establishment of performance objectives will assist MFD in aligning its operations with industry standards and best practices while meeting the needs and expectations of McMinnville Fire District's communities.

SECTION FIVE—AMBULANCE DEPLOYMENT MODEL

As part of our study, AP Triton will conduct a comprehensive analysis and subsequently provide well-informed recommendations for the deployment of transport ambulances. Our commitment is to ensure that the ambulance deployment model aligns with the overarching goals of the McMinnville Fire District while optimizing both clinical outcomes and cost-effectiveness.

Task 5-A: EMS Service Delivery & Performance

To the extent data is available, AP Triton will review and observe areas affecting service levels and operational performance. These will include but are not limited to:

- **EMS Service Demand**
 - Analysis and GIS display of current service demand by incident type
 - Review of EMS calls dispatched versus patients transported, and hospital destinations
 - Analysis and GIS display of current service demand by temporal variation
 - GIS display of historical incident density locations
 - Projected service demand due to growth
- **EMS Resource Distribution**
 - Overview of current facility deployment strategies, analyzed through GIS software as appropriate, with identification of service gaps and redundancies
 - Analysis of company and staff distribution as related to effective response force assembly
 - Overview of current deployment strategies, analyzed through GIS software as appropriate, with identification of service gaps and redundancies
- **Response Reliability**
 - Analysis of current workload, including unit hour utilization and time on task of individual companies (to the extent data is complete)
 - Analysis of call concurrency and the impact on EMS system effectiveness
- **Response Performance Analysis**
 - Analysis of actual MFD EMS turnout time performance analyzed by individual components (to the extent data is available)
 - Analysis of other components in the response time continuum, including call processing times
 - Patient transport and hospital turnaround times

- **Analysis of patient care records**, to include levels of acuity, and ratios of Basic Life Support (BLS) versus Advanced Life Support (ALS) cases (if available)
 - Patient outcome results if available

Task 5-B: EMS Service Demand Projections

Based on historical data, AP Triton will forecast future EMS service demand (requests for service) on MFD.

Task 5-C: EMS System Delivery Modeling

Based on all available data and updated analytics, AP Triton will evaluate multiple EMS delivery/first response models and provide options for evaluation by McMinnville Fire District. Along with sustainability, these models will offer a new understanding of a collaborative EMS system that drops ambulance borders and offers a "closest unit" response. The models will offer more acceptable response times and allow McMinnville Fire District to staff its emergency transport system with the proper number of resources. It will allow the McMinnville Fire District to assess the EMS service delivery and governance options for its consideration and ultimate success. AP Triton will provide a comprehensive overview of each model so that McMinnville Fire District can arrive at the best option to provide the district's residents, businesses, and visitors with the highest service levels.

There are four primary service delivery options available to provide emergency ambulance services that will be covered in this report:

- **MFD-Direct Ambulance Transport Model:** This model involves the MFD providing 100% of the ambulance transport services, such as a Rescue Ambulance Model augmented by one or more BLS units. The study will evaluate the feasibility and implications of using uniformed fire department personnel, single-role EMS staff, or a combination of both. Key factors like staffing requirements, training, equipment, and financial impact will be reviewed.
- **MFD Hybrid Ambulance Transport Model:** In this model, MFD would manage a blend of direct ambulance transport while also subcontracting certain services. The study will explore the optimal balance between in-house and subcontracted services, focusing on efficiency, cost-effectiveness, and service quality. Assessment of how to integrate these services seamlessly will be a crucial part of this evaluation.

- **MFD Subcontracting Model:** This approach considers MFD subcontracting all or part of the ambulance transport services. The study will analyze the potential subcontractors, cost structures, oversight mechanisms, and the implications for service continuity and quality. It will also assess the degree of subcontracting that is feasible and beneficial for MFD.
- **Private Ambulance Subcontractor Model Under MFD Supervision:** In this scenario, a private ambulance service would provide transport services under the supervision and guidelines set by MFD. The study will delve into the operational dynamics of such a partnership, focusing on aspects like control mechanisms, quality assurance, and alignment of the private provider's operations with MFD's standards and community expectations.

Task 5-D: Regulatory and Legal Compliance

AP Triton will conduct an assessment of regulatory and legal requirements relevant to the EMS system and MFD. The assessment will ensure that all proposed changes and recommendations adhere to applicable laws and regulations.

SECTION SIX—PLAN FOR MAINTAINING & IMPROVING SERVICE DELIVERY

Task 6-A: Plan Overview

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

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

Task 6-B: Overall Evaluation, Conclusions, & Recommendations to Policymakers

AP Triton will develop and analyze various operational models for delivering emergency services, aiming to identify options that can achieve optimal service levels outlined in previous tasks while maintaining cost efficiency. Recommendations will be provided, highlighting the best short-term, mid-term, and long-term strategies for service delivery and their potential impact.

AP Triton will propose deployment options aligned with the identified recommendations to enhance MFD's level of service in line with performance objectives and targets. This may involve specific suggestions regarding:

- Relocation or potential addition of fire stations based on community growth
- Workload projections considering current and projected utilization rates and expected community growth
- Selection and deployment of apparatus types
- Deployment of operational personnel, special units, or resources
- Summary of benefits resulting from the implementation of recommendations

AP Triton will evaluate and present deployment options in graphical and descriptive formats, highlighting:

- The degree of benefit achievable through implementation
- The extent to which established performance targets are met
- Potential negative consequences to consider
- Financial impacts, where available

By conducting this comprehensive evaluation and providing strategic recommendations, AP Triton will assist MFD in maintaining and improving its service delivery to meet the evolving needs of McMinnville Fire District's communities.

Task 6-C: Recommended Deployment Models

AP Triton will develop potential alternative operational models that could result in optimum levels of emergency services. These will be based on MFD's desired response performance and objectives. The model(s) will include but not be limited to:

- AP Triton will provide recommendations for changes, if required, in fire deployment methods to optimize service delivery for the next ten years.
 - Cost-effective and efficient long-range strategies for resource deployment and emergency operations (only models resulting in improved services will be presented).
 - Selection and deployment of apparatus by type.
 - Service delivery recommendations, to include the deployment of operational staff.
- AP Triton will provide recommendations for changes in fire station locations, and ancillary facilities (if needed) to meet the current needs of the district and to optimize service delivery.
 - General locations of future necessary stations based on population growth and service demand projections.
- AP Triton will provide an analysis and recommendations for deployment of transport ambulances.
- AP Triton will provide recommendations for deployment of existing resources as well as future ambulances within the district's fire stations to optimize service delivery.
- AP Triton will provide recommendations for changes to the paramedic deployment plan.
- AP Triton will provide recommendations for deployment of new resources to meet current and future needs, including non-constant staffed resources.

For each of the deployment option, AP Triton will outline:

- Benefit(s) to be gained
- Extent to which this will achieve proposed performance targets
- Potential negative consequences

Task 6-D: Financial Impact

AP Triton will determine whether the recommendations described in Task 6-C (or other areas) could have a major financial impact on McMinnville Fire District.

SECTION SEVEN—DEVELOPMENT & DELIVERY OF FINAL REPORT

Task 7-A: Development & Review of the Draft Report

AP Triton will develop and deliver an electronic draft version of the report to be reviewed by representatives of the McMinnville Fire District. Feedback from MFD is crucial to the project, and AP Triton will ensure ample opportunities for review and discussion before finalizing the report. The draft report will encompass:

- Clearly defined recommendations
- Comprehensive narrative analysis of each report element, presented in sections with supporting explanations to facilitate understanding for all readers
- Inclusion of appropriate charts, graphs, GIS maps, and diagrams

Task 7-B: Publication of the Final Report

Upon final technical review and approval by MFD, AP Triton will provide an electronic version in PDF format.

Task 7-C: Presentation of the Final Report

AP Triton will deliver a final virtual presentation of the report to the McMinnville Fire District and any other requested individuals or groups. The presentation will encompass:

- A concise summary of the report's nature, analytical methods, key findings, and critical recommendations
- An audio-visual presentation highlighting the study's key aspects
- A thorough review and explanation of charts, graphs, diagrams, and maps as relevant
- Adequate opportunity for questions and answers as required

All presentation materials, files, graphics, and written content will be provided to MFD at the conclusion of the presentation(s). By ensuring a collaborative review process, delivering a comprehensive final report, and conducting an informative presentation, AP Triton will assist MFD in gaining valuable insights, understanding the study's outcomes, and facilitating informed decision-making for McMinnville Fire District's communities.

SCOPE OF WORK OPTION TWO: Master Plan, CRA-SOC, & Ambulance Transport Modeling Study

In recognizing the evolving complexities of public safety in McMinnville Fire District, we propose an alternative to the initially suggested Community Risk Assessment, Standards of Cover Deployment Analysis, and Ambulance Transportation Modeling Study (Option One). Our Comprehensive Fire District Master Plan aims to provide a more holistic, multi-faceted approach to fire and emergency services. This Master Plan would extend beyond traditional metrics and benchmarks, incorporating elements such as resource optimization, long-term financial sustainability, technological adaptation, and community engagement strategies. The objective is to create a robust, forward-looking plan that not only meets but anticipates the unique and changing needs of the McMinnville Fire District and the community it serves.

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- Dataset of local target hazards, multistory buildings, large structures, etc.
- Current FEMA-approved Hazard Mitigation Plan
- Assorted shapefiles and available Geographic Information System (GIS) files as required (specific requirements to be defined later)
- Current and historical Records Management data, including National Fire Incident Reporting System (NFIRS) incident data spanning 3–5 years

- Current and historical Computer-Aided Dispatch (CAD) incident records spanning 3–5 years
- Current and historical budgets, revenue, and expenditure details (recurring and non-recurring)
- Financial data, including debt information, long-range financial plans, and projections
- Cost recovery fee schedules
- Any other relevant documents and records necessary for successful project completion

Task 1-C: Stakeholder Input & Field Work

The AP Triton Project Team will conduct on-site interviews and gather information from key personnel and stakeholders, adhering to current allowable social distancing protocols. Some information may also be acquired through electronic forms and/or telephone interviews. The individuals and groups to be interviewed may include, but are not limited to:

- Elected and/or appointed community officials
- Fire Chief, command staff, and administrative support personnel
- Dispatch Manager
- Employee groups, including representatives of McMinnville Professional Firefighters Union IAFF Local 3099
- Assorted firefighters and company officers
- Fire Chiefs from surrounding areas
- Members of the business community, citizens, and other special interest groups within the Service area
- Partner organizations involved in fire and EMS services
- Any other representatives deemed necessary for the success of the project

Through these interviews, AP Triton will gather additional information and perspectives on the operational, cultural, economic, and policy issues facing MFD and the communities it serves.

SECTION TWO—VIRTUAL COMMUNITY MEETING & SURVEY

AP Triton, in collaboration with the MFD, will develop an online survey to ensure that the community's concerns regarding fire-rescue delivery and associated services are recognized by the district. This approach emphasizes inclusivity and transparency throughout the Master Planning process. The community survey aims to identify the following key aspects:

- The community's prioritization of MFD services
- Areas of community concern related to fire and EMS services
- Perceived community risks in relation to public safety
- Community expectations from MFD
- Positive attributes of MFD's programs and services acknowledged by the community
- How the community measures and defines "good" service
- Perspectives regarding the costs of services provided by MFD

Task 2-A: Development of a Community Survey

The consulting team will design an electronic survey tailored to assess the community's program and service priorities, expectations of fire and EMS services provided by MFD, concerns about existing programs and services, positive aspects of MFD's programs and services, and perspectives regarding costs of services and funding thresholds. The survey will be fully customizable to meet the specific needs and expectations of MFD. Prior to administering the survey, MFD's representative will review and approve it.

Task 2-B: Identification of Community Recipients

AP Triton's project team will collaborate with MFD to identify external customers and key community members who will actively participate in the community-wide distribution of the survey. It is recommended that representatives from various groups be included, such as:

- Property owners
- Business owners
- Representatives from service groups (e.g., Chamber of Commerce, Rotary, Lions)
- Prominent citizens in the community
- Members of civic organizations
- Individuals who have personally received fire and EMS services

- Representatives of neighborhood organizations and homeowner associations
- Representatives of non-profit organizations
- Representatives of local industries
- Other citizen-customers identified by MFD

Task 2-C: Virtual Community Meeting

AP Triton will facilitate a virtual community meeting to introduce the Electronic Community Survey. In collaboration with MFD, AP Triton will develop a meeting format that includes an overview of MFD's fire and EMS services, an explanation of the ongoing CRA-SOC study, and an opportunity for attendees to ask questions related to the survey.

Task 2-D: Administration of Community Survey

Once identified, survey invitations will be sent to the community, and a link to the survey will be provided through social media channels if desired. The survey will run for approximately one to two weeks to gather a realistic view of the external community's perspectives, needs, and expectations. The survey results will be directly delivered to AP Triton's Director of Project Operations.

Task 2-E: Survey Results & Recommendations

AP Triton's Director of Project Operations will analyze the survey feedback, create relevant charts and graphs, and prepare an executive summary of the results. The survey data will be carefully examined and incorporated into AP Triton's recommendations for the CRA-SOC.

