

Vermont Emergency Medical Services Advisory Committee

Meeting Minutes

Date: January 21, 2026

Location: Barre Town Municipal Building, Board Room, Barre (VT), & Microsoft Teams

Meeting Called to Order: 1:00 PM by Drew Hazelton

Rollcall – Committee Members

Representative	Attendance	Representative	Attendance
District 1		District 2	
Kathy Jochim	Present	Adam Heuslein	Present
		Samantha Atwood	
District 3		District 4	
Leslie Lindquist	Present	Scott Brinkman	
Becky Alemy		Corey Boisvert	Present
District 5		District 6	
		Joe Aldsworth	
		David Danforth	Present
District 7		District 8	
Charlene Phelps		Matt Parrish	Present
Kate Rothwell	Present	Charles Piso	Present
District 9		District 10	
Alan Beebe		Michael Tarbell	
		Jim Finger	
District 11		District 12	
		Bill Camarda	Present
		Bobby Maynard	
District 13		VAA	
Eric Wilson	Present	Drew Hazelton	Present
IREMS		PFFV	
Pat Malone	Present	Marc Hachey	Present
Chris LaMonda		Billy Fritz	Present
VCFC		VSFA	
Aaron Collette	Present		
Michael Randzio	Present		
VAHHS		VLCT	
Liz Couto	Present	Lee Krohn	Present
VDH			
Will Moran	Present		
Chelsea Dubie	Present		

Non-members in attendance: Courtney Newman, Donna Jacob, Olivia Coe

Vermont Emergency Medical Services Advisory Committee

Introduction

Liz Kudo, the representative for the Vermont Association of Hospitals and Health Systems, introduced herself.

Health Department Remarks and Committee Expectations

Will Moran, state EMS Chief, expressed appreciation for the committee's work of the last year and emphasized:

- Continued effort to strengthen relationships between VDH and the Committee
- Recognition of historical tensions and progress since earlier administrations
- Commitment to providing staff support and resources to the committee

A formal request was made that Committee members:

- Extend the same level of respect to all Health Department staff as fellow committee members.
- Engage Health Department staff with curiosity and professionalism, even during disagreement.
- Direct difficult or heated concerns to Will Moran, rather than staff members.

Meeting Minutes Review & Approval

The minutes from December 10th, 2025, meeting were previously distributed to the committee.

- Motion to approve the December 10th meeting minutes by David Danforth and seconded by Charles Piso.
- A committee member inquired if the minutes had been previously distributed; the minutes were distributed the day after the last meeting.
- Motion carried with one abstention.

EMS Education Council Meeting Logistics

The committee reviewed the role and structure of the Education Council. The Education Council is a formal sub-group of the EMS Advisory Committee. All Advisory Committee members are members of the Education Council, though participation is optional. Open Meeting Law requirements apply; meetings must be warned and minutes maintained. Legal guidance will be sought so to ensure compliance with the law.

Members interested in formally participating should notify Council Chair Pat Malone. Membership of the council will be formalized at the February meeting. Non-committee members (e.g. senior instructors, instructor coordinators) are encouraged to attend and participate in discussions.

The EMS Education Council will meet for 30 minutes monthly; the council meeting will precede the EMS Advisory Committee meeting.

Vermont Emergency Medical Services Advisory Committee

Legislative Report

The report was submitted to the state legislature on time. Pat Malone testified before House Government Operations and Military Affairs and spoke to several findings. The committee was interested, asked questions, and expressed their interest in having a representative of the EMSAC back to continue the discussion.

A request from a member of the EMSAC to the EMSAC chair that future testimony more thoughtfully distinguishes between personal expertise and opinion, and consensus developed by the committee. A specific concern raised about statements related to paramedic deployment and rural municipal agencies. The Committee clarified use of the “paramedic paradox” concept and agreed to exercise caution in framing future discussions.

Data Quality and Interpretation

The committee engaged in extensive discussion regarding data quality and interpretation. Limitations in data do exist (availability, consistency, and accuracy). Data was aggregated from multiple years and sources; data provided to the committee from CCG was de-identified. The committee chair emphasized the report was intended for a system-level analysis, not agency or municipal comparisons. Committee members should consistently reinforce report limitations when discussing findings.

