

# Sanford Ambulance



2025

# ANNUAL REPORT

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[www.sanfordambulance.com](http://www.sanfordambulance.com)

# DIRECTOR'S MESSAGE

Thank you for taking the time to read Sanford Ambulance's 2025 Annual Report.

Each year, this report offers an opportunity to reflect on how we serve our community, how our system is evolving, and - most importantly - how our people show up every day to meet the needs of those who call 911 during some of their most difficult moments. While the mission of Sanford Ambulance remains unchanged, the environment in which we operate continues to evolve, and 2025 was a year defined by adaptation, innovation, and steady progress.

Compared to 2024, several aspects of this year's report may look different. Most notably, the statistics and operational data presented here focus exclusively on 911 response activity, rather than combining emergency and non-emergency transport volumes. As our system continues to mature and specialize - particularly with the ongoing success of the NEAT division - this approach allows us to more accurately evaluate emergency response performance, clinical outcomes, and resource deployment. While the numbers may appear smaller at first glance, the complexity, acuity, and expectations placed on our crews continue to grow.

In 2025, Sanford Ambulance continued to serve one of the fastest-growing regions in the Midwest, responding to tens of thousands of emergency calls while maintaining strong response-time performance and clinical standards. Our teams also achieved several significant milestones, including the implementation of whole blood in the field, expanded collaboration and training with fire departments, continued success of the Community Paramedic program, and robust public education efforts that empower bystanders to act when it matters.

Behind every metric in this report is a person - an EMT, paramedic, dispatcher, educator, or support staff member - whose work often goes unseen but never goes unfelt by the community we serve. This report aims to provide a clearer picture of what a day in the life of those professionals truly looks like, and why their roles are so essential to the overall healthcare and public safety system.

I hope this report offers insight not only into what we accomplished in 2025, but into the dedication, professionalism, and compassion that define Sanford Ambulance.



**Tim Meyer**

Senior Director of  
Emergency Services

# 2025 Highlights

## February: Save a Life Saturday

- Sanford Ambulance paramedics partnered with NDSCS paramedic students to host “Safe a Life Saturday” at West Acres. Over 400 people learned how to perform hands-only CPR and stop a bleed. Over the past decade, more than 4,400 community members have learned this lifesaving skill through the event. Bringing CPR education into a public space and making training quick, accessible, and engaging helps empower bystanders to act when it matters most.



## May: EMS Appreciation Week

- Sanford Ambulance celebrated 2025 EMS Week with our community by hosting a Community Celebration that highlighted the first responders that are dedicated to responding to emergencies in our community.



## July: Whole Blood

- After over two years of research and planning, Sanford Ambulance started carrying whole blood in the field. A supervisor carries the blood to emergencies in a climate-controlled cooler, along with equipment to warm it for transfusion.

“By starting a transfusion within minutes of injury, we can stabilize severely bleeding patients long before they reach the emergency room,” said Jason Van Valkenburg, M.D., Sanford Ambulance medical director.



## September: Fire Department Training

- Each year, fire departments from Fargo, Moorhead, and West Fargo participate in hands-on training sessions with Sanford Ambulance, where they review key medical procedures and refresh their knowledge of essential tools and technology. In 2025, firefighters reviewed protocol changes, learned about changes in care for patients who experience cardiac arrest, and practiced using child-restraint devices used in the ambulance.



## October: Sanford Ambulance Citizens Academy

- Several local residents spent their Thursday evenings this fall participating in the Citizens EMS Academy at Sanford Ambulance. The academy is a unique, interactive, hands-on opportunity for community members to learn what paramedics and EMTs do every day and to better understand the demands of the EMS profession. Over the course of seven weeks, participants explored how to recognize and respond to medical and traumatic emergencies, along with what to do before an ambulance arrives.



# A Day in the Life...

## EMERGENCY MEDICAL TECHNICIAN

*For many people, the workday follows a typical schedule or routine. For an EMT, no two days are ever the same. Each shift starts at the same time, but what takes place after that is determined entirely by the needs of the community that they serve.*



The first thing a Sanford Ambulance EMT does after punching in for a shift is check the ambulance to ensure all equipment and medications are stocked and ready to use. EMTs inspect equipment, restock supplies, and make sure medications and lifesaving tools are ready for any emergency. Once the crew is confident their ambulance is ready, they will ask dispatch for their post assignment.

Sanford Ambulance has 14 posts and 6 stations throughout the Fargo, Moorhead and West Fargo communities. Ambulances are assigned to different posts to ensure coverage is spread out, allowing crews to respond quickly and efficiently. When one ambulance is dispatched to a call, others are repositioned strategically to maintain coverage and readiness for the next emergency.

During their shift, EMTs may spend time at the post completing training, reviewing protocols, or catching up on reports. Once the crew hears tones, they stop whatever they are doing to respond to the call. Throughout the day, calls may range from routine hospital transports to minor injuries and illnesses to life-threatening emergencies. In a single shift, an EMT might assist a patient who has fallen at home, care for a patient experiencing chest pain, respond to a motor vehicle crash, or deliver a baby.