SECTION THREE—EVALUATION OF CURRENT CONDITIONS

Utilizing the data provided by MFD and additional relevant sources, AP Triton will conduct a baseline assessment of the current conditions and service performance of the McMinnville Fire District. This evaluation will include an organizational analysis of MFD, encompassing the elements detailed in the following tasks. The primary aim of this assessment is to gauge the district's operations against industry standards and best practices. This will serve as a foundational benchmark against which future service delivery options can be effectively measured and evaluated.

Task 3-A: Organizational Overview

AP Triton will deliver a detailed profile of McMinnville Fire District (MFD), examining:

- Demographics and population metrics for targeted service delivery
- History, formation, and general description of MFD
- Current service delivery mechanisms and infrastructure
- Governance structure, authority lines, and oversight protocols
- Foundational documents such as charters, policies, and strategic documents
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources

Task 3-B: Financial Overview

AP Triton will review historical revenues, expenditures, and other fiscal issues of MFD, as well as evaluate current costs of service. This includes, but is not limited to:

- Overall operating budget, funding, fees, taxation, and financial resources
- Review of financial management and cost recovery billing and collections processes
- Review capital improvement programs and planning
- Other issues related to budget, revenue, and expenditures

Task 3-C: Description & Review of Services Provided

The services currently provided by MFD will be reviewed and compared to industry benchmarks. This will include an examination of services provided to both the communities within MFD's boundaries and external areas. Key areas to be considered include:

- Description of the current service delivery infrastructure
- Deployment considerations, including apparatus and unit types, staffing, and computer-aided dispatch system
- Review of emergency response services by type
- Critical tasking analysis for fire suppression, emergency medical services (EMS), and other incident types
- Review and evaluation of operational and administrative support staffing levels, distribution, and assignments, including staff allocation to various emergency functions and review of staff scheduling methodology

Task 3-D: Management Components

AP Triton will review and assess MFD's basic management processes, including:

- Current management overview
- Mission, vision, strategic planning, goals, and objectives
- Internal assessment of critical issues and future challenges
- Internal and external communications processes
- Reporting and recordkeeping
- Information technology and records management systems

Task 3-E: Staffing & Personnel

AP Triton will review MFD's staffing levels, focusing on:

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology
- Review firefighter/EMS staff distribution
- Personnel management systems, including:
 - Human resources policies
 - Personnel reports and recordkeeping

- Compensation systems
- Disciplinary processes
- Counseling services
- Application and recruitment processes
- Testing, measuring, and promotion processes
- Health and wellness programs

Task 3-F: Planning for Fire Protection & EMS

The planning processes within MFD will be reviewed, focusing on:

- Review and evaluate the adequacy of current planning processes
- Review elements of tactical, strategic, and operational planning within MFD
- Review long-range or other planning efforts

Task 3-G: Capital Facilities & Equipment

A review of current major capital assets, including facilities and apparatus, will be conducted. This review will assess the condition of capital assets and their viability for continued use in future service delivery. Specific areas of evaluation will include:

Fire Stations—Tour and make observations in areas critical of the current fire station locations. This will entail a cursory review of the facility only and is not intended to be a detailed or comprehensive engineering analysis. Items to be contained in the report include:

- Design
- Code compliance
- Future viability
- Safety
- Construction
- Staff facilities
- Efficiency
- Other

Apparatus & Vehicles—Review and make recommendations regarding the inventory of apparatus, and other vehicles and equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment

Task 3-H: Support Programs

AP Triton will review and evaluate the following support programs.

Emergency Medical Services

Evaluate the current MFD emergency medical services (EMS) delivery system and oversight mechanisms to include, but not limited to a review of:

- Logistical support services
- Current medical control and oversight
- Quality management mechanisms in place
- System integrity

Life Safety Services & Public Education

AP Triton will conduct a review of:

- Pre-fire planning processes
- Community Risk Reduction
- Fire and arson investigation
- Assorted public education and prevention programs

Communications & Dispatch

AP Triton will conduct a review of:

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

Hazardous Materials Services Support & Response

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

Specialized Technical Rescue Services Support & Response

AP Triton will provide an overview of the MFD's capabilities with regard to technical rescue incident responses. This will include but not be limited to:

- Review of physical and personnel resources
- Review of training and educational compliance

- Review of historical staffing performance in regard to technical rescue responses, including:
 - High-angle/low-angle rope rescue
 - Trench rescue
 - Confined space
 - Water rescue

Training & Continuing Medical Education

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

SECTION FOUR—COMMUNITY RISK ASSESSMENT & SOC

AP Triton will conduct a comprehensive all-hazards analysis of the communities served by the McMinnville Fire District. This analysis will be based on the following tasks to assess hazards, threats, vulnerabilities, and risks within the coverage area. The evaluation will compare MFD to recognized standards, best practices, and benchmarks to identify opportunities for future improvements.

Task 4-A: Description of Communities Served

An overview of MFD's service area will be developed, including:

- Community characteristics such as location, history, geography, topography, climate, local government type, jurisdictional area, and surrounding jurisdictions
- Demographic characteristics of the communities
- Physical assets protected within the service area
- Transportation networks in the region
- Planning zones or fire management (response) zones

Interpretation of available census and community development data will be provided, covering aspects such as:

- Population history
- Census-based population and demographic information
- Population information based on community planning
- Transient population and demographic information (if available)
- Population density
- Community land use regulations
- Occupancy types based on land use designations
- Hazardous substances and processes
- Categorization of non-structural risks

Task 4-B: Review of Community Expectations & Performance Goals

AP Triton will examine and document the historical levels of service provided by MFD to the community. This analysis will consider factors such as population density, fire management zones, and risks. The findings will contribute to the development of future performance objective recommendations.

Task 4-C: All Hazards Community Risk Assessment

A comprehensive analysis of community risks, land use, and their impact on emergency services planning and delivery will be conducted. This analysis will utilize data such as land use, zoning classifications, parcel data, ISO fire flow data, economic value, building footprint densities, occupancy data, and demographic information, as well as specific target hazard information.

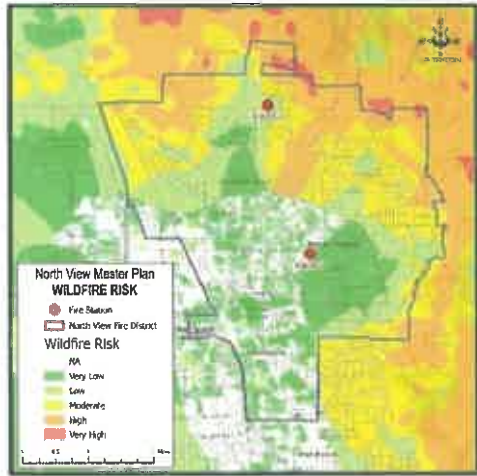
Emphasis will include the following, but not be limited to:

- Identification of community risks, including fire, emergency medical services demand, technical rescue, hazardous materials, transportation, and natural hazards
- Wildland Urban Interface hazards
- Establishment of an occupancy vulnerability risk profile for buildings in the response area
- Consideration of population age, density, and daytime population estimates
- Projection of population growth estimates and corresponding demographic changes
- Assessment of the impact and consequences (economic, social, historic, cultural, and environmental)
- Analysis of the speed of onset, duration, and effect on MFD's response capabilities

Task 4-D: Spatial Visualization of Data & Information

AP Triton will utilize local planning and zoning data, combined with available GIS data from MFD and other sources, to evaluate the physical risks in the service area. This evaluation will encompass:

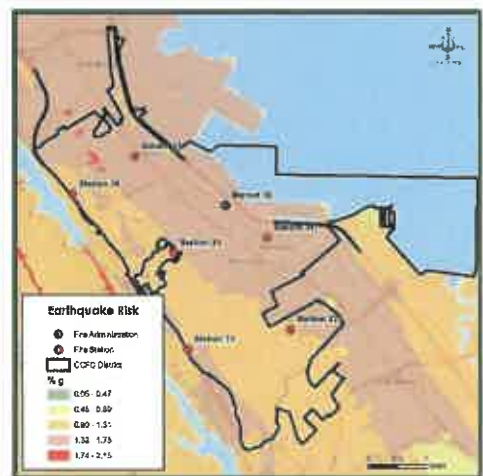
CRA Example Map



- Overall geospatial characteristics, including political and growth boundaries, construction, and infrastructure limitations
- Topography, including response barriers, elevation extremes, and open space/interface areas
- Transportation networks, such as roads, rail lines, airports, and waterways
- Evaluation of physical assets protected
- Risk assessment methodology and matrix
- Assessment of community-wide hazards, threats, vulnerabilities, and risks, including seismic and wildfire hazards

- Risk analysis of specific areas, such as the downtown area, strip commercial occupancies, big-box occupancies, high-rise structures, industrial processing facilities, institutional properties, and Wildland Urban Interface (WUI) zones
- Community safety and remediation programs
- Community fire protection and detection systems
- Community loss and save information
- Risk analysis by response category (fire, emergency medical, and other incidents)
- Risk analysis by planning/demand zone
- Utilization of three-axis or bar data visualization, incorporating probability, consequence, and impacts on organizational and community resilience

Example Earthquake Risk Map

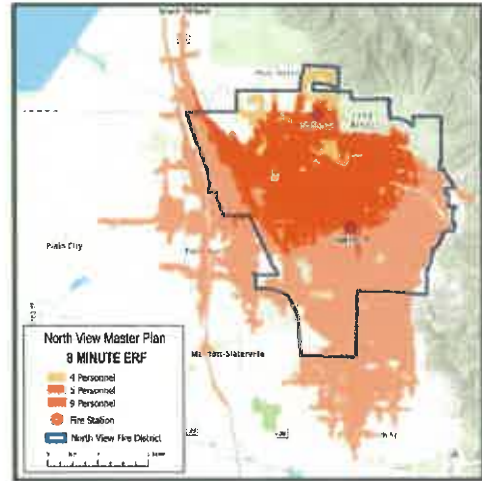


Task 4-E: Review of Historical System Performance

To the extent data is available, AP Triton will review areas affecting service levels and operational performance. This will include:

- Resource Distribution Study
 - Overview of the current station and apparatus deployment strategy, analyzed through GIS software, with identification of service gaps and redundancies in initial unit arrival
- Resource Concentration Study
 - Analysis of company and staff distribution as related to effective response force (ERF)
 - Analysis of response time performance capability to achieve full ERF
- Response Reliability Study
 - Current workload, including unit hour utilization (UHU)
 - Analysis of call concurrency and impact on ERF assembly (resource drawdown)
 - Analysis of call concurrency and implications for resource exhaustion
 - Review of actual or estimated failure rates of individual companies
- Historical Performance Summary
 - Analysis of actual system reflex time performance, analyzed by individual components
- Impact of mutual and automatic aid systems
- Other analyses necessary to determine operational performance

ERF Example Map



Task 4-F: Population Growth & Service Demand Projections

AP Triton will conduct an analysis of community growth and service demand projections.

- Population history and census-based population growth projections
- Estimated MFD service demand projections

Task 4-G: Establishment of Performance Objectives

AP Triton will identify the current level of emergency services provided by MFD and compare the district's performance against industry standards and best practices, including benchmarks described by the Insurance Services Office (ISO), consensus standards from the National Fire Protection Association (NFPA), recommended practices from the Center for Public Safety Excellence (CPSE), and other pertinent resources. This evaluation will cover all programs, including fire suppression services, emergency medical services, hazardous materials services, technical rescue services, and analysis of false alarms, mutual/auto aid, and civilian and firefighter injuries.

A review and discussion of existing response performance goals or an assessment of existing response performance will be provided, taking into account the nature and type of risks identified in previous sections. AP Triton will then recommend response performance goals, including:

- Evaluation of performance through benchmark objective tables, evaluation methodology, and factors to consider
- Findings on response time performance, resource distribution, and resource concentration for risk-specific intervention
- Recommendations for response time standards and targets based on the identified risks and MFD's capabilities

AP Triton will also review and consider any current or draft performance goals, objectives, and measures in place at MFD to determine recommended levels of service. This comprehensive analysis and establishment of performance objectives will assist MFD in aligning its operations with industry standards and best practices while meeting the needs and expectations of McMinnville Fire District's communities.

SECTION FIVE—AMBULANCE DEPLOYMENT MODEL

As part of our study, AP Triton will conduct a comprehensive analysis and subsequently provide well-informed recommendations for the deployment of transport ambulances. Our commitment is to ensure that the ambulance deployment model aligns with the overarching goals of the McMinnville Fire District while optimizing both clinical outcomes and cost-effectiveness.

Task 5-A: EMS Service Delivery & Performance

To the extent data is available, AP Triton will review and observe areas affecting service levels and operational performance. These will include but are not limited to:

- **EMS Service Demand**
 - Analysis and GIS display of current service demand by incident type
 - Review of EMS calls dispatched versus patients transported, and hospital destinations
 - Analysis and GIS display of current service demand by temporal variation
 - GIS display of historical incident density locations
 - Projected service demand due to growth
- **EMS Resource Distribution**
 - Overview of current facility deployment strategies, analyzed through GIS software as appropriate, with identification of service gaps and redundancies
 - Analysis of company and staff distribution as related to effective response force assembly
 - Overview of current deployment strategies, analyzed through GIS software as appropriate, with identification of service gaps and redundancies
- **Response Reliability**
 - Analysis of current workload, including unit hour utilization and time on task of individual companies (to the extent data is complete)
 - Analysis of call concurrency and the impact on EMS system effectiveness
- **Response Performance Analysis**
 - Analysis of actual MFD EMS turnout time performance analyzed by individual components (to the extent data is available)
 - Analysis of other components in the response time continuum, including call processing times
 - Patient transport and hospital turnaround times

- **Analysis of patient care records**, to include levels of acuity, and ratios of Basic Life Support (BLS) versus Advanced Life Support (ALS) cases (if available)
 - Patient outcome results if available

Task 5-B: EMS Service Demand Projections

Based on historical data, AP Triton will forecast future EMS service demand (requests for service) on MFD.

