



**Finance & Economic Development Committee Budget Hearings  
Fire Department  
April 22, 2026**

**Q#2 ) Regarding EMS:**

1. What is the total annual cost of EMS operations within the Fire Department, and what percentage of those costs are currently covered by EMS billing revenue?
2. What is the City's current collection rate on EMS billing, and how does that compare to industry benchmarks?
3. What steps are being taken to ensure full reimbursement from Medicaid, Medicare, and private insurers?
4. Are there any barriers—administrative, regulatory, or operational—that are limiting our ability to maximize EMS revenue?
5. Has the City explored or applied for any state or federal funding opportunities to support EMS as essential public safety infrastructure?
6. What investments are needed (staffing, equipment, technology) to ensure EMS services are both effective and financially sustainable long-term?
7. How does the administration plan address any gap between EMS revenue and actual operational costs?