



**RICHMOND AMBULANCE AUTHORITY  
BOARD OF DIRECTORS MEETING MINUTES  
NOVEMBER 18, 2025**

**Present:** Weet Baldwin, Chairman  
Julia Hammond, Vice Chairperson  
Kirk Roberts, Treasurer  
Marilyn West, Secretary  
Odie Donald, Director  
Carlos Hopkins, Director  
Letitia Shelton, Director  
Reva Trammell, Director  
Joey Trapani, Director  
Drew Walker, Director

**Absent:** Mark Hickman, Director

**Counsel:** Jonathan Joseph, Esq., Christian & Barton

**Guests:** Greg Miller, Principal, State & Local Government, CliftonLarsonAllen (CLA)  
Max Pfaffenberger, Manager, CliftonLarsenAllen (CLA)  
Rick Bishop, Council Liaison to Councilmember Reva Trammell, 8<sup>th</sup> District, Richmond City Council  
Steve Taylor, Council Policy Analyst, Richmond City Council  
Stephen Willoughby, Director, City of Richmond's Department of Emergency Communications, Preparedness and Response

**Staff:** Chip Decker, Chief Executive Officer  
Terone Green, Chief Administrative Officer  
Ryan Martinette, Chief Operating Officer  
Angel Dove, Chief Human Resources Officer  
Bryan Aud, Director of Finance  
Laura Bickham, Senior Executive Assistant and Assistant Secretary to the Board of Directors



## I. CALL MEETING TO ORDER

Weet Baldwin called the meeting to order at 12:00pm.

## II. APPROVAL OF MINUTES

**Motion:** To approve the August 19, 2025 meeting minutes.

**Made By:** Julia Hammond

**Seconded:** Drew Walker

**Discussion:** None

**Motion Passed:** The votes were recorded as follows:

**Ayes:**

Julia Hammond  
Drew Walker  
Weet Baldwin  
Kirk Roberts  
Marilyn West  
Carlos Hopkins  
Letitia Shelton  
Reva Trammell  
Joey Trapani

**Nays:**

None

## III. NEW BUSINESS

### A. Fiscal Year 2025 Financial Statements and Audit Report – Final Acceptance

**Motion:** To accept the Fiscal Year 2025 Financial Statements and Audit Report as prepared and presented by CliftonLarsonAllen, LLC (CLA).

**Made By:** Carlos Hopkins

**Seconded:** Marilyn West

**Discussion:** Bryan Aud introduced Greg Miller, Principal, and Max Pfaffenbeger, Manager, with CLA. Greg Miller reported the audit was performed in accordance with Generally Accepted Auditing Standards (GAAS) and the Governmental Accounting Standards Board (GASB). He then provided a PowerPoint presentation summarizing the FY2025 audit findings. He announced CLA was issuing an unmodified (“clean”) opinion and explained it is the highest level of assurance that can be placed on an organization’s financial position. The financial statements were presented to the Board’s Finance Committee in draft form, which is standard practice. Greg Miller stated he was pleased to advise CLA did not identify any weaknesses.

Max Pfaffenberger referred the Board to the audit document distributed around the table and noted the letter titled, Independent Auditors’ Report, addressed to the Board of Directors. He explained GASB Statements 101 and 102 set accounting and financial reporting standards for U.S. state and local governments, commenting there were no significant or unusual

transactions nor were there any disagreements with management. He extended his appreciation to the RAA Finance Department, adding they were all very helpful and provided reliable supporting documentation throughout the audit process. Weet Baldwin thanked the RAA team for their hard work.

**Motion Passed:** The votes were recorded as follows:

<u>Ayes:</u>	<u>Nays:</u>
Carlos Hopkins	None
Marilyn West	
Weet Baldwin	
Julia Hammond	
Kirk Roberts	
Letitia Shelton	
Reva Trammell	
Joey Trapani	
Drew Walker	

## **B. Fiscal Year 2026 Budget Adjustment**

**Motion:** To authorize the Chief Executive Officer to reallocate the required funding, if necessary, to the appropriate line item and to enter into a lease agreement for the acquisition of ambulances and associated equipment, if necessary.

**Made By:** Carlos Hopkins

**Seconded:** Julia Hammond

**Discussion:** Chip Decker explained the request for a budget adjustment is to provide for the necessary funding for RAA to lease seven ambulances which have now been built. The intent was to lease the ambulances through the City as previously confirmed, however, it does not appear this will be the case. While the City continues to explore options to fund the ambulances, RAA must proactively consider alternative solutions should the City be unable to uphold the previously confirmed agreement. He advised the lead time to receive ambulances is currently three years, adding RAA has been working on securing these vehicles for several years. He explained this will be the case in the outyears, adding RAA will need another seven ambulances included in the FY2027 budget (and so on). He explained the City's previous Interim CAO confirmed the purchase by the City/lease to RAA was included in the budget, however, the current Administration has been unable to locate the funding, requiring RAA to explore leasing options on its own. Doing so will reduce RAA's expected year-end balance by approximately \$353,000 (the anticipated lease amount). While RAA has the capacity to do this, it impacts RAA's ability to remain fiscally sound. Chip Decker reported over the course of a five-year lease, the interest accrued will be the equivalent of an additional ambulance. He referenced two meetings in April when City leadership confirmed to Council the matter was being addressed and would be worked out. He reminded the Board City leadership confirmed RAA would be receiving the ambulances at the Board's meeting in May.

