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

Held: Thursday, September 18, 2025 at 1300 Hrs at 1017-B E US Hwy 24, Woodland Park, CO

The 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 (Zoom) Miranda Bickford Administration: Chief Tim Dienst, Chief Administrative Officer (CAO) Kara Fox, Administrative Assistant (AA) Mariah Hoffman; Leadership: Paramedic Advanced Care Team (PACT) Director James McLaughlin, Captain Chad Bauer, Captain Janee' Karle, Acting Captain Kaylinn Hathaway, Captain Katie Leland (Zoom); Paramedics Joshua W, Mason W, and EMTs Emma L, Andrew G, Kitty R (Zoom), Third Rider/Student Hamilton E.
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	None; the Meeting Minutes from the September 12, 2025 special meeting and executive session will be reviewed for approval at the next BOD meeting.
Public Comment/Guest	The UPRHSD Captains, as a collective, provided a letter to the BOD earlier in the week in response to an action item from the executive session held September 12, 2025. The action item directed Chief Dienst to create a Deputy Chief (DC) job description and post an internal opening for that position by 1600 on September 18, 2025. Director Gentzel called for their comments, allowing three minutes for each. Captain Karle stated that the Captains of UPRHSD are asking to delay the DC hiring process until additional job descriptions, roles, and responsibilities are established to ensure the leadership team is set up for success. She noted that the leadership team attends the Leadership Academy for continued improvement and referenced several modern-day leaders that are highlighted in their training as models for leadership. She stated that unclear expectations are the fastest way to breed resentment and failure. Captain Karle also emphasized a "purpose before position" philosophy, stressing that filling the DC role without a clear purpose undermines UPRHSD's efforts to improve sustainability and accountability and risks repeating past mistakes. Captain Leland echoed that the primary concern is timing and that proceeding now may be premature. SafeTech Solutions LLC had recently pointed UPRHSD toward a different leadership model during their last presentation. Captain Leland stated that the Captains feel these recommendations should be considered before any new roles are implemented, or old roles reintroduced. She emphasized that the current team is sustaining daily operations and meeting the current service plan, so rushing to implement a DC position is unnecessary. Captain Hathaway added that the SafeTech assessment was a costly endeavor and that acting before the final presentation of structural recommendations would be wasteful. Captain Bauer said the captains' letter to the BOD thoroughly reflects their collective thoughts and ideas. He added that it is neither fair to the organization nor to a tentative candidate to place someone in a position with expectations and responsibilities that are likely to change within a short period of time. Captain Bauer emphasized that all the captains have pledged continued support for Chief Dienst and agreed to absorb former DC-related responsibilities as they are able, and encouraged the continuation of open communication. Captain Bauer also requested that the BOD and Chief Dienst review current pay for the captains, noting they have been receiving regular pay despite taking on many additional responsibilities for which UPRHSD policy calls for compensation.

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PACT Director McLaughlin expressed that, while he was unaware of the letter beforehand, he supports the captains. He said he believes mistakes were made following the 2023 SafeTech survey due to lack of follow-through and that it is because of the captains' work that UPRHSD has "begun the healing."

Director Erickson requested comments from CAO Fox and AA Hoffman. CAO Fox added that the Human Resources (HR) company that will be reviewing and revamping UPRHSD's pay structure will also be evaluating position descriptions and it would be wise to allow them to finish that process before trying to post a potentially invalid DC position. AA Hoffman echoed the sentiments of the previous speakers.

Chief Dienst stated that he supports the captains and is grateful for their continued support and willingness to rise to the occasion. While he believes the DC position is necessary, he agreed it would be wise to wait until the SafeTech presentation. Chief Dienst and the captains agreed to continue balancing duties and meetings to ensure UPRHSD is represented and that information is shared.

Director Gentzel said the BOD will take this public comment into consideration and will continue to discuss the issue later in today's meeting. He noted that, due to the overwhelming increase in job duties the captains have faced, the BOD feels compelled to act and move forward. He stated, "the organization is drowning," and emphasized the responsibility to meet the service plan. He also observed that there is always a chance the structural changes proposed by SafeTech may not be fully adopted by UPRHSD.