Once on scene, EMTs quickly assess the situation, provide medical care, and offer reassurance to patients and their families during some of their most stressful moments. They work closely with their partners, dispatchers, firefighters, and law enforcement to manage the scene and deliver care.

# EMERGENCY MEDICAL TECHNICIAN

Transporting a patient is more than just a ride in an ambulance. During transport, EMTs monitor vital signs, administer treatments, and communicate with the receiving facility to ensure a smooth transition of care. At the hospital, they work alongside nurses, physicians, and other hospital personnel to ensure continuity of care. Once the patient is transferred, EMTs will clean equipment, restock the ambulance, and complete a detailed patient care report returning to service.

An EMT's shift may include moments of high adrenaline, teamwork, and quiet compassion. EMTs must adapt quickly as they respond to people in vulnerable situations. While some calls have positive outcomes, others can be difficult, requiring resilience and professionalism. Through it all, they remain focused on one mission: providing safe, timely, and compassionate care to the communities they serve.

At the end of the day, an EMT goes home knowing they have made a difference, sometimes in big, life-saving ways, and sometimes simply by being there when someone needed help. Being an Emergency Medical Technician is a demanding but extremely meaningful career for those who choose it.

## FREQUENTLY ASKED QUESTIONS

*What is the Sanford Ambulance NEAT division?*

NEAT stands for **Non-Emergent Ambulance Transport**. As our community has grown, so have the number of healthcare facilities that require transportation between them. In order to help assure that those transports take place in a timely manner, Sanford Ambulance launched the Non-Emergency Ambulance Transport (NEAT) program in 2021.



The primary mission of the NEAT program is to perform non-emergency interfacility transports between healthcare facilities within the Fargo-Moorhead area. Although each NEAT ambulance is a fully licensed in North Dakota and Minnesota, they aren't scheduled to respond to 911 calls; instead, they are dedicated to caring for patients while transporting them to the definitive care that they need. They typically perform patient care while responding to interfacility transports, or moving patients between area hospitals.



# A Day in the Life...



## PARAMEDIC

*A “typical” day for a paramedic really isn’t typical at all. What people think paramedics do is usually based on TV and movies. The image most people think of is fast-paced and dramatic - lights and sirens, rushing into chaotic scenes, performing CPR, shocking patients back to life, and saving lives multiple times during each shift. People often picture paramedics dealing with major trauma such as car crashes, shootings, or cardiac arrests, and making split-second, heroic decisions on every call.*

What paramedics actually do is much broader, and in many ways, more complex. There are definitely moments with high adrenaline, and paramedics really do respond to life-threatening emergencies and use advanced skills to try to save lives. But those calls make up only a small percentage of their day.

Just like EMTs, paramedics begin their day by checking their equipment. Once a call comes in, a paramedic and their partner must be ready to respond to any type of emergency. Calls can range from chest pain to strokes to severe trauma or complex medical emergencies. A call that seems simple, such as someone not feeling well, can quickly turn into something much more complex. On scene, paramedics assess patients, interpret vital signs and heart rhythms, administer medications, manage airways, and make rapid clinical decisions about how to help their patients. They balance advanced medical care with calm communication, helping patients and families navigate what is often one of the worst days of their lives.

Instead of constant action, much of a paramedic’s work requires patience, communication, and compassion. Paramedics spend a lot of time talking with patients, calming them down, gathering medical histories, and helping them feel safe during stressful situations.

# PARAMEDIC

Another difference between TV paramedics and reality is decision-making. On TV, paramedics seem to perform sensational interventions on every call. In reality, paramedics follow protocols that outline exactly what to do in different situations. They can also consult with physicians when needed. Based on their assessment, paramedics choose treatments that are best for the patient and follow their local protocols.

One of the biggest misconceptions is that paramedics are always saving lives. In reality, a lot of the job is about providing care to improving patient comfort, preventing situations from getting worse, and simply being there for someone in a difficult moment. While the public often sees paramedics as action-driven lifesavers, those types of calls don't happen every day. More often, they are problem-solvers and caregivers for people in need.

## FREQUENTLY ASKED QUESTIONS

*What is the difference between an EMT and a paramedic?*

The main differences between an EMT and a paramedic are the level of training and the training time.



- **Level of training**

Emergency Medical Technicians provide basic life support (BLS). EMTs are often the first to assess patients and begin care. Their responsibilities can include taking vital signs, performing CPR, using an AED, controlling bleeding, providing oxygen, assisting with breathing support, and helping patients with certain prescribed medications.

Paramedics have significantly more training than EMTs and are able to provide advanced life support (ALS). In addition to everything that an EMT can do, paramedics can also start IVs and give a wide range of medications, interpret EKGs and monitor heart rhythms, perform advanced airway procedures like intubation, use cardiac monitors and defibrillators, and make more complex medical decisions in critical situations.

