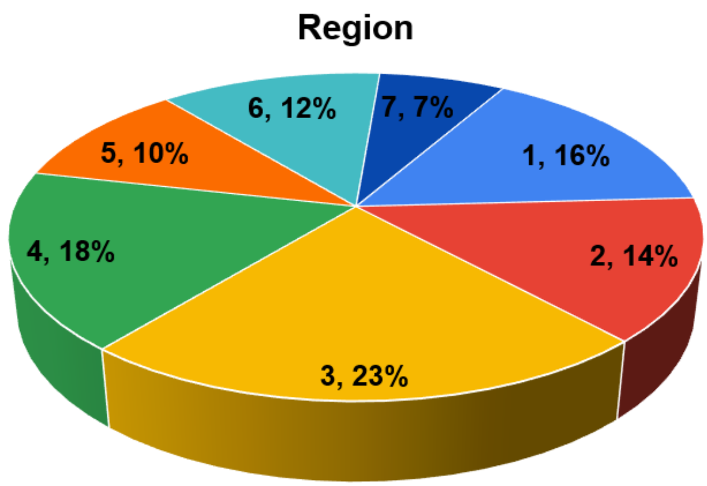
Key Takeaways from Statewide Survey

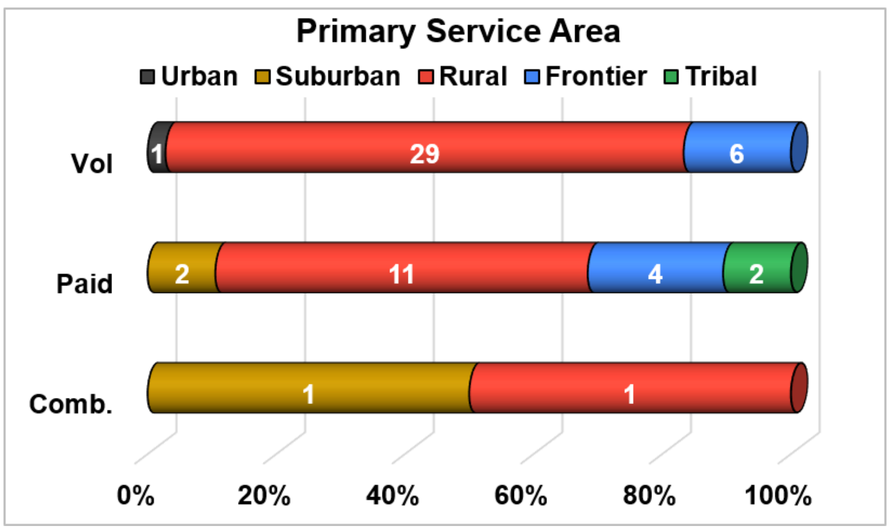
- 57 Respondents (47% return)
- 77% are independent agencies, 23% are fire-based or connected with fire
- 72% described their response area as rural, with another 18% as frontier
- 63% are 90-100% are volunteer, 33% are fully paid, the remainder are a combination
- 67% use volunteers/paid-on-call for staffing at some level
- 50% are positive about sustainability (20% negative, 30% uncertain)
- For those unsustainable, 3 are career and 8 are volunteer; the number of volunteers ranges from 6-27. Those agencies believe they need roughly 24 volunteers to sustain operations. In contrast, six of the eight volunteer agencies stated they are somewhat to extremely confident that the next call will have sufficient staff
- Only two (3%) described an interruption in service in the last 15 years (both due to no available volunteers)
- 74% use Mutual Aid less than 0-3% of the time; and 58% said less than 1%
- 56% are moderately confident or higher that the next call will be adequately staffed
- A scatterplot identified that more staff does not correlate with sustainability perceptions of the surveyed agencies; most agencies with high sustainability have approximately 10 staff
- When asked to identify critical challenges, recruitment and retention of paid staff and volunteers were the top two

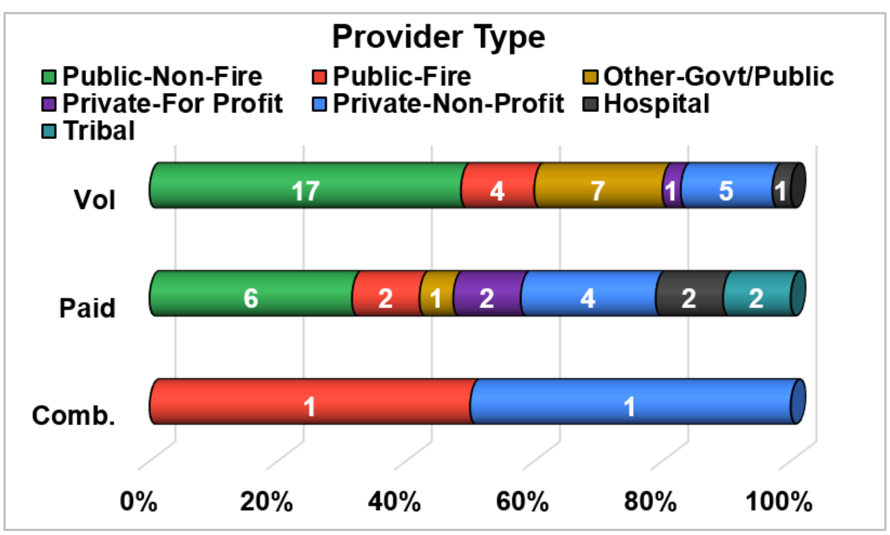
Item	Volunteer	Paid
Financial Analysis		
Cost/Staffed 24/7 Unit	$81,281	$658,511
Cost per Response	$801	$1,021
Patient Revenue/Total Revenue	64%	58%
Revenue/Transport	$646	$656
Breakeven Transports/Year/Unit	127	1,110
Survey Answer to Transports/Year to Breakeven/Unit	117	1,463
Volunteer Staffing (Avg/High/Low)		
Volunteer Roster Size	15.7/40/6	
Volunteers with 15% or Higher Participation	7.5/24/0	
Survey Answer to Volunteers Needed to Staff One Unit	16.7/40/3	