Task 5-C: EMS System Delivery Modeling

Based on all available data and updated analytics, AP Triton will evaluate multiple EMS delivery/first response models and provide options for evaluation by McMinnville Fire District. Along with sustainability, these models will offer a new understanding of a collaborative EMS system that drops ambulance borders and offers a “closest unit” response. The models will offer more acceptable response times and allow McMinnville Fire District to staff its emergency transport system with the proper number of resources. It will allow the McMinnville Fire District to assess the EMS service delivery and governance options for its consideration and ultimate success. AP Triton will provide a comprehensive overview of each model so that McMinnville Fire District can arrive at the best option to provide the district’s residents, businesses, and visitors with the highest service levels.

There are four primary service delivery options available to provide emergency ambulance services that will be covered in this report:

- **MFD-Direct Ambulance Transport Model:** This model involves the MFD providing 100% of the ambulance transport services, such as a Rescue Ambulance Model augmented by one or more BLS units. The study will evaluate the feasibility and implications of using uniformed fire department personnel, single-role EMS staff, or a combination of both. Key factors like staffing requirements, training, equipment, and financial impact will be reviewed.
- **MFD Hybrid Ambulance Transport Model:** In this model, MFD would manage a blend of direct ambulance transport while also subcontracting certain services. The study will explore the optimal balance between in-house and subcontracted services, focusing on efficiency, cost-effectiveness, and service quality. Assessment of how to integrate these services seamlessly will be a crucial part of this evaluation.

- **MFD Subcontracting Model:** This approach considers MFD subcontracting all or part of the ambulance transport services. The study will analyze the potential subcontractors, cost structures, oversight mechanisms, and the implications for service continuity and quality. It will also assess the degree of subcontracting that is feasible and beneficial for MFD.
- **Private Ambulance Subcontractor Model Under MFD Supervision:** In this scenario, a private ambulance service would provide transport services under the supervision and guidelines set by MFD. The study will delve into the operational dynamics of such a partnership, focusing on aspects like control mechanisms, quality assurance, and alignment of the private provider's operations with MFD's standards and community expectations.

Task 5-D: Regulatory and Legal Compliance

AP Triton will conduct an assessment of regulatory and legal requirements relevant to the EMS system and MFD. The assessment will ensure that all proposed changes and recommendations adhere to applicable laws and regulations.

SECTION SIX—MASTER PLAN

The section develops the Master Plan document, including strategies intended to place the organization in a position to successfully serve its future demand and risk with a ten-year outlook. Triton will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the desired levels of service identified in the previous task at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy. In addition, short and mid-term strategies will be recommended for service delivery improvement or increased efficiency.

Task 6-A: Findings & Observations

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

Task 6-B: Plan Overview

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

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

Task 6-D: Short- and Mid-Term Strategies

Recommendations for improving service delivery and system efficiency prior to any full implementation of the long-term strategy will be provided in areas such as:

- Agency management and organization
- Staffing and personnel deployment
- Service delivery methods
- Ambulance transportation models

- Training programs
- Prevention programs
- Enhanced cooperative service agreements with other communities or agencies
- System funding and cost recovery
- Others as appropriate and necessary

Task 6-E: Recommended Long-Term Strategies

AP Triton will develop a recommended long-term option for resource deployment that will improve MFD's level of service towards the identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocations of existing facilities
- General locations of future necessary fire stations
- Selection and deployment of apparatus by type
- Deployment of operations personnel
- Future administrative and support personnel
- Deployment of special units or resources
- Additional infrastructure or facilities for administration and support programs

AP Triton will evaluate and present deployment options in graphical and descriptive formats, highlighting:

- The degree of benefit achievable through implementation
- The extent to which established performance targets are met
- Potential negative consequences to consider

By conducting this comprehensive evaluation and providing strategic recommendations, AP Triton will assist MFD in maintaining and improving its service delivery to meet the evolving needs of McMinnville Fire District's communities.

Task 6-F: Financial Impact

AP Triton will determine any possible major financial impacts on McMinnville Fire District of the recommendations described in Task 6-C (or other areas).

SECTION SEVEN—DEVELOPMENT & DELIVERY OF FINAL REPORT

Task 7-A: Development & Review of the Draft Report

AP Triton will develop and deliver an electronic draft version of the report to be reviewed by representatives of the McMinnville Fire District. Feedback from MFD is crucial to the project, and AP Triton will ensure ample opportunities for review and discussion before finalizing the report. The draft report will encompass:

- Clearly defined recommendations
- Comprehensive narrative analysis of each report element, presented in sections with supporting explanations to facilitate understanding for all readers
- Inclusion of appropriate charts, graphs, GIS maps, and diagrams

Task 7-B: Publication of the Final Report

Upon final technical review and approval by MFD, AP Triton will provide an electronic version in PDF format.

Task 7-C: Presentation of the Final Report

AP Triton will deliver a final virtual presentation of the report to the McMinnville Fire District and any other requested individuals or groups. The presentation will encompass:

- A concise summary of the report's nature, analytical methods, key findings, and critical recommendations
- An audio-visual presentation highlighting the study's key aspects
- A thorough review and explanation of charts, graphs, diagrams, and maps as relevant
- Adequate opportunity for questions and answers as required

All presentation materials, files, graphics, and written content will be provided to MFD at the conclusion of the presentation(s). By ensuring a collaborative review process, delivering a comprehensive final report, and conducting an informative presentation, AP Triton will assist MFD in gaining valuable insights, understanding the study's outcomes, and facilitating informed decision-making for McMinnville Fire District's communities.

ESTIMATED PROJECT TIMELINE

Project Completion Timeline

Based on AP Triton's vast experience in conducting comprehensive analyses in public safety, including Standards of Cover and Master Planning analyses, we propose a project duration of 7–9 months for successful completion.

It is crucial to note that the timeline will officially commence only after AP Triton has received all required information and data from McMinnville Fire District. This ensures a thorough and accurate analysis, tailored to the district's specific needs and future growth plans.

While our initial estimate suggests a 7–9-month timeline, we remain committed to executing the project in as timely a manner as possible. Our seasoned team will leverage its expertise to streamline processes, aiming to expedite the project without sacrificing the quality of the analysis.

The effective completion of this initiative is contingent upon a strong collaborative relationship between AP Triton and McMinnville Fire District. We place a high value on transparent communication and will provide regular updates regarding project milestones, as well as any needed adjustments to the timeline.

Our ultimate goal is to provide the McMinnville Fire District with actionable, comprehensive, and future-proof planning and deployment strategies. If opportunities arise to accelerate specific tasks without compromising quality, we will seize them to deliver the final report in the most efficient manner possible.

Estimated Time to Complete the Project: 7–9 months

SCOPE OF WORK OPTION THREE: Strategic Plan

PROJECT UNDERSTANDING

At AP Triton, we recognize the critical role that McMinnville Fire District plays in safeguarding the community, and we understand the rapidly evolving demands placed upon it, especially as a newly formed fire district. We understand the essential need for a Strategic Plan that not only serves as a guide for current operations but also prepares MFD for future challenges.

We believe that effective strategic planning stems from a collaborative approach. We will engage various stakeholders, including MFD membership, administration, labor representatives, and leaders, and community members, through workshops and meetings to capture a wide range of perspectives. This will allow us to identify critical issues, service gaps, and opportunities for improvement.

Our process is rooted in the principles of sustainability and adaptability. The Strategic Plan will include achievable, measurable, and responsive goals tailored to the unique needs and aspirations of MFD. These will be defined through established metrics that can evaluate the plan's effectiveness post-implementation, ensuring the Strategic Plan remains a living document that adapts to changing community needs.

By choosing AP Triton, MFD will benefit from a forward-thinking approach that emphasizes innovative thinking and creative problem-solving, aligned with our track record in public safety consultancy. Our aim is to deliver a Strategic Plan that provides a roadmap for service excellence, community engagement, and continuous improvement for the MFD.

STRATEGIC PLANNING APPROACH

The strategic planning process results in a five-year work plan, intended to guide the work effort of the entire organization toward a common set of goals and objectives.

AP Triton follows SMART methodology in identifying and establishing goals that are: **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**ime-bound. In addition, our methodology meets industry standards, including the Commission on Fire Accreditation International (CFAI) Center for Public Safety Excellence (CPSE) accreditation model, 10th Edition Core competencies.

Our Strategic Planning process includes:

- SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis
- Strategic initiatives and goals
- Key Performance Indicators (KPI)
- Identification of logistical challenges and how to overcome them
- A process for regular periodic reviews (at least annually)

In the spirit of inclusivity, all department members are encouraged to contribute anonymous feedback through a preliminary SWOT Analysis. This ensures that a diverse range of perspectives and concerns are considered in the planning process. Each member is invited to identify five key issues under each SWOT category, providing a holistic view of the organization's landscape.

Post-compilation, AP Triton undertakes the responsibility of synthesizing this feedback, eliminating duplicates to distill the core issues. These findings are then shared with the planning team on the first day of the workshop, setting the stage for a fruitful, collaborative discussion.

By entrusting AP Triton with your strategic planning needs, you benefit from an approach that combines innovation, deep industry expertise, and a commitment to sustainable success. Our aim is to deliver a strategic plan that not only meets but exceeds your expectations.

STRATEGIC PLANNING WORKSHOP

The first day of the workshop kicks off with a review of the in-depth environmental scan (see Section Two in the following Scope of Work), including the results from internal member surveys and the community survey (from Options 1 & 2), aimed at equipping the planning team with a detailed understanding of the organization's current landscape. Following this, we examine the district's current mission, vision, and value statements. These foundational elements are either determined to be relevant and satisfactory, or needing refinement so as to align with the evolving needs and goals of the organization.

Next, the team delves into the previously compiled SWOT analysis. Through collective discussion and prioritization, broad themes are identified. These themes serve as the cornerstone for formulating the Strategic Plan's key initiatives.

Once strategic initiatives have been identified, the planning team splits into smaller workgroups. These small groups facilitate more focused brainstorming, in-depth discussions, and nuanced development of objectives and critical tasks. The small groups then reconvene to share their insights with the larger planning team, thereby promoting department-wide buy-in.

After consensus is reached on initiatives, goals, objectives, and outcomes, each objective is ranked in terms of priority. AP Triton facilitates this process, ensuring alignment with the district's most urgent needs.

The AP Triton team will then lead the planning team in determining the assignments and timelines for each objective, balancing them with the district's ongoing commitments and staff bandwidth.

By the end of the two-and-a-half-day workshop, the AP Triton team compiles all workshop insights into a draft report, which is then submitted for departmental review and feedback.

REGULAR PERIODIC REVIEW & UPDATE

Should MFD opt for it, AP Triton offers annual reviews to evaluate your progress toward achieving the set initiatives, goals, objectives, and measurable outcomes. These reviews enable timely adjustments, ensuring that MFD's strategic plan remains a living document that evolves with the organization's needs.

Every organization is unique; therefore, AP Triton adapts these best practices to fit the specific context and needs of your agency. The following work plan outlines AP Triton's specific approach to the McMinnville Fire District Strategic Plan.

SECTION ONE—PROJECT PREPARATION

Task 1-A: Project Initiation & Scheduling

AP Triton will commence the strategic planning process by crafting a comprehensive project plan tailored to the needs and objectives of the McMinnville Fire District (MFD). In collaboration with MFD's designated project liaisons, we will align our strategies and expectations, ensuring seamless execution and targeted outcomes.

The project plan will delineate the following elements:

- **Team Composition & Recruitment:** Identification of MFD's Strategic Planning Team members, emphasizing a skillful blend of expertise and stakeholder representation.
- **Workshop Structure:** Outline of the strategic planning workshop's format, designed to facilitate effective communication, problem-solving, and decision-making.
- **Timeline:** A detailed schedule, marking significant milestones, activities, and deadlines to guide the project's seamless progression.
- **Logistical Considerations:** Selection of an appropriate venue, technological needs, and other logistical arrangements that will support a productive workshop.
- **Anticipated Challenges:** Identification of potential bottlenecks, impediments, or organizational issues that may impact the project's timeline or outcomes, along with strategies for mitigation.

The initial project planning phase is designed to build strong working relationships between the AP Triton Project Team and MFD. This phase will also serve to establish clear communication protocols and identify all logistical requisites, setting the stage for a successful strategic planning process.

SECTION TWO—ENVIRONMENTAL ASSESSMENT

Task 2-A: Electronic Member Survey

Prior to the Strategic Planning Workshop, AP Triton will collaborate with the McMinnville Fire District's leadership to design an in-depth internal survey. Aimed at capturing comprehensive insights from personnel, the survey will explore:

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

We highly recommend that the survey be accessible to all department personnel to encourage a broad range of perspectives.