Director Gautreaux expressed his appreciation for the captains' letter and commended their integrity, commitment, and bravery. He added that he and Captain Bauer plan to meet with Aarron Reinert from SafeTech before the final presentation to advise them of recent changes and events that have occurred since the initial assessment, ensuring the most beneficial and accurate recommendations. Director Gautreaux also plans to inquire whether SafeTech representatives can present before the currently scheduled October 10, 2025, meeting.

Director Erickson reiterated to the captains to let the BOD know if there is anything else they can do in the meantime to help them.

Financials	See Report. Jason Johnson with JFS Consulting presented the June and July Financials. Of note, the revenue from the Whole Blood program as discussed at the last meeting has been received. There was a notable increase in salaries/wages which is suspected to be due to overtime hours. The increase in professional services was due to the SafeTech assessment which resulted in negative NET income. There was no PACT revenue reported for July since the expected reimbursement from the Carelon grant hadn't been received yet for April, May, and June. **Motion** by Director Gentzel to approve the financials for June and July, 2025, 2nd by Director Erickson and unanimously approved.
CEO Report	See Report. Chief Dienst is still working through budget and profit and loss reports but is projecting a $700k surplus for 2025. Chief Dienst requested input from the BOD regarding a recent request to purchase new LifePack 35s for the fleet. CAO Fox expressed that this decision does not require BOD approval. Director Bickford stated, "we as the Board do not want these decisions to languish for months. We have empowered you as the Chief to make these decisions, and you get paid for this. Please go forth and make decisions. Do not wait for us to do it." The board noted that they are not an operational board and expects the Chief to make appropriate decision as situations arise. Chief Dienst advised those who are present that he approves the purchase as it was proposed.
Captains Report	See Report
PACT Report	See Report
Chief Admin Report:	See Report. CAO Fox expressed that it is imperative that the members of the BOD utilize their UPRHSD-issued email addresses for all BOD communications instead of their personal emails, as well as use the "blind carbon copy" feature when emailing multiple BOD members to ensure compliancy. She also met with the legal team regarding the review of UPRHSD's Policies and Procedures. This has been a massive project and will not be ready until at least November. The BOD requested a take-home vehicle policy be drafted by the legal team.
Old Business	- Chief Dienst has fulfilled the action items stated in the special BOD meeting on September 12, 2025. - Director Gautreaux inquired about deliverables following an employee safety incident in Park County in 2023. PACT Director McLaughlin said that Escaping Violent Encounters (EVE) training is being prepared and all other pieces have been implemented with no further incidents. Director Gautreaux requested that future progress, especially following events that compromise employee safety, be included in the PACT report. - The possible stipend for employees with longer commutes will not be implemented.

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- Chief Dienst has approved the new Driving Policy.
- Motion by Director Gentzel to postpone the hiring of a Deputy Chief until the SafeTech results, 2nd by Director Bickford and unanimously approved.

New Business

- EMT Kitty R, who recently completed the didactic portion of her paramedic school program, expressed her gratitude to the BOD for having approved her to be off the line while in school and encouraged their consideration of this again for future UPRHSD employees going to paramedic school.

- Director Erickson brought attention to the fact that there have been publicized corrective action taken against employees from outside agencies for their personal social media conduct, particularly in association with recent world events. Director Gentzel requested that the captains remind the crews to be mindful of what they post. CAO Fox shared UPRHSD's current social media policy, noting that it is still under review by the legal team. Captain Bauer expressed that he is unaware of any misconduct by UPRHSD employees.

Adjourned 1459 Hrs

Chris Erickson Acting President

Miranda Bickford Secretary/Treasurer

UTE PASS REGIONAL HEALTH SERVICE DISTRICT
SEAL
DOUGLAS, TELLER & PARK COUNTIES

Date: 09/29/25