Meeting of the
Board of Directors

Agenda

WORK SESSION OF THE BOARD OF DIRECTORS
Tuesday October 27th, 2026
8 a.m.
Colorado Mountain College
150 Miller Ranch Road
Edwards, Colorado
Room – 259

1) Call Meeting to Order

2) Board Member Roll Call

3) Welcome Public

4) Public Comment – Anything not specifically on the agenda (3 minutes are allowed)

5) Board Work Session Items

a) Interfacility Transfers
- Evolving demand, trends, and operational impacts.

b) Paramedic School
- Changes in educational partnerships and future strategy.

c) Home Health
- History, contextual changes, current operations, future, and financial sustainability.

d) 2027 Budget
- Budget review and employee advancement insight.

e) Financial Forecast
- Best-case, worst-case, and most likely scenarios.
- Long-term financial strategy and implications.

6) Adjourn Work Session

The next regular meeting of the Eagle County Health Service District will be held Thursday, November 19th, 2026 at 3 p.m. at the Edwards station.

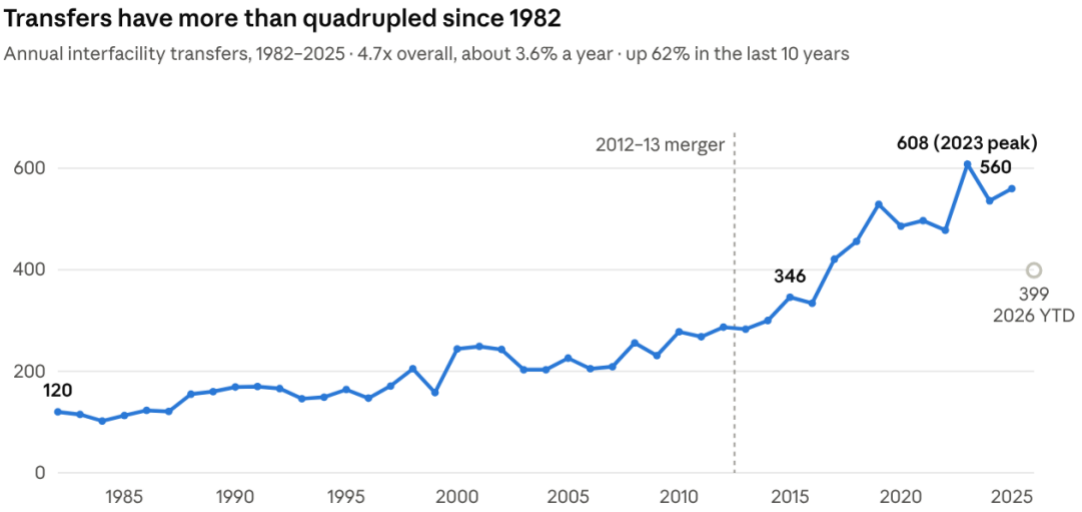
✷ - Information Attachment Δ - Action Item Attachment ◇ - Confidential Attachment

Board Work Session Pre Reading:

IFT Review and Decision-Making Strategy

ECPS's new interfacility transfer (IFT) directive is the most reasonable way to balance patient access to definitive care with crew safety and staff satisfaction. It limits routine transfers that keep a unit out of the district for more than 8 hours when a closer, comparable facility is available, and it keeps time-critical patients at the front of the line.

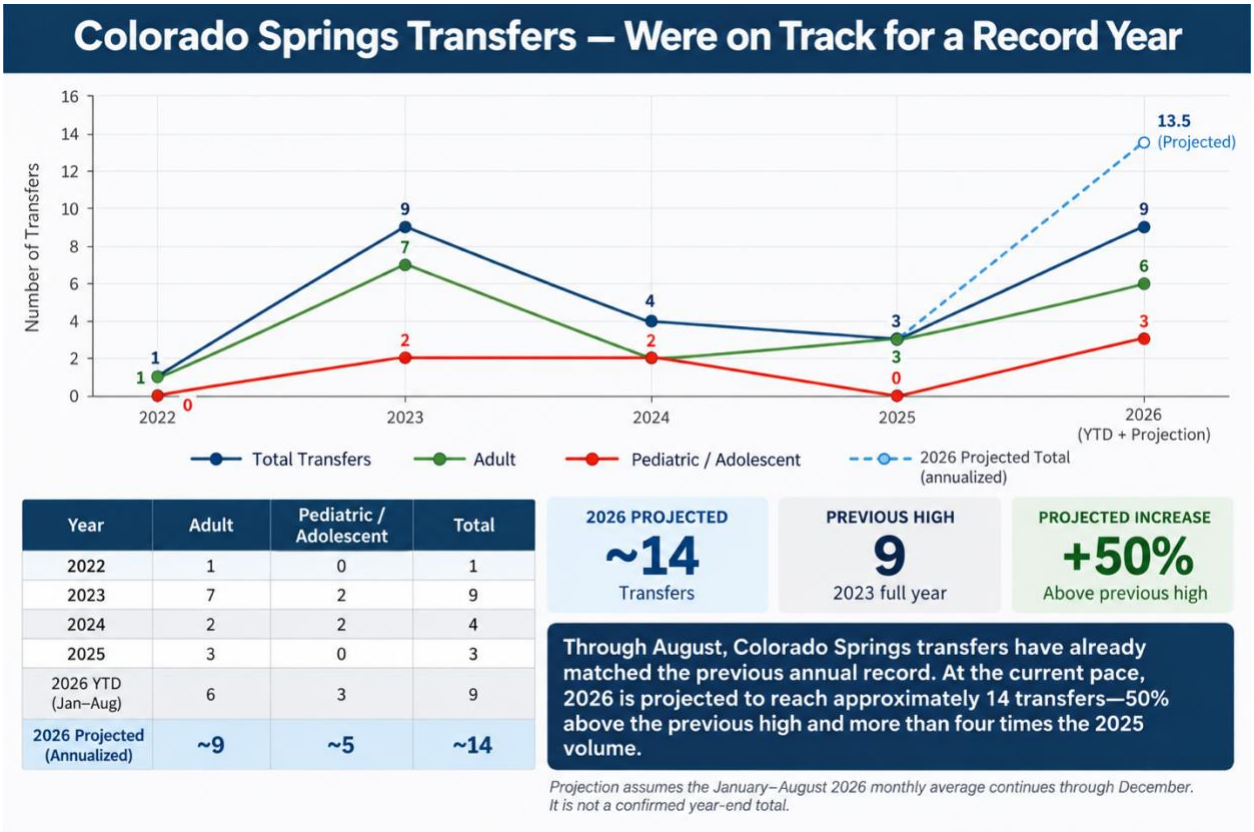
Transfer volume over time



Complete Ambulance Stats · Annual Totals, 1982–2025 and 2026 through September
Annual transfers have grown from 120 in 1982 to 560 in 2025, peaking at 608 in 2023. Growing demand is why a clear, consistent triage standard matters.

Why this approach

- **Crew fatigue and staff satisfaction:** long-haul transfers are the runs crews report as most draining. Cutting avoidable 8+ hour commitments directly reduces fatigue and supports retention.
- **Less time and risk on the roadway:** every extra hour on the road adds risk for the patient and the crew. The RETAC risk data below shows risk climbs sharply at night, and long transfers often run into the night.
- **District 911 coverage:** a unit gone for 8+ hours leaves the district short. The directive requires coverage to be confirmed before longer transfers depart.
- **Patient access is preserved:** the directive redirects routine long-haul transfers to closer, clinically appropriate facilities. It does not turn patients away, and time-critical patients take priority at every tier.



Small impact, proven in practice

- Only 9 transfers so far in 2026 fell into the long-haul category the directive limits, about 2% of the year's 399 transfers.
- Since implementation about six weeks ago, every affected request was placed and transported to a closer, similarly appropriate facility.

The directive: Interfacility Transfer Triage by Distance and Duration

Distance sets the tier. Two conditions override it: any transfer expected to keep a unit out of the district more than 8 hours, and any request originating outside the district, is Tier 4. Expected commitment runs from unit assignment to the unit's return to the district, estimated from current corridor conditions rather than posted drive time.

Tier	Trigger	Typical destinations	Action
1 – Local	Under 75 miles	Eagle County, Summit County, Glenwood Springs	Immediate accept
2 – Regional	75–125 miles	Denver metro, Front Range	Generally accepted, subject to district coverage and the RETAC risk score
3 – Extended	125–150 miles	Grand Junction, northern Colorado	Supervisor confirms coverage for the full

Tier	Trigger	Typical destinations	Action
			commitment and weighs the risk score
4 – Exception	Over 150 miles, over 8 hours at any distance, or originating outside the district	Colorado Springs, Pueblo and beyond	Decline as a routine transfer

Built-in safeguards:

- **Tier 4 exceptions:** a Tier 4 transfer can still be accepted when district coverage is maintained for the full commitment, no closer appropriate facility exists, and no other long-distance or air medical resource is available.
- **Time-critical patients** (stroke, STEMI, unstable multi-system trauma) take priority over all other transfers at any tier. Air medical is pursued first when district coverage cannot be maintained.
- **Risk Screening:** every request is scored with the RETAC tool. High-risk scores are discussed with the crew, and delay or a closer destination is considered.
- **Accountability:** every turn-down and every Tier 4 acceptance is documented with its rationale in an incident report.

How the RETAC risk tool supports these decisions

In 2026, 60% of night transfers scored moderate or high risk, compared with 7% of day transfers.

About the RETAC tool

Since February 2024, ECPS crews have scored every interfacility ground transfer with the Central Mountains RETAC EMS Ground Transport Risk Assessment Tool before accepting it. The tool gives staff an objective way to assess and reduce avoidable risk to patients and crews on any transport that does not start as a 911 scene response. It was approved by the Central Mountains RETAC on January 9, 2024, adapted with permission from Grand County EMS.

Crews score seven factors, and the total sets the risk level:

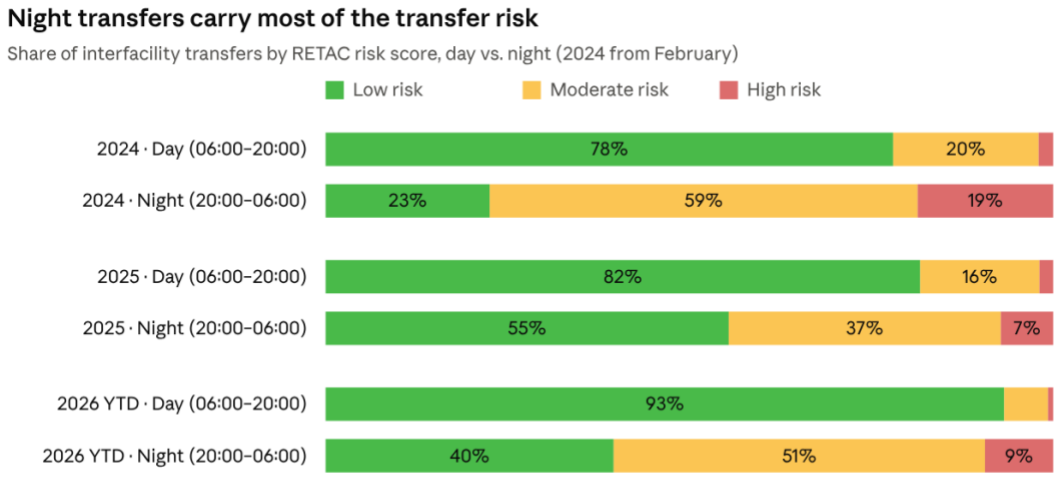
Factor	What adds points	Points
Vehicle operator	Under 3 years' experience; a long-distance transport in the last 12 hours; under 6 hours' rest in the last 16	+3 to +5 each
Provider fatigue	Under 6 hours' rest in the last 16; a long-distance transport in the last 12 hours; on duty more than 48 hours by trip's end	+3 to +4 each
Trip length	More than 3 hours to the receiving facility	+3
Road conditions	Accident alert, chain law or highway closure; plus wet, snow or ice	+1 to +10, +1 to +4
Weather	National Weather Service watch, advisory or warning	+1 to +5
Time of day	Night (18:00–24:00) or overnight (00:00–07:00)	+3 or +5

Factor	What adds points	Points
System status	Transfer will affect ability to meet 911 demand	+5

Risk level	Score	What happens
Low	Under 7	Accept when system status allows
Medium	7–15	Delay until conditions improve, unless the patient needs urgent intervention (within 3 hours) the sending facility cannot provide; consider air transport
High	Over 15	Hold until conditions improve; proceed only in rare cases where the patient's life is at stake, no road or weather "no-go" factors exist, and the provider, driver and sending physician all agree ("three to go, one for no")

Leadership works to reduce risk on every medium and high-risk transfer, for example by using a better-rested crew, moving departure to daytime, or arranging mutual-aid coverage. Every medium and high-risk score is reviewed through a non-punitive quality process. Crews may decline a transfer that remains high risk without fear of discipline.

RETAC results: day vs. night



Daily Operations – Transfer Stats · RETAC risk scores, February 2024 to date

- **Night is the main risk driver:** night transfers (20:00–06:00) are about a quarter of scored transfers this year but account for three-quarters of moderate and high-risk scores. Because time of day is itself scored (+3 or +5), a night transfer needs only a few more points, such as fatigue or wet roads, to reach medium risk.
- **Day transfers are scoring lower each year:** 78% low risk in 2024, 82% in 2025 and 93% in 2026 to date.
- **High-risk night transfers** dropped from 19% of night transfers in 2024 to 7% in 2025, and are at 9% so far in 2026.

Paramedic School

We continue to pause our internal paramedic education program as the regional education landscape evolves. CMC has restarted its program with a significant investment in quality, while Denver Health is undergoing major leadership and curriculum changes. Combined with the loss of Bill Johnston and limited internal drive to restart the program, we believe continuing the pause is appropriate. We currently have two sponsored students attending Denver Health and ACC, along with two unsponsored students (one current and one former employee) at CMC. Our goal remains to ensure our EMTs have access to high-quality, affordable paramedic education, and we are optimistic that these evolving partnerships will provide a sustainable path forward.

My intention is to bring together all our paramedic students over the last four years, once the current students have completed their programs, and have a thoughtful conversation about the pearls and pitfalls of the various options.

Home Health

Since its inception in 2010, ECPS's Community Health programs have evolved considerably, expanding services to address otherwise unmet healthcare needs throughout Eagle County. We will review the history and growth of these programs, including the more recent development of our Home Health initiative, and discuss the benefits they provide to the community, their operational and financial challenges, and the ongoing difficulties in establishing sustainable reimbursement for services.

Demand for more diverse in-home healthcare services continues to grow, but we are increasingly aware of limited revenue options. Approximately one year ago, we began providing Class A Home Health services with the intention of eventually pursuing Medicare certification as a means of offsetting the cost of operating the program. However, our experience over the past year has not aligned with several of the assumptions outlined in the FORVIS feasibility study, specifically the scale of opportunity locally and the level of support from participating physicians, raising questions about the financial viability of this model.

Further complicating matters, in May 2026, the Trump administration implemented a six-month nationwide moratorium on new Medicare enrollment for home health agencies as part of its efforts to address fraud, waste, and abuse. This moratorium, which may be extended, currently prevents us from moving forward with Medicare enrollment. Given these developments, we have paused our efforts toward Medicare certification while we better understand the challenges and broader landscape of home health services in our community.

The goal of this discussion is to provide the Board with a comprehensive understanding of the program's current position, the opportunities and challenges ahead, and the financial and operational implications of the various paths available to the District.

2027 Budget Discussion – Veronica Ross

- See Attached Documents

Financial Forecast Presentation – Kelly Johnston

- See Attached Spreadsheet

Interfacility Transfer Triage by Distance and Duration

Effective: _____

Interfacility transfer requests are assigned to one of four tiers. Distance sets the tier, and two conditions override it: any request expected to keep a unit out of district for more than eight hours is Tier 4 regardless of distance, as is any request originating outside the district.

Expected commitment runs from unit assignment to the unit's return to the district and availability for response. Estimate it at the time of request using current corridor conditions, not posted drive time.

Tier	Trigger	Typical destinations	Action
1 — Local	Under 75 mi	Eagle County, Summit County, Glenwood Springs	Immediate accept.
2 — Regional	75–125 mi	Denver metro, Front Range	Generally accepted, subject to district coverage and the IFT risk assessment score.
3 — Extended	125–150 mi	Grand Junction, northern Colorado	Cautionary. The on-duty supervisor confirms district coverage for the full commitment before departure and weighs the IFT risk assessment score.
4 — Exception	Over 150 mi, over 8 hrs at any distance, or originating outside the district	Colorado Springs, Pueblo, and beyond	Decline as a routine transfer.

Tier 2 — staffing and risk screening

Tier 2 acceptance is conditional, not automatic. Decline or defer where the transfer would leave the district without adequate 911 coverage for the expected duration.

Apply the RETAC IFT risk assessment score to every request. A high-risk score is discussed with the crew before departure, and the supervisor and sending facility evaluate whether any option exists to mitigate the risk. Where a high-risk score accompanies a green or yellow triage, delaying the transfer should be considered.

Tier 4 authorization

A Tier 4 request may be accepted only where all three of the following are confirmed and documented:

- District 911 coverage will be maintained for the full duration of the commitment;
- No clinically appropriate receiving facility is available at a lesser distance;
- No other long-distance transport provider or air medical resource is available and appropriate.

Time-critical patients

Transfers for patients requiring emergent, time-critical intervention — stroke, STEMI, multi-system trauma with unstable vital signs — take priority over all other transfer requests at any tier, and ECPS will make every reasonable effort to accommodate them. Acceptance is not automatic. Where district 911 coverage cannot be maintained for the duration, the on-duty supervisor determines whether the transfer can be taken and pursues air medical first where available and appropriate.

Tier and priority assignment rests with the on-duty supervisor, informed by the sending facility's triage designation, the IFT risk assessment score, and current district coverage. Any question on tier assignment for a specific request goes to the supervisor before a unit is committed. Where a time-critical transfer also carries a high IFT risk score, a closer or more route-accessible destination should be considered.

Documentation

Transfer turn-downs and any acceptance of a Tier 4 transfer must be documented with rationale by submitting an incident report.