Policymakers may rely too heavily on executive summaries; improving data infrastructure is a core future objective. Committee members should consistently reinforce report limitations when discussing findings.

- Motion to authorize the EMSAC committee chair to ask the legislature to amend the DEVA Ambulance Provider Tax Form to include additional reporting elements by David Danforth, and seconded by Matt Parish.
- No further discussion and the motion carried.

Financial Report and Consultant Contract Status

Following the end of Cambridge Consultant Group contact, Rescue Inc. spent \$43,025.01 on behalf of the EMSAC. The subrecipient grant to Rescue Inc., the fiscal sponsor for the EMSAC, has been executed, and will be invoicing the Health Department for those expenses.

The original appropriation by the legislature was \$370,000.00. Approximately \$150K was spent on the work completed by the Cambridge Consulting Group. Following the processing of the latest invoice by the Department, approximately, \$176, 975 will remain to support the EMSAC in this project.

- Motion to contract again with MedOps to continue their work with the EMS Advisory Committee by Pat Malone, and seconded by David Danforth.
- An amendment to the motion was made to place a spending cap of \$100,000 on the contract. The amendment was excepted.

Vermont Emergency Medical Services Advisory Committee

- Discussion focused on the ongoing need for technical writing, project coordination and analysis support. Members expressed a desire to continue working with the prior consultants. If necessary, other contractor(s) can be obtained to accomplish the project.
- The motion carried.

Committee Leadership

The committee chair initiated a conversation on committee leadership, and who will be the committee chair for the year. Drew Hazelton expressed his interest in continuing in the role, however, would support the notion of electing a vice-chair.

- Motion to nominate Drew Hazelton as the EMS Advisory Committee chair for calendar year 2026 by David Danforth and seconded by Will Moran.
- No discussion: the motion carried unanimously.
- Motion to appoint Pat Malone as the vice chair of the EMS Advisory Committee for calendar year 2026 by David Danforth, and second Lee Krone.
- Pat Malone disclosed that his contract with the university expires mid-year; if his contract is not extended it is unclear if he will continue working with the committee.
- The motion carried unanimously.

Future Work and Legislative Mandates

The committee reviewed the statutory requirements for the next phase of the project. This includes the design of a statewide EMS system and developing a budget review framework. Additionally, the committee is responsible for developing a five-year statewide plan to improve the coordinated delivery of EMS statewide. This includes specific goals, a time frame for achieving specific goals, cost data and alternative funding sources for achieving the stated goals, and performance standards for evaluating the stated goals.

Recommendations for the design of a statewide EMS system, an EMS budget review framework, and the five-year plan are all due to the legislature by December 15, 2026. To ensure all members of the committee have the necessary time to review the draft recommendations with their constituents prior to voting, the committee has set a draft report deadline of October 15, 2026.

The committee acknowledged the challenges that lie ahead. Developing consensus on definitions, what a “statewide EMS plan” should include, or what is or is not included within a statewide EMS system, will all require thorough discussion. Disagreement is anticipated in the areas of governance and system design. Looking at the statewide EMS plans for other states can and will inform the committee’s work. The participation of stakeholders in the process is anticipated.

EMS Special Fund

The EMS Special Fund receives an annual appropriation of \$450,000. Funds can be utilized for EMS training and education, data collection and analysis, and other activities related to the

Vermont Emergency Medical Services Advisory Committee

delivery of EMS. Historically, this funding has been allocated to EMS districts who apply for a sub-recipient grant and are the conduit for making the funding available across the state.

As of January 21, 2026, District 1, 2, 4, 5, 11 and 13 have not applied for a grant. District 13 indicated they will apply for a grant; this will leave approximately ~\$155,000 remaining in the fund for this fiscal year.

The Department welcomes the opportunity to work with the committee to develop a spending strategy for this funding and funding rolling forward from previous years. Several options exist, this includes supporting the Education Council, which has the statutory authority to sponsor training. Other proposals, such as regional training, high-fidelity simulation training, a better learning management system were discussed.

The most significant risk is not allocating this funding, and the legislature reappropriating it for other purposes.

Meeting Cadence and Work Structure

The committee anticipates the need to increase the frequency of meetings to twice per month, one of which will be an intensive working meeting. Meetings will be held on the first and third Wednesday of the month, location and times to be determined. If conference room space is available, the committee may utilize the Waterbury State Office Complex for working meetings and continue to move around the state for regular committee meetings on the third Wednesday of the month.

