



**Grand County Emergency Medical Services
Special Service District
Board Meeting**

Tuesday, May 19, 2026
9:00 – 11:00am Regular Meeting
Location: Grand County EMS SSD
520 E. 100 N. Moab, Utah 84532

Agenda

1. Call Meeting to Order
2. Welcome Public Comment - Anything not specifically on the agenda (3 minutes are allowed)
3. Presentation of Life Saver Awards
4. Approval of Minutes
 - a. 3/17/26 – Regular Meeting
5. Updates
 - a. Chair Report
 - b. Treasurer Report
 - c. Board Member Reports
 - d. Administrative Staff
 - e. Director Report
 - f. Committee Reports
 - i. Evaluation Committee
 - ii. Policy Committee
 - iii. Executive Committee
 - iv. Budget Committee
6. Discussion/Action Items
 - a. 2026 Mid-year 2.5% COLA Proposal – Discussion/Action
 - b. Pay Scale Adjustment for Administrative Assistant Position – Discussion/Action
 - c. Approval of Updated Naming Conventions for Department – Discussion/Action
7. Future Considerations
8. Closed Meeting
 - a. Character, Professional Competence, or Physical or Mental Health of an Individual

9. Action Item

- a. Approval of the Executive Director Evaluation for 2025

10. Adjourn

NOTICE OF SPECIAL ACCOMMODATION DURING PUBLIC MEETINGS. In compliance with the Americans with Disabilities Act, individuals with special needs requests wishing to attend Emergency Medical Services Special Service District meetings are encouraged to contact the District Board two (2) business days in advance of these events. Specific accommodations necessary to allow participation of disabled persons will be provided to the maximum extent possible. Requests, or any other questions or comments can be communicated to: (435) 259-1301.

Posted by: _____

Date: _____ Time: _____

Grand County Emergency Medical Services Special Service District
520 East 100 North
Moab, Utah

March 17, 2026
9:00 a.m.

1. The Grand County Emergency Medical Services Special Service District met in regular session on the above date and time at the Grand County EMS SSD station located at 520 E. 100 N., Moab, Utah. Chair Elizabeth Tubbs called the meeting to order at 9:00 a.m. In attendance were GCEMS Board Members Rani Derasary, Jason Taylor, Jim Webster, Dr. Lionel Weeks, and Melodie McCandless. Dr. Lionel Weeks was excused at 11:15am. Member Taryn Peterson was excused. Also present were Operations Captain Robin Reibold, Administrative Coordinator Jennifer Williams, and Administrative Assistant and Clerk Mandy Turner.
2. **Board Candidate Interviews:** The board conducted public interviews of five candidates for one available board position with a term ending December 31, 2026. The candidates were Sylvia Bentley, Terrance Carlson, Cassidy Davis, Jordan Killen, and Kristin Marsh. After the interviews, the board took a short recess at 9:54 a.m.
3. **Welcome Public Comment:** At 10:00am, the board came back into session. Chair Tubbs opened the floor for public comment; none was offered.
4. **Presentation by Dr. Flanagan, Co-Medical Director, on the Whole Blood Program:** Dr. Flanagan presented the efforts to establish a pre-hospital whole blood program through Grand County EMS, including the benefits and associated costs of such a program. The board expressed interest in inviting Dr. Flanagan back for a future update on progress.
5. **Approval of Minutes:**
 - a. Jim Webster moved to approve the minutes of the January 20, 2026. Dr. Weeks seconded the motion. The motion carried unanimously (6-0).
6. **Discussion/Action Items:** Due to time constraints of one or more of the board members, it was decided to move Discussion/Action items before the updates.
 - a. **Recommendation of Board Member to Grand County Commission – Discussion/Action:**

Discussion was held regarding each of the board candidates and the needs of the board. Jason Taylor made a motion to recommend Cassidy Davis for appointment by the County Commission to the Emergency Medical Services Special Service District Board and to authorize the chair to draft and send the recommendation letter to the Commission. Dr. Weeks seconded the motion. Further discussion followed. The vote passed 5-1, with Chair Liz Tubbs casting the nay vote.
 - b. **Ratification of Payment of 4th Quarter Bills (October 1 to December 31, 2025) – Discussion/Action:**

Treasurer Jason Taylor made a motion to approve the ratification of payment of bills in the amount of \$1,038,968.17 for the period of October 1st through December 31st, 2025. Rani Derasary seconded the motion. Motion passed 6-0.
 - c. **Risk Assessment 2025 – Discussion/Action:**

Administrative Coordinator Jennifer Williams guided the board through completion of the State Auditor's Risk Assessment Questionnaire for 2025. The completed questionnaire will be submitted to the State Auditor and will also be used by GCEMS auditors.

7. Updates:

- a. **Chair Report:** none
- b. **Treasurer Report:** Treasurer Jason Taylor reported the account balances as of March 17, 2026: \$123,517.06 in combined Mountain America accounts and \$600,109.29 in the PTIF savings account.
- c. **Board Member Reports:**
 - i. Melodie McCandless reported that the county is moving forward with the Public Safety building feasibility study. She also reported that SR 128 (the River Road) will be reduced to one way traffic from the present time through late October 2026. She also noted that the vote for the Essential Air Service contract was scheduled for that evening.
 - ii. Jason Taylor reported that the City of Moab is in budget season. He noted that sales tax revenue has been up over the winter and that a design contract has been awarded for the Center Street Ball Fields.
- d. **Administrative Staff:** none
- e. **Director Report:**

Robin Reibold, Operations Captain for Grand County EMS, took questions from the board based on Executive Director Andy Smith's Director's report in the board packet.
- f. **Committee Reports:**
 - i. **Evaluation Committee** – The Evaluation Committee met and has a schedule in place for Executive Director Andy Smith's evaluation.
 - ii. **Policy Committee** – No report.
 - iii. **Executive Committee** - No report.
 - iv. **Budget/Audit Committee** – No report.

8. Future Considerations:

- a. Invite Dr. Flanagan back for an update on the whole blood program
- b. Training for management team in accounting as per Fraud Risk Assessment guidance.
- c. Data request: total call volume vs. non-billable calls.
- d. Presentation on the Rapid Extraction Module Support (REMS) team to the board

9. Closed Meeting: There was none.

10. Adjournment: The meeting adjourned at 11:38 a.m.

DRAFT

Grand County EMS Special Service District
Elizabeth Tubbs, Chair

Mandy Turner
Clerk/Secretary

EMS SSD Board Update

From: Andy Smith, Executive Director, GCEMS SSD

Report to: EMS SSD Board

Subject: Executive Director Report

Date: May 19, 2026

Executive Summary

As we move into our busy season, Grand County EMS continues to stay busy and adapt to a number of ongoing challenges. While our first quarter call volume is slightly down compared to last year, call complexity, transfers, backcountry responses, and staffing pressures continue to keep the system busy.

Over the last few months, we have continued making progress on several important projects including implementation of our new Clinical Services Division, development of our field blood program, continued work on the REMS team with Moab Valley Fire, and ongoing recruitment and training efforts.

