



Fiscal Year Ending June 30, 2018
Proposed Budget
Emergency Medical Services Enterprise Fund

City of Fall River, Massachusetts
Proposed Emergency Medical Services Enterprise Budget
For the Fiscal Year Ending June 30, 2018

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MISSION/GOALS/OBJECTIVES
FISCAL YEAR 2018

Mission Statement:

The City of Fall River Fire Department Emergency Medical Services is the primary provider of emergency medical services for the City of Fall River. We are committed to promoting excellence in pre-hospital care, with compassion and the highest standard of care. Our commitment to public safety, and protecting the safety and health of the public.

Vision Statement:

The Fall River Fire Department Emergency Medical Services vision is to be known as a progressive pre-hospital provider. Our continued training, and education for all hazard emergencies will enhance our ability to effectively function in a high stress situation, to reduce injuries and the loss of life. Through teamwork the Fall River Fire Department Emergency Medical Services is viewed as an innovative pre-hospital emergency medical provider, pursuing the latest medical advancements. Our department will remain a premier provider of emergency medical care, with a high standard of clinical treatment, compassion and respect for those we serve in their time of crisis.

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EMERGENCY MEDICAL SERVICES GOALS

GOAL

- To develop and update a fair and consistent policy and procedure manual, focusing on current standards.

OBJECTIVE:

- To issue a policy and procedure manual to all new hires, for consistency and best practices to ensure safety and legal compliance.
- To re-educate all current employees on updated policies and procedures.
- To develop a fair and consistent policy and procedure to maintain accountability.
- To outline personnel and management roles and responsibilities, for all levels of accountability.
- To use a “teamwork” approach for all level involvement in the process.
- To review policies and procedures manual on an annual basis for nessary updates.

GOAL:

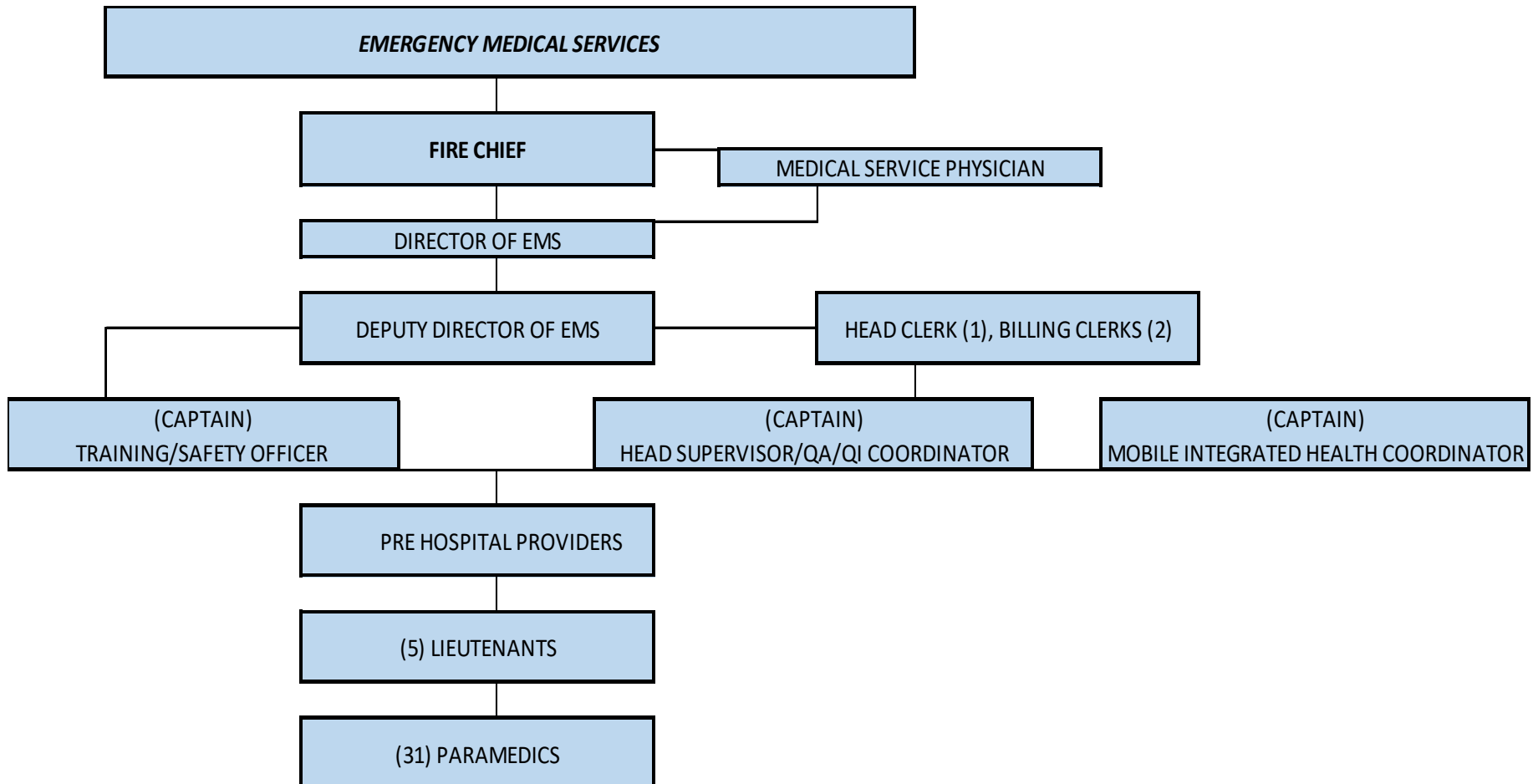
- To implement an interoperability plan with Fire/EMS merge