Survey Charts

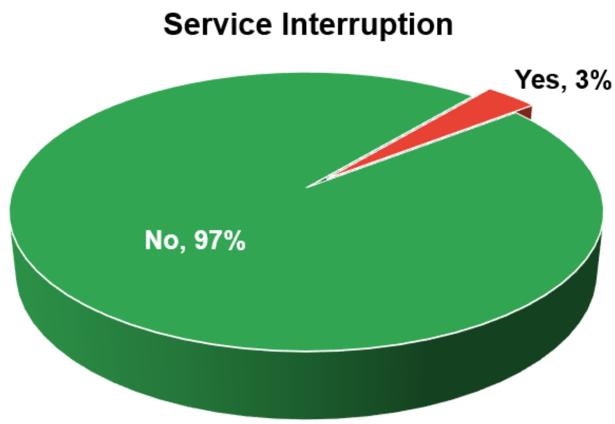
DEMOGRAPHICS

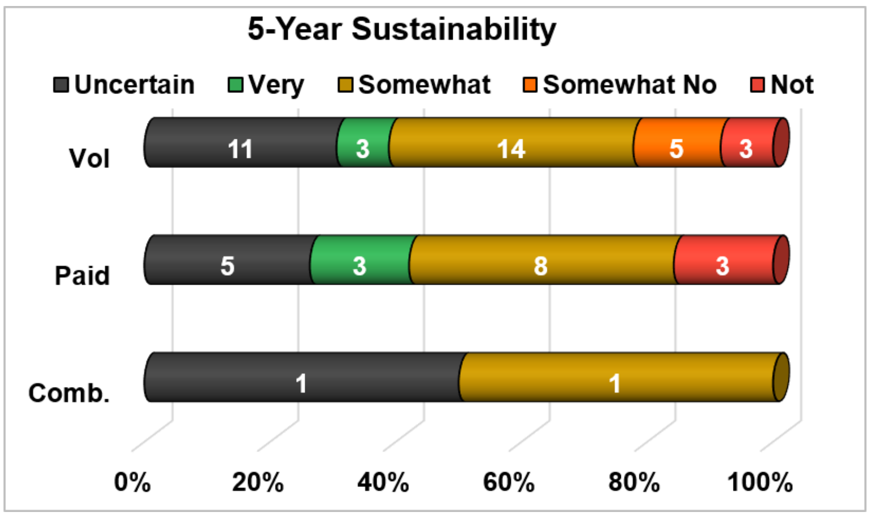


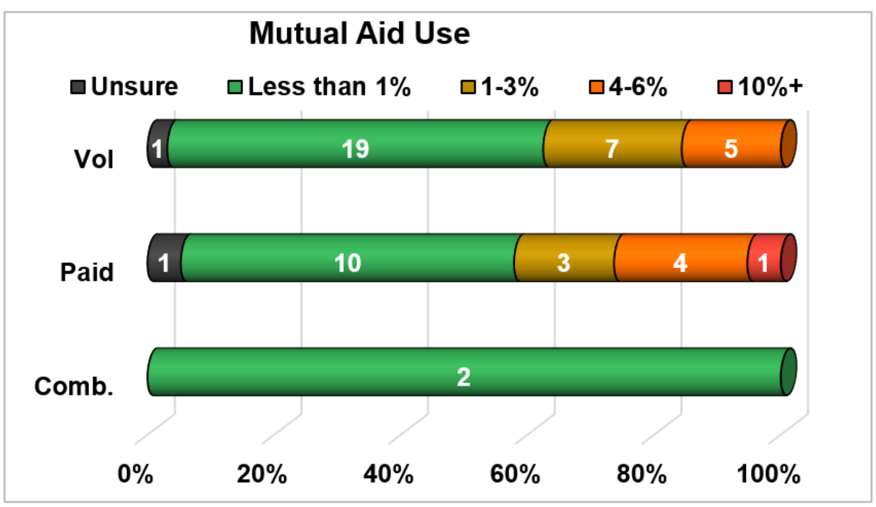




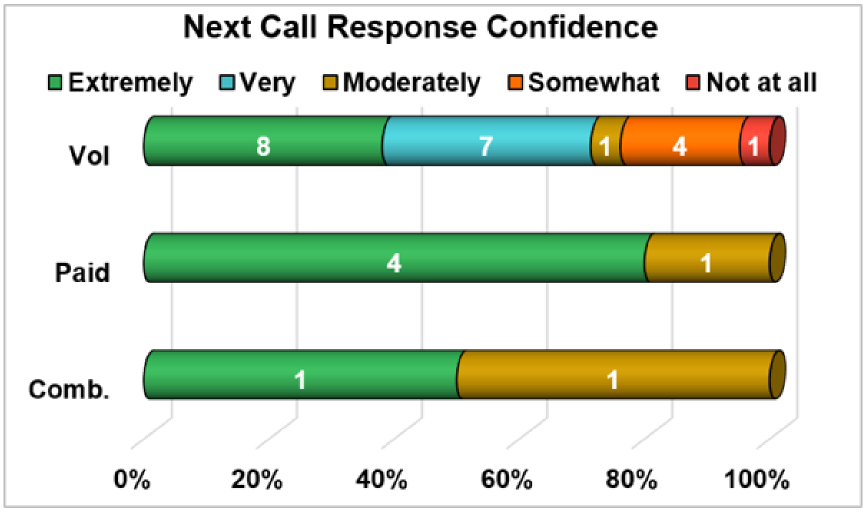
SUSTAINABILITY



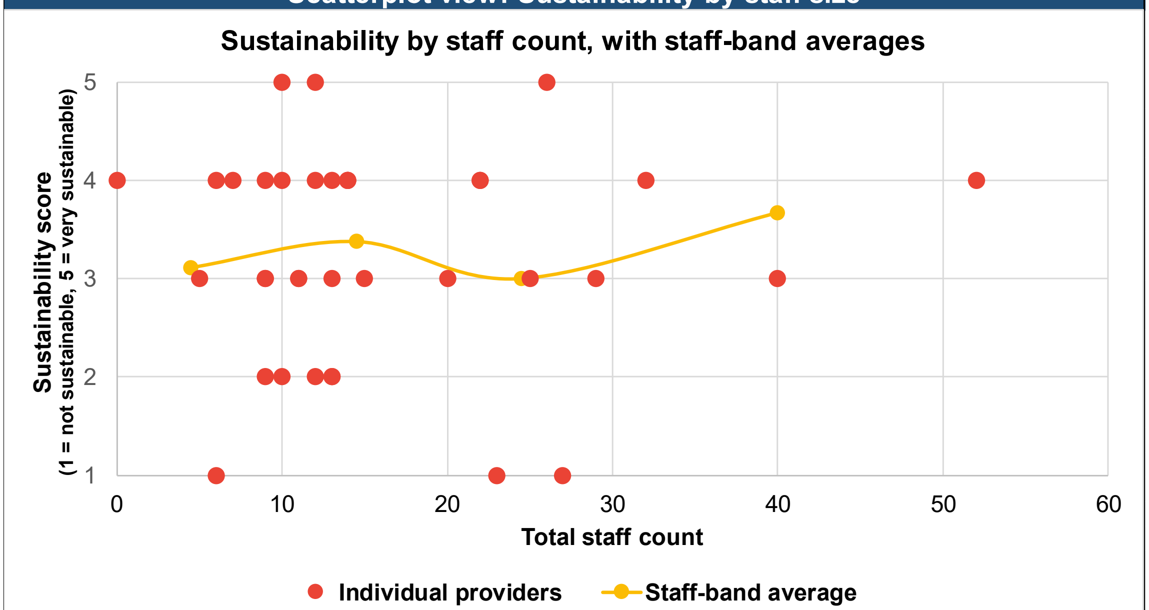




SUSTAINABILITY

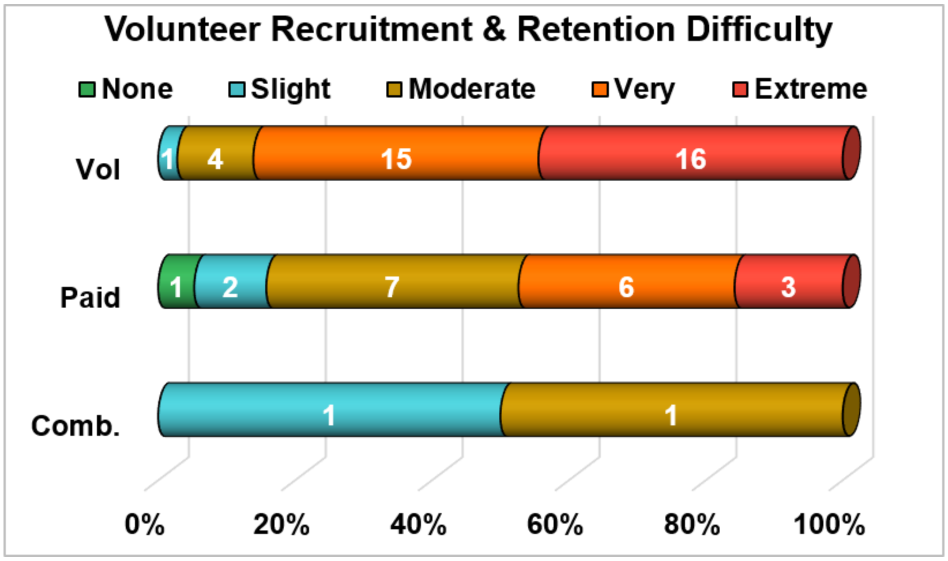


