Hyalite Rural Fire District

Board Meeting Synopsis Approval Form

The written synopsis of the May 21, 2024 Hyalite Rural Fire District (HRFD) Board of Trustees Annual Board Meeting was approved by motion of the HRFD Board of Trustees on June 18, 2024.

Chair Signature

Justin Miller, Chairman

Printed Name

Secretary Signature

Ken Beideman, Secretary

Printed Name

HYALITE RURAL FIRE DISTRICT
BOARD OF TRUSTEES ANNUAL PUBLIC MEETING
SYNOPSIS

DATE: MAY 21, 2024 TIME: 7:00 p.m.
LOCATION: Sourdough Fire Station, 4541 S. 3rd Rd., Bozeman, Montana

In compliance with MCA 2017 2-3-212 and the Hyalite Rural Fire District Bylaws, the minutes of HRFD Board of Trustees open public meetings are comprised of an audio recording and a written synopsis. The audio recording is designated as the official record of a meeting. The written synopsis serves to assist the public in accessing portions of the audio recording and is a good faith attempt to provide the public with another method to be informed about the actions of the Board. The minutes are available to the public at www.hyalitefire.org/board-meeting-minutes/ or at the Hyalite Rural Fire District Administrative Offices, 4541 S. 3rd Rd., Bozeman, MT, during its standard business hours.

TRUSTEES IN ATTENDANCE:
Justin Miller
Pete Geddes
Walt Zidack
Jason Jarrett

STAFF IN ATTENDANCE:
Brian Nickolay, Fire Chief
Chris Dahlhauser, Assistant Fire Chief
Sheryl Wyman, Administrative Assistant

PUBLIC IN ATTENDANCE:
Colin Prato, Maintenance Captain
Mac Malone, Training Captain
Reid Templeton, Recruitment and Retention Captain
Nicholas Valera

0:00:02	**CALL TO ORDER OF HYALITE RURAL FIRE DISTRICT** Chairman Miller called the meeting to order and asked for any public comment on non-agenda items. None given. **HYALITE CONSENT AGENDA** Chairman Miller asks if there are any requests to pull anything from the Consent Agenda for review. None given. **Motion**: **Trustee Geddes moves to approve consent agenda as presented** Trustee Jarrett seconded the motion.

	Vote: Jarrett-Yes; Zidack-Yes; Miller-Yes; Geddes-Yes. Unanimous approval. *[See April 16, 2024 Board Packet for Consent Agenda items Approved]*
	REGULAR AGENDA
0:00:37	**Agenda 1 – Annual Meeting Topics** 1. Introduction of trustees and staff – Each trustee introduces themselves and gives a bit of their background. 2. Recent HRFD News Stories – No real news items from the district. 3. Board Presentation and Discussion of Current and Possible District Finances, Issues, and Concerns – Chairman Miller gives a State of the District synopsis: • Proud of our fire department and the service we provide. ▪ The service level is consistent to the residents in our district. ➢ Because of our diligent efforts in training and advancing our staff; and ➢ Despite the fluid nature of our volunteer staff (college students). ▪ EMS services have grown with the ambulance transport program. ➢ The program will pay for itself with almost $50,000 in revenue to date for fiscal year 2024. This is the first year of full implementation. • Financially healthy due to: ▪ Fiscally responsible actions by the board and the Chief ➢ Especially during a challenging economic time with costs rising. ➢ We are consistently under budget in the majority of our categories. • Challenges: ▪ Growth in the district results in more calls and needs of our residents. ▪ Rising costs for everything from safety equipment to fuel, etc. ▪ Keeping up with competitive salaries in the county for staff. ▪ Recruiting and retention of new volunteers. ▪ Growth in the district necessitating upgrading of facilities. Trustee Geddes adds comments regarding the challenges facing most businesses in the valley and the rising costs; changing nature of Montana State University students. Trustee Zidack states we continue to manage our budget to meet our capital replacement needs without having to go to the voters to adjust any millage. In the near future we will be looking at a new station at Rae and expanding that facility. Hopefully the timing will work where the payment will be done and replacing it with a millage to service a future

	debt load in constructing a new facility. Trustee Jarrett recognizes the current feeling of the community and the need to be cautious and thoughtful when asking for help. 4. Review of Bylaws – No one requests any changes of the Bylaws. 5. Review of Board Policies – No one requests any changes of the policies. Chairman Miller asks for any further board discussion. None given. Chairman Miller asks for any public comment. None given.
0:08:49	**Agenda Item 2 – Discussion and Decision-Resolution 2024-02 Creating Operational Contingency Fund and De-Committing Funds from the Capital Building Repair/Improvement Fund** Trustee Zidack informs the board this is the per a recommendation by the accountant to meet accounting practices. We currently have three capital reserve funds and the suggestion from the accountant is to de-commit funds from the Capital Reserve Building Repair/Replacement Fund and commit the funds to the Capital Reserve Apparatus Fund. There will be $100,000 put in the unrestricted line item and the remainder of $244,900 will be moved to the Capital Reserve Apparatus Fund. This would cover any unforeseen expenses that come up that doesn't fall under capital, but large enough that it won't burden the budget. Chief Nickolay states this was driven by some bigger facility repairs that put a burden on the facility line items in the budget and couldn't be capitalized; i.e. a water pump that went out at the Cottonwood Station; and a new boiler at the Rae House. Chairman Miller asks for any further board discussion. Trustee Jarrett asks if there is a dollar figure threshold. Chief discusses what can qualify as capital and what can't. **Motion**: **Trustee Geddes moved to approve.** Trustee Jarrett seconded the motion. Chairman Miller asks for any public comment. None given. **Vote:** Jarrett-Yes; Zidack-Yes; Geddes-Yes; Miller-Yes. Unanimous approval. *[See Attachments A – Resolution 2024-02]*
0:13:44	**Agenda Item 3 – Discussion and Decision – Consulting Fee to Montana Fire Chief's Association for Legislative Work re: Ground Emergency Medical Transport (GEMT).** Chief Nickolay discusses the program proposed by the Montana Fire Chief's Association is taking on the task to get Ground Emergency Medical Transport (GEMT) put into law in our State. GEMT is a term assigned to Title XIX of the Social Security Act which allows government agencies to request reimbursement from the

	Federal government for the cost of doing ambulance transporting. The State Fire Chief's Association is going to enter into a contract with AP Triton Consulting to work this through the legislature. The Chief discusses the history of GEMT and the purpose of the program. This will offset the cost to the public provider and minimize the impact to the tax-payers. The program is only open to public agencies. Medicaid is the lowest payor with often the highest cost which in turn forces the tax payors to subsidize the cost. With this program Hyalite could partner with the Center for Medicaid Services (CMS) to share the cost of ambulance transport. Currently in Montana the rate the CMS will pay is 62.37% which means for every 37.63 cents spent CMS will supplement in reimbursement an additional 62.37 cents. Chief Nickolay gives example of possible reimbursement scenarios. The increase in Medicaid dollars for ambulance transport could be substantial. There will be three phases of the consulting services by GEMT. Phase 1 – Legislative Support and Advocacy. Phase 2 – State Plan Amendment (SPA) Assistant. Phase 3 – Training and Implementation. Chief Nickolay explains that because MSFCA is funded by the agencies, the agencies are being asked to provide financial support in the effort to get GEMT passed into state law. Agencies that are providing ambulance transport in the sate that are comparable to Hyalite Fire (Frenchtown, Columbus, Missoula Rural) are committing $10,000 for the next two years for a total of $20,000. Work will need to be done to figure out the details for ambulance transport. Discussion is held by the trustees. Trustee Jarrett has concerns regarding the timing given the makeup of the legislature. Chief Nickolay discusses previous efforts to have this bill passed in the legislature. Trustee Jarrett asks about admin costs. There will be some to get the program in place but once the footwork is done it won't be unmanageable in the future. Trustee Zidack asks more about the program and Medicaid dollars. More discussion and questions are asked between the board and Chief. **Motion**: **Trustee Geddes moves to contribute to the MFSCA fund.** Trustee Jarrett seconded the motion with the amendment that 2/3 of the ambulance transport agencies contribute. Chairman Miller asks for any public comment. None given. **Vote:** Jarrett-Yes; Zidack-Yes; Geddes-Yes; Miller-Yes. Unanimous approval. *[See Attachment B – Information Sheet – GEMT]*
0:33:58	**Agenda Item 4 – Discussion and Decision - Command Coverage Compensation** Chief Nickolay discusses the deficiencies in volunteer command staff. Seven volunteer captains are needed to cover the week of nightly command. Chief had

	previously requested $145,000 in overtime costs for non-exempt employees to make up for the shortfall. At the last meeting three options were discussed: Option 1 is to approve the proposed $145,000 in overtime cost for non-exempt employees. This would allow for each of our three non-exempt employees to work a 12-hour overtime shift once a week. This would provide three-nights a week command coverage. In funding this option, we would provide a one-year temporary solution to our command issues. Our hope is we would build bench depth of volunteer captains over the next year. The funding for overtime could not be funded next year in the event we can bring our volunteer captains to our needed seven. Our hope is to set a proactive strategy for promoting the needed number of volunteer captains in the future. This option would allow us to make our best effort to keep the volunteer command coverage as an option. The has been expressed as an important incentive goal for volunteers in our department. Option 2 would create an additional two full time position to accommodate the shortfall. Each of our paid captains cost us on average $125,000 annually. Two positions would cost an estimated $250,000. This option would allow us to cover an estimated two to four nights per week of command. This funding would be permanent once employees successfully complete their probationary period. This option would move us away from volunteer command coverage. Option 3 would be to provide no overnight command coverage while we do not have sufficient volunteer captains. The department, Chief, staff and volunteer, are not comfortable given the current resident make-up is less than two years but more accurately one to six months experience on the department and those individuals do not feel comfortable responding to calls without the command support and guidance. The feeling is that this option would put us at a higher risk of mismanagement of service to our constituents Discussion and questions are asked between the board and the Chief. Chairman asks about the money that was set aside for the paid positions over the holidays. Chief explains there was a difference between the firefighters and command coverage and those monies were for the firefighters. Chairman asks what the staff recommends. The Chief responds the overwhelming feeling is for option 1. They feel although given the uncertainty of volunteers they feel they will have the numbers to staff command in the future. The recruits are coming through the door that once trained will build up the command positions. The hope is that coming next year's budget discussion this will not need to be funded. More discussion is held between the board and the Chief. Discussion is held about possibly combining two of the options. Trustee Geddes states he feels Option 1 is the way to go for the time being. Trustee Zidack recommends that if the board approves Option 1 that the funding sunsets after one year. Trustee Jarrett suggests if after one year if we still have the same issues, we should look at the training and how to get people through the system.

	Motion: **Trustee Zidack makes a motion to approve Option 1 which consists of adding $145,000 in overtime costs with the understanding this funding will sunset at the end of the fiscal year and will evaluate what the path looks like for the subsequent year.** Trustee Geddes seconded the motion. Chairman Miller asks for any public comment. None given. **Vote:** Jarrett-Yes; Zidack-Yes; Geddes-Yes; Miller-Yes. Unanimous approval. *[See Attachment C – Command Coverage Informational Sheet]*
0:50:01	**Agenda Item 5 – Discussion and Decision - FY2025 Preliminary Budget** Trustee Zidack goes over the budget documents and highlights the changes that have been made for FY25. Because this is a preliminary budget, we incorporated the additional budget requests and will make any adjustments prior to the final budget. The operating expenses are creeping up more than our income but as of right now we still have a healthy amount to contribute to the capital reserve accounts, a little more than $500,000. However, at some point in the future those numbers will cross and we won't have monies to commit without an increase in revenue. Discussion is held between the trustees. Trustee Jarrett asks about the inflationary increases and if we have a feel for what areas might be slowing down. Discussion is held regarding the increase in revenue. Trustee Geddes discusses the need to have a better feel on the volunteer model we are using and having the recruitment and retention captain give a report to the board on the volunteers that are coming through the door. Discussion is held with the Chief on how the increase in calls has made the job more demanding than it was six or seven years ago. Discussion is held regarding the volunteer model. Trustee Jarrett feels the model is still a good working model that we need to continue to support. Assistant Chief Dahlhauser states the quality of volunteers that are coming through the door has increased due to the efforts of the recruitment captain. **Motion**: **Trustee Zidack moves to approve the preliminary budget as presented.** Trustee Jarrett seconded the motion. Chairman Miller asks for any public comment. None given. **Vote:** Jarrett-Yes; Zidack-Yes; Geddes-Yes; Miller-Yes. Unanimous approval. *[See Attachments D and E – Budget Documents]*

1:10:57	**Agenda Item 6 – Discussion and Decision - Awarding of Audit Contract FY2025** Chief Nickolay states we have one option for the audit which is Amatics who has done our last three years with an increase in price. Chief states that this is an issue the state fire chiefs are taking notice to that this audit is a state requirement and the number of auditors has dropped dramatically and the price has doubled. This is just not our auditing services. Our accounting services has doubled as well over the last four years. Administrative Assistant Wyman states she feels we have done our due diligence and we only received one bid. Discussion is held regarding the time of the contract. Trustee Zidack suggests award the contract for one year. Chief Nickolay states auditors in other cities, Billings, Helena, Great Falls, have doubled their price in the last year. Discussion is held regarding efforts at the legislature affecting fire service. Trustee Zidack discusses the challenges with the costs of accounting services. **Motion**: **Trustee Geddes makes a motion to approve the contract for one year.** Trustee Jarrett seconded the motion. Chairman Miller asks for any public comment. None given. **Vote:** Jarrett-Yes; Zidack-Yes; Geddes-Yes; Miller-Yes. Unanimous approval.
1:19:40	**Agenda Item 7 – Discussion and Decision – Web Design Services Proposal** Chief Nickolay discusses the RFP written for a marketing company to design a new website for us. We requested the funds through the capital account. Our website is dated and bland and not a great recruitment tool. Our hope is to beef that up a bit and make it a better tool for recruitment and for the public. Once created we can then work with a firm to get the training to maintain it. Chairman Miller asks for board discussion. None given. **Motion**: **Trustee Zidack makes a motion to approve the RFP proposal.** Trustee Geddes seconded the motion. Chairman Miller asks for any public comment. None given. **Vote:** Jarrett-Yes; Zidack-Yes; Geddes-Yes; Miller-Yes. Unanimous approval. *[See Attachment F – Web Design Proposal Informational Sheet]*
1:22:23	**Agenda Item 8 – Discussion and Decision – Replacement of Rae Fire Station** **a. Creation of a Sub-Committee to work with ThinkOne**

	Chief Nickolay states we haven't had much movement since the last meeting. Last month it was discussed to create a sub-committee or work group. Trustee Jarrett would like to see staff get through the first phase of the design process. Discussion is held between the board members. Chief Nickolay could create the schedule for meetings and if a board member would like to attend a meeting they will have that information. The trustees confirm they don't feel they need to get involved until after the Concept Designs are completed. Discussion is held among the trustees regarding the bond and if it might be possible to not exceed what the current bond would cost the taxpayers. The current expected cost to build the Sourdough Station today would be 8-10 million dollars. Trustee Jarrett looks at this as two projects – the residential piece and the old Rae Station. The apparatus operational piece would be built later. Our current bond will expire in 2028.
1:28:24	**Agenda Item 9 – Final Report of Gallatin County EMS Study** Chief Nickolay gives highlights of the report. Hyalite is involved because we provide ambulance transport. Chief Nickolay will stay active and keep informed with actions in the county. The report states it is a fragmented situation. We handle BLS service and AMR handles ALS service but AMR could leave at any time. Currently almost every fire agency is supplementing the services provided by AMR. The Chief will keep the board informed as the county makes decision on the EMS services they want to provide in the county. *[See Attachment G – Gallatin County EMS Study]*
1:33:43	**Agenda Item 10 – Fire Chief's Report** Chief Nickolay discusses his report. Call volume is up from the past. Hyalite hosted a joint command training. The resident program is looking better and full for the summer. The academy is moving at a good pace and should be completed by July 1st. Chris and Mac did a large amount of work on the airport drill. April had a string of grass fires. Ambulance transport is bringing in income. *[See Attachment H – Fire Chief's Report]*
1:37:24	**Trustees' Activities** Chairman Miller, Trustee Geddes and Fire Chief Nickolay met with members of the Fort Ellis Fire Department. Fort Ellis has stabilized but looking into the future of what they are going to do. Their fire chief is retiring in September with no replacement. The County advised Fort Ellis they need to become a fire district. Because of the growth our district is experiencing that there might be benefits to go into a partnership. These are beginning discussions. Future meetings will include a representative from Local Government Services to help answer some of the questions of what combining might look like.

	Chairman Miller asks for any public comment. None given.
1:40:43	**Announcements** • Wildland BBQ set for June 26, 2024 – Chief Nickolay point out that Captain Alex Phillips as a volunteer has taken the lead on community outreach events and has done an amazing job. Assistant Chief Dahlhauser also adds he has also done a pile of command shifts. • Next Board Meeting – June 18, 2024
1:42:01	**Adjournment**

Board of Trustees for the Hyalite Rural Fire District
Resolution No. 2024-02

Resolution of the Board of Trustees to Decommit Funds from the Capital Reserve Building Fund and Commit Funds to the Capital Reserve Apparatus Fund. The Board of Trustees further Creates an Unrestricted Fund Titled Operational Contingency Fund.

This resolution was introduced and moved by Waltz, Jack / Pete Geddes seconded by Jason Jarrett. The Resolution was adopted by a vote of 4-0.

WHEREAS, pursuant to MCA 7-33-2105, the Hyalite Rural Fire District Board of Trustees have the authority to provide adequate and standard firefighting and emergency response apparatus, equipment, personnel, housing, and facilities, including real property, for the protection of the fire district; and

WHEREAS, MCA 7-33-2105 requires the Board of Trustees to prepare annual budgets and request special levies for the budgets of Fire Districts; and

WHEREAS, on May 17, 2024 the Hyalite Rural Fire District posted and published notice of the meeting and a copy of the agenda in which Resolution 2024-02 was to be considered, and

WHEREAS, on May 21, 2024 a meeting of the Board of Trustees of Hyalite Rural Fire District was held to consider Resolution 2024-02, and

WHEREAS, a quorum of the Board was present; and

WHEREAS, the Board of Trustees allowed the public to comment on Resolution 2024-02 in the form of written comment and oral testimony; and

WHEREAS, the Board of Trustees seeks to decommit funds from the Capital Reserve Building Repair/Replacement Fund and commit funds to the Capital Reserve Apparatus Fund; and

WHEREAS, the Board of Trustees further creates an unrestricted fund entitled Operational Contingency Fund; and

WHEREAS, the Board of Trustees commits funds into the newly formed unrestricted fund entitled Operational Contingency Fund; and

WHEREAS, the Board of Trustees has determined the current amount of funds in the Capital Reserve Building Repair/Replacement Fund is $344,900.00; and

WHEREAS, the Board of Trustees commits to the newly created unrestricted Operational Contingency Fund $100,000.00 from the Capital Reserve Building Repair/Replacement Fund; and

WHEREAS, the Board of Trustees commits to the Capital Reserve Apparatus Replacement fund in the amount of $244,900.00; and

WHEREAS, upon the decommitting of all funds from the Capital Reserve Building Repair/Replacement fund, the Board of Trustees deletes the Capital Reserve Building Repair/Replacement fund.

NOW THEREFORE, IT IS HEREBY RESOLVED:

1. Decommit funds from the Capital Reserve Building Repair/Replacement Fund and commit funds to the Capital Reserve Apparatus Fund in the amount of $244,900.00.
2. Create an unrestricted fund entitled Operational Contingency Fund.
3. Decommit funds from the Capital Reserve Building Repair/Replacement Fund into the newly formed unrestricted fund entitled Operational Contingency Fund in the amount of $100,000.00.
4. Upon completion of decomitting all funds from the Capital Reserve Building Repair/Replacement fund, the Capital Reserve Building Repair/Replacement fund shall be deleted.

Dated this 21st[th] day of May, 2024.

Justin Miller, Chairman

Eugene M. (Pete) Geddes, Vice-Chairman

Ken Beideman, Secretary

Jason Jarrett, Trustee

Walt Zidack, Treasurer

Consulting Fee to Montana Fire Chiefs Association for Legislative

Work re: Ground Emergency Medical Transport (GEMT).

I am requesting the Hyalite Rural Fire District provide financial support to the Montana State Fire Chiefs Association (MSFCA) in the effort to get Ground Emergency Medical Transport (GEMT) passed into state law. The MSFCA is proposing entering into a contract with AP Triton Consulting on behalf of the public agencies in Montana providing ambulance transport. The GEMT program would allow public agencies to submit reimbursement to the federal government in order to recover the cost of ambulance transport for Medicaid patients. The MSFCA does not know the total cost of utilizing the consultant. The consultant will bill MSFCA at a rate of $400 per hour in 10-hour increments. Most agencies providing ambulance transport in the state that are comparable to Hyalite Fire (Ex. Columbus, Frenchtown, Missoula Rural) are committing $10,000 for the next two years. Larger agencies (Big Sky, Central Valley, Bozeman) are committing a higher dollar amount. I am requesting we match this contribution providing $10,000 in FY 25 and $10,000 in FY26. AP Triton does have a positive track record in getting GEMT passed in the states of California, Oregon, Washington and Kansas.

Ground Emergency Medical Transport

History of GEMT

- Entitlement program part of Title XIX SSA
- Does not require appropriations
- Same program since 1965
- Is utilized by every State in the Union

Purpose of these programs

- All Medicaid is 90%+ Federal
- Medicaid does not cover the full cost of transport
- Intent is to “offset” the cost to the public provider
- Minimize the impact to the tax-payer

Why public providers and not all providers

- Municipalities are limited to their jurisdictions
- Private providers are free to operate anywhere
- Profitability is based on payer mix
- Public entities are limited on profits

Hyalite FD vs. Bozeman Private Ambulance

- Medicaid is lowest payor often highest cost
- Forces Tax Payors to subsidize Medicaid Ambulance Transport
- HFD as a government provider can partner with Center for Medicaid Services (CMS)
- Share the cost of transport based on FMAP

What is the FMAP

- Federal Medicaid Assistance Percentages
- Is the amount CMS will match in funds for Medicaid services
- Montana is 62.37%
- This means that for every 37.63 cents spent CMS will give you 62.37 cents supplemental reimbursement

FMAP Example

- HFD has a COT @ $2,400
- 2023 MT Medicaid rates A0427 (ALS1) = $280.94
- 2023 MT Medicaid rates A0425 (mileage) = $4.17 @ 10
- Total COT is ($280.94 + $41.70) = $322.64
- 100 ALS Transports @ $322.64 = $32,264
- 100 BLS Transports @ $278.28 = $27,828
- Total standard reimbursement = $60,092
- Total COT ($2,400 x 200 Tx) = $480,00
- UCC ($480,000-$60,092) = $419,908
- CMS Match ($419,908 x 62.37%) = $261,897
- 435% increase in Medicaid dollars

Scope of Services

CONSULTANT shall provide consulting services to CLIENT on the implementation of the Ground

Emergency Medical Transport (GEMT) process.

Phase 1: Legislative Support and Advocacy

Objective: Draft and advocate for GEMT-related legislation in the Montana legislature.

Activities:

- Draft legislation in collaboration with the Fire Chiefs and relevant stakeholders.
- Provide expert testimony and advocacy during legislative sessions.
- Engage in strategic lobbying to facilitate the passage of the bill.
- Monitor legislative progress and provide regular updates to the Fire Chiefs Association.

Phase 2: State Plan Amendment (SPA) Assistance

Objective: Support the development and drafting of the SPA for GEMT.

Activities:

- Collaborate with state health officials and Fire Chiefs to draft SPA.
- Offer expertise in Medicaid policies and reimbursement structures.
- Facilitate stakeholder meetings to ensure alignment and compliance.

- Provide technical assistance and draft revisions as needed.

Phase 3: Training and Implementation

Objective: Assist in the implementation of the GEMT program and training personnel.

Activities:

- Develop comprehensive training materials tailored to Montana's GEMT requirements.
- Conduct training sessions for fire departments and EMS personnel.
- Provide ongoing support during the implementation phase.
- Evaluate program effectiveness and suggest improvements.

Command Coverage Compensation –

Our department needs to maintain at least seven volunteer captains to properly cover overnight command shifts. We currently have four volunteer captains who are expected to cover one command shift a week. We know we will lose one of our volunteer captains at the end of August. We hope to bring on one additional volunteer captain throughout the summer into fall. We expect to regain one of our volunteer captains in October after seasonal work employment. Overwork and burnout are risk we are facing with our chief officers in our department.

Option 1 –

Approve the proposed $145,000 in overtime cost for non-exempt employees.

- Would allow for each of our three non-exempt employees to work a 12-hour overtime shift once a week. This would provide three-nights a week command coverage.
- In funding this option, we would provide a one-year temporary solution to our command issues.
- Our hope is we would build bench depth of volunteer captains over the next year.
- The funding for overtime could not be funded next year in the event we can bring our volunteer captains to our needed seven.
- Our hope is to set a proactive strategy for promoting the needed number of volunteer captains in the future.
- This option would allow us to make our best effort to keep the volunteer command coverage as an option. The has been expressed as an important incentive goal for volunteers in our department.

Option 2 –

Create an additional two FTE positions in the district.

- Each of our paid captains cost us on average $125,000 annually. Two positions would cost an estimated $250,000.
- This option would allow us to cover an estimated two to four nights per week of command.
- This funding would be permanent once employees successfully complete their probationary period.
- This option would move us away from volunteer command coverage.

Option 3 –

Provide no overnight command coverage while we do not have sufficient volunteer captains.

- This option creates a risk of exposure to the department that all members of the fire department would be uncomfortable with.
- Sourdough and Cottonwood residents who are on duty at night currently have less than two years of experience with the department. Some of our current residents have less than one year to six months of experience. These residents are not comfortable responding to emergency calls without command support and guidance.
- This option puts our volunteers and constituents at a higher risk of mismanaged service.

FY25 Budget Bullet Points

Below are the line items and changes with reasoning behind the increase.

- **Income** – We increased projected income by 5% for an additional $107,276.

  Justification – This is probably a conservative amount given the growth in the district.

  - **Personnel Expenses** – Increased from $690,000 to $198,600
    Justification – There will be a 10% increase in wages for the staff ($53,600). This increase also includes a command coverage in the amount of $145,000 if approved by the board.

- **Public Safety Expenses** - Increased from $40,000 to 60,000, a $20,000 increase.
  Justification – This increase will cover additional training and conferences.

- **Community Outreach/Education** – Increased from $6,000 to $10,000, a $4,000 increase.
  Justification – We have be increased our outreach through fire education classes in the schools.

- **Utilities** – Increased from $60,000 to $70,000.
  Justification – This is a cautionary increase due to the rising costs of fuels and usage.

- **Professional Services** – Increased from $45,000 to $63,000.
  Justification – The increase for professional services for accounting and audit costs.

  Justification – Insurance prices increased approximately 13% this year. This increase also accounts for newly purchased apparatus' in FY23 and any potential purchases in FY24.

- **Added a line for Ambulance Costs and budgeted $20,000.**

- **Added a line for Operational Contingency (See Resolution) with a budget of $100,000.**

Draft of Preliminary FY2025 Budget HRFD
version 05/16/2024

BUDGET WORKSHEET FOR FY2025 (preliminary)

	FY 2024 Budget	Actual Jul '23 - Apr '24 (75% of FY 2024)	$ Over Budget	Est of FY 2025	FY 2024 budget vs FY 25 estimate	FY 2024 % of Budget	Comments
Ordinary Income/Expense							
Income							
310000 · Taxes	$2,145,520.00	$1,908,810.25	($236,709.75)	$2,252,796.00	$107,276.00	**88.97%**	**Operations and bond. Estimate a conservative 5% increase in tax revenue**
315000 · On-behalf payment from State	$127,000.00	$0.00	($127,000.00)	$127,000.00	$0.00	**0.00%**	**FURS from State. Budget neutral offset reflected in "Personnel Services"**
316000 · Entitlement Share	$38,838.00	$42,460.91	$3,622.91	$42,460.91	$3,622.91	**109.33%**	
350000 · Ambulance Transportation	$0.00	$35,724.43	$35,724.43	$40,000.00	$40,000.00	**#DIV/0!**	**Revenue item first included in FY2024**
360000 · Miscellaneous Revenues	$4,000.00	$25,266.17	$21,266.17	$5,000.00	$1,000.00	**631.65%**	**Review fees, insurance claim, Rae House, other misc income**
365000 · Contributions and Donations	$500.00	$1,966.97	$1,466.97	$1,000.00	$500.00	**393.39%**	
370000 · Investment Earnings	$30,000.00	$128,862.40	$98,862.40	$80,000.00	$50,000.00	**429.54%**	**Interest earned in County Funds. Large capital carry forward funds earning interest**
380000 · Proceeds from Equip. Sale	$0.00	$2,800.00	$2,800.00	$0.00	$0.00	**#DIV/0!**	
Total Income	$2,345,858.00	$2,145,891.13	($199,966.87)	$2,548,256.91	$202,398.91	**91.48%**	
Expense							
420000 · Public Safety Expenses	$40,000.00	$25,077.93	($14,922.07)	$60,000.00	$20,000.00	62.69%	**Additional Training and Conferences**
420100 · Personnel Services	$690,000.00	$556,790.87	($133,209.13)	$888,600.00	$198,600.00	80.69%	**Contingent upon Board action, this includes 10% current wages and command**
420100A · Personnel Services (on-behalf)	$127,000.00	$0.00	($127,000.00)	$127,000.00	$0.00	0.00%	**budget neutral accounting includes "FURS On-behalf from State"**
420200 · Supplies	$32,000.00	$38,252.79	$6,252.79	$32,000.00	$0.00	119.54%	**Move medical supplies to ambulance line FY25**
420220 · Meals/Incentives	$61,000.00	$36,607.46	($24,392.54)	$61,000.00	$0.00	60.01%	
420240 · Fuel	$50,000.00	$32,764.89	($17,235.11)	$50,000.00	$0.00	65.53%	**Move ambulance fuel to ambulance line FY25**
420310 · Election Costs	$7,000.00	$0.00	($7,000.00)	$7,000.00	$0.00	0.00%	**** no election costs in 2024. Trustees approved by acclamation**
420320 · Professional Subscription/Dues	$21,000.00	$15,503.74	($5,496.26)	$21,000.00	$0.00	73.83%	
420330 · Community Outreach/Education	$6,000.00	$32,038.72	$26,038.72	$10,000.00	$4,000.00	533.98%	**Adding additional supplies for fire education classes**
420340 · Utility Services	$60,000.00	$43,090.53	($16,909.47)	$70,000.00	$10,000.00	71.82%	**Inflation and increased usage**
420350 · Professional Services	$45,000.00	$41,455.51	($3,544.49)	$63,000.00	$18,000.00	92.12%	**Move pintler to ambulance, increase in accounting and audit services, MSFCA contrib.**
420390 · Firefighter Physicals	$25,000.00	$9,087.00	($15,913.00)	$25,000.00	$0.00	36.35%	**evaluate at the end of FY24**
420400 · Training/Travel - Trustees	$2,000.00	$0.00	($2,000.00)	$2,000.00	$0.00	0.00%	
420420 · Facilities	$25,000.00	$35,574.45	$10,574.45	$20,000.00	($5,000.00)	142.30%	**Adjustment in FY25 for portion of exp. assigned to Operational Contingency line item**
420424 · Operational Contingency	$0.00	$0.00	$0.00	$100,000.00	$100,000.00	#DIV/0!	**Rolling line item to cover unpredicted, non-capital, expenses**
420500 · Insurance	$90,000.00	$69,447.44	($20,552.56)	$90,000.00	$0.00	77.16%	
420930 · Safety Equipment	$80,000.00	$60,635.23	($19,364.77)	$80,000.00	$0.00	75.79%	
420940 · Apparatus	$70,000.00	$65,110.80	($4,889.20)	$80,000.00	$10,000.00	93.02%	
420946 · Ambulance	$0.00	$0.00	$0.00	$20,000.00	$20,000.00	#DIV/0!	**Expense item added in FY24 (Medical Supplies, fuel, ESO EPCR, Pintler, apparatus)**
66910 · Other Charges	$500.00	$0.00	($500.00)	$500.00	$0.00	0.00%	
Total Expense (operations)	$1,431,500.00	$1,061,437.36	($370,062.64)	$1,807,100.00	$375,600.00	74.15%	
420970 · Total Capital outlay	$1,823,500.00	$160,719.71		$1,707,998.00			**Carry over from FY24 is $1,657,998. Arch design and website $50,000 for FY25**
Total Expense (oper. and capital outlay)	$3,255,000.00	$1,222,157.07		$3,515,098.00			
Total Expense (oper.+cap.+bond)	$3,475,845.00	$1,225,079.57		$3,735,190.50			
		Net of Operation and Bond Exp.		**$521,064.41**			**Total income less operating and bond expenses**
Restricted Income							
110200 · General Obligation Bond	$220,845.00	$2,922.50	($217,922.50)	$220,092.50	($752.50)	**1.32%**	**Construction bond for Sourdough Station. Refinanced in 2021**
320000 · Firefighter fundraising event (net)	$2,500.00	$1,662.14	($837.86)	$2,500.00	$0.00	**66.49%**	
Grants							
Transfer to Cap. Res. (building)	$0.00	$192,685.40	$192,685.40	($344,900.00)	($344,900.00)		**Board resolution to create Operational Contingency and transfer to Apparatus**
Transfer to Cap. Res. (apparatus)	$0.00	$176,258.28	$176,258.28	$1,244,900.00	$1,244,900.00		**Transfer $1,000,000 from cash balance and $244,900 from Building Reserve capital**
Transfer to Cap. Res. (improvement)	$0.00	$36,577.38	$36,577.38	$0.00	$0.00		**No transfers proposed for FY25**
Total							
Restricted Expenses							
490100 · Debt Services (principal)	$215,000.00	$0.00	($215,000.00)	$215,000.00	$0.00	**0.00%**	**Refinanced Sourdough Station Bond in 2021. Paid off old bonds.**
490100 · Debt Services (interest)	$5,845.00	$2,922.50		$5,092.50			
Capital Reserve (building)	$0.00	$0.00	$0.00	$344,900.00	$344,900.00		**Transfer into Operational Contingency and Apparatus per Board resolution**
Capital Reserve (apparatus)	$1,823,500.00	$160,719.71	($1,662,780.29)	$1,707,998.00	($115,502.00)		**Carry over from FY24 is $1,657,998.**
Capital Reserve (improvement)	$0.00	$0.00	$0.00	$30,000.00	$30,000.00		**Think One contract (Concept $25,000 and site topo $5,000), Website design $20,000**
Other Revenue							
331000 Federal Grants		$0.00					
331990 CARES ACT - Saleries & Benefits		$0.00					
381100 2021 GO Bond Proceeds		$0.00					
Total Other Revenue		$0.00					

Data fields for Gallatin County Budget Form (uses data from Internal Budget sheet)

ANNUAL EXPENDITURE REQUESTS

Description	FY 24-25 Requests	Comments
Salaries/Wages	$1,015,600.00	Accnts 420100, 420100A
Employer contribution		
Subtotal	$1,015,600.00	
Office/operating supplies	$147,000.00	Accnts 420200,420330,420390,420930
Oil/Gas	$50,000.00	Accnts 420240
Utilities	$70,000.00	Accnts 420340
Repair & Maintenance	$100,000.00	Accnts 420420,420940
Travel	$2,000.00	Accnts 420400
Training	$121,000.00	Accnts 420000,420220
Professional Services	$201,500.00	Accnts 420310,420320,420350,420500,66910, 420946
Contract Donations	$0.00	
Debt Payment - Principal	$215,000.00	
Debt Payment - interest	$5,092.50	
Subtotal	$911,592.50	
Capital Outlay (This Year)	$1,707,998.00	

		Enter Capital Reserve (future) from previous FY (Box 4)	$1,080,978.00	**ENTER amount from previous FY capital form**
		Capital Outlay (future) calculations		
		Max taxes to be levied	$2,032,703.50	Do not include bond amount
County Capital Reserve Form		Bond/debt levy	$220,092.50	Bond P & I
Current FY BOX 1	$1,080,978.00	Non-tax (interest, donations, misc., entitlement, FURS On-Behalf	$295,460.91	All other income sources
Current FY BOX 2	$1,707,998.00	Cash (County) Note - cash on HRFD balance sheet differs slightly	$3,693,653.00	**ENTER from most recent balance sheet (04/30/24)**
Current FY BOX 3	$1,800,000.00	Subtotal	$6,241,909.91	
Current FY BOX 4	$1,172,980.00			
		Calculated proposed budget to meet 29.8% max. cash reserve	$4,808,867.42	County requires less than 33.33% cash reserve
		Less Salaries	-$1,015,600.00	Auto-transferred from current internal budget
		Less Operations Exp.	-$911,592.50	Auto-transferred from current internal budget
		Less Capital Expense (Current Fiscal Budget Year)	-$1,707,998.00	Auto-transferred from current internal budget
		Calculated Capital Reserve (Future fiscal budget year)	$1,173,676.92	
		Optional Addition to Capital Reserve (Future)	-$696.92	**Rounding adjustment to match Sheryl's data 05/16/24**
		Total Calculated Capital Reserve (Future)	$1,172,980.00	
		Calculated Cash Reserve	$1,433,042.49	
		Hash Check - Cash Reserve Percentage without optional addition	29.80%	
Capital Outlay (Future)	$1,172,980.00	Hash Check - Cash Reserve Percentage with optional addition	29.82%	
Subtotal	$2,880,978.00			
Total Expenditures	$4,808,170.50			

ANNUAL REVENUE ESTIMATES

Description	FY24-25 Requests	Comments
Interest	$80,000.00	
Fire Insurance Comp		
2% Motor Vehicle Tax		
Contributions/Donations	$1,000.00	
Fire Impact Fees		
Contracts		
Taxes - Penalty/Interest		
Miscellaneous Revenue	$45,000.00	Misc. Rev. + sale of used equipment + ambulance
Loan/Bond Revenue		
Other Income	$169,460.91	State Entitlement + FURS On-behalf payment
County Contribution		
Subtotal	$295,460.91	
Per Unit Fee at $____/Unit		
Real Property Taxes	$2,032,703.50	
Personal Property Taxes		
Mill Levy	$220,092.50	Interest and Principal
Subtotal	$2,252,796.00	
Total Revenues	$2,548,256.91	

Draft of Preliminary Budget Capital Reserves Accounts, FY25

Baseline beginning balance

Capital Accnt. Description	Apr-24
Capital Improvement	$350,000.00
Capital Building Replacement	$344,900.00
Capital Apparatus	$669,981.00
Total	$1,364,881.00

April and May 2024 Board transfers from cash reserves (end of FY24 values)

Capital Accnt. Description	Transfer Amount	Ending Balance
Capital Improvement	$0.00	$350,000.00
Capital Building Replacement	-$344,900.00	$0.00
Capital Apparatus	$1,244,900.00	$1,914,881.00
Total	$900,000.00	$2,264,881.00

Capital Accnt. Description	Transfer Amount	FY25 Ending Balance	NOTE: Board may elect to transfer additional funds during FY
Capital Improvement	-$50,000.00	$300,000.00	Website design and architectual concept design expenses
Capital Building Replacement	$0.00	$0.00	
Capital Apparatus	-$1,657,998.00	$256,883.00	Carryover expenses (engines, command, burn build.,shingles)
Total	-$1,707,998.00	$556,883.00	

GALLATIN COUNTY
SPECIAL DISTRICT/LIBRARY BUDGET REQUEST FORM

FISCAL YEAR
2024-2025

DISTRICT NAME: Hyalite Rural Fire Department

FUND NUMBER: 7220

ANNUAL REVENUE ESTIMATES

DESCRIPTION	FY 23-24 CURRENT BUDGET	FY 23-24 ESTIMATED YEAR END	FY 24-25 REQUEST	COMMENTS
INTEREST	30,000	116,785	80,000	
FIRE INSURANCE COMP				
2% MOTOR VEHICLE TAX				
CONTRIBUTIONS/DONATIONS	500	1,867	1,000	
FIRE IMPACT FEES				
CONTRACTS				
TAXES - PENALTY/INTEREST	0	2,478		
MISCELLANEOUS REVENUE	4,000	45,000	45,000	Ambulance Revenue
LOAN/BOND REVENUE				
OTHER INCOME	165,838	169,461	169,461	St Entitlement & FURS
COUNTY CONTRIBUTION				
SUBTOTAL	200,338	335,591	295,461	
PER UNIT FEE AT $____/UNIT				
REAL PROPERTY TAXES	1,924,675	1,907,555	2,032,705	Est 5% Tax Increase
PERSONAL PROPERTY TAXES				
MILL LEVY	220,845	220,845	220,093	Bond Prin & Int
SUBTOTAL	2,145,520	2,128,400	2,252,798	
TOTAL REVENUES	2,345,858	2,463,991	2,548,259	

FOR FISCAL YEAR 2024-2025, WE REQUEST: (select only one)

- ☐ **NUMBER OF MILLS** _____
- ☐ **DOLLAR AMOUNT** _____
- ☑ **MAXIMUM MILLS**

GALLATIN COUNTY **FISCAL YEAR**

SPECIAL DISTRICT/LIBRARY BUDGET REQUEST FORM **2024-2025**

DISTRICT NAME: Hyalite Rural Fire Department **FUND NUMBER:** 7220

ANNUAL EXPENDITURE REQUESTS

DESCRIPTION	FY 23-24 CURRENT BUDGET	FY 23-24 ESTIMATED YEAR END	FY 24-25 REQUEST	COMMENTS
SALARIES/WAGES	817,000	817,000	1,015,600	10% Inc & Cmnd Cov
EMPLOYER CONTRIBUTIONS				
SUBTOTAL	817,000	817,000	1,015,600	
OFFICE/OPERATING SUPPLIES	143,000	146,746	147,000	
OIL/GAS	50,000	32,771	50,000	
UTILITIES	60,000	48,781	70,000	
REPAIR & MAINTENANCE	95,000	117,563	100,000	
TRAVEL	2,000	0	2,000	
TRAINING	101,000	60,570	121,000	Add Trng & Conf
PROFESSIONAL SERVICES	163,500	162,041	201,500	Increase in Audit
CONTRACT/DONATIONS	0	0	0	
DEBT PAYMENT - PRINCIPAL	215,000	215,000	215,000	
DEBT PAYMENT - INTEREST	5,845	5,845	5,093	
SUBTOTAL	835,345	789,317	911,593	
USE OF FIRE IMPACT FEES	0			
SUBTOTAL	0	0	0	
CAPITAL OUTLAY (THIS YEAR)	1,823,500	160,720	1,707,998	FROM OUTLAY FORM
CAPITAL RESERVE (FUTURE)	1,080,978	1,080,978	1,172,980	FROM RESERVE FORM
SUBTOTAL	2,904,478	1,241,698	2880978	
TOTAL EXPENDITURES	4,556,823	2,848,015	4,808,171	

BOARD APPROVAL

WE HEREBY SUBMIT OUR FISCAL YEAR 2025 BUDGET REQUEST FOR YOUR REVIEW AND APPROVAL

CHAIRMAN	406-763-6141 PHONE	TRUSTEE	590-1838 PHONE
TRUSTEE	406-539-4358 PHONE	TRUSTEE	PHONE
TRUSTEE	406 539-9042 PHONE	TRUSTEE	PHONE

GALLATIN COUNTY
SPECIAL DISTRICT/LIBRARY BUDGET REQUEST
FORM CAPITAL RESERVE FORM

FISCAL YEAR
2024-2025

DEFINITION OF CAPITAL RESERVE (OBJECT CODE 905): YOUR "SAVINGS ACCOUNT". CAPITAL RESERVE IS ESTABLISHED FOR THE REPLACEMENT AND ACQUISITION OF PROPERTY OR EQUIPMENT COSTING IN EXCESS OF $5,000 WITH A LIFE EXPECTANCY OF TWO (2) YEARS OR MORE. DOLLARS BUDGETED IN CODE 905 MAY NOT BE SPENT IN THIS FISCAL YEAR. RESERVES ARE FOR ITEMS TO BE PURCHASED IN FUTURE YEARS.