Eagle County Health Service District

2027 Draft Budget Summary | October 20, 2026

Financial measure	2026 Estimated	2027 Budget
Total revenues	$19,402,626	$21,393,435
Operating expenditures (excluding capital)	$18,697,699	$20,438,231
Operating surplus	$704,926	$955,203
Capital outlay	$2,838,920	$1,680,540
Net deficit after capital	($2,133,994)	($725,337)
Ending fund balance	$19,533,419	$18,808,082

The proposed 2027 budget projects total revenues of $21.39 million, an increase of approximately $1.99 million (10.3%) over 2026 estimated actual revenue. Total expenditures, including capital outlay, are projected at $22.12 million, compared with $21.54 million in 2026. The resulting budgeted deficit after capital is approximately $725,337, substantially lower than the estimated $2.13 million deficit for 2026. The District projects an ending fund balance of $18.81 million.

Excluding capital outlay, operating expenditures, including Treasurer fees, increase from approximately $18.70 million to $20.44 million (9.3%). The 2027 operating surplus is projected at $955,203, compared with $704,926 in estimated 2026 results. Separating capital from ongoing operations provides a clearer picture of recurring expenses while recognizing the District’s continued investment in equipment and infrastructure.

Revenue growth is driven primarily by property and specific ownership taxes, projected at $15.53 million, approximately $1.44 million above 2026 estimated actual. Net patient revenue is projected at $4.66 million, compared with $3.97 million in 2026. Contract revenue rises from $224,039 to $351,446, while interest income is projected at $600,000. Patient revenue remains sensitive to transport activity and collections.

Personnel costs remain the District’s largest recurring expense. Salaries and wages increase from $10.92 million to $11.37 million (4.1%), and benefits increase from $3.82 million to $4.46 million (16.7%). Professional development increases from $247,017 to $339,527, reflecting identified training needs and a more realistic assessment of expected participation rather than budgeting for universal attendance.

Communications increase from $322,682 to $473,533 (46.8%), reflecting Starlink connectivity for ambulances, replacement handheld radios, and higher dispatch contract costs. Supplies, materials, and minor equipment increase from $873,438 to $1.07 million (23.0%), including training equipment and a project to improve staff computer access. Fuel increases from $128,590 to $137,720, reflecting anticipated fuel prices and a growing diesel-powered fleet.

Insurance increases from $148,705 to $178,000 (19.7%) due to claims and accident history, broader economic pressures, and higher repair costs associated with claims. Utilities increase from $116,775 to $124,731, reflecting anticipated increases in service costs.

Contracted and other services increase from $414,259 to $524,220 (26.5%), including JFS services and a contemplated local survey. Dues and subscriptions increase from $236,912 to $259,574, with additional medical director-related costs and other service commitments contributing to the change. Community Health anticipates an additional electronic health record system. The Home Health column is for reference and is included in Community Health totals, not added again to District expenditures.

Legal and election expenses increase from $37,438 to $63,200, including the scheduled 2027 election. Repairs and maintenance decrease from $547,874 to $510,712, while internet and website expenses decrease from $75,657 to $68,244, partly offsetting other increases.

Capital outlay is budgeted at $1,680,540 for 2027, compared with estimated 2026 capital expenditures of $2,838,920, a decrease of approximately $1.16 million (40.8%). The 2026 amount includes approximately $1.3 million for cardiac monitors, which is a significant reason for the year-over-year decrease. Although capital spending is lower in 2027, it remains a material component of the District’s overall financial plan. Including capital outlay in the full budget results in the projected $725,337 deficit and corresponding reduction in fund balance.

Eagle County Health Service District
2027 Draft Budget Summary

	2025 Actual	2026 Budget	2026 Estimated	2027 Budget
Revenues				
Net Patient Revenue	5,388,515	5,970,884	3,970,026	4,659,331
Property Tax & Ownership Revenue	13,351,502	14,073,874	14,090,074	15,532,658
Contract Revenue	204,408	362,664	224,039	351,446
Interest Income	977,365	700,000	604,634	600,000
Other Income	505,834	-	513,853	250,000
Total Revenues	**$ 20,427,624**	**$ 21,107,422**	**$ 19,402,626**	**$ 21,393,435**
Operating Expenses				
Salaries & Wages	$ 9,948,816	$ 11,817,079	$ 10,921,757	$ 11,368,649
Benefits	4,095,925	4,407,773	3,824,833	4,464,236
Employee Relations	44,231	53,400	49,405	45,900
Professional Development	195,808	343,356	247,017	339,527
Supplies, Materials, & Minor Equip.	720,358	1,040,937	873,438	1,074,716
Fuel	99,679	119,250	128,590	137,720
Board & Audit	56,364	43,000	43,178	42,000
Legal & Election	48,733	38,200	37,438	63,200
Finance & Collection Fees	290,601	375,919	240,250	252,850
Contracted & Other Services	305,070	365,469	414,259	524,220
Dues & Subscriptions	222,416	248,909	236,912	259,574
Utilities	191,335	117,275	116,775	124,731
Insurance	140,522	156,750	148,705	178,000
Repairs & Maintenance	516,546	498,696	547,874	510,712
Internet & Website	25,453	77,035	75,657	68,244
Communications	411,136	342,999	322,682	473,533
Marketing & Advertising	37,501	56,650	40,926	39,100
Rent	7,305	5,339	5,300	5,339
Treasurer Fees	381,487	422,216	422,702	465,980
Capital Outlay	724,474	2,838,920	2,838,920	1,680,540
Total Expenditures	**$ 18,463,760**	**$ 23,369,172**	**$ 21,536,619**	**$ 22,118,771**
Beginning Fund Balance	**$ 19,703,549**	**$ 20,894,757**	**$ 21,667,413**	**$ 19,533,419**
Net Surplus/(Deficit)	1,963,864	(2,261,750)	(2,133,994)	(725,337)
Ending Fund Balance	**$ 21,667,413**	**$ 18,633,007**	**$ 19,533,419**	**$ 18,808,082**

EAGLE COUNTY PARAMEDIC SERVICES

2027 DRAFT BUDGET

October 19, 2026

	Support Services	Operations	Community Health	Home Health	2027 Draft Total Funds	2026 Estimated Actual	2026 Annual Budget	2025 Audited	2027 Draft vs 2026 Est Actual	2027 Draft vs 2025 Audited	2026 Budget vs Est Actual
Revenues											
Patient Revenue		$ 11,023,326	$ -	$ -	$ 11,023,326	$ 8,487,050	$ 10,341,757	$ 9,304,022	30%	18%	-18%
Contractual Allowances		(3,858,164)			(3,858,164)	(3,147,233)	(3,140,362)	(3,264,948)	23%	18%	0%
Bad Debt and Charity Write Off		(2,755,832)			(2,755,832)	(2,296,529)	(2,130,511)	(1,505,143)	20%	83%	8%
Contract Revenue		21,000	330,446	160,000	351,446	224,039	362,664	204,408	57%	72%	-38%
Total Revenues	$ -	$ 4,430,331	$ 330,446	$ 160,000	$ 4,760,777	$ 3,267,326	$ 5,433,548	$ 4,738,339	46%	0%	-40%
Operating Expenses											
Salaries & Wages	$ 1,399,076	$ 8,568,887	$ 1,400,685	$ 482,049	$ 11,368,649	$ 10,921,757	$ 11,817,079	$ 9,948,816	4%	14%	-8%
Benefits	752,918	3,297,644	413,674	142,040	4,464,236	3,824,833	4,407,773	4,095,925	17%	9%	-13%
Employee Relations	44,900	1,000	-	-	45,900	49,405	53,400	44,231	-7%	4%	-7%
Professional Development	67,285	195,880	76,362	20,560	339,527	247,017	343,356	195,808	37%	73%	-28%
Supplies, Materials, & Minor Equip.	190,706	764,884	119,126	29,124	1,074,716	873,438	1,040,937	720,358	23%	49%	-16%
Fuel	-	137,720	-	-	137,720	128,590	119,250	99,679	7%	38%	8%
Board & Audit	42,000	-	-	-	42,000	43,178	43,000	56,364	-3%	-25%	0%
Legal & Election	63,200	-	-	-	63,200	37,438	38,200	48,733	69%	30%	-2%
Finance & Collection Fees	252,850	-	-	-	252,850	240,250	375,919	290,601	5%	-13%	-36%
Contracted & Other Services	182,500	267,720	74,000	5,000	524,220	414,259	365,469	305,070	27%	72%	13%
Dues & Subscriptions	148,867	97,856	12,851	6,306	259,574	236,912	248,909	222,416	10%	17%	-5%
Utilities	-	124,731			124,731	116,775	117,275	191,335	7%	-35%	0%
Insurance	167,000	-	11,000	5,000	178,000	148,705	156,750	140,522	20%	27%	-5%
Repairs & Maintenance	5,500	505,212	-	-	510,712	547,874	498,696	516,546	-7%	-1%	10%
Internet & Website	68,244	-	-	-	68,244	75,657	77,035	25,453	-10%	168%	-2%
Communications	34,964	431,561	7,008	2,300	473,533	322,682	342,999	411,136	47%	15%	-6%
Marketing & Advertising	35,350	-	3,750	1,750	39,100	40,926	56,650	37,501	-4%	4%	-28%
Rent	-	5,339	-	-	5,339	5,300	5,339	7,305	1%	-27%	-1%
Total Expenditures	$ 3,455,360	$ 14,398,435	$ 2,118,457	$ 694,129	$ 19,972,252	$ 18,274,997	$ 20,108,036	$ 17,357,799	9%	15%	-9%
Operating Loss from Operations	$ (3,455,360)	$ (9,968,105)			$ (15,211,475)	$ (15,007,671)	$ (14,674,488)	$ (12,619,460)			
Non-Operating Revenues (Expenses)											
Property Tax & Ownership Revenue	$ 15,532,658				$ 15,532,658	$ 14,090,074	$ 14,073,874	$ 13,351,502	10%	16%	0%
Treasurer Fees	(465,980)				(465,980)	(422,702)	(422,216)	(381,487)	10%	22%	0%
Interest Income	600,000				600,000	604,634	700,000	977,365	-1%	-39%	-14%
Medicaid Supplemental		250,000			250,000	926,739	900,000	854,584	-73%	-71%	3%
Other Income		250,000	-	-	250,000	513,853		505,834	-51%	-51%	0%
Total	$ 15,666,678	$ 500,000	$ -	$ -	$ 16,166,678	$ 15,712,597	$ 15,251,658	$ 15,307,798	3%	6%	3%
Beginning Fund Balance					$ 19,533,419	$ 21,667,413	$ 20,894,757	$ 19,703,549			
Operating Net Surplus/(Deficit)	12,211,318	(9,468,105)	(1,788,011)	(534,129)	955,203	704,926	577,170	2,688,338			
Capital Outlay	1,680,540	-	-	-	1,680,540	2,838,920	2,838,920	724,474			
Net Surplus/(Deficit) after Capital					(725,337)	(2,133,994)	(2,261,750)	1,963,864			
Ending Fund Balance					$ 18,808,082	$ 19,533,419	$ 18,633,007	$ 21,667,413			

EAGLE COUNTY PARAMEDIC SERVICES							
ADMINISTRATION Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Property Tax Revenue	43000	**$ 14,862,658**	13,423,874	Property Tax Revenue	**$ 13,423,874**	13,423,874	Property Tax Revenue
Special Ownership Tax Revenue	43500	**$ 670,000**	670,000	Specific Ownership	**$ 650,000**	650,000	Specific Ownership
Grant Revenue	44000	$ -	-				
Contributions & Donations	44500	$ -	-				
Other Income	50000	$ -	-				
Interest Income	51000	**$ 600,000**	600,000	Interest Income	**$ 700,000**	700,000	Interest Income
Gain on Sale of Assets	52000	$ -	-				
Gain/Loss on Disposal of Assets	52500	$ -	-				
Bad Debt Expense (Contra Rev. - NPR)							
Charity Write/off (Contra Rev. - NPR)		$ -					
Uniform Allowance	63000-01	**$ 150**	150	Polo's	**$ 150**	150	Polo's
Employee Relations	64000-01	**$ 40,000**	10,000	EMS Week	**$ 47,500**	7,500	EMS Week
			10,000	Summer Party		15,000	Summer Party
			15,000	Holiday Party		20,000	Holiday Party
			5,000	Misc Gift		5,000	Misc Gift/coffee/meal
Prof Development & Training - Field	65000-01	$ -			$ -		
Prof Development & Training - Admin	65100-01	**$ 24,250**	12,000	Leadership Training	**$ 32,000**	21,500	Leadership Training
			6,750	Staff		7,500	Staff
			5,500	Manager		3,000	Manager
Travel Expense	66000-01	$ -			**$ 17,000**	8,000	C Level Daruna and Montoya
						3,000	1 Manager Travel
						6,000	staff travel expense
Travel - Transport & Mileage	66100-01	**$ 10,000**	2,500	C Level Daruna and Vardaman	$ -		
			3,000	1 Manager Travel			
			4,500	staff travel expense			
Travel - Lodging	66200-01	**$ 7,610**	2,500	Lodging	**$ 14,950**	9,000	Lodging
			1,750	Manager Lodging		1,750	Manager Lodging
			3,360	Staff Lodging		4,200	Staff Lodging
Travel - Meals & IE	66300-01	**$ 5,700**	2,200	Staff	**$ 6,700**	2,200	Staff
			1,000	Manager		1,000	Manager
			2,500	C-Suite		3,500	C-Suite
Supplies - General/Consummable	70500-01	**$ 18,750**	7,500	Office Supplies	**$ 17,750**	7,000	Office Supplies
			9,000	Coffee		8,500	Coffee
			750	Business Cards		750	Business Cards
			1,500	Misc		1,500	Misc
Supplies - IT Hardware & Minor Equip	70600-01	**$ 6,750**	5,550	CEO MacBook Pro and Acct Clerk-Laptop	**$ 6,500**	5,000	Admin laptops/iPad
			1,200	COO - Desktop		1,500	COO Laptop
Supplies - IT Software	70700-01	**$ 2,830**	1,675	Adobe	**$ 2,575**	1,675	Adobe
			900	MS Office		900	MS Office
			255	ChatGPT			
Supplies - facility	70800-01	$ -	-		$ -		
Fuel	70900-01	$ -	-		$ -		
Services & Fees	71000-01	$ -	-		$ -		
Services - Audit/Financial	71100-01	**$ 35,000**	35,000	AUDIT Services	**$ 35,000**	35,000	AUDIT Services
Services - Legal	71200-01	**$ 41,200**	40,000	Collins	**$ 36,200**	35,000	Collins
			1,200	PWW		1,200	PWW
Services - Billing & Collections	71300-01	**$ 252,850**	197,000	Sharp - 4.25% of receipts	**$ 375,919**	250,044	Sharp
			32,225	Waystar/Elavon		42,500	Waystar/Elavon
			23,625	Collection agency international patients		22,500	BDM Collection agency international
						60,875	Wakefield domestic patients
Services - Technology	71400-01	$ -	-		$ -		
Contractor Wages	71700-01	**$ 60,000**	60,000	JFS	$ -		
Honorarium	71710-01	$ -	-		$ -		
Dues, Subscriptions & Memberships	71800-01	**$ 81,942**	5,700	Baldridge Patient Engagement Survey	**$ 76,840**	5,250	Baldridge Patient Engagement Survey
			1,500	AAA		1,500	AAA
			250	GoogleMeet Subscription		250	GoogleMeet Subscription
			1,000	PUBS & Subscriptions		1,000	PUBS & Subscriptions
			5,000	Impact Development		5,000	Impact Development
			1,500	SDA		1,500	SDA
			840	LastPass		840	LastPass
			350	SURVEY MONKEY		350	SURVEY MONKEY
			3,600	Lexis/Nexis		3,600	Lexis/Nexis
			33,000	ADP		33,000	ADP

EAGLE COUNTY PARAMEDIC SERVICES							
ADMINISTRATION Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
			19,000	Blackbaud		18,000	Blackbaud
			7,500	Zoll Billing Maintenance		6,250	Zoll Maintenance
			300	CGFOA		300	CGFOA
			1,667	Contexture - allocation 1/3 CP, HH, Admin			
			735	Fax Plus - 1/3 Admin, CP, HH			
Licenses, Fees & Permits	71900-01	**$ 3,000**	500	Google room systems	**$ 3,000**	500	Google room systems
			2,500	Zix email SIPA		2,500	Zix email SIPA
Repair & Maintenance - Equipment	72300-01	$ -			$ -		
Communications	73000-01	$ -			$ -		
Telephone/Cellular	73100-01	**$ 3,000**	3,000	Cell Phone allowance	**$ 3,000**	3,000	Cell Phone allowance
Internet/Website Fees	73200-01	$ -			$ -		
In District food purchases	73300-01	**$ 1,800**	1,800	Meeting food and team meetings	**$ 1,800**	1,800	Meeting food and team meetings
Marketing & Advertising	74000-01	**$ 100**	100	Public Notices	**$ 100**	100	Public Notices
Insurance Expense	77200-01	**$ 167,000**	162,000	Liability/General/Property/Vehicle	**$ 147,750**	142,750	Liability/General/Property/Vehicle
			5,000	Fiduciary		5,000	Fiduciary
Board of Director Fees	77700-01	**$ 7,000**	7,000	Board yearly fee	**$ 7,000**	7,000	Board yearly fee
Election Expense	77800-01	**$ 22,000**		Bi-Annual Election costs	$ -		Bi-Annual Election costs
Treasurer Fees	77900-01	**$ 465,980**	434,259	Treasurer Fees	**$ 422,216**	422,216	Treasurer Fees
Total Budget		**$ 1,256,912**	**$ 1,203,191**		**$ 1,253,951**	**$ 1,253,950**	

