Paramedic Services – Community Paramedicine – Pre-Hospital and Community Education

P.O. Box 149 | 785 Red Feather Ln. | Woodland Park, CO 80866 | Main: (719) 687-2291 | Fax: (719) 687-6410

Record of Proceedings

MINUTES OF THE RESCHEDULED REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE UTE PASS REGIONAL HEALTH SERVICE DISTRICT

Held: Monday, August 25, 2025 at 1300 Hrs at 1017-B E US Hwy 24, Woodland Park, CO

The rescheduled regular meeting of the Board of Directors (BOD) of the Ute Pass Regional Health Service District (UPRHSD) was called and held in accordance with Colorado State statute.

The following Directors attended:

Attendance	John Gentzel Chris Erickson Gillis Gautreaux Miranda Bickford Administration: Chief Tim Dienst (Zoom), Chief Administrative Officer (CAO) Kara Fox, Administrative Assistant Mariah Hoffman; Leadership: Lieutenant Kaylinn Hathaway, Captain Katie Leland, Captain Chad Bauer, Captain Janee Karle (Zoom). Accounting: Jason Johnson. On-Duty Paramedics Mason M. and Joshua W.
Quorum	Yes
Call to Order	Director Erickson noted that a quorum was present and called the regular meeting of the Board of Directors for Ute Pass Regional Health Service District at 1300 Hrs.
Pledge of Allegiance	Yes
Disclosures	None
Minutes	The minutes of the special meeting of the Board of Directors held July 28, 2025 was presented, **Motion** by Director Gentzel to accept the minutes, 2nd by Director Gautreaux and unanimously approved.
Public Comment/Guest	Aarron Reinhert and Ben Wasmund of SafeTech Solutions presented four items for the BOD to consider ahead of the formal SafeTech report in September. They noted these items offer the opportunity for immediate attention so the Board can begin working on them prior to the final recommendations.

1. Role of the Chief Executive Officer (CEO): SafeTech stressed the need for the BOD to clearly define the CEO's role and responsibilities. Many day-to-day operational responsibilities have shifted to the Deputy Chief position, which is now vacant, leaving Captains burdened with administrative tasks that prevent them from focusing on shift leadership, crew engagement, and community interaction. SafeTech recommended returning Captains to their intended focus on leading shifts while daily operational oversight is reassigned. Directors Gentzel and Gautreaux reported that the BOD and Chief Dienst have been drafting a CEO job description, framed as a working document, which includes advocacy responsibilities at multiple levels. This description was drafted with the assumption that the Deputy Chief position would be filled to handle the bulk of operational duties.
2. Organizational Structure: SafeTech advised that the Deputy Chief role must be redefined rather than refilled in its previous form. The prior model of Captains reporting to the Deputy Chief, who in turn reported to the CEO, was described as ineffective. They suggested replacing this structure with three senior leadership positions, each responsible for one broad area such as: operations/ambulance, administration/finance, and clinical functions. They also noted the importance of standardizing position titles across the organization.
3. Define the Paramedic Advanced Care Team (PACT) Program: SafeTech identified significant confusion about the purpose of the PACT program, including whether it is intended to be profitable, subsidized, independent from 911 operations, or otherwise. Concerns were raised about unfulfilled promises and division within the organization. SafeTech emphasized it is the Board's responsibility to define and communicate the program's mission and goals, as well as to assess whether it meets the district's current needs. They also indicated that operating with two medical directors is more harmful than beneficial and recommended moving to a single medical director model, which will be further elaborated upon in their final report.
4. The Role of the BOD: SafeTech urged the Board to clearly define its own role and responsibilities, noting recent conflict and a lack of unified understanding among members. They emphasized that UPRHSD has strong leadership in place and that the Board should function as a strategic and influential body rather than an operational one, providing direction and accountability to support the CEO, executive leadership, and the organization as a whole.

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SafeTech remains on track to deliver its full presentation at the September 18th BOD meeting. Given the anticipated length of that session, the Board discussed whether to schedule a special meeting. Aarron Reinhert will provide alternative date options, and scheduling remains to be determined.