To maintain the confidentiality of respondents, the survey will be conducted through a secure, internet-based platform. All survey results will be directed to AP Triton's Director of Project Operations and Director of Administration, who will produce the data into an executive summary.

SECTION THREE—STRATEGIC PLANNING WORKSHOP

AP Triton will spearhead a carefully designed two-and-a-half-day Strategic Planning Workshop to collaborate with the MFD planning team, comprised from various ranks and positions within the McMinnville Fire District. The workshop will include both full group and small group breakout sessions, ensuring maximum participation and engagement.

Task 3-A: Mission, Vision, & Value Statements

Triton's experienced facilitators will guide the MFD planning team in the review and/or development of meaningful vision, mission, and value statements:

- The mission statement describes the purpose for which the organization exists
- The vision statement describes what the organization aspires to for the future
- Value statements enumerate the principles or ideas that are important to the members

Triton will facilitate discussions that ensure participation by all present, in order to stimulate challenging thought processes, prevent tangential discussion, and move the group to consensus. Consensus identification of key internal standards creates the moral and practical guidelines of the organization.

Task 3-B: Internal and External Assessments

Using the internal customer survey and the results of the community survey (if this option is chosen) as a baseline, Triton will guide the planning team through an honest and objective assessment of internal issues and external challenges, also known as a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.

- Internal Assessment:**
- Strengths of the organization
 - Weaknesses of the organization
- External Assessment:**
- Opportunities facing the organization
 - Threats challenging the organization

Analyzing and updating the strengths, weaknesses, opportunities for, and threats to MFD is the next critical step in the strategic planning process. Strengths are important as they represent areas of the organization to be built upon, and weaknesses are areas identified as potential sources of improvement.

Opportunities are vital to the future of the organization and should be viewed as positive prospects for growth and enhancement, while threats must be identified and addressed in advance, where possible. Other critical issues facing the district may be identified by the strategic planning group at this point as well. These may include issues that the strategic planning group identifies as critical to the health and success of the organization.

Task 3-C: Strategic Initiatives

Triton will facilitate the establishment of realistic strategic initiatives that assist the organization in progressing toward the organizational vision. The focus of these strategic initiatives may include, but are not limited to:

- Deployment/Projected Population Growth
- Financial Resources
- Facilities and Apparatus
- Succession Planning
- Operational and Administrative Staffing
- Department Identity/Branding

Task 3-D: Goals & Objectives

AP Triton will facilitate the planning team in the establishment of goals, objectives, and critical tasks that are imperative to achieving the strategic initiatives. Establishment of organizational goals that address the identified concerns of the external and internal customers over a one-to-five-year timeframe:

- Tailored to address the needs and expectations of both internal and external stakeholders.
- Designed with measurable criteria for gauging success.
- Prioritized to optimize resource allocation.

The successful completion of this task will be marked by the creation of comprehensive and practical goals and objectives that align with the organization's mission. These goals are not just aspirational; they serve as navigational beacons, providing both the organization and its team members with a coherent roadmap for future actions and decisions.

These goals and objectives should not be viewed as static; rather, they are dynamic management tools designed to adapt to the changing needs and challenges facing MFD. They should be revisited and revised continuously to reflect shifting priorities, accomplished milestones, and emergent challenges or opportunities.

By diligently adhering to and updating these goals and objectives, MFD will benefit from enhanced organizational direction and reduced operational hindrances. This dynamic approach supports not just the internal mechanics of MFD but also enriches its interaction with the community it serves, ultimately reducing uncertainties and disruptions while driving long-term success.

Task 3-E: Outcome & Performance Metrics

AP Triton will guide the local planning team in formulating a comprehensive set of performance indicators aimed at systematically evaluating the organization's advancement toward its defined vision. Recognizing that this is an evolving process, initial efforts may necessitate revisiting and updating existing policies, procedures, or data collection mechanisms to better align with the organization's focus on results and impact.

- Identification of key performance areas
- Analysis of necessary and available performance data

- Preparation of performance measures from the following categories:
 - Quality Measures
 - Input Measures
 - Output Measures
 - Outcome Measures
 - Efficiency Measures

Task 3-F: Identification of Responsibilities & Timelines

AP Triton will work closely with MFD management to assign specific responsibilities for each strategic objective and establish a realistic yet ambitious timeline for completion. By systematically approaching this task, the aim is to ensure alignment with both the organization's larger strategic vision and the operational bandwidth of individual team members.

Key Components:

- **Objective Ownership:** Each strategic objective will be assigned to a specific individual or team, thereby ensuring clear accountability. The designated owner will be chosen based on skill sets, area of expertise, and organizational role, ensuring a logical and effective fit for successful execution.
- **Timeline Development:** An actionable timeline, segmented into critical milestones, will be developed for each objective. This will serve as the roadmap for execution, providing both deadlines and checkpoints for assessment.
- **Resource Alignment:** This step involves ensuring that the personnel tasked with each objective have the necessary resources to successfully meet milestones and ultimate goal completion.
- **Realistic Planning:** Emphasis will be placed on creating a realistic yet challenging plan that pushes the organization forward while acknowledging operational constraints and potential roadblocks.

By carefully assigning responsibilities and setting timelines that are not just achievable but also aligned with existing work commitments, AP Triton aims to facilitate a strategic plan that is both ambitious and grounded in operational reality. This ensures that MFD can remain focused on both immediate tasks and long-term objectives without compromising on either.

Task 3-G: Work Plan

AP Triton will facilitate the development of a work plan designed to achieve the defined goals and objectives over a five-year period. This comprehensive document will serve as a dynamic playbook, outlining step-by-step measures for implementation to ensure adaptive and sustainable progress.

SECTION FOUR—REVIEW & PRESENTATION OF THE STRATEGIC PLAN

Task 4-A: Technical Review

On the third and final half-day of the workshop, AP Triton will compile the insights, plans, and strategies developed throughout the previous phases into a cohesive draft Strategic Plan. This draft will be reviewed with the Strategic Planning Team to ensure that all stakeholder feedback and technical requirements are fully captured. After this internal review, AP Triton will submit one digital copy of the draft Strategic Plan to MFD for their review.

Task 4-B: Publication of the Final Strategic Plan

Upon receiving approval from MFD for the draft Strategic Plan, AP Triton will proceed to incorporate any final revisions. The finalized Strategic Plan will be made available in both Microsoft Word and Adobe PDF formats to ensure ease of access and readability for various stakeholders.

Task 4-C: Presentation of the Final Strategic Plan (OPTIONAL)

If requested, Triton will conduct a virtual presentation of the final report to the McMinnville Fire District Board at a designated meeting. The presentation will include:

- A summary of the report, methods of analysis, primary findings, and recommendations.
- An audio-visual presentation of the study with an opportunity for questions and answers.
- A review and explanation of charts, graphs, diagrams, and maps, where appropriate.

All presentation materials, files, graphics, and written material will be provided to McMinnville Fire District at the conclusion of the presentation.

SECTION FIVE—ANNUAL REVIEW & STRATEGIC PLAN UPDATE (OPTIONAL)

In accordance with industry best practices, the Strategic Plan should be a living document that evolves as organizational priorities shift, challenges emerge, and milestones are reached. It is recommended that the organization conducts at least an annual audit of its overall performance, with an eye toward identifying areas in need of recalibration or refocus. These insights should be integrated into the existing goals and objectives, ensuring the plan's continued relevance and efficacy.

Task 5-A: Review & Update Goals & Objectives

Annually, AP Triton will convene with both MFD leadership and the Strategic Planning Team to assess progress toward the various initiatives, goals, and objectives laid out in the Strategic Plan. This review will include:

- **Performance Metrics Analysis:** An evaluation of key performance indicators (KPIs) and measurable outcomes to gauge progress.
- **Gap Analysis:** Identifying areas where actual performance deviates from planned targets, followed by the formulation of action plans to bridge the gaps.
- **Dynamic Updates:** Making timely adjustments to goals, objectives, and initiatives based on current needs, emergent challenges, and stakeholder feedback.

Task 5-B: Review & Update Mission, Vision, & Value Statements

AP Triton will employ a survey methodology—mirroring the one used in the initial stages of this project—to scrutinize and reassess the mission, vision, and core values underpinning the MFD's Strategic Plan. This involves:

- **Stakeholder Feedback:** Utilizing both quantitative and qualitative survey tools to gather updated impressions from internal and external stakeholders regarding the organization's mission, vision, and values.
- **Comparative Analysis:** Assessing the mission and vision against current industry benchmarks and trends to ensure they are aligned with the evolving landscape.
- **Values Audit:** A deep dive into whether the core values are still serving as effective guiding principles, or if they require refinement to better reflect the organization's identity and goals.

PROJECT DELIVERABLES

AP Triton will provide the MFD with:

- **Strategic Planning Methodology:** Provision of the methodology used in developing the Strategic Plan and its implementation strategies.
- **Executive Summary:** Inclusion of an Executive Summary that details the research methodologies and data sources relied upon for the Strategic Plan.
- **Efficiently Executable Plan:** Delivery of a Strategic Plan complete with built-in timelines or projections for the completion of benchmarks or goals, designed for effective communication to both internal and external stakeholders.
- **Achievable, Measurable, and Responsive Goals:** Establishment of short-term and long-term goals that are actionable, quantifiable, and adaptable to changing community needs, including metrics for assessing successful outcomes post-implementation.

STRATEGIC PLAN

PROJECT TIMELINE

Project Completion Timeline

Based on our extensive experience in conducting a wide array of analyses across public safety disciplines, including but not limited to fire service, emergency medical services, and law enforcement, we propose an estimated timeline of **60 to 90 days** for the successful completion of the project. It is important to emphasize that the proposed timeline will commence only upon our receipt of all the necessary information and data required to conduct a thorough and accurate evaluation of the project scope.

While the **60 to 90 days** window is our standard estimated timeframe, our team remains committed to completing the project as efficiently as possible without compromising the quality of our work. Our experienced consultants are dedicated to delivering actionable recommendations and high-quality outputs that align with the project's objectives.

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

Should opportunities arise to expedite specific tasks or processes, we will actively pursue them in order to complete the project in the most efficient manner possible.

Estimated Time to Complete the Project: 60 to 90 days

PROJECT FEE PROPOSALS & PAYMENT INFORMATION

AP Triton, LLC presents the following formal cost proposals for the projects outlined in this proposal. The fees are inclusive of expenses:

Project Section	Fees & Expenses
Option 1: CRA-SOC & Ambulance Transport Modeling Study	\$81,906
Option 2: Master Plan w/ CRA-SOC & Ambulance Transport Modeling Study	\$93,194
Option 3: Strategic Plan	\$24,955

Payment Schedule & Invoicing

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

Data Engineering Costs

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

Additional Hours and Expenses

- **Project Manager Rate:** Extra hours for the Project Manager will be billed at \$200.00 per hour.
- **Consultants' Rate:** Additional hours for consultants will be billed at \$160.00 per hour.
- **Travel Expenses:** Any extra travel expenses will be billed separately, in addition to the hourly rate.

Cost Quotation Information

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

PROJECTS & EXPERIENCE

The following is a *partial* list of AP 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)
- McMinnville Fire District (CA)
- Washington Fire Chiefs Association (WA)
- Watsonville Fire Department (CA)
- Webster Fire Department (TX)
- Whitefish Fire Department (MT)
- Williston Fire Department (VT)

Project Types

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

Project Description

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

Organization

- Alameda County Fire Chiefs Association (CA)
- Santa Barbara County Fire Department (CA)
- Modesto FD/Stanslaus County OES (CA)
- Sonoma County Fire District (CA)
- Contra Costa County FPD (CA)
- Seattle Fire Department (WA)
- Coalinga Fire Department (CA)
- Davidson Fire Department (NC)
- La Verne Fire Department (CA)
- Medford Fire Department (OR)
- San Ramon Valley Fire Protection District (CA)
- Santa Barbara (City) Fire Department (CA)
- Santee Fire Department (CA)
- Elk Creek Fire Protection District (CO)
- Clifton FPD/Grand Junction FD (CO)
- Santa Clara LAFCO (CA)
- Carolina Panthers, Bank of America Stadium
- Webster Fire Department (TX)
- Battleboro 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 AP Triton. Additional references and example studies can be provided upon request. Sample studies are hyperlinked in the references. All report examples provided in this document are strictly confidential and proprietary to AP Triton. These examples are intended solely for the review and use of our client and must be excluded from any public release or external distribution.