DISTRICT/LIBRARY NAME		Hyalite Rural Fire Department		
FUND NUMBER			7220	
BOX 1 - FY 2024 CAPITAL RESERVE BUDGET				1,080,978
BOX 2 - CAPITAL RESERVES TO BE USED IN FY 2025				1,707,998
REQUESTED ITEM/ PROJECT DESCRIPTION	**ESTIMATED TOTAL COST**	**ESTIMATED PURCHASE DATE**	**AMOUNT RESERVED TO DATE**	**FY 2025 REQUESTED INCREASE**
A. Capital Improvement Fund				600,000
B. Capital Apparatus Fund				1,200,000
C.				
D.				
E.				
BOX 3 - TOTAL FY 2025 REQUESTED INCREASE (SUM A-E)				1,800,000
BOX 4 - TOTAL CAPITAL RESERVE BUDGET FOR FY 2025 (BOX 1 - BOX 2 + BOX 3)				1,172,980

JUSTIFICATION:

SIGNATURE

5/21/2024
DATE

GALLATIN COUNTY
SPECIAL DISTRICT/LIBRARY BUDGET REQUEST
FORM CAPITAL OUTLAY FORM

FISCAL YEAR
2024-2025

DEFINITION OF CAPITAL OUTLAY: EACH ITEM MUST HAVE A VALUE OF $5,000 OR MORE AND A LIFE EXPECTANCY OF OVER (2) YEARS. CATEGORIES INCLUDE:

910 - LAND
915 - SOFTWARE
920 - BUILDINGS
930 - IMPROVEMENTS TO LAND, I.E. SIDEWALKS, LAWN SPRINKLING SYSTEMS, ETC.
940 - EQUIPMENT/MACHINERY
950 - CONSTRUCTION IN PROGRESS

DISTRICT/LIBRARY NAME		Hyalite Rural Fire Department	
FUND NUMBER			7220
REQUESTED ITEM/ PROJECT DESCRIPTION	**REPLACING EQUIPMENT? YES/NO**	**JUSTIFICATION**	**ESTIMATED TOTAL COST**
Training Burn Building - 930	No	Rolled Over From FY2024	7,000
New Command 6-4-940	Yes	Rolled Over From FY2024	75,000
(2) Fire Engines-940 First Payment	Yes	Rolled Over From FY2024	728,428
(2) Fire Engines-940 Final Payment	Yes	Rolled Over From FY2024	822,570
Replace New Shingles Sourdough Bay-920	No	Rolled Over From FY2024	25,000
Architecture Design for New Fire Station	No		30,000
Website Development-915	No		20,000
TOTAL FY 2025 CAPITAL REQUESTS			1,707,998

SIGNATURE

5/21/2024
DATE

GALLATIN COUNTY
SPECIAL DISTRICT/LIBRARY - CONTACT
INFORMATION FORM FISCAL YEAR 2024-2025

NAME OF ORGANIZATION	Hyalite Rural Fire Department
MAILING ADDRESS	4541 S. 3rd Rd. Bozeman, MT 59715

BUDGET DOCUMENTS - BUDGET DOCUMENTS WILL BE FORWARDED TO THE FOLLOWING PRIMARY CONTACT. IF BUDGET DOCUMENTS ARE UNDELIVERABLE TO THE PRIMARY CONTACT, THEY WILL BE SENT TO THE SECONDARY CONTACT PERSON.

PRIMARY CONTACT PERSON	Walt Zidack
TITLE	Treasurer, Board of Trustees
PHONE NUMBER	(406) 539-4358
E-MAIL ADDRESS	wzidack@hyalitefire.org
MAILING ADDRESS (IF DIFFERENT THAN ABOVE)	

SECONDARY CONTACT PERSON	Brian Nickolay
TITLE	Fire Chief
PHONE NUMBER	(406) 586-3770
E-MAIL ADDRESS	bnickolay@hyalitefire.org
MAILING ADDRESS (IF DIFFERENT THAN ABOVE)	

SIGNING AUTHORITY INFORMATION - SHOULD A CONTRACT BE AWARDED, THE FOLLOWING SIGNATORY(S) WILL BE DESIGNATED IN THE CONTRACT.

NAME OF PRIMARY SIGNATORY	Justin Miller
TITLE	Chairman, Board of Trustees
NAME OF SECONDARY SIGNATORY	Walt Zidack
TITLE	Treasurer, Board of Trustees

PLEASE SUBMIT THIS FORM WITH YOUR BUDGET REQUEST
Gallatin County Finance Dept
311 W Main St Rm304A
Bozeman, MT 59715
finance@gallatin.mt.gov

CALL FOR STATEMENT OF REQUEST FOR PROPOSAL FOR WEBSITE DESIGN SERVICES

WEBSITE DESIGN SERVICES

The Hyalite Rural Fire District (District) is soliciting proposals from qualified marketing firms (Firm) to provide website design services for the District. The District is interested in engaging with a qualified Firm in design, development, and launch of a new website.

The scope of work will include:

- Collaboration with the District to develop a project plan identifying timelines and deliverables.
- Designing a modern, intuitive, and user-friendly website that reflects the identity and values of the District.
- Implementing best practices in user experience to ensure ease of navigation and accessibility for all users.
- Integrating essential features and functionality such as online forms and multimedia content.
- Providing content management training to District staff to enable them to update and maintain the website effectively.
- Ensuring compliance with relevant industry standards.
- Offering ongoing technical support and maintenance services post launch.

For questions, contact the following:

Brian Nickolay, Fire Chief
Hyalite Rural Fire District
4541 S. 3rd Rd.
Bozeman, MT 59715
(406) 586-3770
bnickolay@hyalitefire.org

Responses will be received by

Hyalite Rural Fire District, Attn: Website Design RFP
4541 S. 3rd Rd.
Bozeman, MT 59715

Responses will be received until 5:00pm on the 12th of July 2024 and then opened and read aloud at the scheduled meeting of the Board of Trustees at 7pm on the date of the 23rd of July 2024. At the Hyalite Rural Fire District, Sourdough Fire Station. 4541 S. 3rd Rd. Bozeman, MT 59715

The Hyalite Rural Fire District and its agents reserve the right to reject any or all proposals and to waive any formality and technicality.

FITCH

& ASSOCIATES

CONSULTANT REPORT

GALLATIN COUNTY, MT

PO Box 170, 2901 Williamsburg Terrace, Suite G, Platte City, Missouri 64079

(816) 431-2600 (816) 431-2653 www.FITCHassoc.com

Table of Contents

EXECUTIVE SUMMARY

Gallatin County has requested a comprehensive study of its current Emergency Medical Services (EMS) system to identify future demand, the needed resources to meet this demand, and sustainable models to accomplish this cost-effectively across the county over 5, 10, 15, and 20 years.

To that end, FITCH & Associates LLC (*FITCH*) evaluated whether the current system and its processes are by generally accepted standards used by comparable EMS systems in similar communities as well as our firm's 40 years of experience.

The study's outcome is to provide Gallatin County with an evaluation of the current EMS system in place, projected demand, efficiency, and financial implications for the system's sustainability. Additionally, *FITCH* will recommend improvements to Gallatin County to ensure the EMS system's long-term success, viability, fiscal responsibility, and sustainability. *FITCH* also will evaluate the current EMS system's performance, utilization, resource allocation related to current providers, and any recommended alternative future models.

The goals of the project include:

- Complete a comprehensive assessment and review of the current EMS system, along with options for improving performance, continued sustainability, and viability.
- Model future 911 emergency medical service load.
- Model future inter-facility ambulance transfer load.
- Provide recommended approaches for meeting future system demands for both 911-initiated emergency medical services and inter-facility transfers that are sustainable with the economic factors of the community.
- Recommend appropriate resource configuration (i.e., level of care, resource deployment methods) and resource allocation for standardized county-wide coverage.
- Identify needed support resources for identified recommendations, such as dispatch functions, CAD changes, AVL, support personnel, etc.

- Recognize existing service providers and how they integrate with the provided recommendations.
- Obtain an accurate understanding of all partners current services and future vision through one-on-one discussions with ambulance service providers (air and ground), fire departments, search and rescue, ski patrols, dispatch centers, medical facilities, and other system users.
- Facilitate group dialog sessions to hear user agencies' and community policymakers' ideas and concerns.
- Present findings to the working group, County Commission, and community.

KEY FINDINGS

LACK OF SYSTEMATIC OPERATIONAL PLAN WITH EMS PARTNERS

EMS partners are operating independently and without coordination, indicating that the design of the EMS system needs to evolve to sustain the service. Additionally, the report highlights that the need for an oversight body or unified partnership creates challenges in delivering equitable county-wide services. Creation of a system wide and comprehensive EMS system plan will only aid in the provision of EMS services to those who live or visit Gallatin County.

FIRE SERVICE EXPANSION IS IMPACTING PRIVATE AGENCY

Increased staffing in fire agencies is reducing the transportation volume and revenue of private agencies. Fire services are receiving tax subsidies for their staffing, while private agencies are not receiving subsidies for their readiness. Fire agencies have chosen to begin to provide EMS services either by need or want and with this the private EMS agency is being impacted negatively due to the reduction of transport volume, which may have a continued downstream impact in the future.

HOSPITAL CONSIDERING OWN TRANSPORT UNIT

Bozeman Health vocalized they are evaluating plans to invest in their own transport service to address the rising challenges. This investment is expected to significantly reduce the revenues of all agencies, particularly the private agency. Although Bozeman Health's goal is help reduce throughput issues and patient flow within their health system, the EMS system has relied on providing this service as it generates revenue for the system. There is a positive side to this in that with Bozeman Health now covering most of their own transports, this will free up other EMS units to be able to provide more coverage to the County for 911 calls for service.

SYSTEM FUNDING NEEDED FOR SUSTAINING SERVICES

The system needs to provide additional funding to improve staffing and EMS response in the future. Increasing the funding will reduce the need for cross-staffing units, increasing the

Effective Fire Force. This will ensure that personnel are kept from fire units and can be available for emergency response. While the use of cross-trained personnel is beneficial, it can have an adverse effect on the overall system due to depletion of fire service personnel.

NEED FOR SYSTEMATIC OVERHAUL AND COLLABORATION

A governance model for deploying units in the county is needed to improve operational efficiencies and funding opportunities. A single entity should create a governance model to streamline the process and drive better outcomes. Creating systemized oversight and collaboration will bolster the provision of EMS services throughout the entire County no matter what option(s) the County chooses to employ for EMS coverage into the future.

OUTDATED AGREEMENT WITH AMERICAN MEDICAL RESPONSE (AMR)

The city of Bozeman supports American Medical Response (AMR) by issuing a business license, while no agreement or contract is required for areas outside Bozeman. This license establishes some basic performance criteria for only the city of Bozeman. Parties must collaborate to establish baseline requirements considering performance, staffing, and cost. Should the County choose to remain with the current system design, at a minimum a contractual agreement must be negotiated to ensure equitable EMS service to all areas of the County that AMR would cover, which may come at a cost.

RURAL EMS SYSTEM STRUGGLE IN GALLATIN COUNTY

Remote areas experience low call volume and lengthy response times, which creates concerns for future requirements due to staffing shortages. Additionally, these areas have little to no mutual aid or backup coverage, making it necessary to consider an alternative system to address significant geographic challenges. There must be a safety net in place to ensure that disparate areas can handle most of the incidents themselves due to the lengthy response times from other geographic areas. This coupled with the steady decline of volunteerism creates an almost perfect storm that has the potential to significantly impact the already struggling rural health care system in the County.

DISPATCH NEEDS TO EXPAND SERVICES AND CAPABILITIES

There is a need to create a unified dispatch system to manage all resources, which would involve implementing software to deploy units based on GPS and integrating Computer Aided Dispatch (CAD) with other surrounding CAD systems and Electronic Patient Care Report (EPCR) programs. Additionally, GPS tracking of all units staffed should be monitored and tracked in Gallatin County 911Dispatch. Lastly, a dedicated dispatcher for FIRE/EMS is crucial for efficient resource management as currently there is not a dedicated dispatcher for this function.

METHODOLOGY

FITCH utilized multiple resources and methods to collect data, analyze historical call volume, and analyze organizational data provided by agencies serving Gallatin County. At the start of the consultancy, they established every other week meetings and collected data counts from the Gallatin County 911 Dispatch Center's computer-aided dispatch (CAD) system. Almost all the County's EMS agencies participated in various stages throughout the project.

Before the site visit, *FITCH* collected, processed, and validated data for EMS responses. They worked to obtain data to complete the Information Data Request (IDR) from each EMS agency. However, *FITCH* had to obtain data from four different sources. Data from Hebgen Basin Fire District in West Yellowstone was provided after the data report was completed, to which *FITCH* completed a second data report to update with their information.

Based on the limited information provided, *FITCH* verified information with the Project Steering Committee to move the project forward. Due to the County's age and data reporting challenges, the County had to partner with its Computer-Aided Dispatch (CAD) software vendor to extract data, which caused a significant delay in the project. *FITCH* worked with the County to adjust timelines accordingly.

Audits of all data files were first conducted to reduce duplication of events and to identify anomalies in the base data that would impact analysis. After eliminating duplicates and incidents that fell outside the subject service areas, we selected a date range for analysis.

The client provided data from several agencies in a variety of formats and with differing naming conventions for the data elements. Some datasets contained geographic coordinates, some only provided addresses. Datasets that contained geographic coordinates were modified to latitude/longitude format. Datasets that did not contain coordinates were geocoded using an online service known as HERE.[1]

Once the datasets were geocoded, we created a merge process to produce a consolidated set of data elements and (to the best of our ability) eliminate duplicate calls. Since we could not be sure that the coordinates and times provided by the various CAD systems and processes would

[1] https://developer.here.com/, accessed July 2022.

be a reliable determinant of "same location, same time," we established a filter rule that marked any call occurring within 50 meters and within 30 minutes of another incident as a potential duplicate. When we identified incidents that were potential duplicates, we selected the incident record that contained the most amount of data as the official incident record (typically, more time fields had been completed). This allowed *FITCH* to create a single data set for system evaluation and provide the output for consideration in the final report.

The report focused explicitly on call volume, and *FITCH* treated each event as an individual call for service without considering the number of units responding. *FITCH* first conducted audits of the data files to reduce duplication of events and identify anomalies in the base data that would impact analysis. *FITCH* made no changes or modifications to the data values in the cleanup process, only adjusting spelling and abbreviation differences in the names of towns and jurisdictions where necessary to provide the most accurate counts aggregated by geographic region.

FITCH assessed the response time performance of EMS agencies in Gallatin County, including those outside the County but with primary coverage areas within it. They modeled travel times of 10-minute, 15-minute, and 20-minute intervals. After determining the response time performance, *FITCH* strategically matched supply with demand and ensured that the appropriate locations were utilized for ambulance deployment to meet a prescribed response objective. The primary aim was to ensure that geographical deployment and demand were staffed appropriately with the correct level of resources.

Over the project timeline, *FITCH* and Gallatin County representatives met onsite and virtually to discuss findings and options for results-based solutions.

EVALUATION OF CURRENT SERVICE AREA

Service Area Overview and System Description

Gallatin County has an estimated 2021 population of 122,713 and spans 2,631 square miles. Bozeman is the largest urban area with 53,293 residents, while Belgrade has 10,460 residents. Other smaller towns, such as West Yellowstone, Three Forks, and Manhattan, have populations of approximately 1,353, 1,691, and 2,128, respectively. The unincorporated areas of Big Sky and Four Corners also show significant population densities, with 2,767 and 3,406 residents, respectively.

Gallatin County's EMS system is complex, with 12 ground transport and 14 non-transport EMS services. It should be noted that there are more licensed EMS agencies in the county than performing service in the county.

AMR is the primary private EMS provider but faces challenges such as high staff turnover and difficulties meeting response time standards. The county's fire departments are significant contributors, with varying levels of EMS involvement. AMR operates in Bozeman under a city license and supports various organizations, including Bozeman Health, Bridger Bowl, and previously the Yellowstone Club. Fire departments have expanded their services throughout Gallatin County.

Technological challenges and an outdated city ordinance add to the complexity. The EMS workforce is shifting, and Bozeman Health is considering developing its own EMS service to handle IFT/NET transports. These factors highlight the necessity for strategic planning and collaboration among EMS partners to ensure efficient and effective service delivery.

Gallatin County Agencies

The below tables reflect all licensed and certified agencies within Gallatin County that can provide EMS services in some fashion. Figures 1a and 1b are divided into EMS agencies that provide transport, whether emergent 911 or non-emergent, and the second figure depicts those agencies that provide first

response services to a specific response area within Gallatin County. It should be noted that some agencies do cross county boundaries due to the geographic diversity within the region.

Figure 1a: Gallatin County 911 EMS agencies (Ground Ambulance Transport)

SERVICE NAME[2]	CLASSIFICATION	SERVICE LEVEL	ORGANIZATION TYPE	SERVICE STATUS
AMERICAN MEDICAL RESPONSE (BOZEMAN)	Ground Ambulance	ALS	Private, Non-Hospital	Non-Volunteer
BIG SKY FIRE DEPARTMENT	Ground Ambulance	ALS	Fire Department	Mixed
CENTRAL VALLEY FIRE DISTRICT	Ground Ambulance	ALS	Fire Department	Mixed
CITY OF BOZEMAN FIRE DEPT	Ground Ambulance	ALS	Fire Department	Non-Volunteer
CLARKSTON FIRE SERVICE AREA	Ground Ambulance	BLS w/ALS Authorization	Fire Department	Volunteer
HEBGEN BASIN FIRE DISTRICT	Ground Ambulance	BLS w/ALS Authorization	Fire Department	Mixed
HYALITE RURAL FIRE DISTRICT	Ground Ambulance	BLS w/ALS Authorization	Fire Department	Mixed
THREE FORKS AREA AMBULANCE SERVICE	Ground Ambulance	BLS w/ALS Authorization	Governmental, Non-Fire	Volunteer
YELLOWSTONE MOUNTAIN CLUB RURAL FIRE DISTRICT	Ground Ambulance	BLS w/ALS Authorization	Fire Department	Non-Volunteer

[2] https://dphhs.mt.gov/assets/publichealth/EMSTS/EMS/LicensedMontanaEMSAgencies.pdf

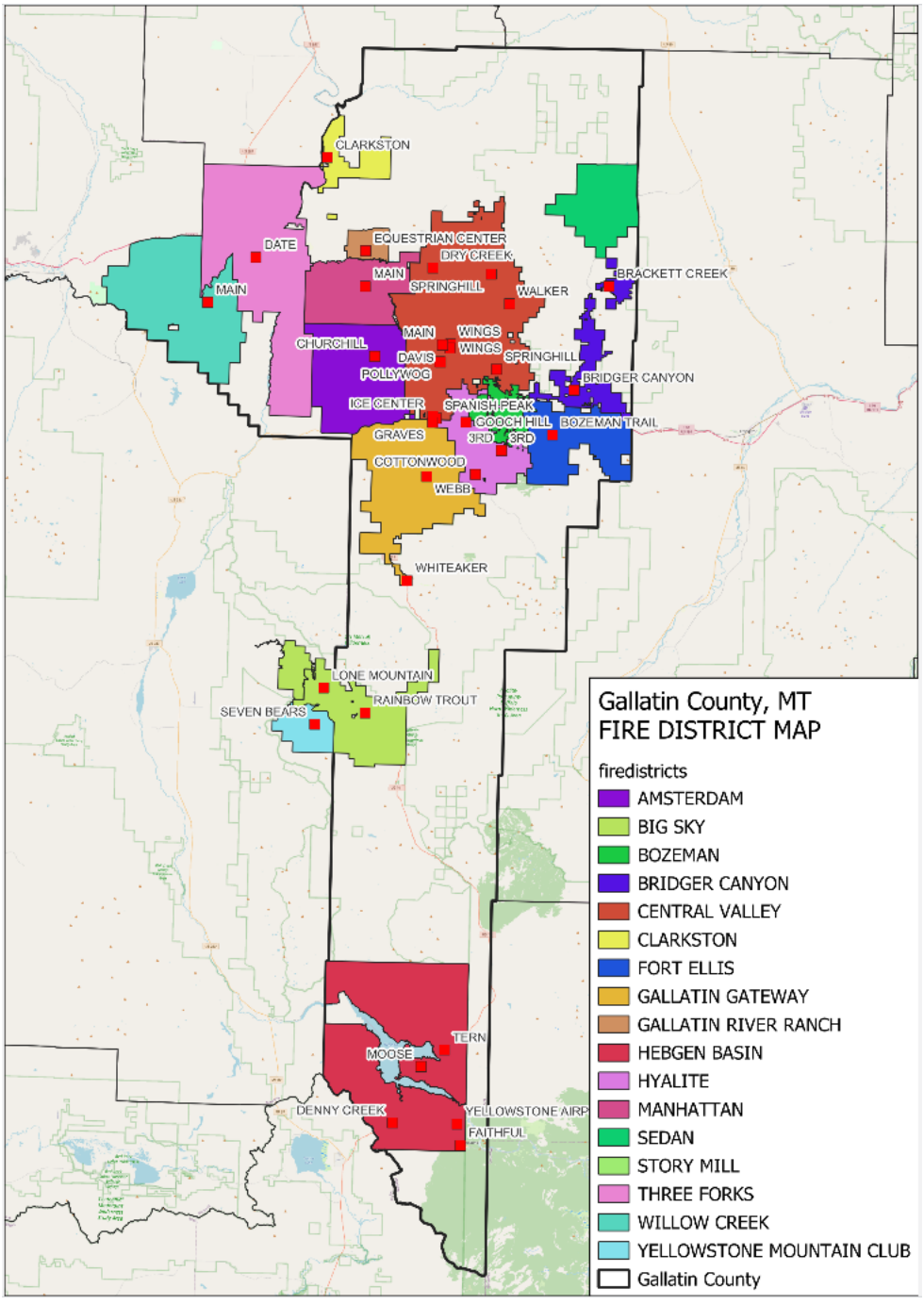
Figure 1b: Gallatin County EMS agencies (Non-Transporting[3])

SERVICE NAME	CLASSIFICATION	SERVICE LEVEL	ORGANIZATION TYPE	SERVICE STATUS
AMSTERDAM VOLUNTEER FIRE COMPANY	Non-Transporting	BLS	Fire Department	Volunteer
BIG SKY SKI PATROL	Non-Transporting	BLS w/ALS Authorization	Private, Non-Hospital	Mixed
BRIDGER BOWL SKI PATROL	Non-Transporting	BLS w/ALS Authorization	Community, Non-Profit	Non-Volunteer
BRIDGER CANYON VOLUNTEER FIRE DEPARTMENT	Non-Transporting	BLS w/ALS Authorization	Fire Department	Volunteer
FORT ELLIS FIRE SERVICE AREA	Non-Transporting	BLS	Fire Department	Volunteer
GALLATIN COUNTY SHERIFF SEARCH AND RESCUE	Non-Transporting	BLS w/ALS Authorization	Governmental, Non-Fire	Volunteer
GALLATIN GATEWAY RURAL FIRE DEPARTMENT	Non-Transporting	BLS w/ALS Authorization	Fire Department	Volunteer
GALLATIN RIVER RANCH FIRE RESCUE	Non-Transporting	BLS w/ALS Authorization	Fire Department	Volunteer
MAGRIS TALC	Non-Transporting	BLS	Private, Non-Hospital	Volunteer
MANHATTAN VOLUNTEER FIRE DEPARTMENT	Non-Transporting	BLS w/ALS Authorization	Fire Department	Volunteer
SPANISH PEAKS MOUNTAIN CLUB NTU	Non-Transporting	BLS w/ALS Authorization	Private, Non-Hospital	Non-Volunteer
THREE FORKS FIRE DEPARTMENT	Non-Transporting	BLS	Fire Department	Volunteer
WILLOW CREEK RURAL FIRE DEPARTMENT	Non-Transporting	BLS w/ALS Authorization	Fire Department	Volunteer
YELLOWSTONE MOUNTAIN CLUB SKI PATROL	Non-Transporting	BLS w/ALS Authorization	Private, Non-Hospital	Non-Volunteer

Fire departments have expanded their services throughout Gallatin County to match the increasing call volume. The map in Figure 2 provides a countywide view of all the fire districts within Gallatin County.

[3] https://dphhs.mt.gov/assets/publichealth/EMSTS/EMS/LicensedMontanaEMSAgencies.pdf

Figure 2: Gallatin County Fire District map.



Community Demand for Service

FITCH evaluates service demands by reviewing the population census and current demand for service. This helps estimate future system requests for service.

Gallatin County spans 2,631 sq. miles and has a diverse geographic and demographic landscape. In 2022, community requests for service across all program areas Including 911 and NET/IFT totaled 12,050, averaging 33.0 daily calls.

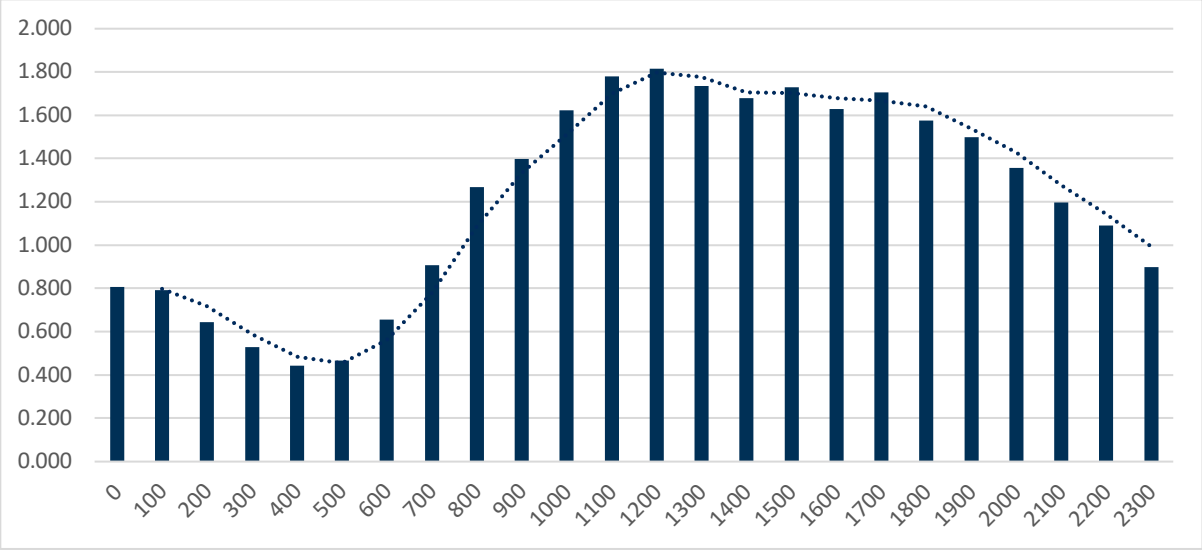
Figure 3 shows aggregate call volume by day of week for the timeframe of 2021 to 2023. EMS agencies were dispatched to an average of 27.27 incidents per day in 2021 compared to an average of 32.14 incidents per day in 2024 which shows a 15% increase in span of 3 years.

Figure 3: Aggregate Average Total Volume by Day of Week (2021-2023).

		SUN	MON	TUE	WED	THU	FRI	SAT
Aggregate	2021							
Total		1376	1389	1435	1381	1445	1466	1457
Avg/Day		26.5	26.7	27.6	26.6	27.8	27.7	28.0
Aggregate	2022							
Total		1397	1506	1468	1476	1441	1665	1671
Avg/Day		26.9	29.0	28.2	28.4	27.7	32.0	31.5
Aggregate	2023							
Total		1052	1073	1076	1119	1146	1219	1174
Avg/Day		29.8	30.4	30.6	31.7	32.5	35.7	34.3
Aggregate	21-23							
Total		3855	3997	4011	4010	4077	4386	4338
Avg/Day		27.5	28.5	28.6	28.6	29.0	31.3	30.9

Figure 4 shows the average total EMS volume by hour of day, and it is noted EMS incidents were most frequent during the times of 1000 to 2000 with a significant drop noted in the overnight and early morning. This is important to note so that staffing can be matched to demand for service. The attached data reports provide additional information related to call distribution by agency, by quarter, by month, and additional parameters.

Figure 4: Aggregate Average Total Volume per Hour of Day (2021-2023).

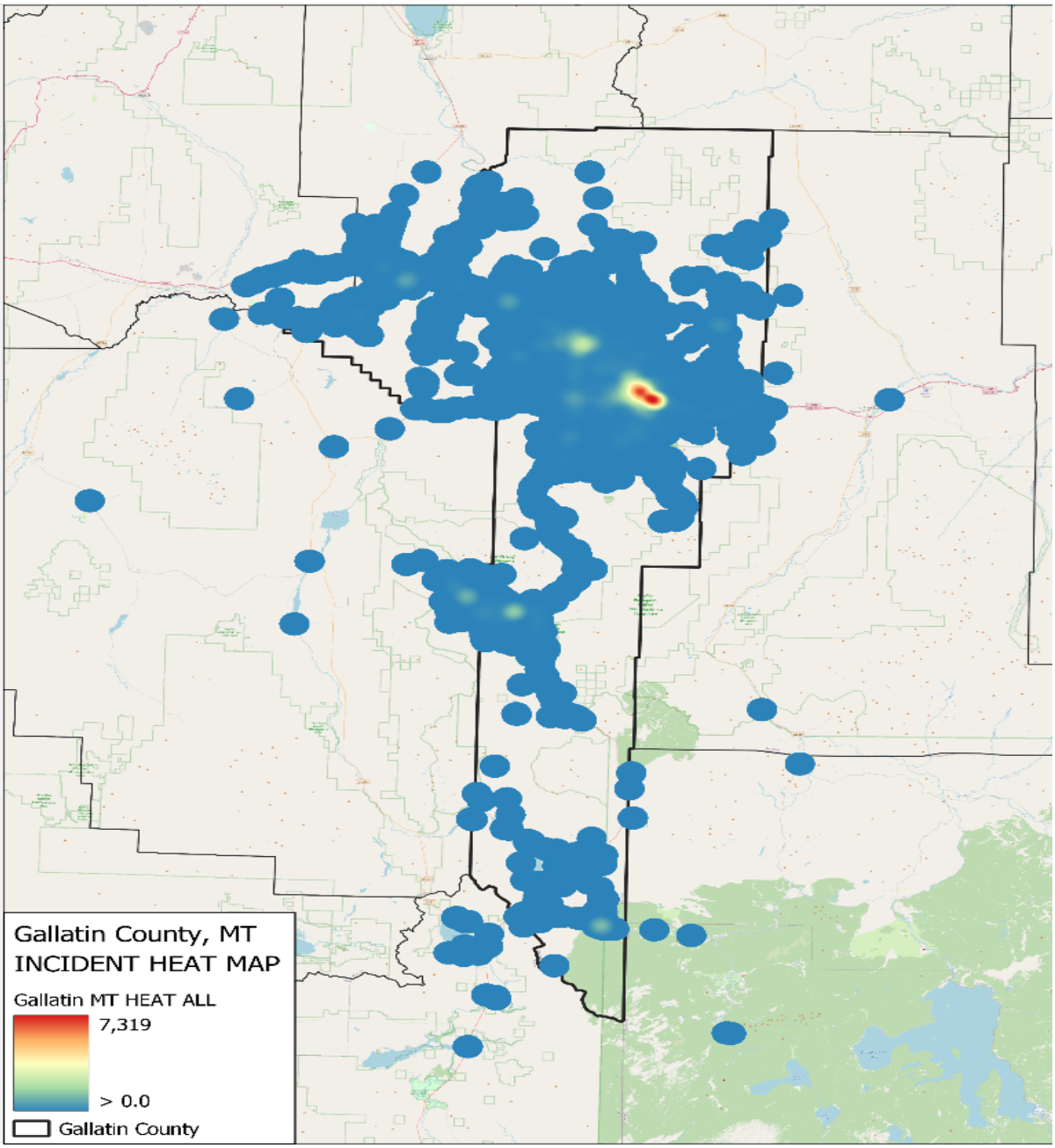


Urban/Rural Heat Map

FITCH utilized heat mapping to evaluate all emergency 911 calls for service and the current response density levels. To ensure proper unit deployment, it helped to understand where the highest level of risks or volume was required. This model allowed for informed decisions on performance levels of response.

Color coding was used to indicate various responses within the County. Figure 5 below shows that the areas in red indicate a "hot spot" of more than 7,319 responses over three years. Blue areas indicate a mostly rural response of more than one call and less than 1,286 responses over two years. Areas that are absent of color received no calls or requests for service in that year.

Figure 5: The figure shows the average number of dispatches per day, per quarter since 2021.

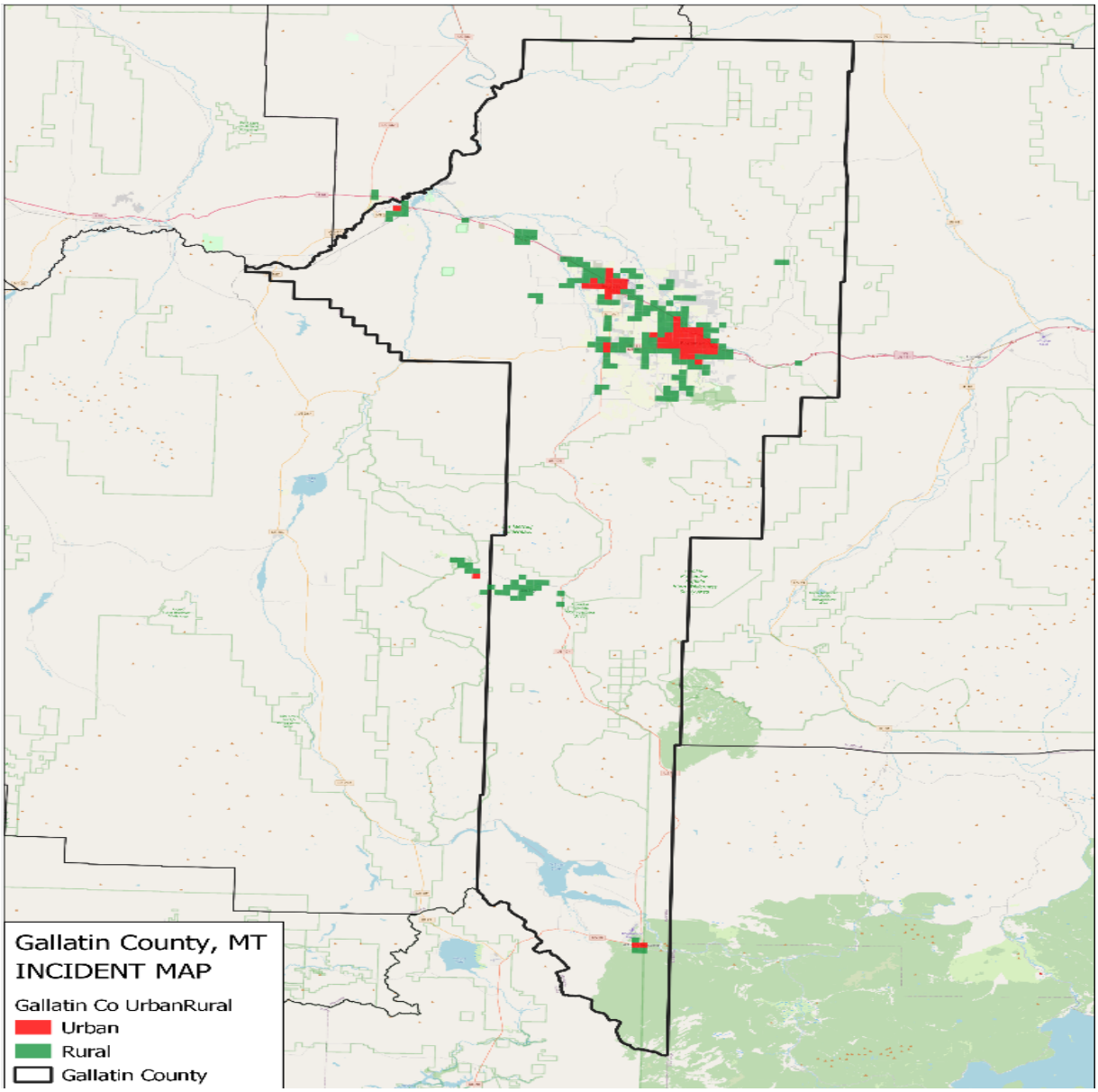


Urban/Rural Call Volume

FITCH used a commensurate risk mapping model to evaluate call activity and determine urban and rural density levels for response zones. The model considers two calls per month within the one-kilometer cell and four calls or more per month in the eight adjoining cells as urban response density (in red).

On the other hand, rural designated areas (coded in green) represent 0.25 calls within the one-kilometer cell and one call or more per month total in the eight adjoining cells. Areas not meeting these criteria are considered wilderness response density zones. Figure 6 below reflects the most accurate urban and rural call volume analysis.

Figure 6: Urban/Rural Analysis Based on Call Volume



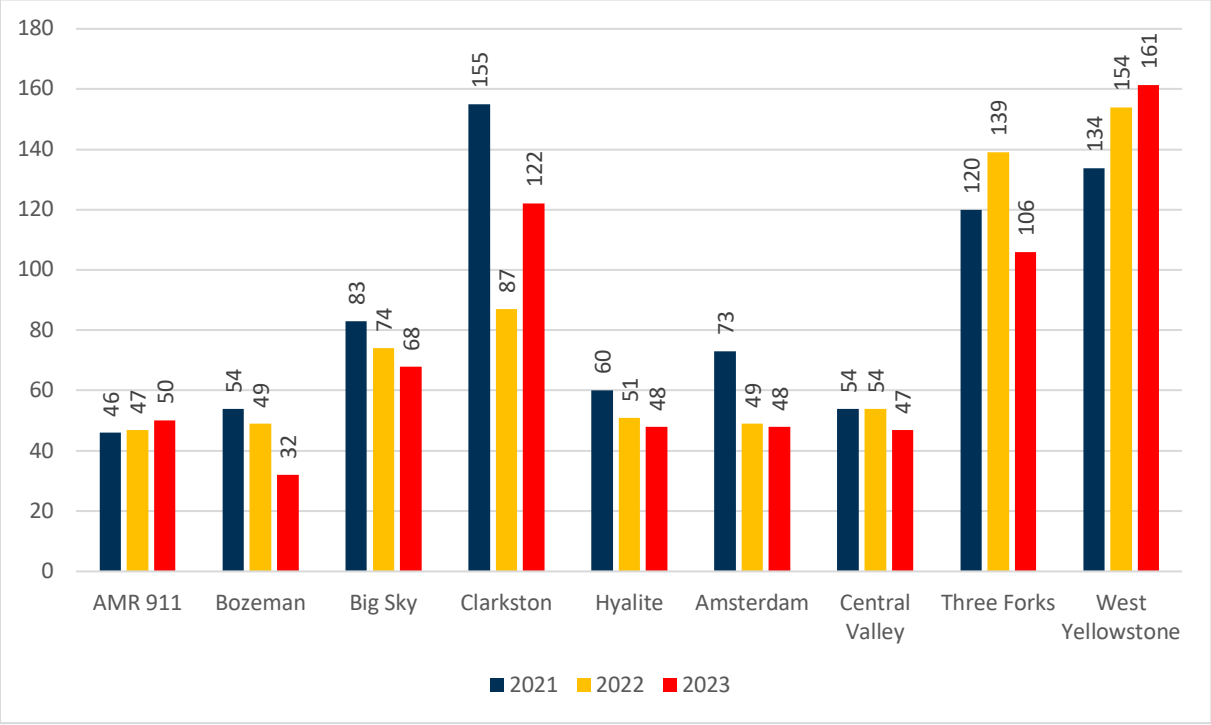
Average Total Busy Time per Call by Service and Year (minutes)

To evaluate response time information and correlate the information conveyed by agencies within Gallatin County, *FITCH* assessed the total busy time as a system for each agency based on the gathered data.

The table below shows that the total busy time in minutes varies by agency and year. Significant differences from year to year could result from changes in call volume, weather conditions, distance traveled, and available resources in the system. Accurately understanding deployment and response times, along with the total busy time, is crucial when assessing the necessary resources and assets within the system.

Accurately understanding deployment and response times, along with the total busy time, is crucial when assessing the necessary resources and assets within the system. Figure 7 below reflects the average total busy time per call broken down by agency and year.

Figure 7: Average Total Busy Time per Call by Service and Year (Minutes)



SYSTEM PERFORMANCE, RESOURCE ALLOCATION AND UTILIZATION

STAFFING TO DEMAND ANALYSIS

To create response times that will better serve Gallatin County, *FITCH* created a community baseline response for which all EMS agencies should be held accountable. The response times are based on standards from the 9th edition of the Commission on Fire Accreditation International (CFAI) guidelines and a review of historical risk. CFAI guides emergency service agencies regarding performance measurements and establishes a benchmark for evaluating response times. The standards are determined in two parts: 1) determining the population density zones in the City/Township and 2) determining the right level of response times for the community.

The components of response that are typically measured are as follows:

- **Dispatch Time** is the time interval from the requestor's initial call until the first dispatch notification for a unit to respond.
- **Turnout Time** is the time interval from when response personnel receive the dispatch notification until a staffed ambulance responds.
- **Travel Time** is the time interval from the time the staffed ambulance initiates response until it arrives at the scene of the incident.
- **Dispatch to First Unit Arrival** is a cumulative time for the time components of Turnout and Travel times. This time is controlled only by the responding resources and not the Communications Center.

- **Hello-to-Hello Time** is the cumulative time for the components above represents a call received in the Communications Center until response personnel arrive on the scene with the patient. This is the most important time interval from the caller/patient's perspective.

- **Time-on-Task** is the interval from the initial dispatch of a response to the time the unit becomes available for another response. A unit may become available after transport to the hospital, treatment, and release on-scene, canceled, etc.

An EMS agency's response time begins when it receives a request for a response from the Gallatin County 911 Center, where both a full address and call type have been determined. Then, the "clock begins" for the EMS agency. The clock stops when the unit arrives on the scene of an incident or is in staging awaiting another public safety official due to an unsafe scene.

Figure 8 below indicates the CFAI response time baseline times for alarm handling, turnout, and travel time.