Like many EMS agencies, staffing and financial sustainability continue to be our biggest long-term challenges, but overall, I feel good about the direction the organization is moving.

Call Volume & Operations

Call volume for the first quarter of 2026 is currently down about 5% compared to the same time period in 2025. Earlier in the year we were actually seeing an increase in call volume, but things have leveled out somewhat. My best guess is we simply had better weather earlier in the season, which likely pushed tourism and outdoor activity sooner than normal.

First Quarter Statistics (Jan–Mar 2026)

- **Total Calls:** 477 (vs. 500 in 2025)
- **Interfacility Transports:** 95 (same as 2025)
- **Backcountry Responses:** 47 (vs. 52 in 2025)

Even though overall numbers are slightly down, we continue to see a high level of acuity and complexity in many of our calls. We are also entering the time of year where we typically see increases in backcountry rescues, heat illness, trauma, and visitor-related incidents.

Interfacility Transfers

Interfacility transfers continue to be one of our biggest operational challenges.

While transfer numbers have remained steady, staffing shortages and fatigue management have forced us to delay some non-emergent transfers this year so we can safely maintain emergency ambulance coverage in the community.

As the board knows, our crews work 48-hour shifts, and there is a significant difference between fatigue on day one versus day two of a shift. In some situations, especially after a busy night or multiple calls, sending a crew out of county for a long transfer can create safety concerns for both staff and community coverage.

This issue has created some concern at Moab Regional Hospital, and I was recently asked to speak at their medical staff meeting to explain the realities of ambulance staffing, fatigue, and rural EMS operations. We continue to work closely with hospital leadership and have had productive conversations around expectations and limitations.

At the end of the day, our responsibility has to be balancing support for the hospital while still ensuring Grand County has ambulances available for 911 emergencies.

Operations, Preparedness & Vehicles

Overall, operations continue to go well and we have no major vehicle issues to report at this time.

A few notable updates:

- We have already completed our first wildland fire deployment of the year, with one ambulance deployed to Nebraska.
- We officially launched the REMS (Rapid Extrication and Medical Support) Team in partnership with Moab Valley Fire Department. This has been something we discussed last year, and it is exciting to see it moving forward.
- We continue placing a strong emphasis on mass casualty incident training, backcountry readiness, and seasonal preparedness as we move into our busiest months.

Staffing, Recruitment & Retention

Staffing continues to be one of our biggest challenges.

Over the last month, we have had several unexpected departures while also seeing some of our PRN staff naturally shift toward seasonal employment and fire assignments. This is fairly normal for rural EMS, but it does create pressure on the system.

Current Staffing

- **5 Full-Time Administrative Staff**
(3 licensed paramedics and 1 AEMT who continue helping cover field shifts as needed)
- **13 Full-Time Field Staff**
(48/96 schedule)
- **19 PRN Staff**

We recently completed hiring testing for new employees. Applicants completed a written exam, practical scenario testing, panel interview, and physical pack test.

We had 9 applicants test and have extended 6 job offers, all for PRN positions.

One thing I am especially excited about is that 5 of those offers went to students from our recently completed EMT course. Growing our own workforce locally has always been a goal of ours, and it is encouraging to see that pipeline starting to work.

Promotions & Leadership Development

We have also had several recent internal promotions and role changes:

- Captain Logan Brewer was promoted to Clinical Services Division Chief
- Amrah Hubbard was promoted to C Shift Captain
- Maggie Nielsen accepted the role of REMS Team Coordinator
- Blake Morris stepped into the role of Vehicle Coordinator

I believe leadership development and succession planning are incredibly important in organizations like ours, and I am excited to see people stepping up into these roles.

Clinical Services & Education

One of the larger projects we have been working on this year has been implementation of our new Clinical Services Division.

This came out of our strategic planning process and is really about creating clearer ownership and accountability for training, quality assurance, education, protocol implementation, and clinical development.

As we have grown as an organization, we needed a structure that better supports both patient care and provider development.

Blood Program

We continue moving forward on development of our **prehospital blood program**, and we are currently planning to have blood available in the field starting July 1st.

After several challenges trying to develop this jointly with the hospital, we ultimately decided to contract directly with the American Red Cross. We have ordered equipment and supplies, and implementation is moving forward.

For a rural EMS system like ours, this is honestly a pretty big step forward. Because of our geography and long transport times, having blood available in the field has the potential to make a real difference for some of our sickest and most seriously injured patients.

Education & Workforce Development

Education continues to be one of our biggest strengths as an organization.

Recent updates include:

- USU/GCEMS EMT Class completed successfully
- 5 EMT graduates receiving job offers with GCEMS
- 4 staff currently enrolled in paramedic school
- 2 staff recently completed Critical Care training
- Continued success with monthly CME training, combining lectures, hands-on skills, and scenarios

Investing in training remains one of the best ways we can recruit, retain, and develop good providers in a rural community.

Financial Update

Financially, things are looking somewhat better than they were this time last year.

Sales Tax Revenue

Current healthcare sales tax revenue is approximately 13% higher than 2025, or roughly \$40,000 ahead of last year.

We have not yet seen the first distribution reflecting the voter-approved increase to the healthcare sales tax from 0.5% to 1.0%, but we are anticipating seeing that reflected on our next tax distribution.

Ambulance Billing

Ambulance billing revenue is also slightly higher than last year. We believe some of this may be related to recent legislative changes surrounding ambulance reimbursement.

Like most rural EMS agencies, reimbursement remains a challenge, and we continue to monitor revenue carefully as costs continue to rise.

Audit

Our annual audit should be completed soon. Auditors were on site recently and spent time working with both Jen and me reviewing documentation and financial records. We are anticipating receiving the completed audit soon.

Looking Ahead

Over the next several months, our biggest priorities continue to be:

- Stabilizing staffing and recruitment
- Preparing for the busy summer season
- Continued rollout of the Clinical Services Division
- Launching the blood program
- Improving transfer coordination and system communication
- Continuing workforce education and leadership development

Closing Thoughts

I continue to be incredibly proud of the work our staff does every day.

Grand County EMS operates in one of the more challenging EMS environments in the state. Between the size of our response area, backcountry incidents, tourism, transfers, staffing challenges, and increasing call complexity, our crews are asked to do a lot.

Despite those challenges, our staff continue to show up, adapt, and provide high-quality care to both residents and visitors.

As always, thank you for your continued support of Grand County EMS and the people who make this organization work.

Grand County EMS & Moab Regional Hospital Interfacility Transport Information

May 2026

GCEMS Operational Responsibilities

GCEMS operates as the exclusive licensed ground ambulance provider for approximately 3,600 square miles of southeastern Utah, including the City of Moab, surrounding rural communities, national parks, remote backcountry areas, and major highway corridors.

