

**TRINIDAD AMBULANCE DISTRICT BOARD OF DIRECTORS**  
**MONTHLY MEETING** **September 24, 2025**

Attendance: Joe Richards, Tom Murphy, Zachary Shapiro, Audra Garrett, Lynette Bates, Barbara Fisk, Lt. Liz Romero, via Zoom Chris Jorgensen, Max Neuman and Tyler Atkins with BiggsKofford, P.C.

<b>SUBJECT</b>	<b>DISCUSSION</b>
Call to Order/Pledge	Meeting was called to order at 4:42pm by Zakk Shapiro.
Roll Call/Proof of Quorum	There was a quorum with four (4) board members in attendance.
Adoption of Agenda	<p><b>MOTION</b> adopt the agenda as presented was made by Audra Garrett.  <b>SECOND:</b> Tom Murphy  <b>YEA:</b> Zakk Shapiro, Joe Richards, Tom Murphy, Audra Garrett  <b>NAY:</b>  <b>ABSTAIN:</b>                      The agenda adopted as presented.</p>
Review Minutes	<p><b>MOTION</b> to approve the August 27, 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  <b>NAY:</b>  <b>ABSTAIN:</b>                      The August 27, 2025 minutes were approved as presented.</p>
Director & Operations Reports	<p>The Director and Operations Reports were presented by Lt. Elizabeth Romero.</p> <p><b>Financial Statement for August 2025.</b></p> <p>Financial Overview</p> <ul style="list-style-type: none"> <li>• Deferred Property Tax Receivable: \$117,896.56</li> <li>• General Fund Bank Accounts \$1,687,559.27</li> <li>• Enterprise Fund Bank Accounts \$2,043,531.15</li> <li>• Total Cash on Hand \$3,731,090.42</li> </ul> <p>YTD Income and Expenses</p> <ul style="list-style-type: none"> <li>• Net Income TAD \$477,334.70</li> <li>• Net Income TADE \$435,903.68</li> <li>• YTD Net Income \$913,238.38</li> <li>• Medicaid Supplemental Payment \$202,073.82</li> </ul> <p>YTD Billing Performance</p> <ul style="list-style-type: none"> <li>• EMS Transports January – August 2025: 1,167</li> <li>• Gross Charges \$3,702,936.92</li> <li>• Contractual Allowances \$1,742,108.31</li> <li>• Payments Collected \$864,612.16</li> <li>• Net Collections Rate ~44.1%</li> </ul>

#### August Collections Summary

- Total Transports 146
- Gross Charges \$426,277.91
- Average Gross Charge/Trip \$2,919.71
- Collections August Trips \$14,774.96
- Cash per Trip \$101.20
- July Collection Rate 3.7%

Medicaid Supplement \$202,073.82 will be deposited on September 30, 2025.

While Spanish Peaks Regional Medical Center has signed a contract for secure transports, Sangre de Cristo Hospice has not returned the contract they requested.

The deadline for Hall & Evans to provide the Opening Brief to the District Court has been moved to October 17, 2025. We will be renewing our Community Integrated Health Care Services license which expires on October 8<sup>th</sup>.

PWW Advisory Group (PWW/AG <https://www.pwwag.com/>) has provided information on Clinical Validation Teams (CVT) making ambulance triage as a “game-changer”.

Southern Colorado Regional Emergency and Trauma Advisory Council (SECRETAC) will be reviewing and updating our medical guidelines in the coming months.

The EMTS Grant has been approved Colorado Department of Health and Environment (CDPHE) has delivered the Scope of Work and Purchase Order.

Two Colorado Representatives, one Democrat and one Republican, will be sponsoring bills in conjunction with Emergency Medical Services Association of Colorado (EMSAC). One to create an EMS as an Essential Service Bill and another a Treatment-In-Place (TIP) bill. Both have reached out to TAD to help create the bills.

Chief Moreno testified to the Department of Health Care Policy and Financing Medical Services Committee (HCPF-Medicaid) in support of rural EMS agencies that must balance 911 readiness with uncompensated or underfunded transfers to larger hospital systems; funding to stabilize staffing by addressing workforce shortages, training costs, and improving compensation in frontier and super-rural areas; and, investing in dispatch, communications, mobile integrated health (MIH/CP), and new care delivery models to sustain rural EMS as an essential service.

Rural Health Transformational Funds totaling \$50 billion over the next 5 years (approximately \$10 billion per year) will be available to eligible states who have submitted an approved transformational plan. Funds will flow through rural hospitals, clinics, EMS agencies, and community providers through state-directed programs.

