

# Flaming Gorge Fire EMS District Board Meeting

## Minutes – January 14, 2026

### Meeting Details

**Date:** January 14, 2026

**Time:** 6:00 PM

**Location:** Manila Fire Station

**Meeting Type:** Board Meeting

**Source:** Generated from TurboScribe transcripts [251231\\_0097.txt](#), [251231-0097](#)

[t3V400Ug.txt](#), and [251231-0097\\_9ayPCDQm.txt](#). Transcripts may contain minor wording errors; motions and decisions are captured as clearly as possible.

### Attendance

#### Board Members

Stephanie Rose – Board Chair

Brett Reynolds – Board Member

Woody Bair – Board Member (joined remotely)

Leonard Isaacson – Board Member

Gale Lamb - Board Member

#### District Staff / Officers

Steve Forbes – District Manager

Casey Olson – EMS Director

#### Other Participants

JayDee – Dutch John Fire (joined remotely)

### 1. Call to Order, Welcome, and Introductions

Meeting called to order at **6:00 PM** at the Manila Fire Station.

Stephanie Rose opened the meeting with welcomes and introductions.

Roll call confirmed the board and staff listed above.

## 2. Reports and Updates

### 2.1 Emergency Management / House Bill 48

Corey was expected to provide an update on **House Bill 48** but was absent due to illness.

The **official House Bill 48 risk map** has been released; most of **Dutch John** appears in the **red (high-risk) zone**.

Steve reported that he:

Spoke with Cory about the map and its implications for Dutch John.

Left multiple messages with the **Mayor of Dutch John**, offering to explain the impacts of House Bill 48 and to describe district operations, EMS, and fire services.

Offered to attend a **Dutch John Town Council** meeting to present information and answer questions.

As of the meeting, Steve had **not received a return call** from the mayor.

Later in the meeting, **JayDee** confirmed:

He will share with Dutch John officials that the district and Cory are willing to provide training, instruction, and support regarding House Bill 48.

Dutch John received **CIB funding** to upgrade the **fire station** and build a combined **clinic / EMT quarters**, and the mayor is moving that project forward.

### 2.2 District Operations & Training

#### Call Volume:

Historically, the district saw 1–2 calls per month or a call every couple of months.

Recently, call volume has increased to about **eight calls per month**, and **1–2 calls per week in summer**.

#### Recent Call:

On **January 1**, there was a joint **EMS and fire** response to a **carbon monoxide alarm**.

Response went smoothly on both sides; fire turnout was strong enough that not all personnel were needed on scene.

#### 2026 Training Plan (Fire & EMS)

A written 2026 training schedule for fire and EMS has been developed and distributed.

**First Tuesday of each month – Fire training**

Focus on **Firefighter I certification**.

Members will use textbooks or an app with **monthly reading assignments**.

In-person sessions focus on **skills and hands-on work**.

**Joseph** will help facilitate Fire training.

**EUFRA** will assist at set points with **skills testing** and specialized equipment.

#### **Third Tuesday of each month – EMS training**

Approximately **two-hour** EMS-specific training sessions covering a range of topics.

#### **Last training of each month – Combined Fire & EMS training**

Focus on **operational overlap**, including:

Emergency vehicle operations

Radio communication standards

Basic fire equipment familiarization for EMS personnel

EMS equipment familiarization for fire personnel (e.g., lift assists, joint incidents)

This is described as the **most strategic training plan** the district has implemented.

#### **Upcoming Leadership Training (Casey)**

Casey will be gone the **last week of the month** to attend a **40-hour EMS leadership academy** in Moab hosted through the rural EMS directors association.

The course comes highly recommended by other EMS directors and is expected to be valuable leadership training.

## **2.3 Wildland / Fuels, Zoning, and Code Issues**

### **2.3.1 Planned Burns / Fuels Reduction**

#### **Dutch John developer burn:**

J.D. reported a planned burn for a developer who has been clearing **pinyon pines and junipers** near Dutch John.

Burn piles are scheduled for **Saturday morning**.