GCEMS is responsible for:

- 24/7 emergency ambulance response
- Interfacility transports
- Backcountry rescue medical response
- Mass casualty response
- Standby coverage for special events that require it
- Mutual aid coordination

The system is staffed with a minimum of two ambulances 24 hours per day, 365 days per year. During the busiest months of the year, generally March through October, GCEMS attempts to staff a third ambulance when workforce availability allows.

Ambulance availability can rapidly change based on emergency call volume, weather, staffing, geography, and patient acuity.

Interfacility transports are an important part of GCEMS operations; however, Utah EMS regulations require that we maintain emergency response capability within our geographic service area at all times. The system must continuously maintain emergency response capability for the community. The state EMS framework also specifically recognizes that interfacility transports may be delayed due to:

- Active emergency calls
- Severe weather
- Staffing shortages
- Fatigue and safety concerns
- Operational demand exceeding available resources

In practical terms, this means that while GCEMS works to complete transfers as quickly and safely as possible, emergency 911 responses will continue to take priority when resources become limited.

Current Operational Pressures

Over the last several years, GCEMS has experienced significant increases in interfacility transport demand, including:

- Approximately 40% increase in interfacility transfers over the last two years
- Increased overnight transfer requests
- Increased overlap between transfer requests and peak 911 call periods
- Extremely limited regional mutual aid availability

Data review identified:

- 89 incidents involving two simultaneous overlapping transfers
- 8 incidents involving three simultaneous overlapping transfers

Overnight Transfers and Fatigue

GCEMS crews operate on 48-hour shifts. While common in EMS, there is a substantial operational difference between a crew on their first 24 hours vs. their second 24 hours.

Many interfacility transports occur overnight and involve between 3 and 8 hours of driving through isolated terrain, mountain corridors, or winter weather conditions.

Fatigue is not a comfort issue, it is a patient safety issue, employee safety issue, and public safety issue. A delayed transfer is frustrating. An exhausted crew crashing an ambulance or an uncovered county during a major emergency is catastrophic.

GCEMS has a responsibility to evaluate fatigue and operational safety before assigning crews to long-distance transports.

Why Transfer Delays Occur

Transfer delays are frustrating for physicians, nurses, EMS crews, patients, and families alike. In most situations, delays occur because EMS resources are balancing multiple competing patient care obligations in real time.

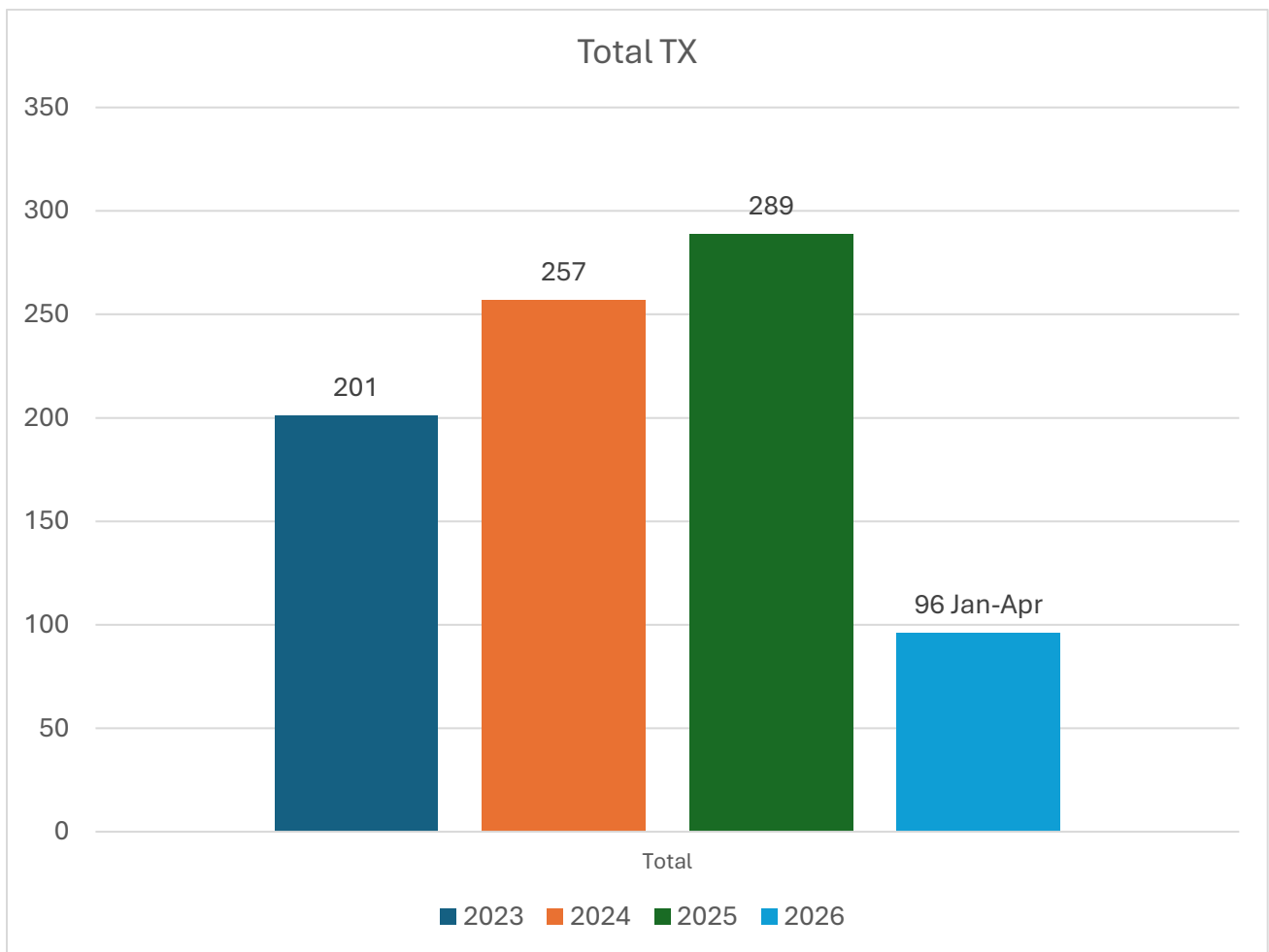
Common causes of delays include:

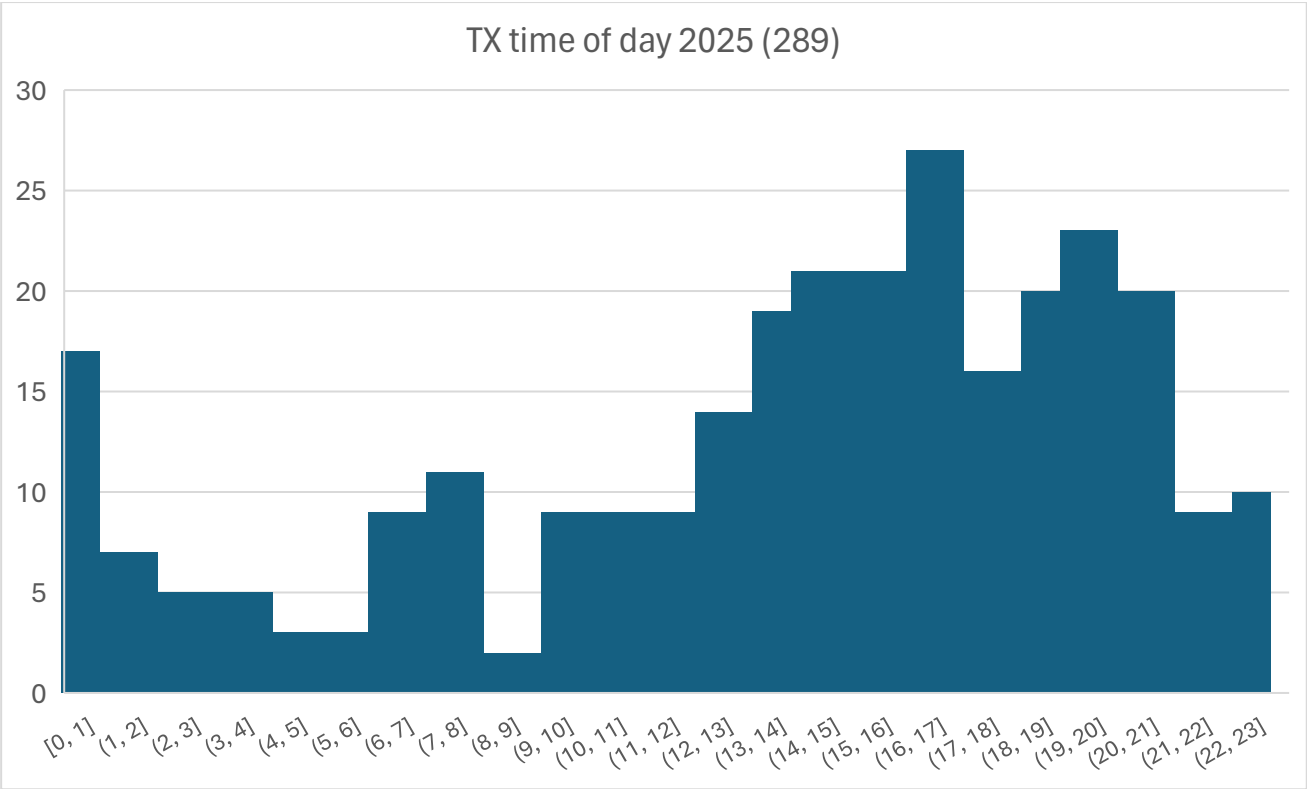
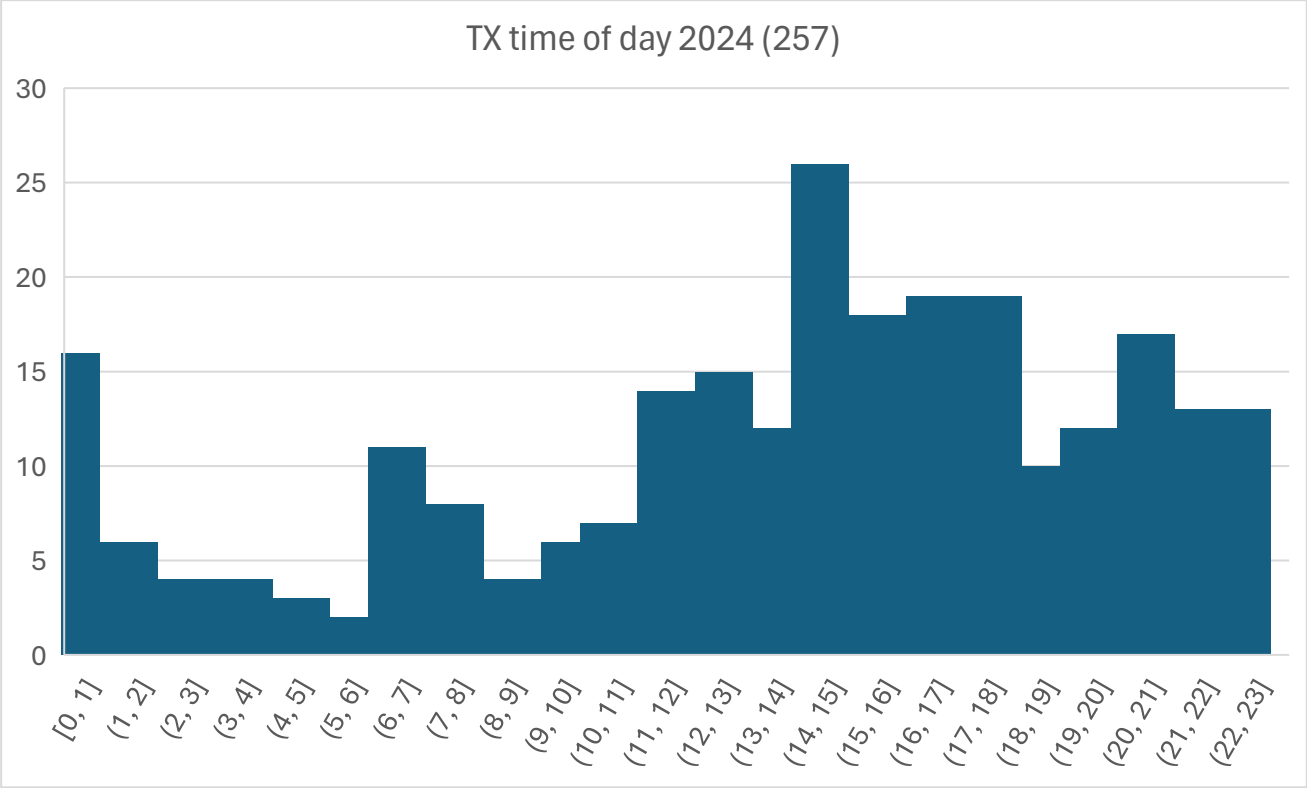
- All ambulances committed to active calls
- No backup crew available
- Staffing shortages or sick call-outs
- Crews fatigued beyond safe operational standards
- Unsafe weather or travel conditions