Figure 8: CFAI Aggregate Response Time

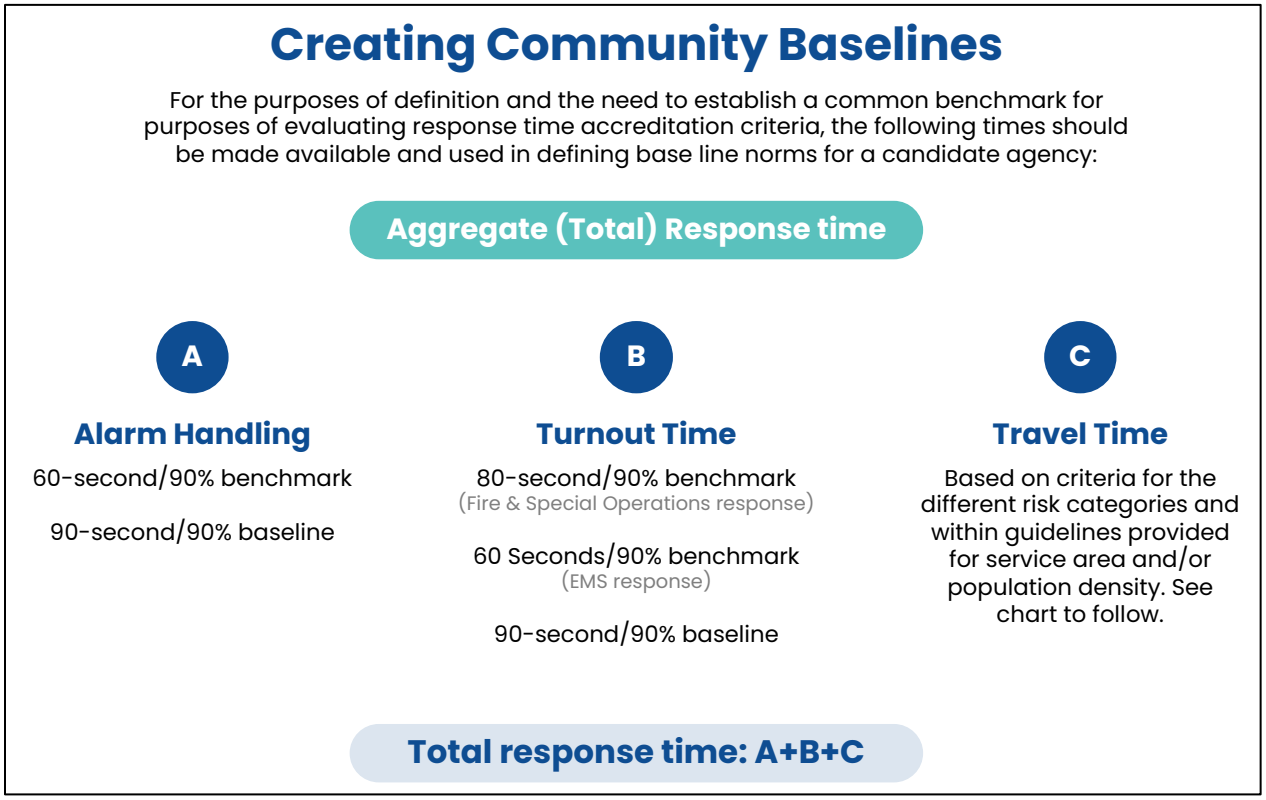


Figure 9: CFAI Aggregate Response Time Baselines

Metropolitan – an incorporated or unincorporated area with a population of over 200,000 people and/or a population density of over 3,000 people per square mile.			
Metropolitan	**1st Unit**	**2nd Unit**	**Effective Response Force**
Benchmark	4 minutes	8 minutes	8 minutes
Baseline	5:12 minutes	10:24 minutes	10:24 minutes
Urban – an incorporated or unincorporated area with a population of over 30,000 people and/or a population density of over 2,000 people per square mile.			
Urban	**1st Unit**	**2nd Unit**	**Effective Response Force**
Benchmark	4 minutes	8 minutes	8 minutes
Baseline	5:12 minutes	10:24 minutes	10:24 minutes
Suburban – an incorporated or unincorporated area with a population of 10,000 to 29,999 and/or any area with a population density of 1,000 to 2,000 people per square mile.			
Suburban	**1st Unit**	**2nd Unit**	**Effective Response Force**
Benchmark	4 minutes	8 minutes	10 minutes
Baseline	5:12 minutes	10:24 minutes	13 minutes
Rural – an incorporated or unincorporated area with a total population of fewer than 10,000 people or with a population density of fewer than 1,000 people per square mile.			
Rural	**1st Unit**	**2nd Unit**	**Effective Response Force**
Benchmark	10 minutes	14 minutes	14 minutes
Baseline	13 minutes	18:12 minutes	18:12 minutes
Wilderness – any rural area not readily accessible by public or private maintained road. Due to the large disparity between communities that protect wilderness areas, recommended travel times are not provided for this level of service.			

The EMS agency will be responsible for the Turnout and Travel times. Turnout times are based on the baseline performance of 90 seconds, 90% of the time. For travel time, the methodology in Figure 9 above is used. The figure below shows the breakdown of the aggregate response times by program area as measured for Gallatin County.

After reviewing the commensurate risk mapping and the CFAI standards, *FITCH* determined that the majority of Gallatin County is classified as Rural or Wilderness. In contrast, the remaining cities of Bozeman and Belgrade are classified as follows:

- Bozeman – Metropolitan (6,221 people per square mile)
- Belgrade – Urban (2,776 people per square mile)

This information helps to establish appropriate response time expectations for each area of the County.

FITCH would normally evaluate response intervals and metrics specific to EMS for the County but with the geographic diversity and many other complicating factors, such as longer travel times, weather, and varying turnout times from agency to agency, it proved that analyzing overall response times would not be beneficial for this study. *FITCH* recommends that the incorporated areas of the County, like the cities

of Bozeman and Belgrade evaluate their turnout time and determine methods to improve on these times. In the more rural areas, unless there is an increase in service availability, EMS response times will continue to be elongated due to the sheer factor of distance to travel.

Drive Time & Staffing Analysis for Each Locality (10, 15 & 20 minutes)

FITCH relies on geographic coverage and normalizes hourly demand to determine the total number of staffed ambulances required per hour to service the 911 emergency volume. The figures below indicate the staffing to demand for all EMS units in Gallatin County. Reviewing each hour's average demand and normalizing for the estimated time on task for the county, the figures read left to right, Sunday to Saturday.

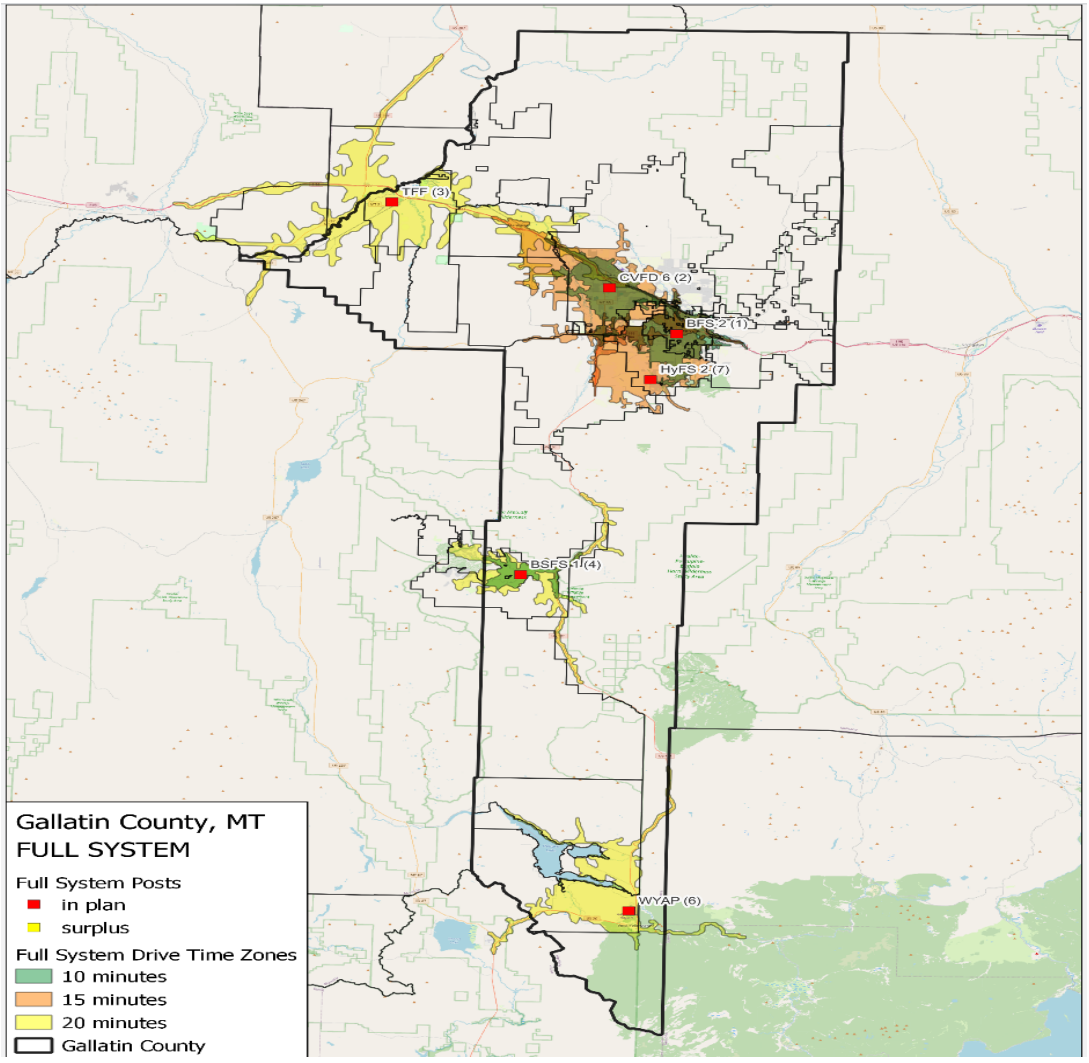
We determined the volume using the most recent two years, and the light blue area indicates how many units are required per the marginal resources needed to capture the prescribed geographic response time. The bar lines represent the average hourly demand and change colors depending on whether the current staffing line (red) is above or below the dark blue geographic plus the average demand line.

If the staffing line is above the dark blue line and there is "space" between the lines, that indicates capacity within the system. On the other hand, if the staffing line falls below the geographic plus demand line (dark blue), that shows there are not enough resources during that hour, and the bar lines will change colors.

The map in Figure 10 below reflects 10-minute drive times from each station in green, 15-minute drive times in orange, and 20-minute drive times in yellow. Stations highlighted in yellow being surplus or may not be needed in the drive analysis. The goal was to create an equitable level of service for the community based on geographic and population factors. The areas that are not colored would not receive an ambulance within 20 minutes due to geography.

The goal of the geographic unit placement is to capture 90% of the historical call volume with the least number of units. However, as the number of units increases, the total capture of calls decreases, clearly depicted in the units ranked in the 5th, 6th, and 7th spot to capture 90%. In *FITCH*'s review, it would take seven units to capture more than 90% of the historical volume, with varying drive times based on geography.

Figure 10 – Current EMS Deployment 10, 15, & 20-Minute Drive Time



Rank	Post Number	Drive Time	Class	Post Capture	Total Capture	Percent Capture
1	BFS 2	10	U	28121	28121	58.59%
2	CVFD 6	10	U	7068	35189	73.31%
3	TFF	20	U	2697	37886	78.93%
4	BSFS 1	10	U	2182	40068	83.48%
5	BSFS 1	20	U	1603	41671	86.82%
6	WYAP	20	U	1483	43154	89.91%
7	HyFS 2	15	U	996	44150	91.98%
8	CVFD 6	15	X	882	45032	93.82%

In Figure 11 below, staffing-to-demand models account for all available staffed units in the County with no delineation between volunteer, cross-trained/staffed with firefighting personnel, or fully staffed EMS-only units. However, these units are not always staffed as they may be volunteer agencies or crossed staffed units.[4] This model only includes emergency 911 call activity. The current staffing accounts for eight units 24 hours a day, seven days per week. With this model, staffing exceeds demand at the 10-minute drive time in urban settings and 20-minute drive time in rural settings.

Figure 11: All Units Staffed (10 Urban / 20 Rural Minute Drive Time)

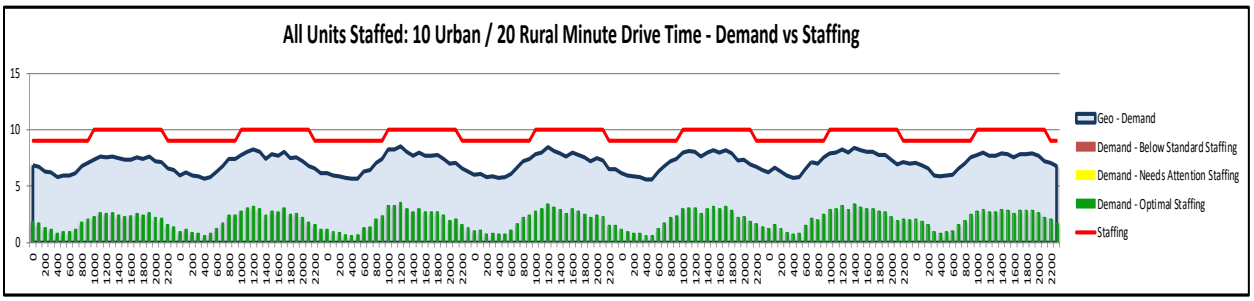
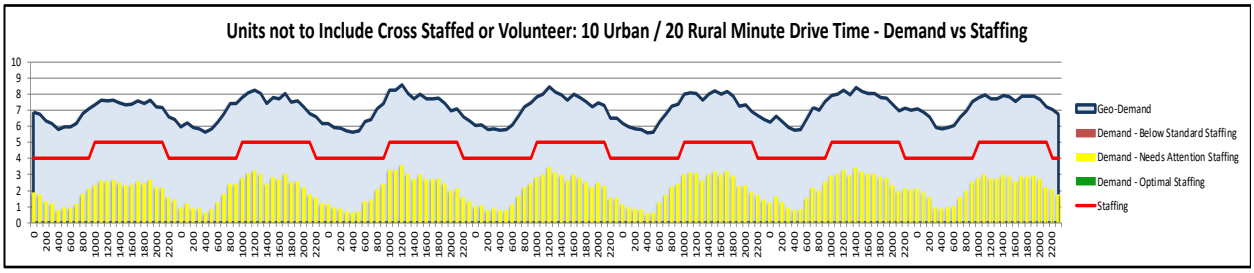


Figure 12 below shows the same staffing-to-demand model, where there is no utilization of volunteer and cross-trained/staffed firefighter EMS units. In this model, these EMS-only staffed units are staffed daily. With this model, geographical demand and staffing do not meet the system's needs at the 10-minute urban and 20-minute rural drive times. This model only includes emergency 911 call activity. The current staffing accounts for three units 24 hours a day, seven days per week.

It should be noted that Big Sky Fire is credited with having one fully staffed EMS-only unit, even though they currently staff their units with mixed EMS-only and cross-trained personnel.

Figure 12: Units Not to Include Cross Staffed or Volunteer (10 Urban / 20 Rural Minute Drive Time)

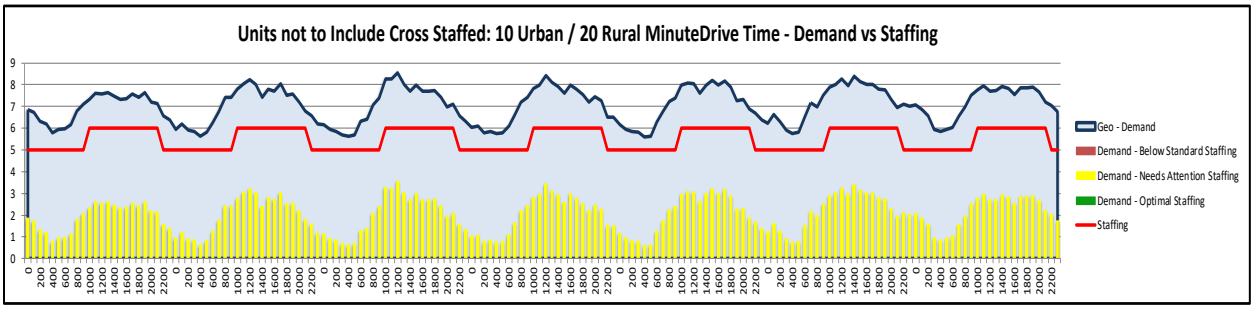


[4] Cross staffed unit is when personnel are assigned to fire apparatus and are utilized to staff an EMS unit, to make a full crew, when there is an EMS response and there is no active Fire response.

In Figure 13, this staffing-to-demand model is like the above model, except it adds back the volunteer EMS-only units and still removes the cross-trained/staffed EMS units. This model only includes emergency 911 call activity. In this model, staffing needs to meet the demand to provide the same coverage 24 hours a day, seven days per week.

The same factor applies to the Big Sky Fire Department as in the previous modeling.

Figure 13: Units Not to Include Cross Staffed (10 Urban / 20 Rural Minute Drive Time)



In short, there are enough physical units in Gallatin County to support the EMS system, however staffing levels are a factor to both create an equitable level of service and not reduce the Effective Fire Force.

FINANCIAL REVIEW

FITCH completed an estimated independent costing analysis of the models below, with four sworn and three civilian models. The goal of this review was to understand the value of the system, based on a future design to provide a baseline and equitable level of service. Comparisons of the models were constructed separately, showing the impact to the system. This evaluation was based on 911 volume only and not IFT/NET transports.

During both virtual and onsite interviews and meetings the fire departments described how individuals would be reallocated from fire apparatus to cover EMS response activity as they are "cross-staffing" units to ensure response. Concerns were raised that this practice was reducing the Effective Fire Force.

FITCH was asked to prepare and model an all-ALS response model and a BLS transport model with ALS chase car response. Further attention was paid to the cost of covering areas that may be handled with volunteers in its current form. Lastly, each model was separated with sworn personnel and civilian personnel operating the system. This would allow for a range to be determined for costing purposes. *FITCH* understands there may be other models, but it needed to understand the cost burden the system would bear depending on the policy decision.

To determine the cost impacts for each model, *FITCH* made assumptions based on data provided through the IDR process. Revenues were estimated based on the provided payor and transport information from AMR, which allowed *FITCH* to estimate revenue per transport. To determine expenses, *FITCH* obtained salary and fringe costing for sworn personnel based on current agency information as well as obtained the average cost per hour for a private agency. Estimates were used to determine unit hour cost based on percent distribution for direct materials, overhead, and depreciation. Further evaluation would be required to refine the models. Civilian model costing has other expenses for cost associated with back-pay for costing and dispatch costs. Ultimately, *FITCH* determined a unit hour cost per resource type. This allowed *FITCH* to estimate expenses that Gallatin County would incur. Finally, *FITCH* determined the delta between the revenues and expenses, to ultimately understand the required cost burden for this service.

FITCH provided seven scenarios based on feedback from the agencies within Gallatin County. These scenarios were derived from the staffing charts and current system staffing. *FITCH* determined that if the system wanted to add ALS Chase Cars there would be an increased cost burden of $1,500,000 to -$1,700,000 annually. For a full system ALS response, the cost burden would range from $4,290,000 to

$5,000,500 annually. To bolster the current system with resources and personnel not to reduce the EFF, cost burden estimates of $4,900,000 annually would be required.

Figure 14: Estimated System Revenues and Expenses for Future Models

	Sworn	Sworn	Sworn	Sworn	Civilian	Civilian	Civilian
	Full System - All ALS Transport Units	Full System - BLS Transport Units / ALS SUV	Current Deployment: Additional Personnel to Not Decrease EFF, Nor Revenue Increase	ALS SUV Chase Car - Additional	Full System - All ALS Transport Units	Full System - BLS Transport Units / ALS SUV	ALS SUV Chase Car - Additional
Transport Volume - Estimated	9,455	9,455	0	0	9,455	9,455	0
Revenue Per Transport	$ 506.90	$ 506.90	$ 506.90	$ 506.90	$ 506.90	$ 506.90	$ 506.90
Transport Revenue	***$ 4,792,761***	***$ 4,792,761***	***$ -***	***$ -***	***$ 4,792,761***	***$ 4,792,761***	***$ -***
Fully Loaded Unit Hour Costing							
ALS Transport Unit	$ 118.29	$ 118.29	$ 118.29	$ 118.29	$ 106.45	$ 106.45	$ 106.45
BLS Transport Unit	$ 106.56	$ 106.56	$ 106.56	$ 106.56	$ 94.66	$ 94.66	$ 94.66
ALS Non-Transport SUV Unit	$ 65.00	$ 65.00	$ 65.00	$ 65.00	$ 59.11	$ 59.11	$ 59.11
Personnel Hour Costing							
Advanced Life Support	$ 48.70	$ 48.70	$ 48.70	$ 48.70	$ 45.04	$ 45.04	$ 45.04
Basic Life Support	$ 43.91	$ 43.91	$ 43.91	$ 43.91	$ 36.06	$ 36.06	$ 36.06
Unit Hours							
ALS Transport Units	9.5				9.5		
BLS Transport Units		9.5	2			9.5	
ALS Non-Transport SUV Units		3		3		3	3
ALS Transport Unit Hours	83,220	0	0	0	83,220	0	0
BLS Transport Unit Hours	0	83,220	17,520	0	0	83,220	0
ALS Non-Transport SUV Unit Hours	0	26,280	0	26,280	0	26,280	26,280
Personnel Hours							
Advanced Life Support - Units			2				
Basic Life Support - Units			6				
Advanced Life Support	0	0	17,088	0	0	0	0
Basic Life Support	0	0	51,264	0	0	0	0
Total Unit Hour Costs							
ALS Transport Unit	$ 9,843,955	$ -	$ -	$ -	$ 8,858,620	$ -	$ -
BLS Transport Unit	$ -	$ 8,868,254	$ 1,867,001	$ -	$ -	$ 7,878,013	$ -
ALS Non-Transport SUV Unit	$ -	$ 1,708,235	$ -	$ 1,708,235	$ -	$ 1,553,431	$ 1,553,431
Total Personnel Hour Cost							
Advanced Life Support	$ -	$ -	$ 832,186	$ -	$ -	$ -	$ -
Basic Life Support	$ -	$ -	$ 2,251,180	$ -	$ -	$ -	$ -
Operating Expense	***$ 9,843,955***	***$ 10,576,489***	***$ 4,950,366***	***$ 1,708,235***	***$ 8,858,620***	***$ 9,431,444***	***$ 1,553,431***
Other Expense for Civilian Model - Estimated					$ 230,000	$ 230,000	
NET Income (Subsidy)	***$ (5,051,194)***	***$ (5,783,728)***	***$ (4,950,366)***	***$ (1,708,235)***	***$ (4,295,859)***	***$ (4,868,683)***	***$ (1,553,431)***

PATHWAY FORWARD

EMS Agenda 2050

EMS Current State

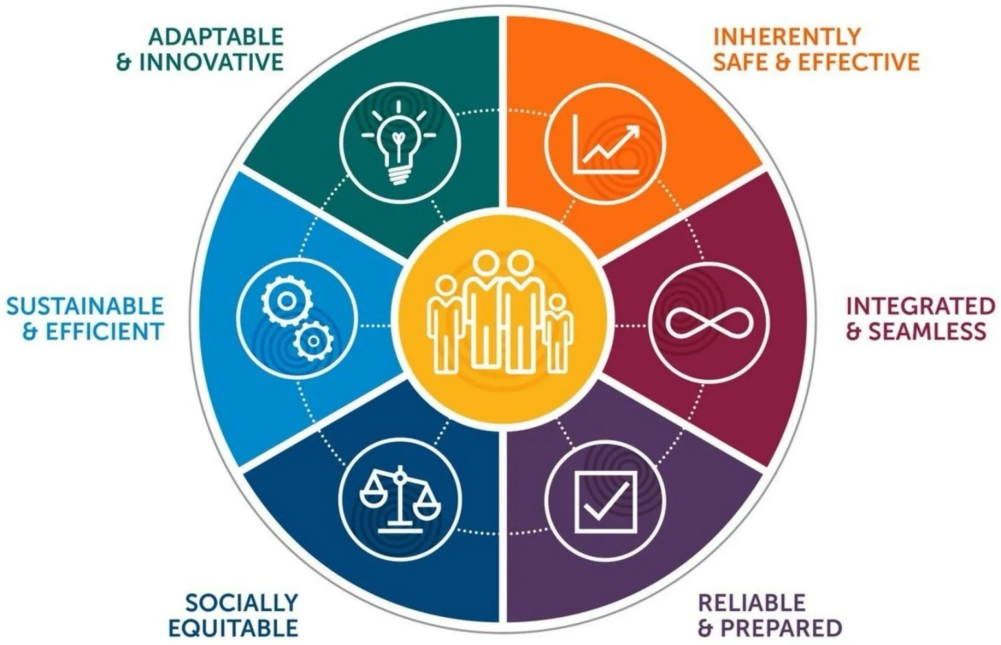
As a healthcare delivery system component, EMS addresses all possible injuries and illnesses and treats all ages. It is a component of and is also comprised of systems intended to provide care for specific diseases and population segments. Contemporary EMS systems were created to meet the immediate needs of the acutely ill and injured to provide "stabilization" and transportation. EMS generally meets these objectives in relative isolation from other health care and community resources. Reports have been published regarding public health surveillance by EMS personnel and referral to social services agencies. However, most EMS systems are disconnected from other community resources, except other public safety agencies. They are not involved in the business of ensuring follow-up by social service agencies or other community agencies/resources potentially able to intervene when patients need support. Thus, the potential positive effects of EMS, in terms of improved health for individual patients and the community, remain unrealized.

EMS Future State

EMS of the future will be a people-centered and community-based health management system that is fully integrated with the overall healthcare system. It will be able to identify and modify illness and injury risks, provide acute illness and injury care and follow-up, and contribute to the treatment of chronic conditions and community health monitoring. This new entity will be developed from redistributing existing healthcare resources and integrated with other healthcare providers and public health and public safety agencies. It will improve community health and result in more appropriate use of acute health care resources. EMS will remain the public's emergency medical safety net.

As part of that future look at EMS, the authors of the EMS Agenda 2050 gave us a framework for addressing the most critical aspects of developing a people-centered EMS system.

Figure 15. EMS Agenda 2050 Framework



EMS systems across the country are experiencing many of the same challenges as the current EMS system in Gallatin County. Meeting response time expectations for increasing call volume and managing the increasing emergency and non-emergency transports out of Bozeman Health are becoming increasingly challenging due to staffing, behavioral health challenges, urban sprawl, and the vast geographic diversity. EMS systems are breaking away from old models and embracing innovation. The EMS Agenda 2050 lays out a challenge that requires evolutionary thinking from EMS system leaders and governing bodies. We encourage stakeholders and EMS system leaders to consider different opportunities for this EMS system to evolve and guide it into its next evolutionary step.

FITCH aims to present Gallatin County with options for sustainability and longevity. *FITCH* has developed several options that can be selected singularly or in total to provide a pathway for the future of EMS in Gallatin County. Best practice systems have established a "System of Controls" to design a system where patient movement is handled in a coordinated method. These controls ensure oversight of the total EMS transportation system, irrespective of the County, any municipality, or health system ensuring transparency, consistency, timely patient movement, and adding quality and cost control measures. Ultimately, these models will ease the path of patient movement throughout the entire region, ensure a consistent response, and be fiscally responsible.

As we move forward towards a more coordinated EMS system, it is important to establish clear lines of authority. To achieve this goal, representatives from county EMS agencies will oversee and coordinate

the authority. This approach will help to ensure that the system is safe, efficient, and responsive to the needs of the community. In this pathway forward section, we will explore how this approach can be implemented and what benefits it can bring to the EMS system.

Recommendations

EMERGENCY ACTION: SIMULTANEOUSLY, WORK ON EMERGENCY OPTIONS IF THERE IS AN IMMEDIATE AND UNEXPECTED CHANGE TO THE SYSTEM.

FITCH's findings show that the system is leveraged by fire units and cross-staffing personnel, revealing inadequate EMS personnel to operate it without unduly affecting the effective fire force and other fire department related activity.

Due to the county EMS system's lack of a contractual relationship with AMR, any change to the market space will negatively impact it. Gallatin County's EMS system is extremely fragile, and the slightest change can have a far-reaching impact on coverage and service level availability.

Immediately begin collaborative conversations with all stakeholders to ensure system sustainability. This action is not clear cut and easily defined, but the sole purpose of highlighting this at the forefront of our recommendations is to ensure that immediate action and conversation is started amongst all agencies and the County to prepare for a potential "what if" scenario that may present itself unexpectedly or at an untimely point in the operationalization of any of the below recommendations.

With the potential of Bozeman Health building its own EMS transport model to manage its volume internally, there is the risk that this will deplete necessary revenue from the system. Any loss of revenue from the system will negatively impact not only the system but the taxpayers as well.

OPTION ZERO: STATUS QUO WITH MINIMAL COSTS.

In this Option, EMS agencies would continue to operate as they do currently. Response efforts will remain semi-coordinated and suboptimal. At any given time, sick or injured persons may not receive the needed or deserved emergency medical care in a clinically timely manner. There are concerns that local EMS agencies may fail due to economic pressures. Supporting the status quo through low-cost improvements and process changes is an option that can be employed easily with very few changes or actions that will provide some limited improvement to the system overall.

Actions that Gallatin County can take to further support the status quo are outlined below.

1. Uphold existing EMS response framework with local jurisdictions dictating their own standards and funding.
2. Create a county-wide EMS advisory committee to advise on EMS functions within the county and to develop a common operating plan.
3. Consider a county-wide EMS billing contract with a third-party billing company to streamline the billing process.
4. Consider a county owned EPCR System for a single data repository.
5. Align all ambulances with a singular dispatch center and provide real-time AVL data to Gallatin County 911 dispatch.
6. Establish a purchasing consortium for all medical supplies and a universal ambulance and responder vehicle specification to create economies of scale for purchasing.
7. Develop and expand a tiered dispatch approach for ALS/BLS responses.
8. Establish a system of metrics for 911 and interfacility responses to improve response times.

The below SWOT assessment in pictorial form may be helpful to see the strengths, weaknesses, opportunities, and threats all in one space.

	Helpful	Harmful>Helpful
Internal Origin	<u>Strengths</u> ✓ Limited at best	<u>Weakness</u> ○ Staffing does not align with demand ○ No economies of scale
External Origin	<u>Opportunities</u> ➢ Increased funding from billing company & collaborative purchasing ➢ Tiered response	<u>Threats</u> ▪ Continues to be uncoordinated ▪ Cost continue to grow ▪ Competition that will drive up cost and decrease volume for AMR

OPTION ONE: DETERMINE PROPER FUNDING TO SUPPORT THE EXPANSION OF ONE OR MORE AGENCIES TO PROVIDE BACKUP THROUGHOUT THE COUNTY.

In this option the primary focus is to ensure that proper funding is determined to support the expansion of one or more of the EMS agencies so that they can provide adequate backup throughout Gallatin County. Some of the challenges here are that Gallatin County currently doesn't have the necessary oversight power for all EMS operations. Establishing an oversight board or committee to ensure that EMS is managed, deployed, and funded in the same way no matter what geographic location within the County is paramount. Add to this the need for the County to have a single repository of dispatch and call data so that decisions can be made from information in one singular location.

The current lack of taxpayer funding to subsidize the system and not reduce the effective fire force is another concern that should be addressed in this option. Lastly, there are numerous competing efforts within the County related to the provision of EMS and Interfacility Transfers (IFT). These all must be adequately addressed in this option to provide a sustainable system.

Actions that Gallatin County can take to further support Option One are outlined below.

1. Gallatin County should consider developing county-wide EMS funding to support specific EMS agencies, with a contractual relationship to enhance or provide backup service.
    - This could be current agencies, private, or hospital-based ambulance services.
2. Contractually ensure agencies report financial performance annually to the County, including Billing Charge Master, Salary and Hourly Rates by position, and Expense costs.
3. The County could consider expanding the ALS SUV-only response as a backup, placing one in the southern region and one in the northern region. Thus, current units could be staffed at the BLS Level.

The below SWOT assessment in pictorial form may be helpful to see the strengths, weaknesses, opportunities, and threats all in one space.

	Helpful	Harmful>Helpful
Internal Origin	Strengths ✓ The County can begin to provide oversight for EMS ✓ Addition real-time software, enhance decision-making ✓ Financial data received to show the health of the system	Weakness ○ Add additional cost for software ○ Cost for agency purchase ○ Currently limited county infrastructure to manage
External Origin	Opportunities ➢ Ensure and align proper resourcing	Threats ▪ EMS agencies will not be interested in engaging and there is a loss of an EMS agency within the system

OPTION TWO: ESTABLISH AN EMS ADVISORY BOARD OR COUNCIL WITH REPRESENTATION FROM EACH COUNTY EMS AGENCY TO OVERSEE AND COORDINATE EMS.

In this option, Gallatin County would need to establish county-wide EMS system support and oversight body. The goal of option two is to fully establish a system of controls to oversee and coordinate EMS efforts and the formation of a true EMS system in Gallatin County. Without a coordinated effort there will continue to be lengthy response times, disparate coverage in areas due to geography as well as non-contractual coverage of areas outside of the municipalities that have either their own coverage or a business license with AMR.

EMS agencies with substantial local support can thrive while all agencies can seek savings from the taxpayer through systematic staffing, group purchasing, and shared overhead. The option also allows a systems approach to evolve with higher levels of coordination. At some point, agencies may understand that they are more likely to survive by working together to provide coordinated emergency services in support of community well-being.

Actions that Gallatin County can take to further support option two are outlined below.

1. Establish as centralized EMS Advisory Board or Council to provide oversight and recommendations between the EMS agencies and the County.

2. EMS agencies' representatives would oversee and coordinate EMS with the EMS Advisory Board or Council.

3. Work to create economies of scale within the EMS system currently and for the future through collaboration.

4. Agencies would work together to enhance services by creating a Common Operating Plan that is managed and controlled with proper funding, creating a check and balance for what the money is paying for and what services will be rendered.

5. Evaluate the most appropriate EMS deployment system for the County regularly based on the system's needs.

6. Work collaboratively with Bozeman Health to support EMS in the County, including IFT/NET.

The below SWOT assessment in pictorial form may be helpful to see the strengths, weaknesses, opportunities, and threats all in one space.

	Helpful	Harmful>Helpful
Internal Origin	Strengths ✓ Begins the collaborative effort in ensuring EMS oversight ✓ Reduction of cost & Increased service	Weakness ○ Lack of transparency and collaboration creates volatility ○ Agencies function autonomously
External Origin	Opportunities ➢ Improved deployment ➢ Potential reduction in cost ➢ Collaboration of EMS agencies	Threats ▪ Not managed correctly, overhead would drive up cost. ▪ Internal and organizational conflicts ▪ Lack of direction causes negative impact on the system

OPTION THREE: CREATE AN EMS DISTRICT OR JOINT POWERS AGREEMENT WITH SHARED EMS OVERSIGHT

Option three consists of the formation of an oversight body that would allow for agencies to come together for shared oversight, operations, and funding. *FITCH* considered two options: 1) an EMS District or 2) Joint Powers Agreement (JPA). It is important to ensure that combining unified and equitable service benefits with tax funding to ensure inclusive EMS service throughout the entire county. There is the risk that some of the agencies and stakeholders that have built their own independent EMS system may not want to adjust from their current level of service as well as receive oversight from a different entity.

Actions that Gallatin County can take to further support Option Three are outlined below.

1. Initiate a collective governance over all EMS agencies seeking to unify EMS under a single framework, maximizing tax dollars, and ensure equitable response.
2. Contract with an agency to provide a specified level of service.
3. Provides a single entity that can oversee all aspects of operations, clinical performance, medical direction, and staffing in a standardized manner for the County.
4. Agencies would work together to enhance services by creating a Common Operating Plan that is managed and controlled with proper funding, creating a check and balance for what the money is paying for and what services will be rendered.
5. Could provide backup services for both 911 and IFT/ (Non-Emergency Transport) NET transport volume.
6. Potential expansion to support the hospital transport, while ensuring that taxpayer funds are not subsidizing hospital service.

Frameworks such as a District have been established for other collaborations, not just for EMS, across Montana. A JPA would require lobbying to be accepted within Montana, but has been used for other shared services, within the state. Creating such a structure allows for shared oversight and resource integration among all participating EMS agencies, facilitating a more cohesive and efficient regional EMS system that would potentially be more cost effective by reducing duplication of services and overhead, while maintaining an equitable level of service.

FITCH did consider the option for creating Inter-local agreements with each agency to operate as one entity, however due to the complexities, timeliness to complete per onsite personnel and funding issues, this was not considered as a viable option.

The below SWOT assessment in pictorial form may be helpful to see the strengths, weaknesses, opportunities, and threats all in one space.

	Helpful	Harmful>Helpful
Internal Origin	Strengths ✓ Create an equitable level of service ✓ Cost savings ✓ Reduces competition ✓ Staff workload management	Weakness ○ County administration service expansion ○ Funding transfer
External Origin	Opportunities ➢ Creates collaboration and mutual agreement for service rendered ➢ Provide more equitable service ➢ Allows for input from elected officials and citizens	Threats ▪ Agencies feeling threatened ▪ All agencies do not participate ▪ Elected officials and citizens do not support

OPTION FOUR: DEVELOP A SINGLE PROVIDER SYSTEM TO PROVIDE EMS TO THE ENTIRE COUNTY.

In this option, Gallatin County would develop a single provider EMS system. The County would work collaboratively to establish an EMS Agency operated by the County with a board reporting to the County. This single entity would be designed and implemented to include any number of municipalities or fire districts within the County agreeing to formalize an effort for the provision of EMS. The aim is to establish a single entity that can oversee all aspects of operations, clinical performance, medical direction, and staffing in a standardized manner for the County. Understanding the landscape and the challenges presented, all agencies and the County could consider forming one agency.

Over time, a single provider system may evolve out of necessity and the County should be thinking strategically on how to ensure a safety net is in place now before this occurs. The EMS landscape is dramatically changing as reimbursement is not rising at the same rates as the Consumer Price Index (CPI). Furthermore, provider salaries have increased and are increasing dramatically to match the

increasing cost of living in the County. Any economic downturn could affect the ability of communities in the County to sustain EMS without significant financial assistance.

The current economic landscape also causes concern for the future of the system. The shortage of EMS providers is expected to persist for many years to come. The economics of supply and demand are driving up provider wages. This combined with increased pressure on revenues is causing once robust profitable systems to fail. The cost to maintain the status quo will be enormous without deliberate and aggressive innovation and change.

Actions that Gallatin County can take to further support Option Four are outlined below.

1. The County will establish a single entity for the county.
2. County could determine if this would be Third Service, Private, or Hospital-Based.
3. County would set standards, then contract and fund any shortfalls.
4. Single operational and clinical plan.
5. Current fire agencies would eliminate EMS operations or provide back-up as needed to this primary provider, while continuing to maintain EMS non-transport license to complete Medical First Response.

The below SWOT assessment in pictorial form may be helpful to see the strengths, weaknesses, opportunities, and threats all in one space.

	Helpful	Harmful>Helpful
Internal Origin	Strengths ✓ Provides services for areas lacking equitable coverage ✓ Creates employment opportunities ✓ Can evolve as the need changes ✓ Staff workload management	Weakness ○ County does not support ○ Area agencies does not support
External Origin	Opportunities ➢ Can provide regular service that is scalable ➢ Stop gap measures are in place should there be sudden shifts/changes in the market space	Threats ▪ Lack of buy in from all stakeholders including elected officials ▪ Local municipal leaders do not support County providing service

COUNTY DISCUSSED FUNDING OPTIONS

After *FITCH*'s site visit, a discussion ensued related to various funding options. A separate meeting was scheduled, and the below chart was provided to *FITCH* by the County for discussion related to funding options that could align with *FITCH*'s options listed above. These options would need to be discussed at the local level as part of the strategic planning and funding mechanism.

CONCLUSION

To address these issues and ensure equitable access to EMS services, the County must explore the options presented in the recommendations. These include operating a single service or collaborating with existing agencies to establish a county EMS safety net system. The County must also establish a solid organizational structure to manage the system effectively and guarantee proper utilization of taxpayer funds.

The report highlights the importance of a systematic overhaul and collaborative efforts to improve EMS services across the County. It stresses the need for a unified governance model to centralize efforts and streamline operations. The system requires increased funding to enhance staffing levels and maintain service quality, which poses a significant challenge.

The expansion of fire services and Bozeman Health's potential development of a transport unit may impact the financial stability of private agencies. Therefore, it's crucial to address funding mechanisms and resource allocation to effectively support all stakeholders.

Engaging all stakeholders is essential to making the decision-making process a success. Developing a strategic plan with short- and long-range goals and objectives will ensure that patient care remains the top priority in the County.

Implementing a tiered response framework and standardizing protocols across agencies would ensure that EMS services are delivered promptly and effectively, thereby enhancing patient outcomes. The recommendations also emphasize the importance of continuous assessment and adaptation of the EMS system to meet evolving community needs and handle future demands effectively.

To align with best practices observed throughout the United States, Gallatin County's pathway forward must consider local legislative frameworks. Implementing these best practices, such as centralized command, standardization of operational protocols, and comprehensive funding models, requires careful adaptation to align with Montana's legal and regulatory environment.

Utilizing interlocal agreements represents a strategic approach to operationalizing the recommendations for the Gallatin County EMS system. Interlocal agreements offer a viable pathway to enhancing cooperation and coordination among various EMS providers, including fire services, private EMS agencies, and municipal health services. They provide a legal framework that allows multiple

jurisdictions to collaborate on shared services, which is crucial for areas like Gallatin County, where geographical and logistical challenges can complicate EMS delivery.

Interlocal agreements can standardize response protocols and integrate dispatch systems, ensuring that all participating entities work from the same operational playbook. This is important in emergency medical services, where the time and quality of response can significantly impact outcomes.

Tailoring EMS district agreements to address specific local needs and conditions makes them an adaptable tool for implementing the report's recommendations. Leveraging agreements within Montana's legal framework is essential for implementing the systemic improvements recommended in the Gallatin County EMS report. Such contracts will enable effective collaboration, resource sharing, and strategic planning, creating a more integrated, efficient, and sustainable EMS system that serves all residents of Gallatin County.

Gallatin County Montana

Data Analysis

Gallatin County Emergency Management
Preparing Our Community

METHODOLOGY

FITCH was provided two main sources of data on EMS runs in Gallatin County.

AMR provided a spreadsheet out of their Electronic Health Record (EHR) software. This data covered a period from 1/1/2021 to 8/31/2023. It is also comprehensive including fields for Disposition, Level of Service, and Destination.

Gallatin County provided information from the CAD system for all EMS runs dispatched through the centralized 911 system. This data went back several years and included 53,670 records. For the purposes of this report data from before 1/1/2021 was excluded. Records up to 9/21/23 were included. The county data, because it came from the CAD and not an EHR, does not include data on Disposition, Level of Service, or Destination.

The County CAD data also includes numerous duplicate responses to incidents. For example, Bozeman M1 and AMR are dispatched to one call. Bozeman M3 is closer, takes the call, and then M1 clears. This results in 3 entries on the spreadsheet. With over 32,000 rows of data in the included date range and no information on disposition attached, the decision was made to count every record towards Total Volume figures. The disparity is then rectified later when tabulating Total Busy Time.

For both data sets, volumes were extrapolated to the end of 2023 by averaging the calls per day for the previous months in 2023 as well as that month in the two previous years. This was then multiplied by the number of days in the month to achieve an approximate extrapolation.

AMRs data also included their Inter-Facility Transfer work. This was excluded from most of the following report except for an outline of their volume and total busy time. You can assume that data is excluded unless expressly included.

TOTAL VOLUME

Data for all services was aggregated. Volumes for the last four months of 2023 were extrapolated as explained in the Methodology section.