J.D. will manage the burn carefully and notify nearby residents; visible smoke should not be mistaken for an uncontrolled incident.

#### **State line landowner burn:**

A landowner near the state line has removed significant **Russian olive, cottonwoods, and other trees** and asked whether the district could assist when burning the material due to limited water access.

Steve connected the landowner with **Jeff** to coordinate an appropriate plan and permitting; scheduling is pending.

Board members emphasized that any district participation in fuels-reduction activities should be tracked so it can be counted toward **Community Wildfire / CWS-related metrics**, especially where it mitigates risk.

### 2.3.2 Zoning / Building Code Consultation

The Town of Manila is dealing with a **zoning/property use** issue; the town's **building inspector** has concerns and has been consulting with **Jeff** for professional opinion.

Steve and Jeff clarified:

The **town** is the enforcement authority (ordinances, building codes, building inspector).

The district's role is limited to providing **professional input**; the district does not engage with property owners on enforcement or make enforcement decisions.

## 2.4 EMS Operations, Ambulance Readiness & Inventory

### 2.4.1 Call Volume & Staffing

EMS operations remain **consistently busier** than in prior years.

Anecdotally, call frequency tends to be lower when Casey is on call and higher when others are on call (noted humorously).

### 2.4.2 Ambulance Tear-Down / State Certification

A full **ambulance tear-down** and inspection was completed for **state certification sign-off**.

The process included checking all required equipment, confirming locations, and verifying stocking.

It also served as a good **familiarization exercise** for participants.

### 2.4.3 Medication Management & Expirations

The district is at the annual point where many **medications expire**, particularly **cardiac meds**, some costing nearly **\$400 per vial**.

Actions and discussion:

A number of expired medications were removed and disposed of.

Steve and Casey are narrowing and standardizing the **medication formulary** to reduce redundancy and waste while maintaining readiness.

Board members discussed the possibility of coordinating with agencies such as **Castle Rock** or **Gold Cross/Vernal** so that near-expiry medications (e.g., within six months of expiration) can be transferred to higher-volume agencies to be used prior to expiration, where permissible.

#### 2.4.4 Inventory & Tracking Improvements

Casey created a **spreadsheet-based inventory system** to track:

Required quantities for each item.

Actual on-hand quantities.

Expiration dates.

The system is fully implemented for the ambulance and is being extended to the **supply closet**.

Restocking sheets are used so that any items moved from the closet to the ambulance are logged and then entered into the spreadsheet.

Goal: better control over stock, earlier identification of upcoming expirations, and reduced waste.

#### 2.5 Administrative Updates (Steve)

Steve has been working to **catch up on bookkeeping** from late last year into the new year.

##### **Insurance / Bonding:**

The district's prior **bond coverage** through CNA Surety was **canceled**, as coverage is now provided through **crime insurance**.

Local Government Trust handled the change; the district simply maintains appropriate crime coverage.

##### **Local Government Trust – Motor Vehicle Operator Records (MVR):**

Steve still needs to **update the driver roster** with Local Government Trust and may need to collect updated **driver's license information** from some members.

Updates must be coordinated directly with LGT.

#### 2.6 Dutch John Coordination & Facilities (Additional Detail)

Steve reiterated his outreach to **Dutch John's mayor** about House Bill 48, EMS/fire operations, and possible council presentations.

**J.D.** confirmed that Dutch John has **CIB funding** to upgrade the fire station and build a **clinic/EMT quarters**, and that the mayor is moving the project forward.

#### 2.7 Board Member & Clerk Updates

##### **Bret Reynolds**

Received notice that the district's **.gov domain** was due to expire (originally listed as expiring in June).

Bret logged in and **renewed the domain** before expiration.

Added Steve as a **domain manager**. The invite to have Woody be a domain manager a couple of years prior was never accepted. Bret will delete the invite to Woody. needed.

Completed the **quarterly deposit and investment report** for the quarter ending December 31.

**Woody Bair**

No additional updates.

**Leonard Isaacson**

No additional updates.

