

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.

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").

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.

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").

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.

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".

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.

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.

13. Adjournment

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

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.

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