Richmond Ambulance Authority
Board Of Directors Meeting Minutes
May 19, 2026 – Annual Meeting

Present:

Julia Hammond, Vice Chairperson
Kirk Roberts, Treasurer
Marilyn West, Secretary *(via MS Teams)*
Odie Donald, Director
Mark Hickman, Director
Carlos Hopkins, Director
Nicole Riley, Director
Letitia Shelton, Director
Reva Trammell, Director
Drew Walker, Director *(via MS Teams)*

Absent:

Joey Trapani, Director

Counsel:

Jonathan Joseph, Esq., Christian & Barton

Guests:

Rick Bishop, Council Liaison to Councilmember Reva Trammell, 8th District, Richmond City Council
Stephen Willoughby, Director, City of Richmond's Department of Communications, Preparedness & Response (DECPR)
Tom Ludin, EMS Coordinator, City of Richmond's Department of Fire & Emergency Services (RFD)

Staff:

Chip Decker, Chief Executive Officer
Joseph Ornato, M.D., Operational Medical Director
Terone Green, Chief Administrative Officer
Ryan Martinette, Chief Operating Officer
Angel Dove, Chief Human Resources Officer
Wayne Harbour, Chief Clinical Officer
Laura Bickham, Senior Executive Assistant and Assistant Secretary to the Board of Directors

I. CALL MEETING TO ORDER

Julia Hammond called the meeting to order at 12:05pm.

Motion: To allow Drew Walker to participate remotely in the May 19, 2026 meeting of the Board of Directors.

Made By: Mark Hickman **Seconded**: Julia Hammond

Discussion: Julia Hammond announced Drew Walker and Marilyn West were joining today's meeting remotely. Kirk Roberts requested, in accordance with Board policy, Drew Walker state his name, current location, and the reason for the request to join the meeting remotely. Drew Walker stated his name and advised he had a respiratory infection and was joining today's meeting from his office at Parham Doctors' Hospital.

Motion Passed: The votes were recorded as follows:

Ayes:	**Nays:**
Mark Hickman	None
Julia Hammond	
Kirk Roberts	
Odie Donald	
Carlos Hopkins	
Nicole Riley	
Reva Trammell	
Letitia Shelton	

Motion: To allow Marilyn West to participate remotely in the May 19, 2026 meeting of the Board of Directors.

Made By: Carlos Hopkins **Seconded**: Nicole Riley

Discussion: Carlos Hopkins requested, in accordance with Board policy, Marilyn West state her name, current location, and the reason for the request to join the meeting remotely. Marilyn West stated her name and advised she is at St. Mary's Hospital awaiting emergency surgery.

Motion Passed: The votes were recorded as follows:

Ayes:	**Nays:**
Carlos Hopkins	None
Nicole Riley	
Julia Hammond	
Kirk Roberts	
Odie Donald	
Mark Hickman	
Reva Trammell	
Letitia Shelton	
Drew Walker	

Julia Hammond announced Nicole Riley was recently appointed to the Board and requested she introduce herself. Nicole Riley stated she works in the City and is excited to be a member of the Board and looks forward to working with everyone.

II. APPROVAL OF MINUTES

***Motion*:** To approve the February 17, 2026 meeting minutes.

Made By: Carlos Hopkins **Seconded**: Mark Hickman

Discussion: None

Motion Passed: The votes were recorded as follows:

Ayes:	**Nays:**
Carlos Hopkins	None
Mark Hickman	
Julia Hammond	
Kirk Roberts	
Marilyn West	
Odie Donald	
Nicole Riley	
Letitia Shelton	
Reva Trammell	
Drew Walker	

III. NEW BUSINESS

A. Fiscal Year 2027 Budget – Final Adoption

***Motion*:** To adopt the Fiscal Year 2027 Operating Budget for the Richmond Ambulance Authority as presented.

Made By: Kirk Roberts **Seconded:** Carlos Hopkins

Discussion: Julia Hammond referred the Board to Page B1 of the meeting packet. Chip Decker noted the budget document was mailed to the Board. Terone Green reported the FY2027 budget process was now complete. He noted it was prepared with input and feedback from the Finance Committee. RAA requested a City Operating Subsidy of $10,044,912, which included $7,934,020 for operating expenses, and $2,110,891 for vehicle and equipment lease payments. On March 11th, Mayor Avula presented the City's Proposed Annual Fiscal Plan to City Council, which included a subsidy for RAA in the amount of $7,639,121. Funding for two ambulances at $1 million was also included as part of the City's vehicle replacement program.