La Verne Fire Department (California)			
Project Title & Description:		Community Risk Assessment-Standards of Cover	
The City of La Verne Fire Department (LVFD) contracted AP Triton to conduct a Center for Public Safety Excellence, 6th Edition-compliant, Community Risk Assessment: Standards of Cover report. AP Triton analyzed the data provided by LVFD and others to determine the current levels of response performance. From this analysis, AP Triton identified factors influencing risk, response performance, and identified opportunities for delivery system improvement. This study identified response time objectives, standards for measuring the effectiveness of department resources, and the deployment of those resources.			
Client Contact:	Chris Nigg, Fire Chief	Year:	2022
Client Phone:	949-375-1919	Client E-Mail:	Cnigg@lavernefire.org
Project Manager:	Kurt Latipow	Status:	Completed
Completed Report:	Community Risk Assessment-Standards of Cover		

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

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

Montecito FPD & Carpinteria-Summerland FPD (California)			
Project Title & Description: Fire Station Location Study & Community Risk/SOC			
AP Triton was engaged to develop a comprehensive fire station location study with the intent of determining if a shared facility is feasible. In addition, the study includes a variety of elements that entail community risk assessments and a standards of cover analysis. Once completed Triton will facilitate a Customer-Centered Strategic Plan for each.			
Contact Name/Title:	MFPD Chief Kevin Taylor/CSFPD Chief Greg Fish	Year:	2021
Primary Phone:	805.969.7762/805.566.2450		
Client E-Mail:	ktaylor@montecitofire.com/g.fish@csfd.net		
Project Manager:	Kurt Latipow	Status:	Completed
Completed Report:	<u>Fire Station Location Study & Community Risk/SOC</u>		

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

Sonoma County Fire District (California)

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

Sonoma County Fire District 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 Sonoma County Fire District in the development and preparation of a response to an RFP from Sonoma County for emergency ambulance transportation services. Sonoma County Fire District was the successful bidder on the County’s RFP.

Contact Name/Title:	Mark Heine, Fire Chief	Years:	2021–2023
Client Phone:	707.838.1170	Status:	Complete
Client E-Mail:	mheine@sonomacountyfd.org		

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		

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.
—Harold D. Scoggins, *Fire Chief, 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.
—Mandy Pomeroy, *County Administrator, 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.
—Brandon Thueson, *Fire Chief, 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.
—Michelle McIntyre, *Executive Officer, 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.
—Jeremiah Jones, *Deputy Fire Chief, North View Fire District, Utah*

DISCLOSURES

Conflict of Interest Statement

AP 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.

AP Triton is not presently suspended or otherwise prohibited by any government from participating in this solicitation or any other contract to follow thereafter. Neither AP Triton nor anyone associated with AP 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, AP Triton will immediately notify the client in writing.

AP TRITON'S CERTIFICATES OF INSURANCE & LITIGATION


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

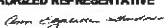
ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 03/21/2023		
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>						
INSURED USI INSURANCE SERVICES LLC/PHS 41715154 The Hartford Business Service Center 3500 Wiseman Blvd San Antonio, TX 78251			CONTACT NAME: PHONE (866) 467-8730 (A/C, No. Est.) E-MAIL ADDRESS			
INSURED AP TRITON, LLC 1309 COFFEEN AVE STE 3178 SHERIDAN WY 82801-5777			INSURER(S) AFFORDING COVERAGE INSURER A: Alain Specialty Insurance Company NAIC# 11111 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:			
<p>COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:</p> <p>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.</p>						
CLASS	TYPE OF INSURANCE	CLASS CODE	POLICY NUMBER	ISSUANCE DATE	EXPIRATION DATE	LIMITS
A	COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER		CIP422953	03/27/2023	03/27/2024	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTALS \$100,000 MED EXP (Any one person) \$5,000 PHYSICAL & ACC INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMPOF AGG \$1,000,000
	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS HIRE AUTOS SCHEDULED AUTOS NON-OWNED AUTOS					COMBINED SINGLE LIMIT SOLELY INJURY (Per person) SOLELY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB EXCESS LIAB RETENTION \$					EACH OCCURRENCE AGGREGATE
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under					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 S. Castaneda</i>		

ACORD 25 (2018/03)

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Client#: 1626412	APTRI	DATE (MM/DD/YYYY) 3/21/2023													
ACORD. CERTIFICATE OF LIABILITY INSURANCE															
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).</p>															
PRODUCER USI Insurance Services, LLC 2375 E. Camelback Road, Suite 250 Phoenix, AZ 85016 677 468-6516	CONTACT NAME Tracy Bennett PHONE (A.C. No. Ext.) 318.251.3045 FAX (A.C. No.) EMAIL ADDRESS: Tracy.Bennett@usi.com														
INSURED AP Triton, LLC 1309 COFFEEN AVE STE 3178 Sheridan, WY 82801	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A: StarStone National Insurance Company</td> <td>25496</td> </tr> <tr> <td>INSURER B: Continental Casualty Company</td> <td>20443</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: StarStone National Insurance Company	25496	INSURER B: Continental Casualty Company	20443	INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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LINE	TYPE OF INSURANCE	ACQUISITION DATE (MM/YY)	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (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 \$ PER POLICY PERIOD \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - DOM/PROP AGG \$									
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Per accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$									
A	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE 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					PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EX-EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$									
B	Professional Liab		596516681	03/27/2023	03/27/2024	\$3,000,000									
DESCRIPTION OF OPERATION(S) / LOCATION(S) / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)															
CERTIFICATE HOLDER				CANCELLATION											
Evidence Of Insurance				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 #539461361/M39458694		The ACORD name and logo are registered marks of ACORD			BFMZP										

		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 08/18/2023			
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must 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).</p>							
PRODUCER  Ann Gardner 951 Coffeen Avenue Sheridan WY 82801		CONTACT NAME: Ann Gardner PHONE No: 307-672-5815 FAX (A/C. No): E-MAIL: ann.e.gardner.hdzt@statefarm.com ADDRESS:					
INSURED AP TRITON LLC 1309 COFFEEN AVE STE 3178 SHERIDAN WY 82801577		INSURER(S) AFFORDING COVERAGE INSURER A: State Farm Mutual Automobile Insurance Company MAIC # 25178 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:					
COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:			
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INSR LTH	TYPE OF INSURANCE	ADD MSD	SUB WYS	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/POP AGG \$
A	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRE AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/>	Y	Y	080 1204-C01-50E	09/01/2023	03/01/2024	COMBES WHOLE LIMIT (Per accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
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AP Triton LLC 1309 Coffeen Ave Ste 3178 Sheridan WY 82801 INFORMATIONAL COPY ONLY				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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FY25 Fire District Proposed Service Fixed Contract Amount

Item	Cost Estimate	Notes
Information Services - staff support	100,350.00	Based on 17.4% computer count
<u>Information Services - shared infrastructure costs*</u>		
Capital Outlay Share	10,424.00	Est. for 17.4% computer count
Firewall Maint Share	7,134.00	Est. for 17.4% computer count
Materials and Supplies Share	36,622.00	Est. for 17.4% computer count
Software and Maint Contracts - Amb	5,500.00	Estimated cost
Software and Maint Contracts - Fire	8,600.00	Estimated cost
City contracted dedicated IS services	10,000.00	Estimated cost
Total Annual Information Services	178,630.00	
Finance Staff for Fire District Transition needs	10,820.00	Estimated cost
Administrative Service Charge 2%	7,362.00	2% of invoice amt
Total Annual Finance and Administration**	18,182.00	
Monthly invoice:		
Information Services	14,885.83	
Finance and Administration	1,515.17	
Total monthly invoice	16,401.00	
Total Annual Fixed Contract	196,812.00	

Assume no HR support needs in FY25

* Assume FD specific IS costs will be paid for by FD, not by City.

** Includes FY24 WC audit, FY24 fiscal close and audit, AR processing, debt management, general overhead

Fixed contract for IS and Finance support services as noted.

Special projects or other City service areas not included.

FY25 Asset and Liability IGA agreed items

Item	Cost	Notes
PERS debt service	55,526.79	Due 8/1/2024
PERS debt service	56,499.51	Due 2/1/2025
Defibrillator internal loan (pymt 4 of 5)	53,246.75	Due 10/31/24
Veh+AirComp internal loan (pymt 4 of 5)	23,654.87	Due 6/30/25
Training Tower Year 2 of 99	1.00	Due 12/31/24
	188,928.93	



VC3 Manage + Shield + Backups

McMinnville Fire District

175 NE 1st St
McMinnville, Oregon 97128

Reed Godfrey

reed.godfrey@mcminnvillefiredistrict.org
503-435-5805

Reference: 20240322-091016591
Quote created: March 22, 2024
Quote expires: June 20, 2024

VC3

1301 Gervais St.
Suite 1800
Columbia, SC 29201
United States

Prepared by: Kuma Adamafio

Senior Account Executive
kuma.adamafio@vc3.com

Products & Services

PRODUCTS & SERVICES	QUANTITY	UNIT PRICE	PRICE
VC3 Manage - Full User 24x7x365 Remote & Onsite Support: Users, Servers, Network Foundational Protection Components: EDR Including 24x7x365 SOC, M365 Protection & Backups Proactive Monitoring, Maintenance & Patching: Workstations, Servers, Network Strategic IT Planning: Alignment with IT Best Practices, IT Budgeting, Technology Roadmap M365 License Management Vendor Co-Ordination Hardware, Software, Domain and License Procurement / Renewals	19	\$220.00 / month	\$4,180.00 / month for 3 years

PRODUCTS & SERVICES	QUANTITY	UNIT PRICE	PRICE
Protect Shield (Add On) Cyber Aware Essentials - Cyber Security Training & Simulated Phishing Tests Dark Web Credential Monitoring Web Protection & Content Filtering Email Protection & Spam Filtering VC3 Security Team	19	\$21.99 / month	\$417.81 / month for 3 years
Protect Shield Cyber Aware Complete Upgrade Upgrades training catalog & simulated phishing tests.	19	\$2.00 / month	\$38.00 / month for 3 years
Web Protect Advanced Web & Content Filtering	37	\$2.50 / month	\$92.50 / month for 3 years
Endpoint Protect Endpoint Detection & Response (EDR) 24x7x365 SOC	37	\$15.99 / month	\$591.63 / month for 3 years
Rapid Data Recovery - 3TB Device (3yr commit)	1	\$0.00	\$0.00
Rapid Data Recovery - 3TB Capacity - Inf Retention	1	\$623.75 / month	\$623.75 / month for 3 years
SonicWall TZ370 NaaS Installation, Monitoring, and Management	1	\$253.57 / month	\$253.57 / month
Investing Where We Serve Promotion - 5 Laptops	1	\$0.00	\$0.00
VC3 Managed Services Onboarding	1	\$6,197.26	\$5,057.32 after \$1,139.94 discount
SUMMARY			
Monthly subtotal			\$6,197.26
One-time subtotal			\$5,057.32 after \$1,139.94 discount

Comments

Hardware Promotion Terms & Conditions

1. Company will provide Client with promotional hardware outlined in fees section.
2. Company will schedule installation of this promotional hardware during Client Onboarding project.
3. Promotion includes hardware, warranty from manufacturer and deployment and shipping costs.
4. Upon installation, Client assumes ownership and full responsibility for this hardware.
5. Company will provide support for hardware provided under the assumption the user using this hardware is covered by an agreement or order for Company to provide Managed IT Services on such hardware.
6. Company assumes Company RMM will be installed on this hardware to facilitate Company providing remote support to users.
7. Any support for users falling outside of this order will be provided on a Time & Materials basis at the rates outlined in the Master Agreement.
8. Client will be responsible for purchasing all other associated peripherals for hardware, including but not limited to, monitors, keyboards, mouse, docking stations.

Order Governed by the Master Agreement

This Order is subject to and governed by Company's Master Agreement in effect on the date this Order is entered into between Company and Client. The Master Agreement is available at <https://www.vc3.com/terms-of-service/> and is incorporated in full into and made a part of this Order by this reference. The Client may also request a copy of the Master Agreement by submitting an email request to betterit@vc3.com identifying the Client and the applicable Orders. Company's entering into this Order is conditioned on Client's agreement to the Master Agreement, and by entering into this Order with Company, Client accepts and agrees to the Master Agreement.

Deliverables & Services

Discovery & Deployment

Setup the Client System for management and provide training to help the Client get the most out of the services. This includes:

1. Deployment of all services listed above.
2. Full documentation and inventory of your network
3. Best-practice configuration of the network for monitoring and management
4. Orientation and training for your staff
5. MacOS Note: If Client is utilizing Mac OS, Company will provide documentation to end users on how to install Company's monitoring and management platform. MacOS does not allow a remote deployment of standard Company tools. Should Mac OS users require onsite assistance to install VC3's monitoring and management platform, support will be provided on a Time and Materials basis at the rates detailed within Client Master Agreement.
6. Implement performance monitoring of client's network prior to and during implementation.

24x7 Monitoring and Incident Response Services

1. Provide 24X7 Incident response services for all included user, server, and network devices.
2. Provide phone, remote and onsite support to authorized users for all included devices.
3. Track all incidents through an ITIL (Information Technology Infrastructure Library) based Service Desk system. All requests will be prioritized and processed per the 'Priority' guidelines listed in Addendum A.
4. Provide 24x7 collection of performance data for the client's included server and network devices per Company's best practices.
5. Utilize industry best practices for remote access, control, and management of all devices.
6. Patching: Deploy, manage, and monitor the installation of approved service packs, security updates and firmware updates as deemed necessary on all applicable devices. Some devices such as tablets and cell phones may not be compatible with included patching methodologies.
7. Resolution of monitoring alerts.
8. Resolution of performance issues.
9. Resolution of availability issues.
10. Resolution of end-user reported problems.
11. Routine additions, deletions, and changes to included devices and users.

