

**TRINIDAD AMBULANCE DISTRICT BOARD OF DIRECTORS**  
**MONTHLY MEETING** **January 28, 2026**

Attendance: Joe Richards, Tom Murphy, Zachary Shapiro, Audra Garrett, Lynette Bates, Chief Moreno, Deputy Chief DeTray, Barbara Fisk, Lt. Liz Romero

<b>SUBJECT</b>	<b>DISCUSSION</b>
Call to Order/Pledge	Meeting was called to order at 4:32pm by Zakk Shapiro.
Roll Call/Proof of Quorum	There was a quorum with five (5) board members in attendance.
Adoption of Agenda	<p><b>MOTION</b> adopt the agenda as presented was made by Audra Garrett.  <b>SECOND:</b> Lynette Bates  <b>YEA:</b> Zakk Shapiro, Joe Richards, Tom Murphy, Audra Garrett, Lynette Bates  <b>NAY:</b>  <b>ABSTAIN:</b>                      The agenda adopted as presented.</p>
Review Minutes	<p><b>MOTION</b> to approve the November 12, 2025 meeting minutes as presented was made by Joe Richards.  <b>SECOND:</b> Tom Murphy  <b>YEA:</b> Zakk Shapiro, Joe Richards, Tom Murphy, Audra Garrett, Lynette Bates  <b>NAY:</b>  <b>ABSTAIN:</b>                      The November 12, 2025 minutes were approved as presented.</p>
Director & Operations Reports	<p>Chief Moreno responded to questions presented by Audra Garrett via email to him. Employee pay increases are an Executive Director decision and implemented on January 4, 2026. It was noted that all insurance packages were reviewed by the Executive Director and approved by the Board through adoption of the 2026 Budget. Ms. Garrett’s response was, “In my world, the Board reviews and approves those types of expenses as they bind the District for a year.” She commented that those monetary decisions are above the Executive Director’s spending limit. She would like the Board to be more involved in financial operational decisions. Chief Moreno noted that health insurance premiums increased by 3% from last year. The District pays 75% of all premiums for employees and their family members. This is considered a strong retention tool. An annual review is provided by both legal counsel and the accountant and filed appropriately. The District’s list of assets, which depreciate annually, can be found in the annual audit. Ms. Garrett asked if the District was involved in any litigation to which the Chief responded the Board is fully aware of all legal matters in which the District is involved. She continued to imply there was something looming. She repeated commented that the administration should attend Special District training. Other board members replied that</p>

all expenditures are presented to the board in the annual budget and that her interest and knowledge base are appreciated.

Chief Moreno explained that the new accountant continues to work on the financial statement for the end of 2025. She is making great progress and the statement will be provided as soon as it is available.

2025 Billing Performance

Total EMS Trips 2025	1,775
Gross Charges	\$5,309,858.51
Contractual Allowances	\$2,518,677.45
Payments Collected	\$1,061,233.44
Net Collections Rate	38%

Whole Blood Initiative. Due to so many organizations wanting to participate in the Whole Blood Initiative, UCHealth has capped the number of participants. Chief Moreno has reached out to two other entities.

Strategic Initiatives. The District has filed its Reply Brief and the matter is before the court. Determination could take 3 to 6 months.

Legislative Updates. Two bills have been submitted for approval during this session of the Colorado legislature. One declaring EMS an essential service will not have any financial footnotes per a directive from Governor Polis. The second bill is to enable EMS to bill for services without transport. As of now, the District does not get paid if no patient transport is conducted even though we may provide services and medical supplies to the patient. Beginning July 1, 2026, the Colorado Department of Health Care Policy and Funding will be piloting a program wherein treatment-in-place for Medicaid patients will be paid. Ms. Garrett asked for clarification on how the District acquires insurance information during a 9-1-1 call and how the treatment-in-place calls will be received. District providers, when able, try to acquire insurance information during the process of responding to a 9-1-1 from the patient, family, hospital, etc. If the call is a motor vehicle incident every attempt is made to get the motor vehicle insurance at the scene or from law enforcement, if possible. The District also has access to Contexture which is a statewide database wherein insurance information may be found, if the individual is in the system. The treatment-in-place calls will come through as a 9-1-1 call. At the time of assessment, it may be determined that the individual can be treated without transport.

Government Shutdown. The effects of the previous federal shutdown didn't directly affect the District as a measure was passed to keep the Super Rural Funding available through January 31, 2026. This funding provides an additional 22.5% revenue from CMS from Medicare. The current potential

for a shutdown may, possibly, not affect the District as legislation has passed the House, awaiting Senate approval, that will extend the Super Rural funding through December 31, 2027.

Chief Moreno presented data on Safety Cloud and various meetings he attended along with information on national and state EMS headlines, including crashes, assaults on EMS providers, service closures, funding challenges and staffing shortages. One of our paramedics was assaulted while on-duty in September, 2024 and is scheduled for a second surgery in February.