**Gail**

No additional updates.

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### **3. Item 3 – 2026 Board Training, Conflict of Interest Forms, and Annual Reporting Plan**

**Agenda Item:**

Discussion and consideration of:

Required **2026 board member trainings** (Open and Public Meetings Act, board member training, treasurer training where applicable).

**Conflict of interest forms.**

**Annual reporting plan.**

**Discussion:**

Board members must complete **Open and Public Meetings Act** training in 2026, plus any per-term board and treasurer trainings.

Steve had **not yet printed** conflict of interest forms or annual reporting documents.

Proposal: prioritize completion of online trainings now, and **table the paperwork** to the next meeting when forms can be provided.

**Motion & Action:**

**Motion (Stephanie):** Table Item 3 (board training, conflict of interest forms, and annual reporting plan) to the **next regular board meeting**.

**Second (Gale):** Yes.

**Vote:** Motion passed unanimously (all present voting "aye").

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### **4. Item 4 – Administrative Assistant / Deputy Clerk Position**

**Agenda Item:**

Discussion and consideration of creating an **administrative assistant / deputy clerk** position.

**Discussion:**

Steve noted increasing **administrative workload**, particularly as he spends more time:

Serving as a **medic** and supporting operations.

Trying to keep up with **bookkeeping, data entry, minutes**, and various reports.

He suggested exploring a **part-time admin/deputy clerk** position, roughly:

**~5 hours per week** on typical weeks.

**Up to ~10 hours per week** on board-meeting weeks.

Potential duties discussed:

Drafting and preparing **meeting minutes** and ensuring minutes are posted.

Preparing and posting **meeting agendas** and required public notices.

**Bookkeeping support** (QuickBooks data entry, tying receipts to transactions).

**Payroll data entry** and **URS** monthly reporting.

**Mail handling** (post office runs, sorting, routing).

Writing checks and handling basic **accounts payable** tasks.

Supporting **grant writing** or **capital project planning**, depending on qualifications.

Board discussion highlighted goals to:

Keep the role as **budget neutral** as possible by reallocating some of Steve's existing admin hours.

Potentially hire at a **lower hourly rate** than Steve's rate.

Free Steve to focus more on **operations** and higher-level management/planning.

Comparisons were made to a prior administrative support role the district had before Steve's tenure, which handled minutes, postings, and routine administrative work.

**Next Steps:**

Draft a **job description** for the role, including duties, qualifications, expected hours, and pay range.

Consider whether a new or existing **district email** is needed for the position.

**Motion & Action:**

**Motion (Bret):** Table Item 4 to the **next meeting**, with Steve to prepare a **draft job description** for consideration.

**Second (Gale):** Yes.

**Vote:** Motion passed unanimously.

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## 5. Item 5 – Reimbursement Plan for EMT Basic Training to Achieve EMT Advanced Certification

### Agenda Item:

Discussion and consideration of a **reimbursement and support plan** for EMT Basics seeking **EMT Advanced** certification.

### Discussion:

The board discussed a proposal for **Jayden**, an EMT Basic with the district, to pursue **EMT Advanced** via a largely **online program** that includes an in-person **boot camp**:

Program length ~90 days total.

**Online component:** Approximately **241.5 hours** of education with 24/7 access to materials, textbooks, study guides, and national registry test prep tools.

**In-person component:**

Four-day boot camp in **South Carolina** or **Las Vegas** (Las Vegas preferred): three days of classroom/skills and one day of national psychomotor skills testing.

Two additional **12-hour ride-along shifts** before or after boot camp.

**Course cost:** **\$2,250**, which covers course materials and boot camp, but **not** travel, lodging, or per diem.

### Board discussed potential **benefits**:

EMT Advanced is **ALS-level** care and **required** for the district's current ALS license level.

Increases the **level of care** available and improves **billing rates** (moving from BLS to ALS base rates, with significant per-transport revenue difference—approximately **\$500 more** per ALS transport compared to BLS, as discussed).

EMT Advanced can perform many advanced interventions, though not to full paramedic scope.