Foundational Protection

1. Deploy Endpoint Detection and Response (EDR) to all workstations and servers with Company RMM deployed.
2. Monitor workstations and servers with EDR installed via 24x7x365 partner SOC.
3. Deploy M365 Monitoring and Backup Solutions to Client M365 Tenant.
4. Continually monitor M365 tenancy.
5. Backup M365 (SharePoint, OneDrive, Teams & Exchange Online) 3 times a day.
6. Configure infinite retention on M365 backups.
7. Respond to incidents and service requests. All requests will be prioritized and processed per the 'Priority' guidelines listed in Addendum A.

Application Support

1. Provide support for client licensed 3rd party applications. If it is determined from the initial discovery and/or from third-party application vendors that an application requires additional servers, licensing or support resources, additional monthly costs may be required before the application can be supported.
2. Microsoft Applications:
 - a. Includes Microsoft Office and Office 365 core applications. This is limited to Microsoft Access, Excel, OneDrive for Business, OneNote, Outlook, PowerPoint, SharePoint, Teams and Word.

- b. Application installs, synchronization issues, permission management and general troubleshooting are all within scope for these applications. Microsoft Applications

Strategic IT Planning

Provide the client with a named Strategic resource to assist Client with the following:

1. **Budgeting:** Work with the client to develop an annual technology budget for recurring expense items and new capital requirements in alignment with organizational goals.
2. **Strategic Planning:** Recommend technology solutions as well as provide roadmaps that support key business processes in order to help the client leverage technology appropriately. The Company will work with the client as part of the annual planning process to understand the current business drivers and goals and make recommendations targeted toward maximizing the effectiveness of the client's technology investment.
3. **Analyze IT Health data:** Perform a periodic analysis of the data collected by Company's monitoring systems to proactively resolve issues and assess potential risks within the environment. The Company will make this analysis available to key stakeholders and provide direction on business decisions regarding the level of investment.

IT Asset Administration

1. Hardware and software asset and warranty expiration tracking
2. Domain name expiration tracking
3. Hardware and software purchase specification
4. Web portal access for ticket creation and management
5. Maintaining network documentation and secure password storage
6. Interfacing with vendors such as internet service providers (ISPs)

Procurement

1. Server, Networking, and Power equipment.
2. Desktops, laptops, tablets.
3. Peripherals, including Printers.
4. Software, including subscription-based services.
5. Domain names and security certificates.

Protect Shield

1. Deployment & Implementation Services:

- a. Provision **Dark Web Protect** -Dark web monitoring platform, including provisioning Client's domain(s), reviewing existing data with Client point of contact, and configuring real time alerting:
 - i. Configure monitoring service to monitor corporate domains in scope.
 - ii. Configure up to five (5) personal email addresses to be monitored.
- b. Provision **Cyber Aware** – Cyber Security Training platform. Includes synchronizing employees between Client's domain and training platform. Company will configure initial and ongoing testing and training at a frequency determined by Client.
 - i. Whitelisting emails from the Cyber Aware server to maximize delivery rates.
 - ii. Maintaining active user list within the platform.
 - iii. Creating phishing campaigns targeting users on Client domain.
 - iv. Management of phishing campaigns monthly.
 - v. Creating training campaigns, educating users on Client domain.
 - vi. Management of training campaigns monthly.
 - vii. Providing phishing / training reports to Client.
- c. Provision **Email Protect** – Advanced Email Threat Protection platform.
 - i. Deploy Email protect to Client Microsoft 365 environment.
 - ii. Updating MX Records.
 - iii. Customizing Spam settings.
 - iv. Creating filter policies and approve/block sensor list items.
- d. Provision **Web Protect** - Advanced DNS/Web protection platform. Filters content accessible by employees when connected to the corporate network or using corporate devices:
 1. Deployment of agent to all devices with Company RMM deployed.
 2. Initial configuration of web and content filtering policy within the solution

2. General Managed Security Services

1. 24x7 Monitoring and Incident Response Services:

1. Provide 24X7 Incident response services for all included deployed services.
2. Track all incidents through an ITIL (Information Technology Infrastructure Library) based Service Desk system. All requests will be prioritized and processed per the 'Priority' guidelines listed in Addendum A.
3. Provide 24x7 Partner Security Operations Centre (SOC) monitoring for all endpoints with Endpoint Protect deployed.

4. 24X7 response to critical event driven Incidents.
5. Utilize industry best practices for remote access, control and management of all devices.
3. **Quarterly Security Summary.** Includes a report of the activities that have taken place under this Order.

Managed Backups

1. Installation and Configuration:

- a. Install backup agents and initialize backups on all protected servers within the Client's environment.
- b. Perform an initial seed of the Client's backup data and will load that data into the cloud.
- c. Configure the cloud backups such that backups are performed per the backup retention schedule determined during implementation.
- d. Configure the backup monitoring to alert VC3 of backup failures.
- e. Perform an initial backup of all systems and will confirm that backups are performing as expected.

2. Backup Management:

- a. Monitor and maintain backups for the servers protected.
- b. Perform periodic updates to the backup software such as patches, and updates.
- c. Provide replacement components for failures that occur as a result of internal equipment defects or end of life for Company provided hardware. This does not include physical damage to the equipment due to abuse or environmental factors (for example, fire, hurricane or flood damage).

3. Disaster Recovery Plan

- a. Work with Client to identify and document backup requirements to form a Disaster Recovery Plan. This includes:
 - i. Servers to be backed up.
 - ii. Recovery Point Objective (RPO)
 - iii. Recovery Time Objective (RTO)
 - iv. Data Backup Plan
 - v. Automatic Daily Restore Testing.
 - vi. Disaster Recovery team
 - vii. Requirements of Data Recovery

Exclusions

Items other than those included above are expressly excluded from the Services provided within this Order. The following exclusions and clarifications are intended to clarify the scope of services for this order:

1. Excluded services are those related to functionality upgrades, such as those required to evaluate, specify, purchase, and implement client system or server upgrades such as operating systems, Microsoft Office suite software unless included with a specific Company product, third party software deployments or upgrades, or equipment related to these services whose scope exceeds that defined above. Company will provide these services to the client on a Time & Materials Order basis at the rates outlined in the Master Agreement. If modification or replacement of a hardware device or component is required, client is responsible for all hardware and hardware vendor services costs, excluding Company owned hardware explicitly provided through this Order.
2. Software development, training and project work, including client-owned PC upgrades and non-patch upgrades of software, are not included.
3. When client requests services by Company not explicitly included in this agreement, they are agreeing to invoicing of said services per the terms outlined in the Master Agreement. For all services which incur additional hourly fees, Company will notify the client that these services are outside the scope of this work order and will receive approval from client prior to rendering these additional services.
4. Software and licensing purchased by the client directly from a third-party vendor are not included as a part of services to be supported.
5. Architectural changes, mass deployment, database management, data visualization and business process automation / troubleshooting are considered excluded from this Order.
6. Cybersecurity event or incident response activities or remediation efforts exceeding eight (8) hours of technician, engineer or project management time.
7. Should deficiencies, malware infections, or critical vulnerabilities be discovered during the deployment of services, Company will bring to Client attention and discuss the impact of the deficiencies on Company's ability to provision the Services and provide client with options to correct the deficiencies. Initial remediation hours will be billed outside of this Order unless otherwise explicitly stated in this Order.

Assumptions

1. The Order will not become effective unless and until it is agreed upon and signed by the Client and Company.
2. If Company is providing or managing Client's Microsoft Licenses, then Client agrees to the Microsoft terms and conditions as stated in the Microsoft Customer Agreement found here:
<https://www.microsoft.com/licensing/docs/customeragreement>
3. Company reserves the right, at its discretion, to pass onto the client any changes to obligations, such as terms or pricing imposed on Company by a given vendor, for an offering that is currently resold to the client at any time during the current agreement term.
4. Company will make reasonable efforts to resolve all issues remotely prior to dispatching an engineer onsite. Travel hours incurred will be invoiced according to the Master Agreement.
5. Microsoft NCE licenses and subscriptions run on an annual basis and cannot be terminated nor altered mid-term.
6. If client Microsoft licenses are under a current annual NCE subscription, Company assumes they will migrate to become under Company's management at the point of renewal.
7. The items defined in this Order are designed to enhance the security of the customer environment. There is no guarantee that any security measure will prevent a data breach, infection, or other cyber security incident.
8. Company is authorized to obtain any documentation or information regarding any and all accounts at all locations the Client may have with any telecommunications vendor. Company also has the authority to be added as an account contact and speak on behalf of the Client in negotiating services, billing, credits and/or connectivity of this Client's services with the Telecommunications company and/or vendor with the proviso that only the Client has authority to enter into contracts with any vendor or supplier.
9. Throughout the relationship between Company and Client, the Company will also make extensive use of Remote Management software. This software is used across all clients to monitor workstations and servers in real time. Company will also use this software to remotely connect and assist the Client's users when they have a technological problem if the user has an internet connection. In addition, endpoint protection software, ticketing, and asset management are managed through this software.

Client Responsibilities

1. Client will provide a primary point of contact for Company to work with on all services provided in this Order.
2. Client is responsible for authorizing access for Company to sites that are owned / controlled by third parties.
3. Client is responsible for proper disposal of client-owned devices.
4. Client will make a best effort to maintain the minimum infrastructure requirements as defined by Company.
5. Client will maintain both hardware and software maintenance agreements with the source Vendor whenever possible to allow for ongoing access to security updates and to provide quick replacement of non-functioning components.
6. Client must assign Company as their Microsoft Partner of record.
7. Client is responsible for procurement and ownership of all licenses, maintenance, and vendor support agreements required for support of their third-party applications, excluding the Microsoft licensing explicitly included in the per seat packages identified in Products & Services section.
8. Third party tool licensing may be required for additional cost.
9. Client will be financially responsible for any remaining or ongoing charges from Microsoft. Microsoft subscriptions can each have their own terms and renewal dates. It is the client's responsibility to engage Company to adjust Microsoft subscription counts and terminations prior to 12 months from the original work order or subsequent change order purchase date.

Invoicing

Company will invoice the Client a pro-rated monthly fee based on any partial month of service plus the first full month of service on the effective services start date. All subsequent service months will be invoiced at the start of the month in which services are to be rendered. Services activated after the first of month may be invoiced on a pro rata basis the following month.

Any taxes related to services purchased or licensed pursuant to this Order shall be paid by Client or Client shall present an exemption certificate acceptable to the taxing authorities. Applicable taxes and freight charges shall be billed as a separate item on the invoice.

Unit rates will automatically increase annually on the anniversary of the Effective Services Start Date equivalent to the CPI change for All Urban Consumers or by 4.00%, whichever is higher.

The terms of this Order will automatically renew for an additional term of equivalent length to the current active term unless notice of termination is provided to Company no fewer than 90 calendar days prior to expiration of the current active term.

Company will audit the Client's usage of units on a monthly basis; for each unit found in excess of the amount listed above, Company will increase the monthly fee by the corresponding amount indicated above. Reductions in Units above the minimum

threshold will be reflected on the invoice within 30 days of service removal. Additional services may be added at any time during the life of this contract at the unit rates listed above.

Addendum A – Service Desk Priorities

Incidents and Service Requests are triaged and prioritized to effectively resolve the most important issues in a timely manner. Company utilizes the following priorities, criteria and response metrics:

- **Priority 1:**
 - System/device/application down causing work to cease and critical impact to the entire organization, a whole department, or a C-level executive or VIP user; no interim solution available; Client is in danger of or is experiencing a financial loss or the ability to make strategic business decisions is impaired.
 - **24x7 Support:** Priority 1 incidents will be addressed on a 24 hours a day, 7 days a week basis including holidays.
- **Priority 2:**
 - System/device/application down causing work to cease and potential business impact for up to 5 users, a C-level executive, or a VIP user; no interim solution available.
 - **24x7 Support:** Priority 2 incidents will be addressed on a 24 hours a day, 7 days a week basis including holidays.
- **Priority 3:**
 - Level of service degraded causing impact to an individual user; no interim solution available. Operational impact to the organization or a whole department though work continues as a result of implementing an interim solution or use of other system/device/service.
 - **Business Hours Support:** Priority 3 incidents will be addressed during normal business hours Monday-Friday, 8:00am to 5:00pm excluding holidays.
- **Priority 4:**
 - Minor inconvenience to a department or user exists though work continues as a result of implementing an interim solution or use of another system/device/service.
 - **Business Hours Support:** Priority 4 incidents will be addressed during normal business hours Monday-Friday, 8:00am to 5:00pm excluding holidays.
- **Priority 5:**
 - Maintenance tasks, audits, or alignment work that is not requested by the client.
 - **Business Hours Support:** Priority 5 incidents will be addressed during normal business hours Monday-Friday, 8:00am to 5:00pm excluding holidays.

Call Priority	Initial Client Contact Guidelines	Initial Client Contact Percentages
1	1 Hour	90%
2	2 Hours	90%
3	4 Business Hours	90%
4	8 Business Hours	90%
5	N/A	N/A

Addendum B - Maintenance Windows

All work performed within Company's Hosting or Client Infrastructure is a form of maintenance. Such work may or may not result in a disruption of service depending on the scope of the activity.