- **Training time**

EMT training focuses on foundational basic life support and care and can usually be completed in a few months. Once you complete EMT training, you may choose to go on to paramedic training. Paramedic school usually takes 1-2 years and is much more in-depth, often including anatomy, physiology, and many hours of clinical experience both in a hospital setting and in an ambulance. The Sanford Health EMS Education center has partnered with the North Dakota State College of Science to offer a certificate program and an Associate in Applied Science degree in Paramedic Technology. Courses start in the fall of each year and last approximately three semesters (including the summer semester).

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# A Day in the Life...

## DISPATCHER

*In the chaos of an emergency, the very first calming voice on the line is a dispatcher.*

*Dispatchers are often the “forgotten” first responders – they are the first people that will help in an emergency. Dispatchers play a critical role in an emergency long before any other responders arrive on scene. In the first few moments of an emergency, the dispatcher sets the tone for the entire response, making sure that help is sent quickly, accurately, and safely.*

A dispatcher's shift begins by logging into their computer-aided dispatch systems, checking radios and phones, reviewing staffing and unit availability, and receiving updates from the previous shift. From the moment they start their shift, dispatchers must be ready to handle anything, from calls for routine requests to life-threatening emergencies.

In the Fargo, Moorhead, and West Fargo communities, when someone calls 911, that call is answered by the Red River Regional Dispatch Center (RRRDC). Once the RRRDC gathers the caller's information and determines the location and nature of the emergency, they have the details that will help them determine the appropriate response. If law enforcement or the fire department is needed, those dispatchers will dispatch those resources. If an ambulance is needed, the RRRDC dispatcher radios dispatchers at Sanford Ambulance, who then determine the closest ambulance to the call and dispatch that unit.

Sanford Ambulance dispatchers are trained in Emergency Medical Dispatching, or EMD. EMD is the process by which trained 911 dispatchers assess medical emergencies over the phone and coordinate the appropriate response, before first responders even arrive. Sanford Ambulance dispatchers are trained to ask targeted questions to determine what is happening and what resources are needed. Based on the answers to those questions, the dispatcher can prioritize the severity of the situation and select the appropriate response. They can also provide pre-arrival instructions to the caller if needed, such as CPR instructions or directions on bleeding control.



# DISPATCHER

While managing incoming calls, Sanford Ambulance dispatchers are also tracking multiple ambulance units at the same time. They coordinate ambulance responses, assign crews, monitor response times, and maintain constant communication with EMTs and paramedics in the field. Situational awareness is important, because dispatchers must know where every unit is and be ready to adjust plans in real time as conditions change. Between emergencies, Sanford Ambulance dispatchers often handle non-emergency requests for patient transports between hospitals.

Dispatchers rarely see the outcome of the calls they handle, yet their impact is enormous. Their voice provides reassurance to callers in crisis and critical support to EMS crews responding under pressure. They manage stress, multitask constantly, and make decisions that help keep both patients and responders safe.

## FREQUENTLY ASKED QUESTIONS

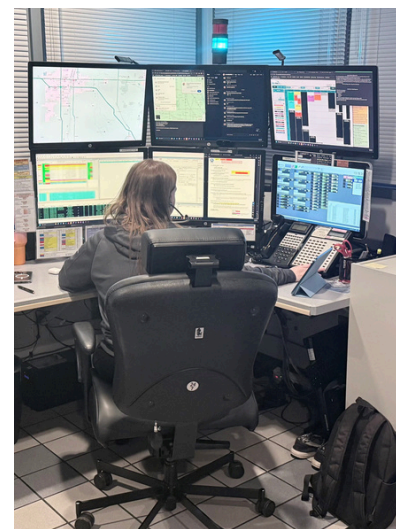
*How do dispatchers decide how urgent a call is?*

Dispatchers determine how urgent a call is by using structured, step-by-step questioning systems designed to quickly uncover critical details of a situation. As soon as a call begins, dispatchers focus on key indicators such as the patient's level of consciousness, breathing status, and the main complaint. These initial answers help identify immediately life-threatening conditions like cardiac arrest, choking, or severe trauma.

The questions that dispatchers ask help guide them based on the caller's responses. Each answer helps narrow down the situation into a defined category. Using this information, the dispatcher assigns a priority level to the call, which determines how quickly and with what resources help is sent. For example, a patient who is unconscious and not breathing would receive the highest priority response with lights and sirens, while a patient with minor, stable symptoms might receive a lower-priority response. This system ensures that the most critical patients receive the fastest and most advanced care, while still managing resources effectively and safely across the entire community.

*What training is needed to become an emergency medical dispatcher?*

To become an emergency dispatcher, you don't need a medical degree, but you do need specialized training and certifications. Most agencies require you to be 18 years old, have a high school diploma or GED, and pass a background check. An emergency medical dispatcher must have strong communication and multitasking skills. They must also stay calm under pressure, have good listening skills, and the ability to make decisions quickly. After being hired, dispatchers go through extensive on-the-job training, which includes learning the computer-aided dispatch system, radio communication procedures, and call-taking procedures.