### The board reviewed the district's **existing practice** for new EMTs:

Historically, if new personnel (not yet in the program) wanted EMT Basic, they paid up front and were **reimbursed after successful licensure** and service commitment.

Concern has been avoiding situations where the district pays upfront and candidates do not complete training.

### Key points and concerns:

Any reimbursement policy must be **consistent and fair** for all in-house personnel, not just one individual.

Need to balance **support for professional development** with protection against **non-completion** or early departure.

Discussion of scenarios where a candidate fails exams multiple times or does not finish, and whether the district would seek **repayment**.

Several board members preferred that the **individual maintain some financial stake** ("skin in the game") to encourage completion while still showing strong district support.

#### **Outcome – Policy Direction for In-House EMT Basics Seeking EMT Advanced**

For **current in-house EMT Basics** (already serving with the district), the board agreed to treat them differently than new, external candidates.

After discussion, the board supported the following structure (summarized from the motion):

The district will provide a **one-time payment** for the candidate's **travel expenses and wages** for time spent in the classroom/boot camp and required ride time.

The **course tuition (\$2,250)** will be **paid by the candidate upfront**.

Upon **successful completion** of the course and attainment of **EMT Advanced certification**, the district will **reimburse the course cost**.

This structure is intended to apply **consistently to in-house personnel** advancing from EMT Basic to EMT Advanced (not to brand-new externals), with details to be applied on a case-by-case basis but following the same principles.

#### **Motion & Action:**

**Motion (Bret):** For EMT Basics already serving in-house who pursue EMT Advanced:

The district will **cover travel expenses and wages** associated with the boot camp and required ride time (one time).

The candidate will **pay course tuition upfront**.

The district will **reimburse the course tuition** after the candidate successfully completes the program and obtains EMT Advanced certification.

**Second (Leonard):** Yes.

**Vote:** Motion passed unanimously (all present voting "aye").

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## **6. Item 6 – Collection Service for EMS Billing**

#### **Agenda Item:**

Discussion and consideration of a **collection service** for delinquent EMS billing accounts.

#### **Discussion:**

Casey reported that **Gold Cross Billing (GCS)**, which handles EMS billing for the district, has a number of **delinquent accounts** (some approaching or exceeding a year past due). Gold Cross recommended a medical-specific collections company (referred to as **Mountain Land/Mountain States**).

Gold Cross reports that this firm specializes in **medical collections**, has worked extensively with hospitals, and has been more effective and easier to work with than more generalist collection agencies.

When accounts are sent to collections, **Gold Cross no longer receives its 6.5% fee**; they have an incentive to exhaust all reasonable efforts before sending accounts to collections.

Typical collection fee structure discussed (based on the recommended vendor's proposal):

**25%** fee for standard collections.

Up to **40%** if legal action or advanced measures are required.

The district only pays if the agency successfully collects.

Board discussion included:

Rough estimate that a small number of accounts (on the order of **five or six** accounts totaling around **\$5,000–\$6,000** billed) might currently be candidates for collections, with the district potentially netting 60–75% of recovered amounts.

Desire to see **comparative proposals** rather than relying solely on a single vendor recommendation.

Reference to **procurement best practices** and the district's own policy for professional services: obtain **multiple quotes** even when state contract vendors are available.

Importance of evaluating each agency's **EMS-specific collection history and success rate**, not just fee percentage.

#### **Direction:**

The board agreed it would be prudent to obtain **proposals/agreements from multiple collection agencies** before selecting a partner.

#### **Motion & Action:**

**Motion (Bret):** Table Item 6 for final selection and direct Steve to **obtain service agreements from at least three collection agencies** (including the firm recommended by Gold Cross) so the board can compare:

Fee structures.

EMS-specific experience and collection success rates.

**Second (Leonard):** Yes.

**Vote:** Motion passed unanimously (all present voting "aye").

## 7. Item 7 – Standby Agreement for Event on January 17–18

### Agenda Item:

Discussion and consideration of a **standby agreement** for an event on **January 17–18**.