1. **Scheduled Maintenance:** All planned work performed on Company's Hosting or Client Infrastructure by Company engineers, or staff is defined as "Scheduled Maintenance". During Scheduled Maintenance, some or all of Company's Hosting or Client Infrastructure may be out of service and therefore may not be accessible to users. Regularly Scheduled Maintenance will occur between 2 AM and 6 AM in the local time zone for which the Client Infrastructure being maintained resides. Downtime to perform changes is expected during this window. If Client has a business need to avoid said downtime, they must provide their request via the Company Service Desk ten business days in advance.
 - a. **Notification:** Client will be notified via email should Scheduled Maintenance be required to take place outside of the windows specified above.
2. **Emergency Maintenance:** All work performed in response to a disruption or a threat to the availability of a component of Company's Hosting or Client Infrastructure within the control of Company is defined as "Emergency Maintenance". Emergency Maintenance will be conducted based upon the timeframe that the emergency exists. Normal business hours will see an immediate response. For issues that occur during non-business hours, the impact of the event will be evaluated as soon as possible, and appropriate measures taken to return the system to normal availability.

a. **Notification:** Client will be notified via email should Emergency Maintenance be necessary. Commercially reasonable efforts will be made to notify Client prior to emergency maintenance. Company reserves the right to complete Emergency Maintenance without prior notification to Client if necessary to mitigate risks posed by the need for Emergency Maintenance in a timely manner.

Signature

Signature

Date

Printed name

Countersignature

Countersignature

Date

Printed name



Oregon

Tina Kotek, Governor

Public Employees Retirement System

Headquarters:

11410 S.W. 68th Parkway, Tigard, OR

Mailing Address:

P.O. Box 23700

Tigard, OR 97281-3700

(888) 320-7377

TTY (503) 603-7766

<http://oregon.gov/PERS/>

March 21, 2024

AMY HANIFAN OPERATIONS CHIEF
MCMINNVILLE FIRE DISTRICT
175 NE 1ST ST
MCMINNVILLE OR 97128

Re: PERS Participation – McMinnville Fire District

Dear Chief Hanifan:

Enclosed please find the coverage agreement between your district and PERS. Upon execution by your board chair, your district should retain one of the fully signed originals and your return the other two to PERS. Upon our receipt of those fully signed agreements, the district will have become a PERS-participating employer as of the effective date set forth in the agreement.

After we receive our fully signed originals, you will be contacted by Aaron Jones in our Employer Service Center to assist you in getting the district set up on PERS' database as a participating employer to report to PERS and thereafter remit contributions. If you have any questions about that process, please feel free to contact us with any questions.

Sincerely,
Peter Nielsen
Employer Reporting Operations Analyst
Employer Service Center
Oregon PERS

Enclosures

Oregon Public Service Retirement Plan Coverage Agreement

This agreement is made between the State of Oregon by and through the PUBLIC EMPLOYEES RETIREMENT BOARD (hereinafter referred to as “the Board”) on behalf of the PUBLIC EMPLOYEES RETIREMENT SYSTEM (hereinafter referred to as “PERS”) and MCMINNVILLE FIRE DISTRICT (hereinafter referred to as “the District”) for the purpose of establishing new employer coverage for District employees pursuant to ORS 238A.070 and ORS 238A.025.

WHEREAS, under a measure election on May 16, 2023, the District was created effective July 1, 2023 for the purpose of providing fire and EMS services in an around the City of McMinnville (hereafter referred to as “the City”) with the employees of the City’s Fire Department becoming employees of the District; all real and personal property including reserve funds and assets of the City, including ambulance revenue, necessary for the provision of fire and EMS services, becoming property of the District, with the District assuming a municipal loan of \$588,000 for fire apparatus and all fire protection related debt of the City;

WHEREAS, to provide time for the City and the District to complete the necessary arrangements set forth in the preceding paragraph, the City and the District have entered into an intergovernmental agreement and an amended intergovernmental agreement under which the City will provide temporary and emergency response services within the District for a term extending from July 1, 2023 through June 30, 2024, with an option to extend an additional three months to September 30, 2024, to provide additional time for the District to establish its operations; WHEREAS, the City of McMinnville has been a PERS-participating employer for all of its employees since 1946;

WHEREAS, on September 28, 2023, the District adopted Resolution 2023-11, by which the District announced its intention to participate in PERS beginning January 1, 2024;

WHEREAS, the District, working with the City, will ensure that all employees being transferred have had their wages, hours and contributions reported to PERS without interruption during the period of transfer to the District;

WHEREAS, Resolution 2023-11 further provided:

that the District intended to provide the “unused sick leave benefit” available under ORS 238.350 to members of PERS entitled to benefits under ORS chapter 238;

that the District intended to participate in the State and Local Government Rate pool with respect to its contributions for members of PERS entitled to benefits under ORS chapter 238; and

that the District intended to pay the six percent contribution for the Individual Account Program that is due from members under ORS 238A.330 on behalf of its employees, using the employer-paid pre-tax method (EPPT);

THEREFORE, the parties agree that:

- (1) As used in this agreement, the term “Eligible District Employee” shall mean any District employee who is employed by the District on or after the effective date of this agreement, and is either an “employee” as that term is defined in ORS 238.005(8) or an “eligible employee” as that term is defined in ORS 238A.005(4).
- (2) As of the effective date of this agreement, the District shall participate in the Public Employees Retirement System (“PERS”), which consists of ORS chapter 238 and the Oregon Public Service Retirement Plan Pension Program (“OPSRP Pension Program”) and Individual Account Program (“IAP”) in ORS chapter 238A. The District understands and agrees that its participation in PERS is irrevocable.
- (3) The District shall provide coverage to its Eligible District Employees as follows:

- (a) For those Eligible District Employees who establish membership in the OPSRP Pension Program under ORS 238A.100 and any related administrative rules promulgated by the Board, the District shall provide coverage in the OPSRP Pension Program.
 - (b) For those Eligible District Employees who establish membership in the Individual Account Program under ORS 238A.300 and ORS 238A.305 and any related administrative rules promulgated by the Board, the District shall provide coverage in the Individual Account Program.
 - (c) For those Eligible District Employees who have established membership in PERS under ORS 238.015 and ORS 238A.025(4) and any related administrative rules promulgated by the Board, the District shall provide coverage under ORS chapter 238.
 - (d) No Eligible District Employee shall receive retirement credit or any other benefit under ORS chapters 238 or 238A for service performed for the District prior to the effective date of this agreement.
- (4) The District understands that the Oregon Legislature may in the future amend ORS chapters 237, 238, and 238A. The District also understands that the Board may amend its administrative rules promulgated pursuant to those statutes. The District agrees to comply with the statutes and rules governing those programs, including any additions or amendments to those statutes and rules.
- (5) The District has the following initial employer contribution rates. The District understands that employer contribution rates are subject to change based on periodic actuarial valuations or as directed by the Board pursuant to ORS 238.225 and ORS 238A.220, and the District agrees that the Board may change those contribution rates without amending this agreement.
- (a) For Eligible District Employees who establish membership in the OPSRP Pension Program, the initial employer contribution rate shall be 22.15 percent of salary for employees who are classified as general service, and 26.94 percent of salary for employees who are classified as police officers or firefighters. For purposes of this subsection, “salary” is defined in ORS 238A.005.
 - (b) For Eligible District Employees who have established membership in PERS under ORS 238.015 and ORS 238A.025(4), if any, the District shall have the initial employer contribution rate of 28.74 percent of salary. For purposes of this subsection, “salary” is defined in ORS 238.005(26).
- (6) The District understands that Eligible District Employees who establish membership in the IAP are required by ORS 238A.330 to contribute six percent of their salaries to the IAP. In accordance with Resolution 2023-11, the District hereby agrees to assume and pay those IAP contributions on behalf of Eligible District Employees, and will not reduce employee compensation in order to generate the funds needed to make those contributions, under ORS 238A.335(2)(b). For purposes of this section, “salary” is defined in ORS 238A.005(17).
- (a) The required employee contribution is deemed to be picked up for purposes of IRC Section 414(h)(2); Eligible District Employees do not have the option of receiving the assumed amount directly; and this agreement is not retroactive in its application.
 - (b) This agreement to assume and pay employee contributions may not be construed to require an employer to open or renegotiate a pre-existing collective bargaining agreement or change an employment policy before its normal expiration date. If the District changes the manner in which IAP contributions are to be paid in the future, such a change shall be effective with respect to employee contributions made on and after the date that the Board receives adequate written notification of the change.
- (7) In accordance with Resolution 2023-11, PERS will include the District in the State & Local Government Rate Pool, as of the effective date of this agreement, for purposes of


contributions made on behalf of Eligible District Employees who have established membership in PERS under ORS 238.015 and ORS 238A.025(4). The District understands and agrees that its election to participate in the State & Local Government Rate Pool is irrevocable.

- (8) In accordance with Resolution 2023-11, Eligible District Employees who have established membership in PERS under ORS 238.005 and ORS 238A.025(4) will be compensated for accumulated unused sick leave by increasing their retirement benefits upon service or disability retirement pursuant to ORS 238.350. The District understands and agrees that its election to provide increased retirement benefits for accumulated unused sick leave is irrevocable.
- (9) The District understands and agrees that once this agreement is in effect the District must continue to provide coverage under the OPSRP Pension Program and ORS chapter 238 for all Eligible District Employees. In the event that the District at any time does not employ any Eligible District Employees, the District shall still be required to make contributions necessary to fund any unfunded liability for benefits under the OPSRP Pension Program and ORS chapter 238, as determined by the Board. These obligations shall be binding on the successors and assignees of the District.
- (10) The District warrants that it is a “public employer” as defined by ORS 238.005(21), and a governmental agency or instrumentality as defined in Internal Revenue Code §414(d). If at any time the District for any reason fails to meet the definition of ORS 238.005(21) or IRC §414(d), the District’s participation in PERS shall terminate as of that date. In the event of any termination the District shall continue to make contributions necessary to fund any unfunded liability for benefits under the OPSRP Pension Program and ORS chapter 238, as determined by the Board.
- (11) By virtue of this coverage agreement, neither the Board nor PERS assumes any contractual obligations of the District toward any employee, other than the responsibility to administer benefits funded by the District as specifically provided for in this coverage agreement.
- (12) The parties agree that if any term or provision of this agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any law, or if any part of this agreement conflicts with any law, the validity of the remaining terms and provisions shall not be affected, and rights and obligations of the parties shall be construed and enforced as if the contract did not contain the particular term or provision held to be invalid.
- (13) In addition to the provisions of this agreement, ORS chapters 237, 238, and 238A and all administrative rules promulgated by the Board apply to the District and all Eligible District Employees. If a provision of this agreement conflicts with any provision of ORS chapters 237, 238, or 238A, or with any administrative rules promulgated by the Board, the statute or rule shall govern.
- (14) This agreement is effective **1/1/2024**, but shall have no effect until the agreement has been approved and signed by the District and by the Board.

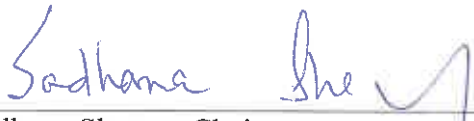
For McMinnville Fire District this _____ day of _____, 2024.

By _____
Adam Garvin, President of the Board
McMinnville Fire District

For the Oregon Public Employees Retirement System this 5th day of March, 2024.

By 
Kevin Olineck, Director
Oregon Public Employees Retirement System

For the Oregon Public Employees Retirement Board this 12th day of March, 2024.

By 
Sadhana Shenoy, Chair
Oregon Public Employees Retirement Board

Oregon Public Service Retirement Plan Coverage Agreement

This agreement is made between the State of Oregon by and through the PUBLIC EMPLOYEES RETIREMENT BOARD (hereinafter referred to as “the Board”) on behalf of the PUBLIC EMPLOYEES RETIREMENT SYSTEM (hereinafter referred to as “PERS”) and MCMINNVILLE FIRE DISTRICT (hereinafter referred to as “the District”) for the purpose of establishing new employer coverage for District employees pursuant to ORS 238A.070 and ORS 238A.025.

WHEREAS, under a measure election on May 16, 2023, the District was created effective July 1, 2023 for the purpose of providing fire and EMS services in and around the City of McMinnville (hereafter referred to as “the City”) with the employees of the City’s Fire Department becoming employees of the District; all real and personal property including reserve funds and assets of the City, including ambulance revenue, necessary for the provision of fire and EMS services, becoming property of the District, with the District assuming a municipal loan of \$588,000 for fire apparatus and all fire protection related debt of the City;

WHEREAS, to provide time for the City and the District to complete the necessary arrangements set forth in the preceding paragraph, the City and the District have entered into an intergovernmental agreement and an amended intergovernmental agreement under which the City will provide temporary and emergency response services within the District for a term extending from July 1, 2023 through June 30, 2024, with an option to extend an additional three months to September 30, 2024, to provide additional time for the District to establish its operations; WHEREAS, the City of McMinnville has been a PERS-participating employer for all of its employees since 1946;

WHEREAS, on September 28, 2023, the District adopted Resolution 2023-11, by which the District announced its intention to participate in PERS beginning January 1, 2024;

WHEREAS, the District, working with the City, will ensure that all employees being transferred have had their wages, hours and contributions reported to PERS without interruption during the period of transfer to the District;

WHEREAS, Resolution 2023-11 further provided:

that the District intended to provide the “unused sick leave benefit” available under ORS 238.350 to members of PERS entitled to benefits under ORS chapter 238;

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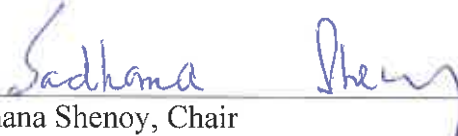
For McMinnville Fire District this _____ day of _____, 2024.