# A Day in the Life...



## COMMUNITY PARAMEDIC

*Unlike traditional paramedics who respond to 911 emergencies, community paramedics work proactively to keep people healthy so their conditions don't escalate and require hospitalization. They bridge clinical care, preventive health services, and community resources to serve patients where they live, which often means in homes, senior living centers, or local health clinics.*

A community paramedic helps fill gaps in the healthcare system for patients who don't qualify to receive care from home healthcare programs and/or social services. Often, these patients need help managing their chronic diseases or mental health issues.

Sanford Ambulance community paramedics work directly with Sanford Health case managers, social workers, physicians, and RNs who oversee high-risk and complex patients. Anyone on a patient's healthcare team can request services from a community paramedic through a referral system. Once accepted into the program, the healthcare team and the community paramedic work together to deliver the best possible care to the patient.

A typical community paramedic visit may include reviewing the patient's history, taking vital signs like blood pressure, pulse, oxygen saturation, and blood glucose, and comparing them to established health targets. They also check for medication compliance, ensuring patients understand what they're taking and why it matters. Clear communication with other healthcare providers is key to designing individualized care plans that help patients stay healthy and out of the emergency room.

# COMMUNITY PARAMEDIC

In Fargo and the broader Fargo-Moorhead region, these services are especially valuable for residents who have difficulty traveling to appointments or need more frequent check-ins after hospital stays. The model used today demonstrates how community paramedicine has expanded care options beyond emergency response into routine health maintenance. By providing care where patients feel most comfortable, community paramedics improve quality of life and reduce strain on emergency services.

## FREQUENTLY ASKED QUESTIONS





*What type of training does a community paramedic receive?*

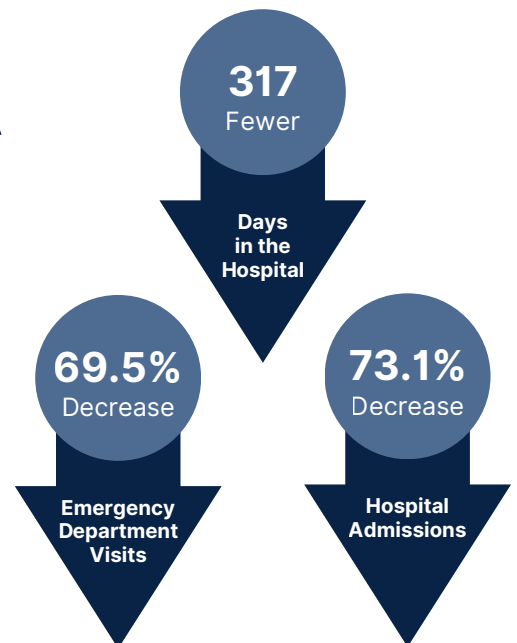
A community paramedic is a licensed paramedic with additional training focusing on caring for patients outside of emergency situations. Community paramedics receive specialized training that expands their role beyond emergency response into preventive, primary, and follow-up care within the community. This advanced training often includes topics such as:

- Chronic disease management, such as diabetes, heart failure, and COPD.
- Health assessments, including basic lab testing and wellness checks.
- Evaluating a patient's living environment for safety risks and barriers to care.
- Recognizing and responding to mental health and substance use concerns.
- Clinicals with physicians, nurses, social workers, and public health agencies.
- Preventative care and education, to help patients avoid unnecessary hospital visits through education and early intervention.



## SANFORD COMMUNITY PARAMEDIC 2025 DATA

	BLOOD PRESSURES	<b>57.9% IMPROVED</b>
	BODY MASS INDEX	<b>20.0% IMPROVED</b>
	DEPRESSION	<b>44.4% IMPROVED</b>
	A1C LEVELS	<b>50.0% IMPROVED</b>



# READY WHEELS

For over 35 years, Sanford Ambulance has been the home to Ready Wheels, a professional, non-emergency wheelchair transportation service. Ready Wheels is designed to provide local and long distance wheelchair transportation to anyone whose needs are not met by other services in our community.



Ready Wheels drivers are trained in first aid, CPR, passenger assistance, customer safety, prevention of abuse and customer service. Ready Wheels drivers follow Minnesota DOT Special Transportation guidelines, which helps ensure that drivers meet state and federal safety requirements, with the goal of making sure all passengers reach their destination safely.