Due to the expansive nature of the work, the committee anticipates the need to establish smaller working groups responsible for deliverables and in compliance with the deadlines agreed upon.

- Motion to authorize the chair of the EMSAC to purchase a laptop computer and Owl or equivalent audio-visual equipment at a maximum cost of \$5,000.00; seconded by Aaron Collette. Amendment – If the committee dissolves, the equipment will be returned to the Health Department by David Danforth. The amendment was accepted.
- No further discussion and the motion carried.

Committee Schedule

- February 4 – TBD
- February 18 – Middlebury EMS, 55 Collins Dr, Middlebury, VT 05753
 - 1 to 3 PM
 - Virtual - Microsoft Teams
- March – The monthly meeting will be held at the EMS conference; the date and time will be finalized and published.

Adjournment

Motion to adjourn unanimously approved.

**Vermont Emergency Medical Services
Advisory Committee**

Meeting adjourned at 3:15 PM

Attachment – Fiscal Sponsor Report

DRAFT



VTEMSAC Treasurer's Report

Prepared by: Ellen Walsh

Date: Jan 20, 2026

Grant Activity Summary

Paid Expenses to Date:

Invoice Date	Vendor	Description	Amount	Paid Date	Reimbursed by Committee Date
May 27, 2025	Katherine Sims Consulting	Facilitation of Advisory Group Meetings (May)	\$4,140.00	06/09/2025	
July 16, 2025	Med Ops Staffing	Data Analyst Hours Worked. 07/01/2025 - 07/15/2025	\$6,457.10	07/31/2025	
August 1, 2025	Med Ops Staffing	Data Analyst Hours Worked. 07/16/2025 - 07/31/2025	\$7,603.91	08/07/2025	
July 9, 2025	Katherine Sims Consulting	Facilitation of Advisory Group Meetings – 07/09/2025	\$2,050.00	09/09/2025	
August 18, 2025	Med Ops Staffing	Data Analyst Hours Worked 08/01/2025- 08/15/2025 -	\$2,143.34	08/25/2025	
September 1, 2025	Med Ops Staffing	Data Analyst Hours Worked 08/16/2025 - 08/31/2025	\$804.96	09/04/2025	



September 16, 2025	Med Ops Staffing	Data Analyst Hours Worked 09/01/2025 - 09/15/2025	\$158.67	10/06/2025	
October 01, 2025	Med Ops Staffing	Data Analyst Hours Worked 09/16/2025 - 09/30/2025 -	\$258.65	10/07/2025	
Oct 2-9, 2025 Nov 1-14, 2025	Chris Finnell	Data Sorting and Tabulation - 60 hours - \$42/hour	\$2530	11/19/2025	
October 8, 2025	Knack Software	Database Management Software Package Oct 8 – Nov 8, 2025	\$50.28	10/08/2025	
Sept 9, 2025 Sept 23-26, 2025 Oct 16-17, 2025	Kris Johnston	Database build, map build, and clean up - 12 hours - \$41.75/hour	\$501	10/29/2025	
November 8, 2025	Knack Software	Database Management Software Package Nov 8 – Dec 8, 2025	\$97.50	11/08/2025	
November 16, 2025	Med Ops Staffing	Data Analyst/Writer Hours Worked 11/01/2025 - 11/15/2025 - \$64.50/hour	\$5,377.37	12/04/2025	



December 1, 2025	Med Ops Staffing	Data Analyst/Writer Hours Worked 11/16/2025 - 11/30/2025 \$64.50/hour	\$5,377.37	12/04/2025	
December 8, 2025	Knack Software	Database Management Software Package Dec 8 – Jan 8, 2026	\$97.50	12/08/2025	
December 16, 2025	Med Ops Staffing	Data Analyst/Writer Hours Worked 12/01/2025 - 12/15/2025	\$5,377.36	01/13/2026	

Total Expended to Date: \$43025.01

Grant Reimbursement Status

- The invoices have been paid by the fiscal agent
- Grant documentation received 1/19/2026, billing under the grant within 7 days

Notes

- All required documentation (including W-9) is on file for the paid vendors.