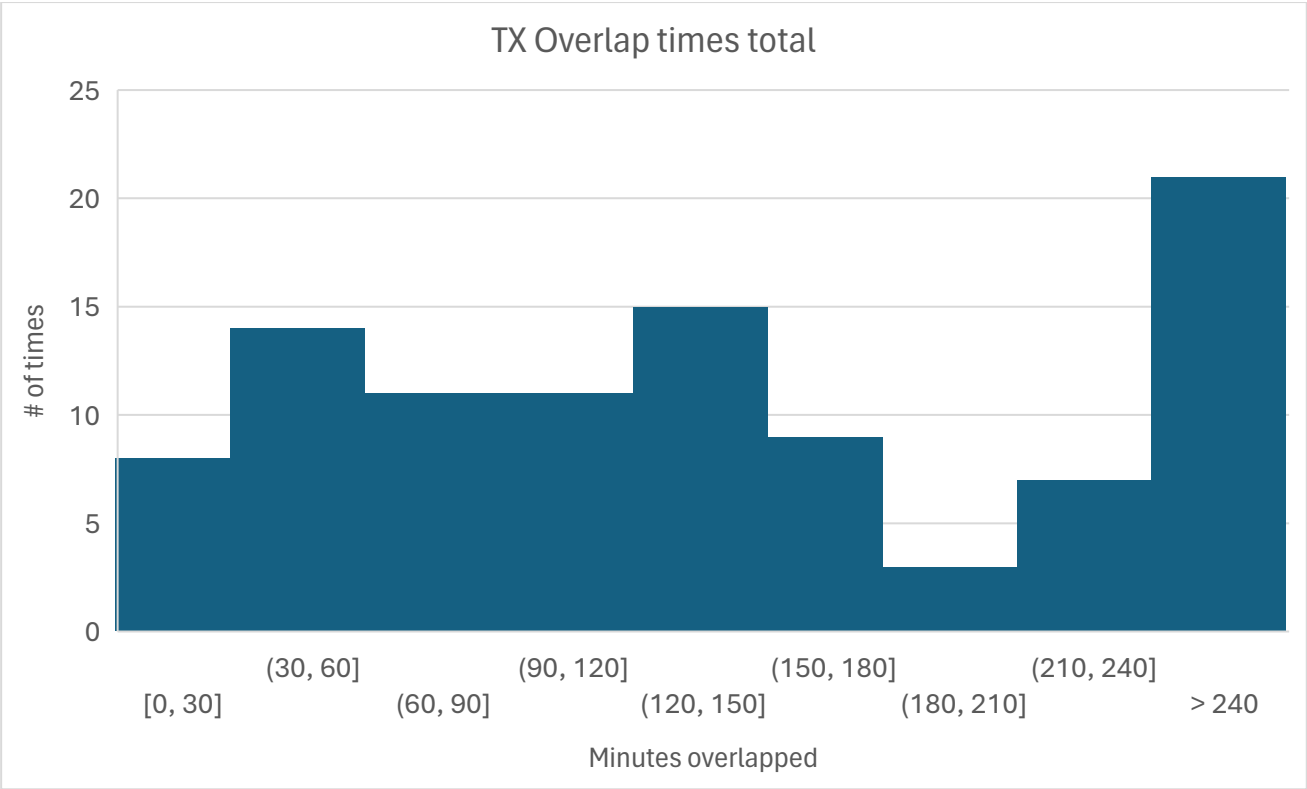
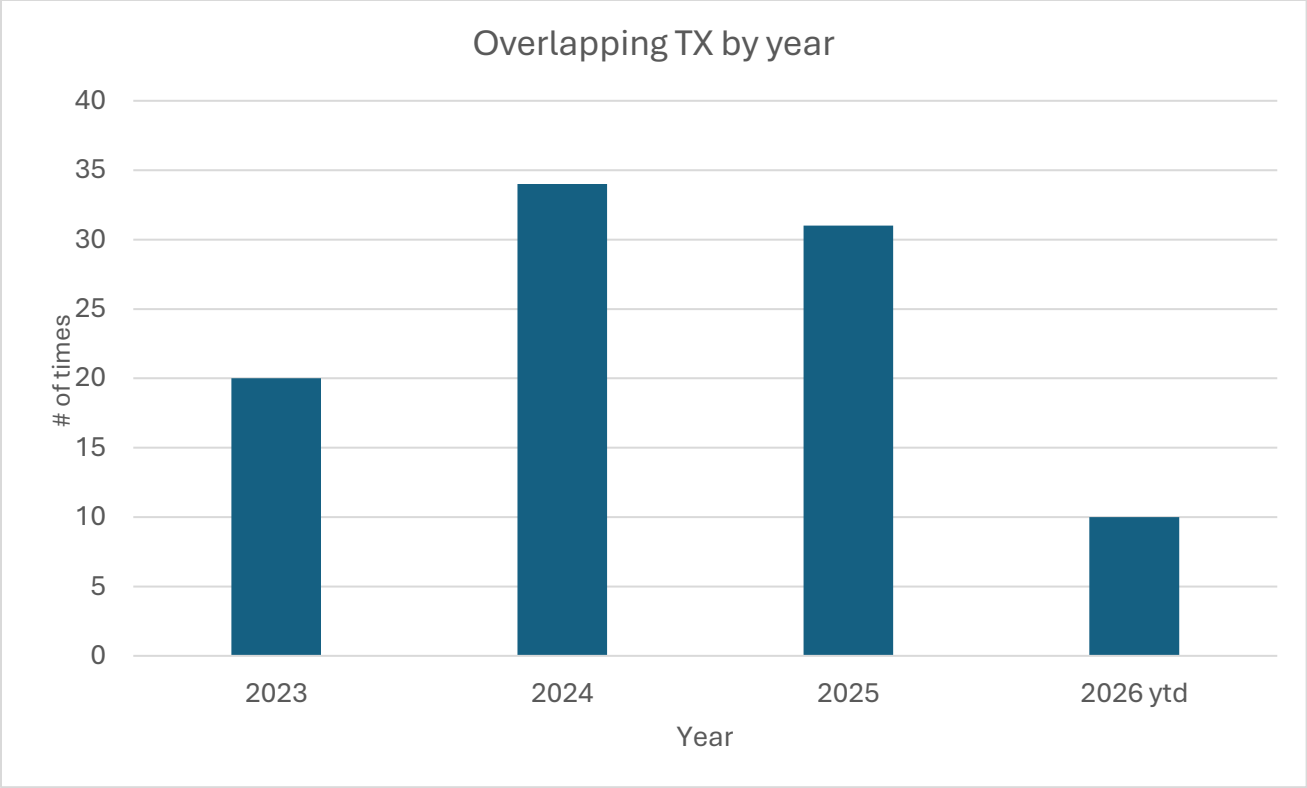
Regional Mutual Aid Realities

There is often a perception that outside ambulance services can simply be contacted to complete delayed transports. Outside ambulance agencies generally cannot legally operate within Grand County EMS's licensed service area unless coordinated through formal mutual aid processes.

Additionally, most neighboring EMS agencies are experiencing similar operational strain. GCEMS maintains agreements with surrounding agencies and with Gold Cross; however, regional mutual aid availability is often extremely limited.







Utah Administrative Code R911-3 — Licensure

R911-3-3 — Licensure Types

The State of Utah issues:

- Exclusive ground ambulance transport licenses
- Exclusive interfacility transport licenses
- Geographic service area licenses

This establishes GCEMS as the licensed transporting agency within Grand County.

R911-3-4 — Scope of Operations

Licensed ground ambulance providers:

- Are responsible for providing EMS service within their geographic service area
- Must provide service 24 hours per day, every day of the year
- Are responsible for emergency response within that area

GCEMS must maintain emergency response capability while simultaneously managing interfacility transfers.