OBJECTIVE:

- Roles and Responsibilities of cohesive operation of firefighter/EMT’s and EMS personnel in response to medical emergencies.
- To implement training requirements for interoperability, to satisfy the regulatory mandates.
- To maintain strict QA/QI of all treatment modalities in conjunction with the merge, to maintain the highest standard of pre hospital care.
- To produce accurate statistical information on practitioner skill sets, and call volume to remain fiscally accountable.

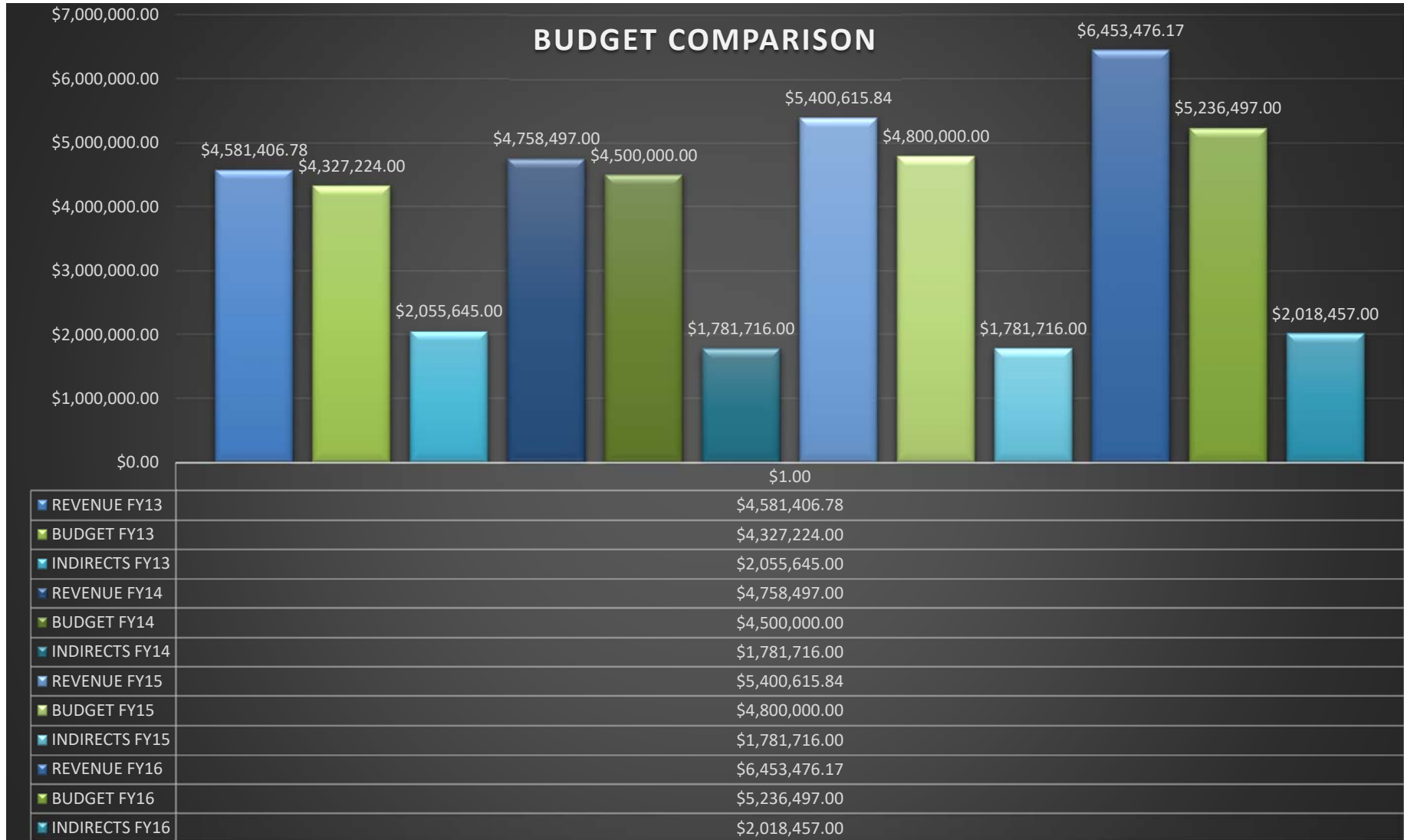
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Organizational Chart