Since that time, RAA had been working closely with City Administration and members of City Council to secure the funding shortfall needed for the acquisition of the additional five ambulances (for a total of seven included in the FY2027 subsidy request). At Council's meeting yesterday, the City's FY2027 budget was adopted which included a Council amendment for RAA to receive an additional $800,000. This funding will be used to lease the remaining five (5) ambulances and to cover other unfunded shortfalls. The Finance Committee has recommended approval of the budget. Kirk Roberts commented the biggest risk exposure would be a disruption in payments RAA receives from Medicare and Medicaid. Should that occur, RAA would be tight on cash.

Motion Passed: The votes were recorded as follows:

Ayes:	Nays:	Abstentions:
Kirk Roberts	None	Marilyn West
Carlos Hopkins		
Julia Hammond		
Odie Donald		
Mark Hickman		
Nicole Riley		
Letitia Shelton		
Reva Trammell		
Drew Walker		

IV. ANNUALMEETING

A. Election of Officers

Julia Hammond announced today's meeting serves as the Board's Annual Meeting, at which time, the Election of Officers takes place. She explained the current Officers are not eligible to continue serving in their present roles.

She then opened the floor for nominations for the Office of Chairperson. Kirk Roberts nominated Julia Hammond. Julia Hammond asked three times if there were any other nominations to which there were none. She then closed the floor to nominations for the position of Chairperson. She stated she enjoys her time on this Board and appreciates the staff and leadership of RAA, adding she looks forward to serving in her new role as Chairperson.

Julia Hammond was elected to the position of Chairperson and the votes were recorded as follows:

Ayes:	**Nays:**
Kirk Roberts	None
Julia Hammond	
Carlos Hopkins	
Marilyn West	
Odie Donald	
Mark Hickman	
Nicole Riley	
Letitia Shelton	
Reva Trammell	
Drew Walker	

Julia Hammond opened the floor for nominations for the Office of Vice Chairperson. Julia Hammond nominated Kirk Roberts. Julia Hammond asked if there were any other nominations. Odie Donald nominated Marilyn West. Mark Hickman asked if nominees need to accept a nomination before the Board votes. Julia Hammond then asked Kirk Roberts if he accepts the nomination to which he responded affirmatively. She then asked Marilyn West if she accepts the nomination to which she responded affirmatively. Julia Hammond asked a third time if there were any other nominations to which there were none.

Marilyn West expressed concern about the process and stated she would have expected to receive a slate of nominations prior to the meeting, adding she had not looked at the bylaws. Jon Joseph explained the process has always remained consistent to allow for nominations to be made at the meeting. He explained the bylaws do not speak to a slate of nominations being presented prior to the meeting. Odie Donald asked what needed to take place to change the process now that a concern has been raised, to which Jon Joseph responded some Boards have a nominating committee that puts forward a slate while some do not. Should the Board wish to change the current process, he advised the bylaws would need to be revised.

Marilyn West recalled raising her concerns at a prior meeting and stated she spoke to Julia Hammond about the matter and requested a survey be sent to Board members to determine their interest to serve. She commented RAA is a great organization, however, processes need to be followed. Carlos Hopkins responded it was his understanding members were contacted to determine their willingness and interest to serve and confirmed the manner in which the elections are being conducted today comply with the bylaws and is consistent with how the process has been followed in the past. He noted two candidates have accepted nominations to serve as Vice Chairperson. At the conclusion of the discussion, Julia Hammond closed the floor to nominations to the position of Vice Chairperson.