Tom Murphy asked how the new building is working for the District, if roof repairs have been completed and if the building will be outgrown in 15 years. Chief Moreno stated the new location and building have provided solutions to all the issues from the previous location at 939 Robinson Avenue e.g. response time, radio transmission, parking, educational and fleet storage space. The roof still has three areas leaking but repairs will be done. The HVAC system had an issue because a door panel had been left upon on the roof frying a mother board to the unit. The vendor is paying for the mother board and the District will pay for labor as there is no definitive explanation for the issue. The District may outgrow the new building but a secondary/sub-station are always options, if necessary.

Videos and Links:

Details: Public Safety officials cited the need for enhanced de-escalation and defense training.

<https://youtu.be/mWOIXbwk6HY?si=7jKmY4NnrYylm3dR>

FDNY: An Extraordinary Measure

[https://youtu.be/-JqXQOI8bQI?si=sN\\_zNYuE0Z00H3kj](https://youtu.be/-JqXQOI8bQI?si=sN_zNYuE0Z00H3kj)

Anyone can use this link to send letters to our state legislators, it only takes about 5 minutes to complete. There are 6 current issues for EMS but the big push is the bill above.

<https://www.naemt.org/advocacy/online-legislative-service#/>

Deputy Chief DeTray narrated a Power Point Presentation with graphs to share data and information on the Operations Report.

Transport statistics on services provided for the month of November, 2025.

	NOVEMBER	DECEMBER
Calls for Service	176(up 13 from Oct.)	219 (up39)
	NOVEMBER	DECEMBER
On Call	1 w/transport	2 w/1transport
Standby	0	0
Chief	0	0

Deputy Chief	0	0
Inter-Facility Transfers	25	40 (2 home)
Transports Delayed	0	0
IFT Not Transported	0	0
IFT Mileage – Nov	4,833	
YTD IFT Transports	345	
YTD IFT Mileage	64,863	
Secure Transports	4	
HAAS Driver Alerts		1,950

2025 END OF YEAR IFT DATA

Total Calls	2,319
Inter-Facility Transfers	385 (up 27 from 2024)
IFT Mileage	72,784
Secure Transports	33 (program launched Mid-May)
Average Time to Scene	6.8 minutes (countywide)
Average Time on Scene	16.6 minutes (countywide/call wide)
Naxalone Kits Distributed	55
Naxalone Bystander Administered	34

Due to two of our paramedics out on worker compensation, there are days when we only have Basic Life Support (BLS = EMT) crews on-duty so nurses from Mt. San Rafael Hospital have been traveling with Inter-Facility Transfers that require Advanced Life Support (ALS = Paramedic) services.

Secure Transports are conducted by an individual with a minimum EMT license. These are scheduled transports of individuals who have agreed to enter into a mental health facility. They cannot be combative, sedated or under restraint. These patients can't be transported via ambulance due to regulations requiring an ambulance transport to a hospital. The District transport vehicle has all safety equipment, including backseat division, cameras, etc. to ensure driver safety. Escape Violent Encounters (EVE) training is now being provided to all District employees. The District currently has contracts with Health Solutions and Spanish Peaks Regional Health Center to conduct their secure transports. Rocky Mountain Health Plans has reached out to the District inquiring about contracting for secure transports and mobile integrated health.

Rarely are there instances when a call response is delayed but one did occur recently. In an attempt to keep the board informed, Deputy Chief DeTray noted an incident of a 30-minute delay. Two crews are on duty

every day, 24 hours a day, 365 days a year. An additional crew is on-call to respond if both scheduled crews are called out. In this instance, one on-duty crew was conducting an Inter-Facility Transfer and the second on-duty crew responded to a county 9-1-1 call. The on-call crew came in but was also called to respond to a county 9-1-1 call. A fourth crew, including Chief Moreno, was called in to cover any other calls that may have come in. Again, this is an unusual circumstance but can and does happen.

Deputy Chief DeTray reported on current staffing and the impact a Community Paramedicine program may or may not have on the District. The District maintains 12 full-time positions assigned to 9-1-1 operations. TAD currently employs 13 full-time employees (2 out on worker compensation) and 12 part-time employees. One of the full-time employees (ALS/Community Paramedic) will be utilized to implement the Community Paramedicine program. Both full and part-time employees will maintain adequate 9-1-1 coverage.

Lynette Bates reported about a vehicle accident with fatality that occurred January 2, 2026 on I25 north of Walsenburg. She was very pleased with the District's respectful response to the situation and effectively dealing with the initial out-of-control traffic.