*Total number of Ready Wheels calls in 2025:* **3,521**

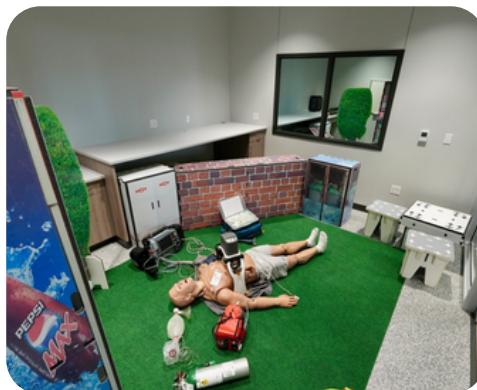


# SHEMSE

Sanford Health EMS Education (SHEMSE) is a nationally recognized leader in Emergency Medical Services education. The SHEMSE department provides training in emergency medical courses to all levels of providers, including childcare, industry, emergency medical responders, nurses and doctors. The nine full-time educators are all paramedics who have diverse backgrounds and years of experience.

In August, SHEMSE's EMR, EMT, and Paramedic programs officially moved to a brand-new home at the NDSCS Career Innovation Center (CIC) in Fargo. The CIC's cutting-edge facilities at 4230 64th Avenue South are designed to elevate hands-on training. With advanced simulation labs and flexible classrooms, students will practice real-world emergency scenarios, honing critical skills for EMR, EMT, and Paramedic roles. This modern setup ensures that students are prepared to respond with confidence and precision in high-stakes situations.

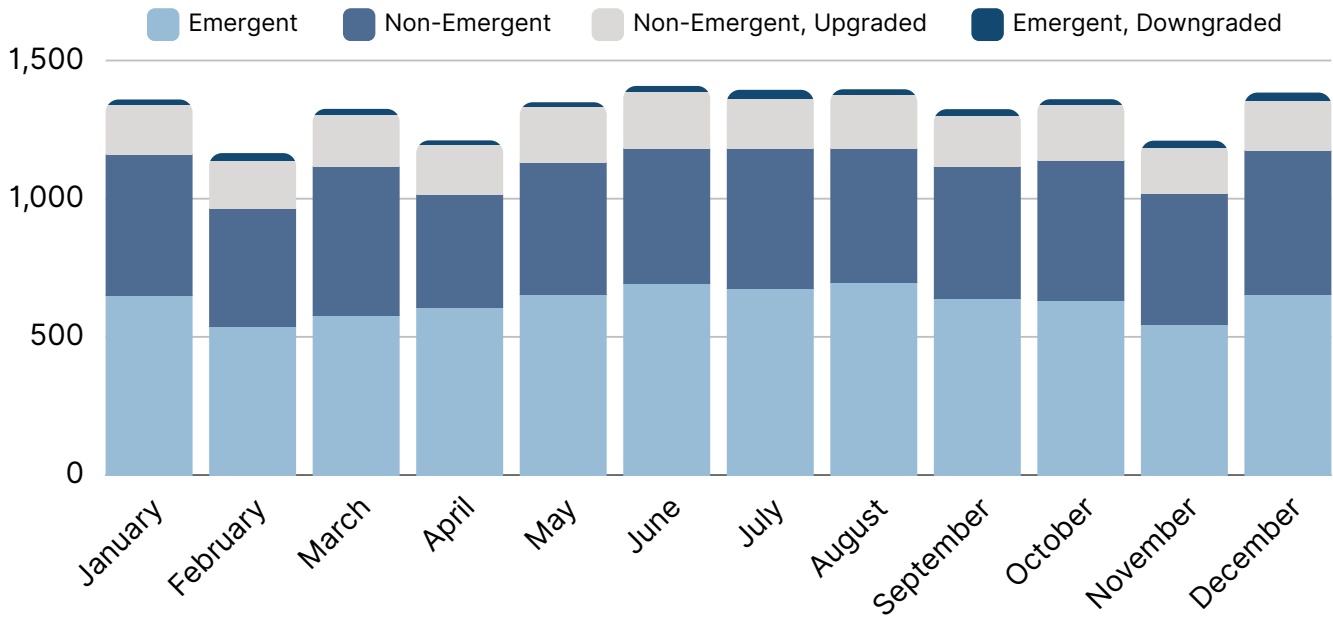
In December, the rest of the education team moved to the new Sanford Health Amber Valley building at 4837 Amber Valley Parkway. The Amber Valley space offers expanded classrooms, updated simulation areas, and improved resources that enhance both provider and community education.