Weet Baldwin confirmed the issue was discussed at length with the Board's Operations & Clinical, Finance and Personnel Committees, commenting that in order for RAA to serve the citizens of Richmond, RAA needs the ambulances. Reva Trammell noted a \$22 million surplus was recently identified, commenting she did not understand why the funding could not

be allocated to RAA as promised. She expressed the need for the City to find the money, stating as a RAA Board member and Chairperson of Council's Public Safety Committee, she needs answers. Julia Hammond asked when RAA needed to have the lease paperwork finalized, to which Bryan Aud explained closing is currently scheduled for November 25<sup>th</sup>. He explained RAA engaged VML/VACo Finance, who conducted a bid process on RAA's behalf. The very latest RAA would need to close is December 31<sup>st</sup>. Marilyn West suggested adjusting the recommended motion to include contingency language should the City locate the money, which Carlos Hopkins concurred. Chip Decker explained the language in the proposed motion was intentionally vague to allow for RAA to lease on its own or through the City.

Odie Donald arrived to the meeting during the discussion. He referenced his memo sent to Chip Decker last Friday night containing questions and a request for information regarding the acquisition of the seven ambulances. Chip Decker provided Odie Donald with the memo and Odie Donald read the Board the questions and items he has requested to better understand the process for the commitment of the \$3.1 million, commenting the City does not have a commitment of record. He explained he requested the information to better understand RAA's core needs as well as how best to manage the process. Odie Donald explained the City has a funding capacity and he needs to understand where this requests aligns with other requests. He stated the City provides funding to Richmond Public Schools (RPS) from the General Fund. He provided an example explaining if the City was to give RAA \$10 million and RAA's surplus grows, however the City's surplus is only \$3 million, he is unable to keep the City financially healthy. He added the City must monitor its Comprehensive Annual Financial Report (CAFR) the same way RAA needs to monitor its CAFR.

Odie Donald confirmed he is currently working on evaluating the request and stated he requests to receive the information contained in his memo by December 1<sup>st</sup>. He concurred with RAA exploring alternate lease options. Carlos Hopkins suggested moving forward with the recommended motion, however adding "if necessary" at the end to allow for the option to move forward with the City or alternate arrangements. Chip Decker advised RAA's vehicle and equipment replacement schedule requires the replacement of seven ambulance each year for five years. Once they are all replaced, RAA shifts to replacing cardiac monitors and chase cars. He reported the City had purchased (six) chase cars on RAA's behalf, noting the previous Chief Administrative Officer, Lincoln Saunders, did not want to do the same with medical equipment. Lincoln Saunders requested RAA lease the necessary medical equipment and the lease payments were then included in the City subsidy funding RAA received. Julia Hammond confirmed the Board is in agreement the previous Administration confirmed an arrangement that was not fulfilled to which Odie Donald responded he cannot locate any paperwork to support the funding commitment. He commented without written documentation, he would be irresponsible moving forward at this time. Moving forward, any transition of a funding commitment must be formalized in writing. Rick Bishop referenced the budget document included detail of how much money was to be included, which Council approves when they are presented the budget for adoption. Chip Decker explained there were two parts to RAA's City subsidy – the operating subsidy (currently \$7.1 million) and the capital funding which was \$2.2 million proposed by Council amendment which represented the lease for the ambulances, personnel costs and cardiac monitors. Carlos Hopkins stated RAA cannot control whether the City will be able to fund the ambulances, explaining the amendment to the recommended motion provides Chip Decker with the authority to move forward with securing the ambulances now. Odie Donald concurred.

**Motion Passed:** The votes were recorded as follows:

<u>Ayes:</u>	<u>Nays:</u>
Carlos Hopkins	None
Julia Hammond	
Weet Baldwin	
Kirk Roberts	
Marilyn West	
Odie Donald	
Letitia Shelton	
Reva Trammell	
Joey Trapani	
Drew Walker	

**Note:** Odie Donald arrived to the meeting during the discussion and prior to the vote.

#### IV. EXECUTIVE SESSION – DISCUSSIONS INVOLVING PERSONNEL MATTERS

**Motion:** To enter into Executive Session pursuant to Section 2.2-3711(A)(1) of the Code of Virginia for discussions involving personnel matters.