City of Fall River, Massachusetts
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Budget Comparison



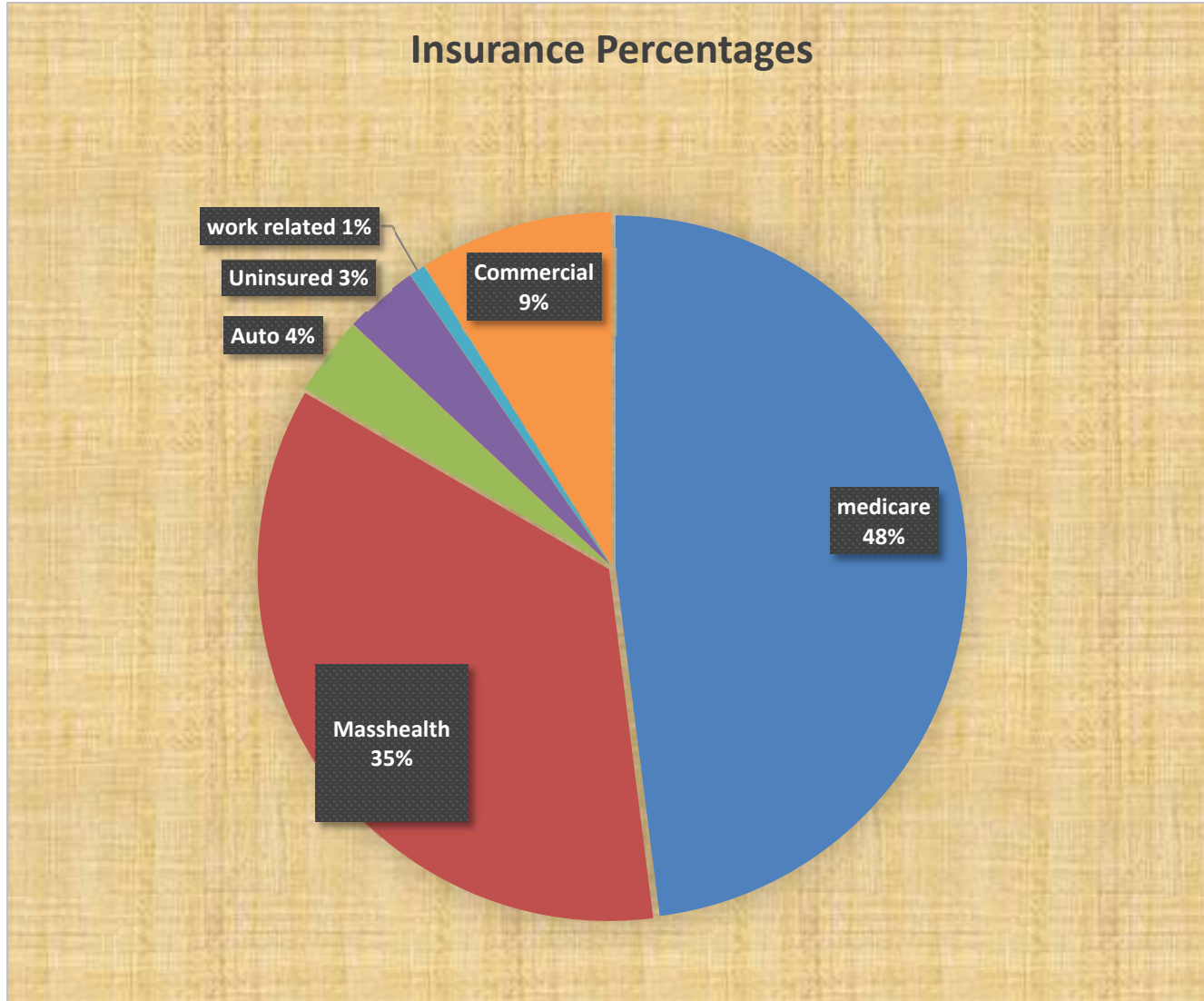
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Rate Comparisons by Community