Figure 1: Aggregate Call Volume by Quarter

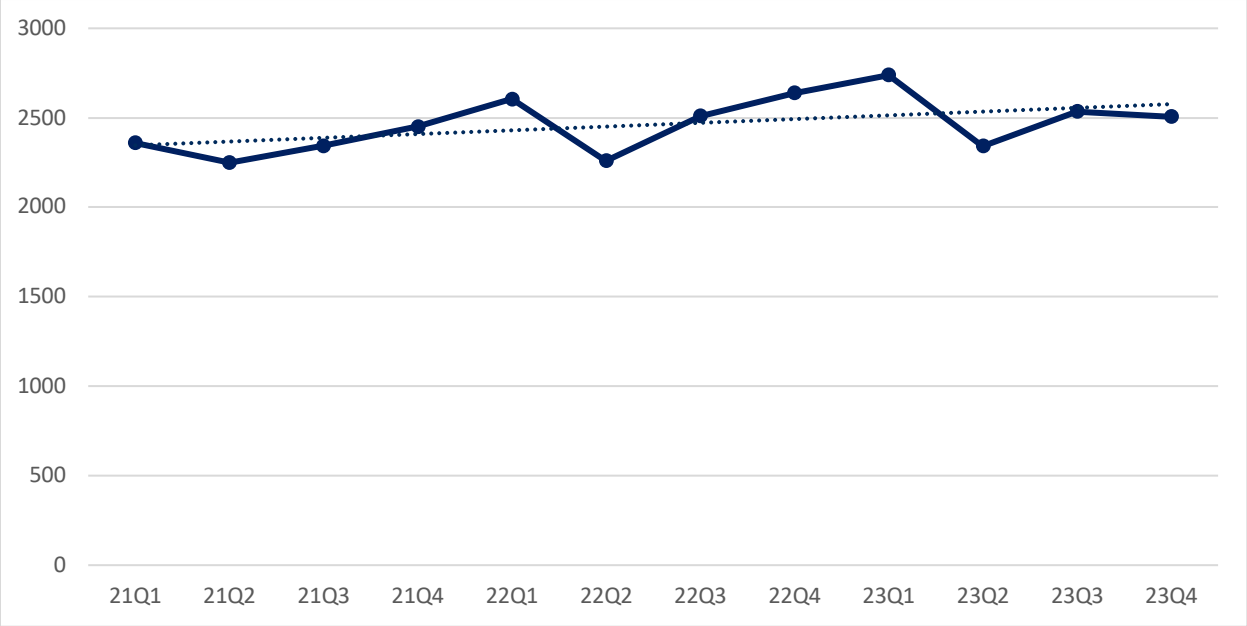


Figure 2: Aggregate Volume Table

2021	Q1	Q2	Q3	Q4	Total
Total Dispatches	2359	2249	2343	2451	9402
Average Per Day	26.21	24.71	25.47	26.64	25.76
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	2604	2260	2510	2639	10013
Average Per Day	28.93	24.84	27.28	28.68	27.43
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	2738	2342	2536	2507	10122
Average Per Day	30.42	25.74	27.56	27.25	27.73

Figure 3: Aggregate Volume by Month

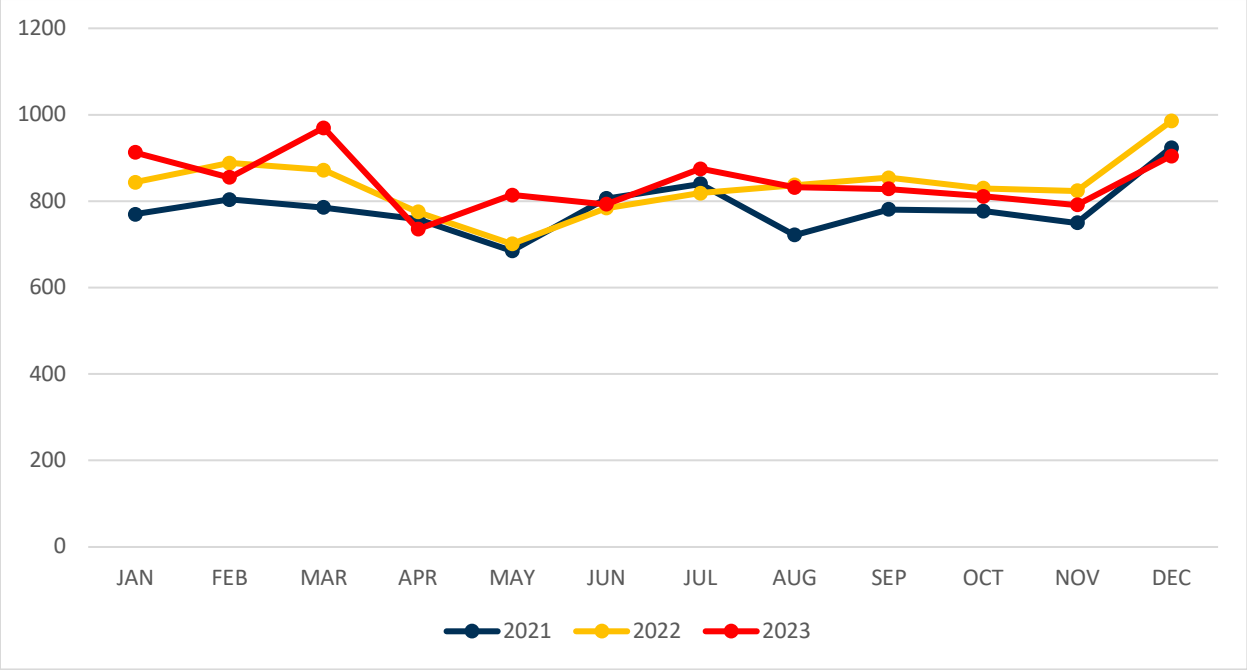


Figure 4: Aggregate Average Dispatches per Day by Month

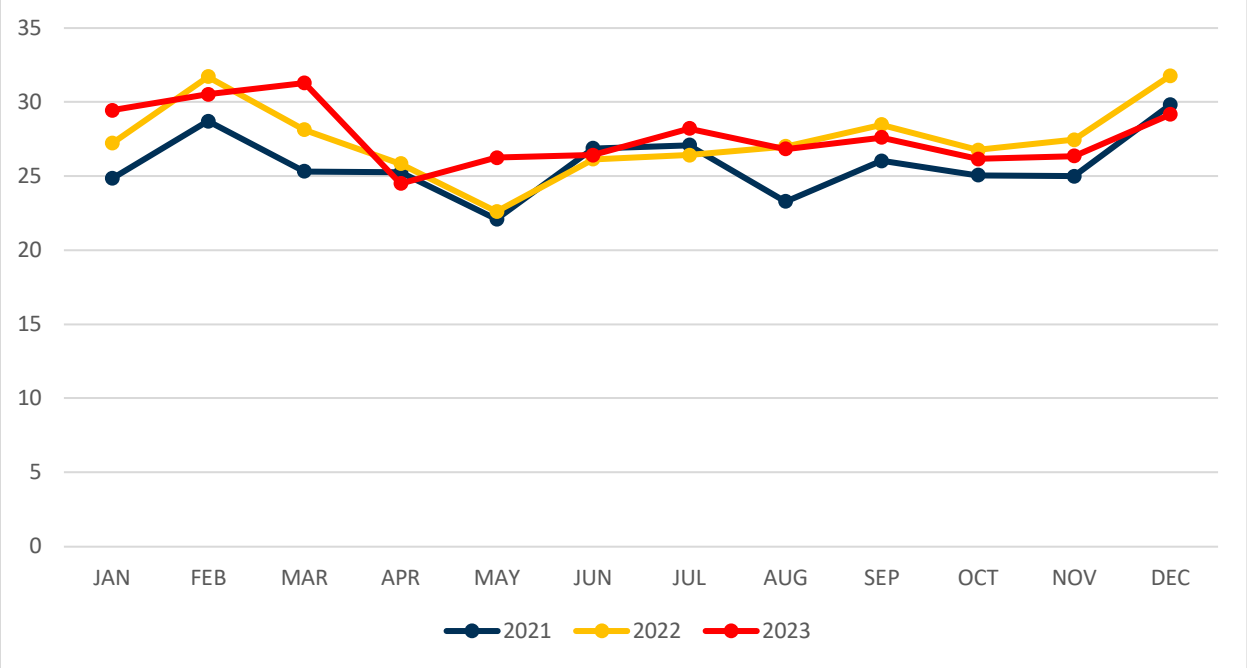


Figure 5: Aggregate Total Volume by Month (Table)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	770	804	785	758	685	806	840	722	781	777	750	924
Avg/Day	24.84	28.71	25.32	25.27	22.10	26.87	27.10	23.29	26.03	25.06	25.00	29.81
2022												
Total	844	888	872	775	701	784	819	837	854	830	824	985
Avg/Day	27.23	31.71	28.13	25.83	22.61	26.13	26.42	27.00	28.47	26.77	27.47	31.77
2023												
Total	913	855	970	735	814	793	875	832	829	811	791	904
Avg/Day	29.45	30.54	31.29	24.50	26.26	26.43	28.23	26.84	27.62	26.16	26.37	29.18

Figure 6: AMR Total Volume Breakdown by Quarter (Includes IFT)

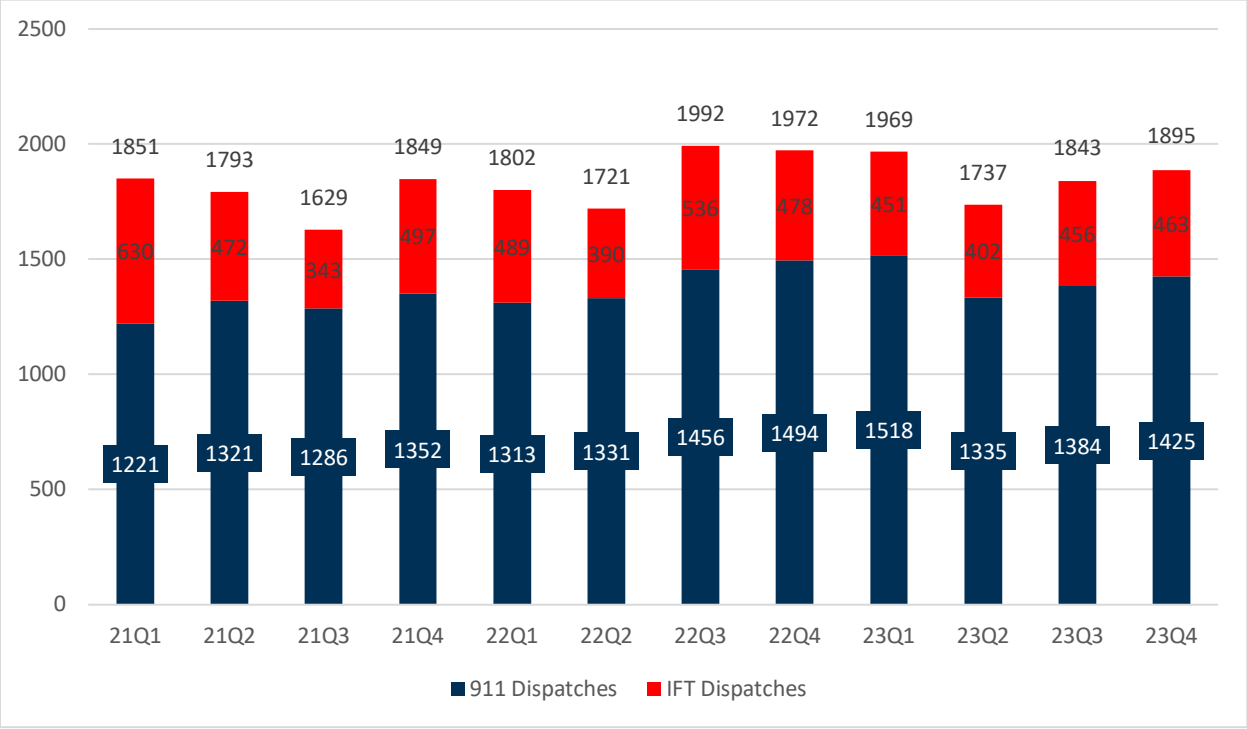


Figure 7: AMR Average Volume per Day by Quarter (Includes IFT)

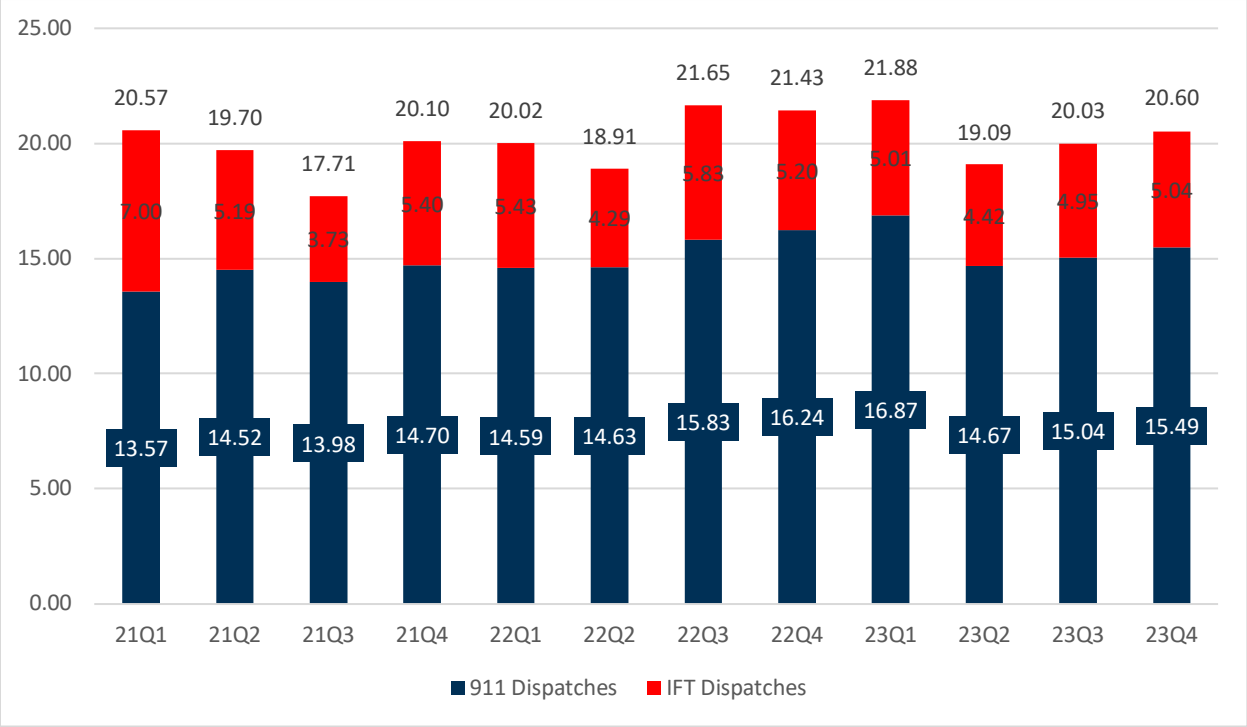


Figure 8: AMR Total Volume Breakdown by Quarter (Includes IFT) (Table)

2021	Q1	Q2	Q3	Q4	Total
Total Dispatches	1851	1793	1629	1849	7122
Avg per Day	20.57	19.70	17.71	20.10	19.51
911 Dispatches	1221	1321	1286	1352	5180
Avg per Day	13.57	14.52	13.98	14.70	14.19
IFT Dispatches	630	472	343	497	1942
Avg per Day	7.00	5.19	3.73	5.40	5.32
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	1802	1721	1992	1972	7487
Avg per Day	20.02	18.91	21.65	21.43	20.51

911 Dispatches	1313	1331	1456	1494	5594
Avg per Day	14.59	14.63	15.83	16.24	15.33
IFT Dispatches	489	390	536	478	1893
Avg per Day	5.43	4.29	5.83	5.20	5.19
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	1969	1737	1843	1895	7444
Avg per Day	21.88	19.09	20.03	20.60	20.39
911 Dispatches	1518	1335	1384	1425	5662
Avg per Day	16.87	14.67	15.04	15.49	15.51
IFT Dispatches	451	402	456	463	1772
Avg per Day	5.01	4.42	4.95	5.04	4.85

Figure 9: AMR Total Volume by Month (Includes IFT)

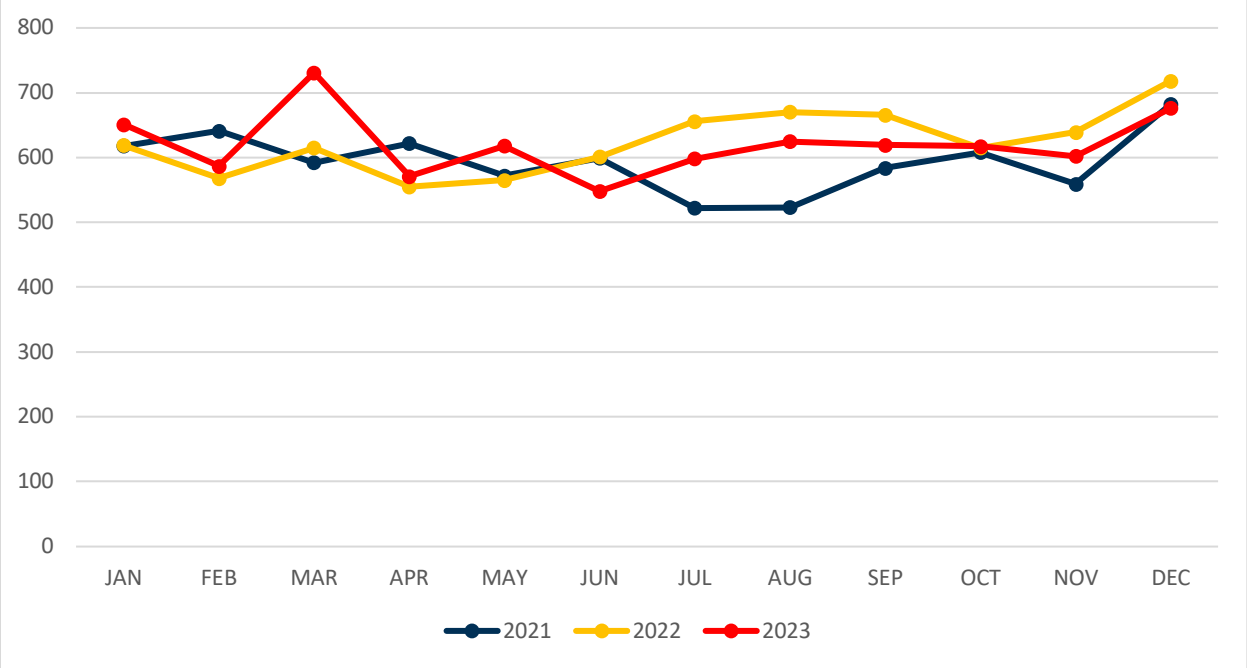


Figure 10: AMR Average Dispatches per Day by Month (Includes IFT)

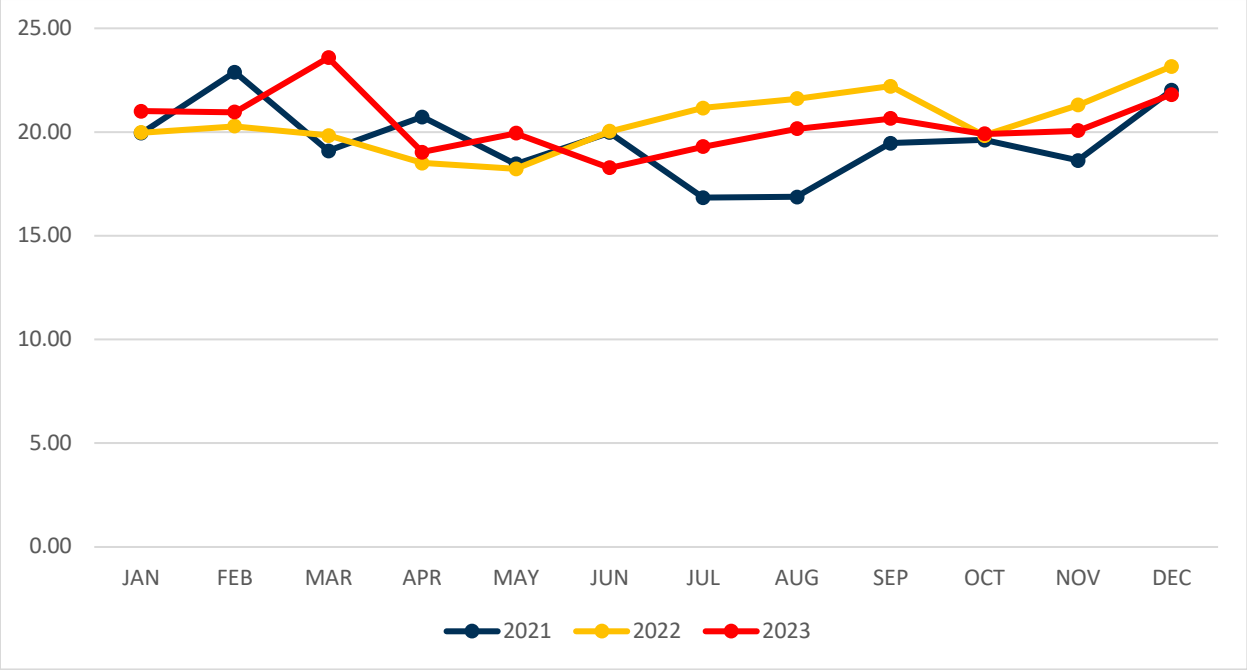


Figure 11: AMR Total Volume by Month (Includes IFT) (Table)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	618	641	592	622	572	599	522	523	584	608	559	682
Avg/Day	19.94	22.89	19.10	20.73	18.45	19.97	16.84	16.87	19.47	19.61	18.63	22.00
2022												
Total	619	568	615	555	565	601	656	670	666	615	639	718
Avg/Day	19.97	20.29	19.84	18.50	18.23	20.03	21.16	21.61	22.20	19.84	21.30	23.16
2023												
Total	651	587	731	571	618	548	598	625	620	617	602	676
Avg/Day	21.00	20.96	23.58	19.03	19.94	18.27	19.29	20.16	20.65	19.91	20.07	21.81

Figure 12: AMR Total Volume Breakdown by Month (Includes IFT)

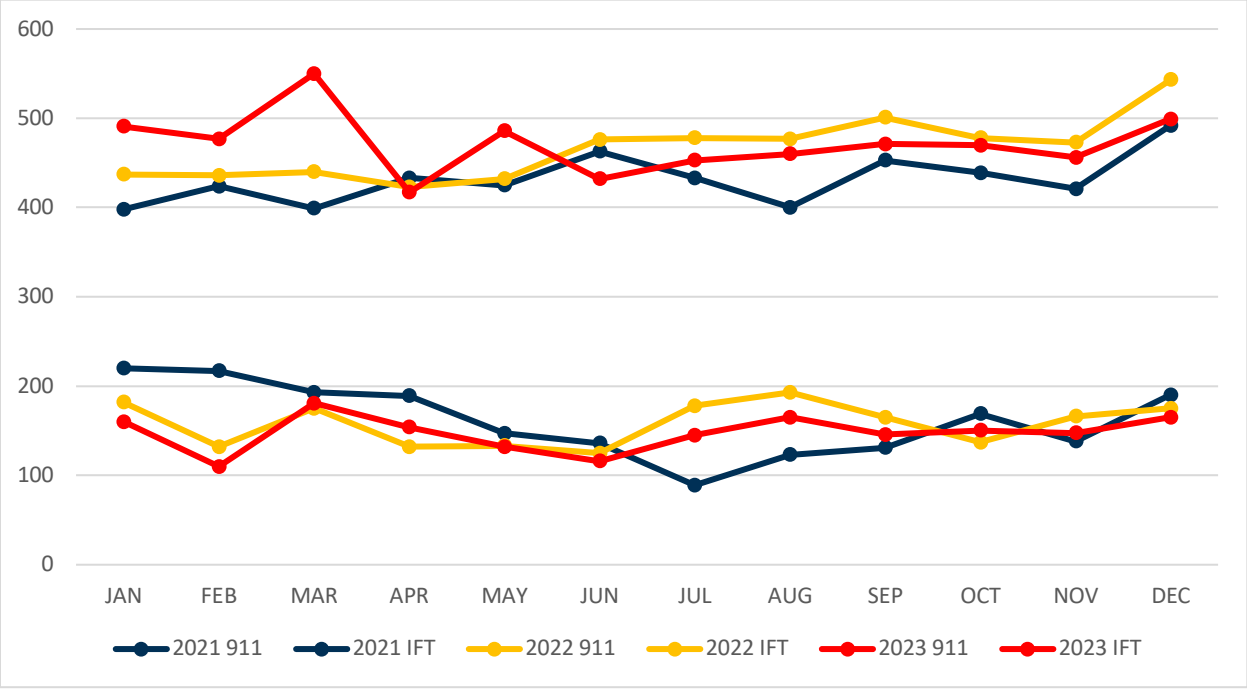


Figure 13: AMR Volume Breakdown Average Dispatches per Day by Month (Includes IFT)

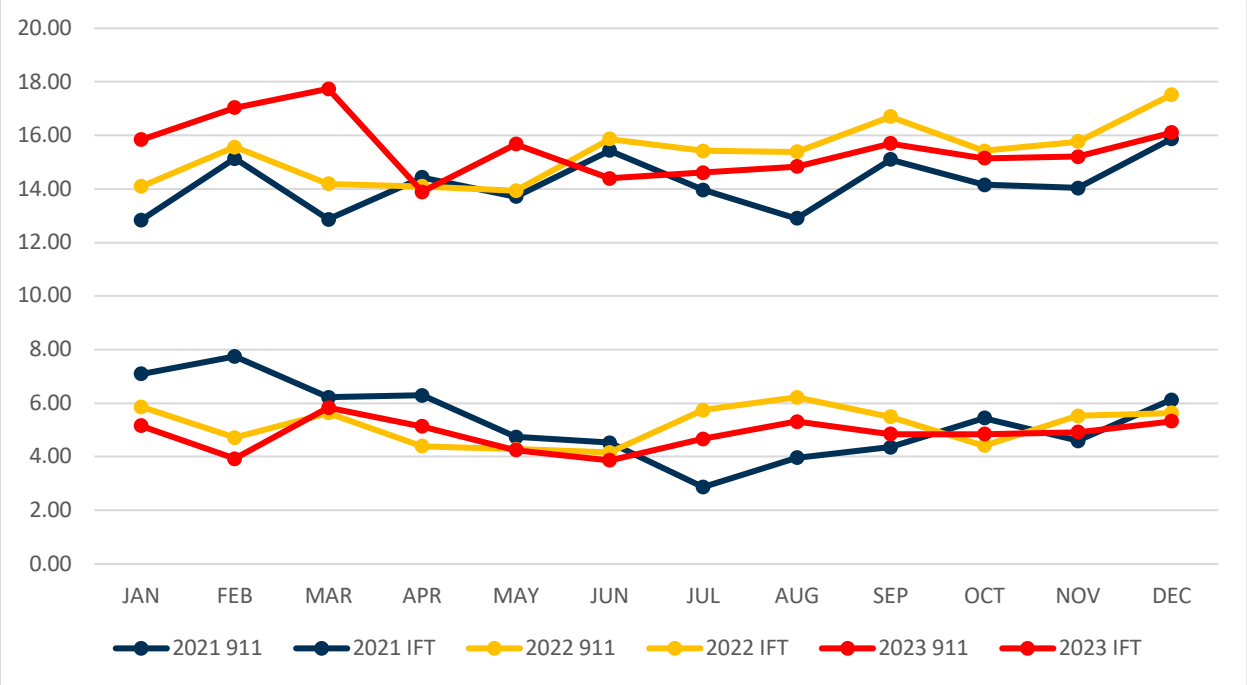


Figure 14: AMR Volume Breakdown by Month (Includes IFT) (Table)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
911	398	424	399	433	425	463	433	400	453	439	421	492
Avg/Day	12.84	15.14	12.87	14.43	13.71	15.43	13.97	12.90	15.10	14.16	14.03	15.87
IFT	220	217	193	189	147	136	89	123	131	169	138	190
Avg/Day	7.10	7.75	6.23	6.30	4.74	4.53	2.87	3.97	4.37	5.45	4.60	6.13
2022	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**JUL**	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**
911	437	436	440	423	432	476	478	477	501	478	473	543
Avg/Day	14.10	15.57	14.19	14.10	13.94	15.87	15.42	15.39	16.70	15.42	15.77	17.52
IFT	182	132	175	132	133	125	178	193	165	137	166	175
Avg/Day	5.87	4.71	5.65	4.40	4.29	4.17	5.74	6.23	5.50	4.42	5.53	5.65
2023	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**JUL**	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**
911	491	477	550	417	486	432	453	460	471	470	456	499
Avg/Day	15.84	17.04	17.74	13.90	15.68	14.40	14.61	14.84	15.70	15.15	15.20	16.10
IFT	160	110	181	154	132	116	145	165	146	150	148	165
Avg/Day	5.16	3.93	5.84	5.13	4.26	3.87	4.68	5.32	4.85	4.85	4.92	5.33

Figure 15: Bozeman FD EMS Volume by Quarter

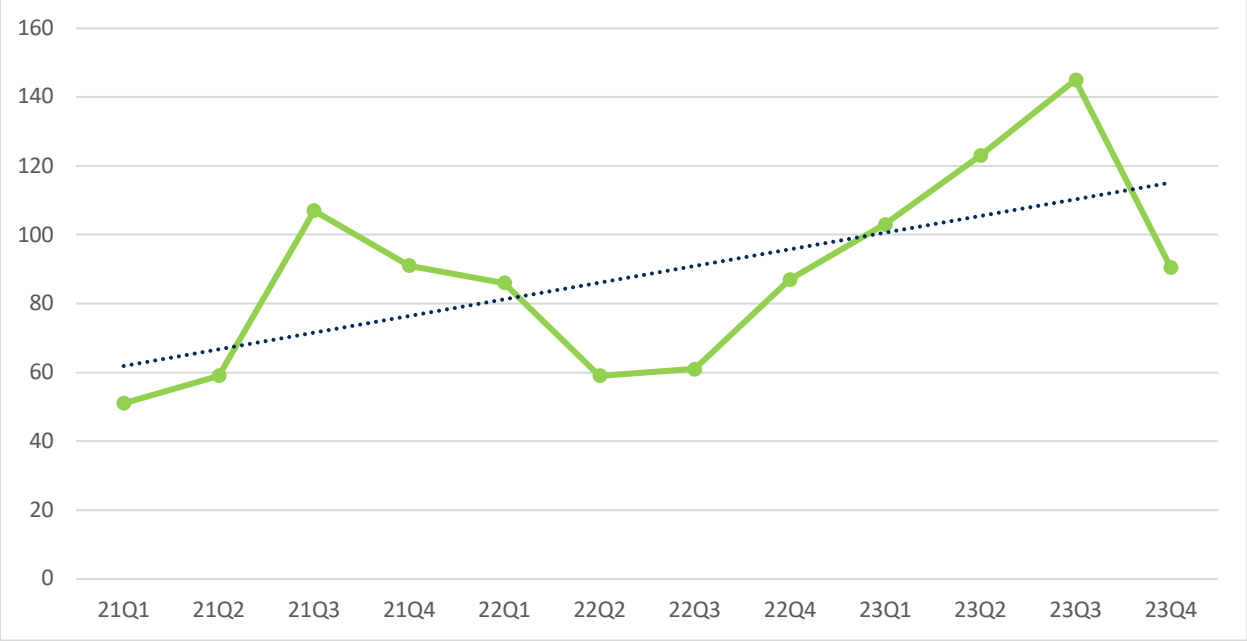


Figure 16: Bozeman FD EMS Volume by Quarter (Table)

2021	Q1	Q2	Q3	Q4	Total
Total Dispatches	51	59	107	91	308
Average Per Day	0.57	0.65	1.16	0.99	0.84
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	86	59	61	87	293
Average Per Day	0.96	0.65	0.66	0.95	0.80
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	103	123	145	91	462
Average Per Day	1.14	1.35	1.58	0.98	1.26

Figure 17: Bozeman FD EMS Volume by Month

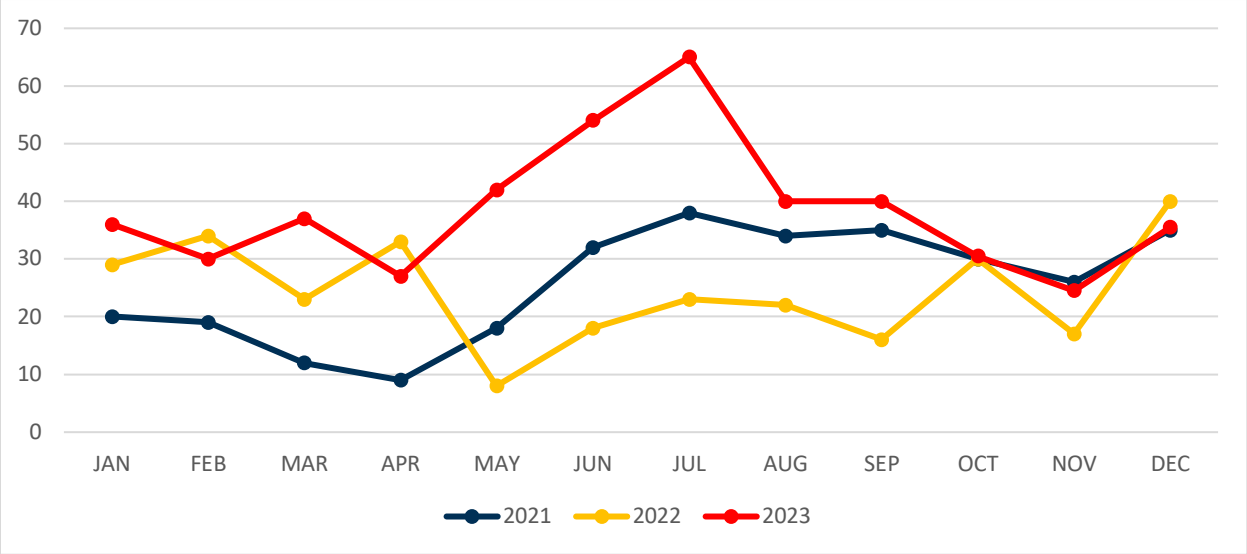


Figure 18: Bozeman FD EMS Average Dispatches per Day by Month

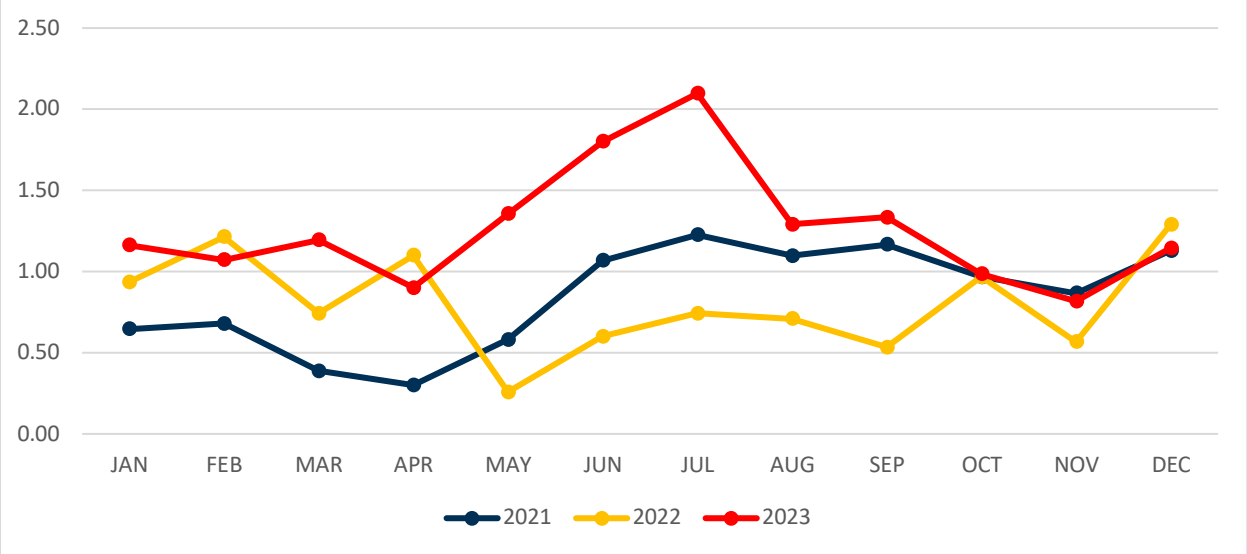


Figure 19: Bozeman FD Volume by Month (Table)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	20	19	12	9	18	32	38	34	35	30	26	35
Avg/Day	0.65	0.68	0.39	0.30	0.58	1.07	1.23	1.10	1.17	0.97	0.87	1.13
2022												
Total	29	34	23	33	8	18	23	22	16	30	17	40
Avg/Day	0.94	1.21	0.74	1.10	0.26	0.60	0.74	0.71	0.53	0.97	0.57	1.29
2023												
Total	36	30	37	27	42	54	65	40	40	31	24	36
Avg/Day	1.16	1.07	1.19	0.90	1.35	1.80	2.10	1.29	1.33	0.98	0.82	1.15

Figure 20: Big Sky FD EMS Volume by Quarter

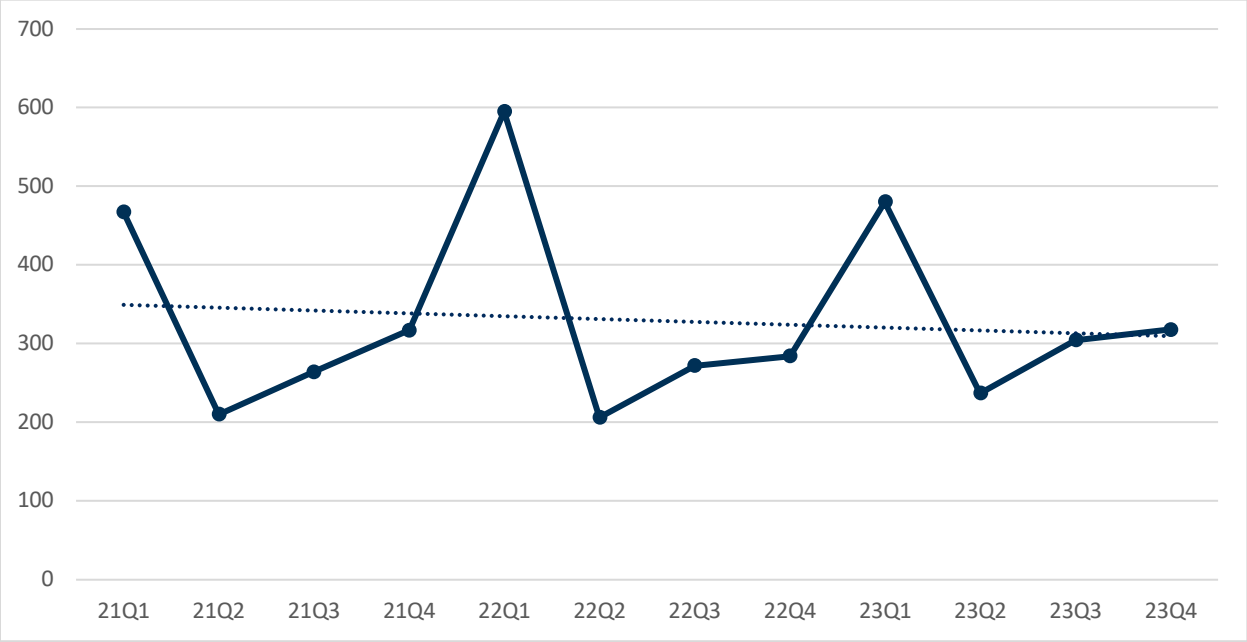


Figure 21: Big Sky FD EMS Volume by Quarter (Table)

2021	Q1	Q2	Q3	Q4	Total
Total Dispatches	467	210	264	317	1258
Average Per Day	5.19	2.31	2.87	3.45	3.45
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	595	206	272	284	1357
Average Per Day	6.61	2.26	2.96	3.09	3.72
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	480	237	304	318	1339
Average Per Day	5.33	2.60	3.31	3.45	3.67

Figure 22: Big Sky FD EMS Volume by Month

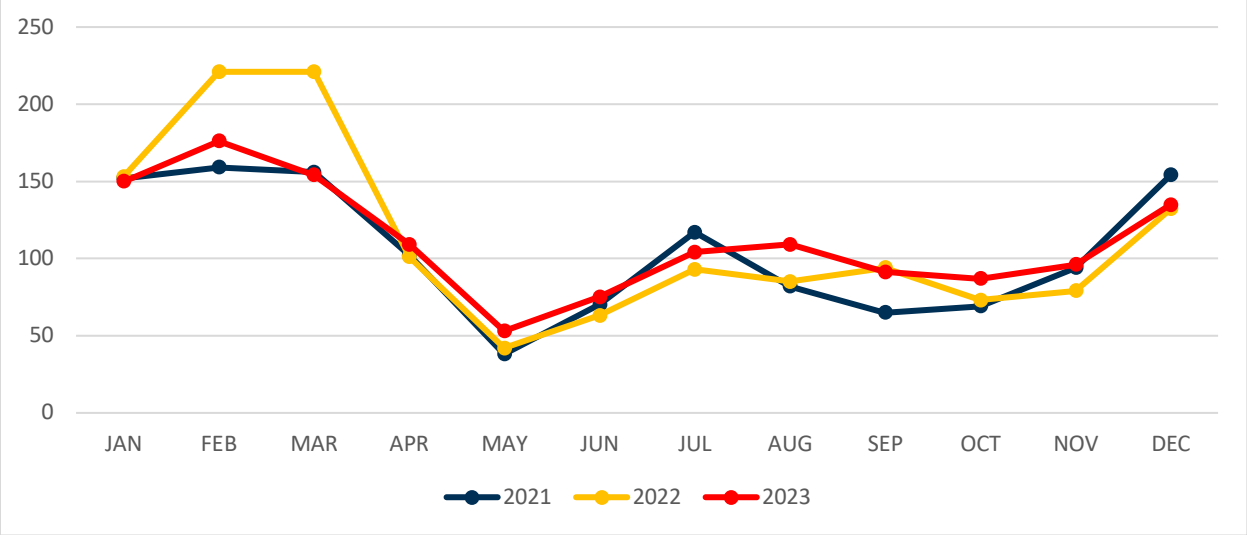


Figure 23: Big Sky FD EMS Average Dispatches per Day by Month

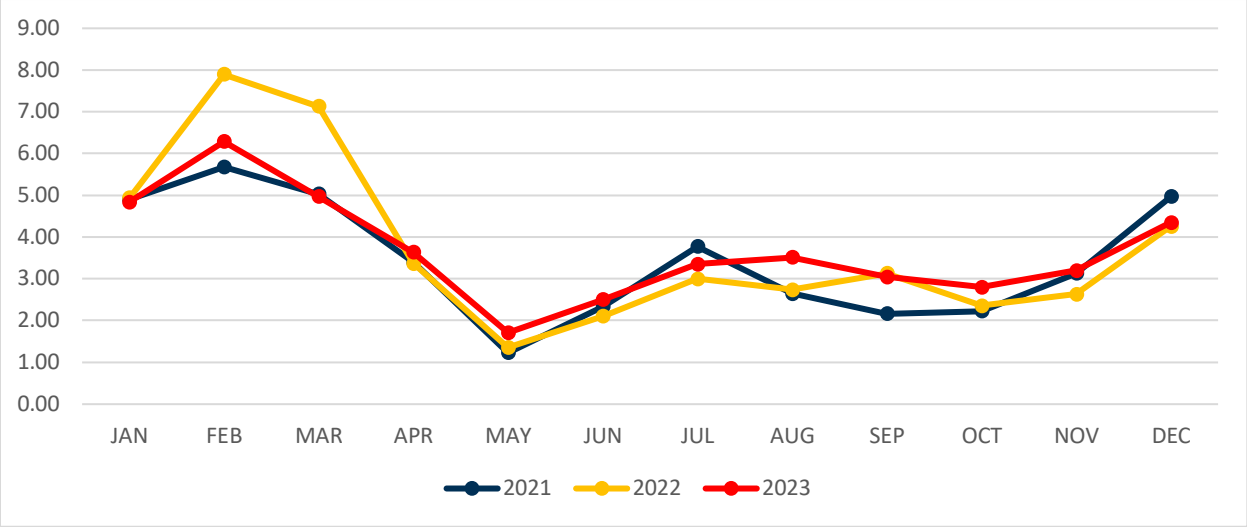


Figure 24: Big Sky FD EMS Volume by Month (Table)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	152	159	156	102	38	70	117	82	65	69	94	154
Avg/Day	4.90	5.68	5.03	3.40	1.23	2.33	3.77	2.65	2.17	2.23	3.13	4.97
2022												
Total	153	221	221	101	42	63	93	85	94	73	79	132
Avg/Day	4.94	7.89	7.13	3.37	1.35	2.10	3.00	2.74	3.13	2.35	2.63	4.26
2023												
Total	150	176	154	109	53	75	104	109	91	87	96	135
Avg/Day	4.84	6.29	4.97	3.63	1.71	2.50	3.35	3.52	3.04	2.80	3.20	4.35