Kirk Roberts was elected to the position of Vice Chairperson and the votes were recorded as follows:

Nominee: Kirk Roberts	Nominee: Marilyn West
Julia Hammond	Odie Donald
Kirk Roberts	Marilyn West
Mark Hickman	Letitia Shelton
Carlos Hopkins	
Nicole Riley	
Reva Trammell	
Drew Walker	

Julia Hammond opened the floor for nominations for the Office of Treasurer. Julia Hammond nominated Carlos Hopkins and stated he has actively served on the Board's Finance Committee for many years. She asked three times if there were any other nominations to which there were none. She then closed the floor to nominations to the position of Treasurer.

Carlos Hopkins was elected to the position of Treasurer and the votes were recorded as follows:

Ayes:	**Nays:**
Julia Hammond	Marilyn West
Kirk Roberts	
Carlos Hopkins	
Odie Donald	
Mark Hickman	
Nicole Riley	
Letitia Shelton	
Reva Trammell	
Drew Walker	

Julia Hammond opened the floor for nominations for the Office of Secretary. Julia Hammond nominated Mark Hickman. She asked three times if there were any other nominations to which there were none. She then closed the floor to nominations to the position of Secretary.

Mark Hickman was elected to the position of Secretary and the votes were recorded as follows:

Ayes:	Nays:
Julia Hammond	Marilyn West
Kirk Roberts	
Carlos Hopkins	
Odie Donald	
Mark Hickman	
Nicole Riley	
Letitia Shelton	
Reva Trammell	
Drew Walker	

B. Committee Membership

Julia Hammond stated the Board has three, Standing Committees as follows: Finance, Operations & Clinical and Personnel. Standing Committee membership is established annually. She explained the number of committee members is critically important as it sets the quorum for each committee.

Julia Hammond asked who would like to serve on the Finance Committee. The following people volunteered: Odie Donald, Mark Hickman, Kirk Roberts, Letitia Shelton and Carlos Hopkins. Julia Hammond appointed Carlos Hopkins as Chairperson of the Finance Committee.

Julia Hammond noted the current membership of the Operations & Clinical Committee and then asked who would like to serve. The following people volunteered to serve: Nicole Riley, Marilyn West, Carlos Hopkins, and Julia Hammond. Julia Hammond expressed her interest to serve as Chairperson on the Operations & Clinical Committee, to which there were no objections.

Julia Hammond asked who would like to serve on the Personnel Committee. The following people volunteered: Julia Hammond, Nicole Riley, Marilyn West, Kirk Roberts, Letitia Shelton and Drew Walker. Julia Hammond appointed Kirk Roberts to serve as Chairperson of the Personnel Committee.

Odie Donald asked if all Board members needed to serve on a committee, to which Julia Hammond explained while it is not required, only those serving are considered voting members. She stated the number of members on a committee does not change throughout the year and is set at today's meeting, to which Chip Decker concurred. Odie Donald inquired about the Investment Committee. Chip Decker explained RAA's Investment Policy speaks to the Committee's responsibilities and membership, which includes the CEO, the CAO, the Board's Chairperson and Treasurer. Kirk Roberts explained that since moving to the "sweep" process, funds are now transferred automatically. The bank account balance is invested in a Governmental Money Market account by the bank through a daily "sweep" process. Odie Donald stated even though he may not be a voting member on a particular committee, he would still appreciate knowing when meetings are scheduled to which Laura Bickham acknowledged his request.

