

TRINIDAD AMBULANCE DISTRICT BOARD OF DIRECTORS
MONTHLY MEETING

August 26, 2026

Attendance: Zachary Shapiro, Joe Richards, Tom Murphy, Audra Garrett, Lynette Bates, Chief Moreno, Barbara Fisk, Lts. Angelina Bacharach and Elizabeth Romero, Deputy Chief DeTray and Chris Semmens with Vida Benefits via Zoom

SUBJECT	DISCUSSION																								
Call to Order/Pledge	Meeting was called to order at 4:35pm by Zachary Shapiro.																								
Roll Call/Proof of Quorum	There was a quorum with five (5) board members in attendance.																								
Adoption of Agenda	MOTION adopt the agenda as presented was made by Audra Garrett. SECOND: Tom Murphy YEA: Zachary Shapiro, Joe Richards, Tom Murphy, Audra Garrett, Lynette Bates NAY: ABSTAIN: The agenda adopted as presented.																								
Review Minutes	MOTION to approve the July 22, 2026 meeting minutes as presented was made by Audra Garrett. SECOND: Joe Richards YEA: Zachary Shapiro, Joe Richards, Tom Murphy, Audra Garrett, Lynette Bates NAY: ABSTAIN: The July 22, 2026 minutes were approved as presented.																								
Director & Operations	Chief Moreno presented the following information. <u>Financial Overview</u> <table><tr><td>General Fund</td><td>\$2,416,445.34</td></tr><tr><td>Enterprise Fund</td><td>\$1,781,407.81</td></tr><tr><td>Total Cash on Hand</td><td>\$4,197,853.15</td></tr></table> <table><tr><td>Net Income General Fund</td><td>\$633,977</td></tr><tr><td>Net Income Enterprise</td><td>\$219,682</td></tr><tr><td>Net Income YTD</td><td>\$853,660</td></tr></table> <u>2026 June Billing Performance</u> <table><tr><td>Total EMS Trips (not calls for svc)</td><td>173</td></tr><tr><td>Gross Charges</td><td>\$511,673</td></tr><tr><td>Average Charge/Trip</td><td>\$2,957</td></tr><tr><td>Collections</td><td>\$43,106</td></tr><tr><td>Cash/Trip</td><td>\$249</td></tr><tr><td>Net Collections Rate</td><td>11.3%</td></tr></table>	General Fund	\$2,416,445.34	Enterprise Fund	\$1,781,407.81	Total Cash on Hand	\$4,197,853.15	Net Income General Fund	\$633,977	Net Income Enterprise	\$219,682	Net Income YTD	\$853,660	Total EMS Trips (not calls for svc)	173	Gross Charges	\$511,673	Average Charge/Trip	\$2,957	Collections	\$43,106	Cash/Trip	\$249	Net Collections Rate	11.3%
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EMTS 2027 Grant. Awaiting chassis delivery.

Rural Health Transformation Funds. Request for Applications ends August 3rd with awards being announced the end of September. Colorado was awarded \$200,105,604.17.

Education. The District has 4 employees interested in participating in the AEMT course offered by Trinidad State College. The District was awarded a CREATE grant to cover course costs.

ePCR Software Update. The District went live with First Due on April 1st but has since run into multiple issues. Cordial Systems will be replacing First Due with a “go live” date of August 30th.

Mt. San Rafael Meeting. Hospital administration met with Chief Moreno, Deputy Chief DeTray and Chair Zachary Shapiro on August 19th, establishing more open communication. The topic was days with BLS coverage only. The hospital is willing to have nurse on-call days during BLS only coverage until TAD is back to being fully staffed. These meetings will continue quarterly, alternating locations.

Employee Burnout/On-Call. 48-hours shifts are turning into 48-hour plus shifts. On-Call crews are being utilized nearly daily. Two burnout/safety incidents required review. It has proven difficult to get person-to-person mental health assistance. EAP and Pathways for EMS both refer people to tele-health. It is difficult to utilize local providers due to community size. It has proven difficult for employees to speak to someone within the community who may know them, patients, family, etc.

In an attempt to reduce employee burnout, possible solutions may include

- 24/72 schedule with on-call;
- 48/96 schedule with no on-call, 12-hour day car 0900-2100 or 1000-2000. Busiest time of day is 0900-2200hrs; or
- 48/96 schedule with no on-call but paging call back at double time.

There may be impact upon Inter-Facility Transfers (IFTs). There is a long-established practice, which will continue, of TAD providing transfer services whenever and wherever possible depending on safety of patients and crews.