# A LOOK AT THE NUMBERS

## Response Mode (Station to Scene)

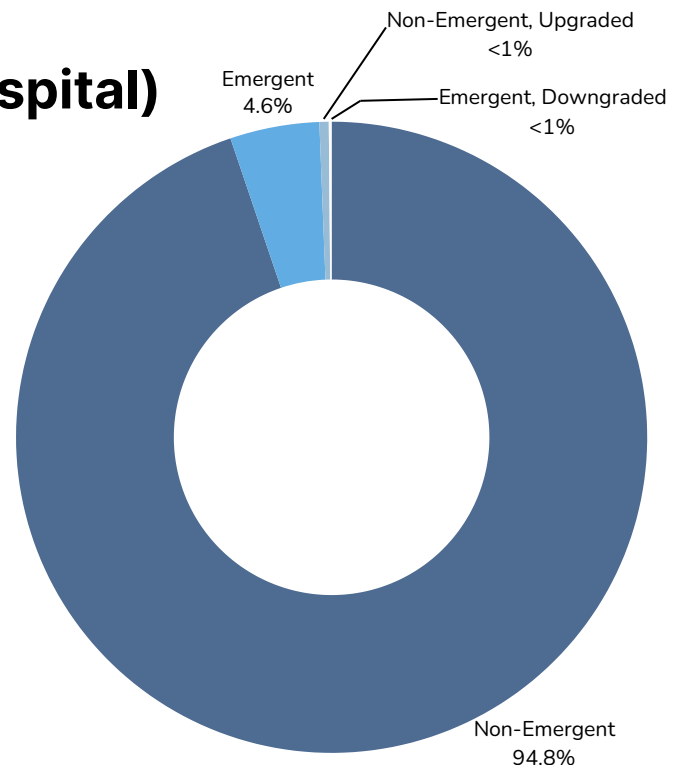
Ambulances often decide whether to respond with lights and sirens during the initial response based on Emergency Medical Dispatch (EMD). EMD is a structured system used by 911 dispatchers to triage calls and assign a priority level before the ambulance even arrives.



## Transport Mode (Scene to Hospital)

Ambulance crews decide whether to use lights and sirens when transporting a patient from the scene to the hospital based on the patient's condition, potential risk to life, and local protocols. Lights and sirens are typically used when a patient has a time-critical, life-threatening condition. If the condition is stable or non-life-threatening, crews usually transport without lights and sirens.

<u>Percent</u>	<u>Transport Mode</u>
94.8%	Non-Emergent
4.6%	Emergent
<1%	Non-Emergent, Upgraded
<1%	Emergent, Downgraded



# A LOOK AT THE NUMBERS

25,554

## 911 Requests for Service

The number of people that called 911 for an emergency in 2025.

20,903

## Patient Contacted

The number of patients that our crews made contact with in 2025.

17,129

## 911 Patient Transported

The number of patients that our 911 crews transported to the emergency room in 2025.

2,390

## Cancelled Prior to Arrival at Scene

The number of times ambulance crews were cancelled before they arrived on scene in 2025.

2,125

## Cancelled on Scene

The number of times crews arrived on scene, but were cancelled before patient contact was made.

136

## No Patient Found

The number of times crews responded but were unable to find the patient, or there wasn't a patient.

# A LOOK AT THE NUMBERS

**How often did Sanford Ambulance respond to urban emergency calls in less than nine minutes in 2025?**

**93.01%**

*Although there is no nationally universally accepted response time goal for ambulance services, most urban ambulance services in the U.S. use the goal of responding to at least 90% of the calls that are coded as emergent responses in under nine minutes.*

**What was the average chute time in 2025?**

*Chute time measures the time from when dispatch tells the crew about the call to the time that their wheels start turning to respond to the call. Sanford Ambulance's chute time goal is 0:30.*

**0:22**

**What was the median emergent response time for an ambulance in 2025?**

**6:34**

**What was the median transport time (from scene to emergency room) in 2025?**

**11:21**

**What was the average time to complete an emergency call (time dispatched to time available at the hospital) in 2025?**

**43:58**

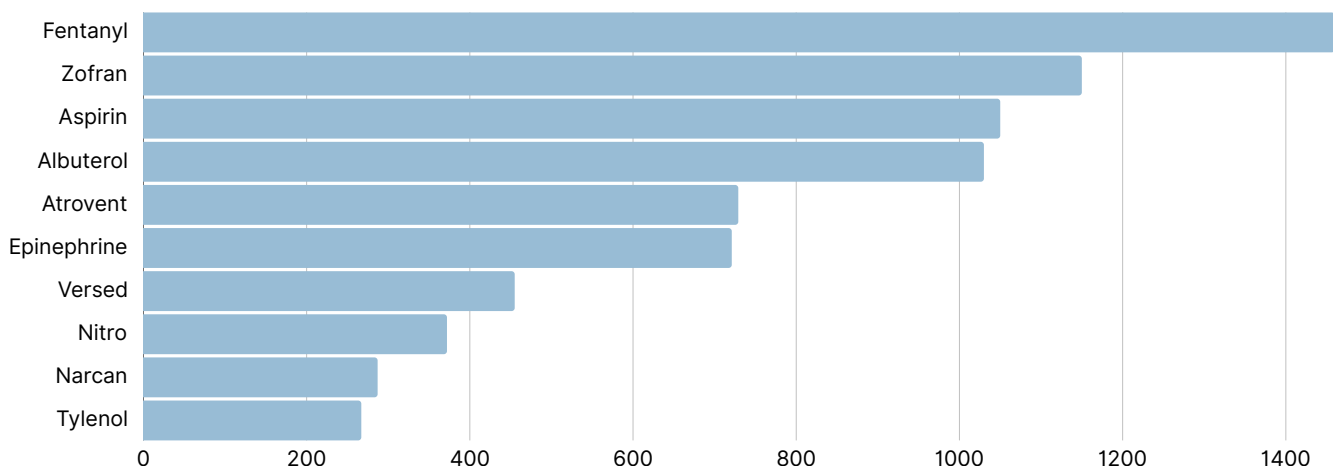
**How many calls did an average Sanford Ambulance paramedic respond to in 2025?**