**Made By:** Julia Hammond

**Seconded:** Carlos Hopkins

**Discussion:** None

**Motion Passed:** The votes were recorded as follows

<u>Ayes:</u>	<u>Nays:</u>
Julia Hammond	None
Carlos Hopkins	
Weet Baldwin	
Kirk Roberts	
Marilyn West	
Odie Donald	
Letitia Shelton	
Reva Trammell	
Joey Trapani	
Drew Walker	

**Note:** All members of staff and guests left the meeting prior to Executive Session and rejoined the meeting at its conclusion. Jon Joseph remained present during Executive Session.

**Motion:** To return to the normal order of business and the parties certified the matters discussed in closed session were related to personnel matters and conducted lawfully.

**Made By:** Julia Hammond

**Seconded:** Odie Donald

**Discussion:** None

**Motion Passed:** The votes were recorded as follows

**Ayes:**

Julia Hammond  
Odie Donald  
Weet Baldwin  
Kirk Roberts  
Marilyn West  
Carlos Hopkins  
Letitia Shelton  
Reva Trammell  
Joey Trapani  
Drew Walker

**Nays:**

None

**Motion:** To accept the recommendation of the Personnel Committee as presented in closed session at the November 18, 2025 meeting of the Board of Directors.

**Made By:** Julia Hammond

**Seconded:** Odie Donald

**Motion Passed:** The votes were recorded as follows:

**Ayes:**

Julia Hammond  
Odie Donald  
Weet Baldwin  
Kirk Roberts  
Marilyn West  
Carlos Hopkins  
Letitia Shelton  
Reva Trammell  
Joey Trapani  
Drew Walker

**Nays:**

None

## V. COMMITTEE REPORTS

**A. Operations & Clinical:** Ryan Martinette reported the following:

Operations

- 1) The Committee met on October 30<sup>th</sup>, at which time, a status update on the acquisition of the chase cars was provided. All safety recall work has been completed. Buildout is ongoing and delivery of the first vehicle is scheduled for the end of November. Two chase cars are scheduled to be delivered by the end of December and the remaining three will be delivered in January. Once received, RAA anticipates about two weeks for each of the vehicles to be placed in service due to the necessary Office of EMS (OEMS) licensing, radio install at the City radio shop, and supply outfitting.
- 2) System compliance for the quarter was as follows: 90.3% for July, 90.5% for August and 88.6% for September. September was the first month RAA used FirstWatch® information for completion of the compliance report. It was noted by the team the several hundred additional call exceptions that are now captured by FirstWatch® were not interfacing with the previous database resulting in a small underreporting error. As a result, there may be some variation in the data from the old reporting

system to the new one, however, the new system is more accurate and provides the ability to use demand analysis and scheduling tools in the future.

In Wayne Harbour's absence, Ryan Martinette reported the following:

Clinical

- 1) Mass Casualty Incident (MCI) training is almost complete. This will provide enhanced training to providers for the response to large scale MCI events.
- 2) EMT Class is in its final week. The Cadets are doing quite well with a higher average score compared to the previous class. 13 Cadets passed their written final exam yesterday and are scheduled to take their final skills test tomorrow. After final skills testing, they proceed to their National Association of EMT's (NAEMT) certification test. There are also ten providers in various phases of preception (two Paramedics, one AEMT and seven EMT's). Marilyn West stated she was at a meeting yesterday, at which time, workforce challenges in the healthcare industry were discussed. She complimented RAA for the success of its EMT Cadet Program, adding how it is great to see RAA's focus is not just recruiting but also retaining quality personnel.
- 3) Mission Lifeline training is currently in progress. The ability to transmit 12-lead electrocardiograms (ECG's) to the receiving hospitals is now live.
- 4) Training for the FirstWatch® program has been completed and the program is live. Some fine-tuning is underway to include system triggers, exception reporting, patient care report (PCR) reconciliation and high incident alert notification. Unit Hour Utilization (UHU) and exception reports are completed and an additional request was put in to separate 911 data from non-emergency data.
- 5) The Safety Committee met on September 29<sup>th</sup>. Some areas discussed included the following: 1) holding a refresher course on Operations and Communication Center information for new employees at their midpoint evaluation, and 2) holding a Wellness Fair to promote healthy habits such as meal preparation for work, RVA CrossFit and a self-defense class.

**B. Finance:** Kirk Roberts reported the following:

- 1) A mutually beneficial relationship between RAA and the City is built on trust. He noted the lengthy discussion at the Finance Committee meeting regarding the ambulance lease, commenting it would be devastating if RAA does not get the ambulances needed. He emphasized the importance of a more formalized process going forward will be key.