### Discussion:

Woody presented an application on behalf of a local **snow rally**/"no-snow" rally event.

#### Request:

A **non-dedicated ALS ambulance standby** for the event.

**No fee** to be charged to the event organizers or participants.

#### Clarifications:

**Non-dedicated** standby means the ambulance may **leave the event** to respond to 911 calls; the district will ensure overall coverage.

The district's standard policy charges fees unless the event is a non-profit or governmental function; this request therefore comes to the board for a **fee waiver** decision.

#### Board discussion emphasized:

The community value of having an ambulance close by during the event.

Preference not to interfere with the district's ability to respond to unrelated 911 calls.

### Motion & Action:

**Motion (Stephanie):** Approve the **standby service agreement** for the January 17–18 event as a **non-dedicated ALS ambulance standby** with the **fee waived**.

**Second (Leonard):** Yes.

**Vote:** Motion passed with Woody Abstaining from vote

## 8. Item 8 – Correspondence

### Dutch John / House Bill 48

Already covered under Item 2.1 and 2.6: Steve has been reaching out to Dutch John's mayor; J.D. will reinforce that the district and Cory are available to help.

### Transparent Utah (State Transparency Website)

Steve reported on correspondence with the **Office of Transparent Utah**:

He contacted them after training, noting that it appeared the district **should be reporting**, yet the site showed the entity as "green" (in compliance) even though the district had not been submitting data.

The state contact thanked him for raising the issue and indicated that, for some reason, the district had been designated as a **non-reporting entity**.

The state contact is reviewing why this designation was applied and what should be done going forward.

Steve has sent follow-up inquiries and is **waiting for further direction** before making changes to reporting practices.

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## 9. Item 9 – Approval of December 10, 2025 Board Meeting Minutes

### Agenda Item:

Review and approval of the **December 10, 2025** board meeting minutes.

### Discussion & Action:

Board members reviewed the minutes.

**Motion (Bret):** Approve the **December 10, 2025** board meeting minutes as presented.

**Second (Gale):** Yes.

**Vote:** Motion **passed**, with Woody abstaining (not present at that meeting); remaining members voted "aye".

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## 10. Item 10 – Financial Report and Expenses/Payroll

### 10.1 December 2025 Financial Report

#### Highlights:

##### Revenue:

Approximately **\$259,000** received in December, largely due to a significant **property tax payment** from the county.

##### Expenses:

Approximately **\$40,000** spent in December.

##### Net for December:

December was a **strong positive month** due to the tax receipt.

##### Debt Service Accounting:

A transfer of funds to the **CIB debt service** was reflected as an expense from the operating account into a debt service fund, aligning with how the district budgets for debt payments.

#### **Year-End Summary:**

Total revenue for the year was slightly below budget (by roughly **\$97,000**), but much closer than the prior year.

Expenditures were **under budget** by approximately **\$112,000**.

Net effect: the district finished the year roughly **\$15,400 in the red**, attributable largely to items such as wages and retirement/PHEP adjustments made earlier in the year.

Overall, the district remained **within budget on expenditures** and closer to budget on revenue than the previous year.

#### **Cash and Investments at Year-End:**

Checking account balance: approximately **\$52,892**.

PTIF (Public Treasurers' Investment Fund) balance: approximately **\$691,032**.

Interest rates noted: checking ~**0.01%**, PTIF ~**4%**, reinforcing the strategy of holding extra reserves in PTIF.

The property tax payment from Daggett County is deposited **directly into PTIF**, simplifying processing and maximizing interest.

#### **Action:**

**Motion (Woody):** Accept the **December 2025 financial report** as presented.

**Second (Gale):** Yes.

**Vote:** Motion passed unanimously.

## **10.2 Expenses, Transactions, and Payroll**

#### **Transactions / Notable Items:**

##### **Training and Education:**

Payment for the **EMS leadership academy** in Moab for Casey (~\$1,500).

Purchase of **Firefighter I textbooks** and materials.