EAGLE COUNTY PARAMEDIC SERVICES							
OPERATIONS Budget Detail							
Account Description	**Account #**	**2027 Budget**		**2027 Budget Detail**	**2026 Budget**		**2026 Budget Detail**
Patient Service Revenue	40000-02	$ 11,023,326		Patient Revenue	$ 10,254,257	10,254,257	Patient Revenue
Medicare/Medicaid Contractual w/off	40110-02	$ (3,858,164)		Medicare/Medicaid Contractual w/off	$ (3,140,362)	(3,140,362)	Medicare/Medicaid Contractual w/off
Bad Debt /Charity Expense (Contra Rev)	77300-02	$ (2,755,832)		Bad Debt /Charity Expense (Contra Rev)	$ (1,230,511)	(1,230,511)	Bad Debt /Charity Expense (Contra Rev)
Standby revenue	40008-02	$ 21,000	21,000	Standby income			
Other Income	50000-02	$ 250,000	250,000	Other Income	$ 9,000	9,000	Other Income
Uniform Allowance	63000-02	**$ 69,410**		**Ops**	**$ 81,390**		**Ops**
			9,000	Boots and belt allowance- field employees		9,000	Boots and belt allowance- field employees
			24,000	White shirt and black pants allowance- field employees		22,800	White shirt and black pants allowance- field employees
						2,500	White shirt and black pants contingency
						5,000	White shirt and black pants for new hires
			2,050	T-shirts		1,960	T-shirts
			5,000	Down jacket replacements and new employees		4,600	Down jacket replacements and new employees
			2,000	High visibility jacket replacments and new employees		2,000	High visibility jacket replacments and new employees
			1,750	Vest replacements and new employees		1,680	Vest replacements and new employees
			2,080	Rain coat replacements and new employees		2,080	Rain coat replacements and new employees
			8,000	Name tags		8,000	Name tags
			550	Baseball Hats		480	Baseball Hats
			1,000	Duffle bags for staff		960	Duffle bags for staff
			280	Winter Hats		280	Winter Hats
			650	Polos for evening and special events		600	Polos for evening and special events
				SAR			**SAR**
			2,000	SAR Jackets Replacement/New Member x 4		8,000	SAR Jackets
			600	shirt allowance 12@ $50		600	shirt allowance 12@ $50
						750	Boot allowance 3 new members@$250
			2,800	Equipment allowance 14@200.00		2,800	Equipment allowance 14@200.00
				Wildland			**Wildland**
			2,000	Uniform for 2 new members x $1000		3,000	Uniform for 3 new members 3x$1000
			750	Uniform replacement for current members		750	Uniform replacement for current members
			1,500	Boot allowance 3 x $500		750	Boot allowance 3$250
			3,000	Equipment allowance for team 15 x $200		2,400	Equipment allowance for team 12 x $200
				SOU			**SOU**
			400	Equipment allowance for team 2@$200		400	Equipment allowance for team 2@$200
Employee Relations	64000-02	**$ 1,000**	1,000	Night of excellence	**$ 1,000**	1,000	Night of excellence
Prof. Development & Training - Field	65000-02	**$ 96,755**		**OPS**	**$ 134,058**		**OPS**
			8,000	Manager, specialist, logistics training		14,000	Manager, specialist, logistics training
			19,080	Winter Driving Course-Bridgestone x 3		11,250	WINTER DRIVING COURSE W/ BRIDGESTONE
			22,000	Paramedic school tuition x 2		12,000	Paramedic school tuition (Denver Health Portion)
			5,000	Designated Training for two people		10,000	Designated Training for two people
			20,000	Field staff outside training (hotel, travel, per diem, tuition)		31,783	Field staff outside training (hotel, travel, per diem, tuition)
			4,000	Colorado Advanced Life (All AHA Classes and cards)		8,000	Colorado Advanced Life (All AHA Classes and cards)
			1,925	NRP Classes		1,925	NRP Classes
				SAR			**SAR**
				SAR Staff Training		28,000	Wilderness Advanced Life Support Mini conference SAR
				Wildland		1,200	UTV Operator Course for WL 12 @100
			2,250	UTV Operator Course for WL 15 x $150			**Wildland**
			1,500	WL Salida Fire Camp for new members 2@$750		1,300	WL Salida Fire Camp for new members 2@$650
			7,000	WL Conference 2@$3,500 each (all expenses)		6,600	WL Conference 2@$3,300 each (all expenses)
				SOU			**SOU**
			6,000	SOU Training		8,000	SOU Training

EAGLE COUNTY PARAMEDIC SERVICES							
OPERATIONS Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Prof. Development & Training - Admin	65100-02	$ -			$ -		
Travel Expense	66000-02	$ -			$ -		
Travel - Transport & Mileage	66100-02	**$ 5,000**	5,000	FIELD TRAINING TRAVEL COSTS: Managers, Specialist, Coordinator	**$ 6,500**	6,500	FIELD TRAINING TRAVEL COSTS: Managers, Specialist, Coordinator
Travel - Lodging	66200-02	**$ 40,500**		**FIELD TRAINING LODGING ACCOMODATIONS**	**$ 30,000**		**FIELD TRAINING LODGING ACCOMODATIONS**
			12,000	Transfer lodging		15,000	Transfer lodging
			4,500	Managers, specialist coordinator		6,000	Managers, specialist coordinator
			24,000	Paramedic School Lodging		9,000	Paramedic lodging for school internership rides
Travel - Meals & IE	66300-02	**$ 4,375**	1,875	FIELD TRAINING MEALS/FOOD: Managers, specialist, coordinator	**$ 2,500**	2,500	FIELD TRAINING MEALS/FOOD: Managers, specialist, coordinator
			2,500	WL Training			
Supplies & Materials	70000-02	$ -	-		$ -		
Supplies - Medical - Durable	70100-02	**$ 26,710**		**OPS**	**$ 69,531**		**OPS**
			5,200	Refrigerators for Trucks x 5		5,200	Refrigerators x 5
			1,060	Statpak clinician bags		1,060	Statpak clinician bags
			3,500	Batteries cot		6,500	Batteries cot monitor
			250	portable ox		250	portable ox
			2,000	BP cuffs and stethoscopes		2,000	BP cuffs and stethoscopes
			1,500	NIST Certified temp sticks		6,000	Ice Machine for blood products and installation
			10,000	Unanticipated equipment lost, damaged or repair		1,500	NIST Certified temp sticks
				replacement IO drill		12,500	rope bags
						6,200	Sapphire pumps x 2
						1,700	4L Credo x 2
						500	EMS physician bag
						8,300	handheld ultrasound probe x 3
						10,000	Unanticipated equipment lost, damaged or repair
						4,921	economic contingency 10%
				SOU			**SOU**
			2,000	Upgrade Medical Equip & Deploy Bags		2,000	Rigging bag for 401 to share with Wildland
						900	Medical bags for new kits
				SAR			**SAR**
				Wildland			**Wildland**
			700	Fire Training Shelter x 2			
			500	Replacement Medical Equipment			
Supplies - Medical - Disposable	70200-02	**$ 146,800**			**$ 146,800**		
			141,800	**OPS**		141,800	**OPS**
				SOU			**SOU**
			2,000	Replacement medical supplies		2,000	Replacement medical supplies
				Wildland			**Wildland**
			2,500	Replacement medical supplies for expirations, refill, AED supplies		2,500	Replacement medical supplies for expirations, refill, AED supplies
				SAR			**SAR**
			500	AED supplies		500	AED supplies
Supplies - Medical - O2	70205-02	**$ 17,000**	17,000	Oxygen	**$ 15,300**	15,300	Oxygen
				OPS			**OPS**
Supplies - Pharmaceutical	70300-02	**$ 50,000**	50,000	Pharmaceuticals	**$ 34,000**	34,000	Pharmaceuticals
				OPS			**OPS**
Supplies - Auto	70400-02	**$ 221,775**	213,750	Estimated 475K miles x cost per mile .45	**$ 158,200**	156,600	Estimated 435K miles x cost per mile .36
						1,600	WL Truck decking for truck bed (unit 400)
				Wildland			
			4,750	Truck Bumper			
			1,500	Winch			
			375	Spot Fog Lights			
			1,400	Light Bar for #400			

EAGLE COUNTY PARAMEDIC SERVICES							
OPERATIONS Budget Detail							
Account Description	**Account #**	**2027 Budget**		**2027 Budget Detail**	**2026 Budget**		**2026 Budget Detail**
Supplies - General/Consummable	70500-02	**$ 8,100**		**General Supplies: Ambulance Ops**	**$ 7,750**		**General Supplies: Ambulance Ops**
			400	ID supplies		250	ID supplies
			1,000	Badge Printer supplies (ink, lanyards, cards)		1,000	Badge Printer supplies (ink, lanyards, cards)
			6,000	ED Tickets, Transfer Envelopes		**6,000**	ED Tickets, Transfer Envelopes
				Wildland			**Wildland**
			700	MRE's, batteries, etc		500	MRE's, batteries, etc
				OPS			**OPS**
Supplies - IT Hardware & Minor Equip.	70600-02	**$ 20,000**	550	Vail Medical Supply Chromebook	**$ 31,057**	6,125	Field laptops - 7
			1,200	Operations Mgr Desktop		7,182	HAAS Alert system hardware costs
			1,800	Laptop - Marsh		10,000	Pads - Mobile Responders - 10
			13,200	Field Surface Pros x 6		2,750	Cell phones for line staff replacement units
			1,500	Float/WL Laptop		5,000	Desktop replacements and chromebooks - 7
			550	Fleet Chromebook			
			1,200	Spare MDT x 2			
				OPS			**OPS**
Supplies - IT Software	70700-02	**$ 31,100**			**$ 38,350**	7,250	Door access control system
			300	MS Office		300	MS Office
			7,800	ESO Scheduler		7,800	ESO Scheduler
			23,000	ESO EHR		23,000	ESO EHR
				SAR			**SAR**
				Wildland			**Wildland**
Fuel	70900-02	**$ 137,720**	55,300	Estimated 158K miles x .35 per mile	**$ 119,250**	8,750	Estimated 25K miles x .35 per mile
			82,420	Estimated 317K miles x .26 per mile		110,500	Estimated 425K miles x .26 per mile
Contractor Wages	71700-02	**$ 220,500**		**OPS**	**$ 109,000**		**OPS**
			6,500	Megan Morrissey White Board		4,000	Megan Morrissey White Board
			154,000	Medical Director		105,000	Medical Director
			60,000	Engeln			
Honorarium	71710-02	**$ -**			**$ -**		
Dues, Subscriptions & Memberships	71800-02	**$ 55,283**		**OPS**	**$ 47,874**		**OPS**
			300	Spotify		300	Spotify
			4,800	Contact Management		300	Active 911
			3,600	Television Service		12,500	Freshworks
			1,738	QHN		1,738	QHN
			22,000	Health Data Exchange		22,000	Health Data Exchange
			300	Temp Stick		300	Temp Stick
			9,000	First Arriving		9,191	First Arriving (consolidation of info from all sources)
			600	Airlink Sierra Wireless		600	Airlink Sierra Wireless
			945	EMSAC		945	EMSAC
			12,000	PS Trax			
Licenses, Fees & Permits	71900-02	**$ 14,295**		**OPS**	**$ 5,439**		**OPS**
			1,700	Google License for Chromebooks		1,700	Google License for Chromebooks
			2,500	JAMF IO management		2,500	JAMF IO management
			300	Adobe		300	Adobe
			9,000	PDK licensing -Door Access Control		144	PDK licensing
			45	CLIA		45	CLIA
				SAR			**SAR**
			750	SAR TOPO		750	SAR TOPO
Repair & Maintenance - Fleet	72200-02	**$ 218,750**	213,750	Est. 475K miles x cost per mile .45	**$ 210,750**	195,750	Estimated 435K miles x cost per mile .40
			5,000	Graphic replacement for existing vehicles		15,000	Graphic replacement for existing vehicles
Repair & Maintenance - Equipment	72300-02	**$ 75,561**	11,200	Stryker Power Load/Cot Maintenance	**$ 70,839**	11,200	Stryker Power Load/Cot Maintenance
			1,000	Exercise equipment maintenance		1,000	Exercise equipment maintenance
			5,240	Vent Maintenance		5,240	Vent Maintenance
			1,134	Saphire Pumps PM 's		1,134	Saphire Pumps PM 's
			5,000	Glidescope maintenance/battery replacement		5,000	Glidescope maintenance/battery replacement
			36,465	Zoll PM's/maintenance		36,465	Stryker LP maintenance
			10,800	Stryker Power Load/Cot batteries Ambulances		10,800	Stryker Power Load/Cot batteries Ambulances
			4,722	Lucas Device Annual Maintenance			

EAGLE COUNTY PARAMEDIC SERVICES							
OPERATIONS Budget Detail							
Account Description	**Account #**	**2027 Budget**		**2027 Budget Detail**	**2026 Budget**		**2026 Budget Detail**
Communications	73000-02	**$ 387,951**		**OPS**	**$ 277,776**		**OPS**
			3,640	Starlink 14 Mini kits x $260 - Ambulances		6,500	Starlink 3 Performance units
			9,800	Starlink 14 Install Mini kits x $700 - Ambulances			
			9,240	Starlink 14 units subscription fee - Ambulances			
			1,320	Starlink 2 units subscription fees- Supervisor Vehicles		5,940	Starlink 3 units subscription fees
			45,000	Radio contract w/County		41,000	Radio contract w/County
			7,391	HAAS Alert System subscription fees		7,391	HAAS Alert System subscription fees
			63,142	N30 Radios x 15		16,500	VHF Radios 3 mobile radios $5500 each
			557	Base station x 1		4,000	VHF Handheld radios 2 radios
			552	Desktop Chargers x 6		1,041	Handheld radio charging stations x 2
			504	Lapel Microphones x4			
			600	Apple Fees		600	Apple Fees
			1,886	Radio Batteries 12		2,583	Radio Batteries 12
			240,000	Dispatch agreement w/Vail		188,052	Dispatch agreement w/Vail
				Wildland			**Wildland**
			4,320	Starlink start-up, cancellation and subscription fees and Roam monthly		4,020	Starlink start-up, cancellation and subscription fees and Roam monthly
				SAR			**SAR**
						150	Radio Harness x2
Telephone/Cellular	73100-02	**$ 36,860**		**Ops**	**$ 34,460**		**Ops**
			32,400	FirstNet		30,000	FirstNet
			960	JAMF ($2 x telephone)		960	JAMF ($2 x telephone)
			3,000	Field Staff Cell phone allowance (management)		3,000	Field Staff Cell phone allowance (management)
			500	Field Cell phones and Supplies (new phones and supplies)		500	Field Cell phones and Supplies (new phones and supplies)
Internet/Website Fees	73200-02	**$ -**			**$ -**		
In District Food Purchases	73300-02	**$ 2,400**	2,000	Supervisor crew food	**$ 1,400**	1,000	Supervisor crew food
			400	WL Lunch for training		400	WL Lunch for training
Total Budget		**$ 1,887,846**	**1,887,846**		**$ 1,633,225**	**1,633,225**	

EAGLE COUNTY PARAMEDIC SERVICES							
FACILITIES - OPERATIONS Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Supplies - Facility	70800-02	**$ 63,384**		**OPS**	**$ 90,559**		**OPS**
			500	Name plates		1,000	Name plates
			38,000	Janitorial supplies		48,000	Janitorial supplies
			12,500	Replace mattresses		975	Weight Vests
			7,500	Appliance replacement		750	Pull up bars
			1,000	television replacement		685	Gypsum Rack
			500	Edwards softner salt		279	Gypsum Barbell
			300	Specialized wipes for cleaning workout equipment		900	Rower machine
			1,500	Cooking/flatware		10,000	Replace Beds
			685	Gypsum Rack		7,250	Narc cabinet locks
			279	Gypsum Barbell		10,000	med supply room remodel
			170	Plate Tree Gypsum		7,500	Appliance replacement
			450	Weights Gypsum 190 lb set		1,500	television replacement
						170	Plate Tree Gypsum
						450	Weight Gypsum
						500	Edwards softner salt
						600	Specialized wipes for cleaning workout equipmnet
Services - Cleaning	71500-02	**$ 26,880**	26,880	Cleaning 4 buildings various schedules	**$ 26,880**	26,880	Cleaning 5 buildings various schedules
Services - Utilities	71600-02	**$ 124,731**			**$ 117,275**	2,100	Centurylink - Pots lines (alarms)
			46,431	Holy Cross - Electricity		41,600	Holy Cross - Electricity
			20,400	Eagle River Water - Water & Sani Avon/Edwards/VMRG		14,500	Eagle River Water - Water & Sani Avon/Edwards/VMRG
			32,050	Black Hills - Natural Gas Edwards/Eagle/Gypsum		32,050	Black Hills - Natural Gas Edwards/Eagle/Gypsum
			6,100	Xcel Energy - Natural Gas Avon		6,500	Xcel Energy - Natural Gas Avon
			1,750	Town of Eagle - Water/San/Trash		4,275	Town of Eagle - Water/San/Trash
			300	Spotify - music in vehicle bays		275	Spotify - music in vehicle bays
			5,500	Town of Gypsum - Water and Sanitation		4,250	Town of Gypsum - Water and Sanitation
			7,500	Vail Valley Waste - Edwards, Avon		7,250	Vail Valley Waste - Edwards, Avon
			1,300	Honey Wagon - Eagle rubbish		1,075	Honey Wagon - Eagle rubbish
			1,250	GoogleTV - Television Vail, Eagle, Gypsum		1,250	GoogleTV - Television Vail, Eagle, Gypsum
			2,150	Xfinity - Television Edwards/Avon		2,150	Xfinity - Television Edwards/Avon
Repair & Maintenance - Facilities	72100-02	**$ 210,901**		**Edwards**	**$ 214,851**		**Edwards**
			40,000	HVAC 1 Condenser unit & Duct cleaning		40,000	HVAC
			1,200	Pest Control		1,200	Pest Control
			2,500	Generator Service		8,000	Generator Service
			5,800	Landscape Maintenance		5,300	Lawn Care
			3,000	Floor Drain maintenance		1,000	Floor Drain maintenance
			1,080	Fire Alarm Monitoring		1,080	Fire Alarm Monitoring
			935	Backflow testing		1,500	Garage door maintenance
			1,500	Garage door maintenance		935	Backflow testing
			2,500	Window tinting			
			1,300	Window cleaning		1,500	Garage door maintenance
			1,200	Fire sprinkler testing		1,300	Window cleaning
			850	Fire Alarm testing		1,200	Fire sprinkler testing
			2,500	Fire extinguisher testing		850	Fire Alarm testing
			2,700	Carpet Cleaning		2,500	Fire extinguisher testing
			6,270	Snowplowing		2,700	Carpet Cleaning
			875	Plymovent		8,500	Parking lot maintenance
			1,900	Generator service		6,270	Snowplowing
						875	Plymovent
			34,000	Edwards first floor furniture updates		1,900	Generator service
			500	Restroom lighting		4,000	First Arriving Displays all buildings and mounts
						18,000	Landscaping for Trash
				Eagle			**Eagle**
			1,200	Pest Control		1,200	Pest Control
			450	Window Cleaning		450	Window Cleaning
			1,500	Garage door maintenance		1,500	Garage door maintenance
			163	Backflow testing		163	Backflow testing
			4,200	Landscape Maintenance		3,700	Lawncare
			3,500	HVAC		3,500	HVAC
			3,500	Sound dampening		900	Rower machine
			750	Carpet Cleaning		750	Carpet Cleaning
			1,950	Snowplowing		1,950	Snowplowing
			875	Plymovent		875	Plymovent
			3,200	Generator service		1,500	Exterior motion sensor light front
			5,000	CP workspace improvements		4,500	Generator
						3,200	Generator service
						4,000	Low voltage cabling