V. COMMITTEE REPORTS

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

Operations

1) The Committee met on May 7th.
2) All chase cars and the seven new ambulances are in service. He thanked the Board for their support as staff worked through the process. RAA will be retiring two of the oldest ambulances.
3) System compliance was 83% for January, 90.3% for February, and 91.4% for March. The notable drop in compliance for January was strongly linked to the snowstorm on January 24th and the subsequent challenges experienced with responses over the following days due to icy conditions and "snowcrete" on the roadways. The EMS system was not able to return to normal until February 1st due to the road conditions.
4) RAA recently received approximately $88,000 in grant funding reimbursement from the State associated with RAA's in-house medication kit exchange program. RAA also received the second half of the grant funding from the City for a Peer Recovery Specialist.
5) The Monument Avenue 10K is one of several special events RAA covers each year and this year, over 27,000 runners, walkers and children participated. RAA provided four transport units, two bike teams, two Supervisors and two dedicated System Status Controllers (SSC's) to the event. RAA was joined by Richmond Volunteer Rescue Squad, Tuckahoe Volunteer Rescue Squad and RFD. RAA handled 14 medical transports - all of which were for heat-related issues. Two new events are coming up in June that RAA is supporting: Sailfest 250 (June 12th-14th) and IllumiNATION (June 25th-28th).

Wayne Harbour reported the following:

Clinical

1) The Critical Incident Stress Management (CISM)/Peer Support Teams recently attended the Regional First Responder Wellness Summit to share insights on self-care and work-life balance and are currently working to plan a trip to tour Harbor of Grace. Harbor of Grace is a comprehensive addiction and mental health treatment center located in Maryland. It is nationally recognized for its specialized wellness center catering to first responders, law enforcement officers and veterans dealing with trauma, PTSD, and substance use.
2) The Training Department has revamped the Preception Manual. The Manual will guide employees into the non-emergency transport (NET) side of the agency's operation.
3) RAA has an Advanced EMT (AEMT) class where in-house EMT-Basic (EMT-B) providers receive a higher level of care training. The AEMT class is in full swing with seven employees enrolled.
4) RAA is offering onsite classes to GI Bill recipients. The GI Bill is an entitlement afforded to veterans to pursue higher education. Veterans are essentially

compensated by the federal government while enrolled in either RAA's Cadet Class or AEMT Class. It is an effort to assist veterans financially to ensure they complete higher education with less stressors.

VI. STAFF REPORTS

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

1) Following today's Election of Officers, RAA's Finance team will begin the process to transfer the necessary signature cards with RAA's bank.
2) Reimbursement efforts are monitored on a daily basis. EMS/MC, RAA's outside billing company, is performing well.

Chief Human Resources Officer's Report: Julia Hammond noted the Board's Personnel Committee met on May 7th. Shortly after calling the meeting to order, the Committee went into closed session. Since the Committee did not hear from Angel Dove, Julia Hammond requested she provide an HR update. Angel Dove then reported the following:

1) As a result of internal promotions, RAA's last full-time, external hire for a Paramedic was back on May 5, 2025.
2) The FY2026 Quarter Three retention rate was 97.37% and the turnover rate was 8.65%. According to the American Ambulance Association, the national average retention rate ranges from 64% to 80% and the turnover rate ranges from 20% to 36%. RAA's retention rate was 74% back in 2021.
3) There are 67 people on the 'waitlist' interested in joining RAA's EMT Cadet Program. Two current Logistics Service Technicians (LST's) were recently promoted having begun their career at RAA as Cadets in 2021.
4) This week is National EMS Week. RAA is also conducting open enrollment.

Kirk Roberts commended HR's efforts, having recalled the turnover rate was quite high years back. Carlos Hopkins concurred and requested to receive historical turnover data, to which Angel Dove confirmed would be provided.

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

1) On March 10th, Council introduced a paper returning Emergency Medical Dispatch (EMD) call-taking to RAA. On April 13th, the paper was continued to May 11th to allow for an opinion from the State to be obtained on who is required to provide EMD call-taking. The Mayor's Office scheduled a meeting for April 30th which was cancelled when the representative from the State was unable to attend. However, the State provided an opinion indicating the statute is training-focused only and does not restrict EMD to primary Public Safety Answering Points (PSAP's). The statute is silent to operational policy. Council was scheduled to vote on the paper on May 11th, however, City Administration issued their position the night before (which RAA responded to yesterday) resulting in the paper being continued to May 28th for reconsideration by Council's Public Safety Committee. On June 8th, Council is scheduled to vote.
2) Odie Donald's memorandum dated March 25th included his request for a coordinated analysis between RAA and DECPR regarding dispatch co-location. Following, Chip