**JBL Learning** fee for Emergency Pediatric Care (EPC) pre-course; more staff will later request reimbursement as they enroll.

##### **Supplies and Equipment:**

Amazon purchases for **training materials, snacks, and drinks** for trainings/meetings.

Significant **medication and supply purchases** from Boundary Medical (including replacement of expired meds).

#### **Services and Utilities:**

**CIB debt service payment** (~\$12,000).

**DDI** internet/communications bills (two months paid close together due to timing).

**MOPA** paging invoice.

**Gold Cross Billing** service invoice (~\$883.81).

URS retirement contributions, with two monthly submissions processed close together after one month's payment was approved but not submitted until the next cycle.

#### **Payroll:**

On-call coverage hours were better and more consistent, with approximately **320 hours** of on-call time logged, plus calls and training time.

Payroll for the period (December hours paid in January) was discussed and found appropriate; due to cash-basis accounting, it will appear in **2026** financials.

#### **Transfers Between Accounts:**

Given the size of upcoming **payroll** and **check runs** (estimated around \$34,000–\$40,000 combined), the board discussed maintaining a safe buffer in checking while keeping as much as possible in PTIF.

Consensus was that transferring approximately **\$15,000** from PTIF to checking would be prudent, with the understanding that balances and future needs will be reviewed again at the next meeting.

#### **Actions:**

**Motion (Bret):** Approve the **listed expenses and payroll** for payment.

**Second (Stephanie):** Yes.

**Vote:** Motion passed unanimously.

Direction (by consensus): **Transfer approximately \$15,000 from PTIF to checking to maintain sufficient operating cash.**

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## **11. Other Business / Updates**

### **11.1 Medical Director Training Visit**

Steve noted that the **medical director** recently visited and conducted a joint training with **law enforcement and EMS staff**.

Feedback was positive; having the medical director onsite for training was considered valuable.

## 11.2 Background Checks

Steve reported that the district's account with **PreciseCheck** (or similar background-check service) is now fully set up.

He has initiated **background checks** for all personnel **not covered by state EMS certification checks**.

Results are expected by the next meeting and may be reviewed in **closed session** if necessary.

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## 13. Adjournment

With no further business, the meeting was **adjourned** at 7:25PM

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## Motions and Decisions – Quick Reference

### Item 3 – Board Training & Conflict Forms

Tabled to next meeting; Steve to bring forms and plan.

### Item 4 – Admin Assistant / Deputy Clerk

Tabled to next meeting; Steve to draft job description.

### Item 5 – EMT Basic → EMT Advanced Reimbursement Plan (In-House EMTs)

District pays travel and wages for boot camp/ride time (one time).

Candidate pays tuition upfront.

District reimburses tuition upon successful EMT Advanced certification.

### Item 6 – EMS Collections Service

Tabled; Steve to obtain service agreements from at least three collection agencies (including Gold Cross's recommended firm) for board comparison.

### Item 7 – Standby Agreement (Jan 17-18 Event)

Approved non-dedicated ALS ambulance standby **with fee waived**.

### Item 9 – December 10, 2025 Minutes

Approved (one abstention; others "aye").

### Item 10 – Financial Report

December 2025 financial report accepted.

#### **Item 10 – Expenses & Payroll**

Expenses and payroll approved for payment; direction to transfer ~\$15,000 from PTIF to checking to maintain operating balance.

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## **Action Items – Quick Reference**

### **Board & Staff Training / Compliance**

All board members – Complete **Open and Public Meetings Act** training and any required board/treasurer trainings for 2026.

Steve – Print and bring **conflict of interest forms** and **annual reporting documents** for next meeting.

### **Admin / Operations**

Steve – Draft **Admin Assistant / Deputy Clerk** job description for board review.

Steve – Continue **bookkeeping catch-up** and maintain contact with **Transparent Utah** about reporting status.

Steve – Update **driver roster/MVRs** with Local Government Trust.

Casey – Attend the **40-hour leadership academy** in Moab and bring back key learnings.

Casey – Continue implementing the **inventory and expiration tracking system**, including