TRINIDAD AMBULANCE DISTRICT BOARD OF DIRECTORS
MONTHLY MEETING September 23, 2026

Attendance: Zachary Shapiro, Joe Richards, Tom Murphy, Lynette Bates, Chief Moreno, Barbara Fisk, Deputy Chief DeTray and Austin Thomas with JFS Consulting via Zoom.

SUBJECT	DISCUSSION
Call to Order/Pledge Roll Call/Proof of Quorum	Meeting was called to order at 4:36pm by Zachary Shapiro. There was a quorum with four (4) board members in attendance.
Adoption of Agenda	**MOTION** adopt the agenda as presented was made by Joe Richards. **SECOND:** Lynette Bates **YEA:** Zachary Shapiro, Joe Richards, Tom Murphy, Lynette Bates **NAY:** **ABSTAIN:** The agenda adopted as presented.
Review Minutes	**MOTION** to approve the August 26, 2026 meeting minutes as submitted was made by Joe Richards. **SECOND:** Tom Murphy **YEA:** Zachary Shapiro, Joe Richards, Tom Murphy, Lynette Bates **NAY:** **ABSTAIN:** The August 26, 2026 minutes were approved as presented.
Director & Operations	Chief Moreno presented the following information.

Financial Overview

General Fund	$2,357,982.16
Enterprise Fund	$1,777,555.02
Total Cash on Hand	$4,135,537.18
Net Income General Fund	$543,143
Net Income Enterprise	$209,834
Net Income YTD	$752,977

2026 June Billing Performance

Total EMS Trips (not calls for svc)	139
Gross Charges	$400,915
Average Charge/Trip	$2,884
Collections	$32,213
Cash/Trip	$231
Net Collections Rate	9.9%

Colorado Medicaid EMS Supplemental Payment Program. Every year the District collects and submits data to HCPF through Public Consulting Group detailing actual costs of operations for the District to provide ambulance services to Medicaid patients. Those costs are compared to what

the District already received from Medicaid. Once submissions are reviewed the District was eligible to receive a reimbursement from federal Medicaid to offset the shortfall. This year the District will receive $234,757.96

939 Robinson. Tenant is late with September payment. Also, the city utility department has $1449 in arrears utilities. As the tenant didn't change the address name prior to February 2026, the District has been billed but tenant has been notified to pay.

CIHCS License/Health Service District. The open brief for the state appeal is due October 21, 2026.

Rural Health Transformation Program (RHTP). Deputy Chief DeTray stated that information may soon be released.

Exclusion Process. The petitioner seeking exclusion from the District, which was denied at the August 226, 2026 Public Hearing, has submitted an appeal to the Board of County Commissioners.

Operational Updates. Administration continues to review staffing and scheduling options, interfacility-transfer risk assessments, and dispatch improvements. As the District currently operates multiple diesel ambulances, Chief and Deputy Chief have been involved with diesel emissions policies.

EMS Headlines & Must Watch Suggestions. Chief shared multiple points of interest regarding national ambulance service safety, funding and staffing issues. He also provided the following list of "must watch" videos:

- **NEW — The Heroism and Resiliency of 9/11: From Tragedy to Triumph**
  Featured in September and narrated by Gary Sinise, this documentary uses firsthand accounts from firefighters, police, EMS providers, survivors and families to revisit the response to 9/11 and the resilience that followed.
- **UPDATE — This Life, After All**
  The James O. Page documentary remains in final production following its August test screening. NAEMSP highlighted the film again in September, emphasizing Page's influence on modern EMS and the responsibility of EMS professionals to advocate for the profession.
- **COMING THIS FALL — Into the Unknown**
  The paramedic documentary remains targeted for **select-theater release this fall**, followed by streaming around the holidays. The film follows paramedics around the country and focuses heavily on the physical danger, emotional burden and realities of modern EMS work.

WHY IT MATTERS
Public understanding of EMS affects **recruitment, workforce support, funding and how communities value 24/7 readiness**.

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

Calls for Service	Aug-226, Sept-209
Inter-Facility Transfers	32
Declined/Delayed	?
Secure Transports	0
Transports Delayed	unreported
Monthly IFT Mileage	6,292
Year-to-Date Statistics	
IFT	251
YTD IFT Miles	48,679

Staffing. Two new part-time (PRN) EMTs have completed field training and are now working shifts. One new PRN Paramedic and one new PRN EMT begin field training in the next couple weeks.

Fleet. Four units, out of six, are in service.

Community Updates. Keep Trinidad Safe (KTS). Due to lack of funding, KTS has suspended all services.

Unfinished Business

Public Perception Campaign. Keep Trinidad Safe has been a great community partner and it is hoped they will again be operational. With its closing concern was voiced about the Narcan vending machine located near First Street. Deputy Chief and Zachary Shapiro are both dedicated to ensuring is remains operational, even if it must be moved.

Barbara Fisk read a most appreciative note received from a local family whose family member recently passed away. The family most generously extoled the crews and included a $200 honorarium. The board will consider starting a scholarship with the funds to assist anyone interested in going throw an EMT program at Trinidad State College.

2025 Audit Discussion. Austin Thomas with JFS Consulting was present via telephone to answer any questions or concerns the board may have regarding the 2025 audit conducted by Dimov. JFS was very satisfied with the final audit and was impressed with the speed in which the audit was completed. There were only ten adjustment entries required and none created a financial impact to the District. It was asked, "who sets the classification codes for the District?". That information will be reviewed and submitted to the board at a later date.

Public Comments	None
New Business	**2027 Draft Budget Review.** Chief Moreno reviewed each budget line by line with the board. The only question was what categories make up Income-Services. This will be explored and reported to the board. **MOTION** accept the draft budgets for the Enterprise and General Fund as proposed and schedule a Public Hearing on the matter on October 28, 2026 was made by Lynette Bates **SECOND:** Tom Murphy **YEA:** Zachary Shapiro, Joe Richards, Tom Murphy, Lynette Bates **NAY:** **ABSTAIN:** The draft budgets for 2027 were accepted by the board and a Public Hearing will be scheduled for October 22, 2026.
Adjourn	**MOTION** to adjourn was made by Joe Richards. **SECOND:** Tom Murphy **YEA:** Zachary Shapiro, Joe Richards, Tom Murphy, Lynette Bates **NAY:** **ABSTAIN:** The meeting adjourned at 5:53pm.

Minutes approved by Trinidad Ambulance District Board of Directors October 28, 2026.

Zachary Shapiro, Chairperson