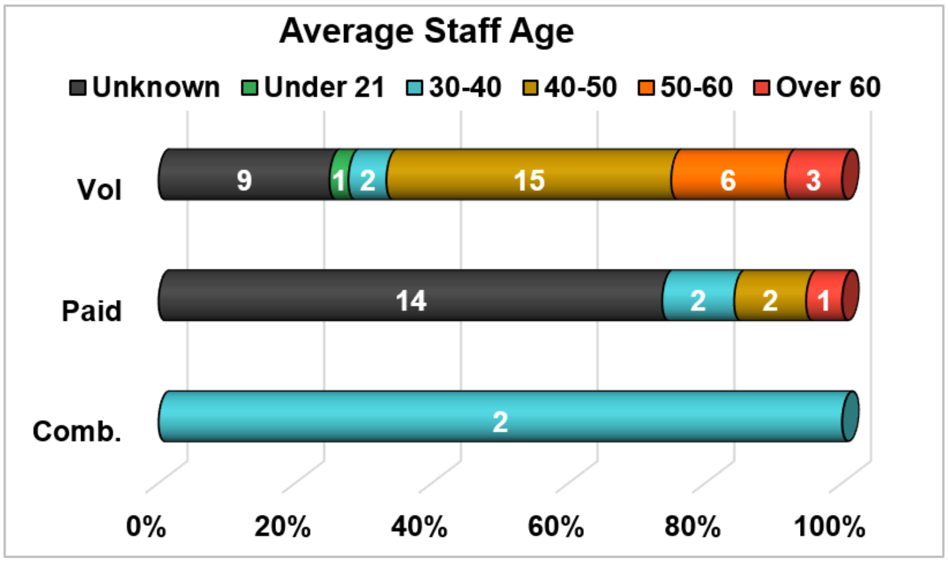
Scatterplot view: Sustainability by staff size

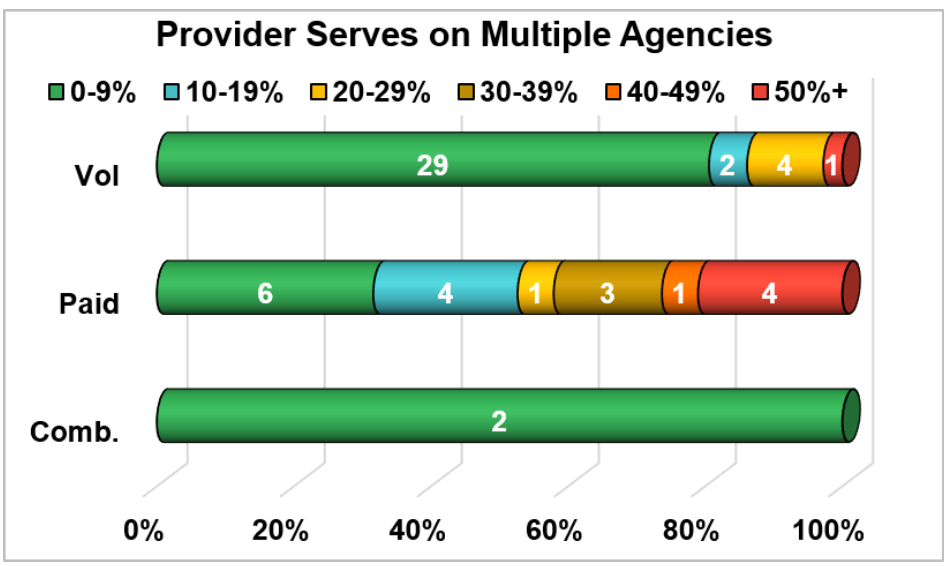


Note: Each dot is one volunteer provider. The second series connects staff-band average sustainability scores, so the scatterplot shows whether the center of the data shifts as staff size increases.