EAGLE COUNTY PARAMEDIC SERVICES							
FACILITIES - OPERATIONS Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
				Avon			**Avon**
			1,200	Pest Control		1,200	Pest Control
			1,080	Alarm Monitoring		1,080	Alarm Monitoring
			2,000	Floor Drain Maintenance		2,000	Floor Drain Maintenance
						5,000	Landscaping improvements
			1,500	Garage door maintenance		1,500	Garage door maintenance
			705	Fire sprinkler testing		705	Fire sprinkler testing
			800	Backflow test		800	Backflow test
			541	Fire Alarm testing		541	Fire Alarm testing
			800	Window Cleaning		800	Window Cleaning
			3,500	Landscape Maintenance		3,500	Lawncare
			6,000	HVAC		10,000	HVAC
			700	Carpet Cleaning		700	Carpet Cleaning
			4,020	Snowplowing		4,020	Snowplowing
			1,200	Snow mitigation		1,200	Snow mitigation
			875	Plymovent		875	Plymovent
			4,500	Generator service		4,500	Generator service
				Gypsum			**Gypsum**
			1,200	Pest Control		1,200	Pest Control
			1,080	Alarm Monitoring		1,080	Alarm Monitoring
			3,000	Sewer Jet		3,000	Sewer Jet
			450	Window Cleaning		450	Window Cleaning
			1,000	Floor Drain Maintenance		1,000	Floor Drain Maintenance
			1,071	Fire sprinkler testing		1,071	Fire sprinkler testing
			416	Fire Alarm testing		416	Fire Alarm testing
			4,200	Landscape Maintenance		3,700	Lawncare
			1,500	Garage Door maintenance		3,500	Garage Door maintenance
			10,000	HVAC		8,000	HVAC
			1,000	Carpet Cleaning		1,000	Carpet Cleaning
			1,500	Snowplowing		1,500	Snowplowing
			1,300	AirVac mtnce		1,300	AirVac mtnce
			4,500	Generator service		4,500	Generator service
			4,000	Furnace room fixes			
			1,500	Gym equipment maintenance			
			650	Misc repairs gym equipment			
				Vail			**Vail**
			1,300	Airvac system		1,300	Airvac system
				VMR			**VMR**
			1,635	Fire alarm testing		1,635	Fire alarm testing
			1,000	Garage Door Maintenace		1,000	Garage Door Maintenace
			1,200	HVAC		400	Window Cleaning
			1,080	Fire alarm monitoring		2,500	HVAC
						1,080	Fire alarm monitoring
Rent Expense	77500-01	**$ 5,339**	5,339	Rent for Vail Station	**$ 5,339**	5,339	Rent for Vail Station
Total Budget		**$ 431,235**	**431,235**		**$ 1,534,580**	**1,534,580**	

EAGLE COUNTY PARAMEDIC SERVICES							
AED - OPERATIONS Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Supplies - Medical - Durable	70100-02	**$ 15,000**	15,000	AED Replacement Units Zoll $3,000x5	**$ 9,304**	9,304	AED Replacement and New units in system (4)
Supplies - Medical - Disposable	70200-02	**$ 13,275**		AED Program	**$ 15,875**		AED Program
						2,600	Batteries
			13,275	Replacement PADS		13,275	Replacement PADS
Total Budget		**$ 28,275**	**$ 28,275**		**$ 25,179**	**$ 25,179**	

EAGLE COUNTY PARAMEDIC SERVICES							
COMMUNITY PARAMEDICS Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Contract Revenue	40012-03	**$ 170,446**	-	Rocky Mountain Mobile Crisis Response	**$ 362,664**	50,000	Rocky Mountain Crisis
			-	RMHP Secure Transports		20,000	RMHP Secure Transports
			142,664	UHC Health Neighborhood		142,664	UHC Health Neighborhood
			12,500	Transport income for Medicaid		36,816	Transport income for Medicaid
			12,500	Transport income from VH		36,816	Transport income from VH
			-	Community Health Services - Medicaid		20,500	Community Health Services - Medicaid
			2,782	Occ Health immunizations - HR		2,500	Occ Health immunizations - HR
Uniform Allowance	63000-03	**$ 3,000**	1,000	Replacement uniforms	**$ 1,000**	1,000	Replacement uniforms
			2,000	New uniform shirts all CPs			
Employee Relations	64000-03	**$ -**			**$ -**		
Prof. Development & Training - Field	65000-03	**$ 41,352**	1,540	IBSC CP-C exams (4 employees)	**$ 9,213**	600	IBSC CP-C exams
			770	CP-C recertification fees (2 employees)		800	CP-C recertification fees
			1,300	CP-C courses (4 employees)		650	CP-C courses
			-			1,500	PNCT Course fees (CHW Cert)
			-			2,178	CHW cert exam fees (6 employees)
			192	NREMT recertification fees (6 employees)		100	NREMT recertification fees
			2,000	MIH Academy lecture series (new CP-C & other)		2,000	MIH Academy lecture series
			2,550	Porchlight Health Univ (SUD training series)		385	CMC conversational Spanish course
			15,000	Motivational interviewing Phase 2		1,000	NAMIHP x 3
			15,000	External Expert Educators Mental Health			
			3,000	Conferences/Trainings CP related (x3)			
Prof. Development & Training - Admin	65100-03	**$ 6,600**			**$ -**		
			3,600	Grad Program - Anna (SUD specific)			
			3,000	Community Health Manager Training			
Travel Expense	66000-03	**$ -**			**$ -**		
Travel - Transport & Mileage	66100-03	**$ 3,450**	2,400	Airline (x3)	**$ 2,550**	1,200	Airline
			450	Uber (x3)		150	Uber
			-	Research and Advocacy		1,000	Research and Advocacy
			600	Mileage (x3)		200	Mileage
Travel - Lodging	66200-03	**$ 3,200**	-	Lodging for Research and Advocacy	**$ 2,700**	900	Lodging for Research and Advocacy
			3,200	Hotels stays for away training		1,800	Hotels stays for away training
Travel - Meals & IE	66300-03	**$ 1,200**	-	Meals for Research and Advocacay	**$ 1,850**	650	Meals for Research and Advocacay
			1,200	Meals for travel (x4)		1,200	Meals for travel
Supplies & Materials	70000-03	**$ -**			**$ -**		
Supplies - Medical - Durable	70100-03	**$ 3,800**	2,000	Misc durable required	**$ 3,000**	1,500	Misc durable required
			1,000	Replacement vital sign equipment		800	Replacement vital sign equipment
			800	Lab Equipment		700	Lab Equipment
Supplies - Medical - Disposable	70200-03	**$ 11,930**	2,232	EPOC controls (split with 911)	**$ 11,920**	1,200	EPOC controls (split with C.C.)
			3,698	INR, A1C and BGL supplies		1,200	Coaguchek Strips (box of 48)
						225	Coaguchek Strips control solution
						275	UA Dipstick
						120	UA Dipstick Control solution
						3,000	HA1C test kits (box of 20)
						300	Truemetrix glucometer test strips- case of 1200 (split with 911)
			6,000	misc disposible supplies		5,600	misc disposible supplies
Supplies - Medical - O2	70205-03	**$ -**			**$ -**		
Supplies - Pharmaceutical	70300-03	**$ 3,282**	2,782	Flu Vaccines for ECPS staff (HR gets reimbursement)	**$ -**		
			500	Other Pharmaceuticals			
Supplies - Auto	70400-03	**$ -**	-	Chromebooks (see below may not need)	**$ 3,000**	1,000	Chromebooks
			-	Surface Pro (see below may not need)		2,000	Surface Pro
Supplies - General/Consummable	70500-03	**$ 700**	300	Specific office supplies	**$ 700**	300	Specific office supplies
			400	Business cards		400	Business cards
Supplies - IT Hardware & Minor Equipment	70600-03	**$ 5,050**	2,200	CP2	**$ 9,500**	3,500	Chrome Booksx 2/Laptop x1
			1,500	Meredith Laptop		6,000	IOS Units x 4
			1,350	Xerox Machine and Contract CH space			
			550	Whiteboard User			

EAGLE COUNTY PARAMEDIC SERVICES							
COMMUNITY PARAMEDICS Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Supplies - IT Software	70700-03	**$ 60,995**	875	Misc Software (MS 365, Jamf, Adobe)	**$ 29,320**	875	Misc Software (MS 365, Jamf, Adobe)
			120	Canva (Anna uses)		120	Canva
						325	Lucid Chart
			15,000	Rainbow Health		28,000	Rainbow Health
			45,000	RFP and new EHR system			
Supplies - facility	70800-03	$ -			$ -		
Fuel	70900-03	$ -			$ -		
Services & Fees	71000-03	$ -			**$ 2,000**	2,000	MARATII Translation services
Services - Audit/Financial	71100-03	$ -			$ -		
Services - Legal	71200-03	$ -			$ -		
Services - Billing & Collections	71300-03	$ -			$ -		
Services - Technology	71400-03	**$ 3,000**	3,000	MARATII Translation services	$ -		
Services - Cleaning	71500-03	$ -			$ -		
Contractor Wages	71700-03	**$ 66,000**	66,000	Medical Director	**$ 45,000**	45,000	Medical Director
Honorarium	71710-03	$ -			$ -		
Dues, Subscriptions & Memberships	71800-03	**$ 4,302**	1,667	Contexture - allocation 1/3 CP, HH, Admin	**$ 6,940**	6,800	QHN
			700	NAMIHP (Elite Agency Membership)		140	NAMIHP
			1,200	Up To Date subscription x 2			
			735	Fax Plus - 1/3 CP, HH, Admin			
Licenses, Fees & Permits	71900-03	**$ 2,243**	223	Annual CLIA Certification	**$ 2,145**	45	CLIA License
			-	Triennial CLIA Compliance Fee ($446 last 2026) Next payment 2029			
			120	CAPS BACKGROUND CHECKS		100	CAPS BACKGROUND CHECKS
			650	CDPHE CIHCS License		2,000	CDPHE CIHCS License
			1,250	CDPHE BHE License			
Communications	73000-03	$ -			$ -		
Telephone/Cellular	73100-03	**$ 4,708**	3,958	CP Manager CP Care Coordinator District phone and surface prices	**$ 4,708**	3,958	CP Manager CP Care Coordinator District phone and surface prices
			750	Specialist telephone		750	Specialist telephone
Internet/Website Fees	73200-03	$ -			$ -		
In District Food Purchases	73300-03	**$ 1,245**	600	Monthly Meetings	**$ 1,245**	600	Monthly Meetings
			320	new hire lunch (per HR)		320	new hire lunch (per HR)
			125	Food for all day events		125	breakfast burritos day-long events
			100	Crisis co-response all agency meetings (split with 911)		100	YHC all agency meetings (split with 911)
			100	Clinical training/workshops with Zeller		100	Clinical training/workshops with Zeller
Marketing & Advertising	74000-03	**$ 2,000**	2,000	RACK CARDS	**$ 600**	600	RACK CARDS
Interest Expense	77100-03						
Insurance Expense	77200-03	**$ 6,000**	6,000	Medical Malpractice insurance	**$ 4,000**	4,000	Medical Malpractice insurance
Total Budget		**$ 234,057**	**234,607**		**$ 141,391**	**141,391**	

EAGLE COUNTY PARAMEDIC SERVICES							
TRAINING - EDUCATION Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Uniform Allowance	63000-04	$ 150	150	Polos	$ 150	150	Polos
Employee Relations	64000-04	$ -	-		$ -		
Prof. Development & Training - Field	65000-04	$ 34,100	3,500	Medical Director	$ 20,100	4,500	Medical Director
				LEADERSHIP			**LEADERSHIP**
			2,500	Clinical Manager - approx 2 conferences		3,000	Clinical Manager - approx 2 conferences
			2,500	Specialist x 2 people - approx 1-2 conferences		4,500	Specialist x 3 people - approx 1-2 conferences
			6,500	TPATC Critical Care training program 20 registrations		6,500	TPATC Critical Care training program 20 registrations
			1,600	EMSAC x 4 EE		1,600	EMSAC x 4 EE
			10,000	Critical Care Refresher Course-Agency Sponsored			
			7,500	Ventilator Class 2 days x 10 students/day			
Prof. Development & Training - Admin	65100-04	$ -	-		$ -		
Travel Expense	66000-04	$ -			$ 4,800		Training
						1,500	Manager Travel 2 trips - approx 1-2 conferences
						1,800	Specialist Travel 3 people - approx 1-2 conferences
						1,500	Medical Director
Travel - Transport & Mileage	66100-04	$ 4,800	-		$ -		
			1,500	Manager Travel 2 trips - approx 1-2 conferences			
			1,800	Specialist Travel 3 people - approx 1-2 conferences			
			1,500	Medical Director			
Travel - Lodging	66200-04	$ 6,000			$ 6,900		Training
			2,000	Specialists - approx 1-2 conferences		1,900	Specialist - approx 1-2 conferences
			2,000	Manager - approx 1-2 conferences		2,500	Manager - approx 1-2 conferences
			2,000	Medical Director		2,500	Medical Director
Travel - Meals & IE	66300-04	$ 4,350		Training Meals	$ 3,750		Training Meals
			1,000	1x Manager		1,000	1x Manager
			2,350	4x Specialist		1,750	3x Specialist
			1,000	Medical Director		1,000	Medical Director
Supplies & Materials	70000-04	$ -	-		$ -		
				Airway Heads - 1 of each size for all 5			
Supplies - Medical - Durable	70100-04	$ 33,360	20,000	bldgs	$ 14,000	2,500	Training Manekins
			4,000	New Rythm Generators x 2		2,500	Simulation training supplies reusable
			2,700	Isimulate software - Zoll x 3 packages		6,500	SIS Peds training kit
			1,460	MCI Dummies - 10 pack		2,500	Pharma training kit
			4,200	Sapphire IV Pumps & Cases x 2			
			1,000	Test Lung			
Supplies - Medical - Disposable	70200-04	$ 9,800	1,500	misc training supplies	$ 9,800	1,500	misc training supplies
			2,800	EPOC CC supplies		2,800	EPOC CC supplies
			4,500	Blood product general supplies		4,500	Blood product implementation general supplies
			1,000	CPR program consumables		1,000	CPR program consumables
Supplies - Medical - O2	70205-04	$ -			$ -		
Supplies - Pharmaceutical	70300-04	$ 9,180	9,180	Contract with Denver Health/American Red Cross for blood	$ 9,180	9,180	Contract with Denver Health/American Red Cross for blood
Supplies - Auto	70400-04	$ -	-		$ -		
Supplies - General/Consummable	70500-04	$ 14,750			$ 14,750		Training
			10,500	Blood program shipping (Critical Care Blood Program)		10,500	Blood program shipping (Critical Care Blood Program)
			500	HALO Training supplies		500	HALO Training supplies
			750	training supplies ribs, chicken, skills day		750	training supplies ribs, chicken, skills day
			3,000	Books for ALS/BLS/ACLS (AHA)		3,000	Books for ALS/BLS/ACLS (AHA)

EAGLE COUNTY PARAMEDIC SERVICES							
TRAINING - EDUCATION Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Supplies - IT Hardware & Minor Equipme	70600-04	$ 6,500			$ 2,000		Training
			4,500	Laptops x 3 - Miller, Zeller, Cohen			Laptop
			1,000	Vodcast equipment		1,000	Vodcast equipment
			1,000	Video for training ambulance		1,000	Video for training ambulance
Supplies - IT Software	70700-04	$ 1,540	835	Adobe - 23.19/mo x 3	$ 1,285	835	Adobe - 23.19/mo x 3
			450	Office - 12.50/ mo x 3		450	Office - 12.50/ mo x 3
			255	ChatGPT			
Contractor Wages	71700-04	$ 3,000	3,000	Research Board	$ 3,000	3,000	Research Board
Honorarium	71710-04	$ 17,340	4,000	Visiting Fellows Accomodations and meals	$ 13,340		Field
			5,000	Instructor Honoraria (CE NIGHTS AND MINI-CONFERENCES)		4,000	Visiting Fellows Accomodations and meals
			3,340	Hotels for outside speakers		5,000	Instructor Honoraria (CE NIGHTS AND MINI-CONFERENCES)
			1,000	Meals for outside speakers		3,340	Hotels for outside speakers
			4,000	Field Trainer/P5 Professional Development		1,000	Meals for outside speakers
Dues, Subscriptions & Memberships	71800-04	$ 16,453	600	Canva Professional x 5	$ 14,203		TRAINING
			408	Riverside video recording software		600	Canva Professional x 5
			800	GAMUT database of EMS stats		408	Riverside video recording software
			900	IQ Plus software plan		800	GAMUT database of EMS stats
			3,995	One Dose - Protocol app		900	IQ Plus software plan
			500	Up to Date - Evidence Based Medicine Research		3,995	One Dose - Protocol app
			7,000	Prodigy		500	Up to Date - Evidence Based Medicine Research
			250	Real DX		7,000	Prodigy
			2,000	Contexture			
Licenses, Fees & Permits	71900-04	$ 11,825	3,825	FP-C Credentialing Costs	$ 18,325		Training
						3,825	FP-C Credentialing Costs
			4,000	NRP Neonatal		7,000	CAMTS certification for CC
			2,000	National Registry		4,000	NRP Neonatal
			1,500	ALS Credentials		2,000	National Registry
			500	CLIA License		1,500	ALS Credentials
Communications	73000-04	$ -			$ -		
Telephone/Cellular	73100-04	$ 6,750		Training	$ 5,250		Training
			6,000	Cell phone allowance		4,500	Cell phone allowance
			750	Cell phone allowance 1/2 Anna Miller		750	Cell phone allowance 1/2 Anna Miller
Internet/Website Fees	73200-04	$ -			$ -		
In District Food Purchases	73300-04	$ 4,650		Training	$ 4,650		Training
			1,000	Fire relations meeting and crew relations for training		1,000	Fire relations meeting and crew relations for training
			3,000	CE night food		3,000	CE night food
			650	Medical Director meals or meeting/working lunch		650	Medical Director meals or meeting/working lunch
Marketing & Advertising	74000-04	$ -			$ -		
Total Budget		$ 184,548	**184,548**		$ 145,483	**145,483**	