EMS RATES COMPARISON 04/15/2015								
	FALL RIVER 7/10	SOMERSET	SWANSEA	WESTPORT	FAIRHAVEN	NEW BEDFORD	PROPOSED RATE	FINAL
BLS	\$731.37	\$983.30	\$1,410.78	\$748.00	\$946.03	\$795.43	\$802.20	\$802.20
ALS 1	\$870.63	\$1,653.61	\$2,391.12	\$883.00	\$1,123.40	\$1,456.71	\$1,406.68	\$1,406.68
ALS 2	\$1,260.14	\$2,593.65	\$3,272.40	\$1,107.50	\$1,625.98	\$2,296.82	\$2,033.60	\$2,296.82
MILEAGE	\$26.25		\$31.00	\$25.00	\$30.00	\$28.01	\$29.36	\$30.00
MEDICARE RATES 1/15								
	\$382.12							
	\$453.77							
	\$656.77							
	\$7.34							
RATE CHANGE EFFECTIVE ON TRIPS BILLED AFTER 05/01/2015								

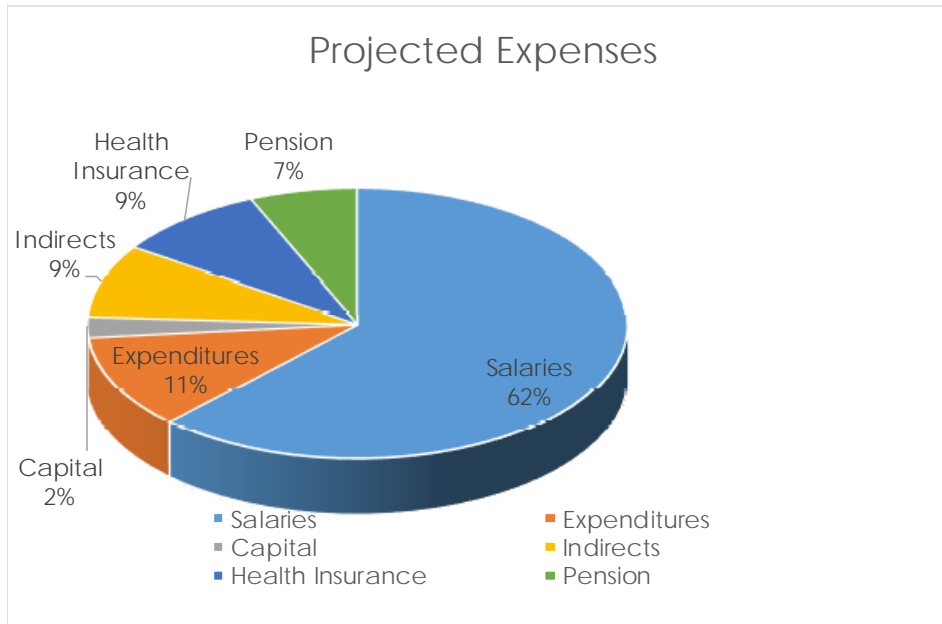
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Insurance Percentages by Category