**681**

**What was the total amount of time spent on ambulance calls in 2025?**

**18,724 hours**

## Most Common Medications Administered in 2025



# A LOOK AT THE NUMBERS

## AIRWAY INTERVENTIONS



145

OROTRACHEAL  
INTUBATIONS

41

OROPHARYNGEAL  
AIRWAYS

3,201

PATIENTS  
PLACED  
ON OXYGEN

63

IGEL  
PLACEMENT

41

NASOPHARYNGEAL  
AIRWAYS

43

CPAP  
PATIENTS

## TRAUMA INTERVENTIONS



11

TOURNIQUETS  
PLACED

11

UNITS OF  
BLOOD

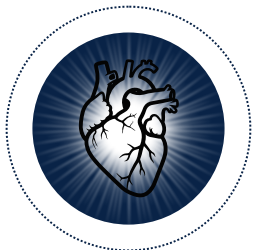
5

HEMOSTATIC  
AGENT USED

13

PLEURAL  
DECOMPRESSION

## CARDIAC INTERVENTIONS



18

CARDIAC  
PACING

178

MANUAL  
DEFIBRILLATION

13

CARDIOVERSION

7

DOUBLE  
SEQUENTIAL  
DEVIBRILLATION

## MEDICAL INTERVENTIONS



8,953

MEDICATIONS  
ADMINISTERED

5,511

IV  
PLACEMENT

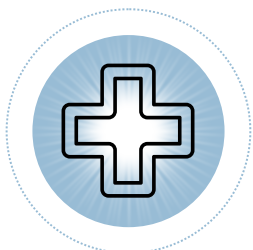
10

BABIES  
DELIVERED

145

INTRAOSSEOUS  
PLACEMENT

## 2025 SPECIAL HOSPITAL ALERTS



143

CRITICAL  
PATIENT  
ALERT

277

TRAUMA  
ALERT

52

STEMI  
ALERT

274

STROKE  
ALERT

# A LOOK AT THE NUMBERS



4,410

## Number of patients that received a 12-lead EKG

A 12-lead EKG can record the electrical activity of a patient's heart and show paramedics if a patient has an irregular and/or dangerous heart rhythm. 12-lead EKGs are also used to help determine the right course of treatment for a patient.



52

## Patients with cath lab activation (STEMI)

A **ST-Elevation Myocardial Infarction**, or STEMI, is a very serious type of heart attack in which one of the heart's major arteries is blocked.



210

## Number of cardiac arrests

Cardiac arrest happens when the heart stops beating. Without immediate intervention, a patient in cardiac arrest will die.



184

## Number of times the LUCAS was used

The LUCAS is a machine that provides high-quality, consistent mechanical chest compressions to patients in cardiac arrest.