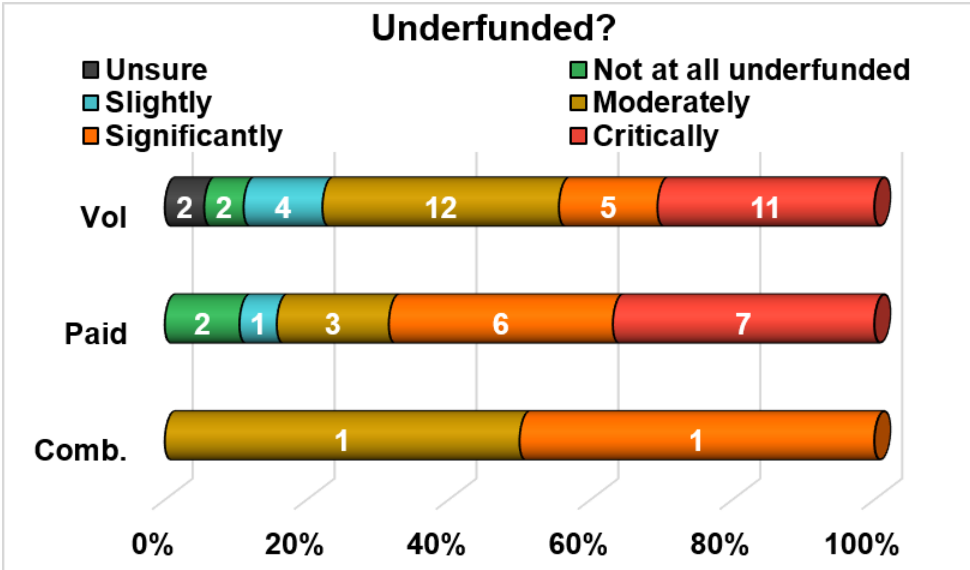
STAFFING

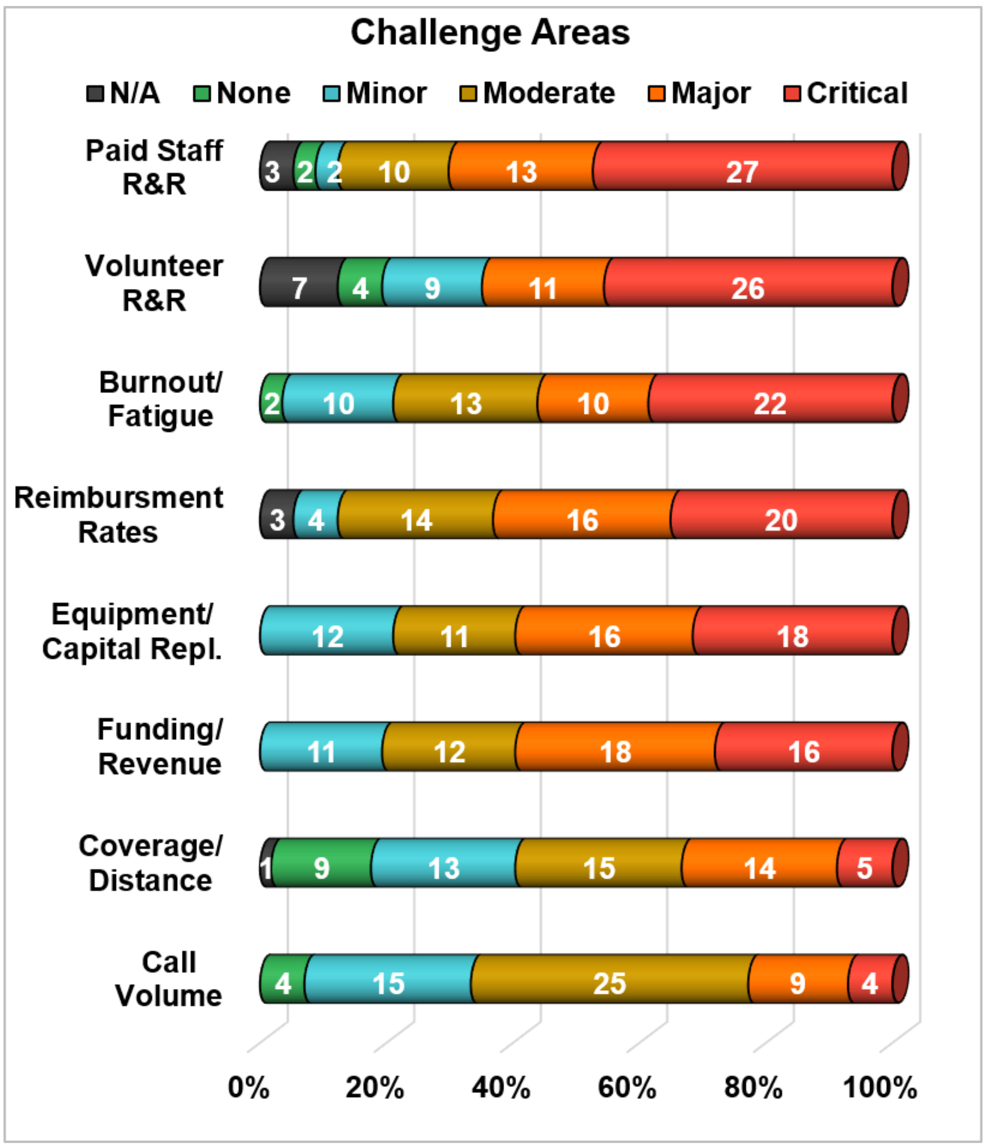

Volunteer Recruitment & Retention Difficulty
None
Slight
Moderate
Very
Extreme
Vol
1
4
15
16
Paid
1
2
7
6
3
Comb.
1
1
0%
20%
40%
60%
80%
100%


Average Staff Age
Unknown
Under 21
30-40
40-50
50-60
Over 60
Vol
9
1
2
15
6
3
Paid
14
2
2
1
Comb.
2
0%
20%
40%
60%
80%
100%