The National Association of Emergency Medical Technicians (NAEMT) is promoting a legislative advocacy push to pass the Protecting Access to Ground Ambulance Medical Services Act of 2025. The Act extends Medicare add-on payments until December 31, 2027. TAD is considered a super-rural provider, who currently receives 22.6% additional Medicare reimbursement through the current Act. Anyone can, and is encouraged, to send letter of support to our state legislators, it only takes about 5 minutes using this link <https://www.naemt.org/advocacy/online-legislative-service#/>.

The Safety Cloud Report stated 10,669 lifetime driver alerts, 89 Rescue2Rescue alerts sent and 92 received. Lifetime incidents numbered 1,173 and average time on scene 15.5 minutes. Response Metrics revealed 1,172 lifetime runs, 7,995 minutes responding time and average time to scene 6.8 minutes. Several meeting updates were provided along with national EMS Headlines including multiple ambulance collisions, service closures, assaults on EMS providers, staffing shortages and funding challenges. Several Colorado Headlines were also noted along with updates on federal legislations.

Must Watch: The EMS Documentary “Code 3: A Raw EMS Portrait” — A film described as a front-line look at ambulance/EMS life; got a theatrical release as of around **September 12, 2025**. EMSUK Learning <https://www.emsuklearning.co.uk/code-3-a-raw-ems-portrait-a-film-that-pulls-no-punches-about-life-on-the-ambulance-frontline/>

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

Calls for Service	245(up 56 from July)
On Call	1 w/transport
Chief	2
Deputy Chief	0
Inter-Facility Transfers	35 (1 delayed due to High Risk Assessment & 2 transports from ER to home)
IFT Not Transported	0
IFT Mileage – August	6,058
YTD IFT Transports	244
YTD IFT Mileage	46,776

Six out of six vehicles are in service. Another ALS provider is out on worker’s compensation.

Crew's Corner

- TAD provided standby services for the Caveman Event,
- Continuing to attend the Farmer's Market and Senior Citizen Center,
- Stop the Bleed education at the court house,
- Supported volunteer fire department bake sale,
- Attended fundraiser dinner for DOC employee

Joe Richards voiced concerns about Las Animas County giving over organizational authority for the Caveman event to the City of Trinidad. He believes this event is best overseen by the County Emergency Manager.

Unfinished Business

**Public Perception Campaign.** The Board further discussed the potential for meeting with the Trinidad Area Hospital Association (TAHA) Board to further amiable relations. Joe Richards noted an unsolicited meeting with Kim Lucero, CEO Mt. San Rafael Hospital wherein she had positive feedback on relations between the two entities. She was hesitant to have the two boards meet. It was suggested that a couple of TAD's board members attend a Trinidad Area Health Association (TAHA) board meeting. Lt. Romero spoke to the fact that MSRH has been very understanding out TAD's current schedule sometimes having BLS crews only. The hospital has sent nurses on some ALS transfers in order to facilitate those transfers.

**2024 Audit(s).** Chris Jorgensen, Max Neuman and Tyler Atkins, auditors with BiggsKofford, P.C., presented the final 2024 Audit and answered board questions. They explained the need for both a loan reserve acct which would reserve one-tenth the loan amount over 10 years and a capital asset reserve which would set aside 25% per year until 100% capacity. They also confirmed to meeting with the Executive Director over the next couple of months to make all necessary adjustments in preparation for the 2025 audit. The emphasized the September 30<sup>th</sup> deadline for submitted the audit. Legal representative Lisa Mayers of Spencer-Fane and the Special District Association reviewed and approved all audit documents.

**MOTION** to accept the financial statement of Trinidad Ambulance District as presented in the 2024 Audit was made by Audra Garrett.

**SECOND:** Tom Murphy

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

**NAY:**

**ABSTAIN:**

The 2024 Financial Statement of TAD as presented by BiggsKofford, P.C. was accepted.

Public Comments

None

New Business

**2026 Draft Budget.** The 2026 draft budget was presented by Zakk Shapiro, Joe Richards and Gabriel Moreno to the Board for review. The Executive Director satisfactorily answered questions about line items. **MOTION** to accept the 2026 Budget as presented was made by Audra Garrett

**SECOND:** Tom Murphy

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

**NAY:**

**ABSTAIN:**

The 2026 Budget was adopted and a Budget Hearing scheduled for October 22, 2025.