8

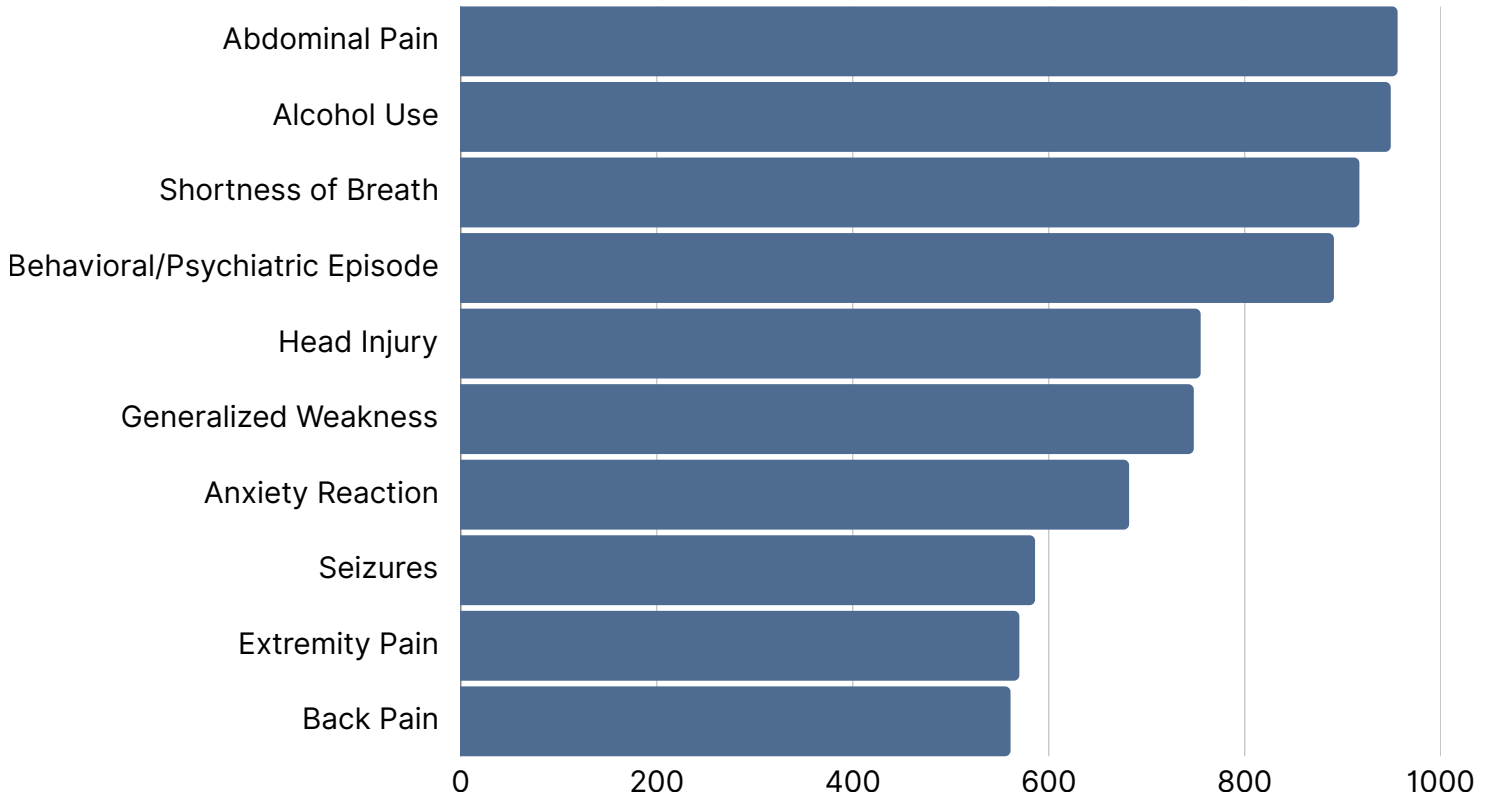
## Number of times a bystander saved a life by performing CPR in 2025

Pictured: David Corbine thanks Sanford Ambulance paramedic David Hoffman for helping save his life. When Corbine experienced sudden cardiac arrest at a local grocery store, several community members jumped in to help save his life by performing CPR and using an AED to shock his heart.



# A LOOK AT THE NUMBERS

## Most Common Calls in 2025



**Busiest Day of the Week:**

Friday

**Slowest Day of the Week:**

Sunday

**Busiest Time of Day in 2025:**

5:00 PM

**Busiest Day of 2025:**

Friday, June 20, 2025

**Least Busy Day of 2025:**

Monday, January 6, 2025

# LOOKING TO THE FUTURE

As we look ahead, many of the themes from last year remain the same - particularly the continued challenge of workforce recruitment and retention in emergency medical services. While this challenge persists nationwide, Sanford Ambulance has made meaningful progress year over year by investing in education, professional development, and long-term sustainability. Programs such as the Sanford Paramedic Academy, expanded EMS education facilities, and focused efforts on employee support continue to strengthen our foundation and prepare us for future growth.

At the same time, our operational approach continues to evolve. In 2024, we focused heavily on building capacity and flexibility within our system. In 2025, that work translated into more refined deployment strategies, improved clinical capabilities, and innovations such as whole blood transfusion and advanced cardiac interventions in the field. These advancements allow us to deliver higher-level care sooner, while also ensuring that the right resources are available for the right patient at the right time.

Our communities continue to grow, and with that growth comes increased demand, new expectations, and greater complexity. Whether responding to emergencies, preventing avoidable hospitalizations through community paramedicine, or working behind the scenes in dispatch and education, Sanford Ambulance remains committed to keeping pace with our communities and preparing for what lies ahead.

Most importantly, I want to close by recognizing the people of Sanford Ambulance. The professionals who work here carry an enormous responsibility - one that requires clinical skill, sound judgment, empathy, and resilience. Their work is not measured solely by response times or outcomes, but by the trust they earn from patients, families, and community partners every day. I am proud of their dedication, grateful for their service, and humbled to support them.

Thank you to our employees, our partners, and the communities we are honored to serve. We look forward to continuing this work together.

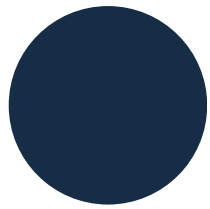


Thank you,

A handwritten signature in black ink that reads "Tim Meyer".

Tim Meyer, Senior Director  
Sanford Ambulance Fargo





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[www.sanfordambulance.com](http://www.sanfordambulance.com)