District Lt. Elizabeth Romero reported on her recent time spent at the warming shelters and the difficulty of gaining trust of those using the facility. Zachary Shapiro also reported on the huge impact those visits are having and the support they are providing to make a new system flourish. The District did respond to a 9-1-1 call at the shelter where several Naxalone kits were left with staff. The only negative feedback from those in the shelters is the District uniforms and badges. They are very similar to law enforcement and create distrust. Chief Moreno is looking into rebranding District uniforms to eliminate the barrier. A separate cell phone and email address will be created for the Community Paramedic program. Deputy Chief DeTray reported on his experience working with Keep Trinidad Safe and traveling the river bottom to assist the homeless during the recent cold weather. When asked about the placement of a Naxalone vending machine, he confirmed one has been ordered to be placed at the Keep Trinidad Safe property and a second private property owner has reached out with interest of placing one on their property.

Five of six vehicles are in service.

Unfinished Business            Public Perception Campaign topics were discussed during the Director and Operations reports.

Public Comments                None.

New Business                    **OeHI Grant Acquisitions/Reimbursement.** The District has been awarded a \$460,000 grant through the state of Colorado Office of eHealth Innovation (OeHI). The purpose of the grant is to develop a Mobile Integrating Health (MIH) program, participate in regional data integration with Park, Teller, Eagle, and Delta counties, and contribute to a financial analysis to inform payment reform for EMS providers. It supports the Connected Care of Rural Colorado: An OeHI Innovation Grant Program by expanding access to care for rural residents, reducing avoidable emergency department readmissions, improving health outcomes through reduced health inequities, and decreasing system fragmentation through better interoperability and data sharing across participating counties. This is a short term grant beginning January 13, ending June 30, 2026. The first installment of \$230,000 will be distributed 10 days after submission of the Initial Project Plan, submitted January 27, 2026. The second installment of \$115,000 will be distributed March 31<sup>st</sup> and the final installment of \$115,000 on June 20, 2026. Lisa Keenan will be the grant administrator the cost of which is included in the grant.

Deputy Chief DeTray requested the board approve expenditure of the full \$460,000 throughout the course of the grant. Quotes for the vehicle purchase will be provided to the board.

**MOTION** to expend funds, not to exceed \$460,000, for the OeHI grant as necessary through the term of the grant ending June 30, 2026 was made by Joe Richards.

**SECOND:** Tom Murphy

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

**NAY:**

**ABSTAIN:**

The Board approved expenditure of funds, not to exceed \$460,000, relating to the OeHI grant through the term of the grant ending June 30, 2026.

**Legal Counsel.** Chief Moreno provided two quotes for legal counsel. One from Keavney & Streger, LLC an attorney in New Jersey, former paramedic, licensed in Colorado and specializing in EMS although not available on a monthly basis to attending meetings. The second quote from Collins Cole Winn Ulmer who has previously, successfully represented the District, currently reviews contracts and is available to attend monthly meeting if necessary.

**MOTION** to submit a letter to Collins Cole Winn Ulmer advising of Trinidad Ambulance District's interest in providing services, as necessary, on an hourly basis was made by Audra Garrett.

**SECOND:** Lynette Bates

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

**NAY:**

**ABSTAIN:**

A letter of interest was sent to Collins Cole Winn Ulmer to represent the District on an hourly basis as necessary.

**Dispatch Service Proposals.** Chief Moreno reported that there are no dispatch providers willing to provide services to the District. The Trinidad Police Department through the Las Animas County E911 Authority will be acquiring a new system which may be beneficial.

**Designated Posting Location**

**MOTION** to post meeting agendas online at [www.tadems.com](http://www.tadems.com) and, as a backup at 13840 US Hwy 305, Trinidad, Coloardo was made by Audra Garrett.

**SECOND:** Lynette Bates

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

**NAY:**

**ABSTAIN:**

Agendas will be posted online at [www.tadems.com](http://www.tadems.com) and, as a backup at 13840 US Hwy 305, Trinidad, Coloardo.

**Designated Meeting Location**

**MOTION** to conduct District meetings at 13840 US Hwy 350, Trinidad, Colorado was made by Audra Garrett.

**SECOND:** Lynette Bates

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

**NAY:**

**ABSTAIN:**

District meetings will be conducted at 13840 US Hwy 350, Trinidad, Coloardo.

**Stryker Maintenance Agreement.** Chief Moreno presented a renewed Preventative Maintenance Agreement with Stryker for cardiac monitors.

**MOTION** to table the topic of the Stryker Maintenance Agreement in order to obtain further information on annual appropriations was made by Joe Richards.

**SECOND:** Tom Murphy

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

**NAY:**

**ABSTAIN:**

The Stryker Maintenance Agreement was tabled to the February 25, 2026 board meeting

Adjourn

**MOTION** to adjourn was made by Audra Garrett.

**SECOND:** Tom Murphy

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

**NAY:**

**ABSTAIN:**

The meeting adjourned at 6:36pm.

Minutes approved by Trinidad Ambulance District Board of Directors February 25, 2026.



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Audra Garrett, Vice Chairperson