EAGLE COUNTY PARAMEDIC SERVICES							
MARKETING, ADVERTISING & OUTREACH Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Uniform Allowance	63000-05	$ 150	150	Explorer Program: Tshirts	$ 150	150	Explorer Program: Tshirts
Employee Relations	64000-05	$ -			$ -		
Prof. Development & Training - Field	65000-05	$ -			$ -		
Prof. Development & Training - Admin	65100-05	$ 1,300	800	NIOA	$ 2,800	2,800	DU Public Safety Leadership
			500	PIO Certification Training			
			200	ES PIOC Conference - Steamboat			
Travel Expense	66000-05	$ -			$ -		
Travel - Transport & Mileage	66100-05	$ 775		**EDUCATION/TRAINING TRAVEL**	$ 775		**EDUCATION/TRAINING TRAVEL**
			75	EMSAC TRAVEL		75	EMSAC TRAVEL
			700	NIOA		700	DU Public Safety Leadership Lodging
Travel - Lodging	66200-05	$ 2,550		**EDUCATION/TRAINING LODGING**	$ 1,750		**EDUCATION/TRAINING LODGING**
			750	EMSAC LODGING		750	EMSAC LODGING
			1,000	NIOA Lodging		1,000	NIOA Lodging
			800	ES PIOC Conference - Steamboat			
Travel - Meals & IE	66300	$ 1,200		**EDUCATION/TRAINING MEALS**	$ 800		**EDUCATION/TRAINING MEALS**
			300	EMSAC MEAL PER DIEM		300	EMSAC MEAL PER DIEM
			500	NIOA Per Diem		500	NIOA Per Diem
			400	ES PIOC Conference - Steamboat			
Supplies - General/Consummable	70500-05	$ 13,500	8,000	Promotional July 4th, Parades, Event items (swag)	$ 9,750	4,000	Promotional July 4th, Parades, Event items (swag)
						250	Promotional stickers
			1,000	Printing costs		1,000	Printing costs
			500	Parade fees		500	Parade fees
			4,000	Event Costs (Open House)		4,000	Event Costs (Open House)
Supplies - IT Hardware & Minor Equipment	70600-05	$ -			$ -		
Supplies - IT Software	70700-05	$ 400	400	Adobe	$ 1,766	400	Adobe
						216	DocAccess
						250	
						900	Common Look
Contractor Wages	71700-05	$ 21,000	8,000	Photography	$ 9,000	8,000	Video Services
			1,000	Translation Services		1,000	Website Translation
			12,000	Public Relations Survey			
Honorarium	71710-05	$ -			$ -		
Dues, Subscriptions & Memberships	71800-05	$ 90	90	NIOA Membership	$ 90	90	NIOA Membership
Licenses, Fees & Permits	71900-05	$ 2,125		**PIO**	$ 1,985		**PIO**
			180	Canva		200	Canva
			1,360	Sprout Social (monitoring)		1,200	Sprout Social (monitoring)
			150	EMS PIOC for CO (PIO Officers of CO membership)		150	EMS PIOC for CO (PIO Officers of CO membership)
			435	GENERAL (VVP)		435	GENERAL (VVP)
Communications	73000-05	$ -			$ -		
Telephone/Cellular	73100-05	$ 1,500	1,500	CELL PHONE ALLOWANCE	$ 1,500	1,500	CELL PHONE ALLOWANCE
Internet/Website Fees	73200-05	$ 8,144	8,000	Civic Plus - Website	$ 8,100	8,000	Digital Publishing Subscription (Streamline)
			144	DocAccess		100	DocAccess
In District Food purchases	73300-05	$ 100	100	Meetings and Thank You Food for Staff	$ 100	100	Meetings and Thank You Food for Staff
Marketing & Advertising	74000-05	$ 7,500	6,000	EMSAC SPONSORSHIP	$ 6,000	4,500	EMSAC SPONSORSHIP
			300	Booth power services		300	Booth power services
			1,200	EMS WEEK ADVERTISING		1,200	EMS WEEK ADVERTISING
Total Budget		$ 60,334	60,534		$ 44,566	44,566	

EAGLE COUNTY PARAMEDIC SERVICES							
HOME HEALTH Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Patient Revenue	40000-06	$ -	-		$ 87,500	87,500	patient revenue
Contract Revenue	40012-06	$ 160,000	60,000	Vail Health - HH MOU - Skilled Nurse Svcs			
			100,000	ECPH - HH MOU			
Uniform Allowance	63000-06	$ 1,628	500	Scrubs	$ 2,448	1,320	Scrubs
			1,128	ECPS uniform components		1,128	ECPS uniform components
Employee Relations	64000-06						
Prof. Development & Training - Field	65000-06	$ 3,960	3,180	Bridgestone training (4 employees)	$ 4,220	1,330	Bridgestone training (2 employees)
						1,500	Colorado Healtcare training online course
			780	RN Annual and New Hire Competancy x 5		1,000	wound care specialty training
						390	professional training RN
Prof. Development & Training - Admin	65100-06	$ 11,800	1,800	DoN Skillset Specific Training/Conference	$ 8,890	390	Home Care Conference
			1,400	Oasis coding		1,400	Oasis coding
			7,100	Billing Certification (2 people) AAPC		7,100	Billing Certification (2 people) AAPC
			1,500	Administrator Trainings			
Travel - Transport & Mileage	66100-06	$ 3,000		Mileage and fuel expenses	$ 10,450		Mileage and fuel expenses
			3,000	travel expenses		10,450	travel expenses
Travel - Lodging	66200-06	$ 1,200		Lodging expenses	$ 400		Lodging expenses
			1,200	RN Training/Conference Stays		400	Home Care conference
Travel - Meals & IE	66300-06	$ 600	600	Travel MealsPer diem	$ 200	200	Travel MealsPer diem
Supplies & Materials	70000-06	$ -			$ -		
Supplies - Medical - Durable	70100-06	$ 4,000	1,000	Treatment bags, gate belts, vital kits	$ 2,540	2,540	Treatment bags, gate belts, vital kits
			3,000	Training Mannequins and supplies			
Supplies - Medical - Disposable	70200-06	$ 7,500	7,500	All disposable supplies	$ 5,600	5,600	All disposable supplies
Supplies - Medical - O2	70205-06	$ -			$ -		
Supplies - Pharmaceutical	70300-06	$ -			$ -		
Supplies - Auto	70400-06	$ -			$ -		
Supplies - General/Consummable	70500-06	$ 600	300	Business cards	$ 600	300	Business cards
			300	General supplies		300	General supplies
Supplies - IT Hardware & Minor Equipment	70600-06	$ 2,350	1,350	Xerox Machine and Contract CH space	$ 5,700	2,500	Ipad
						3,200	Laptops
			1,000	Docking Station and monitors (only replacement needs)			
Supplies - IT Software	70700-06	$ 12,846	11,000	Axxess (EHR)	$ 14,846	13,000	EMR
				RFP w/CP for unified EHR system			
			150	Microsoft -Dana		150	Microsoft
			1,696	Contexture (need allocation rating CP/HH)		1,696	QHN HDE for Matrix
Fuel	70900-06	$ -			$ -		
Services & Fees	71000-06	$ -			$ 1,000	1,000	Translation services
Services - Audit/Financial	71100-06	$ -			$ -		
Services - Legal	71200-06	$ -			$ -		
Services - Billing & Collections	71300-06	$ -			$ -		
Services - Technology	71400-06	$ 1,000	1,000	Translation services (Martii and Language Line) Allocation?	$ -		
Contractor Wages	71700-06	$ 4,000	4,000	Medicare Cost Report	$ 9,000	4,000	Medicare Cost Report
			-	Physician oversight		5,000	Physician oversight
Honorarium	71710-06	$ -			$ -		
Dues, Subscriptions & Memberships	71800-06	$ 3,302	900	Home Care Association of CO	$ 900	900	Home Care Association of CO
			735	Fax Plus - 1/3 CP, HH, Admin			
			1,667	Contexture - allocation 1/3 CP, HH, Admin			

EAGLE COUNTY PARAMEDIC SERVICES							
HOME HEALTH Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Licenses, Fees & Permits	71900-06	$ 3,004	2,000	Home Health Class A License	$ 4,872	3,000	Home Health Class A License
			750	CMS Provider fees		600	CMS Provider fees
						400	Clinical recert fees
			200	Jamf IOS (allocation ratio?)-Dana		200	Jamf IOS
						600	Fax Plus
			54	Annual CAPS Checks		72	CAPS
Communications	73000-06	$ -			$ -		
Telephone/Cellular	73100-06	$ 2,300	1,200	Cell phones 1 administrator	$ 1,100	1,100	Cell phones - 2 clinicians + 1 administrator
			1,100	Cell phones 2 staff (HH1/2) replacement only			
Internet/Website Fees	73200-06	$ -			$ -		
In District Food Purchases	73300-06	$ 200	200	quarterly team building meals $40/ person per quarter	$ 200	200	quarterly team building meals $40/ person per quarter
Marketing & Advertising	74000-06	$ 1,750			$ 2,750	1,000	Fundraising event
			1,150	Home Health Admission Booklets		1,150	Home Health Admission Booklets
			600	marketing materials		600	marketing materials
Insurance Expense	77200-06	$ 5,000	5,000	Medical Malpractice	$ 5,000	5,000	Medical Malpractice
Total Budget		**$ 70,040**	**$ 70,040**		**$ 80,716**	**$ 80,716**	

EAGLE COUNTY PARAMEDIC SERVICES							
HUMAN RESOURCES Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Benefits - Other	61500-07	$ 4,000		**Employee Immunzations**	$ 7,000		**Employee Immunzations**
			1,000	New employee		1,000	New employee
				Flu shots		3,000	Flu shots
			1,000	Tdap		1,000	Tdap
			1,500	TB Titer		1,500	TB Titer
			500	Re-immunization fees for employees		500	Re-immunization fees for employees
Workers Comp Expense	62000-07	$ 205,000	205,000		$ 205,000	205,000	
Uniform Allowance	63000-07	$ 500	500	Specific Uniform for HR activities	$ 500	500	Specific Uniform for HR activities
Employee Relations	64000-07	$ 4,900	1,500	Open enrollment activites for engagement	$ 4,900	1,500	Open enrollment activites for engagement
			1,400	EOM gifts, births, deaths, celebration		1,400	EOM gifts, births, deaths, celebration
			2,000	New Hire Academy		2,000	New Hire Academy
Professional Dev.& Training - Field	65000-07	$ 900	900	Language assessment	$ 900	900	Language assessment
Professional Dev. & Training - Admin	65100-07	$ 4,000	2,000	Manager	$ 3,000	1,500	Manager
			2,000	Assistant		1,500	Assistant
Travel Expense	66000-07	$ -			$ 2,000	2,000	Manager & assistant Travel for training
Travel - Transport & Mileage	66100-07	$ 2,000	2,000	Manager & assistant Travel for training	$ -		
Travel - Lodging	66200-07	$ 3,000	3,000	Manager & assistant lodging - training	$ 3,000	3,000	Manager & assistant lodging - training
Travel - Meals & IE	66300-07	$ 2,000	2,000	Manager and assistant meals - training	$ 2,000	2,000	Manager and assistant meals - training
Supplies & Materials	70000-07	$ -		New Hire/office Supplies	$ 500	500	New Hire/office Supplies
Supplies - Medical - Durable	70100-07	$ -			$ -		
Supplies - Medical - Disposable	70200-07	$ 4,275	4,275	Employee vaccinations	$ 4,275	4,275	Employee vaccinations
Supplies - Medical - O2	70205-07	$ -	-				
Supplies - Pharmaceutical	70300-07	$ -	-				
Supplies - Auto	70400-07	$ -	-				
Supplies - General/Consummable	70500-07	$ 500	500	New Hire/office Supplies			
Supplies - IT Hardware & Minor Equip.	70600-07	$ 2,200	1,700	Replacement computer	$ 1,700	1,200	Replacement computer
			500	Misc computer equipment		500	Misc computer equipment
Supplies - IT Software	70700-07	$ 5,655	300	MS Office x 2	$ 5,400	300	MS Office x 2
			5,000	HR LMS		5,000	HR LMS
			100	Adobe (form signing)		100	Adobe (form signing)
			255	ChatGPT			
Honorarium	71710-07	$ -	-		$ -		
Dues, Subscriptions & Memberships	71800-07	$ 45,600	6,000	ADP OIG/SASS	$ 34,200	6,000	OIG/SASS
			7,600	LSA/HSA/FSA		7,600	LSA/HSA/FSA
			400	SAMBA notification fees		100	SAMBA notification fees
			26,000	ADP Benefits and Talent Management		15,000	ADP Benefits and Talent Management
			300	HCHRA		300	HCHRA
				Bulk Texting for candidates		150	Bulk Texting for candidates
			4,250	Mountain States		4,000	Mountain States
			350	Survey Monkey		350	Survey Monkey
			700	SHRM		700	SHRM
Communications	73000-07	$ -	-		$ -		
Telephone/Cellular	73100-07	$ 2,400	900	District phone for Generalist	$ 2,400	900	District phone for Generalist
			1,500	Cell phone allowance		1,500	Cell phone allowance
Internet/Website Fees	73200-07	$ -			$ -		
In district food purchases	73300-07	$ 3,600	1,600	Open enrollment food	$ 3,600	1,600	Open enrollment food
			1,500	NHA		1,500	NHA
			500	Admin work sessions		500	Admin work sessions
Recruiting - Services	74100-07	$ -		Consulting and services	$ 58,499	58,499	Consulting and services
Recruiting - Marketing	74200-07	$ 9,500	3,000	Advertising in multiple sources	$ 2,000	2,000	Advertising in multiple sources
			4,500	EMS World Booth Fee			
			2,000	Social Media Recruiting Video Clips			

EAGLE COUNTY PARAMEDIC SERVICES							
HUMAN RESOURCES Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Recruiting - Lodging	74300-07	**$ 2,800**			**$ 3,000**	1,800	Hotel for candidates COO
			1,200	Hotel for candidates - other		1,200	Hotel for candidates - other
			1600	EMS World			
Recruiting - Food	74400-07	**$ 1,550**	750	Food reimbursement or dining	**$ 3,250**	750	Food reimbursement or dining
						2,500	Meet and Greet and Interview food
			800	EMS World			
Recruiting - travel	74500-07	**$ 23,400**	2,000	Air, car, mileage	**$ 42,000**	2,000	Air, car, mileage
			20,000	relocation expenses		40,000	relocation expenses
			1,400	EMS World			
Total Budget		**$ 327,780**	327,780		**$ 389,124**	389,124	

EAGLE COUNTY PARAMEDIC SERVICES							
IT Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**2026 Budget Detail**	
Uniform Allowance	63000-08	$ -			$ -		
Employee Relations	64000-08	$ -			$ -		
Prof. Development & Training - Field	65000-08	$ -			$ -		
Prof. Development & Training - Admin	65100-08	$ -			$ -		
Travel - Transport & Mileage	66100-08	**$ 700**	700	airline tickes for MSISAC	$ -		
Travel - Lodging	66200-08	**$ 800**	800	Hotel accomodations	$ -		
Travel - Meals & IE	66300-08	**$ 500**	500	Per diem for two confereance	$ -		
Supplies - Medical - Durable	70100-08	$ -			$ -		
Supplies - Medical - Disposable	70200-08	$ -			$ -		
Supplies - General/Consummable	70500-08	$ -			$ -		
Supplies - IT Hardware & Minor Equip.	70600-08	**$ 50,925**	5,150	Other accessories, monitors, keyboards, mice	**$ 35,700**	5,000	Other accessories, monitors, keyboards, mice
			2,900	POE switch spare x 4		2,800	POE switch spare
			6,000	Truck WiFi - Need to confirm with Ops		6,000	Truck WiFi
			4,125	Low Voltage Cabling		2,400	Chromebooks x 4
			1,550	iPads x 2		1,500	iPads x 2
			18,000	Xerox Support Annual & Supplies - 8 copiers		18,000	Xerox Support Annual & Supplies - 7 copiers
			10,500	Ops Badge Login System - Badge Readers 35 x $300			
			1,500	IT Specialist Desktop			
			1,200	Remote Access Desktop			
Supplies - IT Software	70700-08	**$ 78,621**	24,000	Gsuite	**$ 88,500**	23,000	Gsuite
			412	Adobe Creative Cloud		400	Adobe Creative Cloud
			258	Microsoft licensing		1,000	Microsoft licensing
			6,500	VMWare		6,000	VMWare
			3,200	Crowdstrike		3,000	Cloudstrike
			900	Purely Wireless cloud Controller		900	Purely Wireless cloud Controller
			6,000	NOC MSP Managed Service Provider		200	Managed Services - Endpoint Mgmt
						9,800	Blackbaud
			2,700	ZIXENCRYPT		2,000	ZIXENCRYPT
			1,236	Remote Access Software		1,200	Remote Access Software
			7,725	Barracuda Back-up system		7,500	Barracuda Back-up system
			3,090	Cloud to Cloud backup - Google and MS360		3,000	Cloud to Cloud backup
			15,500	System Redundancy Disaster Recovery		15,000	System Redundancy Systems
			4,000	Forticare		12,500	Forticare
			3,100	Chrome OS Licensing		3,000	Chrome OS Licensing
Fuel	70900-08	$ -			$ -		
Services - Technology	71400-08	**$ 92,000**	81,000	Integrated Tech Service	**$ 92,000**	81,000	Integrated Tech Service
			8,000	Penetration test for network security		8,000	Penetration test for network security
			3,000	IT contractors misc, wiring		3,000	IT contractors misc, wiring
Contractor Wages	71700-08	$ -			$ -		
Honorarium	71710-08	$ -			$ -		
Dues, Subscriptions & Memberships	71800-08	**$ 16,110**			**$ 29,664**		
			1,500	Remote Log In - RescueMe		10,500	Fortinet
			2,900	Fresh Service		2,700	Fresh Service
			618	Sierra		600	Sierra
			5,000	Ops Badge Login System		125	Survey Monkey
			1,000	Purely		1,000	Purely
			192	Zoom		400	AI tool for meetings
			1,900	MS-ISAC		2,500	Accessibility software plugins
			3,000	KnowBe4		2,800	KnowBe4
						140	Go Daddy Domain echsd.com and org
						450	Go Daddy Domain all others
						7,449	Barracuda backups
						1,000	Purely
Licenses, Fees & Permits	71900-08	$ -					
Repair & Maintenance - Equipment	72300-08	**$ 5,500**		Dell Hardware Support	**$ 1,256**		Dell Hardware Support
			5,500	VMWare Support		1,256	VMWare Support
Communications	73000-08	$ -			$ -		
Telephone/Cellular	73100-08	**$ 28,064**	11,500	CenturyLink	**$ 23,745**	5,100	CenturyLink
			2,064	POTS Lines		4,320	POTS Lines
			14,500	Comcast telephone		14,325	Comcast telephone
Internet/Website Fees	73200-08	**$ 60,100**	60,000	Comcast (internet for 5 stations)	**$ 68,935**	68,400	Comcast (internet for 5 stations)
			100	GoDaddy annual		535	GoDaddy annual
Total Budget		**$ 333,320**	333,320		**$ 339,800**	339,800	