By _____
Adam Garvin, President of the Board
McMinnville Fire District

For the Oregon Public Employees Retirement System this 5th day of March, 2024.

By 
Kevin Olineck, Director
Oregon Public Employees Retirement System

For the Oregon Public Employees Retirement Board this 12th day of March, 2024.

By 
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Oregon Public Employees Retirement Board

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 - (c) For those Eligible District Employees who have established membership in PERS under ORS 238.015 and ORS 238A.025(4) and any related administrative rules promulgated by the Board, the District shall provide coverage under ORS chapter 238.
 - (d) No Eligible District Employee shall receive retirement credit or any other benefit under ORS chapters 238 or 238A for service performed for the District prior to the effective date of this agreement.
- (4) The District understands that the Oregon Legislature may in the future amend ORS chapters 237, 238, and 238A. The District also understands that the Board may amend its administrative rules promulgated pursuant to those statutes. The District agrees to comply with the statutes and rules governing those programs, including any additions or amendments to those statutes and rules.
- (5) The District has the following initial employer contribution rates. The District understands that employer contribution rates are subject to change based on periodic actuarial valuations or as directed by the Board pursuant to ORS 238.225 and ORS 238A.220, and the District agrees that the Board may change those contribution rates without amending this agreement.
- (a) For Eligible District Employees who establish membership in the OPSRP Pension Program, the initial employer contribution rate shall be 22.15 percent of salary for employees who are classified as general service, and 26.94 percent of salary for employees who are classified as police officers or firefighters. For purposes of this subsection, “salary” is defined in ORS 238A.005.
 - (b) For Eligible District Employees who have established membership in PERS under ORS 238.015 and ORS 238A.025(4), if any, the District shall have the initial employer contribution rate of 28.74 percent of salary. For purposes of this subsection, “salary” is defined in ORS 238.005(26).
- (6) The District understands that Eligible District Employees who establish membership in the IAP are required by ORS 238A.330 to contribute six percent of their salaries to the IAP. In accordance with Resolution 2023-11, the District hereby agrees to assume and pay those IAP contributions on behalf of Eligible District Employees, and will not reduce employee compensation in order to generate the funds needed to make those contributions, under ORS 238A.335(2)(b). For purposes of this section, “salary” is defined in ORS 238A.005(17).
- (a) The required employee contribution is deemed to be picked up for purposes of IRC Section 414(h)(2); Eligible District Employees do not have the option of receiving the assumed amount directly; and this agreement is not retroactive in its application.
 - (b) This agreement to assume and pay employee contributions may not be construed to require an employer to open or renegotiate a pre-existing collective bargaining agreement or change an employment policy before its normal expiration date. If the District changes the manner in which IAP contributions are to be paid in the future, such a change shall be effective with respect to employee contributions made on and after the date that the Board receives adequate written notification of the change.
- (7) In accordance with Resolution 2023-11, PERS will include the District in the State & Local Government Rate Pool, as of the effective date of this agreement, for purposes of


contributions made on behalf of Eligible District Employees who have established membership in PERS under ORS 238.015 and ORS 238A.025(4). The District understands and agrees that its election to participate in the State & Local Government Rate Pool is irrevocable.

- (8) In accordance with Resolution 2023-11, Eligible District Employees who have established membership in PERS under ORS 238.005 and ORS 238A.025(4) will be compensated for accumulated unused sick leave by increasing their retirement benefits upon service or disability retirement pursuant to ORS 238.350. The District understands and agrees that its election to provide increased retirement benefits for accumulated unused sick leave is irrevocable.
- (9) The District understands and agrees that once this agreement is in effect the District must continue to provide coverage under the OPSRP Pension Program and ORS chapter 238 for all Eligible District Employees. In the event that the District at any time does not employ any Eligible District Employees, the District shall still be required to make contributions necessary to fund any unfunded liability for benefits under the OPSRP Pension Program and ORS chapter 238, as determined by the Board. These obligations shall be binding on the successors and assignees of the District.
- (10) The District warrants that it is a “public employer” as defined by ORS 238.005(21), and a governmental agency or instrumentality as defined in Internal Revenue Code §414(d). If at any time the District for any reason fails to meet the definition of ORS 238.005(21) or IRC §414(d), the District’s participation in PERS shall terminate as of that date. In the event of any termination the District shall continue to make contributions necessary to fund any unfunded liability for benefits under the OPSRP Pension Program and ORS chapter 238, as determined by the Board.
- (11) By virtue of this coverage agreement, neither the Board nor PERS assumes any contractual obligations of the District toward any employee, other than the responsibility to administer benefits funded by the District as specifically provided for in this coverage agreement.
- (12) The parties agree that if any term or provision of this agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any law, or if any part of this agreement conflicts with any law, the validity of the remaining terms and provisions shall not be affected, and rights and obligations of the parties shall be construed and enforced as if the contract did not contain the particular term or provision held to be invalid.
- (13) In addition to the provisions of this agreement, ORS chapters 237, 238, and 238A and all administrative rules promulgated by the Board apply to the District and all Eligible District Employees. If a provision of this agreement conflicts with any provision of ORS chapters 237, 238, or 238A, or with any administrative rules promulgated by the Board, the statute or rule shall govern.
- (14) This agreement is effective **1/1/2024**, but shall have no effect until the agreement has been approved and signed by the District and by the Board.


For McMinnville Fire District this _____ day of _____, 2024.

By _____
Adam Garvin, President of the Board
McMinnville Fire District

For the Oregon Public Employees Retirement System this 5th day of March, 2024.

By 
Kevin Olineck, Director
Oregon Public Employees Retirement System

For the Oregon Public Employees Retirement Board this 12th day of March, 2024.

By 
Sadhana Shenoy, Chair
Oregon Public Employees Retirement Board



Custom ▾ Feb 1, 2024 - Feb 29, 2024 ▾

05:19

MM:SS
Average Response Time

90%

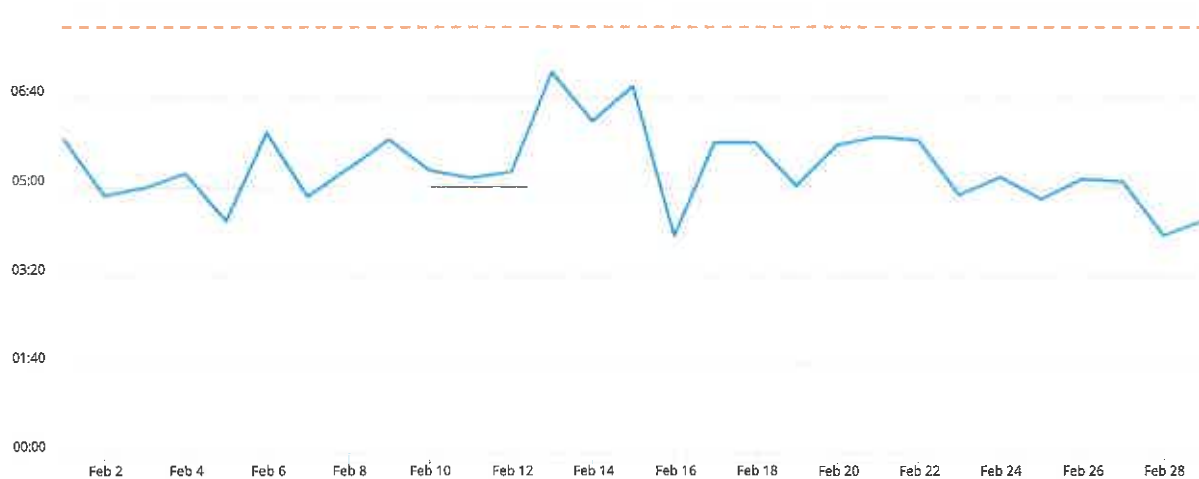
OF RESPONSES
Response Time < 08:00

29

DAYS
In Selected Time Slice

311

UNIT RESPONSES
In Selected Time Slice



Week Ending	2/4/24	2/11/24	2/18/24	2/25/24	3/3/24	3/10/24	3/17/24	3/24/24	3/31/24	4/7/24	4/14/24	4/21/24	4/28/24	Total
00:00 - 04:59	20	33	29	40	40									162
05:00 - 07:59	16	36	28	24	15									119
08:00 - 08:59	1	4	4	3	2									14
09:00 - 09:59	1	1	1											3
10:00 - 11:59			4	3	3									10
12:00 - 14:59	1		1	1										3
15:00 - 16:59														
17:00 - 17:59														
18:00 - 19:59														
20:00 - 29:59														
30:00 - 59:59														
Total	39	74	67	71	60									311
Exceptions														0



Custom ▾ Feb 1, 2024 - Feb 29, 2024 ▾

08:18

MM:SS
Average Response Time

50%

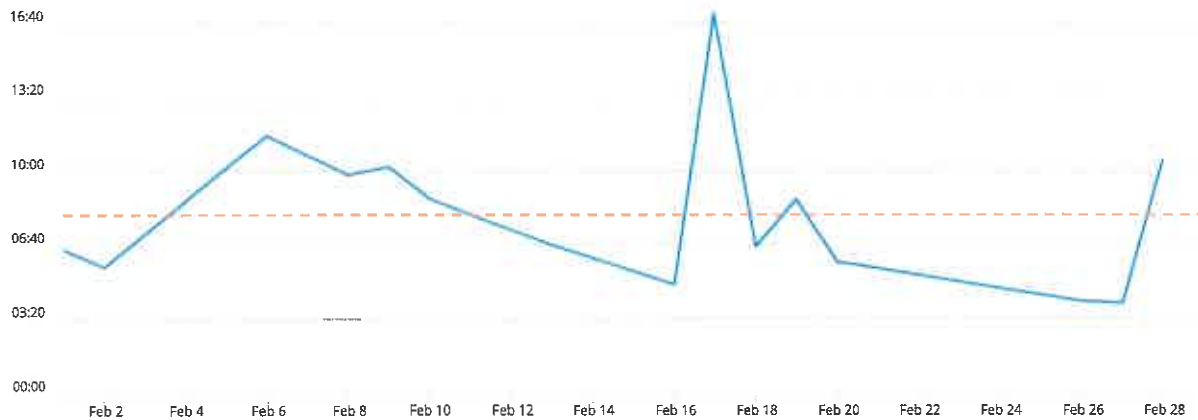
OF RESPONSES
Response Time < 08:00

29

DAYS
In Selected Time Slice

16

UNIT RESPONSES
In Selected Time Slice



Counts % Rows % Columns % All

Week Ending	2/4/24	2/11/24	2/18/24	2/25/24	3/3/24	3/10/24	3/17/24	3/24/24	3/31/24	4/7/24	4/14/24	4/21/24	4/28/24	Total
00:00 - 04:59			1		2									3
05:00 - 07:59	1		2	2										5
08:00 - 08:59		1												1
09:00 - 09:59		1												1
10:00 - 11:59		3		1	1									5
12:00 - 14:59														0
15:00 - 16:59														0
17:00 - 17:59			1											1
18:00 - 19:59														0
20:00 - 29:59														0
30:00 - 59:59														0
Total	1	5	4	3	3									16
Exceptions														0

FMO inspection data for 1/1/24-3/25/2024 for Board Meeting  General\All Employees (unrestricted)

TD Ty Darby
To: Reed Godfrey

    ...
Mon 3/25/2024 12:29 PM

Chief,

Good afternoon! As of today, the FMO has completed **112** Fire & Life Safety inspections for 2024. January was focused on Assisted Living and State Licensed facilities. February was all schools, both public and private. March is Assembly occupancies and those will also spill into April.

Ty

Ty Darby
Assistant Chief - Fire Marshal
McMinnville Fire District
(503)435-5802

 Reply  Forward

Leadership Training for Special District Governing Boards

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SN SDAO News <eNews@sdao.com>
To: Reed Godfrey

...
Fri 3/22/2024 11:14 AM

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send_to_friend.gif

FirstThursday1.jpg

Leadership skills are more important than ever for members of locally elected boards. Regardless of the type of special district, boards face many common challenges, including rising costs, added state and federal mandates, increased voter resistance to tax and fee increases, interpersonal conflicts, and ideological rifts in the community that spill into board success and individual leadership effectiveness.

An important element of the session deals with the relationship between the board and the board's chief executive officer. We highly encourage the CEO (executive director, superintendent, fire chief, or whatever title is bestowed by your district) to also participate in the session.

To make the training accessible across the state, we are offering the training in two modes: in-person on the Portland State University campus, and live remote via Zoom.

ZOOM OPTION:

Date: Saturday, April 20, 2024

Time: 8:30am - 12:30pm

Location: Zoom (online) details to be provided upon registration.

IN-PERSON OPTION:

Date: Saturday, April 27, 2022

Time: 9:00am - 3:00pm

Location: Portland State University, University Place, Willamette Ballroom, 310 SW Lincoln St, Portland, OR 97201