R911-3-8 — Aid Agreements

Mutual aid expectations exist between agencies; however:

- Aid agreements must be formalized
- Coordination occurs through the licensed ambulance provider
- Outside agencies generally cannot independently operate within another agency's licensed service area without appropriate coordination

Direct requests to outside ambulance services can create coordination and operational challenges.

Utah Administrative Code R911-4 — Operations

R911-4-500 — Scene and Patient Management

This section is the primary operational framework governing transport prioritization and delays.

R911-4-500(5)

Patients being transferred between hospitals or facilities may be delayed due to:

- Severe weather
- Hazardous conditions
- Safety concerns
- Operational demands
- Limited ambulance availability

The rule specifically recognizes that transfers may need to be delayed when EMS resources are committed elsewhere.

R911-4-500(5)(b)

When EMS resources are unavailable due to unusual demand:

- The ambulance provider must communicate delays
- Estimated response times should be provided
- The transporting agency should attempt coordination regarding acceptable delay periods or mutual aid options

R911-4-500(6) — Fatigue

Utah EMS rules specifically require ambulance providers to evaluate personnel fatigue to reduce the risk of:

- Vehicle accidents
- Impaired medical performance
- Unsafe transport operations

If fatigue creates unsafe operating conditions:

- The ambulance provider should discuss transport options with the transferring facility
- Delays or alternative arrangements may occur

Agenda Summary
Grand County Emergency Medical Services SSD
May 19, 2026
Agenda Item #6a

Title:	2026 Mid-year 2.5% COLA Proposal
Presenter:	Executive Director, Andy Smith
Summary:	Grand County EMS is requesting approval to provide employees with a 2.5% cost-of-living adjustment beginning with the July 20, 2026 pay period. This adjustment is intended to help maintain workforce stability, support retention, and recognize the continued financial pressure employees are facing from inflation and rising living costs.
Fiscal Impacts:	Approximately \$33,704.00 for the rest of 2026
Recommended Motion:	"I move to approve the 2026 mid-year COLA adjustment for Grand County EMS as presented."
Process:	If approved the COLA will be automatically applied starting during the July 20 th pay period.
Attachments:	Board Info COLA Proposal

2026 Mid year 2.5% COLA proposal

Grand County EMS is requesting approval to provide employees with a 2.5% cost-of-living adjustment beginning with the July 20, 2026 pay period. This adjustment is intended to help maintain workforce stability, support retention, and recognize the continued financial pressure employees are facing from inflation and rising living costs.

A 2.5% COLA is modest and consistent with other public-sector compensation adjustments being discussed or adopted for 2026. Examples include:

- The State of Utah funded a 2.5% cost-of-living increase for state employees.
- Social Security Administration did a 2.8% COLA starting January 2026.
- San Juan County approved a 3% COLA for county employees starting January 2026.

The U.S. Bureau of Labor Statistics reported that the Consumer Price Index increased 3.3% over the 12 months ending March 2026, while the West Region CPI increased 3.1% over the same period. A 2.5% COLA does not fully match inflation, but it helps reduce the loss of employee purchasing power while remaining fiscally responsible.

For GCEMS this adjustment will help with retention efforts. EMS depends on trained, experienced personnel who are difficult to replace, and turnover creates direct costs through recruitment, onboarding, overtime, and training.

In addition to this COLA I'm also proposing we adjust the pay scale for the Administrative Assistant position by bumping the base pay up by 2.5%, this would take the starting pay for that position for \$25.82 per hour to \$26.47 per hour. This adjustment reflects changes to that position's duties, including taking full ownership of social media posts and website updates, and ownership of IT vendor management. Those changes have been reflected in the attached Draft job description.

	24 Budget	25 Budget	26 Budget	2.5% COLA 7/20	26' Budget Update
2.1 · Salaries and Benefits					
2.1.1 · Salaries	1,388,383.00	1,445,000.00	1,445,000.00	19,451.92	1,464,451.92
2.1.1.1 Salaries Fire	20,000.00	20,000.00	20,000.00	-	20,000.00
2.1.2 · Overtime	466,854.00	487,000.00	471,000.00	6,340.38	477,340.38
2.1.2.1 Fire Overtime	30,000.00	30,000.00	30,000.00	-	30,000.00
2.1.3 · On Call Pay	-	-	-	-	-
2.1.4 · Benefits	588,291.00	600,000.00	657,000.00	5,000.00	662,000.00
2.1.5 · Taxes	150,000.00	182,421.00	196,300.00	2,642.50	198,942.50
2.1.6 · Event Pay	15,000.00	20,000.00	20,000.00	269.23	20,269.23
2.1 Salaries and Bene	-	-	-	-	-
Total 2.1 · Salaries and Benefit:	2,658,528.00	2,784,421.00	2,839,300.00	33,704.04	2,873,004.04

To factor impact we took the number of pay periods left starting for 7/20 to the end of the year and factor the pay for each pay period and added 2.5% of that to the total. Because only half of the benefits are affect by the COLA (retirement is but health insurance is not) we factor it by actual additional contributions.

Agenda Summary
Grand County Emergency Medical Services SSD
May 19, 2026
Agenda Item #6b

Title:	Pay Scale Adjustment for Administrative Assistant Position
Presenter:	Director, Andy Smith
Summary:	The Administrative Assistant position has continued to take on more responsibility. I'm proposing to adjust the position by 2.5% which would take the starting pay from \$25.82 per hour to \$26.47 per hour. This adjustment reflects changes to that position's duties, including taking full ownership of social media posts and website updates, and ownership of IT vendor management. Those changes have been reflected in the attached Draft job description.
Fiscal Impacts:	Approx \$3,000.00 per year
Recommended Motion:	"I move to approve the Pay Scale Adjustment for the Administrative Assistant Position for Grand County EMS as presented."
Process:	
Attachments:	Job Description updates



Job Description			
Administrative Assistant			
Effective Date:	3/15/2022	Review Date:	2023 4Q

Position Information

Position Title	Administrative Assistant
Reports to	Executive Director
Direct Reports	None
FLSA	Non-Exempt

Position purpose and summary

The Administrative Assistant will support exceptional administrative operations by planning and managing department office operations; supporting the District Board by performing clerk duties; assisting with and managing onboarding of new employees; providing direct support to the Executive Director; preserving assets; creating a positive public image. The Administrative Assistant supports the effective operation of Grand County EMS by executing administrative functions, supporting leadership initiatives, and contributing to organizational projects, communications, and administrative program management. This role serves as a point of coordination across departments, helping ensure that priorities are executed, processes are improved, and the organization operates efficiently and professionally.

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Pre-Requisites

1. Minimum Qualifications:

- Well-developed administrative skills, including time management, interpersonal communications, attention to detail, and organization.
- Experience in general accounting practices.
- Experience with human resource practices.
- State of Utah GRAMA records officer certification (or ability to obtain within 3 months).
- Ability to manage complex projects and tasks.
- Valid Utah Driver's License.