EAGLE COUNTY PARAMEDIC SERVICES							
PARAMEDIC SCHOOL - EDUCATION Budget Detail							
Account Description	**Account #**	**2027 Budget**	**2027 Budget Detail**		**2026 Budget**	**20267 Budget Detail**	
Grant Revenue	44000-10	$ -			$ -		
Other Income	50000-10	$ -	Revenue from student fees		$ -		Revenue from student fees
Uniform Allowance	63000-10	$ -			$ -		
Employee Relations	64000-10	$ -			$ -		
Prof. Development & Training - Field	65000-10	$ -			$ **2,500**	2,500	
Prof. Development & Training - Admin	65100-10	$ -			$ -		
Travel Expense	66000-10	$ -			$ -		
Travel - Transport & Mileage	66100-10	$ -			$ **2,500**	2,500	
Travel - Lodging	66200-10	$ -			$ **1,000**	1,000	
Travel - Meals & IE	66300-10	$ -			$ **600**	600	
Supplies & Materials	70000-10	$ -			$ -		
Supplies - Medical - Durable	70100-10	$ -	Cot batteries (2)		$ **1,240**	1,240	Cot batteries (2)
Supplies - Medical - Disposable	70200-10	$ -	Medical consummable supplies		$ **700**	700	Medical consummable supplies
Supplies - Medical - O2	70205-10	$ -			$ -		
Supplies - Pharmaceutical	70300-10	$ -			$ -		
Supplies - Auto	70400-10	$ -			$ -		
Supplies - General/Consummable	70500-10	$ -	Reference Textbooks		$ **2,400**	500	Reference Textbooks
			Classroom Supplies			300	Classroom Supplies
			Closet Shelving			500	Closet Shelving
			Adjustable height desk for Gypsum			500	Adjustable height desk for Gypsum
			Camp Chairs for teaching outside			600	Camp Chairs for teaching outside
Supplies - IT Hardware & Minor Equip.	70600-10	$ -	Copier and supplies for		$ **3,000**	3,000	Copier and supplies for
Supplies - IT Software	70700-10	$ -	Camtasia		$ **340**	300	Camtasia
			Snagit			40	Snagit
Contractor Wages	71700-10	$ -			$ -		
Honorarium	71710-10	$ -	Guest speakers for class		$ **1,750**	1,750	Guest speakers for class
Dues, Subscriptions & Memberships	71800-10	$ -	ECG Weekly MAX		$ **1,825**	110	ECG Weekly MAX
			Kahoot			200	Kahoot
			Zoom			200	Zoom
			Osmosis			330	Osmosis
			Platinum EMS Testing Subscription			200	Platinum EMS Testing Subscription
			ChatGPT			240	ChatGPT
			EMRAP			545	EMRAP
Licenses, Fees & Permits	71900-10	$ -			$ -		
Repair & Maintenance - Equipment	72300-10	$ -	Equipment maintenance		$ **1,000**	1,000	Equipment maintenance
Communications	73000-10	$ -			$ -		
Telephone/Cellular	73100-10	$ -	Cell Phone		$ **1,500**	1,500	Cell Phone
Internet/Website Fees	73200-10	$ -			$ -		
In District Food Purchases	73300-10	$ -	Graduation Ceremony		$ **3,000**	3,000	Graduation Ceremony
Marketing & Advertising	74000-10	$ -	Paramedic School advertising		$ **700**	700	Paramedic School advertising
Total Budget		$ -	-		$ **24,055**	**24,055**	

EAGLE COUNTY PARAMEDIC SERVICES
Capital Budget

2026			
Brandon	LP 35 Monitors	$	1,320,000.00
priority maybe 2025	Stair Chair (CP and Ops)		37,525.00
Marsh maybe 2025	Stryker Power Pro for two replacements		72,000.00
Priority	Station alerting for Vail		97,205.00
Priority	Station alerting for Edwards		99,201.00
priority	Station alerting for Gypsum		97,989.00
priority	Stucco Repair and Paint Edwards Exterior		85,000.00
priority	Staff vehicles replace 775 and 201 with Ford Escapes		90,000.00
priority	CP Secure Transport Vehicle Explorer, Cage and graphics x 2		120,000.00
priority	Ambulance remounts		780,000.00
	EV Charging stations		40,000.00
mid need both	Edwards dumpster enclosure		65,000.00
	2026 Budget Total	**$**	**2,838,920.00**

2027			
Wildland	Litter w/ Wheel (split w SAR)	$	7,275.00
Operations	Ambulance Remounts, Avtech Upfit, and Graphics x 3		855,000.00
Operations	Staff Vehicle Replacement #202 w/ Light Pkg and Graphics		45,000.00
Operations	Command Vehicle Replacement #203 & 206 (Ford Expedition MAX) w/ Light F		180,000.00
CP	Secure Transport Vehicle Replacement #301 w/ Light Pkg and Graphics		58,000.00
Operations	Stretchers x 2		73,000.00
Eagle	Station alerting Eagle		100,000.00
Avon/Gypsum	Avon & Gypsum EV		40,000.00
Avon/Edwards	Airvac for Edwards and Avon		40,765.00
Edwards	Emergency Power Generator		200,000.00
Operations	911 Ventilator		21,500.00
Edwards	Classroom AV Upgrades		60,000.00
	2027 Budget Total	**$**	**1,680,540.00**



Pay Grade Reference

January 2026

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Philosophy of the Pay Grade System

The primary objective of the pay grade system is to achieve transparency in employee compensation creating a process for upward mobility that is overseen by multiple departments and/or levels of management. The pay grade system can not be entirely objective as the core values of ECPS are inherently subjective; however, the goal of the pay grade reference is to simplify and implement the pay grade system as objectively as possible.

Any supervisor or employee should be able to use the Pay Grade Reference to easily place or be placed in the pay grade system. Primarily, the Pay Grade Reference will be used with the assistance of a supervisor to develop goals and a unique path of mobility in the organization. This reference will also be used as a tool to measure an employee's success and/or shortcomings along that path.

The Full Time Community Paramedic reference has been revised to reflect the unique and changing nature of the Community Health Program. This includes the consideration of allied health experience and complex training requirements for a tiered patient response system.

Progression: In order to be considered for progression through the pay grade, all expectations and requirements must be completed within required deadlines (eg P2 to P3 0% or P3 0% to P3 25%). Failure to meet expectations and requirements may result in not progressing to the next pay grade and/or a potential demotion.

In general, annual pay grade progression through levels will be evaluated each fall at the employee's annual review. Pay grade and applicable payroll changes due to progression will take effect on the first day of the first full pay period of each calendar year.

Promotion: If you apply for, and are promoted to a different pay grade level (eg EMT to P1 or P3 50% to P4 0%), applicable payroll changes will take effect on the first day of the next full pay period after the promotion. If this occurs prior to July 1, you will receive credit for a full year in that pay grade level during the next annual evaluation. If this occurs on or after July 1, you will not receive credit for a full year of experience in that pay grade level.

For promotional applications requiring a minimum number of years of experience (as a paramedic, critical care medic, FTI, or other P4 &P5 role), that will be calculated from the original date of promotion.

If an employee resigns from either a track or pay grade level position, the employee will be moved within the pay grade system to reflect their new responsibility/pay grade level at that time.

Med-pool EMT

The Concept

A Med-pool EMT is an EMT that has been hired as a part-time employee. A primary role of a med-pool EMT is to support district staffing by filling scheduling needs both pre-scheduled and spontaneous (i.e. sick calls).

BLS Med-pool: Initially their focus should be on learning ECPS systems and guidelines, becoming a competent driver and EMT partner, and learning district and station familiarization, ambulance operations, and BLS skills. The time frame in this role may vary person to person due to varied hours of experience.

BLS-A Med-pool: Once they have developed competency in the role of Driver/Assistant, they can begin to progress to attending and documenting BLS calls. Goals are to proficiently identify, manage, and document a BLS call with minimal assistance from their paramedic partner. They are advancing their clinical knowledge and experience, and expanding their competence with ambulance operations, district familiarity, guidelines and policies.

Med-pool EMT compensation does not fall into the pay bands due to differing hours worked. Please see HR or direct supervisor with any questions.

Schedule Expectations:

- 9-12 duty shifts **AND**
- 6-9 on calls or special events per quarter.

Minimum Requirements to be eligible:

- Colorado EMT Certification
- National Registry EMT certification
- BLS/CPR certification
- Colorado Driver's License
- Maintains ECPS values

Expectations: BLS Med-pool

- Complete the EMT field training program for BLS Driver/Assistant
- Consistent competency as an EMT partner and driver
- Attend ECPS continuing education offerings such as CE nights and skills rodeos as available
- Encouraged to attend one outside conference/ workshop/class per year as approved by the training department
- Start BLS-A task book with expectation to complete within 12 months of hire date

Expectations: BLS-A Med-pool

- Maintains all of the minimum expectations and requirements above
- Successful completion of all components of the EMT Field Training Program, including BLS-A scope of practice
- Endorsement from the Clinical Department
- Proficient to independently complete all BLS skills
- Attends and documents BLS-level calls with guidance from paramedic partners as needed
- Attends ECPS continuing education offerings such as CE nights and skills rodeos as available
- Encouraged to attend one outside conference/workshop/class per year as approved by the training department

EMT 1

The Concept

An EMT 1 is an entry-level full-time EMT that is in field training. This phase lasts the duration of the Field Training Program and the remainder of EMT year 1. Their focus should be on learning ECPS systems and guidelines, becoming a competent EMT partner, and learning district and station familiarization, ambulance operations, and BLS skills.

Minimum Requirements to be Eligible

- Colorado EMT Certification
- National Registry EMT Certification
- BLS/CPR Certification
- Colorado Driver's License

Expectations of the Level

- Actively working to complete EMT Field Training Program

EMT 2

The Concept

An EMT 2 is a full-time EMT that has completed the Field Training Program and the remainder of their first year of practice. They have become a competent EMT partner. They can proficiently identify, manage, and document a basic BLS call with minimal assistance from their paramedic partner. They are advancing their clinical knowledge and experience, and expanding their competence with ambulance operations, district familiarity, guidelines and policies.

Minimum Requirements to be Eligible

- 1 year experience as full-time EMT or equivalent
- Successful completion of all components of the EMT Field Training Program
- Proficient to independently complete all BLS skills
- Maintains ECPS values

Expectations of the Level

The expectations below are waived until field training is completed and progression into the next pay grade level.

- Attends and documents BLS-level calls with some guidance from paramedic partners as needed
- Attends at least one outside conference/workshop/class per year as approved by the training department
- Participates in BLS outreach and trainings

Paramedic School

Should an EMT desire to work toward attaining a Paramedic Certification, it is appropriate for them to identify that goal as they are completing the requirements for EMT 2 and planning for advancement to EMT 3. Paramedic school is not a requirement of ECPS EMTs. Please see the 'Paramedic School Supplement' following the EMT section of this document for further details on Paramedic School requirements and application.

EMT 3

The Concept

An EMT 3 is a full-time EMT in good standing within the organization and has adequate field experience to be a highly competent partner. They are able to independently attend on any type of BLS call, are proficient in the full scope of practice for an ECPS EMT, and are working toward initiating ALS calls. EMTs may remain at this level long term or pursue advancement to an EMT 4 position.

Minimum Requirements to be Eligible

- 2 years full-time experience as an EMT or equivalent.
- Maintains ECPS values

Expectations of the Level

The expectations below are waived until field training is completed and progression into the next pay grade level.

- Independently attend and document BLS-level calls.
- Attend at least one outside conference/workshop/class per year as approved by the training department.
- Participate in BLS outreach and training. Examples include assisting in or designing a BLS-level training, completing a research topic, or completing a paramedic school prerequisite course.

Paramedic School

Should an EMT desire to work toward becoming a paramedic, it is appropriate for them to identify that goal while performing as an EMT 3 or 4. Paramedic school is not a requirement of ECPS EMTs. Please see the 'Paramedic School Supplement' following the EMT section of this document for further details on Paramedic School requirements and application.

Progression Through the E3 Pay Band

E3 0%: entry level E3
E3 25%: completion of 1 year as E3 and meeting all expectations
E3 50%: completion of 2 year as E3 and meeting all expectations
E3 75%: completion of 3 years as E3 and meeting all expectations
E3 100%: completion of 4 years as E3 and meeting all expectations

EMT 4

The Concept

Level 4 EMT is an optional higher pay grade for those wishing to further their professional development by moving into an EMT Field Training track or Special Operations track. This will involve additional regular expectations, commitments, and responsibilities compared to an E3 EMT. A Level 4 EMT has mastered the BLS guidelines and operational guidelines of the District. They are clinically experienced and their record of special projects and events provides evidence for their dedication to the District and desire to perform beyond regular shift duties. They are self-directed learners. They have a good attendance record for in-house training events, seek opportunities for outside training and are willing to step up to advance the knowledge of others.

Requirements to be Eligible to be a P4 Candidate

When a position becomes available, the application and promotion process will be overseen by HR.

EMT FTI E4 Track

- Three years of experience as a full-time 911 EMT (an employee can be eligible to apply if they are within three months of completing four years, but cannot be promoted until the completion of four years)
- One year of experience at ECPS
- Proven record of exemplifying ECPS values
- Independently attend and document BLS-level calls.
- Successful completion of approved professional educator course.
    - Suggested courses can be found under the education tab on the Whiteboard
    - You are not limited to suggested courses, and courses that meet similar goals may be proposed
    - Gain approval from a primary Supervisor to begin pursuing coursework in this track area
    - Fill out application for outside education form
    - Request and get approval for any necessary PTO

Special Operations E4 Track

Wildland Team Assistant Coordinator

- Three years of experience as a full-time 911 EMT (an employee can be eligible to apply if they are within three months of completing four years, but cannot be promoted until the completion of four years)
- One year experience as an ECPS wildland team member, or recent experience in wildland operations
- Proven record of exemplifying ECPS values
- Complete classes S-110, S-130, S-190, RT-130, & L-180
- Annually complete USFS Arduous Pack Test (3 miles with 45lb pack in under 45 min).
- Must be Red Card certified prior to promotion

E4 Application and Selection Process

When a position becomes available, an application period will be announced.

- Candidates complete the application within the announced time period.
- HR collects endorsements from all supervisors, clinical and operations and feedback from appropriate P5s
- If needed, interviews are conducted
- Final decisions are announced
- Operations and Clinical depts will schedule any necessary training and/or changes to the employee's schedule or shift assignment if needed

Ongoing Expectations of the E4 Level

EMT E4 Field Training Instructor

- At least 50% attendance is required annually at FTI meetings. Additional attendance is preferred.
- Complete new field trainer orientation
- Field train EMTs (clinical and operational) and paramedics (operational) as assigned, declining no more than one field training assignment annually.
- Assist with new employee orientation training as needed
- Assist the Clinical Department, P5s and P4 FTIs by participating in at least two organizational or outreach trainings approved or sanctioned by the clinical department. This can include shift trainings, HALO trainings, skills/airway labs, equipment roll-outs, or FT meeting training presentations.

Special Operations E4 Track

Wildland Assistant Coordinator

- Maintain ECPS values
- Complete Red Card recertification annually (USFS Arduous Pack Test & class RT-130)
- Complete S-290 during 2nd year (one time only)
- Maintain ECPS wildland equipment & medication stockpile with Wildland Team Coordinator
- Facilitate on-going training for the team
- Coordinate with county fire departments on joint trainings and recertification of ECPS personnel
- Assist with team deployment as needed with Wildland Team Coordinator
- Work with Special Operations Supervisor and Wildland Coordinator on annual budget

Paramedic School

Should an EMT desire to work toward becoming a paramedic, it is appropriate for them to identify that goal while performing as an EMT 3 or 4. Paramedic school is not a requirement of ECPS EMTs. Please see the 'Paramedic School Supplement' following the EMT section of this document for further details on Paramedic School requirements and application.

Paramedic School Supplement

Should an EMT consider or be interested in going to paramedic school through ECPS, here are the requirements and application information.

The following are required in order to apply to be a paramedic school candidate:

- At least one year of experience working for the District as an EMT or equivalent
- Be a full-time BLS-A approved EMT (if currently part-time, this will require special consideration)
- Discussion with Clinical Manager on your level of preparedness
- Possess IV certification
- Successful completion of college-level Human Anatomy and Physiology I and II
- Successful completion of Basic EKG class

When ECPS can support paramedic school candidates, an application period will be announced.

Application and Selection Process:

- Candidates complete the application within the announced time period
- Qualified applicants take the TEAS Assessment: Test of Essential Academic Skills (if they haven't already)
- HR collects endorsements from direct supervisors and feedback from FTIs
- Interviews are conducted
- Conditional offers are presented
- Continuing applicants complete the school application and gain acceptance
- If you are not qualified or ready to apply for Paramedic school but would like to take the TEAS test, please reach out to HR.

Details Regarding School:

- ECPS will determine the appropriate program for each candidate based on individual needs
- Paramedic school students will likely need to secure a plan for living in Denver at least part time
- ECPS will pay for tuition, books and all necessary fees associated with the education program. Additional financial support is being considered.

Med-pool Paramedic

The Concept

A Med-pool Paramedic is a Paramedic that has been hired as a part-time employee. A primary role of a med-pool Paramedic is to support district staffing by filling scheduling needs both pre-scheduled and spontaneous (i.e. sick calls).