Figure 25: Clarkston RFD EMS Volume by Quarter

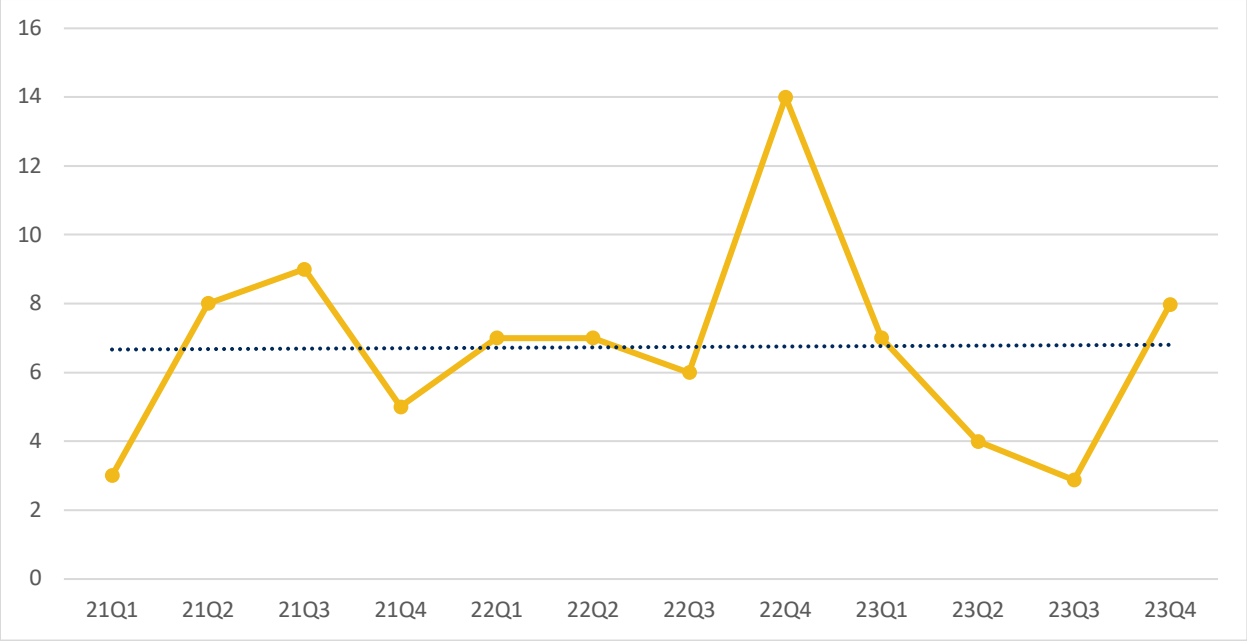


Figure 26: Clarkston RFD EMS Volume by Quarter (Table)

2021	Q1	Q2	Q3	Q4	Total
Total Dispatches	3	8	9	5	25
Average Per Day	0.03	0.09	0.10	0.05	0.07
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	7	7	6	14	34
Average Per Day	0.08	0.08	0.07	0.15	0.09
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	7	4	3	8	22
Average Per Day	0.08	0.04	0.03	0.09	0.06

Figure 27: Clarkston RFD EMS Volume by Month

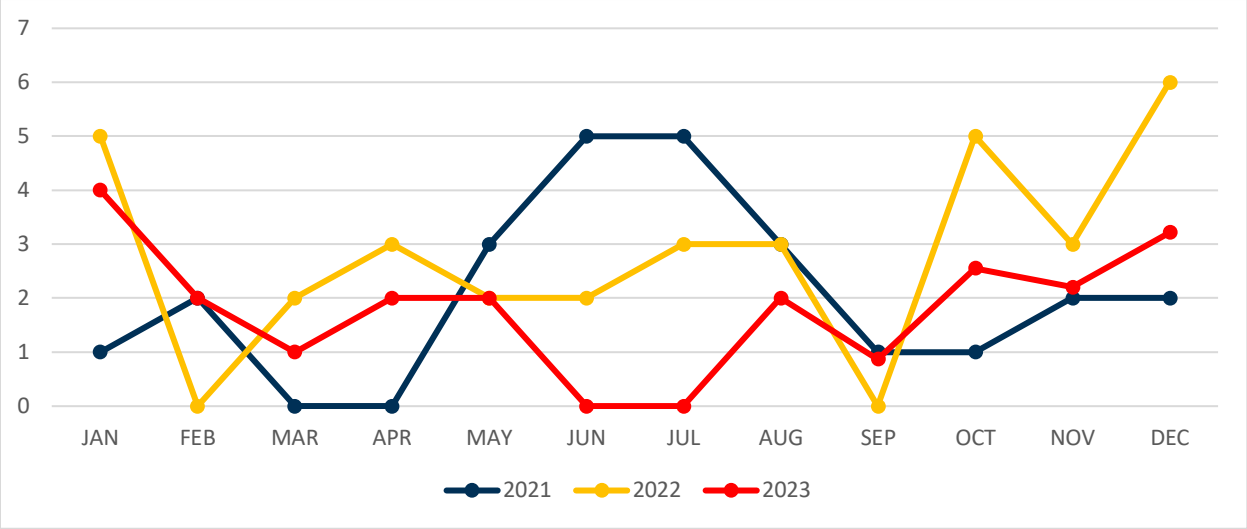


Figure 28: Clarkston RFD EMS Average Dispatches per Day by Month

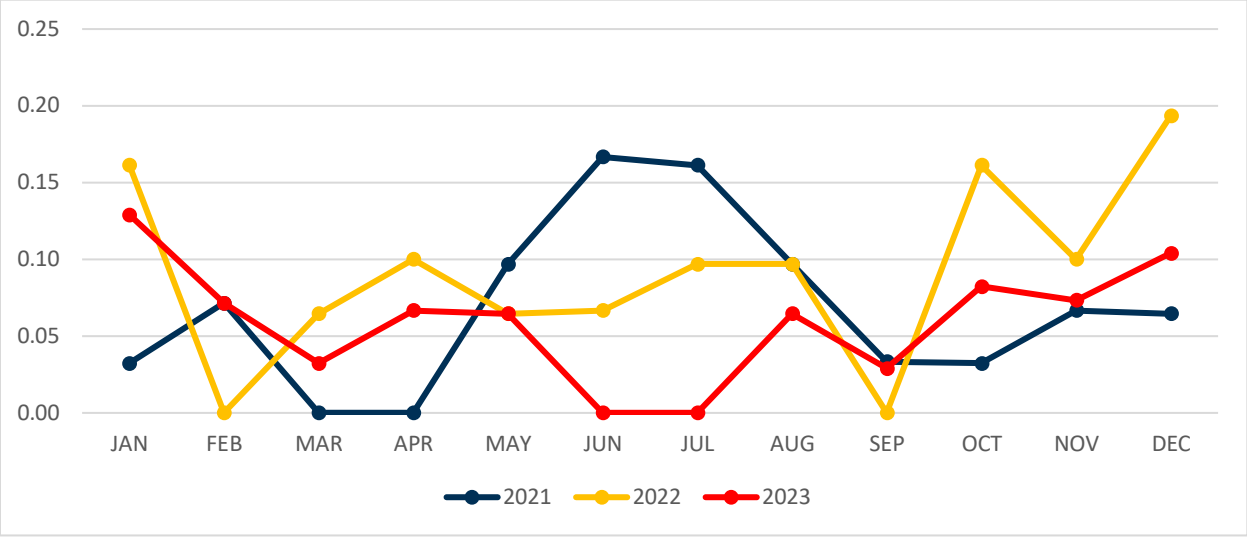


Figure 29: Clarkston RFD EMS Volume by Month (Table)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	1	2	0	0	3	5	5	3	1	1	2	2
Avg/Day	0.03	0.07	0.00	0.00	0.10	0.17	0.16	0.10	0.03	0.03	0.07	0.06
2022												
Total	5	0	2	3	2	2	3	3	0	5	3	6
Avg/Day	0.16	0.00	0.06	0.10	0.06	0.07	0.10	0.10	0.00	0.16	0.10	0.19
2023												
Total	4	2	1	2	2	0	0	2	1	3	2	3
Avg/Day	0.13	0.07	0.03	0.07	0.06	0.00	0.00	0.06	0.03	0.08	0.07	0.10

Figure 30: Hyalite RFD EMS Volume by Quarter

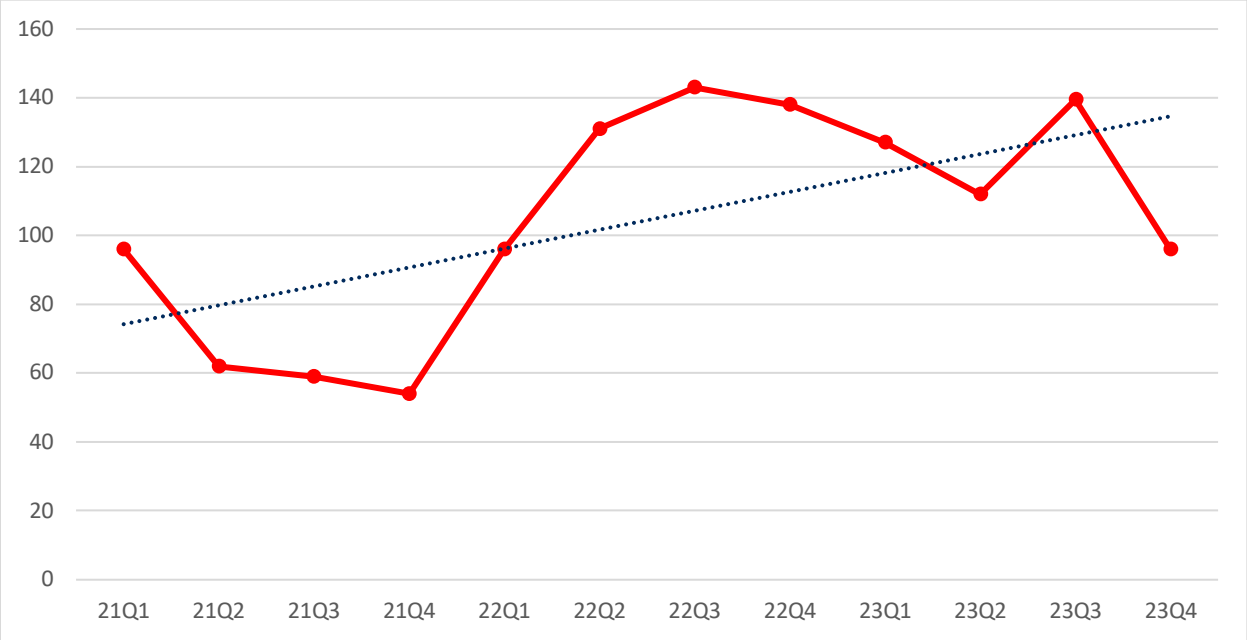


Figure 31: Hyalite RFD EMS Volume by Quarter (Table)

2021	Q1	Q2	Q3	Q4	Total
Total Dispatches	96	62	59	54	271
Average Per Day	1.07	0.68	0.64	0.59	0.74
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	96	131	143	138	508
Average Per Day	1.07	1.44	1.55	1.50	1.39
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	127	112	140	96	475
Average Per Day	1.41	1.23	1.52	1.04	1.30

Figure 32: Hyalite RFD EMS Volume by Month

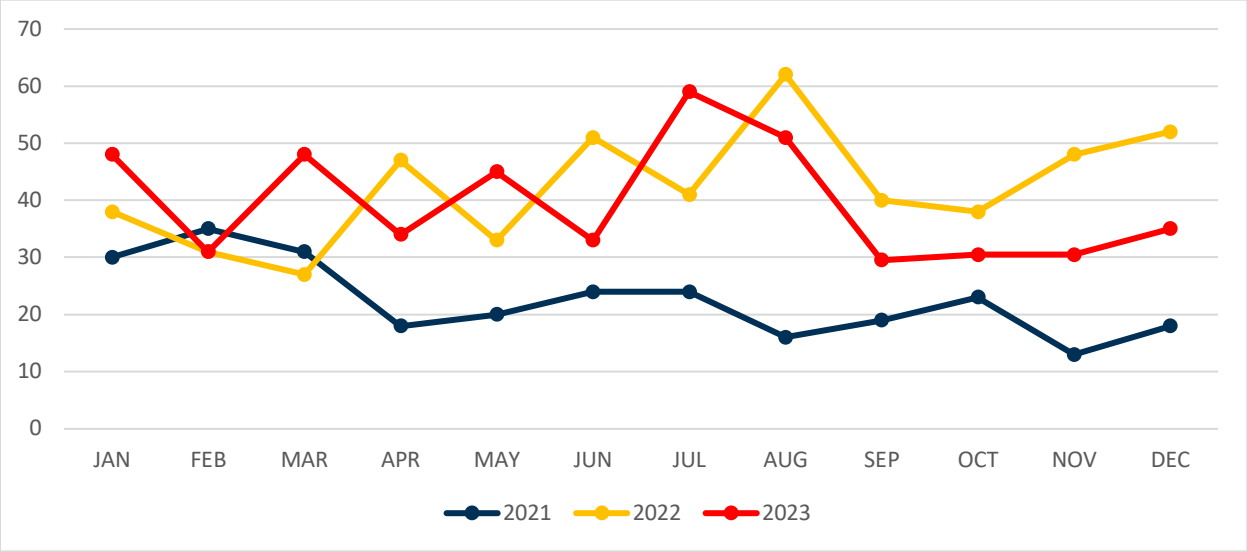


Figure 33: Hyalite RFD EMS Average Dispatches per Day by Month

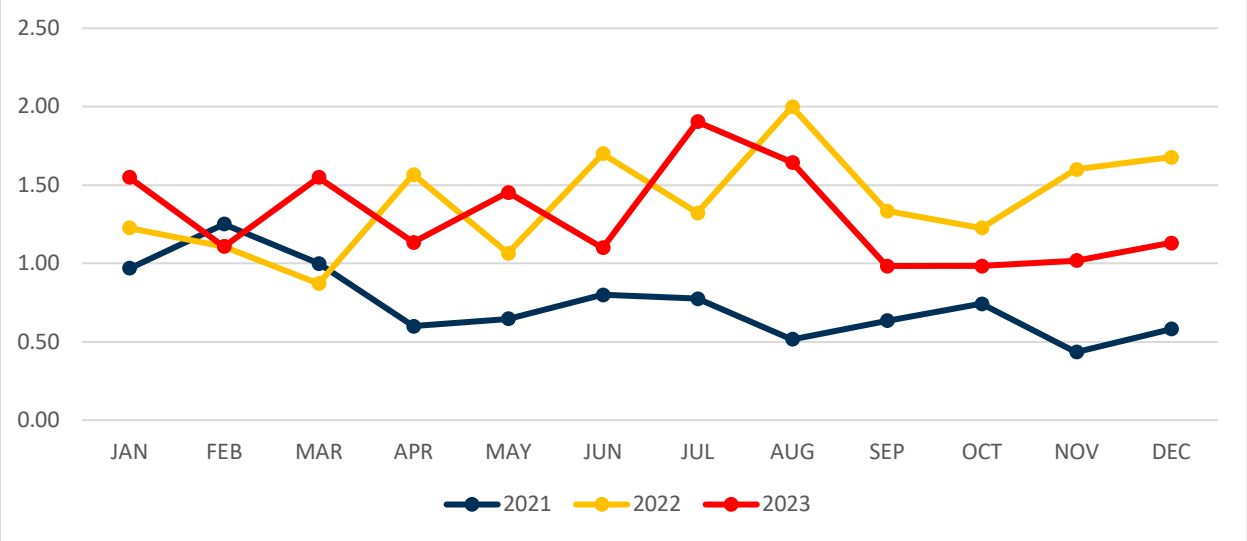


Figure 34: Hyalite RFD EMS Volume by Month (Table)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	30	35	31	18	20	24	24	16	19	23	13	18
Avg/Day	0.97	1.25	1.00	0.60	0.65	0.80	0.77	0.52	0.63	0.74	0.43	0.58
2022												
Total	38	31	27	47	33	51	41	62	40	38	48	52
Avg/Day	1.23	1.11	0.87	1.57	1.06	1.70	1.32	2.00	1.33	1.23	1.60	1.68
2023												
Total	48	31	48	34	45	33	59	51	30	31	31	35
Avg/Day	1.55	1.11	1.55	1.13	1.45	1.10	1.90	1.65	0.98	0.98	1.02	1.13

Figure 35: Amsterdam RFD EMS Volume by Quarter

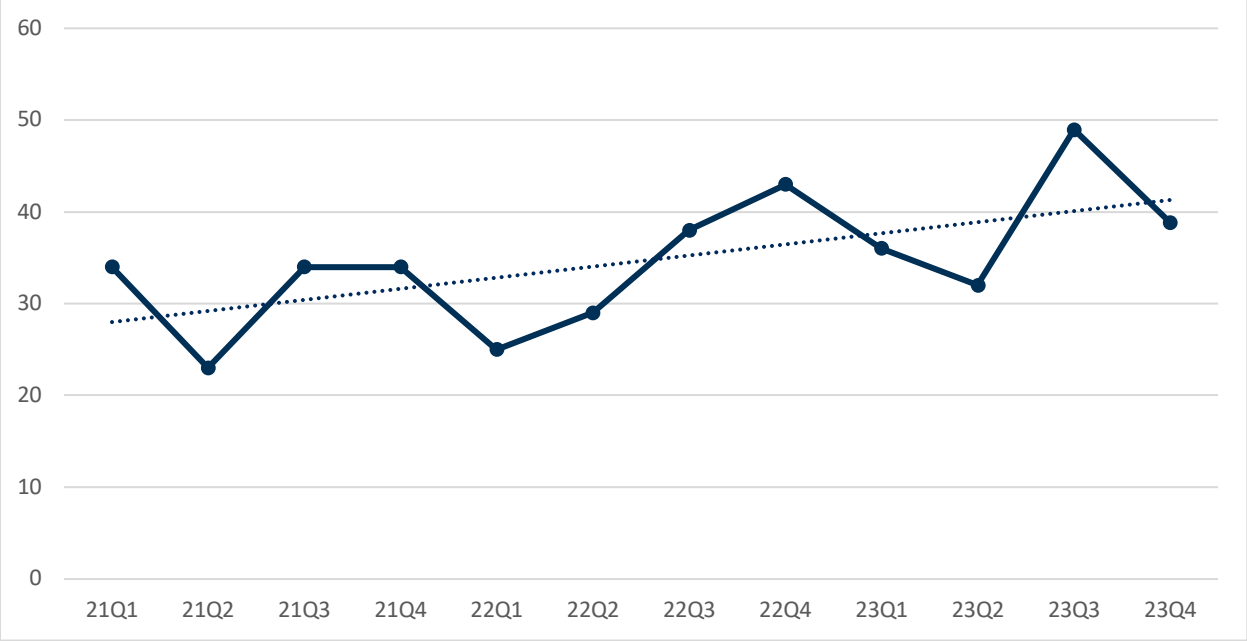


Figure 36: Amsterdam RFD EMS Volume by Quarter (Table)

2021	Q1	Q2	Q3	Q4	Total
Total Dispatches	34	23	34	34	125
Average Per Day	0.38	0.25	0.37	0.37	0.34
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	25	29	38	43	135
Average Per Day	0.28	0.32	0.41	0.47	0.37
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	36	32	49	39	156
Average Per Day	0.40	0.35	0.53	0.42	0.43

Figure 37: Amsterdam RFD EMS Volume by Month

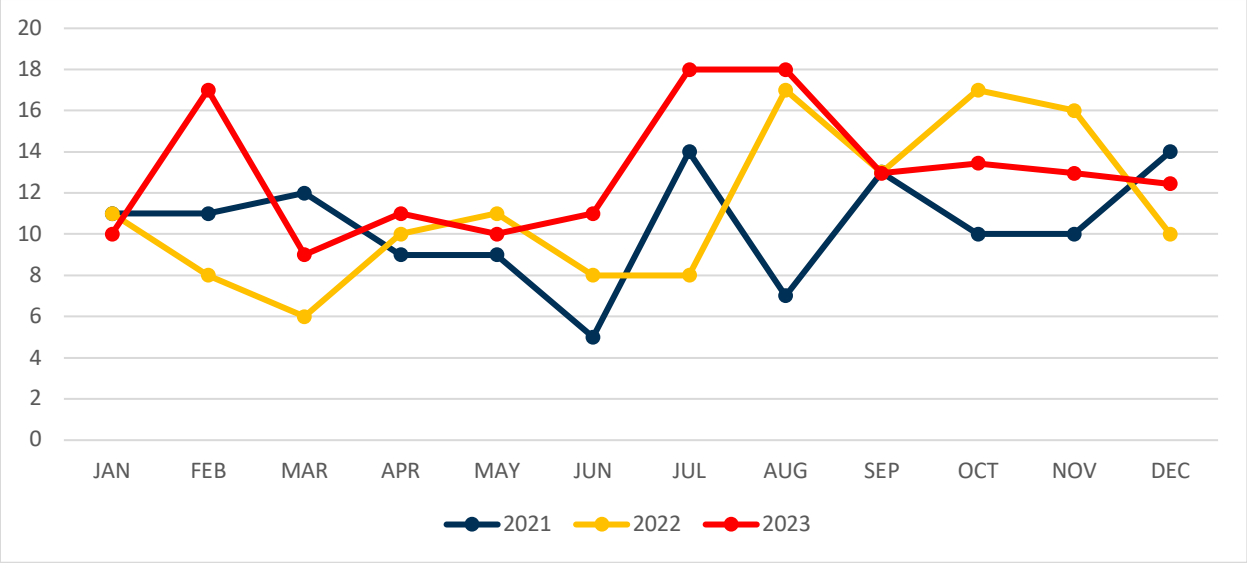


Figure 38: Amsterdam RFD EMS Average Dispatches per Day by Month

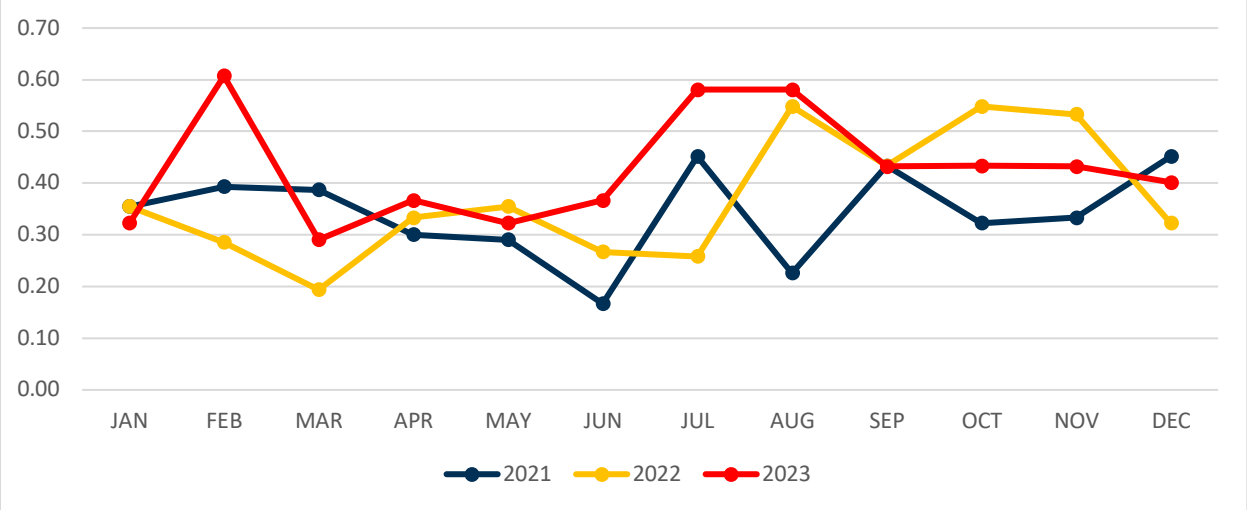


Figure 39: Amsterdam RFD EMS Volume by Month (Table)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	30	35	31	18	20	24	24	16	19	23	13	18
Avg/Day	0.97	1.25	1.00	0.60	0.65	0.80	0.77	0.52	0.63	0.74	0.43	0.58
2022												
Total	38	31	27	47	33	51	41	62	40	38	48	52
Avg/Day	1.23	1.11	0.87	1.57	1.06	1.70	1.32	2.00	1.33	1.23	1.60	1.68
2023												
Total	48	31	48	34	45	33	59	51	30	31	31	35
Avg/Day	1.55	1.11	1.55	1.13	1.45	1.10	1.90	1.65	0.98	0.98	1.02	1.13

Figure 40: Central Valley FD EMS Volume by Quarter

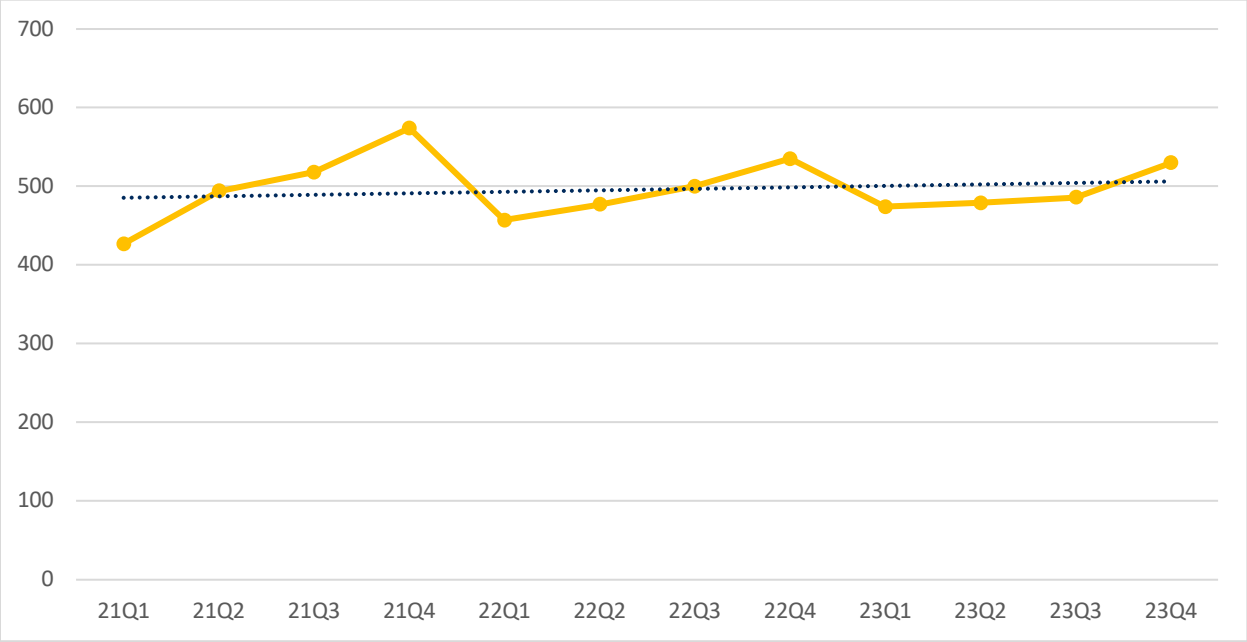


Figure 41: Central Valley EMS Volume by Quarter (Table)

2021	Q1	Q2	Q3	Q4	Total
Total Dispatches	427	494	518	574	2013
Average Per Day	4.74	5.43	5.63	6.24	5.52
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	457	477	500	535	1969
Average Per Day	5.08	5.24	5.43	5.82	5.39
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	474	479	486	530	1969
Average Per Day	5.27	5.26	5.28	5.76	5.39

Figure 42: Central Valley EMS Volume by Month

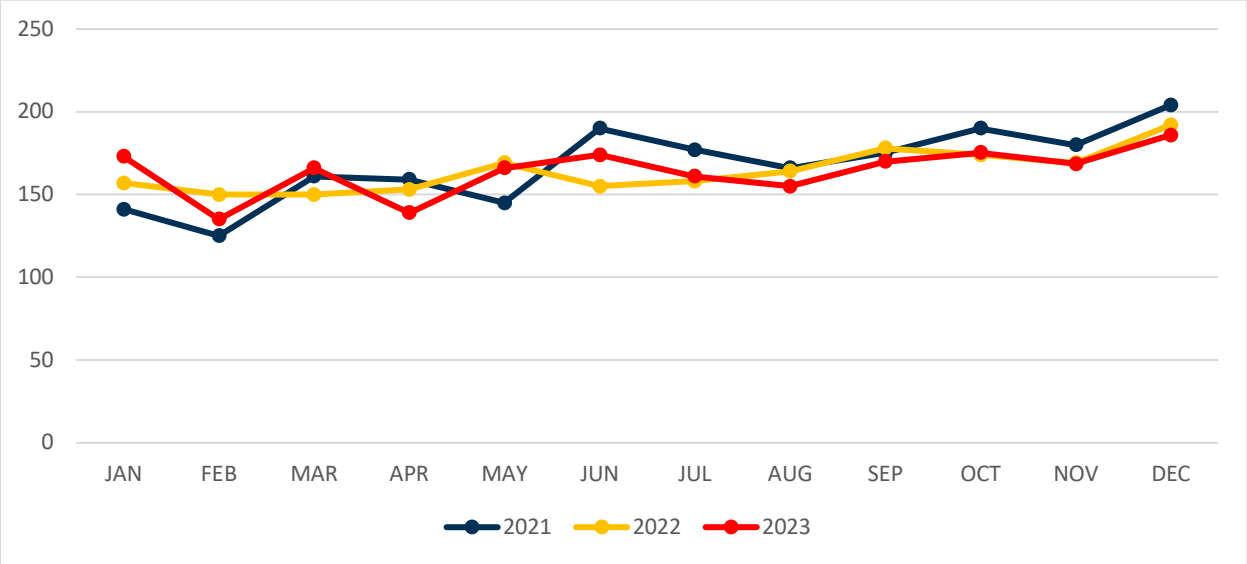


Figure 43: Central Valley EMS Average Dispatches per Day by Month

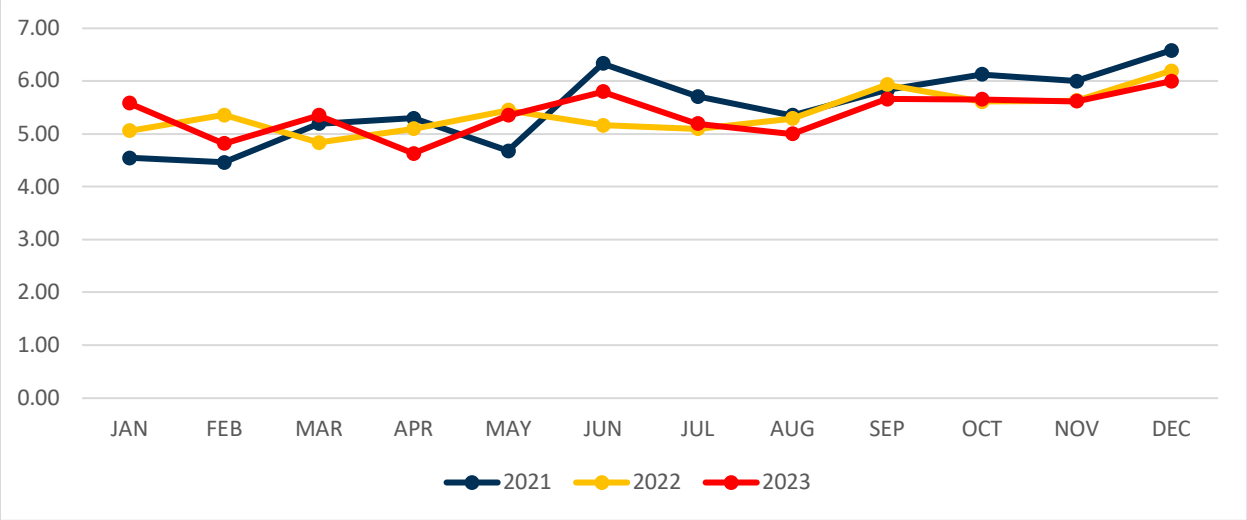


Figure 44: Central Valley EMS Volume by Month (Table)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	141	125	161	159	145	190	177	166	175	190	180	204
Avg/Day	4.55	4.46	5.19	5.30	4.68	6.33	5.71	5.35	5.83	6.13	6.00	6.58
2022												
Total	157	150	150	153	169	155	158	164	178	174	169	192
Avg/Day	5.06	5.36	4.84	5.10	5.45	5.17	5.10	5.29	5.93	5.61	5.63	6.19
2023												
Total	173	135	166	139	166	174	161	155	170	175	169	186
Avg/Day	5.58	4.82	5.35	4.63	5.35	5.80	5.19	5.00	5.66	5.65	5.62	6.00

Figure 45: Three Forks Ambulance Volume by Quarter

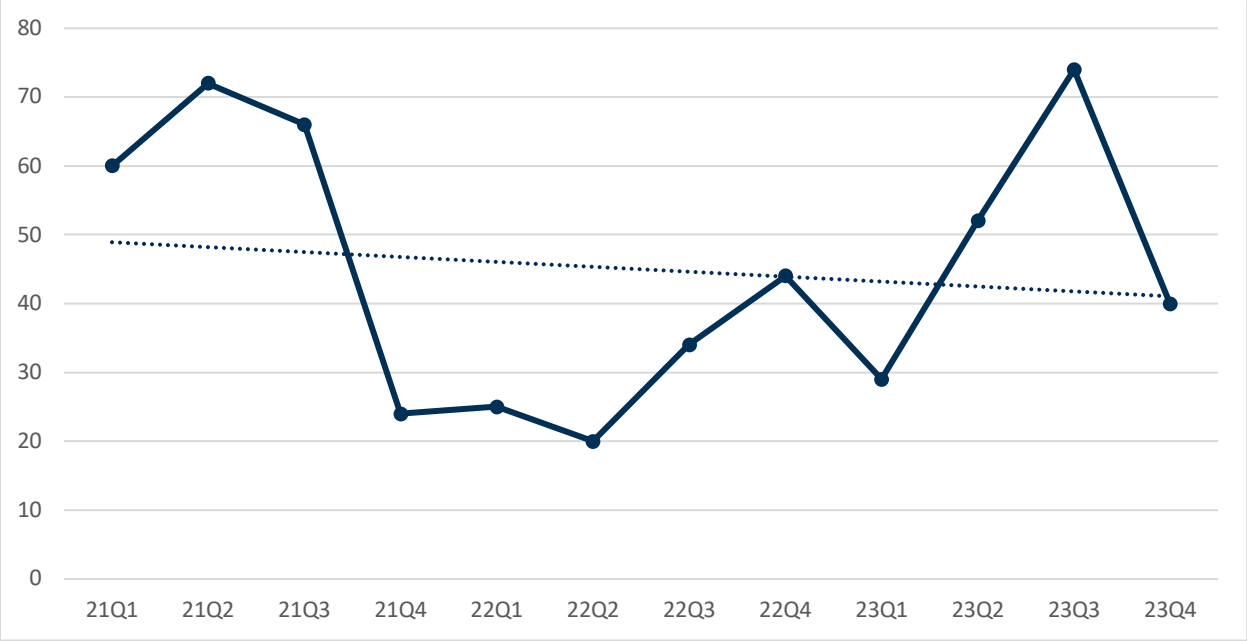


Figure 46: Three Forks Ambulance Volume by Quarter (Table)

2021	Q1	Q2	Q3	Q4	Total
Total Dispatches	60	72	66	24	222
Average Per Day	0.67	0.79	0.72	0.26	0.61
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	25	20	34	44	123
Average Per Day	0.28	0.22	0.37	0.48	0.34
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	29	52	74	40	195
Average Per Day	0.32	0.57	0.80	0.43	0.53

Figure 47: Three Forks Ambulance Volume by Month

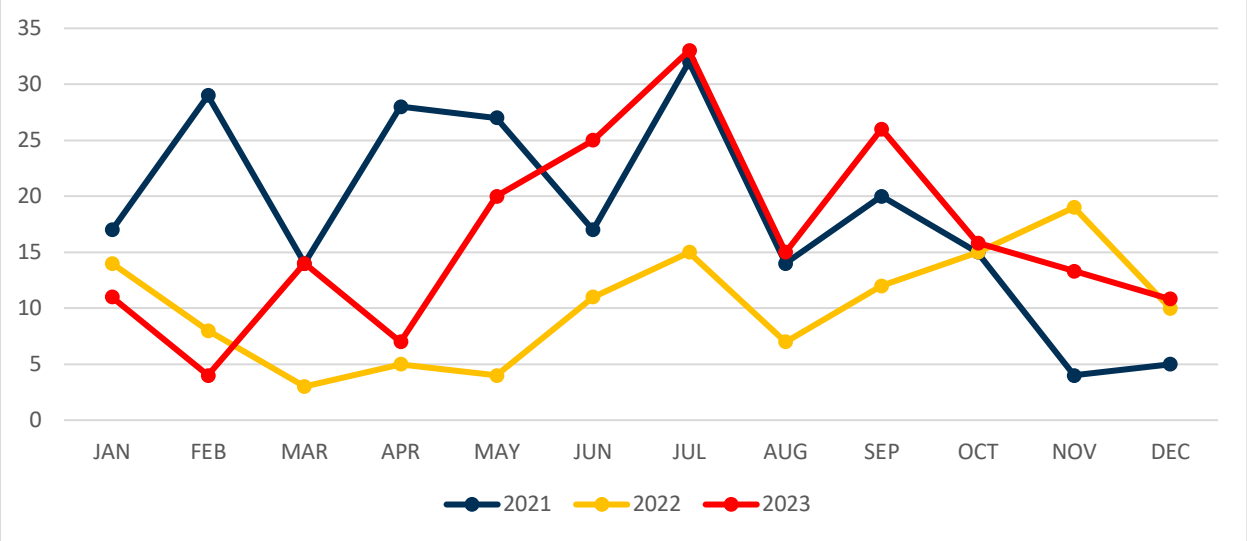


Figure 48: Three Forks Ambulance Average Dispatches per Day by Month

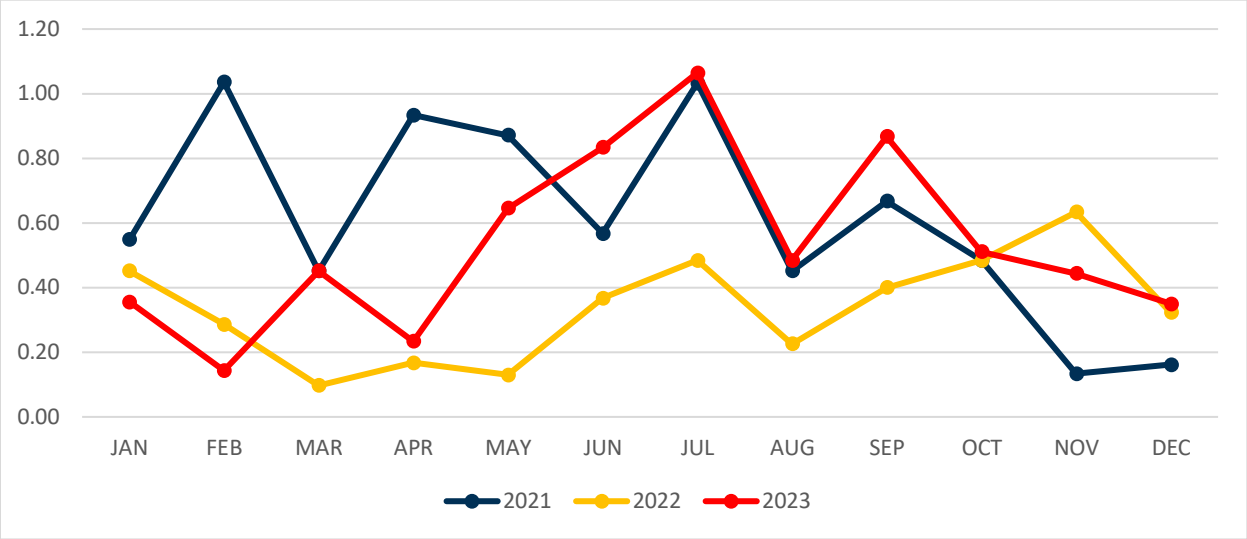


Figure 49: Three Forks Ambulance Volume by Month (Table)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	17	29	14	28	27	17	32	14	20	15	4	5
Avg/Day	0.55	1.04	0.45	0.93	0.87	0.57	1.03	0.45	0.67	0.48	0.13	0.16
2022												
Total	14	8	3	5	4	11	15	7	12	15	19	10
Avg/Day	0.45	0.29	0.10	0.17	0.13	0.37	0.48	0.23	0.40	0.48	0.63	0.32
2023												
Total	11	4	14	7	20	25	33	15	26	16	13	11
Avg/Day	0.35	0.14	0.45	0.23	0.65	0.83	1.06	0.48	0.87	0.51	0.44	0.35

TEMPORAL ANALYSIS

Figure 50: Aggregate Average Total Volume per Hour of Day (2021-2023)

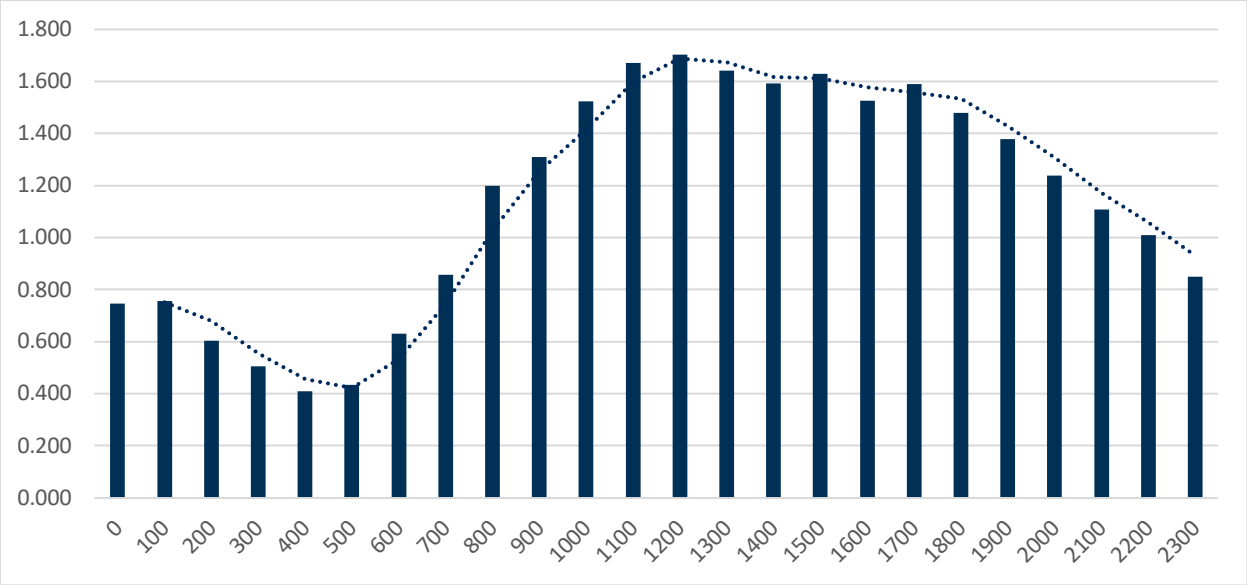


Figure 51: Aggregate Average Total Volume per Hour of Day (2021)

