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

Held: Monday, September 29, 2025 at 1430 Hrs at 1017-B E US Hwy 24, Woodland Park, CO

The special 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 Executive Officer (CEO) 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 Katie Leland
Quorum	Yes
Call to Order	Director Erickson noted that a quorum was present and called the special meeting of the Board of Directors for Ute Pass Regional Health Service District at 1430 Hrs.
Pledge of Allegiance	Yes
Disclosures	None
Minutes	The minutes of the special meeting of the BOD held September 12, 2025, and the minutes of the regular meeting held September 18, 2025 were presented, **Motion** by Director Gentzel to accept the September 12th minutes and the appended September 19th minutes to reflect accurate SafeTech Solutions recommendation adoption statement, 2nd by Director Erickson and unanimously approved.
Public Comment/Guest	None
Financials	None
SafeTech Discussion	Director Gautreaux began the discussion by outlining the four action items for the BOD to address as requested by SafeTech Solutions. Items and discussion around them are as follows. 1. CEO Job Description: This has already been addressed, written, approved by the BOD, and signed by the President of the Board and Chief Dienst. Director Gentzel also made a recommendation regarding the annual evaluation of the CEO. He recommended that the annual evaluation be collectively written by the BOD with additional input from operations leadership staff, but that it should be presented to the CEO by one single person, such as the president of the board. 2. Organizational Structure: This item has been temporarily paused, as per discussions had in the last two BOD meetings. The BOD would like to wait for the SafeTech assessment and recommendations before deciding on any changes to organizational structure. 3. Defining the PACT Program: Discussion began with the topic of dual medical direction, reaffirming the decision made in previous BOD meetings that UPRHSD should operate under a single Medical Director. Director McLaughlin acknowledged the contributions of Dr. Jeremy DeWall, who played a key role in expanding the capabilities of UPRHSD Community Paramedics (CPs), but emphasized that having two medical directors, and two sets of clinical guidelines, is not in the agency's best interest. No decisions were made regarding this subject. Questions from the BOD arose around the value of the PACT program. Director McLaughlin stated that there is a series of routine "community needs assessments" performed by different entities, nearly all of which have identified behavioral health and substance use disorder as a top concern. Director Gentzel expressed his support and outlined the objective value in the services that the PACT program provides. Captain Bauer redirected the discussion to focus on community value versus financial value, noting that community paramedicine programs typically operate at a loss. Director Erickson asked about the sustainability of the PACT Program if grant or state funding were reduced or eliminated. Director McLaughlin outlined the program's primary funding sources—grants and contracts—and stated that while adjustments would be necessary, continued operation would still be possible. He also raised concern that UPRHSD's status as a Health Service District may be tied to the existence of the PACT program, potentially impacting the ability to collect sales tax if it were discontinued.

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Chief Dienst clarified that recent legislative changes allow UPRHSD to continue collecting sales tax even without the PACT program. He reiterated that while PACT does not generate revenue through patient billing, it does bring in funding through grants. He agreed the program could continue without current funding levels but acknowledged it would present significant challenges.

Director Gautreaux then inquired about UPRHSD's service plan and what is specifically stated in regard to the PACT program. CAO Fox reported that the service plan outlines UPRHSD's PACT program and includes several programs that PACT is no longer providing or that the names of these programs are no longer accurate. She questioned how specific the service plan needs to be and also asked if the service plan needs to be updated, to which Chief Dienst confirmed.

Discussion then turned to the reunification of the PACT and 911 divisions. Captain Bauer clarified that the previously discussed "separation" was more a matter of operations vs. administration. Chief Dienst explained that UPRHSD continues to function as one organization with three divisions: EMS, Outreach, and PACT. The administrative separation exists primarily for tracking revenue and allocating expenses appropriately.

The history of the PACT program was reviewed. It began with a focus on mental health, with providers responding in ambulances. As the program evolved, it became clear that specialized training, new vehicles, and revised response models were necessary. These developments also impacted Field Training Evaluation Program (FTEP) processes and altered expectations for both 911 and PACT medics. Over time, these changes led to the consideration of separating into two distinct agencies, and some preparations were made in that direction. However, that idea has since been terminated. PACT Director McLaughlin, Captain Bauer, and Captain Leland reported ongoing efforts to reintegrate CPs with the 911 shifts. CPs now report to shift captains, who are actively working to educate and prepare themselves for this transition. A separate PACT captain has been considered, but it has been determined unnecessary at this time.

Further discussion followed. Captain Bauer again redirected the conversation, emphasizing that the Board is walking a fine line between operational decisions and Board-level governance. From SafeTech's perspective, the Board's role should be to define clear guidelines for the PACT program. Historically, the PACT program had flexibility to evolve as needed, but going forward, the Board is being asked to establish clearer guardrails and structure.

4. BOD roles and Responsibilities: Director Gautreaux expressed that he doesn't believe we are trying to walk out with a list of roles and responsibilities, but more toward getting the ball rolling. We want to work toward influential, not operational board. The BOD may have to be operational slightly when it comes to future discussion about organizational structure, but they need to refocus on inspiration and influence. He then provided a drafted version of the BOD's roles and responsibilities that the BOD agreed to review and edit as needed and will readdress in a later meeting or study session.

New Business

-Director Gautreaux asked whether any significant changes had occurred since the original SafeTech assessment that should be shared prior to their upcoming presentation. Several updates were discussed. The key points agreed upon for SafeTech to be informed of include: The PACT Program will no longer be providing mobile crisis in Park County as of October 1, 2025. A third-party Human Resources company will be conducting a full pay scale and structure review. Integration efforts between PACT and 911 are currently underway. Lisa Keenan will now be contracted for all grant-related matters. The former Board President officially stepped down from the position on July 31, 2025.

-The Board discussed compensation for Captains who have taken on additional responsibilities following the departure of the Deputy Chief, with Captain Bauer referencing current UPRHSD policy. Details such as timeline, back pay, and the scope of added duties were reviewed. CAO Fox stated she will bring the matter to the legal team for further guidance.

-Director Bickford asked how the Board can best support the captains at this time. Captain Leland responded that recent efforts, such as outsourcing challenging and developing clear policies and procedures, have been very positive. She shared that the captains are feeling much more confident about the company's direction and progress. Leadership agreed that avoiding knee-jerk reactions is preferable and that assignments that are handed out should be delegated mindfully.

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-CAO Fox then stated that Chief Dienst inquired about if she had posted the open BOD position yet in the local newspapers. CAO Fox asked for clarification from the BOD, that Chief Dienst was tasked with this and not her and the BOD confirmed this. It was determined that the vacant position has been posted on the website and will remain until the position is filled. Captain Bauer advised the BOD that there is a 90-day deadline for filling the open BOD position, which has now been open for almost two months. Discussion was had about this process, how to go about it, legally, etc.

-Director Gentzel highlighted that CAO Fox has been pursuing higher education in business and accounting and expressed gratitude on behalf of the BOD and UPRHSD.

Adjourned 1651 Hrs

Chris Erickson Acting President

Date: 10/10/25

Miranda Bickford Secretary/Treasurer

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