Med-pool Paramedic compensation does not fall into the pay bands due to differing hours worked. Working more than 30 hr/wk on average is not permitted. Please see HR or direct supervisor with any questions.

Schedule Expectations:

- An average of one 12 hour shift per week. (Working a 24 hour shift would serve as two 12 hour shifts and meet the requirement for two consecutive weeks)
- 3 on call or special events per quarter

On a case by case basis an employee may dip down temporarily to the minimum requirements to be eligible for continued employment, which is:

- 10 shifts per quarter

Minimum Requirements to be Eligible

- Colorado Paramedic Certification
- National Registry Paramedic Certification
- ACLS certification
- BLS/CPR certification
- Colorado Driver's License
- Maintains ECPS values
- Minimum 2 years full-time ECPS Paramedic experience in good standing

Expectations: Paramedic Med-pool

- Maintain consistent competency as a Paramedic. Skills must be maintained to ECPS standards. Further training may be required and provided as necessary.
- Attend ECPS continuing education offerings such as CE nights and skills rodeos as available
- Encouraged to attend one outside conference/ workshop/class per year as approved by the training department

Paramedic 1

The Concept

A Paramedic 1 has recently graduated from a paramedic program and is in field training. This phase lasts the duration of the Field Training Program. It generally should not exceed one year. A Paramedic 1 should not be taking on special projects or advanced training for the District. Their focus should remain on improving their clinical knowledge and experience and mastering guidelines and policies.

Minimum Requirements to be Eligible

- Colorado Paramedic Cert
- National Registry Paramedic Certification
- ACLS certification
- BLS/CPR certification
- Colorado Driver's License

Expectations of the Level

- Work toward completion of all components of ALS Field Training Program
- Maintain ECPS Values

Paramedic 2

The Concept

A Paramedic 2 has completed the ECPS Paramedic Field Training Program or transitioned from another organization and has a minimum of 1 year, and less than 2 years of field experience. While they have completed field training or transitioned, they are newer medics and should primarily focus on studying ECPS guidelines and improving their clinical practice.

Minimum Requirements to be Eligible

- Successful completion of all components of the ALS Field Training Program
- Maintain ECPS Values

Expectations of the Level

If hired into this grade, expectations are waived until field training is completed and progression into the next pay grade level.

- Research one clinical or operational topic per year and share findings. Topics must have relevance and methods of sharing can be diverse. This should be done in coordination with a clinical specialist and/or P5 Educator on your shift.
- Annually, attend at least one outside conference/workshop/class per year as approved by the training department.

Paramedic 3

The Concept

A Paramedic 3 has experience in the field and is in good standing within the organization. They are hopefully involved with special projects and short-term training tasks that can be done on shift. Paramedics can choose to remain at P3 or to work toward P4 by advancing their training and by taking on additional projects and roles within the organization. Placement in this level is a balance between years of experience and other accomplishments such as coursework and credentials.

P3s can begin learning more about our various P4 tracks by discussing goals and progression with a supervisor, submitting requests for education and taking advantage of opportunities to gain entry level experience into an area. Individuals are also encouraged to review and complete P4 requirements for eligibility in preparation for track application.

Minimum Requirements to be Eligible

- 2 full years of experience as a full time paramedic
- Maintains ECPS values

Expectations of the Level

Expectations are waived until field training is completed and progression into the next pay grade level.

- Annually, research one clinical or operational topic and share findings. Topics must have relevance and methods of sharing can be diverse. This should be done in coordination with a clinical specialist, direct supervisor and/or P5 Educator on your shift.
- Annually, attend at least one outside conference/workshop/class as approved by the training department.

Progression Through the P3 Pay Band

P3 0%: entry level P3
P3 25%: completion of 1 year as P3 and meeting all expectations
P3 50%: completion of 2 years as P3 and meeting all expectations
P3 75%: completion of 3 years as P3 and meeting all expectations
P3 100%: completion of 4 years as P3 and meeting all expectations

Paramedic 4

The Concept

Level 4 Paramedic and above are optional higher pay grades for those wishing to further their professional development. A Level 4 Paramedic has mastered the guidelines and operational guidelines of the District. They are clinically experienced and their record of special projects and events provides evidence for their dedication to the District and desire to perform beyond regular shift duties. They are self-directed learners. They have a good attendance record for in-house training events, seek opportunities for outside training and are willing to step up to advance the knowledge of others. A Paramedic 4 is ready to advance their training to a specialized track and is ready to serve the District beyond 911 calls.

Requirements to be Eligible to be a P4 Candidate

When an employee is interested in pursuing a track, they should discuss their interest and requirements with their supervisor(s). If pursuing a second track or multiple tracks simultaneously, the additional workload, time commitments and overall past performance should be taken into consideration during the endorsement process.

- Three years of experience as a full-time 911 paramedic
    - An employee can be eligible to apply if they are within three months of completing three years, but cannot be promoted until the completion of three years
- 1 year experience as a paramedic at ECPS preferred, or less considered with recent prior experience in their chosen track
- An employee is eligible to apply while in field training, but specialty training can only be started once 911 Field Training has been successfully completed.
- Proven record of exemplifying ECPS values

Critical Care P4 Track

- Successful completion of approved Critical Care education course.
    - Suggested courses can be found under the education tab on the Whiteboard
        - You are not limited to suggested courses
        - Courses that meet similar goals may be proposed through following process
    - Gain approval from a primary Supervisor to begin pursuing coursework in this track area
    - Fill out application for outside education form
    - Request and get approval for any necessary PTO
    - Critical care class needs to be within 2 years of critical care field training. If prior, critical care class refresher may be required.
- Obtain State of Colorado critical care endorsement
    - This is obtained by successfully obtaining your FP-C, or CC-P certification and submitting it to the State of Colorado

Field Training Instructor P4 Track

- Successful completion of approved professional educator course.
    - Suggested courses can be found under the education tab on the Whiteboard
        - You are not limited to suggested courses
        - Courses that meet similar goals may be proposed through following process
    - Gain approval from a primary Supervisor to begin pursuing coursework in this track area
    - Fill out application for outside education form
    - Request and get approval for any necessary PTO

Fill-in Supervisor P4 Track

- Successful completion of approved professional or leadership development course
    - Suggested courses can be found under the education tab on the Whiteboard
        - You are not limited to suggested courses
        - Courses that meet similar goals may be proposed through following process
    - Gain approval from a primary Supervisor to begin pursuing coursework in this track area
    - Fill out application for outside education form
    - Request and get approval for any necessary PTO

Fill-In Community Paramedic P4 Track

- Successful completion of approved community paramedic college-level course.
    - Suggested courses can be found under the education tab on the Whiteboard
        - You are not limited to suggested courses
        - Courses that meet similar goals may be proposed through following process
    - Gain approval from a primary Supervisor to begin pursuing coursework in this track area
    - Fill out application for outside education form
    - Request and get approval for any necessary PTO
- Obtain State of Colorado community paramedic endorsement

Special Operations P4 Track

Search and Rescue (SAR) Team Coordinator

- Three years experience on a Search and Rescue (SAR) team or equivalent (ie ski patrol, etc)
- Two years experience as an ECPS Paramedic Search and Rescue (PSAR) member
- Extensive backcountry training and experience as well as knowledge in local terrain and user groups
- Annually complete USFS Arduous Pack Test (3 miles with 45lb pack in under 45 min)

Search and Rescue (SAR) Team Assistant Coordinator

- Two years experience on a Search and Rescue (SAR) team or equivalent (ie ski patrol, etc)
- One year experience as an ECPS Paramedic Search and Rescue (PSAR) member
- Extensive backcountry training and experience as well as knowledge in local terrain and user groups.
- Annually complete USFS Arduous Pack Test (3 miles with 45lb pack in under 45 min)

Wildland Team Coordinator

- Two years experience on ECPS wildland team.
- Complete classes S-110, S-130, S-190, RT-130, & L-180
- Annually complete USFS Arduous Pack Test (3 miles with 45lb pack in under 45 min)
- Must be Red Card certified prior to promotion.

Wildland Team Assistant Coordinator

- One year experience as an ECPS wildland team member, or recent experience in wildland operations
- Complete classes S-110, S-130, S-190, RT-130, & L-180
- Annually complete USFS Arduous Pack Test (3 miles with 45lb pack in under 45 min).
- Must be Red Card certified prior to promotion.

Tactical Team member

- Complete Colorado reserve officer (POST) training
- Annually complete USFS Arduous Pack Test (3 miles with 45lb pack in under 45 min)

P4 Application and Selection Process

When a position becomes available, an application period will be announced.

- Candidates complete the application within the announced time period
- HR collects endorsements from all supervisors, clinical and operations and feedback from appropriate P5s
- If needed, interviews and assessments are conducted
- Final decisions are announced
- Operations and Clinical depts will schedule any necessary field training and changes to the employee's schedule or shift assignment if needed

Ongoing expectations of each P4 Level

After an employee is promoted to a P4 track, the following are expectations of each track.

Field Training Instructor - Education Track

- Maintain ECPS values
- At least 50% attendance is required annually at FTI meetings. Additional attendance is preferred.
- Complete new field trainer orientation. This must be completed within one year of promotion.
- Field train EMTs and paramedics as assigned, declining no more than one field training assignment annually. This includes BLS/ALS and any other staff training as needed.
- Assist with new employee orientation training as needed
- Assist Clinical, Ops, or P5s by participating in at least two approved organizational or outreach trainings annually.

    - This can include shift trainings, HALO trainings, skills/airway labs, equipment roll-outs, or FT meeting training presentations.
- Participate in a professional educator class or outside conference at least every three years

Critical Care Paramedic-Critical Care Track

These are minimum standards, exceeding them is encouraged.

- Maintain ECPS values
- Complete critical care field training program. This must be completed within one year of promotion and within two years of critical care class, otherwise refresher may be required.
- Maintain Colorado critical care endorsement
- At least 50% attendance is required annually at critical care roundtable meetings. Additional attendance is preferred.
- Attend on a minimum of one critical care transfer annually
- Complete a minimum of 1 clinical rotation annually in an ICU setting. More are preferred.
- Participate in a minimum of 75% of agency provided critical care skills training. 100% is preferred.
- Participate in critical care specific education opportunity, outside of ECPS, at least every two years (this can not include the 16 hour required refresher course for F-PC)

Fill-In Supervisor-Supervisor Track

- Maintain ECPS values
- Complete ECPS Supervisor Field Training Program
- At least 50% attendance is required annually at monthly operations meetings. Additional attendance is preferred.
- Complete ICS 300 class within one year
- Maintain EGE SIDA badge
- Attend community meetings as assigned
- Work a minimum of two supervisor shifts per quarter (via shift accommodation or overtime)
- Participate in a supervisory/leadership class or related outside conference at least every three years

Fill-In Community Paramedic-Community Paramedic Track

- Complete ECPS Community Paramedic Field Training Program (must be completed within one year of promotion)
- Maintain ECPS values
- Complete all required assigned 9th Brain CP training items
- Maintain Colorado community paramedic endorsement
- Work a minimum of two CP shifts per quarter(via either shift accommodation or overtime.) One per month is preferred.
- At least 50% attendance is required at monthly CP meetings. Additional attendance is preferred.

Special Operations Track:

SAR Team Coordinator

- Maintain ECPS values
- Facilitate team openings when required
- Point of contact between ECPS administration and team
- Maintain positive working relationship between VMRG and ECPS
- Organize and facilitate yearly meetings
- Maintain records of certifications and qualifications for team members
- Update team on latest ICAR recommendations
- Review calls and encourage best practices
- Work with assistant coordinator on annual budget
- Annually complete USFS Arduous Pack Test (3 miles with 45lb pack in under 45 min)

SAR Assistant Coordinator

- Maintain ECPS values
- Facilitate training of new members
- Maintain backcountry equipment and medication stockpiles
- Assist with annual budget
- Assist with yearly training
- Annually complete USFS Arduous Pack Test (3 miles with 45lb pack in under 45 min)

Wildland Team Coordinator

- Maintain ECPS values
- Maintain ECPS Wildland team member certifications & qualifications in IQS
- Maintain ECPS wildland equipment & medication stockpile with Wildland Team Assistant Coordinator
- Facilitate annual staff meeting and season debrief
- Work with the Special Operations Supervisor and Assistant Coordinator on annual budget
- Coordinate with Special Operations Supervisor and Operations Manager on deployment availability
- Maintain contact with crews during deployment for support
- Maintain personal wildland certifications

Wildland Assistant Coordinator

- Maintain ECPS values
- Complete Red Card recertification annually (USFS Arduous Pack Test & class RT-130)
- Complete S-290 during 2nd year (one time only)
- Maintain ECPS wildland equipment & medication stockpile with Wildland Team Coordinator
- Facilitate on-going training for the team
- Coordinate with County fire departments on joint trainings and recertification of ECPS personnel
- Assist with team deployment as needed with Wildland Team Coordinator
- Work with Special Operations Supervisor and Wildland Coordinator on annual budget

Tactical Team member

- Maintain ECPS values
- Successfully complete ECSOU new member testing
- Pass ongoing weapon proficiency testing (every 6 months)
- Participate in SOU trainings (16 hrs/month + 40 hr block annually)
- Attend tac-med specific SWAT school (must be done within 1 year)
- Must be generally available for pre-planned and expeditious deployment with 45min response time to Eagle County.
- Involves unpaid on-call status.
- Annually complete USFS Arduous Pack Test (3 miles with 45lb pack in under 45 min)

P4 Hybrid Paramedic

The Concept

The P4 Hybrid Paramedic will serve the district full time as a paramedic in both the 911 and Community Health Programs. This role requires proficiency as both a full time 911 paramedic and full time Community Paramedic.

A Level 4 Hybrid Paramedic has mastered the clinical and operational guidelines of the District. They are clinically experienced in both areas of EMS, and dedication to the District and desire to perform beyond regular shift duties has been demonstrated. They are self-directed learners. They have a good attendance record for in-house training events, seek opportunities for outside training and are willing to step up to advance the knowledge of others. A P4 Hybrid Paramedic is ready to advance their training and contribution to the District by serving simultaneously in two different clinical areas that require unique knowledge, skills and operational standards.

Track concept: A P4 Hybrid Paramedic will count as a single track whether it is a P4 Fill in CP or P4 Fill in 911.

Requirements to be Eligible to be a P4 Hybrid Paramedic Candidate

When an employee is interested in pursuing the P4 Hybrid Paramedic role they should discuss their interest and requirements with their supervisor(s) and the Community Health Manager.

- Minimum of three years of recent experience as a full-time paramedic with 911 transport experience (an employee can be eligible to apply if they are within three months of completing three years, but cannot be promoted until the completion of three years).
- 3 months experience as a full or part-time Community Paramedic at ECPS preferred, or six months with recent prior experience in Community Paramedicine.
- Proven record of exemplifying ECPS values
- Complete Community Paramedic college-level course (8 week course) with passing grade from accredited institution within three months of hire or promotion.
- Current State of Colorado community paramedic endorsement

P4 Hybrid Application and Selection Process

When a position becomes available, an application period will be announced.

- Candidates complete the application within the announced time period
- HR collects endorsements from all supervisors, clinical and operations and feedback from appropriate P5s
- If needed, interviews are conducted
- Final decisions are announced

- Operations and Clinical depts will schedule any necessary field training and changes to the employee's schedule or shift assignment if needed

Ongoing expectations of P4 Hybrid Level

After an employee is promoted to a P4 Hybrid position, the following are expectations of the role:

- Maintain ECPS values
- Provision of at least ⅓ of full time schedule in either Community Health department or 911.
- Complete assigned training, credentialing and other expectations of both the Community Paramedic and 911 Paramedic role
- Assist Clinical, Ops, or P5s by participating in at least two approved organizational or outreach training annually
- Maintain expectations of 911 field paramedic, including participation in on-shift training, HALO training, asynchronous CE events
- Assist with new community health employee orientation training as needed
- Participate in at least one education course outside of ECPS every 2 years.
- At least 50% attendance is required at Community Health trainings and meetings. Additional attendance is preferred.
- Completion of one annual clinical rotation with approved community stakeholder organization. (VHBH Crisis Team, Vail Health, CMM)
- Completion of Patient Navigation and Community Health Worker Training Education Program within two years of movement into this role.
- Completion of Colorado Crisis Response training program

Paramedic 5 - Critical Care

The Concept

Regardless of their specialty tracks, Level 5 Paramedics are role models for the organization. They consistently display leadership qualities, professionalism, and a positive attitude. They elevate others by demonstrating a strong work ethic, sound clinical decision-making, and the ability to mentor and support colleagues.

The P5 Critical Care Paramedic is a full-time field paramedic with extensive critical care experience. This is a leadership role. The P5 Critical Care Paramedic serves as a shift-level clinical leader, mentor, educator, and subject-matter expert. They support the development of new critical care providers, promote excellence in critical care transport, and contribute to the ongoing improvement of the ECPS Critical Care Program.

Requirements to be Eligible to be a P5 Candidate

When a position becomes available, the application and promotion process will be overseen by HR.

- Minimum five years full-time Paramedic experience (eligible to apply within three months of requirement).
- Minimum two years critical care transport experience
- Minimum two years Field Training Instructor experience
- Minimum one year full-time ECPS employment
- Maintain ECPS values
- Endorsement will be solicited from the Clinical Manager, Operations Manager, all Supervisors, and the Critical Care Group (facilitated by HR)
- Leadership qualities: teamwork and trust-building, mentorship and encouragement, recognition of peers, positive cultural influence, problem-solving initiative

Ongoing Expectations

A. Professional Standing & Participation

- Maintain ECPS values and CO State Critical Care Paramedic certification
- Maintain continued approval of Clinical Manager, Clinical Specialist, and Ops Manager
- Attend ≥75% of Critical Care meetings and ≥75% of Critical Care skills trainings.
- Complete one clinical experience annually or other approved clinical education experience
- Participate in critical-care–specific education outside ECPS every two years.
- Participate in leadership/professional development every two years.

B. Shift-Level Clinical Leadership

- Serve as the primary advanced clinical resource for the organization
- Provide support for supervisory clinical decision-making
- Carry out assigned shift-based clinical discussions, micro-trainings, or skills refreshers
- Support and empower P4 Critical Care Paramedics
- Model and promote a positive, solutions-focused culture

C. Development of New Critical Care Paramedics

- Field train and mentor P4 Critical Care Paramedics as assigned
- Guide trainees through the Critical Care Field Training Manual.
- Provide timely documented feedback to trainees, Clinical, and Operations.
- Participate in P4 CC selection, evaluation, and mentorship by completing endorsements for candidates on shift and participating in interviews as able.