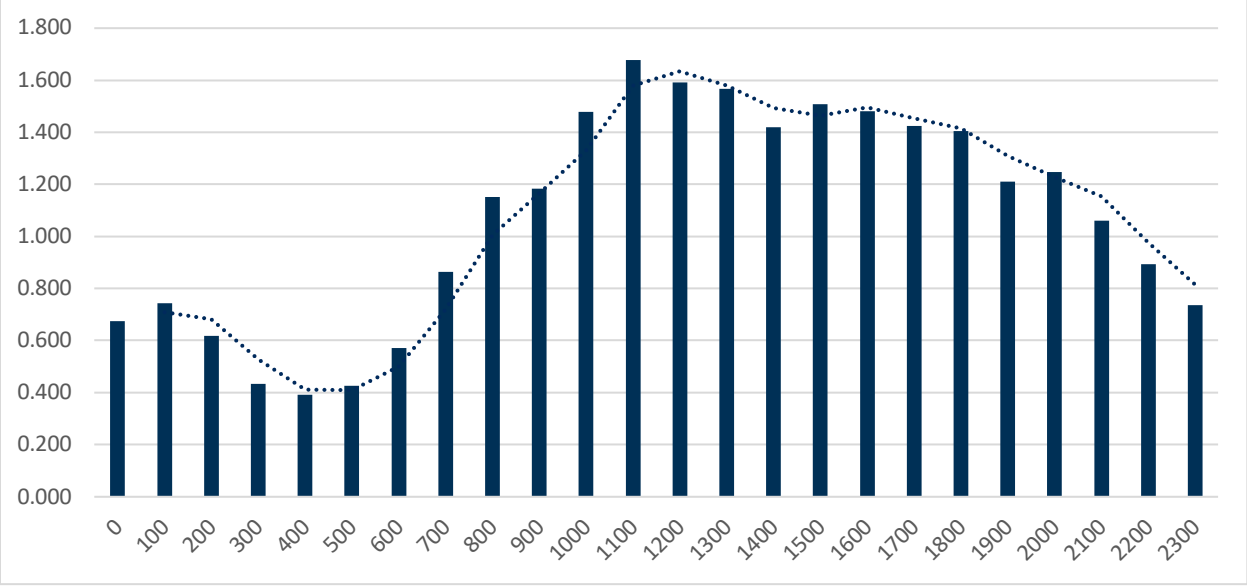


Figure 52: Aggregate Average Total Volume per Hour of Day (2022)

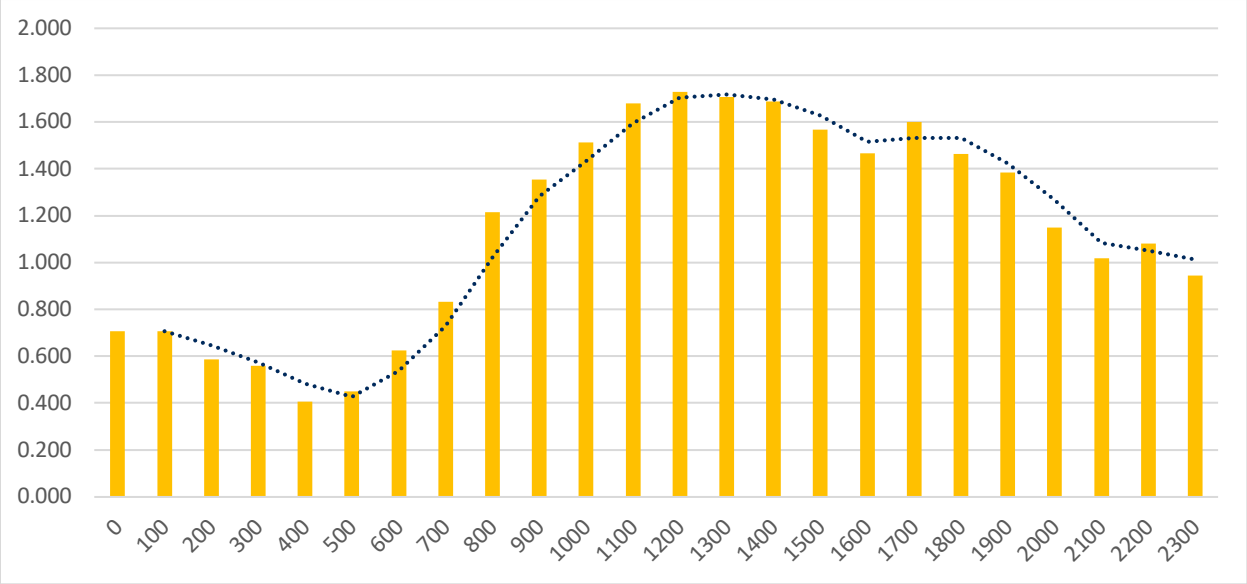


Figure 53: Aggregate Average Total Volume per Hour of Day (2023)

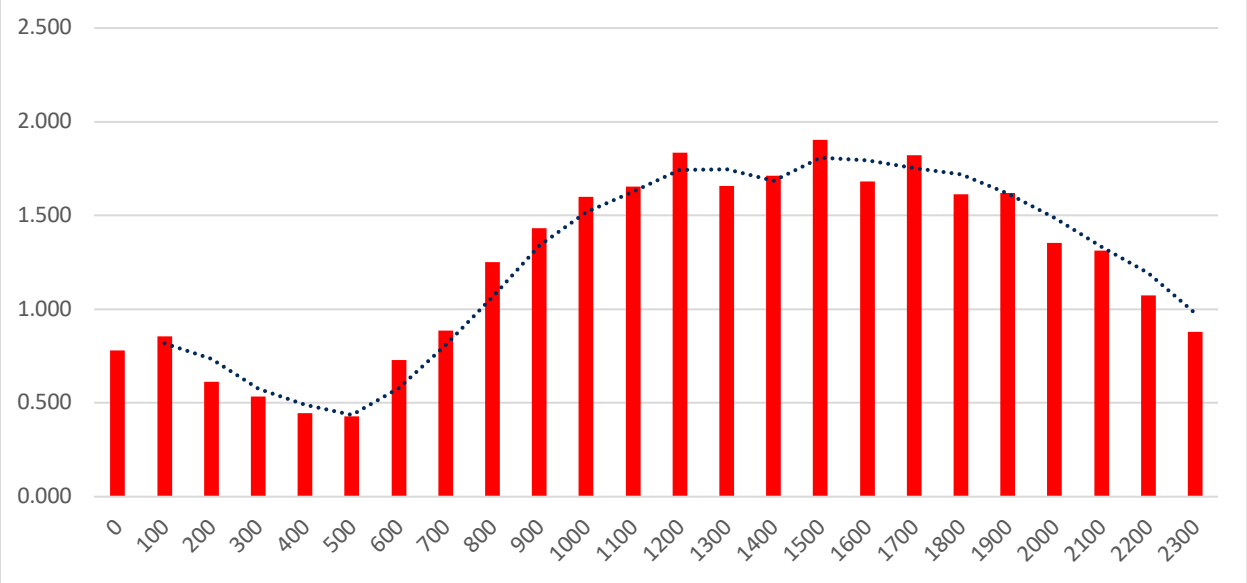


Figure 54: Aggregate Average Total Volume per Hour of Day (Table)

	0	100	200	300	400	500	600	700
Agg 2021	246	271	226	158	143	156	209	315
Avg/Hr	0.674	0.742	0.619	0.433	0.392	0.427	0.573	0.863
Agg 2022	258	258	214	204	148	164	228	304
Avg/Hr	0.707	0.707	0.586	0.559	0.405	0.449	0.625	0.833
Agg 2023	190	208	149	130	108	104	177	215
Avg/Hr	0.782	0.856	0.613	0.535	0.444	0.428	0.728	0.885
Agg 21-23	726	737	589	492	399	424	614	834
Avg/Hr	0.746	0.757	0.605	0.506	0.410	0.436	0.631	0.857
	800	**900**	**1000**	**1100**	**1200**	**1300**	**1400**	**1500**
Agg 2021	420	432	540	612	581	572	518	550
Avg/Hr	1.151	1.184	1.479	1.677	1.592	1.567	1.419	1.507
Agg 2022	444	494	552	613	631	623	616	572
Avg/Hr	1.216	1.353	1.512	1.679	1.729	1.707	1.688	1.567
Agg 2023	304	348	389	402	446	403	416	463
Avg/Hr	1.251	1.432	1.601	1.654	1.835	1.658	1.712	1.905
Agg 21-23	1168	1274	1482	1627	1658	1598	1550	1585
Avg/Hr	1.200	1.309	1.523	1.672	1.704	1.642	1.593	1.629
	1600	**1700**	**1800**	**1900**	**2000**	**2100**	**2200**	**2300**
Agg 2021	541	520	513	442	455	387	326	269
Avg/Hr	1.482	1.425	1.405	1.211	1.247	1.060	0.893	0.737
Agg 2022	535	584	534	505	420	372	395	345
Avg/Hr	1.466	1.600	1.463	1.384	1.151	1.019	1.082	0.945

Agg 2023	409	443	392	394	329	319	261	214
Avg/Hr	1.683	1.823	1.613	1.621	1.354	1.313	1.074	0.881
Agg 21-23	1485	1547	1439	1341	1204	1078	982	828
Avg/Hr	1.526	1.590	1.479	1.378	1.237	1.108	1.009	0.851

Figure 55: AMR 911 Average Dispatches by Hour of Day (2021-2023)

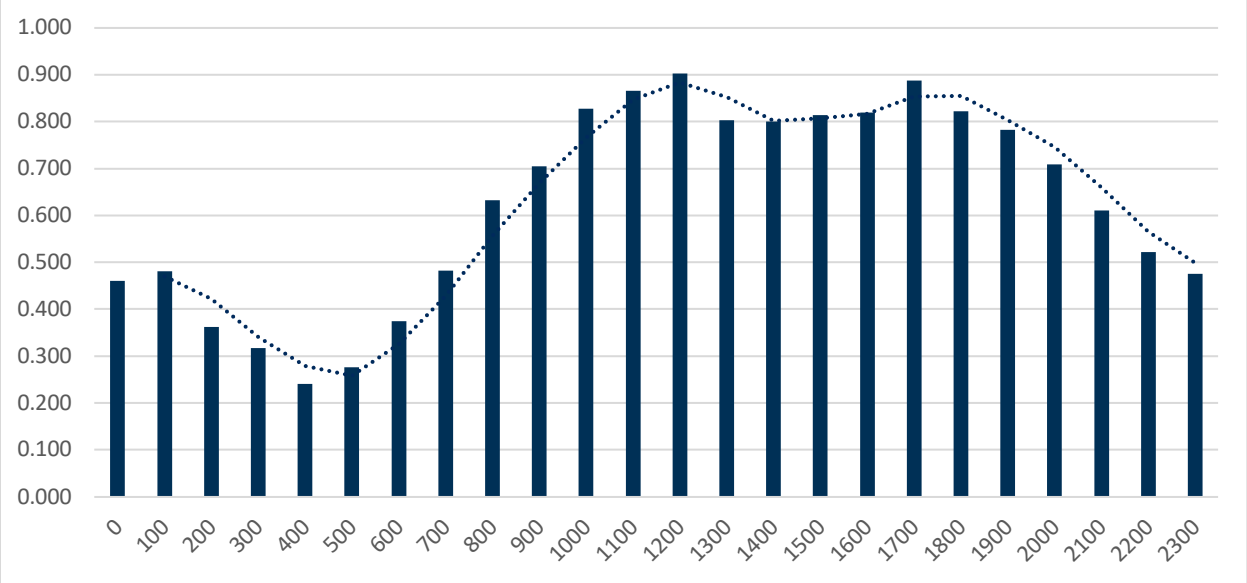


Figure 56: Bozeman FD EMS Average Dispatches by Hour of Day (2021-2023)

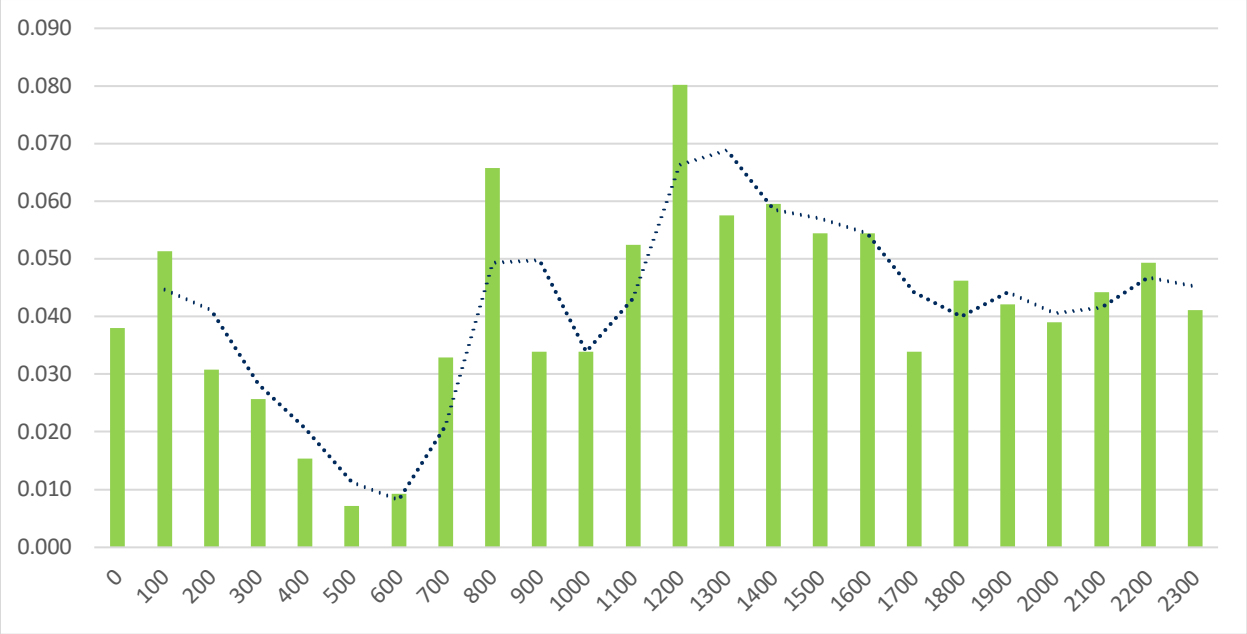


Figure 57: Big Sky FD EMS Average Dispatches by Hour of Day (2021-2023)

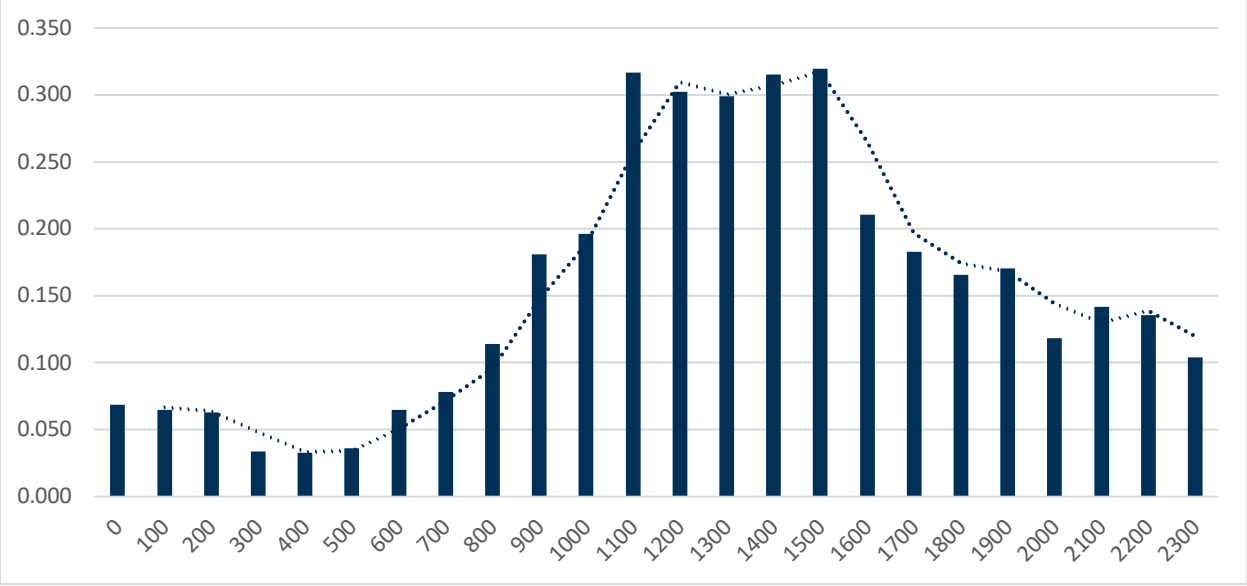


Figure 58: Clarkston RFD EMS Average Dispatches by Hour of Day (2021-2023)

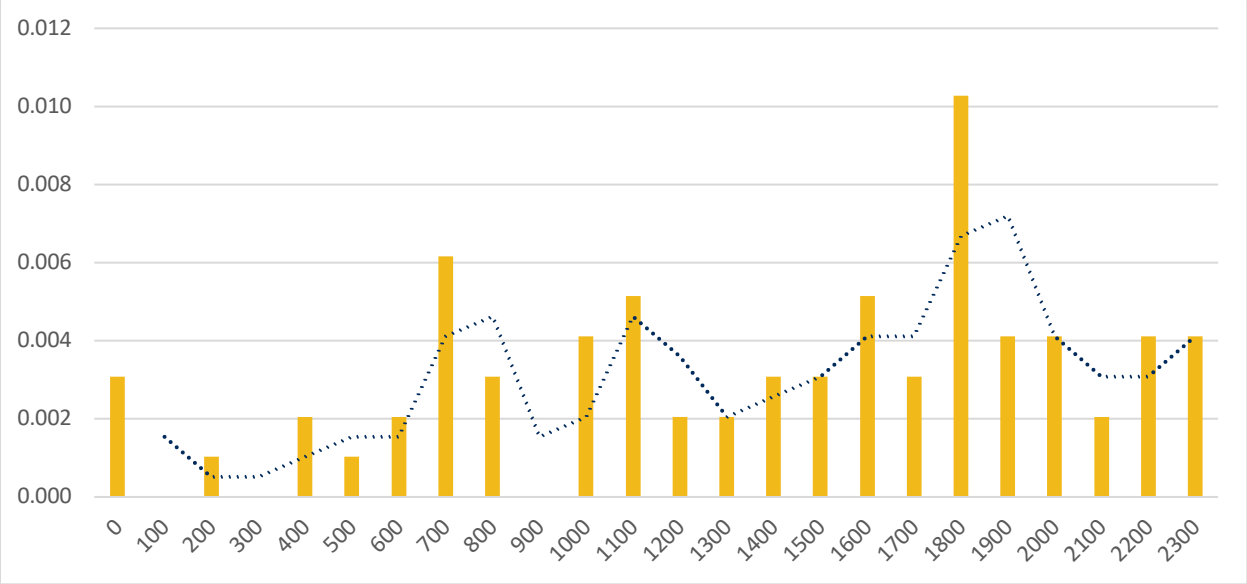


Figure 59: Hyalite RFD EMS Average Dispatches by Hour of Day (2021-2023)

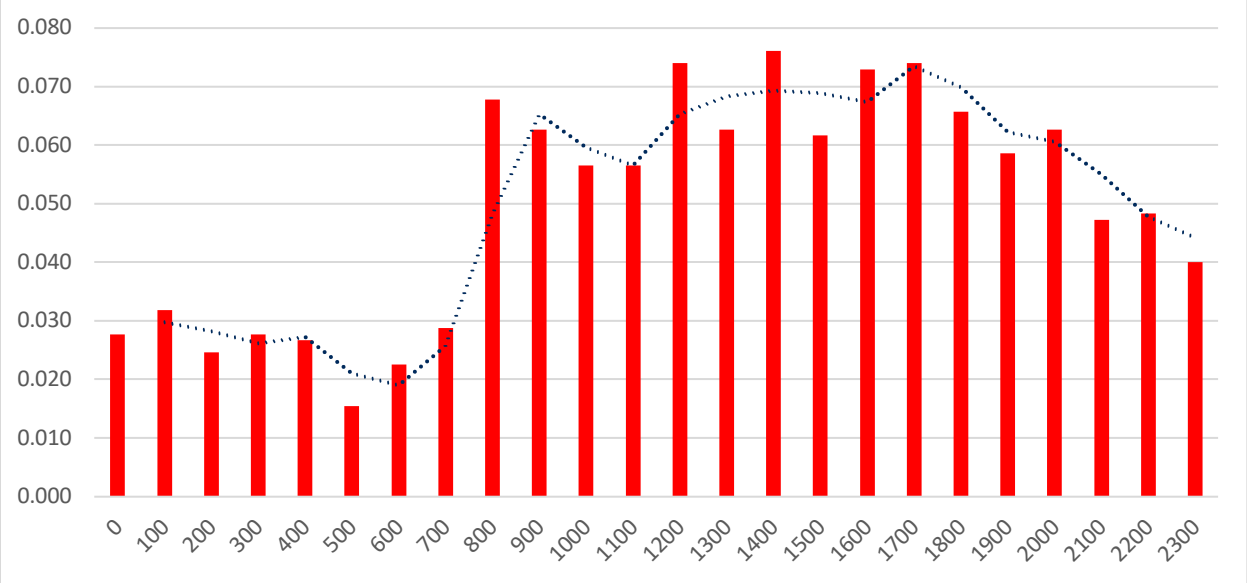


Figure 60: Amsterdam RFD EMS Average Dispatches by Hour of Day (2021-2023)

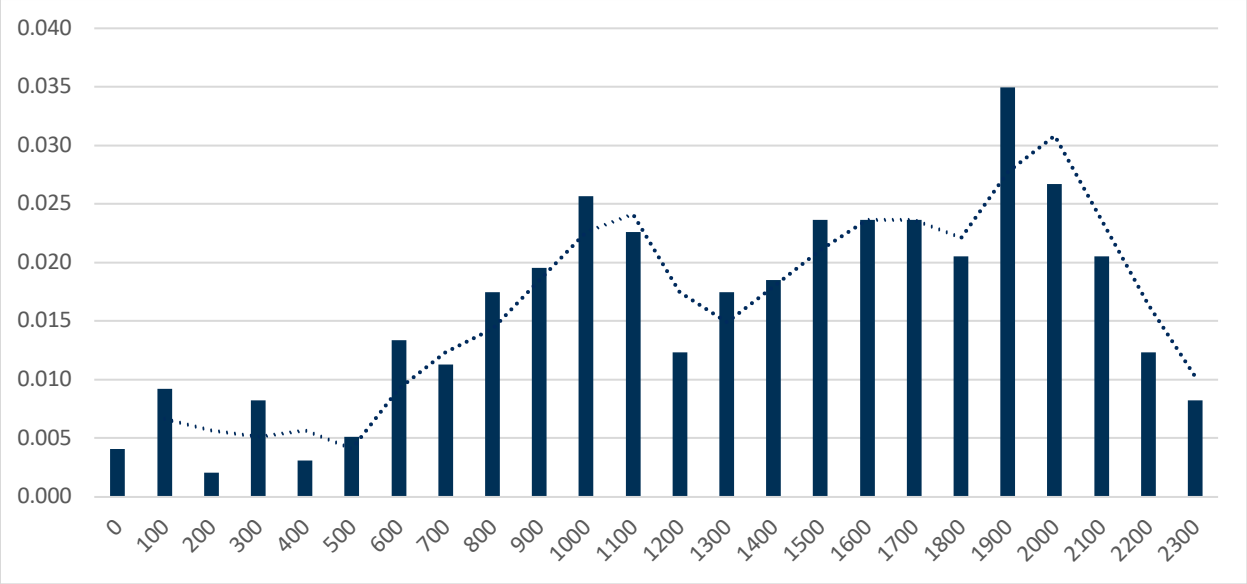


Figure 61: Central Valley FD EMS Average Dispatches by Hour of Day (2021-2023)

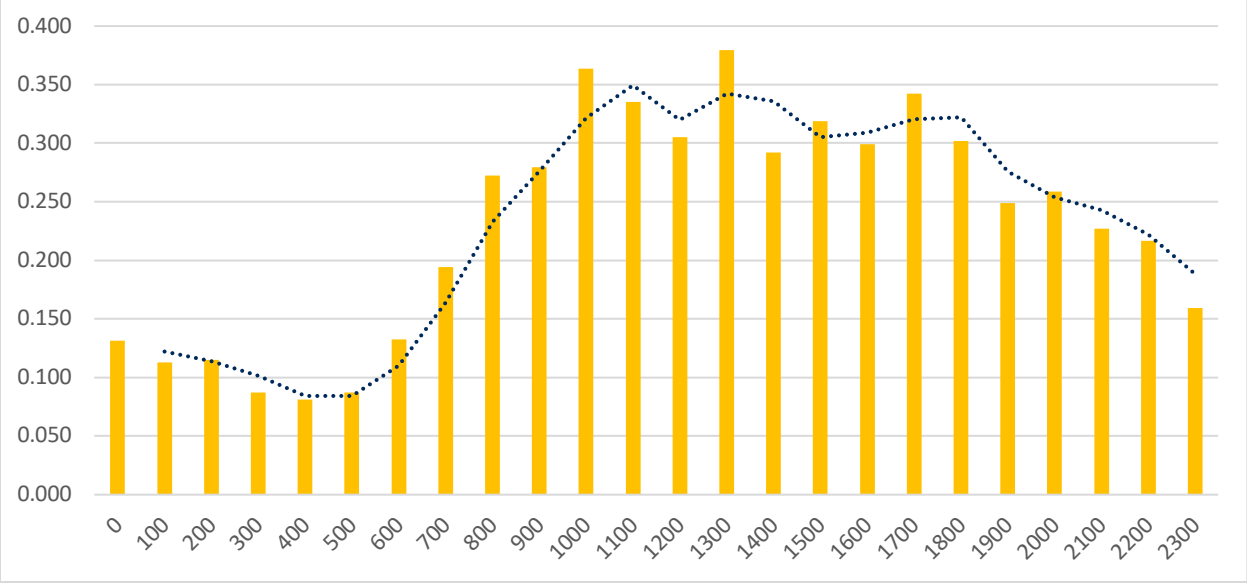


Figure 62: Three Forks Ambulance Average Dispatches by Hour of Day (2021-2023)

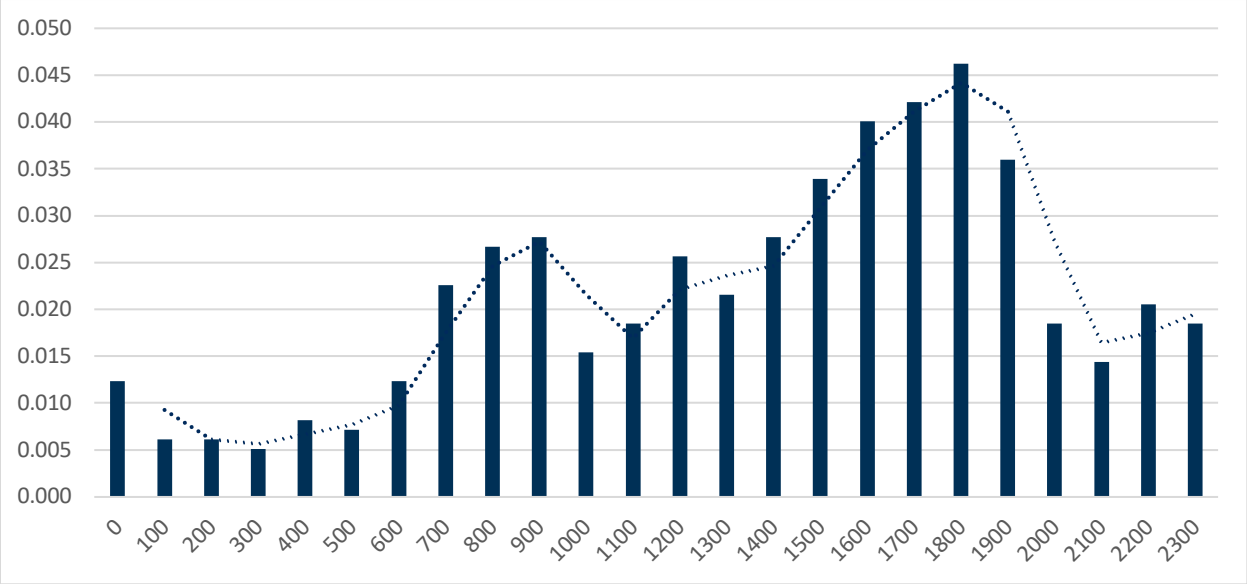


Figure 63: Aggregate Average Total Volume by Day of Week (2021-2023)

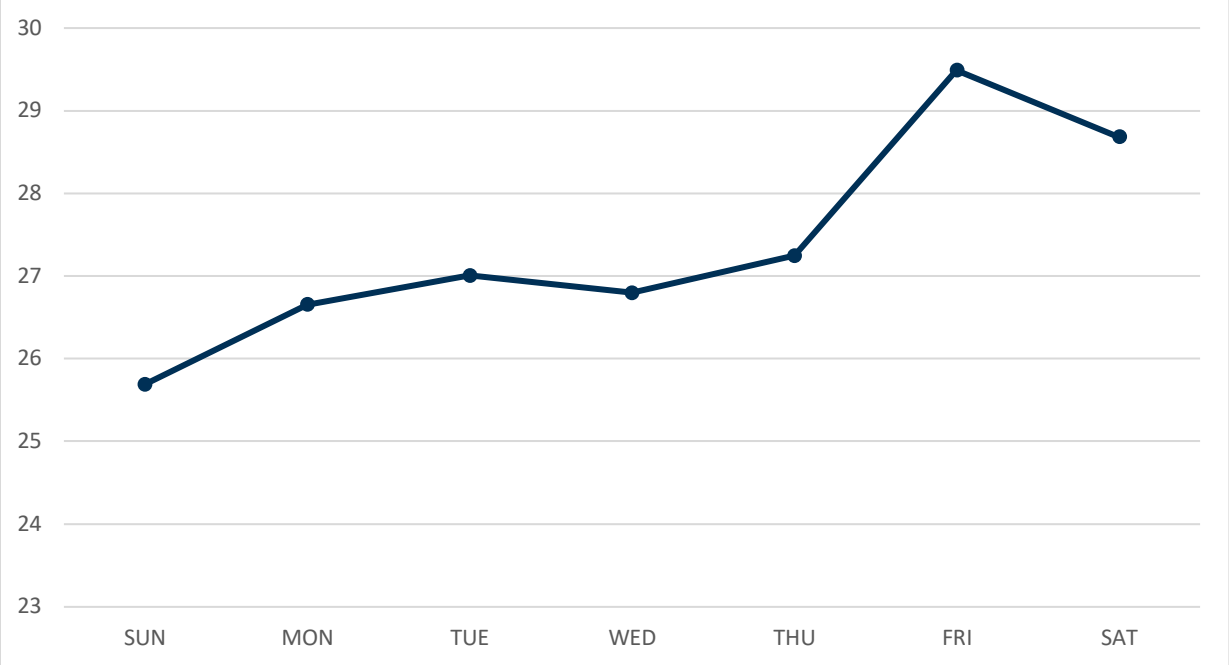


Figure 64: Aggregate Average Total Volume by Day of Week per Year

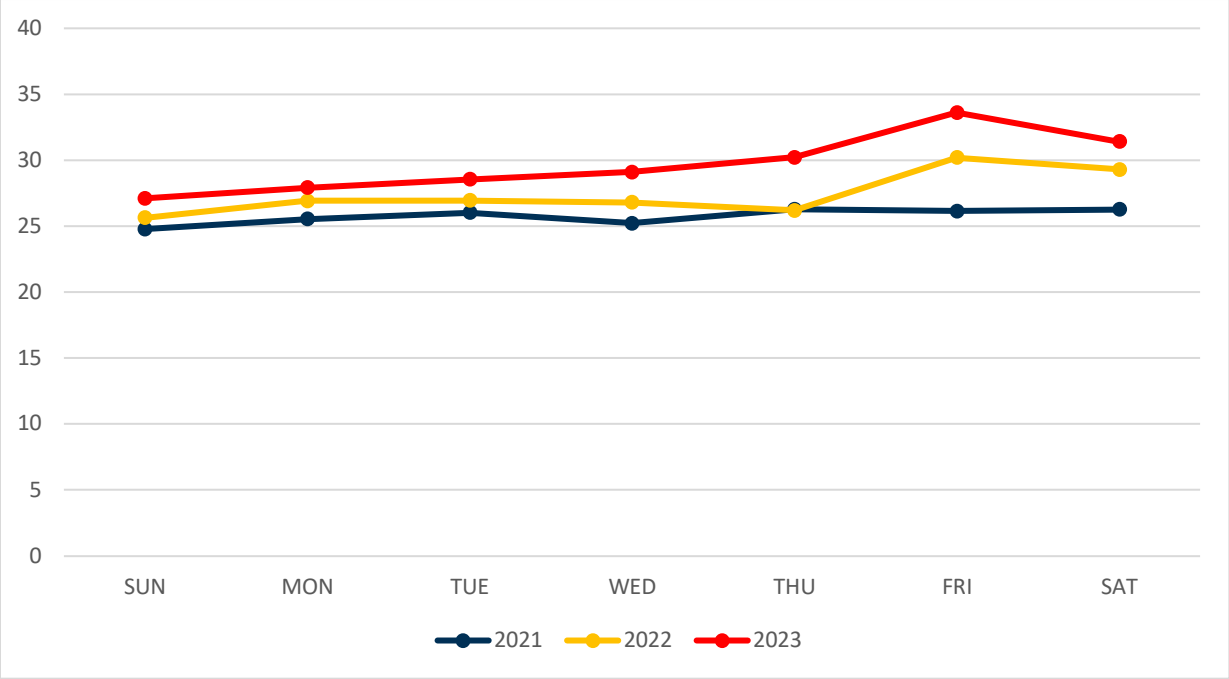
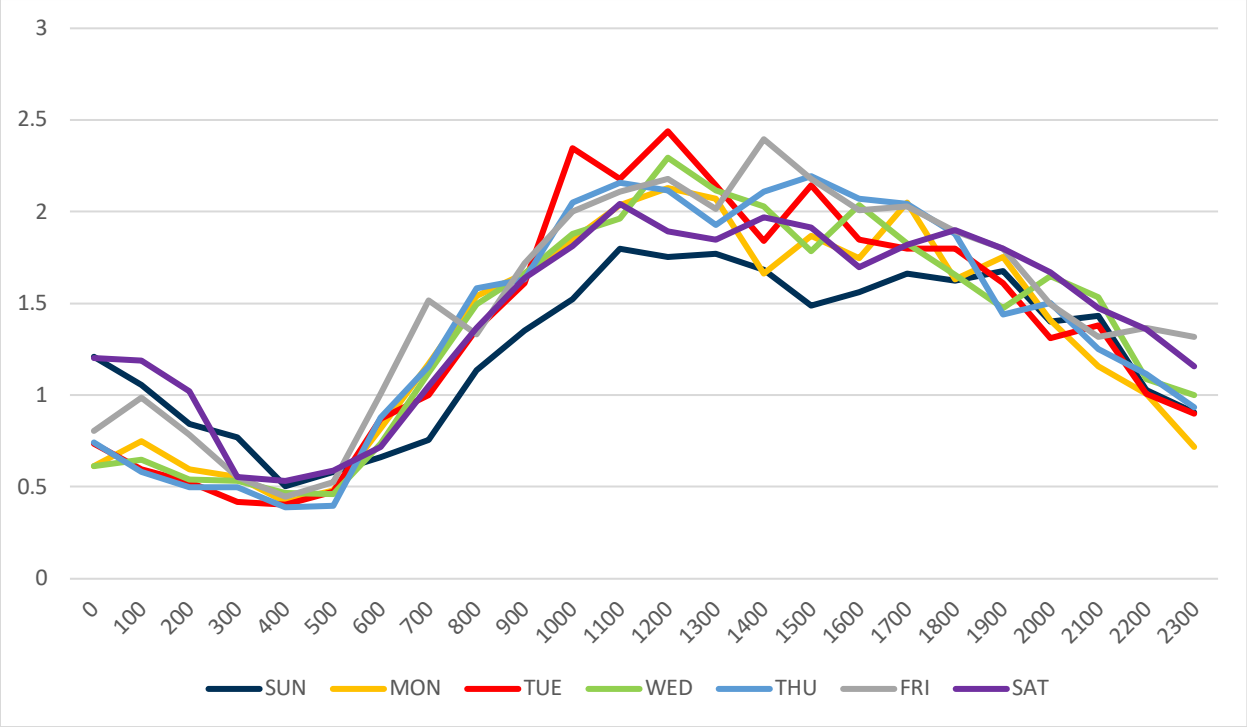


Figure 65: Aggregate Average Total Volume by Day of Week (Table)

	SUN	MON	TUE	WED	THU	FRI	SAT
Aggregate 2021							
Total	1289	1328	1354	1312	1367	1386	1366
Avg/Day	24.8	25.5	26.0	25.2	26.3	26.2	26.3
Aggregate 2022							
Total	1333	1400	1401	1394	1362	1570	1553
Avg/Day	25.6	26.9	26.9	26.8	26.2	30.2	29.3
Aggregate 2023							
Total	949	977	999	1019	1058	1143	1068
Avg/Day	27.1	27.9	28.5	29.1	30.2	33.6	31.4
Aggregate 21-23							
Total	3571	3705	3754	3725	3787	4099	3987
Avg/Day	25.7	26.7	27.0	26.8	27.2	29.5	28.7

Figure 66: Aggregate Average Total Volume by Day of Week and Hour of Day (2021-2023)



Total Busy Time

Total Busy Time is calculated from the difference in dispatch time to time available. Totals and aggregates were counted in hours. Averages and percentiles in minutes.