City of Fall River, Massachusetts
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Fiscal 2018 Expenses by Category



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EMS Roles & Responsibilities

EMS ROLES AND RESPONSIBILITIES

- Provide highest standard pre-hospital care with compassion and respect
- Provide a “state of readiness” for public safety personnel at fire scenes
- Provide a “state of readiness for public safety personnel at water rescue, motor vehicle extrications, and hazmat incidents
- Provide a “state of readiness for the public and law enforcement personnel in an active shooter/hostile environment
- Provide continued training and education for all hazard emergencies to enhance our ability to function effectively in high stress situations
- American Heart Association Training Site, to provide CPR, First Aid and First Responder to both the public and medical communities to enhance heart safe education
- Opiate Awareness Program to bring awareness and prevention to our community
- EMS Revenue to continue to maintain high standards of insurance changes, and maintain the optimal collection rate
- To monitor all revenue to budget expenses to maintain fiscal accountability
- Provide a “teamwork” approach to maintain an all level involvement in the process
- To follow all policies and procedures as set forth by the City of Fall River
- Provide Incident Command in all Mass Casualty incidents

DEPARTMENT DESCRIPTION

- Administration: provides leadership for all level pre-hospital providers, billing staff, including QA/QI for treatment modalities adherence to protocols as outlined by the DPH, mandated training as required by DPH,, billing, revenue, budget oversight, ambulance licensing, drug licensing including all narcan licensing, supply procurement, Department of Public Health inspection and adherence to the regulations, incident for all hazard emergencies, adherence to policies and procedures including disciplinary action, and remediation as required, vehicle operations and purchasing, vehicle staffing, hiring or new employees, orientation of employees, monitoring of all employee earned time, sick leave and vacation time, provide Incident Command for all Mass Casualty Incidents
- Street Supervisors: provide leadership for all level pre-hospital providers, ensuring truck readiness, preparation for state inspection, vehicle operation safety, documentation of work related injuries, employee safety and adherence to the city’s policies and procedures.
- Paramedics: providing premier pre-hospital care in all hazard emergencies, adherence to the city’s policies and procedure, safe vehicle operation.

JOB DESCRIPTIONS:

- Please see job descriptions on file in the Human Resources Division.

Budget Summary

City of Fall River, Massachusetts
Proposed Emergency Medical Services Enterprise Budget
For the Fiscal Year Ending June 30, 2018

Proposed Revenue

	FY 2016	FY 2017	FY 2018	Percent	Support/ Calculations
	Revised Budget	Revised Budget	Projection	+/-	
<i>Emergency Medical Revenue:</i>					
User Fees	\$ 5,286,075	\$ 5,753,192	\$ 7,000,000		<i>Estimate based on rates and historical collections</i>

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Salaries and Expense Budget Detail