Federal Legislation H.R.9970. RESCUE Act of 2026 was introduced July 27, 2026. The bipartisan Reimbursing Emergency Services for Critical Urgent Encounters (RESCUE) Act would change Medicare ambulance reimbursement by requiring CMS to periodically update ambulance payment amounts using current actual cost data. Medicare's ambulance payment system is still based on a fee schedule established in

2002 using cost data dating back to 1998 while our costs are 2026 costs. Ambulance reimbursement methodology is still rooted in 1998-era cost data. Similarly, Trinidad Ambulance District is working in 2026 with a 1989 Service Plan.

Additional Federal EMS Priorities

MEDS Act — workforce, medications, blood products and ambulance wall time

CARE Act — treatment-in-place reimbursement

SIREN — \$33 million FY2027 request for rural EMS training/equipment

NAEMT continues to identify these as major EMS federal priorities.

2027 Budget Preparation. The 2027 budget draft will need to be presented to the board at the September 23, 2026 meeting. Chief Moreno will reach out to Joe Richards, Zachary Shapiro, JFS personnel and Collins, Cole, Ulmer, Winn personnel to set a date to prepare a draft budget.

Chief Moreno provided multiple headlines dedicated to system stress, funding challenges, provider and ambulance safety, and roadway safety including Inter-Facility Transfer risks. He highlighted three titles to his Watch List.

NEW — This Life, After All

Documentary about EMS pioneer James O. Page

Test screening held August 8; final production underway

NOW AIRING — Paramedics on Scene, Season 7

Real-world ambulance and special-operations responses

New episodes aired throughout August

COMING FALL 2026 — Into the Unknown

Modern American Paramedicine, burnout, trauma and life behind the uniform

Select theaters this fall; streaming planned for the holidays

Deputy Chief DeTray was unable to attend the meeting so provided his written report. For the month of July 2026:

Calls for Service	226
Inter-Facility Transfers	36
Secure Transports	1
Transports Delayed	unreported
Monthly IFT Mileage	7,232
Year-to-Date Statistics	
IFT	219
YTD IFT Miles	42,387

Staffing. One new part-time (PRN) paramedic has been hired. Additional part-time updates: one EMT-Intermediate and one EMT have completed field training. An additional EMT is working through field training.

Fleet. Three of 6 vehicles are now in service.

Unfinished Business

Public Perception Campaign. Deputy Chief DeTray noted that work with the Coalition of the Unhoused and grant collaboration is underway with Keep Trinidad Safe (KTS). Joe Richards suggested that Chief Moreno share his Director Report with the county and city officials. It was very information.

Open Meeting Hearing

Petition for Exclusion. A Petition for Exclusion of real property has been filed by Darrel Daggett and Trisha Ruby. Notice of an Open Meeting for Hearing on Petition for Exclusion of Real Property from the Trinidad Ambulance District was published in *The Chronicle-News* on August 19, 2026. The notice stated, "All interested parties may appear at such hearing to show cause in writing why such Petition should not be granted."

Chair Zachary Shapiro declared the hearing open at 5:42pm. The petitioners were called out by name to allow floor time. The floor was then open to anyone else with comments regarding the property exclusion. There were no additional attendees to the hearing.

The board discussed the topic of exclusion of the property known as 41899 County Road 64.8, Model, Colorado 80519. Chief Moreno confirmed that legal counsel agreed to his justification for providing the board his recommendations prior to the meeting. He noted that the zip code on the notice is incorrect but it is also the zip code noted in county records. Hoehne Fire was noted in the petition as responding to Las Animas Ranches. The property is actually under Spanish Peaks Bon Carbo Fire Protection District. Neither fire company provides transportation of patients. Also noted is that Kim, Colorado is excluded from Trinidad Ambulance District services but has a functioning emergency medical services system of their own. His concerns include the potential of future owners of the property not being aware of the exclusion and/or the process to re-include for services. A noted disservice to the community is that there must be, but is not, another comparable, emergency medical services system in place for the property in the petition. Concern was raised for people, other than owners, being on the property and calling for emergency medical services. Also of concern was having to track, potentially, multiple exclusions from services.

MOTION was made by Audra Garrett to deny the exclusion of the

property known as 41899 County Road 64.8, Model, Colorado 80519 based on staff findings which are included as part of this record.