Figure 67: Aggregate Total Busy Time (Hours)

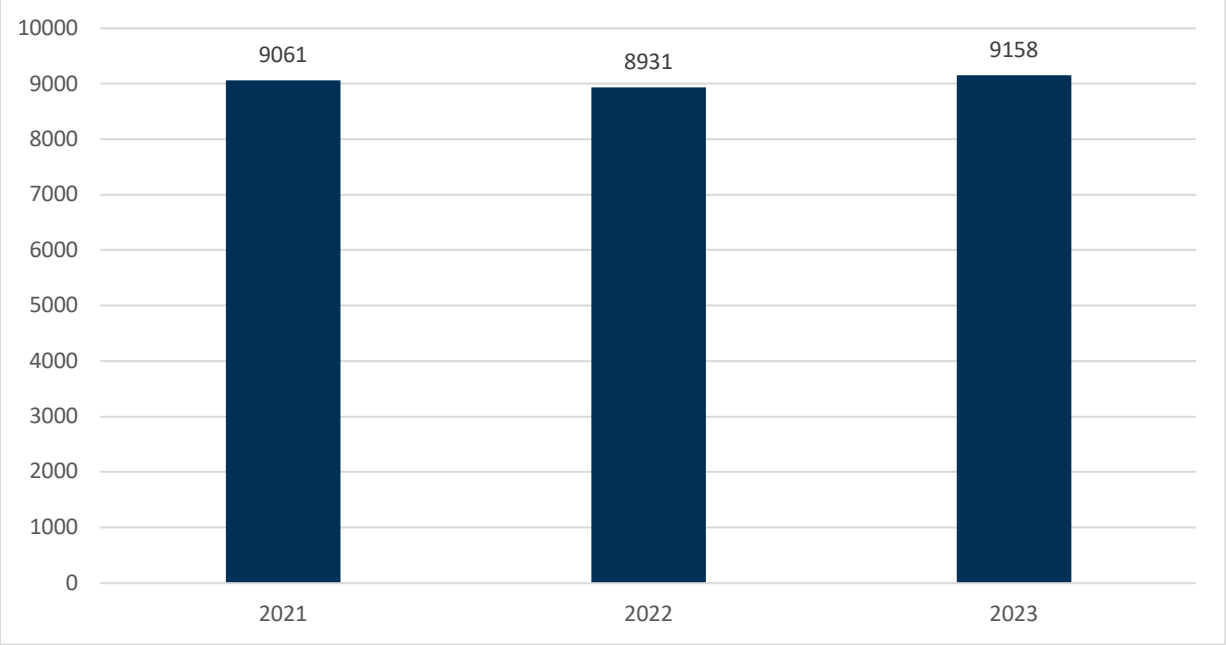


Figure 68: Aggregate Average Total Busy Time per Day (Minutes)

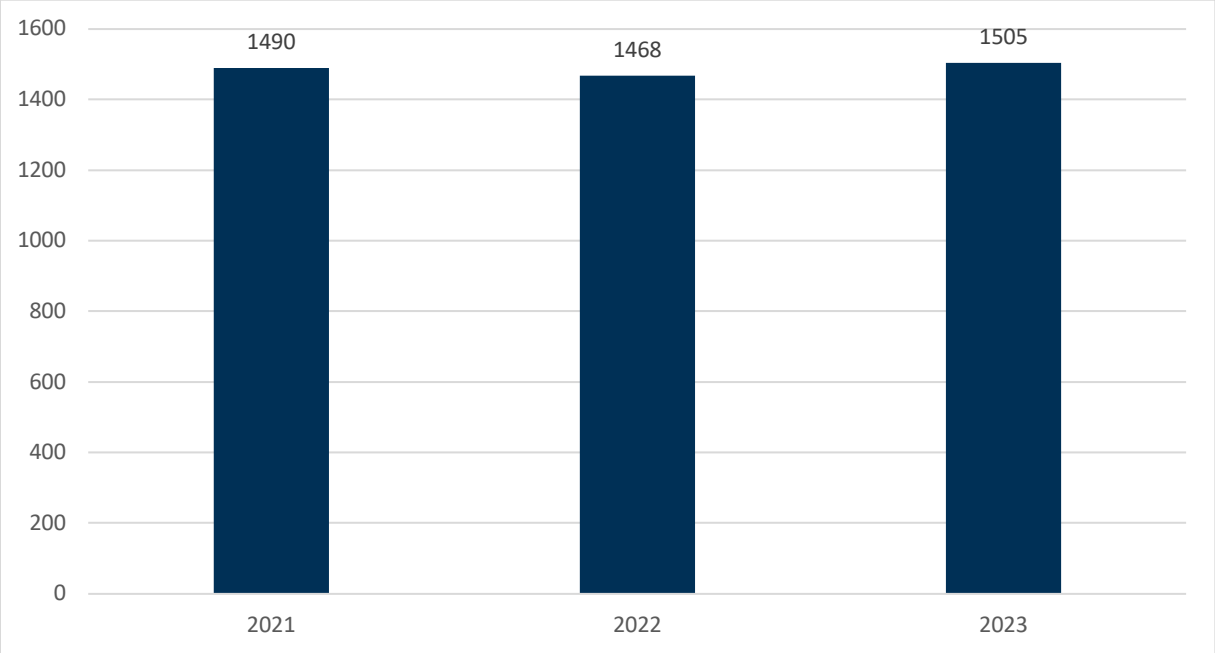


Figure 69: Aggregate Total Busy Time by Service (Hours)

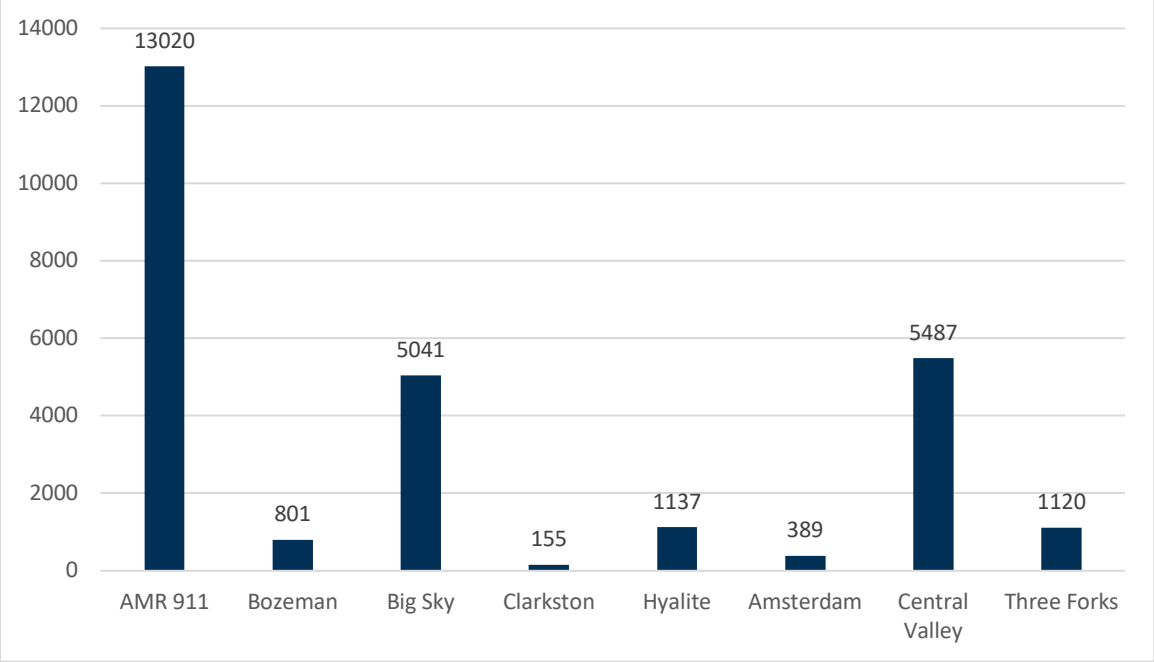


Figure 70: Aggregate Total Busy Time by Service and Year (Hours)

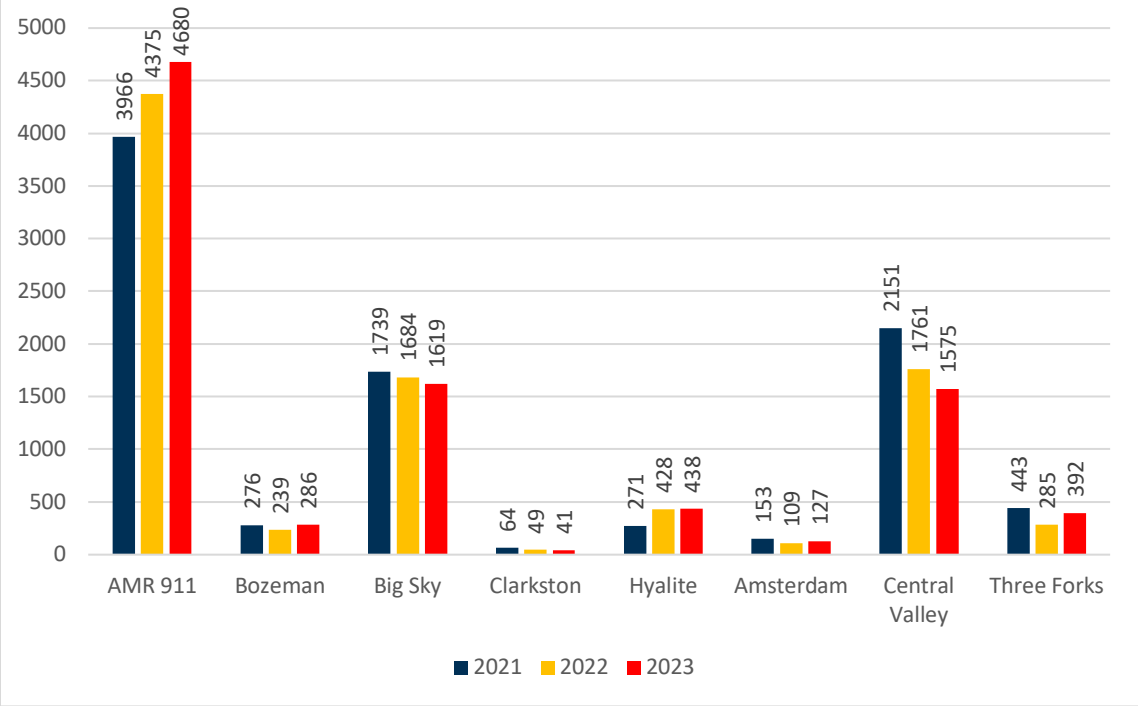


Figure 71: Aggregate Average Total Busy Time per Day by Service (Minutes)

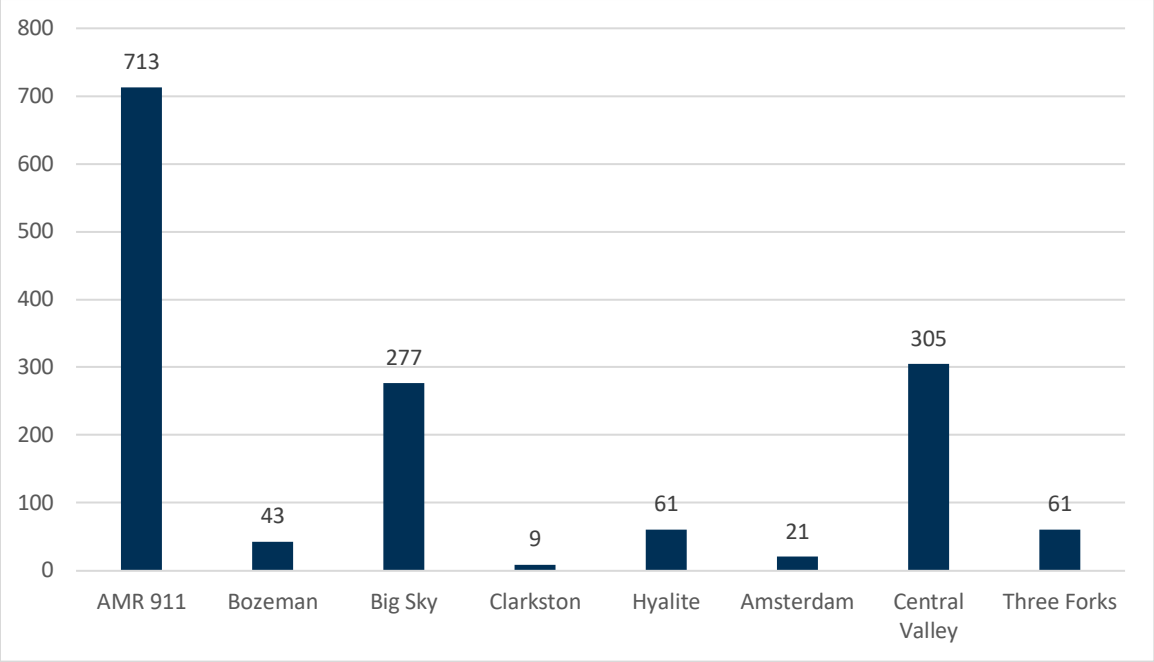


Figure 72: Average Total Busy Time per Day by Service and Year (Minutes)

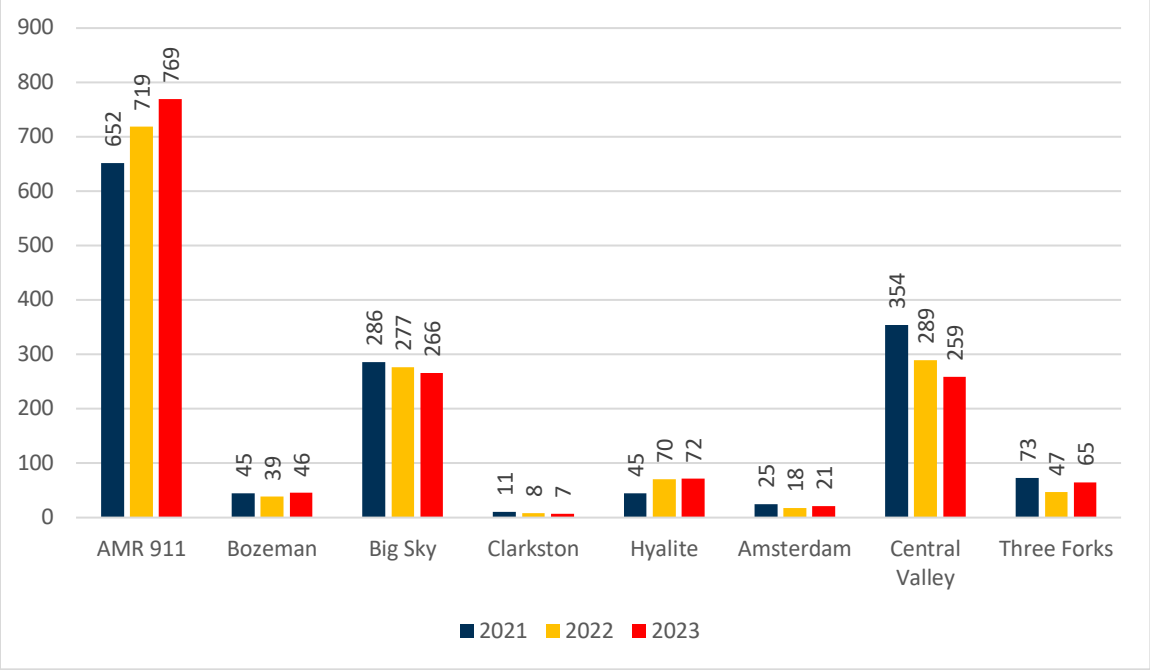


Figure 73: Aggregate Average Total Busy Time per Call by Service (Minutes)

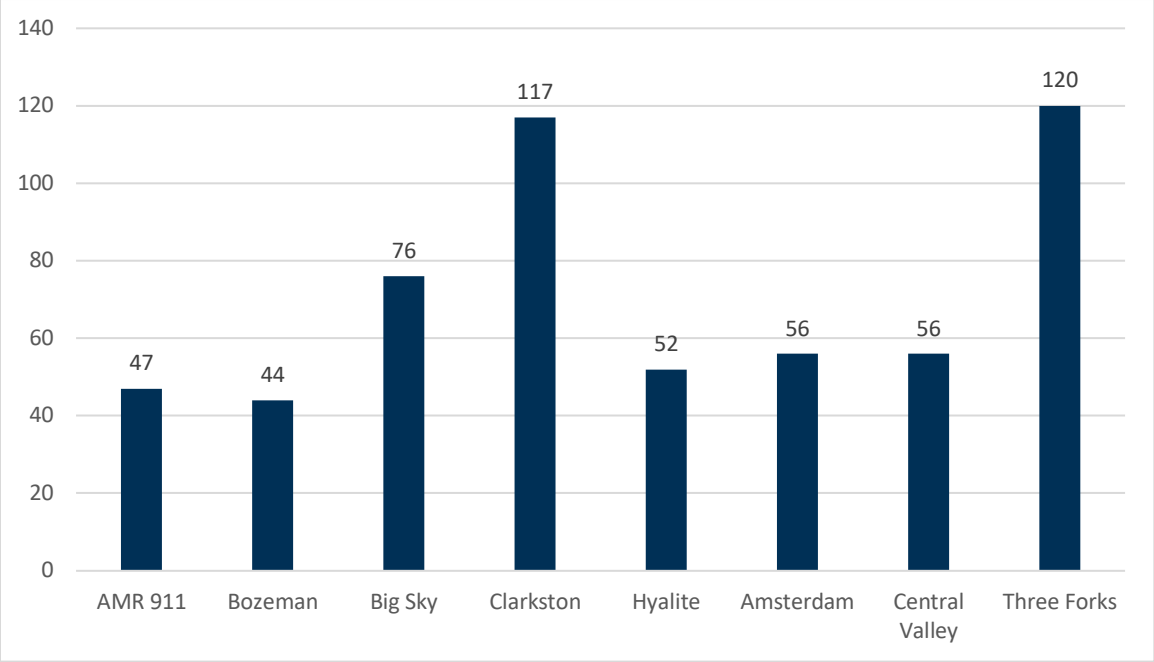


Figure 74: Average Total Busy Time per Call by Service and Year (Minutes)

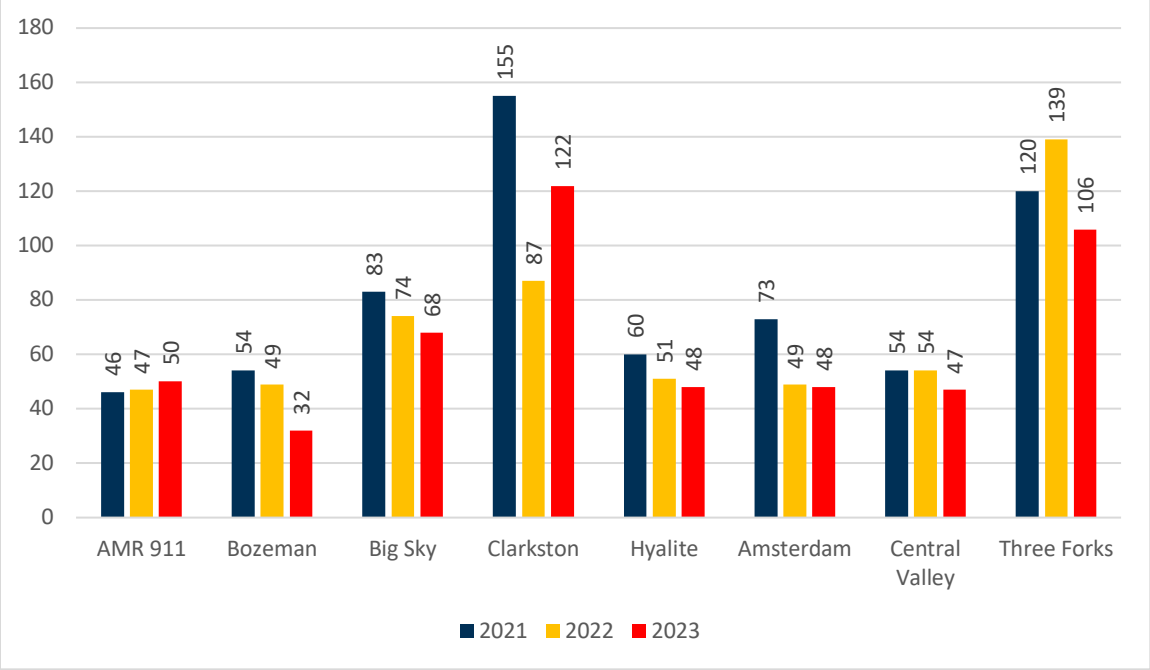


Figure 75: Total Busy Time (Table)

	2021	2022	2023	2021-2023
Aggregate Total (Hrs)	9061	8931	9158	27150
Average/Day (Mins)	1490	1468	1505	1488
AMR 911 Total (Hrs)	3966	4375	4680	13020
Average/Day (Mins)	652	719	769	713
Average/Call (Mins)	46	47	50	47
90th % (Mins)	76	75	77	76
Bozeman Total (Hrs)	276	239	286	801
Average/Day (Mins)	45	39	46	43
Average/Call (Mins)	54	49	32	44
90th % (Mins)	87	92	63	83
Big Sky Total (Hrs)	1739	1684	1619	5041
Average/Day (Mins)	286	277	266	277
Average/Call (Mins)	83	74	68	76
90th % (Mins)	155	146	118	141
Clarkston Total (Hrs)	64	49	41	155
Average/Day (Mins)	11	8	7	9
Average/Call (Mins)	155	87	122	117
90th % (Mins)	277	161	348	241
Hyalite Total (Hrs)	271	428	438	1137
Average/Day (Mins)	45	70	72	61
Average/Call (Mins)	60	51	48	52
90th % (Mins)	92	73	79	85

Amsterdam Total (Hrs)	153	109	127	389
Average/Day (Mins)	25	18	21	21
Average/Call (Mins)	73	49	48	56
90th % (Mins)	119	87	69	99
Central Valley Total (Hrs)	2151	1761	1575	5487
Average/Day (Mins)	354	289	259	305
Average/Call (Mins)	64	54	47	56
90th % (Mins)	99	83	78	86
Three Forks Total (Hrs)	443	285	392	1120
Average/Day (Mins)	73	47	65	61
Average/Call (Mins)	120	139	106	120
90th % (Mins)	237	298	214	243

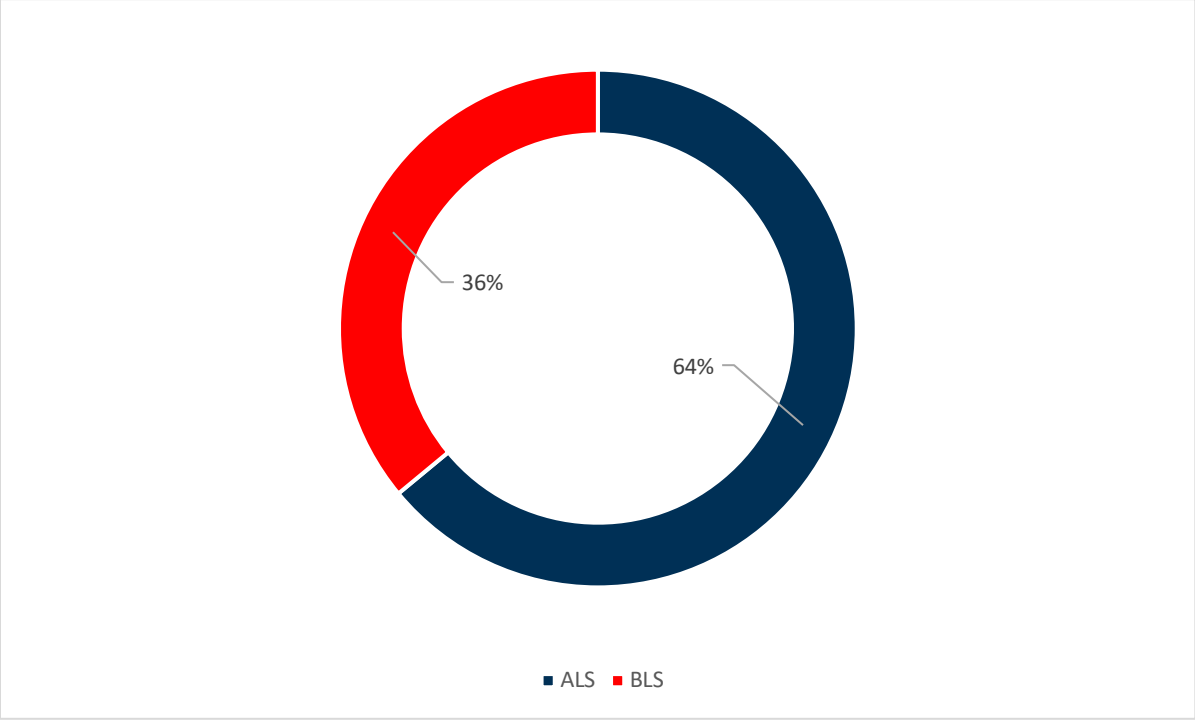
DISPATCH AND DISPOSITIONS

Volumes for Level of Service Requested as well as Disposition were available from the AMR dataset.

Normally disposition from one agency could theoretically be extrapolated onto other agencies volumes. This was not performed with Gallatin County for several reasons. Big Sky and AMR perform a large amount of pre-scheduled standbys for events and ski patrols. Also, within Bozeman there are often city and AMR units responding to the same call. Without Disposition data from Bozeman it is impossible to tell what segment of calls they transported a patient on.

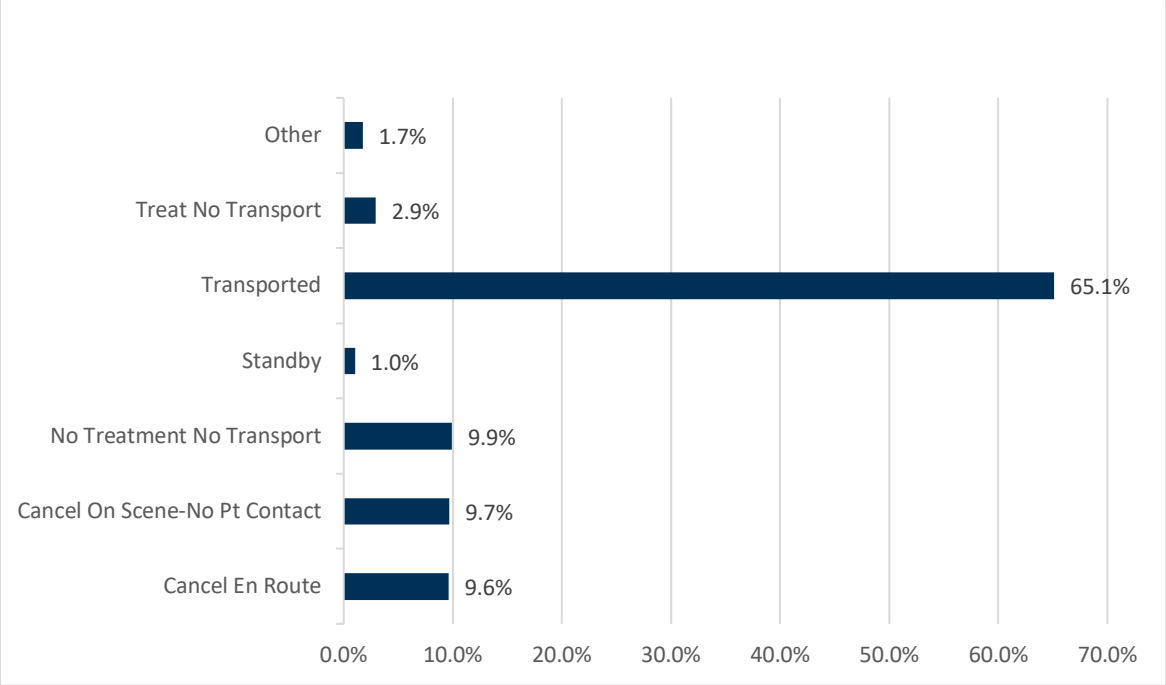
The AMR data will be displayed here as a general guide to system performance but should not be taken as concrete when applied to other agencies.

Figure 76: Level of Service Requested by Dispatch



**Note that this does not indicate the level of service provided to the patient.

Figure 77: Disposition Breakdown



Gallatin County Montana

Data Analysis - West Yellowstone

Gallatin County Emergency Management
Preparing Our Community

TOTAL VOLUME

Figure 1: West Yellowstone Volume by Quarter

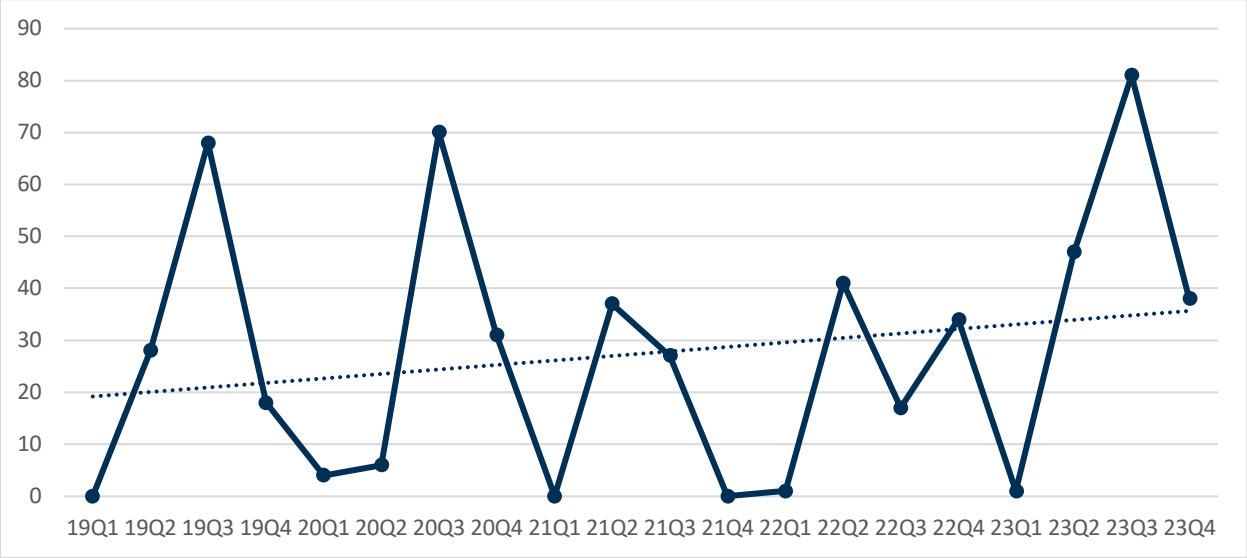


Figure 2: West Yellowstone Volume by Quarter (Table)

2019	Q1	Q2	Q3	Q4	Total
Total Dispatches	0	28	68	18	114
Average Per Day	0.00	0.31	0.74	0.20	0.31
2020	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	4	6	70	31	111
Average Per Day	0.04	0.07	0.76	0.34	0.30
2021	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	0	37	27	0	64
Average Per Day	0.00	0.41	0.29	0.00	0.18
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	1	41	17	34	93
Average Per Day	0.01	0.45	0.18	0.37	0.25
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	1	47	81	38	167
Average Per Day	0.01	0.52	0.88	0.41	0.46

Figure 3: Adjusted Aggregate Call Volume by Quarter (Previously Figure 1)

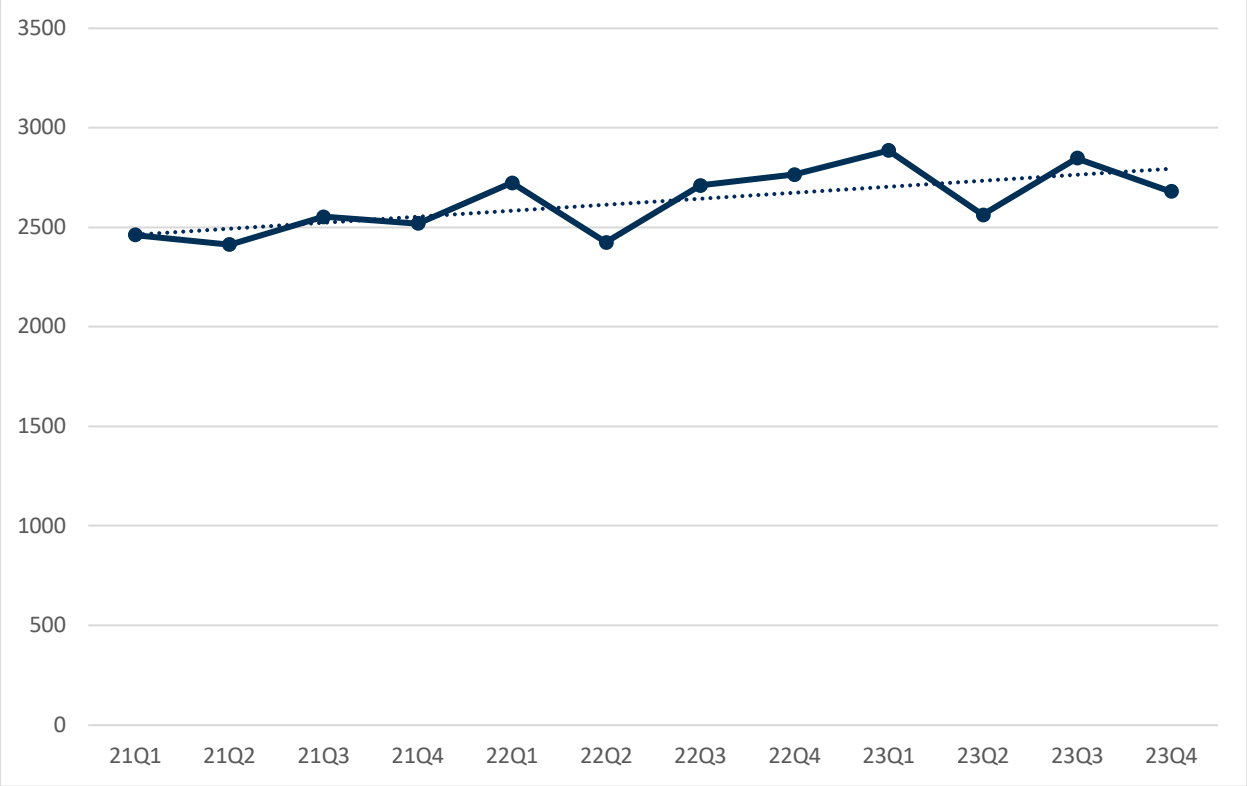


Figure 4: Adjusted Aggregate Call Volume by Quarter (Table) (Previously Figure 2)

2021	Q1	Q2	Q3	Q4	Total
Total Dispatches	2462	2413	2554	2520	9949
Average Per Day	27.36	26.52	27.76	27.39	27.26
2022	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	2724	2424	2710	2766	10624
Average Per Day	30.27	26.64	29.46	30.07	29.11
2023	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Total Dispatches	2886	2563	2848	2680	10977
Average Per Day	32.07	28.16	30.95	29.13	30.07

Figure 5: West Yellowstone Volume by Month

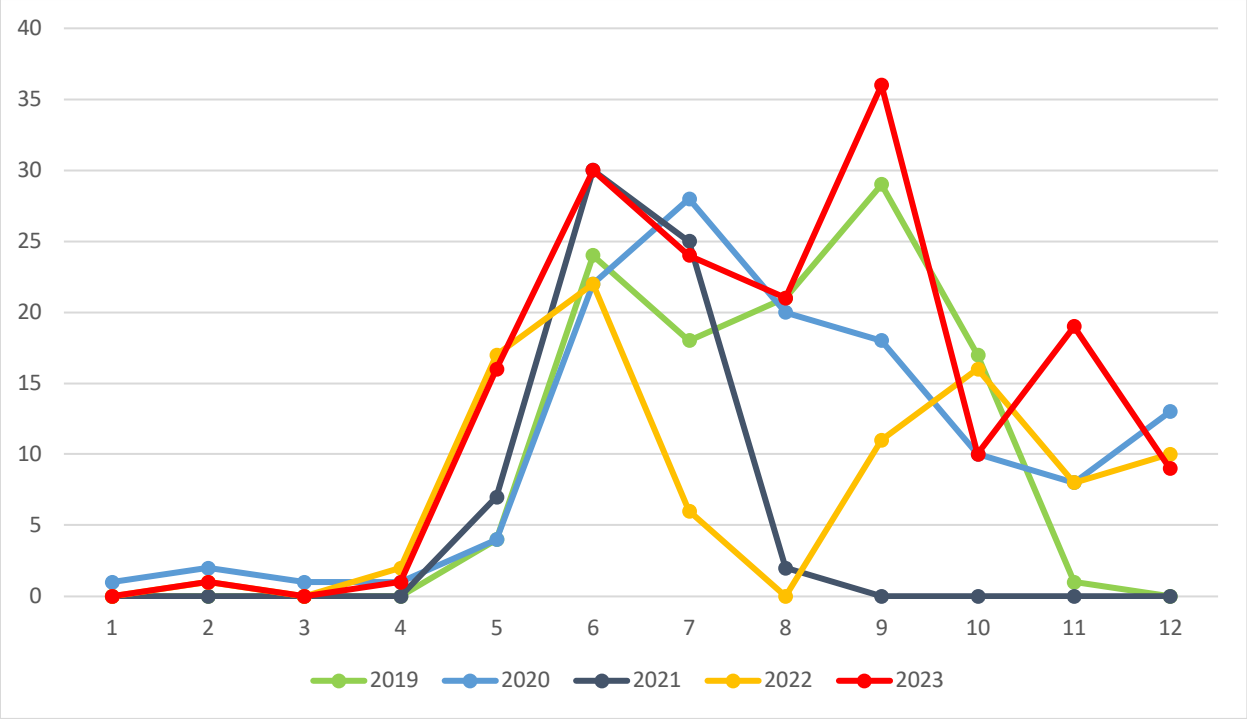


Figure 6: West Yellowstone Average Dispatches per Day by Month

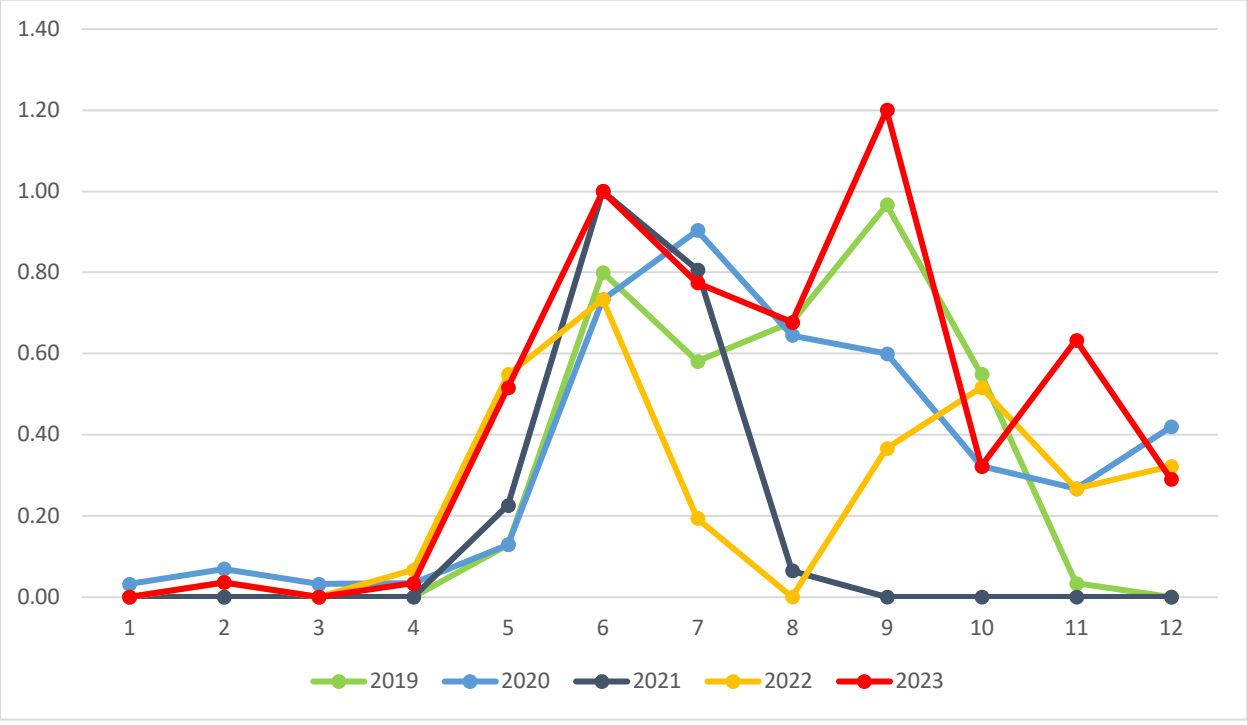


Figure 7: West Yellowstone Volume by Month (Table)

2019	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	0	0	0	0	4	24	18	21	29	17	1	0
Avg/Day	0.00	0.00	0.00	0.00	0.13	0.80	0.58	0.68	0.97	0.55	0.03	0.00
2020	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**JUL**	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**
Total	1	2	1	1	4	22	28	20	18	10	8	13
Avg/Day	0.03	0.07	0.03	0.03	0.13	0.73	0.90	0.65	0.60	0.32	0.27	0.42
2021	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**JUL**	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**
Total	0	0	0	0	7	30	25	2	0	0	0	0
Avg/Day	0.00	0.00	0.00	0.00	0.23	1.00	0.81	0.06	0.00	0.00	0.00	0.00
2022	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**JUL**	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**
Total	0	1	0	2	17	22	6	0	11	16	8	10
Avg/Day	0.00	0.04	0.00	0.07	0.55	0.73	0.19	0.00	0.37	0.52	0.27	0.32
2023	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**JUL**	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**
Total	0	1	0	1	16	30	24	21	36	10	19	9
Avg/Day	0.00	0.04	0.00	0.03	0.52	1.00	0.77	0.68	1.20	0.32	0.63	0.29

Figure 8: Adjusted Aggregate Total Volume by Month (Table) (Previously Figure 5)

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total	807	842	813	777	734	902	939	785	830	812	765	943
Avg/Day	26.03	30.07	26.23	25.90	23.68	30.07	30.29	25.32	27.67	26.19	25.50	30.42
2022	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**JUL**	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**
Total	892	933	899	799	764	861	883	906	921	874	851	1041
Avg/Day	28.77	33.32	29.00	26.63	24.65	28.70	28.48	29.23	30.70	28.19	28.37	33.58
2023	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**JUL**	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**
Total	965	911	1010	772	890	901	979	917	952	873	840	968
Avg/Day	31.13	32.54	32.58	25.73	28.71	30.03	31.58	29.58	31.72	28.15	28.00	31.22

TEMPORAL ANALYSIS

Figure 9: West Yellowstone Average Volume per Hour of Day (2019-2023

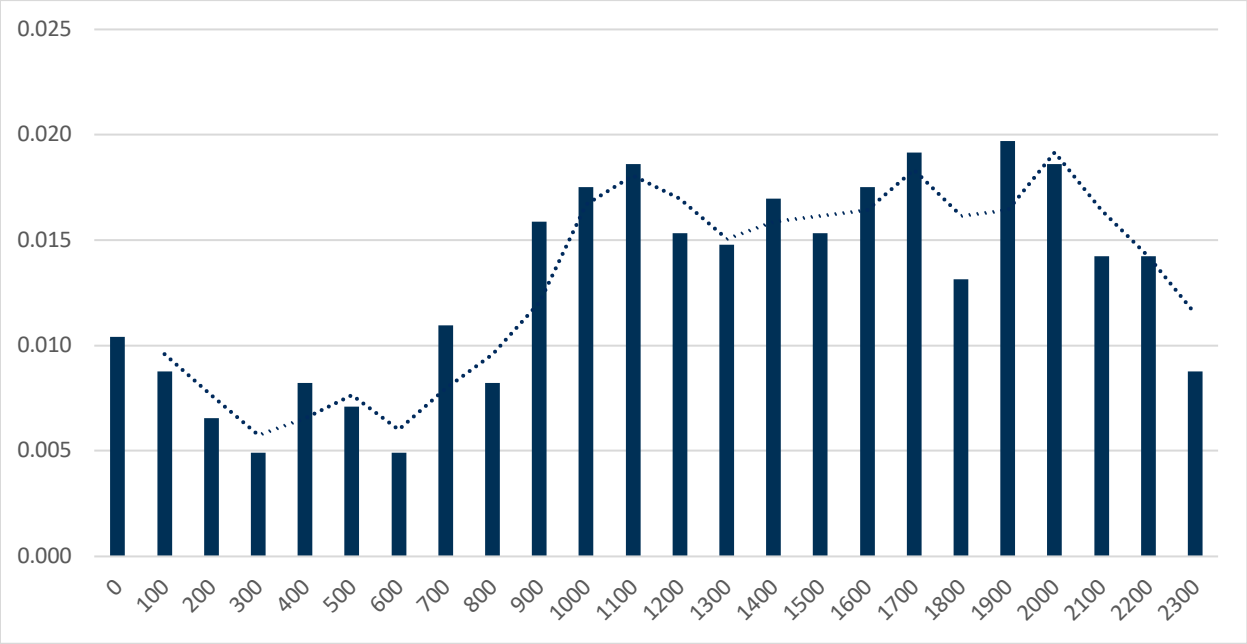


Figure 10: Adjusted Aggregate Average Total Volume per Hour of Day (2021-2023)

(Previously Figure 55)

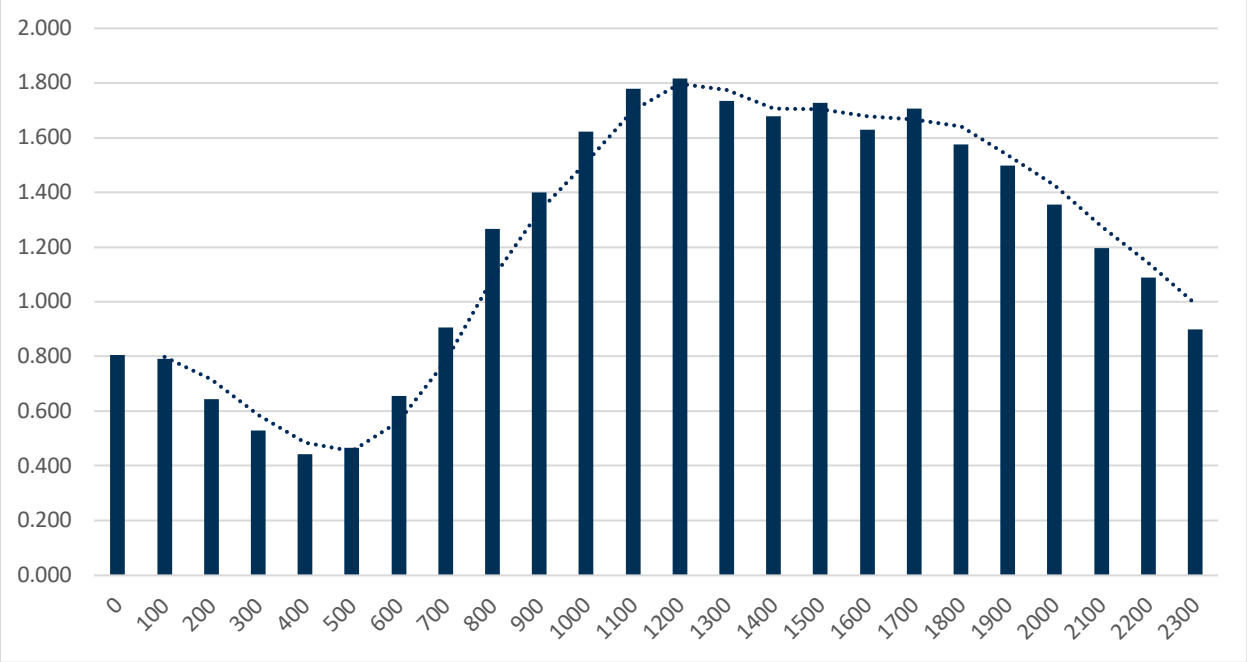


Figure 11: West Yellowstone Average Total Volume per Hour of Day (Table)

	0	100	200	300	400	500	600	700
2019	4	5	3	3	3	4	3	2
Avg/Hr	0.011	0.014	0.008	0.008	0.008	0.011	0.008	0.005
2020	4	4	1	1	4	0	2	4
Avg/Hr	0.011	0.011	0.003	0.003	0.011	0.000	0.005	0.011
2021	2	1	1	2	0	5	1	6
Avg/Hr	0.005	0.003	0.003	0.005	0.000	0.014	0.003	0.016
2022	3	1	4	1	2	3	0	2
Avg/Hr	0.008	0.003	0.011	0.003	0.005	0.008	0.000	0.005
2023	6	5	3	2	6	1	3	6

Avg/Hr	0.016	0.014	0.008	0.005	0.016	0.003	0.008	0.016
Agg 19-23	19	16	12	9	15	13	9	20
Avg/Hr	0.010	0.009	0.007	0.005	0.008	0.007	0.005	0.011
	800	**900**	**1000**	**1100**	**1200**	**1300**	**1400**	**1500**
2019	4	5	7	7	4	4	5	5
Avg/Hr	0.01	0.01	0.02	0.02	0.01	0.01	0.01	0.01
2020	1	10	7	7	7	8	12	11
Avg/Hr	0	0.03	0.02	0.02	0.02	0.02	0.03	0.03
2021	3	1	4	0	2	2	1	3
Avg/Hr	0.008	0.003	0.011	0.000	0.005	0.005	0.003	0.008
2022	2	4	8	8	7	3	4	4
Avg/Hr	0.005	0.011	0.022	0.022	0.019	0.008	0.011	0.011
2023	5	9	6	12	8	10	9	5
Avg/Hr	0.014	0.025	0.016	0.033	0.022	0.027	0.025	0.014
Agg 21-23	15	29	32	34	28	27	31	28
Avg/Hr	0.008	0.016	0.018	0.019	0.015	0.015	0.017	0.015
	1600	**1700**	**1800**	**1900**	**2000**	**2100**	**2200**	**2300**
2019	6	9	4	5	8	7	2	5
Avg/Hr	0.02	0.02	0.01	0.01	0.02	0.02	0.01	0.01
2020	7	5	6	4	5	6	8	4
Avg/Hr	0.02	0.01	0.02	0.01	0.01	0.02	0.02	0.01
2021	5	2	3	6	5	5	4	0
Avg/Hr	0.014	0.005	0.008	0.016	0.014	0.014	0.011	0.000
2022	4	7	5	3	6	2	7	3