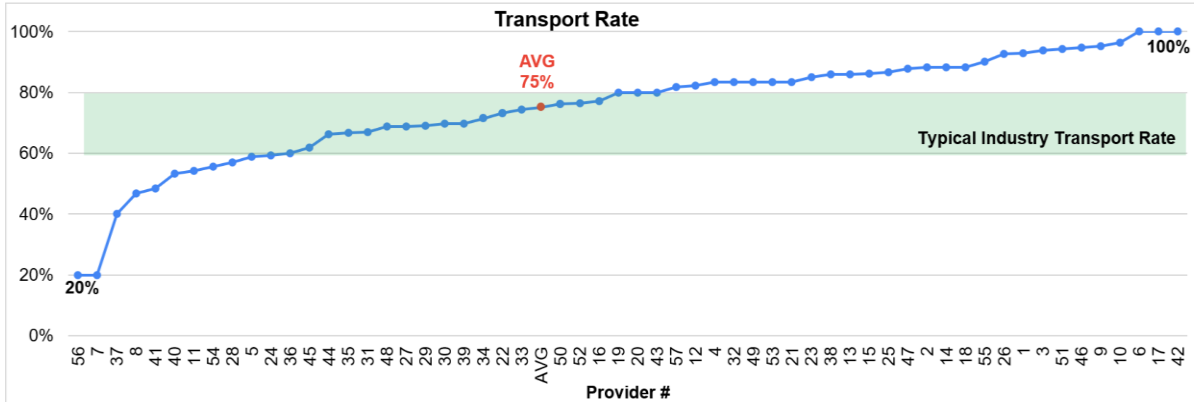

Provider Serves on Multiple Agencies
0-9%
10-19%
20-29%
30-39%
40-49%
50%+
Vol
29
2
4
1
Paid
6
4
1
3
1
4
Comb.
2
0%
20%
40%
60%
80%
100%

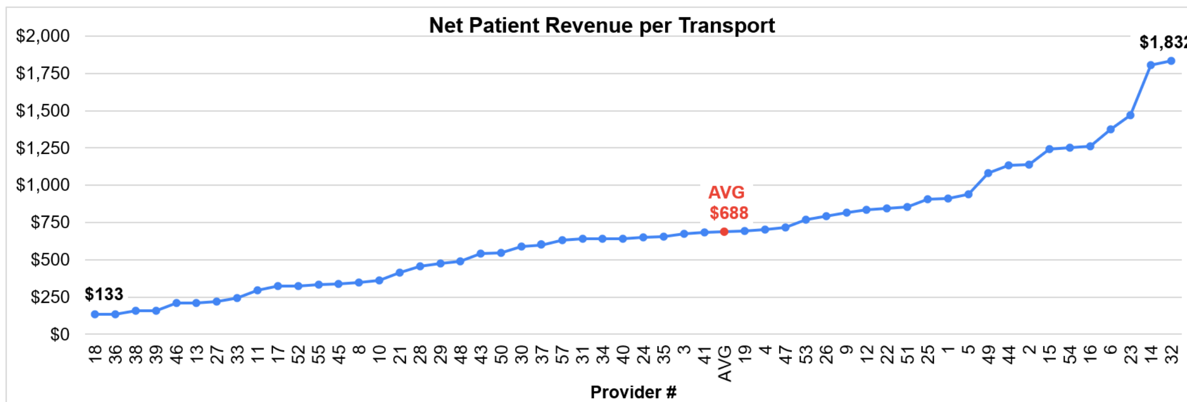
CHALLENGES

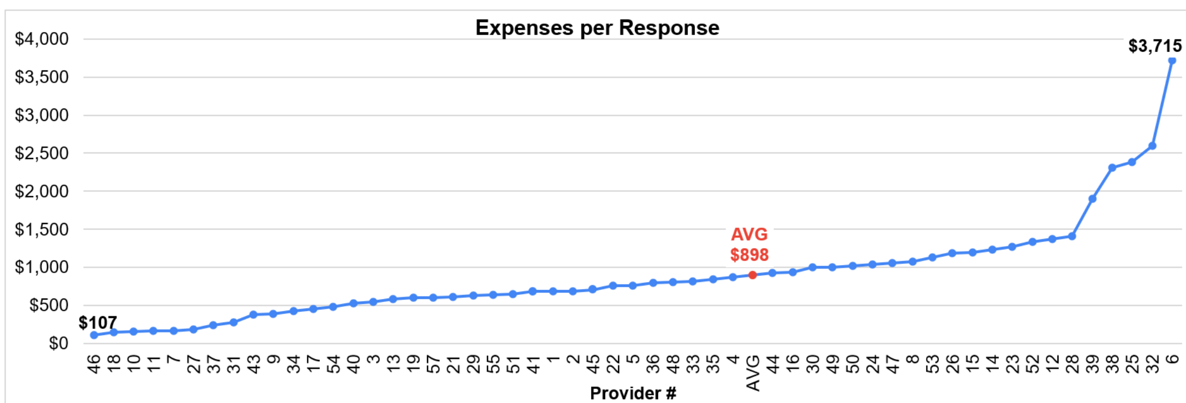

Underfunded?
Unsure
Not at all underfunded
Slightly
Moderately
Significantly
Critically
Vol
2 2 4 12 5 11
Paid
2 1 3 6 7
Comb.
1 1
0%
20%
40%
60%
80%
100%


Challenge Areas
N/A
None
Minor
Moderate
Major
Critical
Paid Staff R&R
3 2 2 10 13 27
Volunteer R&R
7 4 9 11 26
Burnout/ Fatigue
2 10 13 10 22
Reimbursment Rates
3 4 14 16 20
Equipment/ Capital Repl.
12 11 16 18
Funding/ Revenue
11 12 18 16
Coverage/ Distance
1 9 13 15 14 5
Call Volume
4 15 25 9 4
0%
20%
40%
60%
80%
100%

PER TRIP


Transport Rate
100%
80%
60%
40%
20%
0%
AVG
75%
100%
20%
Typical Industry Transport Rate
56 7 37 8 41 40 11 54 28 5 24 36 45 44 35 31 48 27 29 30 39 34 22 33 AVG 50 52 16 19 20 43 57 12 4 32 49 53 21 23 38 13 15 25 47 2 14 18 55 26 1 3 51 46 9 10 6 17 42
Provider #