**C. Personnel:** Angel Dove reported the following:

- 1) RAA needs seven EMT's to be fully staffed. 23 providers are going through the preception process now. On September 8<sup>th</sup>, RAA held its largest New Employee Orientation (NEO) with 29 new hires in attendance.
- 2) RAA proudly reports a solid retention rate of 96.41% for the rolling calendar year.

## **VI. STAFF REPORTS**

**Chief Administrative Officer's Report:** Terone Green reported the following:

- 1) Last week, H.R. 5371 legislation prolonged the 2% urban Medicare extenders through January 31, 2026 with payments retroactive to October 1, 2025.
- 2) RAA continues to work very closely with EMS/MC. Staff is making sure revenue continues to come in the door. There are very strong, production goals in place.

**Chief Executive Officer's Report:** Chip Decker reported the following:

- 1) Medicare remains RAA's biggest payer so when there is a disruption in the Medicare revenue stream, RAA must rely on a cash reserve of three months' worth of operating capital in the bank. A cash reserve has allowed RAA to remain financially sound.
- 2) Weet Baldwin is currently serving his fourth and final term on the Board. His current term expires on January 9 2026. In 2021, RAA received the City's legal opinion that term limits do not apply to the RAA Board, however, that opinion has since changed. Weet Baldwin stated he understands there is now differing legal opinions, adding his reappointment application was denied. Chip Decker explained the City Code states term limits do not apply to a board or commission that is an authority pursuant to state law. Odie Donald asked if the State Code stated something different to which Jon Joseph responded it is silent on the issue. Chip Decker advised both Drew Walker and Carlos Hopkins were recently reappointed to the Board.
- 3) The FY2027 subsidy request was due to the City yesterday. RAA is requesting just over \$10 million, which is slightly less than RAA's request for FY2026. The FY2027 request takes into account the lease payments. The challenge is RAA is basing its request only three months into the current fiscal year so it is a best guess at this point, likely requiring revisions at a later date.
- 4) RAA is currently experiencing data issues. He recalled the major outage at Amazon last month, caused by a problem with their web services cloud computing functionality, which may be currently happening to Microsoft. The issue is affecting RAA's ability to track people signing in/out medications. This past Saturday, RAA experienced an interruption of its data transfer capabilities from DECPR in that RAA is not getting the data to its ambulances to complete necessary patient care reports. Odie Donald advised he was informed the information is being sent to RAA, however, RAA is not able to receive it and asked if RAA has been able to determine the cause. Chip Decker responded RAA's IT team is working on determining the cause. He reported RAA treated 62 patients and transported 21 patients from the Richmond Marathon.

**Note:** Drew Walker left the meeting during the discussion.

- 5) Years ago, the City received grant funding for the implementation of a traffic preemption system. The project included the Richmond Fire Department, DECPR, the Department of Public Works, and the Greater Richmond Transit Company, however, it unfortunately did not include RAA. RAA was provided a quote to participate which would require a change to RAA's routing equipment, which would cost RAA approximately \$400,000. Julia Hammond expressed concern that such a project would not have initially included EMS. Chip Decker confirmed Jackie Crotts, DECPR's Deputy Director of Technology, has taken the lead on having RAA included.
- 6) He noted the holiday gifts around the table for the Board. He also noted the RAA challenge coins distributed around the table. RAA held a challenge coin "contest" and two winners were selected – one for the best design for the front and another for the back.

Julia Hammond asked about the status to return Emergency Medical Dispatch (EMD) call-taking to RAA's Communications Center. Chip Decker confirmed RAA is not handling EMD call-taking at this time, however, RAA will call the caller back if something seems odd in the notes received from DECPR. If RAA receives a low priority call, every 15 minutes, RAA's System Status Controller will call the caller back to see if anything has changed during the

one-hour response goal RAA has in place. RAA continues to do enough to maintain accreditation. Each month, Chip Decker goes through the call data with staff to review call upgrades and/or changes. Efforts are ongoing to return EMD call-taking to RAA.

Reva Trammell noted Chip Decker's attendance to her 8<sup>th</sup> District meetings on a consistent basis for the last 15 years. At the last meeting, there were 165 constituents and 22 children in attendance. She stated it means a great deal to the community to see Chip Decker at the meetings. She recalled an occasion when someone suffered a medical emergency at the meeting and complimented Chip Decker for his immediate action to tend to the person. She expressed her appreciation and stated she wanted the Board to know how thankful she is for what Chip Decker did.

**Note:** Joey Trapani left the meeting during the discussion.

**VII. OPERATIONAL MEDICAL DIRECTOR'S REPORT:** Absent. No report.

**VIII. NEXT MEETING DATES**

Weet Baldwin noted the dates of the upcoming meetings, which are as follows:

- A. February 17, 2026
- B. May 19, 2026 \*Annual Meeting\*

**IX. ADJOURNMENT**

Weet Baldwin adjourned the meeting at 1:25pm.



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**Laura Bickham, Assistant Secretary**