Avg/Hr	0.011	0.019	0.014	0.008	0.016	0.005	0.019	0.008
2023	10	12	6	18	10	6	5	4
Avg/Hr	0.027	0.033	0.016	0.049	0.027	0.016	0.014	0.011
Agg 21-23	32	35	24	36	34	26	26	16
Avg/Hr	0.018	0.019	0.013	0.020	0.019	0.014	0.014	0.009

Figure 12: Adjusted Aggregate Average Total Volume per Hour of Day (Table) (Previously Figure 59)

	0	100	200	300	400	500	600	700
Agg 2021	268	281	237	166	153	169	219	335
Avg/Hr	0.734	0.770	0.649	0.455	0.419	0.463	0.600	0.918
Agg 2022	276	265	232	212	157	174	234	318
Avg/Hr	0.756	0.726	0.636	0.581	0.430	0.477	0.641	0.871
Agg 2023	210	225	159	137	121	112	186	231
Avg/Hr	0.856	0.919	0.650	0.561	0.490	0.460	0.761	0.942
Agg 21-23	794	780	632	519	438	459	644	890
Avg/Hr	0.807	0.794	0.644	0.529	0.443	0.465	0.658	0.905
	800	**900**	**1000**	**1100**	**1200**	**1300**	**1400**	**1500**
Agg 2021	447	458	568	639	604	596	546	580
Avg/Hr	1.225	1.255	1.556	1.751	1.655	1.633	1.496	1.589
Agg 2022	457	527	596	654	686	655	637	607
Avg/Hr	1.252	1.444	1.633	1.792	1.879	1.795	1.745	1.663
Agg 2023	330	378	415	440	479	439	452	496
Avg/Hr	1.351	1.543	1.700	1.794	1.960	1.793	1.848	2.034

Agg 21-23	1239	1378	1594	1747	1780	1702	1652	1699
Avg/Hr	1.266	1.402	1.623	1.779	1.816	1.736	1.683	1.733
	1600	**1700**	**1800**	**1900**	**2000**	**2100**	**2200**	**2300**
Agg 2021	565	549	540	476	496	420	356	281
Avg/Hr	1.548	1.504	1.479	1.304	1.359	1.151	0.975	0.770
Agg 2022	565	625	565	539	461	395	424	363
Avg/Hr	1.548	1.712	1.548	1.477	1.263	1.082	1.162	0.995
Agg 2023	457	489	430	445	365	350	282	231
Avg/Hr	1.867	1.996	1.761	1.807	1.488	1.432	1.154	0.945
Agg 21-23	1600	1677	1545	1469	1335	1178	1072	884
Avg/Hr	1.629	1.707	1.576	1.492	1.356	1.198	1.089	0.901

Figure 13: West Yellowstone Average Total Volume by Day of Week (2019-2023)

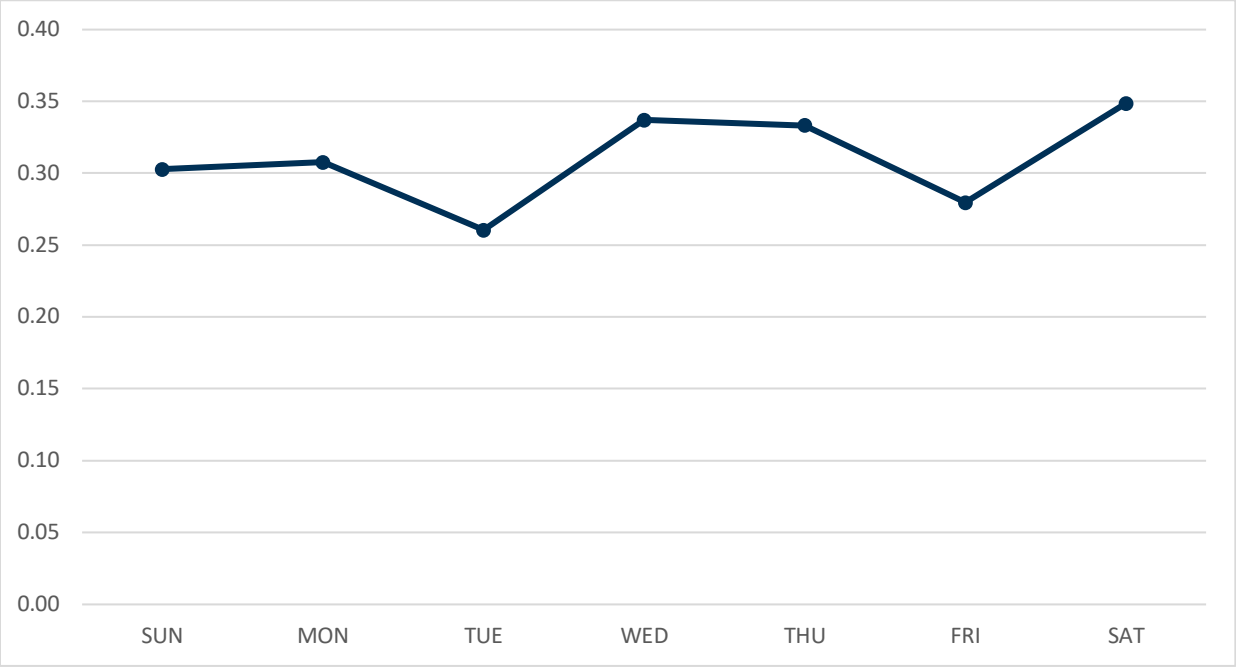


Figure 14: West Yellowstone Average Total Volume by Day of Week per Year

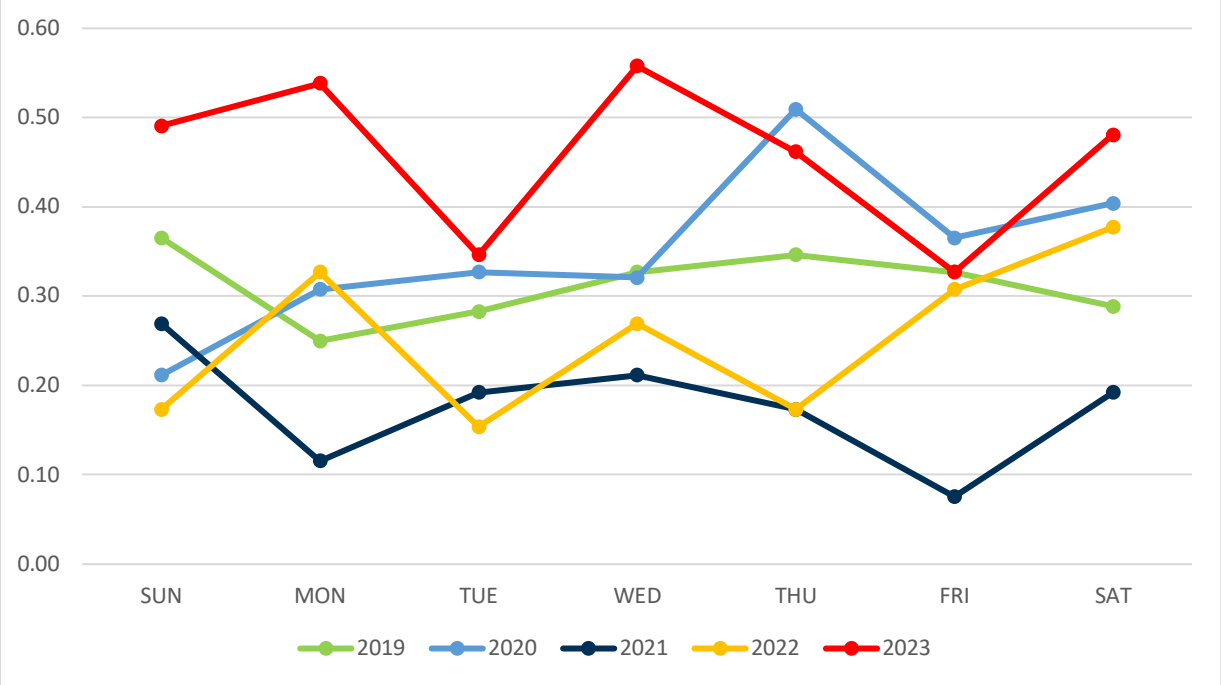


Figure 15: West Yellowstone Volume by Day of Week and Year (Table)

	SUN	MON	TUE	WED	THU	FRI	SAT
2019							
Total	19	13	15	17	18	17	15
Avg/Day	0.37	0.25	0.28	0.33	0.35	0.33	0.29
2020							
Total	11	16	17	17	27	19	21
Avg/Day	0.21	0.31	0.33	0.32	0.51	0.37	0.40
2021							
Total	14	6	10	11	9	4	10
Avg/Day	0.27	0.12	0.19	0.21	0.17	0.08	0.19
2022							
Total	9	17	8	14	9	16	20
Avg/Day	0.17	0.33	0.15	0.27	0.17	0.31	0.38
2023							

Total	26	28	18	29	24	17	25
Avg/Day	0.49	0.54	0.35	0.56	0.46	0.33	0.48
2019-2023							
Total	79	80	68	88	87	73	91
Avg/Day	0.30	0.31	0.26	0.34	0.33	0.28	0.35

Figure 16: Adjusted Aggregate Average Total Volume by Day of Week (Table) (Previously Figure 71)

		SUN	MON	TUE	WED	THU	FRI	SAT
Aggregate	2021							
Total		1376	1389	1435	1381	1445	1466	1457
Avg/Day		26.5	26.7	27.6	26.6	27.8	27.7	28.0
Aggregate	2022							
Total		1397	1506	1468	1476	1441	1665	1671
Avg/Day		26.9	29.0	28.2	28.4	27.7	32.0	31.5
Aggregate	2023							
Total		1052	1073	1076	1119	1146	1219	1174
Avg/Day		29.8	30.4	30.6	31.7	32.5	35.7	34.3
Aggregate	21-23							
Total		3855	3997	4011	4010	4077	4386	4338
Avg/Day		27.5	28.5	28.6	28.6	29.0	31.3	30.9

Total Busy Time

Figure 17: West Yellowstone Total Busy Time (Hours)

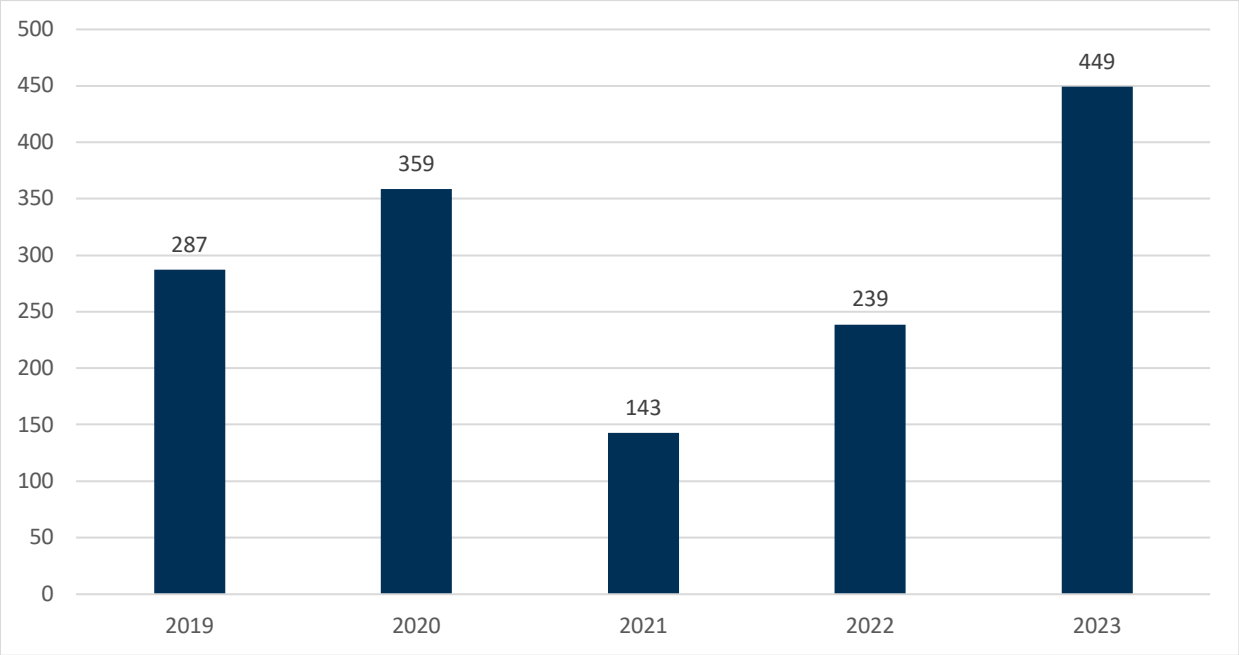


Figure 18: Adjusted Aggregate Total Busy Time (Hours) (Previously Figure 73)

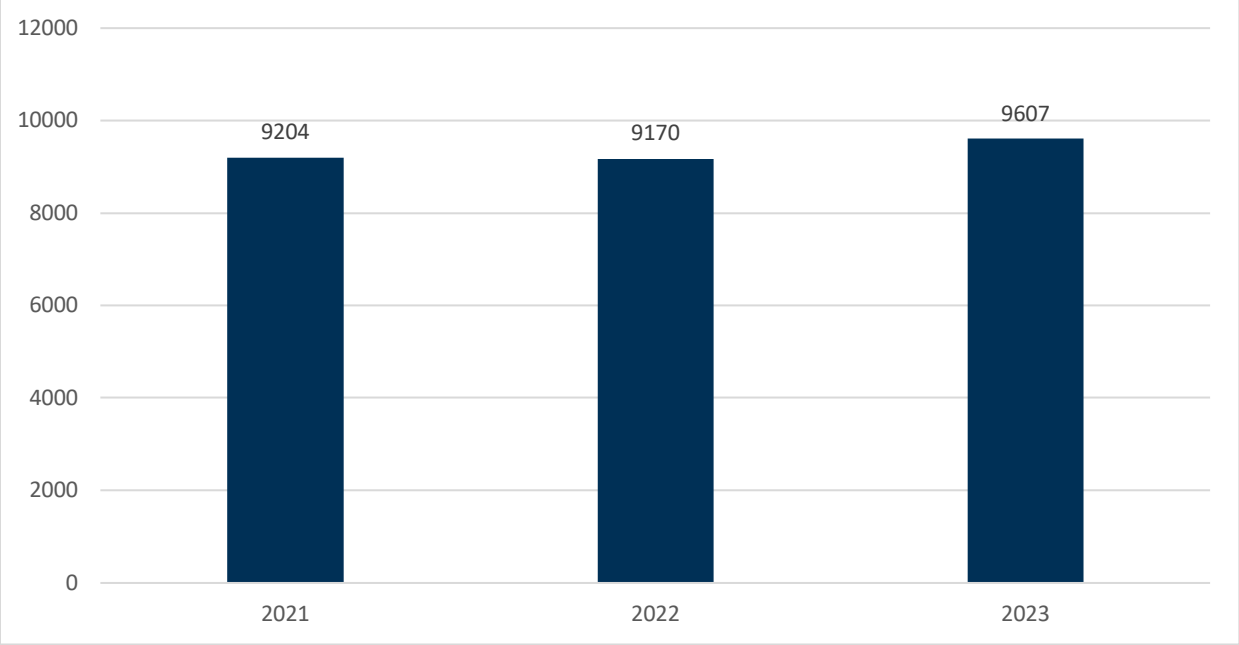


Figure 19: West Yellowstone Average Total Busy Time per Day (Minutes)

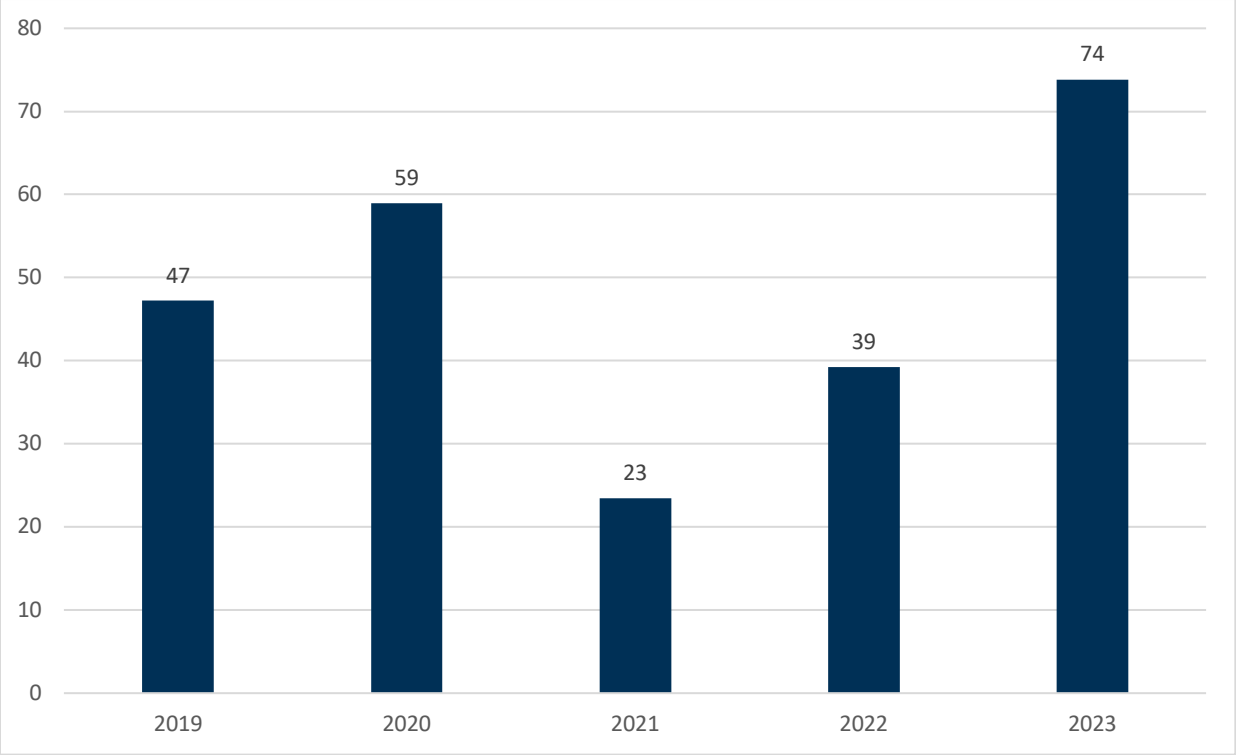


Figure 20: Adjusted Aggregate Average Total Busy Time per Day (Minutes) (Previously Figure 74)

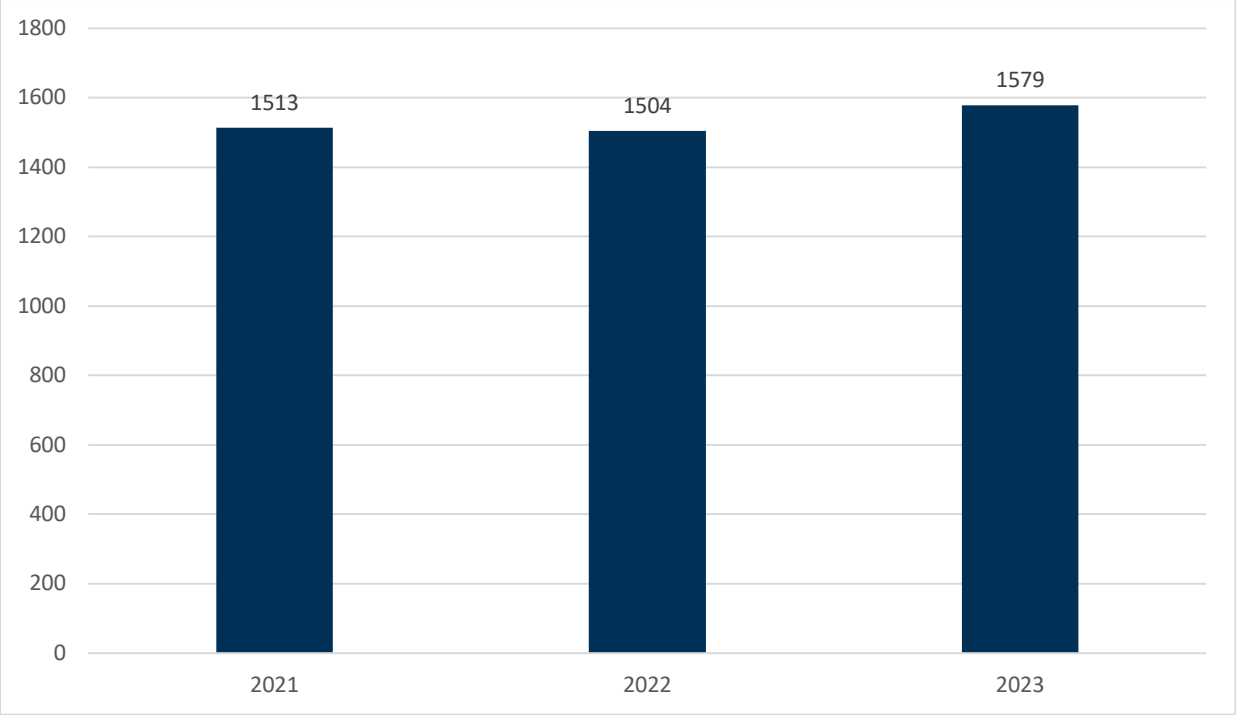


Figure 21: Adjusted Aggregate Total Busy Time by Service (Hours) (Previously Figure 75)

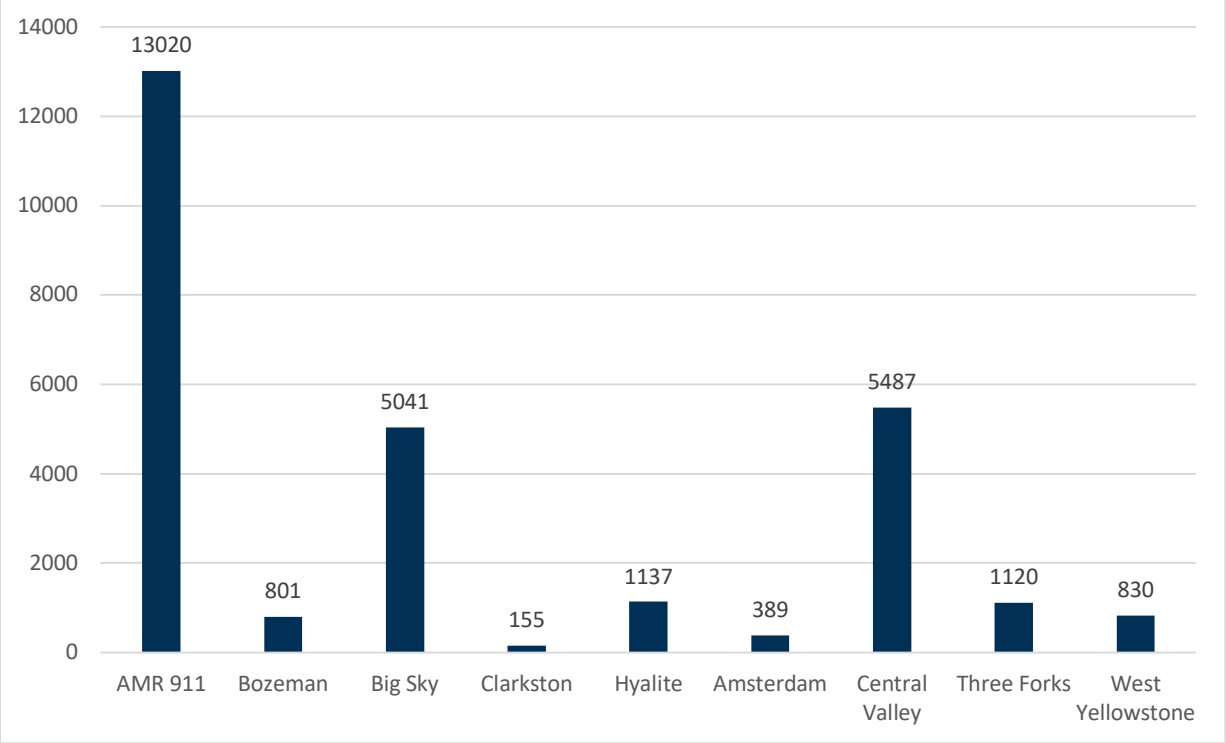


Figure 22: Adjusted Aggregate Total Busy Time by Service and Year (Hours) (Previously Figure 76)

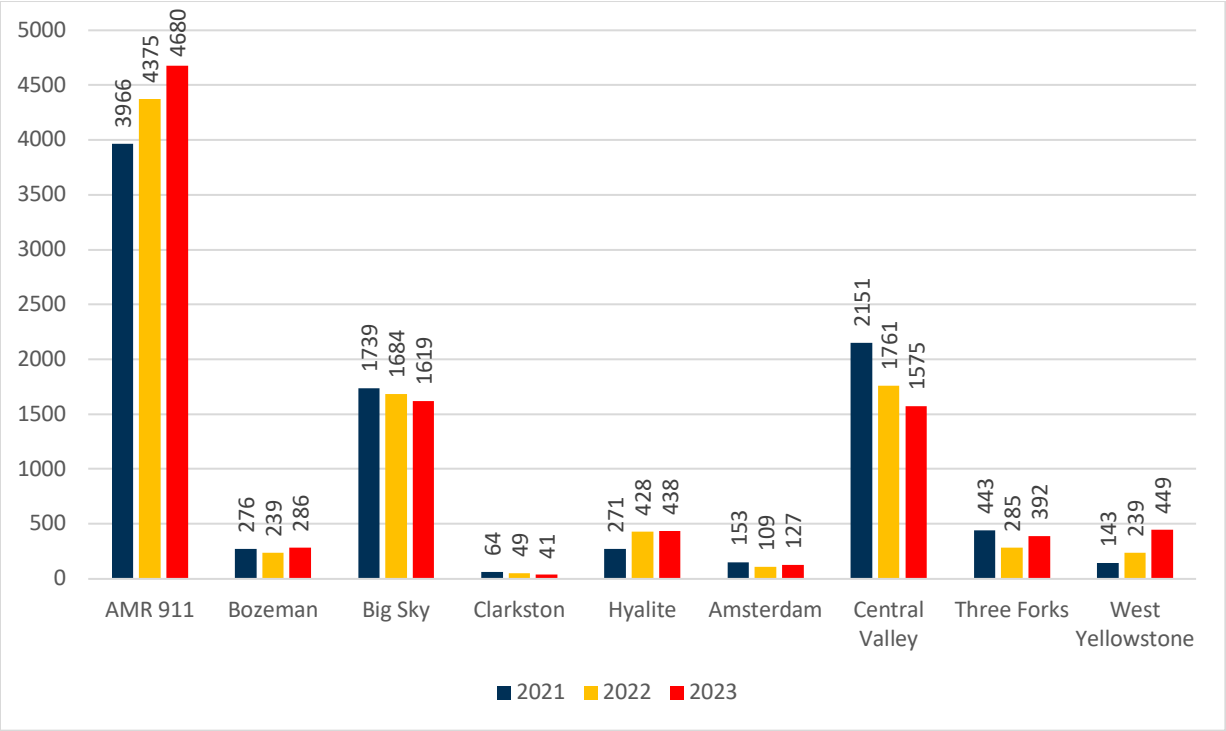


Figure 23: Adjusted Aggregate Average Total Busy Time per Day by Service (Minutes) (Previously Figure 77)

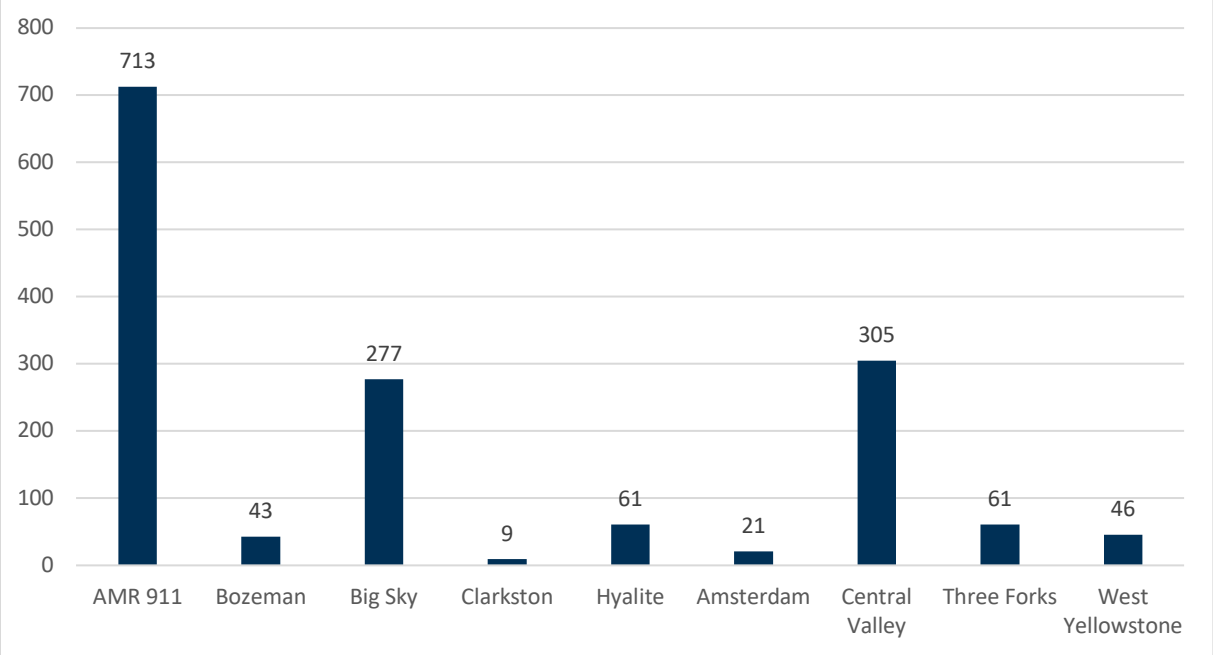


Figure 24: Adjusted Average Total Busy Time per Day by Service and Year (Minutes) (Previously Figure 78)

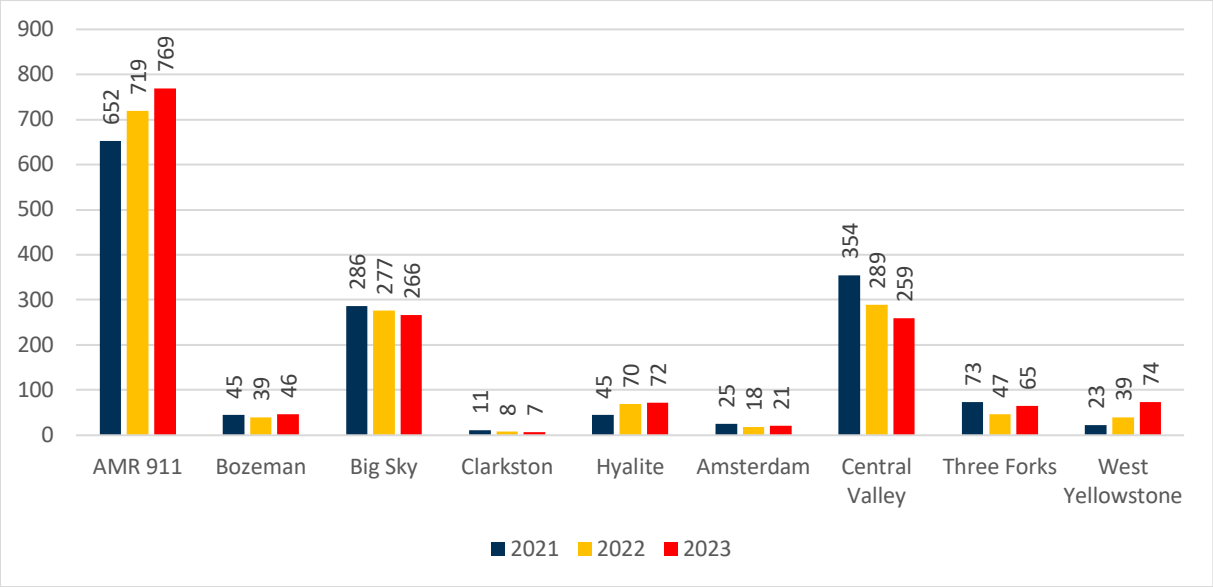


Figure 25: Adjusted Aggregate Average Total Busy Time per Call by Service (Minutes) (Previously Figure 79)

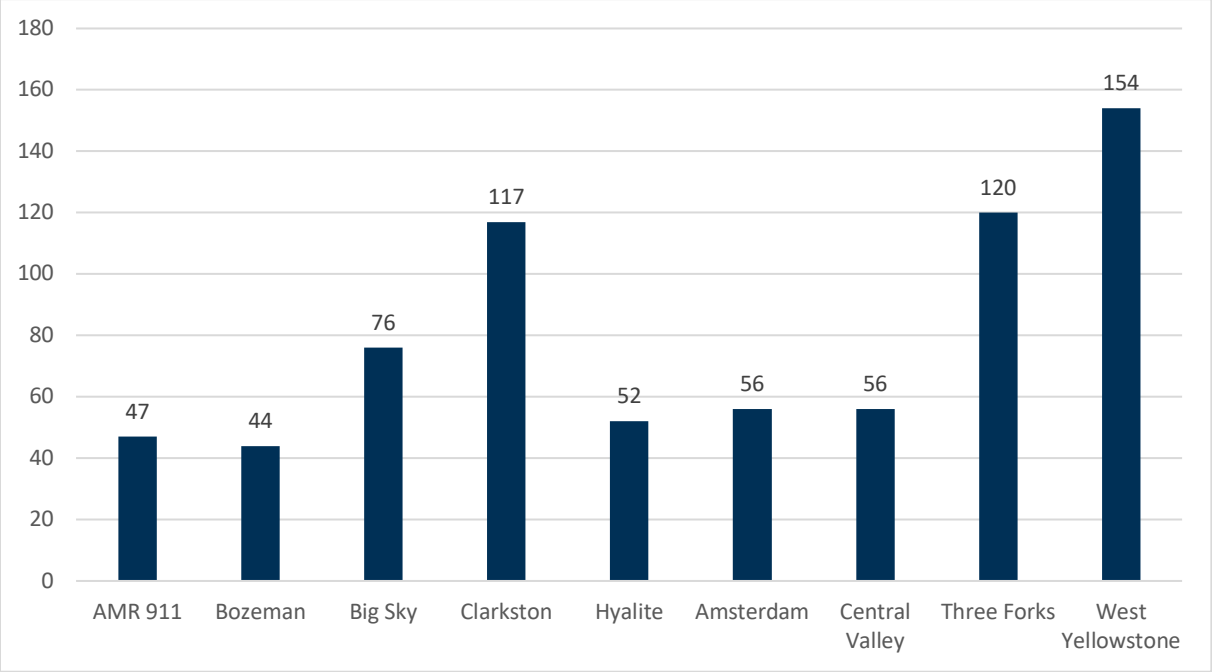


Figure 26: Adjusted Average Total Busy Time per Call by Service and Year (Minutes) (Previously Figure 80)

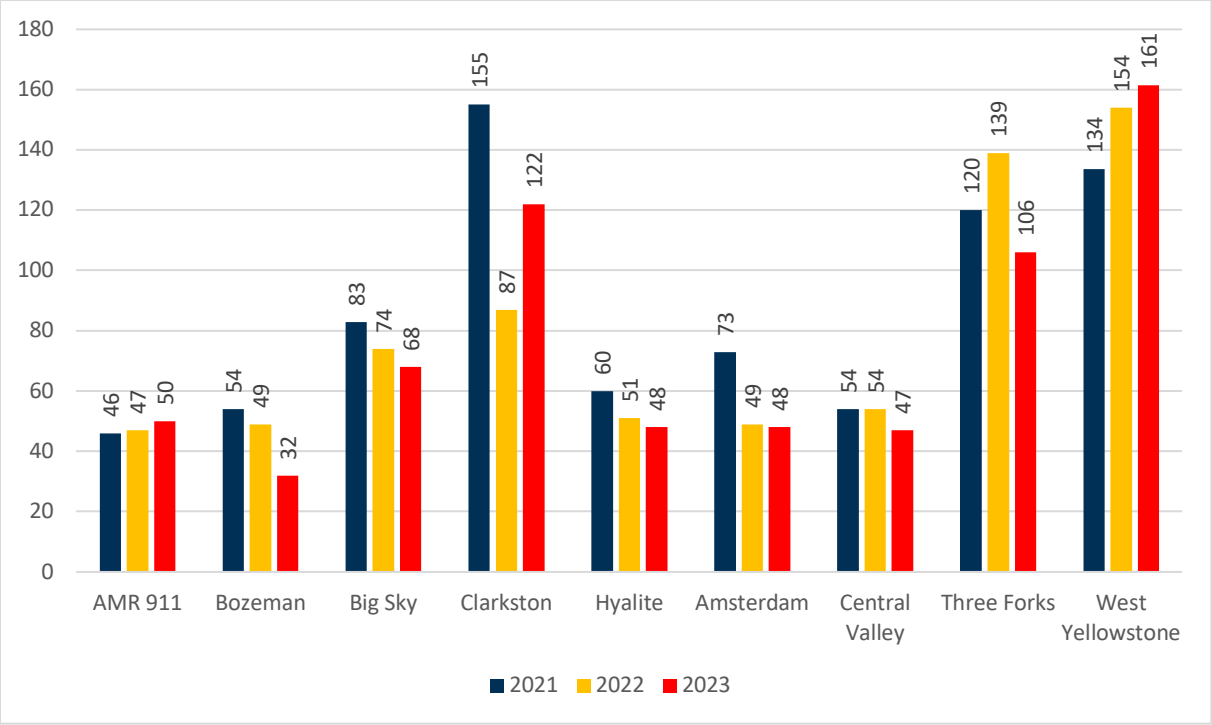


Figure 27: Adjusted Total Busy Time (Table) (Previously Figure 81)

	2021	2022	2023	2021-2023
Aggregate Total (Hrs)	9204	9170	9607	27980
Average/Day (Mins)	1513	1507	1579	1534
West Yellowstone Total (Hrs)	143	239	449	830
Average/Day (Mins)	23	39	74	46
Average/Call (Mins)	134	154	161	154

FITCH
& ASSOCIATES

Hyalite Rural Fire District

Fire Chief's Report

May 2024

Prepared by: Fire Chief Brian Nickolay

1. The Hyalite Fire District responded to a total of 69 incidents in April 2024. This brings our calls for the year to date to 242.
   - Total Calls April 2023 - 53
   - Total Calls April 2022 - 53
   - Total Calls April 2021 - 59
   - Total Calls April 2020 - 41
   - Total Calls April 2019 - 45

2. Our current roster is at 47 members (effective 5/1/2024).
   - 1 Career Fire Chief
   - 1 Career Assistant Fire Chief
   - 3 Career Captains
   - 5 Volunteer Captains
   - 1 Volunteer Reserve Captains
   - 1 Volunteer Lieutenants
   - 9 Volunteer Firefighters
   - 12 Volunteers Apprentice Firefighters
   - 8 Volunteer Recruit Firefighters
   - 2 Volunteer Recruit Driver/Operators
   - 3 Volunteer Reserve Firefighters
   - 1 Volunteer Reserve Driver/Operator

3. We are continuing to work on our overnight command coverage shortages. We are at 5 of our needed 7 volunteer captains. With one of our volunteer captains now on summer leave. Myself and Assistant Chief Dahlhauser are continuing to work extra to provide coverage at night where we lack volunteer availability. We have been paying overtime to our paid captains to provide overnight coverage if myself or Dahlhauser are unavailable. Overtime pay has been kept within what we budgeted for the fiscal year.

4. We currently have 4 resident firefighters living at the Sourdough Fire Station.
   - Current Sourdough Residents -
     - Sophie Smith, Riley Wilson, Tyler Palmer, Nick Blommel

    - Tyler Palmer rejoined the fire department as a Sourdough Resident Firefighter after recovering from a non-fire department related injury.
    - We expect to bring in an additional 3 resident firefighters to Sourdough once the spring academy is finished.
    - Sourdough resident firefighters continue to fill weekend shifts Friday 7pm – Monday 7am. With the reduced staffing of our Sourdough Resident Lieutenants, we have had non-resident leadership (Martin Blake and Ted Yewer) step up to fill weekend shifts.

5. We currently have 3 resident firefighters living at the Cottonwood Fire Station.
- Current Cottonwood Residents –
    - Brennan Lyle, Tyler Newell, Robert Bole.
    - We expect to bring in 1 additional Cottonwood resident once the spring academy is finished.
- Cottonwood resident firefighters continue to fill weekday night shifts Monday – Thursday 7pm – 7am. Non-resident volunteers have stepped up to fill the open shifts when needed.

6. We currently have 2 resident renters at the Rae house.
- Current Rae Renters -
    - Steve Kerbel and Zale Filce

7. Non-resident volunteer firefighters continue to cover 6 hour shifts at the Sourdough Fire Station on Monday – Friday 7am – 7pm.

8. We continue our regular multi company fire and EMS training every Wednesday night and command training twice a month.

9. Our spring 2024 recruit firefighter academy is continuing. Captain Templeton is moving our eight recruit firefighters along through their training. Our recruit firefighters recently all passed their next level of Firefighter 1 testing with the Montana State University - Fire Services Training School. The academy is expected to be completed around July 1st.

10. Hosted a joint command training with our mutual aid partners on 5/13. We had members participate from Fort Ellis Fire and Bridger Canyon Fire.

11. We had 9 members of the Hyalite Fire Department participate in the Bozeman Yellowstone Airport crash rescue drill on May 4th. The drill was part of the airport's requirement from the FAA to hold a large-scale training every three years. Myself, Assistant Chief Dahlhauser and Captain Malone participated as evaluators for the training. Dahlhauser and Malone helped with the planning of the training as well.

12. The Hyalite Fire District responded to two grass fires within the Hyalite Fire District in April. The first fire was on April 11th on Durston Rd. The second fire was on April 14th on Happy Acres Rd W. Crews were able to keep both fires under an acre in size.

13. We assisted the Central Valley Fire District with grass fires on April 3rd, April 11th, April 13th, April 14th.

14. The Central Valley Fire District has hired a new fire chief. The new chief will begin at Central Valley on June 1st.

15. The fire district is continuing to be involved with an EMS discussion going on in Gallatin County. We will be meeting with several agencies on May 29th to discuss next steps.

16. I am still on the Board of Directors with Montana State Fire Chiefs Association as a combination section director.

17. I am still on the Montana State Fire Chiefs Wildland Fire Committee.

18. I continue to sit on the board of the Gallatin County Fire Council as Vice President. I also continue to chair the Gallatin County Fire Council communications committee.

19. Assistant Chief Dahlhauser continues to chair the training committee with the Gallatin County Fire Council.

20. I am still a Gallatin County Deputy Fire Warden as well as a Gallatin County Deputy Emergency Managements Officer.

21. Our ambulance transport plan is complete and we are actively transporting patients to the hospital. Income has begun to come in from Pintler Billing for our transports

22. We had no firefighter injuries in the Month of April.

23. All apparatus are in service. Engine 6-3 was out of service from April 9th - April 16th due to a primer issue.