Net Patient Revenue per Transport
$2,000
$1,750
$1,500
$1,250
$1,000
$750
$500
$250
$0
$1,832
AVG
$688
$133
18 36 38 39 46 13 27 33 11 17 52 55 45 8 10 21 28 29 48 43 50 30 37 57 31 34 40 24 35 3 41 AVG 19 4 47 53 26 9 12 22 51 25 1 5 49 44 2 15 54 16 6 23 14 32
Provider #


Expenses per Response
$4,000
$3,500
$3,000
$2,500
$2,000
$1,500
$1,000
$500
$0
$3,715
AVG
$898
$107
46 18 10 11 7 27 37 31 43 9 34 17 54 40 3 13 19 57 21 29 55 51 41 1 2 45 22 5 36 48 33 35 4 AVG 44 16 30 49 50 24 47 8 53 26 15 14 23 52 12 28 39 38 25 32 6
Provider #

Paid Ambulance Providers														
Provider #	**Revenue**	**Pt. Rev.**	**Expenses**	**Cost/ Response**	**Pt Rev/Tx**	**Responses**	**Transports**	**24/7 Units**	**PT Units**	**Total Units**	**Sustain Tx/Year**	**Patient Revenue**	**Deficit**	
8	$866,667	15%	$860,000	$1,075	347	800	375	1	1.5	1.8	1,954	$130,000	$(730,000)	-85%
11	$1,700,000	92%	$1,650,000	$168	294	9,800	5,300	3	1	3.5		$1,557,200	$(92,800)	-6%
12	$500,000	50%	$500,000	$1,370	833	365	300	1	0	1.0	300	$250,000	$(250,000)	-50%
13	$341,865	50%	$545,100	$582	212	936	805	1	0	1.0	1,500	$170,932	$(374,168)	-69%
14	$2,850,000	95%	$2,100,000	$1,235	1,805	1,700	1,500	2	0	2.0	600	$2,707,500	$607,500	29%
16	$1,973,236	80%	$1,523,966	$939	1,263	1,623	1,250	2	1	2.5	1,600	$1,578,589	$54,623	4%
19	$1,200,000	70%	$1,200,000	$600	692	2,000	1,600	2	0	2.0	1,500	$840,000	$(360,000)	-30%
22	$1,000,000	80%	$985,000	$758	842	1,300	950	1	1	1.5	1,000	$800,000	$(185,000)	-19%
23	$3,540,000	97%	$3,500,000	$1,273	1,471	2,750	2,335	2	3	3.5	2,600	$3,433,800	$(66,200)	-2%
25	$767,052	30%	$698,340	$2,383	906	293	254	1	0	1.0	450	$230,116	$(468,225)	-67%
28	$4,589,003	18%	$4,503,157	$1,408	454	3,198	1,819	2	0	2.0	2,700	$826,021	$(3,677,136)	-82%
29	$1,084,412	72%	$1,499,027	$630	476	2,378	1,641	1	1	1.5	2,800	$780,777	$(718,250)	-48%
34	$400,000	80%	$300,000	$429	640	700	500	1	0	1.0	1,500	$320,000	$20,000	7%
38	$64,393	24%	$261,176	$2,311	159	113	97	1	0	1.0		$15,454	$(245,722)	-94%
41	$450,000	70%	$650,000	$684	685	950	460	1	0	1.0	450	$315,000	$(335,000)	-52%
45	$191,751	54	$350,173	$709	338	494	306	1	0	1.0	550	$103,546	$(246,627)	-70%
48	$1,715,427	41	$1,677,345	$803	490	2,089	1,435	4	0	4.0	3,000	$703,325	$(974,020)	-58%
50	$419,960	64	$657,543	$1,019	547	645	491	1	0	1.0	900	$268,774	$(388,769)	-59%
Average	**$1,314,098**	**58%**	**$1,303,379**	**$1,021**	**$656**	**1,721**	**1,133**	**1.5**	**0.6**	**1.8**	**1,463**	**Fiscal Breakeven**		
High	**$4,589,003**	**97%**	**$4,503,157**	**$2,383**	**$1,805**	**9,800**	**5,300**	**4**	**3**	**4.0**	**3,000**	**Transports**	**Transports/Unit**	
Low	**$64,393**	**15%**	**$261,176**	**$168**	**$0**	**113**	**97**	**1**	**-**	**1.0**	**300**	**1,988**	**1,110**	

Notes:

- Revenue and Expenses are from 2025
- PT units = part-time or peak units; assumed operating 12 hours/day/week (i.e., 0.5 of a 24/7 unit)
- Sustain Tx/Year = What the provider believes it needs to be sustainable
- Fiscal Breakeven = The number of transports needed to be fully sustainable using 100% patient revenue