Financials

See report. Jason Johnson with JFS presented the April and May financial statements. He noted that June financials are being held for now, as several expenses have not yet been recorded and presenting them prematurely would be a misrepresentation. Variances in April and May were attributed to explainable factors such as legal fees, staffing changes, and a reduction in property tax revenue. As of the end of May, total assets, patient revenue, tax revenue, and net income have all increased compared to the beginning of the year, while liabilities have decreased. Overall, UPRHSD remains in a favorable financial position, with initial reimbursement received from UCHealth for the Whole Blood Program. **Motion** by Director Gentzel to accept the April and May financials, 2nd by Director Bickford, and unanimously approved.

CEO Report

See report.

Captains Report

See report. The Board requested an update on the payroll restructuring process. Based on legal counsel's advice, an outside HR firm will be engaged to lead the project. CAO Fox reported that a proposal has been received from one such firm, which is likely to be selected. The work would proceed in two phases: first, a regional pay assessment and development of an equitable pay structure for the organization, its employees, and their respective roles, and second, the implementation of any adopted pay structure. The goal is to have the new system in place by the start of the new year.

PACT Report

None provided.

Chief Admin Report:

See report.

Old Business

- Director Erickson thanked the Board for their recent flexibility in accommodating additional special meetings, executive sessions, study sessions, and the SafeTech update.

-The Board discussed expressing appreciation for former Director Watson following his recent resignation. Captain Bauer will facilitate the ordering of his years of service plaque.

New Business

- Adopting new bylaws: See Resolution NO. 2025-04 for Adopting Bylaws. For clarity, CAO Fox outlined the most recent changes made, which are as follows: Notice for special meetings is now to be made no less than 24 hours in advance, a reduction from the previous 72 hours in advance. Specifics regarding BOD member correspondence with each other, whether via email or telephonic meetings, have now been added. A limitation time frame for public conduct and comments at BOD meetings was added. New verbiage establishing an audit committee was added. Notice required for bids for construction contracts was increased from $60,000 to match the current law of $120,000. The management of Colorado Open Records Act (CORA) records is now addressed. **Motion** to approve Resolution NO. 2025-04 by Director Gentzel, 2nd by Director Gautreaux, and unanimously approved.

- Director Erickson asked about support, such as a gas stipend, for employees with long commutes. CEO Dienst noted he will discuss potential options with the leadership team, though initial feedback suggested limited feasibility.

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- Director Erickson raised concern that the title of "Deputy Chief" may be problematic/stigmatized among the staff and asked if a different title should be considered. Lieutenant Hathaway indicated that these issues are likely due to an unclear job description, and that a clearly defined role should mitigate concerns in the future.

- **Motion** by director Gautreaux to accept the CEO Job Description's latest revision, sent on 08/21/2025, and for it to be adopted by the district. 2nd by Director Erickson, and unanimously approved. It was agreed that an annual review of this description will be completed in the fourth quarter of each year moving forward.

- CAO Fox reported that UPRHSD Policies and Procedures are under legal review, with an update expected at the September BOD meeting. A one-month review period for the Board will follow.

- Paramedic Joshua W. inquired about the procedures for determining which major purchases require BOD approval and how that approval is obtained. He referenced the recent proposal and presentation

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concerning the purchase of new Hamilton Ventilators and noted that staff members have gained the impression that all major purchases may require formal proposals to the Board. Director Gentzel and CAO Fox clarified that the Hamilton Ventilator purchase was an isolated case, influenced by the interim staffing transitions and uncertainty surrounding the budget during the vacancy of the Deputy Chief position. In essence, the Board approves the annual budget with categories/line items serving as a framework, but individual expenditures that remain within the approved total allocation are managed operationally/administratively and do not require separate Board approval

Adjourned 1456 Hrs

Chris Erickson Vice President

Miranda Bickford Secretary/Treasurer

SEAL

Date: 9/12/25