2. Education:

- Possession or commitment to completion of an associate level degree from a regionally accredited post-secondary educational institution within 3 years; if working toward a degree, commitment requires submission of an official grade report or transcript at the close of each semester to the Executive Director.
- Preferred criteria include: bachelor or graduate level degree from a regionally accredited post-secondary education institution.
- A combination of formal, post-secondary education, and related work experience could be considered in lieu of a post-secondary degree.

6. Skills:

- Ability to effectively communicate verbally and in writing, in a clear, concise manner.
- Ability to utilize word processing and spreadsheet software to prepare letters, memos, and reports.
- Preferred criteria include the ability to use the Microsoft Office or similar software including but not limited to: Word, Excel, Outlook, OneNote, and PowerPoint.
- Website maintenance and upkeep.
- Ability to protect privacy of all department and patient records.

Essential Functions

General Office Duties: The Administrative Assistant will be the main contact for all general office needs. They will support the public in assisting with inquiry routing and answering questions as appropriate.

- Greets visitors, directs guests, screens telephone calls, and delivers messages.



Job Description			
Administrative Assistant			
Effective Date:	3/15/2022	Review Date:	2023 4Q

- Ensure office supply stock levels.
- Maintain vendor relationships for office supplies, and equipment, including printers.
- Maintain training room and administrative calendars.
- Assist in overall office support and communication.

Executive Director Assistant: The Administrative Assistant will be the Executive Directors assistant. They will provide support for any needs assigned by the Executive Director.

- ~~Attend meetings with or in place of the Executive Director, take notes, minutes, and provide follow up.~~
- Assist with Executive Director's calendar management, and meeting schedules.
- Provide clerical support including, proofreading, data entry, and report creation upon request.
- Supports decision-making by organizing information, timelines, and documentation.
- Assist with special tasks and projects.

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Employee Recruitment: The Administrative Assistant will support department goals in recruitment of new employees and will act as the main point of contact for new employees while they are in the hiring process.

- Assist in workforce planning and hiring timelines.
- Post ~~openings~~ and manage job postings through website, social media, government websites, and other outlets.
- Respond to inquiries and provide information to potential candidates.
- Schedule interview and testing.
- Prepare offer letters for review by the Executive Director.
- Manage background check and drug screenings.
- Create employee files and maintain employee record until hiring process is completed.
- Provide ~~an~~ administrative contact for new employees.
- Issue employee equipment, uniform allowance, and logins, manage those records.

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District Clerk: The Administrative Assist can, upon request from the Board, act as the District Clerk and fulfill all duties related to the position.

- Prepare agendas and assist in preparing meeting packet.
- Record and take minutes for all board meetings.
- Ensure meeting minutes, and other required information is posted on-time and in the correct locations.
- Ensure District is in compliance with all state reporting.
- Maintain Board records.
- Provide clerical support for other Board activities as needed needs-(committees, etc.)

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Digital Communications, Branding, and Design:

- Develop branded materials including advertisements, hiring campaigns, certificates, and promotional items.
- Ensure consistency of organizational branding across digital, print, and physical assets.
- Design and coordinate production of materials for internal and external use.
- Manage and maintain the GCEMS website, ensuring accurate and current information.

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Job Description			
Administrative Assistant			
Effective Date:	3/15/2022	Review Date:	2023 4Q

- Manage inbound inquiries through the website and coordinate timely, accurate public communication.
- Manage social media accounts, including content creation, scheduling, and public-facing communication.
- Support public outreach and community engagement efforts through coordinated and consistent messaging.

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IT System Coordination

- Serve as primary liaison with IT vendors for system support and issue resolution.
- Coordinate onboarding and offboarding of employees from an IT systems perspective.
- Administer and maintain the VOIP phone system.

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CPR & First Aid Program Coordination

- Coordinate scheduling, registration, and logistics for AHA CPR and First Aid courses with Clinical Services Director.
- Serve as primary point of contact for course participants and community partners.
- Develop and manage course advertising and outreach.
- Track course participation and card issuing.
- Manage invoicing for courses and track payment status in coordination with Administrative Coordinator

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Uniform Program Management

- Oversee inventory, purchasing, printing, and distribution of uniforms for all staff.
- Ensure compliance with organizational uniform standards and branding requirements.
- Administer and track uniform allowance program, including approvals and documentation.
- Coordinate with vendors to ensure quality, availability, and cost-effectiveness.

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Other Duties: Additional duties may be assigned to further support office function, or other Department goals.

- Works closely with Administrative Coordinator I ~~and II~~ to ensure all necessary administrative task are completed.
- ~~Assist with social media postings, and website maintenance.~~
- Receives cash and check payments and issues receipts.
- Issue invoices for special events in coordination with Operations Captain.
- Manages sale of surplus assets through Public Surplus website
- Assists in general inventory for organization

Core Value: Professionalism

- **Work Attitude:** The Administrative Assistant will: take the initiative to complete work assignments without prompting; exert maximum effort and serve as a role model for staff; demonstrate persistence during the performance of daily duties; bring a high level of energy to job performance; and maintain an optimistic demeanor during job performance.
- Measurement methods and criteria: Direct observation, team feedback.



Job Description			
Administrative Assistant			
Effective Date:	3/15/2022	Review Date:	2023 4Q

- Outstanding (7 points): Independently and proactively performs all work, leads by example, and maintains a high level of personal and team attitude.
- Meets standard (4 points): Performs all work and ensures all work is accomplished on shift, occasionally requires prompting.
- Needs improvement (1 point): Exhibits a low level of energy on or often seen relaxing or sitting while staff are performing work or requires frequent prompting to tackle work tasks.
- **Communication:** The Administrative Assistant will demonstrate the importance of: effective communication with coworkers; active listening and how it promotes effective communication; facilitating discussions with various stakeholders (including coworkers, customers, other emergency responders, healthcare professionals, the public, etc.); developing and maintain contacts that can be used to assist with job related responsibilities.
- Measurement methods and criteria: Direct observation and team feedback.
- Outstanding (7 points): The Administrative Assistant leads by example, provides effective communication, facilitates discussions, and teaches others how to do the same. The Administrative Assistant networks with and communicates effectively with external stakeholders.
- Meets standard (4 points): The Administrative Assistant provides effective communication with coworkers with minimal guidance and provides professional communication with external stakeholders.
- Needs improvement (1 point): The Administrative Assistant provides communication with coworkers with some guidance.