Volunteer Ambulance Providers														
Provider #	Revenue	Pt. Rev.	Expenses	Cost/ Response	Pt Rev/Tx	Responses	Transports	24/7 Units	PT Units	Total Units	Sustain Tx/Year	Patient Revenue	Deficit	
1	$30,800	77%	$19,311	$690	912	28	26	1	1	1.5	0	$23,716	$4,405	23%
2	$100,484	85%	$116,916	$690	1,139	85	75	1	0	1	80	$85,411	$(31,505)	-27%
3	$80,000	90%	$62,000	$544	673	114	107	1	0	1	100	$72,000	$10,000	16%
4	$156,841	67%	$156,704	$871	701	180	150	1	0	1	0	$105,083	$(51,621)	-33%
5	$20,000	47%	$13,000	$765	940	17	10	1	0	1	30	$9,400	$(3,600)	-28%
6	$123,514	40%	$133,748	$3,715	1,372	36	36	1	0	1	40	$49,405	$(84,343)	-63%
7	$5,000	0%	$6,000	$171	-	35	7	1	0	1	0	$0	$(6,000)	-100%
9	$100,386	95%	$48,248	$392	815	123	117	1	0	1	50	$95,367	$47,119	98%
10	$50,000	97%	$22,000	$157	359	140	135	1	2	2	0	$48,500	$26,500	120%
15	$249,790	92%	$256,855	$1,195	1,242	215	185	2	2	3	150	$229,807	$(27,048)	-11%
17	$18,500	70%	$18,000	$450	324	40	40	1	0	1	10	$12,950	$(5,050)	-28%
18	$17,778	45%	$10,000	$147	133	68	60	1	0	1	60	$8,000	$(2,000)	-20%
21	$331,650	60%	$354,225	$616	415	575	480	1	0	1		$198,990	$(155,235)	-44%
24	$169,598	23%	$104,744	$1,037	650	101	60	2	0	2	135	$39,008	$(65,736)	-63%
26	$117,409	60%	$113,901	$1,186	792	96	89	1	1	1.5	80	$70,446	$(43,455)	-38%
27	$20,000	60%	$15,000	$188	218	80	55	1	0	1		$12,000	$(3,000)	-20%
31	$116,413	90%	$68,478	$280	639	245	164	1	0	1	164	$104,772	$36,294	53%
32	$196,232	70%	$234,004	$2,600	1,832	90	75	2	0	2		$137,363	$(96,641)	-41%
33	$600,000	30%	$820,000	$820	242	1,000	743	2	0	2	700	$180,000	$(640,000)	-78%
35	$20,000	85%	$33,000	$846	654	39	26	1	0	1	25	$17,000	$(16,000)	-48%
36	$100,000	10%	$100,000	$800	133	125	75	2	2	3	50	$10,000	$(90,000)	-90%
37	$12,000	50%	$6,000	$240	600	25	10	1	0	1	30	$6,000	$-	0%
40	$51,705	62%	$49,522	$527	641	94	50	1	1	1.5	100	$32,057	$(17,465)	-35%
43	$12,000	90%	$9,500	$380	540	25	20	1	0	1	20	$10,800	$1,300	14%
44	$100,000	60%	$74,000	$925	1,132	80	53	1	0	1	85	$60,000	$(14,000)	-19%
46	$17,700	85%	$8,000	$107	212	75	71	1	1	1.5	85	$15,045	$7,045	88%
47	$130,022	80%	$174,116	$1,055	717	165	145	1	0	1	130	$104,018	$(70,098)	-40%
49	$150,000	90%	$150,000	$1,000	1,080	150	125	1	0	1	250	$135,000	$(15,000)	-10%
51	$125,000	100%	$100,000	$645	856	155	146	2	2	3	200	$125,000	$25,000	25%
52	$76,474	43%	$176,353	$1,336	326	132	101	1	0	1	293	$32,884	$(143,469)	-81%
53	$350,000	80%	$497,000	$1,135	767	438	365	1	1	1.5	450	$280,000	$(217,000)	-44%
54	$71,042	88%	$43,278	$481	1,250	90	50	1	2	2	60	$62,517	$19,239	44%

Volunteer Ambulance Providers														
Provider #	Revenue	Pt. Rev.	Expenses	Cost/ Response	Pt Rev/Tx	Responses	Transports	24/7 Units	PT Units	Total Units	Sustain Tx/Year	Patient Revenue	Deficit	
55	$30,000	50%	$32,000	$640	333	50	45	2	2	3	50	$15,000	$(17,000)	-53%
57	$200,000	85%	$200,000	$606	630	330	270	2	2	3	200	$170,000	$(30,000)	-15%
Average	**$116,186**	**64%**	**$124,291**	**$801**	**$646**	**150**	**120**	**1.2**	**0.6**	**1.5**	**117**	**Fiscal Breakeven**		
High	**$600,000**	**100%**	**$820,000**	**$3,715**	**$1,832**	**1,000**	**743**	**2**	**2**	**3**	**700**	**Transports**	**Transports/Unit**	
Low	**$5,000**	**-**	**$6,000**	**$107**	**$0**	**17**	**7**	**1**	**-**	**1**	**-**	**192**	**127**	

Notes:

- Revenue and Expenses are from 2025
- PT units = part-time or peak units; assumed operating 12 hours/day/week (i.e., 0.5 of a 24/7 unit)
- Sustain Tx/Year = What the provider believes it needs to be sustainable
- Fiscal Breakeven = The number of transports needed to be fully sustainable using 100% patient revenue

Paid Ambulance Providers – Cost per Staffed 24/7 Unit									
Paid Provider	**Revenue**	**Expenses**	**Cost/ Response**	**Responses**	**Transports**	**Tx Rate**	**24/7 Units**	**PT Units**	**Cost/Staffed 24/7 Unit**
8	$866,667	$860,000	$1,075	800	375	47%	1	1.5	$491,429
11	$1,700,000	$1,650,000	$168	9,800	5,300	54%	3	1	$471,429
12	$500,000	$500,000	$1,370	365	300	82%	1	0	$500,000
13	$341,865	$545,100	$582	936	805	86%	1	0	$545,100
14	$2,850,000	$2,100,000	$1,235	1,700	1,500	88%	2	0	$1,050,000
16	$1,973,236	$1,523,966	$939	1,623	1,250	77%	2	1	$609,586
19	$1,200,000	$1,200,000	$600	2,000	1,600	80%	2	0	$600,000
22	$1,000,000	$985,000	$758	1,300	950	73%	1	1	$656,667
23	$3,540,000	$3,500,000	$1,273	2,750	2,335	85%	2	3	$1,000,000
25	$767,052	$698,340	$2,383	293	254	87%	1	0	$698,340
28	$4,589,003	$4,503,157	$1,408	3,198	1,819	57%	2	0	$2,251,578
29	$1,084,412	$1,499,027	$630	2,378	1,641	69%	1	1	$999,351
34	$400,000	$300,000	$429	700	500	71%	1	0	$300,000
38	$64,393	$261,176	$2,311	113	97	86%	1	0	$261,176
41	$450,000	$650,000	$684	950	460	48%	1	0	$650,000
45	$191,751	$350,173	$709	494	306	62%	1	0	$350,173
48	$1,715,427	$1,677,345	$803	2,089	1,435	69%	4	0	$419,336
50	$419,960	$657,543	$1,019	645	491	76%	1	0	$657,543
56				565	112	20%	1	2	$0
Average	**$1,314,098**	**$1,303,379**	**$1,021**	**1,721**	**1,133**	**69%**			**$658,511**
High	**$4,589,003**	**$4,503,157**	**$2,383**	**9,800**	**5,300**	**88%**			**$2,251,578**
Low	**$64,393**	**$261,176**	**$168**	**113**	**97**	**20%**			**$0**

Notes:

- Revenue and Expenses are from 2025
- PT units = part-time or peak units; assumed operating 12 hours/day/week (i.e., 0.5 of a 24/7 unit)