D. System-Level Quality Improvement & Program Development

- Contribute to Critical Care Roundtable twice a year with In-depth case review, Journal review or in depth topic discussion
- Collaborate with Clinical Specialists, Medical Directors, and Ops
- Assist with educational content, equipment rollouts, and program updates

E. Clinical and Training Quality Improvement

- Complete assigned run reviews within expected timeline of 4 worked (12 or 24) shifts.
- If the employee has planned or unplanned time off they are encouraged to report that to the Clinical Manager so that report assignments can be stalled.

Annual Performance Objectives (Required)

1. Simulation Education – Design, implement, and complete one full critical care simulation session annually.
2. Non-Clinical Leadership Presentation – Prepare and present one non-clinical topic annually (leadership, communication, teamwork, crew resource management(CRM), safety, decision-making, etc.).
3. CPG Section Responsibility – Conduct annual review, update, and submission of revisions for assigned sections of the Critical Care CPGs.

Paramedic 5 Educator

The Concept

Regardless of their specialty tracks, Level 5 Paramedics are role models for the organization. They consistently demonstrate leadership qualities, professionalism, emotional intelligence, and a positive, solutions-focused attitude. They elevate others by modeling a strong work ethic, sound clinical judgment, and the ability to mentor and support colleagues in a psychologically safe learning environment.

The P5 Educator is a full-time field paramedic with extensive field training experience. This is a leadership role. The P5 Educator serves as a shift-level training leader, coach, educator, and subject-matter expert in the Field Training Program. They support the development of new employees, promote excellence in training and onboarding, and contribute to the continuous improvement of the ECPS Education and FTI Program through evidence-informed educational practices.

Requirements to be Eligible to be a P5 Candidate

When a position becomes available, the application and promotion process will be overseen by HR.

- Minimum five years full-time Paramedic experience (eligible to apply within three months of requirement)
- Minimum two years experience as a Field Training Instructor
- Minimum one year full-time ECPS employment
- Maintain ECPS values
- Endorsement solicited from the Clinical Manager, Clinical Educator, Operations Manager, all Supervisors, and the FTI Group (facilitated by HR)
- Leadership qualities: Teamwork and trust-building, mentorship and encouragement, recognition of peers, positive cultural influence, problem-solving initiative.

Ongoing Expectations

A. Professional Standing & Participation

- Maintain ECPS values and required Colorado Paramedic credentials
- Maintain continued approval of the Clinical Manager, Clinical Educator and Operations Manager
- Attend ≥75% of FTI and P5 meetings annually.
- Attend an educator or EMS education conference at least every two years.
- Participate in professional or leadership development every two years
- Assist with new employee orientation as needed

B. Training Leadership

- Participate in P4 CC selection, evaluation, and mentorship by completing HR endorsements for known candidates and participating in interviews as able
- Support supervisory decision-making for trainee progression and training needs
- Facilitate shift-based learning through discussions, micro-trainings, skills refreshers, and scenario-based teaching
- Support and empower FTIs on the shift as developing educators
- Engage in constructive, timely feedback exchange with FTIs and trainees
- Model and promote a positive, inclusive, learning-focused culture

C. Development and Support of Field Training Instructors

- Field train new EMTs and Paramedics as assigned
- Coach and support FTIs in contemporary field training and instructional best practices
- Partner with operational supervisors on trainee/trainer assignments
- Provide input to Supervisors for mid-year and end-of-year FTI reviews
- Help orient new FTIs to the Field Training Program
- Delegate and mentor FTIs in delivering content created by the P5 Educator and Clinical Department

D. Coordination of Field Training for Employees

*Collaboratively done with Clinical Educator

- Ensure FTIs are prepared and equipped to begin field training assignments
- Review trainee performance feedback, identify learning trends, and collaborate on progression plans
- Communicate with Operational Supervisors and the Clinical Educator regarding trainee progress and scheduling impacts
- Collaboratively develop specialty or individualized training plans when needed
- Utilize varied instructional strategies to support individual learner needs (coaching, guided practice, simulation, reflective questioning, etc.)

E. Clinical and Training Quality Improvement

- Complete assigned run reviews within expected timeline of 4 worked (12 or 24) shifts
- If the employee has planned or unplanned time off they are encouraged to report that to the Clinical Manager so that report assignments can be stalled
- Support the rollout of clinical updates, training changes, clinical guideline updates, and new equipment

Annual Performance Objectives (Required)

- **Training Program Project** – Complete one annual educator-led project such as curriculum updates, evaluation tool revisions, development of new educational modules, or improvements to FTI program resources
- **Education Delivery (Shift Training)** – Deliver / Facilitate one structured education session per quarter (2-3 annually) field staff (clinical, operational, or educational methodology).
- **Protocol Review** – As assigned - Conduct annual review, update, and submission of revisions. Review will include an education plan for rolling out any changes to staff.

Community Health

These roles will include Community Paramedic, Community Health Technician and Community Health Clinician.

Entry will be determined based on previous healthcare experience, including but not limited to experience as a paramedic or other allied health professional. Experience will be reviewed and valued by the Community Health Manager and HR to determine entry level.

Progression through the full time Community Paramedic track will vary from P1-P5 progression, based on the variation of role responsibilities and requirements within the organization. The Community Paramedic is expected to work towards expertise in managing a different patient population, providing a different scope of services, and knowledge in specialty areas not involving emergency medicine and treatment. Daily responsibilities, utilization of worked time, and schedule will be different from the 911 Paramedic and therefore requires a modified track progression.

Community Health Technician

The Concept

A Community Health Technician (CHT) has graduated from an EMT program and should be enrolled in the ECPS EMT BLS Field Training Program. The CHT serves as an EMT in the ECPS Community Health Program, supporting the work of Community Paramedics and providing care to Community Paramedic patients and community members served by CP programs.

Schedule Expectations:

- 2-4 duty shifts (6-12 hr) per month minimum

Minimum Requirements to be Eligible

- Colorado EMT Certification
- National Registry EMT Certification
- BLS/CPR Certification
- Colorado Driver's License
- Completion of BLS Field Training within 6 months of hire

Expectations of the Level

- Work toward completion of all components of CP Field Training Program
- Maintain ECPS Values
- 50% attendance at monthly CP meetings
- Complete all required assigned 9th Brain CP training items

Community Health Clinician

The Concept

A Community Health Clinician is a health care provider who may or may not be a Paramedic or EMT, who holds a valid Colorado license, registration, or certification by the Colorado Department Of Regulatory Agencies (DORA), who may provide clinical services to CP patients under the CIHCS license as determined by state statute. Clinical experience and certification must fall within the scope of practice for CIHCS providers, and will be determined by the Community Health Manager and HR prior to hire. As an example, this employee may be a Registered Nurse or Licensed Clinical Social Worker providing services to CP patients.

Schedule Expectations:

- 2-4 duty shifts (12 hr) per month minimum

Minimum Requirements to be Eligible

- A valid license, registration, or certification from the Colorado Department Of Regulatory Agencies (DORA)
- ACLS certification - if applicable
- BLS/CPR certification
- Colorado Driver's License

Expectations of the Level

- Work toward completion of all components of CP Field Training Program
- Maintain ECPS Values
- 50% attendance at monthly CP meetings
- Complete all required assigned 9th Brain CP training items
- Maintaining appropriate certifications as determined at hire

Community Paramedic 1

The Concept

A Community Paramedic 1 has graduated from a paramedic program and is in field training, or has less than one year of paramedic field experience. This phase lasts the duration of the new paramedic Field Training Program. A CP 1 should not be taking on special projects or advanced training for the District. Their focus should remain on improving their clinical knowledge and experience and mastering guidelines and policies.

Minimum Requirements to be Eligible

- Colorado Paramedic Cert with Community Paramedic endorsement within 3 months of hire
- National Registry Paramedic certification
- ACLS certification
- BLS/CPR certification
- Colorado Driver's License

Expectations of the Level

- Complete Community Paramedic college-level course (8 week course) with passing grade from accredited institution within three months of hire or promotion.
- Work toward completion of all components of CP Field Training Program
- Maintain ECPS Values
- 50% attendance at monthly CP meetings
- Complete all required assigned Prodigy training items
- Completion of at least one clinical rotation (as assigned) annually

Community Paramedic 2

The Concept

A Community Paramedic 2 has completed the CP field training program or transitions from another organization and has a minimum of 1 year, and less than 2 years community paramedic, or related allied health field experience. While they have completed field training, they are newer Community Paramedics and should primarily focus on mastering ECPS CP guidelines and improving their clinical practice.

Minimum Requirements to be Eligible

- Colorado Paramedic Cert with Community Paramedic endorsement
- National Registry EMT-P certification
- One full year of experience as a full time paramedic or related allied health field experience.
- Successful completion of all components of the CP Field Training Program
- Maintain ECPS Values

Expectations of the Level

- Research one clinical or operational topic per year and share findings. Topics must have relevance and methods of sharing can be diverse. This should be done in coordination with the Community Health Manager or Advanced Paramedic Specialist.
- 50% attendance at monthly CP meetings
- Complete all required assigned Prodigy training items
- Practicing as an independent CP with some restrictions based on training level
- Completion of at least one clinical rotation (as assigned) annually

Community Paramedic 3

The Concept

A Community Paramedic 3 has at least two years of paramedic or related allied health field experience. A CP3 has experience in the field and is in good standing within the organization. They are involved with department projects and short-term training tasks that can be done on shift. CPs can choose to remain at this level or to work toward Level 4 by advancing their training and by taking on additional projects and roles within the organization. Placement in this level is a balance between years of experience and other accomplishments such as coursework and credentials.

Minimum Requirements to be Eligible

- Colorado Paramedic Cert with Community Paramedic endorsement
- Two full years of experience as a full time paramedic or related allied health field experience.
- Maintain ECPS Values

Expectations of the Level

If hired into a P3 level expectations are waived until field training is completed and progression into the next pay grade level.

- Research one clinical or operational topic per year and share findings. Topics must have relevance and methods of sharing can be diverse. This should be done in coordination with the Community Health Manager or Advanced Paramedic Specialist.
- Attend at least one outside conference/workshop/class per year as approved by the training department.
- 50% attendance at monthly CP meetings
- Complete all required assigned Prodigy training items
- Completion of at least one clinical rotation (as assigned) annually
- Practicing as an independent CP with minimal restrictions based on training level

Progression Through the CP3 Pay Band

CP3 0%: entry level CP3
CP3 25%: completion of 1 years as CP3 and meeting all expectations
CP3 50%: completion of 2 years as CP3 and meeting all expectations
CP3 75%: completion of 3 years as CP3 and meeting all expectations
CP3 100%: completion of 4 years as CP3 and meeting all expectations

Community Paramedic 4

The Concept

Level 4 Community Paramedic and above are optional higher pay grades for those wishing to further their professional development. A Level 4 Community Paramedic has mastered the clinical and operational guidelines of the District. They are clinically experienced and have shown dedication to the district. They are self-directed learners. They have at least 50% attendance record for in-house training events, seek opportunities for outside training and are willing to step up to advance the knowledge of others. A Community Paramedic 4 will advance their training to a specialized track and serve the District beyond CP calls.

Requirements to be Eligible to be a CP4 Candidate

When an employee is interested in pursuing a track, they should discuss their interest and requirements with their supervisor(s). If pursuing a second track or multiple tracks simultaneously, the additional workload, time commitments and overall past performance should be taken into consideration during the endorsement process.

- Three years of experience as a full-time paramedic
    - An employee can be eligible to apply if they are within three months of completing three years, but cannot be promoted until the completion of three years
- One year experience as a community paramedic at ECPS preferred, or less considered with recent prior experience in their chosen track
- An employee is eligible to apply while in field training, but specialty training can only be started once 911 Field Training has been successfully completed.
- Proven record of exemplifying ECPS values

Field Training Instructor CP4 Track

- Successful completion of approved professional educator course.
    - Suggested courses can be found under the education tab on the Whiteboard
        - You are not limited to suggested courses
        - Courses that meet similar goals may be proposed through following process
- Complete a competency assessment for the field trainer role through the Advanced CareSpecialist or Community Health Manager

CP Team Lead CP4 Track

- Complete a competency assessment for the team lead role through the Advanced Care Specialist or Community Health Manager

CP4 Application and Selection Process

- Candidates complete the application within the announced time period

- HR collects endorsements from Community Health Manager
- If needed, interviews and assessments are conducted
- Final decisions are announced
- Advanced Paramedic Specialist will schedule any necessary field training and changes to the employee's schedule or shift assignment if needed

Ongoing expectations of each CP4 Level

After an employee is promoted to a P4 track, the following are expectations of each track.

Field Training Instructor CP4 Track

- Maintain ECPS values
- At least 50% attendance is required annually at FTI meetings. Additional attendance is preferred.
- Complete new field trainer orientation. This must be completed within one year of promotion.
- Field train CHTs and Community Paramedics as assigned.
- Assist with new employee orientation training as needed
- Assist Community Health Manager and Advanced Paramedic Specialist by participating in at least two approved organizational or outreach trainings annually.
    - This can include shift trainings, skills labs, equipment roll-outs, or monthly CH meeting training presentations.
- Participate in a professional educator class or outside conference at least every three years

CP Team Lead CP4 Track

- Maintain ECPS values
- At least 50% attendance is required annually at monthly CH meetings and agency operations meetings. Additional attendance is preferred.
- Complete ICS 300 class within one year
- Attend community meetings as assigned
- When on duty with other Community Health staff, the CP Team Lead will work as CP1, providing general operational supervision for shift. This includes but is not limited to primary communication with case coordinator, community health nurse, supervisors, and outside partners (dispatch, crisis clinicians) to ensure streamlined services and oversight of CH calls for that shift.
- Participate in a supervisory/leadership class or related outside conference at least every three years

Community Paramedic 5

The Concept

Regardless of their specialty tracks, Level 5 Community Paramedics are role models for the organization. They consistently display leadership qualities and a positive attitude. They are someone who others enjoy working with because of their hard work ethic and pleasant demeanor. They are leaders within the organization and mentors to others. When they see problems, they think of solutions and act upon them to make improvements. While they are competent paramedics, their focus is on working with others for the betterment of the organization. They are subject-matter experts within their specialty track and others seek them out for guidance.

The P5 Community Paramedic is a full-time Community Paramedic with extensive field and Community Paramedic experience. This is a leadership position within the organization. The P5 Community Paramedic is a leader and is responsible for overseeing daily operations and managing interactions between hospital and clinic providers, mental health providers, field crews and ECPS administration.

Requirements to be Eligible to be a CP5 Candidate

When a position becomes available, the application and promotion process will be overseen by HR.

- Must be Full-time Community Paramedic at ECPS
- Six full years of experience as a full time paramedic or related allied health field experience (An employee can be eligible to apply if they are within three months of completing five years, but cannot be promoted until the completion of five years.)
- At least two years of full-time experience as a community paramedic.
- At least one year experience as a community paramedic at ECPS.
- Complete all required assigned Prodigy training items
- Completion of Patient Navigation and Community Health Worker Training Education Program Maintain Colorado community paramedic endorsement
- 75% attendance at monthly CP meetings
- Maintain ECPS values
- Endorsement from Chief Clinical Officer, Ops Manager, and Community Health Manager.. (managed by HR)
- Proven Leadership Qualities
    - Shows teamwork and builds trust within the field training group
    - Provides guidance and encouragement to others
    - Recognizes others achievements, motivates and inspires
    - Works to decrease cultural negativity and eliminate root cause
    - Initiates improvement and brings new ideas to fruition

Expectations

Coordinate Field Training Of New Employees On Shift

This includes but is not limited to the following:

- Act as field trainer for new Community Paramedics.
- Read CP FTI feedback on trainees and plan for program progression.
- Advise the Community Health Manager of scheduling needs and program progression for trainees.
- Adapt training plans and/or coach new Community Paramedics to meet their field training goals.
- Coordinate final sign offs by ensuring paperwork is complete and the trainee has fulfilled all training requirements.

Assist In Quality Improvement In Regards To The Community Paramedic Program

This includes but is not limited to the following:

- Attend Community Paramedic Strategic Planning and Advisory Board Meetings
- Assist with guideline review and development
- Collaborate with Community Health Manager to identify needs of the Community Paramedic Program
- Assign continuing education topics to the Community Paramedic Program
- Offer experiences related to all aspects of clinical practice.
- Participate in the following:
    - Quality improvement
    - Guideline development
    - Continuing Education
    - Present topics during training events
    - Daily shift collaboration with 911 paramedics to educate field staff of capabilities of CP program
    - Call review with field staff where CP/911 staff either worked together, or where the potential for collaboration was missed
    - Quarterly shift presentation on the CP program, capabilities, guidelines, updates or any information found to be pertinent to the development of the CP program.

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Appendix

Track Progression: E4, P4, CP4, P4 Hybrid, P5, CP5

Progression Through Pay Band with Single and Multiple Tracks

X= pay grade band

Single Track:

P(X) 0%: the first year of acceptance into P(X)
P(X) 25%: completion of 1 full year in one track as a P(X)
P(X) 50%: completion of 2 full years in one track as a P(X)
P(X) 75%: completion of 3 full years in one track as a P(X)
P(X) 100%: completion of 5 full years in one track as a P(X)

Multiple Tracks:
Up to two tracks counted in progression

P(X) 0%: the first year of acceptance into P(X) (one or more tracks)
P(X) 25%: completion of 1 full year in one track as a P(X)
P(X) 50%: completion of 1 full year in one track and acceptance into a 2nd track **or** completion of 1 full year in two tracks
P(X) 75%: completion of at least 2 full years in one track **and** acceptance into or completion of one full year of a second track
P(X) 100%: completion of 2 full years in two tracks **or** completion of 3 full years in one track and 1 full year in a second track

Other Information:

- If you are pursuing one track and add a second track part of the way through your progression, you will then move into the multiple track progression.
- If you are pursuing two or more tracks and then decide to decrease to one track, you will be moved into the appropriate pay grade level in the single track progression based on the time you have been in the longest track.
- Multiple Track Progression requires continuation of **both** tracks
- Only P(X) pay grade years qualify for years of completion for progression through P(X) pay band
- If you are a P(X) 0%, you will need to complete a full year in at least one track prior to any promotion progression as noted above.
- Please see Philosophy on page 5 for more information