Core Value: Integrity

- **Acting with Integrity:** The Administrative Assistant will: Understand EMS funding and aim to reduce waste in overall operations. Follow all appropriate ethical standards in the workplace; consistently act honestly and display the highest level of integrity. Be accountable and accept personal responsibility for her or his own actions; and understand the importance of ethical behavior in the face of adversity or contrary public opinion.
- Measurement methods and criteria: Direct observation, team feedback.
- Outstanding (7 points): The Administrative Assistant is aware of the organizational goals, ensure accountability and progress toward meeting objectives, and effectively communicates status to both staff and the Executive Director.
- Meets standard (4 points): The Administrative Assistant sets an example of fulfilling work obligations and holds all staff accountable in a fair and consistent manner.
- Needs improvement (1 point): The Administrative Assistant fails to hold themselves or staff accountable for day-to-day responsibilities or promotes a culture that misrepresents work accomplishments in ways that would cover up mistakes or breaches of responsibilities.
- **Work Habits – Time Management:** The Administrative Assistant will plan and structure time effectively and efficiently. The Administrative Assistant must concentrate effort on the most important priorities in the short and long term. The Administrative Assistant should be able to attend to a broad range of activities.
- Measurement methods and criteria: Ability to meet established deadlines, direct observation.
- Outstanding (7 points): Independently meets or exceeds all established deadlines and assists other supervisors or managers with project completion.
- Meets standard (4 points): 80-90% of the time meets or exceeds established deadlines and clearly communicates in advance when barriers or competing priorities require modification of completion targets.



Job Description			
Administrative Assistant			
Effective Date:	3/15/2022	Review Date:	2023 4Q

- Needs improvement (1 point): <80% of the time meets established deadlines and/or does not clearly communicate in advance when barriers or competing priorities require modification of completion targets.

Core Value: Knowledge

- Problem Solving:** The Administrative Assistant will: use current information to make educated decisions; have a basic understanding of how analytical decisions are made to help ensure financial and operational excellence; be able to concentrate and use information gathering skills to make immediate, coherent decisions; and have knowledge of all job functions that he or she oversees.
- Measurement methods and criteria: direct observation and team feedback.
- Outstanding (7 points): The Administrative Assistant independently and proactively employs information gathering techniques to understand problem scope and formulates plans appropriate to the issue at hand. The Administrative Assistant often identifies potential problems before they affect safety, patient care, other aspects of daily operations, or the reputation of the organization.
- Meets standard (4 points): The Administrative Assistant employs information gathering techniques to understand problem scope and formulates plans appropriate to the issue at hand.
- Needs improvement (1 point): The Administrative Assistant fails to complete analysis of problems (under-or over- analysis) or makes assumptions about the origin of problems or makes hasty or prolonged decisions that may result in actions affecting the wrong issue or inaction.
- Learning:** The Administrative Assistant will demonstrate the importance of: developing good learning strategies; maintaining a level of intellectual curiosity; continuous learning; and seeking feedback regarding personal performance to continuously grow.
- Measurement methods and criteria: formal education completed, direct observation, and team feedback.
- Outstanding (7 points): The Administrative Assistant is a constant student and educator. The Administrative Assistant develops strong processes for research, development, and feedback. The Administrative Assistant proactively and independently participates in internal and external educational opportunities for professional development.
- Meets standard (4 points): The Administrative Assistant is a constant student and educator who utilizes time to educate staff when learning situations arise.
- Needs improvement (1 point): The Administrative Assistant puts in the minimum educational hours required or overextends and misses other deadlines or assignments.

Core Value: Respect

- Civic Responsibility:** The Administrative Assistant will: provide communication to community stakeholders, understand the value of giving within the community; understand the balance of success of the organization with that of society and maintains focus on doing what is in the best interest of the patient; set a good example for coworkers; consistently behave in accordance with law and policy; and understand that patient advocacy is important to the organization.
- Measurement methods and criteria: direct observation, team feedback.
- Outstanding (7 points): The Administrative Assistant provides a positive public image with external stakeholders, and other members of the community. The Administrative Assistant ~~is able to~~can ensure the organization presents a positive image in the community during events and when cooperating with other organization.
- Meets standard (4 points): The Administrative Assistant provides a positive public image with external stakeholders, and other members of the community.



Job Description			
Administrative Assistant			
Effective Date:	3/15/2022	Review Date:	2023 4Q

- Needs improvement (1 point): The Administrative Assistant ~~is not able to~~ cannot engage with external stakeholders or the public and provide a positive public image or engage the staff and organization in ways that are designed to be to the benefit of the organization.
- **Motivating others:** The Administrative Assistant will understand the importance of: her or his role as a role model in the organization; and of the organization goals and objectives and ensure all staff members understand the same.
- Measurement methods and criteria: direct observation, team feedback.
- Outstanding (7 points): The Administrative Assistant adheres to the organizations mission, values, and maintains an open, running dialogue with staff and provides information that supports his or her decisions.
- Meets standard (4 points): The Administrative Assistant adheres to the organizations mission.
- Needs improvement (1 point): The Administrative Assistant preaches to staff regarding adherence to the organization's mission statement but fails to live up to the standard that her or she describes.

Employee Acknowledgement

I hereby acknowledge that I, _____, have read this job description and received a copy for my reference.

Employee Signature:

Date:

Agenda Summary
Grand County Emergency Medical Services SSD
May 19, 2026
Agenda Item #6c

Title:	Approval of Updated Naming Conventions for Department
Presenter:	Director, Andy Smith
Summary:	Grand County EMS has operated with a hybrid naming convention for our positions for many years. I'm proposing to fully adopt a public safety naming convention. This will improve clarity regarding operational chain of command, better align with our partner agencies, and create consistency in positions.
Fiscal Impacts:	None
Recommended Motion:	"I move to approve the Updated Naming Conventions for Grand County EMS as presented."
Process:	If approved, I will retitle the current job descriptions as presented in the attached document.
Attachments:	GCEMS SSD Title Structure Transition

GCEMS SSD Title Structure Transition

One of the many items that came out of the recent strategic planning meeting was the need to better align our organizational nomenclature with other public safety agencies. Historically, GCEMS has operated with a hybrid naming structure that included elements of healthcare, government, and public safety terminology.

Over the last several years, as EMS has become more integrated within the broader public safety system—including placement within the Utah Department of Public Safety at the state level—and as GCEMS has increased coordination with fire, law enforcement, emergency management, and regional partners, some of our current titles have created confusion regarding operational roles and chain of command.

While EMS continues to function within healthcare and governmental systems, the day-to-day operations of Grand County EMS are fundamentally rooted in emergency response, incident command, operational readiness, and public safety.

As part of this continued evolution, GCEMS is proposing a transition toward a more standardized public safety naming convention for leadership positions within the organization. Public safety naming conventions are intended to:

- Improve clarity regarding operational authority and chain of command
- Better align with partner public safety agencies
- Reinforce accountability and leadership structure
- Create consistency for workforce development and promotional pathways

The intent of this change is not to alter the organizational structure itself, but rather to ensure our titles more accurately reflect the operational and public safety nature of the work we perform every day.

Current Title	Proposed Title
Executive Director	EMS Chief
Assistant Director	Deputy Chief
Clinical Services Director	Clinical Services Division Chief
Operations Director	Operations Division Chief
Captain	Day Captain
Shift Captain	Shift Captain

These changes are intended to preserve the current organizational structure while improving consistency with modern public safety leadership models used throughout emergency services organizations nationwide.