Volunteer Ambulance Providers – Cost per Staffed 24/7 Unit									
Provider #	Revenue	Expenses	Cost/ Response	Responses	Transports	Tx Rate	24/7 Units	PT Units	Cost/ Staffed 24/7 Unit
1	$30,800	$19,311	$690	28	26	93%	1	1	$12,874
2	$100,484	$116,916	$690	85	75	88%	1	0	$116,916
3	$80,000	$62,000	$544	114	107	94%	1	0	$62,000
4	$156,841	$156,704	$871	180	150	83%	1	0	$156,704
5	$20,000	$13,000	$765	17	10	59%	1	0	$13,000
6	$123,514	$133,748	$3,715	36	36	100%	1	0	$133,748
7	$5,000	$6,000	$171	35	7	20%	1	0	$6,000
9	$100,386	$48,248	$392	123	117	95%	1	0	$48,248
10	$50,000	$22,000	$157	140	135	96%	1	2	$11,000
15	$249,790	$256,855	$1,195	215	185	86%	2	2	$85,618
17	$18,500	$18,000	$450	40	40	100%	1	0	$18,000
18	$17,778	$10,000	$147	68	60	88%	1	0	$10,000
21	$331,650	$354,225	$616	575	480	83%	1	0	$354,225
24	$169,598	$104,744	$1,037	101	60	59%	2	0	$52,372
26	$117,409	$113,901	$1,186	96	89	93%	1	1	$75,934
27	$20,000	$15,000	$188	80	55	69%	1	0	$15,000
31	$116,413	$68,478	$280	245	164	67%	1	0	$68,478
32	$196,232	$234,004	$2,600	90	75	83%	2	0	$117,002
33	$600,000	$820,000	$820	1,000	743	74%	2	0	$410,000
35	$20,000	$33,000	$846	39	26	67%	1	0	$33,000
36	$100,000	$100,000	$800	125	75	60%	2	2	$33,333
37	$12,000	$6,000	$240	25	10	40%	1	0	$6,000
40	$51,705	$49,522	$527	94	50	53%	1	1	$33,015
43	$12,000	$9,500	$380	25	20	80%	1	0	$9,500
44	$100,000	$74,000	$925	80	53	66%	1	0	$74,000
46	$17,700	$8,000	$107	75	71	95%	1	1	$5,333
47	$130,022	$174,116	$1,055	165	145	88%	1	0	$174,116
49	$150,000	$150,000	$1,000	150	125	83%	1	0	$150,000
51	$125,000	$100,000	$645	155	146	94%	2	2	$33,333
52	$76,474	$176,353	$1,336	132	101	77%	1	0	$176,353
53	$350,000	$497,000	$1,135	438	365	83%	1	1	$331,333
54	$71,042	$43,278	$481	90	50	56%	1	2	$21,639

Volunteer Ambulance Providers – Cost per Staffed 24/7 Unit									
Provider #	Revenue	Expenses	Cost/ Response	Responses	Transports	Tx Rate	24/7 Units	PT Units	Cost/ Staffed 24/7 Unit
55	$30,000	$32,000	$640	50	45	90%	2	2	$10,667
57	$200,000	$200,000	$606	330	270	82%	2	2	$66,667
Average	**$116,186**	**$124,291**	**$801**	**150**	**120**	**78%**	**1.2**	**0.6**	**$86,055**
High	**$600,000**	**$820,000**	**$3,715**	**1,000**	**743**	**100%**	**2**	**2.0**	**$410,000**
Low	**$5,000**	**$6,000**	**$107**	**17**	**7**	**20%**	**1**	**-**	**$5,333**

Notes:

- Revenue and Expenses are from 2025
- PT units = part-time or peak units; assumed operating 12 hours/day/week (i.e., 0.5 of a 24/7 unit)

Volunteer Participation									
Provider #	Roster Size	Active Members (i.e., >15%)	Members Needed for 24/7 Unit	24/7 Units	PT Units	Total Units	Active Members	% of Ideal Staffing	% of Ideal Staffing/Unit
3	6	4	10	1	0	1.0	67%	60%	60%
4	23	23	25	1	0	1.0	100%	92%	92%
5	17	5	25	1	0	1.0	29%	68%	68%
6	12	6	20	1	0	1.0	50%	60%	60%
9	14	5	10	1	0	1.0	36%	140%	140%
15	14	5	15	2	2	3.0	36%	93%	31%
17	7	5	14	1	0	1.0	71%	50%	50%
20	13	5	20	1	1	1.5	38%	65%	43%
21	40	15	6	1	0	1.0	38%	667%	667%
24	20	7	15	2	0	2.0	35%	133%	67%
26	7	6	3	1	1	1.5	86%	233%	156%
27	6	0	21	1	0	1.0	0%	29%	29%
31	25	7	12	1	0	1.0	28%	208%	208%
33	22	10	30	2	0	2.0	45%	73%	37%
35	10	8	8	1	0	1.0	80%	125%	125%
36	10	6	12	2	2	3.0	60%	83%	28%
37	13	10	15	1	0	1.0	77%	87%	87%
40	8	3	15	1	1	1.5	38%	53%	36%
43	11	7	15	1	0	1.0	64%	73%	73%
44	14	5	14	1	0	1.0	36%	100%	100%
46	11	3	13	1	1	1.5	27%	85%	56%
47	19	5	19	1	0	1.0	26%	100%	100%
49	8	6	20	1	0	1.0	75%	40%	40%
52	22	14	18	1	0	1.0	64%	122%	122%
53	24	24	36	1	1	1.5	100%	67%	44%
57	38	4	40	2	2	3.0	11%	95%	32%
Average	**15.7**	**7.5**	**16.7**			**1.5**	**50%**	**115%**	**98%**
High	**40**	**24**	**40**			**3.0**	**100%**	**667%**	**667%**
Low	**6**	**0**	**0**			**1.0**	**0%**	**29%**	**28%**

Notes: Active members are participating in 15% or more of the calls

Survey Notes

- Sioux Falls Fire Rescue omitted as it only provides backup ambulance service (i.e., 2 transports in 2025)
- Providers with incomplete data for a particular section were omitted from that section
- Vol = Volunteer and Paid-on-Call (POC) with 90% or greater volunteer staff
- Comb. = Combination agencies with both volunteer/POC and paid staff
- Paid = Paid agencies with 50% or greater career staff