**Legal Counsel.** The board reviewed and accepted the resignation of the Law Office of Les Downs as legal counsel. It was clarified that the board has been using Collins, Cole, Flynn, Winn and Ulmer for contract reviews and the original presentation to the Las Animas County Board of County Commissioners for a service plan change. Lisa Mayers with Spencer-Fane and the Special District Association has reviewed property lease agreement, contracts, audits and other Special District items. Hall-Evans is currently working on the service plan change appeal at the District Court level. Discussion led to the feasibility, and or need, of having counsel at every board meeting, retaining a lawyer and costs. It was mentioned that the board agendas are not deep enough to constitute a lawyer at every meeting but more on an as-needed basis. Chief Moreno will solicit lawyers for retainage and report to the board at the October meeting.

**Johnston Financial Services LLC (JFS LLC).** A proposal for providing accounting and payroll services was provided by JFS LLC. They are industry specific to first responder agencies. Their fee is \$5,400 per month. WSDM, the current accounting and payroll services provider charges \$2,000 per month but is not industry specific, nor do they provide services as required.

**MOTION** to formally change accounting companies from WSDM to JFS Accounting at a cost of \$5,400 per month was made by Audra Garrett.

**SECOND:** Tom Murphy

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

**NAY:**

**ABSTAIN:**

JFS Accounting will be the new accounting company.

**Trade In/Purchase of Vehicle.** The 2020 F150 (VIN 6815) that Chief Moreno uses currently has 60,700 miles and is developing transmission issues. Siting ongoing transmission issues, safety and perception concerns, Chief Moreno is requesting permission to trade-in (value \$21,000) the vehicle for either a 2026 Expedition (\$66,842.61) or 2025 F15 (\$60,785.57). Chalmers Ford/MHQ has provided State Contracted (#20-00000-21-00030) proposals for each vehicle. The noted prices include the

\$21,000 trade-in reduction. The board discussed options of a smaller sized vehicle but clearance and space for emergency response equipment were deterrents. Review of purchasing procedures to include cooperatives will be further discussed at another time.

**MOTION** based on Proposal #091725-16.1 from Chalmers Ford/MHQ on State Contract #20-00000-21-00030, to be confirmed by Chief Moreno, trade-in VIN 6815 2020 F150 with 61,000 miles for a price of \$21,000 and purchase a fully equipped 2026 Ford Expedition XL SSV 4x4 for the purchase price of \$66,842.61 total cost, includes trade-in value of VIN 6815 was made by Audra Garrett.

**SECOND:** Joe Richards

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

**NAY:**

**ABSTAIN:**

VIN 6815 will be traded for the purchase of a fully equipped 2026 Ford Expedition XL SSV 4x4 from Chalmers Ford/MHQ under State Contract #20-00000-21-00030 for a total cost of \$66,842.61.

**Dispatch Service Proposals.** In search for dispatch services that deal only with Emergency Medical Services, Chief Moreno provided proposal comparisons between ARM and Echo911. AMR offers a simple per-call billing model with a 3% annual increase. Echo911 offers a more feature-rich package (radios, CAD apps, WestNet alerting, surge coordination) and a predictable monthly rate with built-in cost reductions after Year 1. There is a slight risk of overage fees *if* call volume grows >15%. Echo911 emphasizes integration with ESO, remote/mobile CAD and station alerting, all of which TAD currently uses. AMR's system connects to ESO. Echo911 provides a defined go-live timeline (by Dec. 31, 2025), while AMR is dependent on contract approval. He has also reached out to South Metro Fire Rescue to see if they are interested in providing dispatch but has not yet received a response. This line item will be tabled until the October 22, 2025 meeting.

Adjourn

**MOTION** to adjourn was made by Joe Richards with October 22, 2025 at 4:30pm set for the next meeting date.

**SECOND:** Audra Garrett

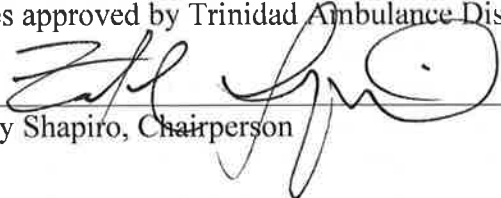
**YEA:** Zakk Shapiro, Joe Richards, Tom Murphy, Audra Garrett

**NAY:**

**ABSTAIN:**

Adjourned at 6:35pm

Minutes approved by Trinidad Ambulance District Board of Directors October 22, 2025.

  
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Zachary Shapiro, Chairperson