SECOND: Lynette Bates

YEA: Zachary Shapiro, Joe Richards, Tom Murphy, Audra Garrett, Lynette Bates

NAY:

ABSTAIN:

Having fully considered the Record and all testimony presented at the hearing in accordance with Section 32-1-501(3), C.R.S.; and after thorough deliberation as a Board, that the Petition be denied as to all of the Property described in the Petition as

Township 29 South, Range 62 West of the 6th P.M., Section 30. Northwest ¼ of the Northwest ¼ according to the Las Animas County Records of the Clerk and Recorder. County of Las Animas, State of Colorado. Also known as 41899 County Road 64.8 Model, Colorado 80159

Public Comments

None

New Business

TAD Employee Participation in Trinidad State College AEMT Course. The District, in partnership with Trinidad State College, is moving forward with facilitating an Advanced Emergency Medical Technician course. Four TAD employees are interested in enrolling in the course. Chief Moreno is requesting board approval to expend \$15,936 to cover expenses that will be incurred by employees to participate in the course. This expense will be by grant funds. The District has received \$7,985 in CREATE grant funds and potential for individual student awards of \$1,000 each from the Community Opportunity Grant.

MOTION allowing Chief Moreno to expend \$15,936 for student enrollment in the AEMT course at Trinidad State College with the funds to be supplemented by grant funds.

SECOND: Joe Richards

YEA: Zachary Shapiro, Joe Richards, Tom Murphy, Audra Garrett, and Lynette Bates who communicated her employ at Trinidad State College and having no financial benefit from this decision.

NAY:

ABSTAIN:

TAD will expend an upfront cost of \$15,936 before reimbursement from grant funds.

Sale of Ambulance. The District owns a 2009 Chevrolet Expedition VIN 1FMFK16579EB27143 which is currently used for secure transports. Through the OeHI grant the District has purchased a replacement. Administration would like to sell the vehicle. Las Animas County

Sheriff's Office is interested in purchasing, as is, for \$10,000.

MOTION to sell VIN 1FMFK16579EB27143 to Las Animas County Sheriff's Office was made by Audra Garrett.

SECOND: Lynette Bates

YEA: Zachary Shapiro, Joe Richards, Tom Murphy, Audra Garrett, Lynette Bates

NAY:

ABSTAIN:

VIN 1FMFK16579EB27143 will be sold to Las Animas County Sheriff's Office.

Trade-in or Purchase Engine. Agenda Items 8c and 8d are combined into one topic as they are related to the same vehicle. VIN 1FDXE4FN0PDD22811 is a 2023 Ford E450 2wd with odometer reading of 193,086 miles. It was purchased and used for Inter-Facility Transfers which keeps mileage lower on the larger transport vehicles. It is in need of a new engine at a cost of \$14,404. Because of the high mileage and after conferring with accountant, the administration provided four options to purchase a replacement. Some quotes included upfit costs, only one offered a trade in value.

MOTION for expenditure of \$157,785 for acquisition of a 2025 E350, 2wd, upfit cost included in quote, trade-in of \$20,000 for VIN 1FDXE4FN0PDD22811 and 50/50 split in shipping costs was made by Audra Garrett.

SECOND: Lynette Bates

YEA: Zachary Shapiro, Joe Richards, Tom Murphy, Audra Garrett, Lynette Bates

NAY:

ABSTAIN:

The purchase cost of \$157,785 for acquisition of a 2025 E350, 2wd, upfit cost included in quote, trade-in of \$20,000 for VIN 1FDXE4FN0PDD22811 and 50/50 split in shipping costs was approved.

2025 Audit Discussion. Due to issues with connecting via Zoom and telephone communications with JFS Consulting representative

MOTION to table to the September 23, 2026 meeting was made by Audra Garrett.

SECOND: Joe Richards

YEA: Zachary Shapiro, Joe Richards, Tom Murphy, Audra Garrett, Lynette Bates

NAY:

ABSTAIN:

2025 audit discussion will be added to the September 23, 2026 agenda.

Trinidad Ambulance District
Regular Monthly Meeting
August 26, 2026

Adjourn

MOTION to adjourn was made by Joe Richards.

SECOND: Audra Garrett

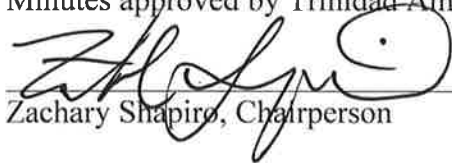
YEA: Zachary Shapiro, Joe Richards, Tom Murphy, Audra Garrett,
Lynette Bates

NAY:

ABSTAIN:

The meeting adjourned at 6:25pm.

Minutes approved by Trinidad Ambulance District Board of Directors September 23, 2026.

A handwritten signature in black ink, appearing to read 'Z. Shapiro', is written over a horizontal line.

Zachary Shapiro, Chairperson