Decker contacted Stephen Willoughby and was advised he would be on vacation and DECPR staff would contact Chip Decker to begin discussions. Having not heard back, RAA proceeded with an analysis to meet Odie Donald's deadline noted in his memorandum. This past Friday, Stephen Willoughby reached out to get a meeting scheduled.

The original plans were to have RAA co-locate with DECPR and the City was to invest $38 million to build a joint Communications Center. The plans were later changed and downsized, but would have still accommodated RAA's relocation to DECPR. Finally, DECPR's expansion became the addition of a training room. At that time, DECPR staff was not in favor of RAA occupying the space. Chip Decker expressed his support to revisit the matter once a suitable location has been identified.

3) Senate Bill No. 593 focused on balance billing protection for ambulance transport. Federal officials need to first determine how to properly reimburse RAA for the services provided. The bill was left in the Senate Committee on Commerce & Labor and did not advance.
4) At their request, RAA leadership will be meeting with joint leadership from both HCA and Bon Secours later this month. Chip Decker commented this was the first time meeting with the CEO's from both healthcare systems simultaneously.
5) This week is National EMS Week, which is dedicated to taking time to recognize RAA's frontline providers for the selfless work they do, day in and day out.
6) Chip Decker will be out of town from June 1st to June 3rd attending an EMS conference and an Academy of International Mobile Healthcare Integration (AIMHI) Board of Directors meeting in Clearwater, Florida.
7) VCU hosted their annual Shining Knights Gala this past Saturday evening. The Gala is an annual event that celebrates the survival stories of specific trauma patients and honors the first responders, emergency personnel and medical teams involved in their recovery. This year's celebrated survivor was Greg Muzik, Principal at Mary Munford Elementary School. He suffered multiple injuries after being struck by a car while riding his bicycle. RAA's providers were recognized for their role and quick response along with RFD for their response and support. Approximately 50 people involved in Greg Muzik's medical care were recognized for the part they each played, from prehospital care to rehabilitation. Mark Hickman extended his regrets he was unable to attend and noted the Gala is VCU's biggest, signature event. He commended the EMS providers involved in Greg Muzik's care, adding it is a testament to all RAA does to save lives in the Richmond community.

VII. OPERATIONAL MEDICAL DIRECTOR'S REPORT: Joseph Ornato reported the following:

1) He stated it has been a privilege to meet RAA's new recruits, particularly with the significant decrease in turnover. RAA providers operate under Joseph Ornato's medical license, and he reiterated what a joy it is to work with this group of prehospital professionals. He meets with every single paramedic and reviews what he considers the most critical protocols and policies. The meetings used to last anywhere from two to three hours. With the lack of turnover, the length of these meetings has decreased significantly

which is attributed to strong employee retention and stability. This is a direct reflection on maturity and experience level which, in turn, improves overall patient care.

VIII. NEXT MEETING DATES

Julia Hammond requested Laura Bickham provide the Board with calendar invites for the upcoming meetings, which are as follows:

A. August 18, 2026
B. November 17, 2026

IX. ADJOURNMENT

Motion: To adjourn the May 19, 2026 Board of Directors meeting.

Made By: Julia Hammond   **Seconded**: Carlos Hopkins

Discussion: None

Motion Passed: The votes were recorded as follows:

Ayes:	**Nays:**
Julia Hammond	None
Carlos Hopkins	
Kirk Roberts	
Marilyn West	
Mark Hickman	
Odie Donald	
Nicole Riley	
Letitia Shelton	
Reva Trammell	
Drew Walker	

Note: The meeting adjourned at 12:55pm.

APPROVED

Laura Bi… 08/19/26

Laura Bickham, Assistant Secretary