City of Fall River, Massachusetts
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	FY 2016	FY 2017	FY 2018	Percent	Support/ Calculations
	Revised Budget	Revised Budget	Projection	+/-	
Emergency Medical Services Salaries:					
SALARIES & WAGES-PERMANENT	\$ 1,914,531	\$ 2,022,501	\$ 2,642,779		<i>See Personnel Detail</i>
LONGEVITY	\$ 8,600	\$ 9,600	\$ 7,600		Longevity compensation per CBA
PER DIEM SALARIES	\$ 115,000	\$ 149,000	\$ 149,000		Compensation for per diem employees to defer overtime cost
SALARIES - OVERTIME	\$ 126,250	\$ 187,000	\$ 197,000		Due to reclassification/overtime rate will increase
SALARIES - SNOW / EVENTS	\$ -	\$ -	\$ 22,748		Boat races & other events
EDUCATIONAL	\$ 12,250	\$ 12,950	\$ 15,400		Compensation for educational requirements
SHIFT PREMIUM - SALARIES	\$ 32,936	\$ 37,000	\$ 42,736		Night differential
HOLIDAY PAY - SALARIES	\$ 160,393	\$ 173,068	\$ 195,692		Compensation for holidays per CBA
SERVICE OUT OF RANK - SALARIES	\$ 2,020	\$ 4,000	\$ 4,000		Compensation for back fill of officers
RETIREMENT BUYOUTS	\$ -	\$ 25,000	\$ 25,000		Compensation for employees separating employment
WORKER'S COMPENSATION - SALARIES	\$ 60,000	\$ 60,000	\$ 60,000		Salaries for employees injured on duty
UNEMPLOYMENT PAYMENTS - SALARIES	\$ -	\$ -	\$ -		
MEDICARE MATCH	\$ 28,785	\$ 36,701	\$ 44,149		1.45% salaries, overtime, per diem salaries
OTHER PERSONAL SERVICES	\$ 5,280	\$ -	\$ -		Duplicate of duty officer stipend
UNIFORM ALLOWANCE - SALARIES	\$ 28,000	\$ 29,600	\$ 38,500		875.00 per full time employee/increase due to CBA
DUTY OFFICER STIPEND	\$ 1,000	\$ 6,600	\$ 5,280		Duty officer stipend
ACTING DIRECTOR STIPEND	\$ 3,120	\$ -	\$ -		
AUTOMOBILE ALLOWANCE - SALARIES	\$ -	\$ -	\$ -		
Total Salaries	\$ 2,498,165	\$ 2,753,019	\$ 3,449,884	38.10%	

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	FY 2016	FY 2017	FY 2018	Percent	Support/ Calculations
	Revised Budget	Revised Budget	Projection	+/-	
Emergency Medical Services Expenditures:					
ELECTRICITY	\$ 5,000	\$ 5,000	\$ 5,000		Electricity for department buildings, charging of ambulances, and various equipment
HEAT	\$ 6,000	\$ 6,000	\$ 6,000		Heat provided for ambulance quarters/bays %per cu ft 3 yr average 5,633.44
REPAIRS/MAINTENANCE	\$ 1,000	\$ 1,000	\$ 1,000		Repair of printer, scanner, copier, stamp machine, bill printer
RADIO REPAIRS & MAINTENANCE	\$ 1,000	\$ 1,000	\$ 1,000		For radio batteries and replacement, pending new medical rescue
RENTALS AND LEASES	\$ 128,702	\$ 171,000	\$ 262,088		Medical Rescue 4 (\$84,087.61) Rescue 3, Rescue 5 & M-1 (combined lease 178,000)
WORKERS COMP MEDICAL	\$ 7,500	\$ 12,000	\$ 15,000		Workers compensation treatment bills for employees injured on duty
DATA PROCESSING	\$ 8,800	\$ 20,000	\$ 30,000		Billing program \$10,480, cardiac monitor preventative maintenance \$5712.00, insurance research \$2,900, electronic billing \$4750 (cost increase with increases of 75 over submissions, IMC dispatch program \$2,125
TELEPHONE/COMMUNICATIONS	\$ 3,000	\$ 4,500	\$ 4,500		Director cell, duty phone cell \$ 49.99 x 2 per mo, comcast internet service 25% = \$26.25 per month, radio license fee 25%= \$49.88 per year, mobile access to CAD and patient care reporting \$40.00 per month (6) =2,880.00
POSTAGE/COMMUNICATIONS	\$ 2,000	\$ 2,000	\$ 2,000		Cost of postage for medical bills, attorney correspondence, employee correspondence, certified mail, rental of postal machine 3 yr average \$1,776.66 varies postal increases
MEDICAL DIRECTOR COMPENSATION	\$ 23,000	\$ 22,500	\$ 22,500		Medical director compensation 1855.00 per month
GASOLINE/ENERGY SUPPLIES	\$ 60,000	\$ 62,500	\$ 67,500		Gasoline/diesel fuel used in the medical rescues, department vehicles 3 year average \$ 62,189.12
OFFICE SUPPLIES	\$ 2,500	\$ 1,800	\$ 1,800		Paper clips, certificate paper, staplers, printer paper, cabinets, folders, expandable folders for record keeping, staplers, computer mouse, note pads 3 year avg 1745.91
OTHER OFFICE SUPPLIES	\$ 200	\$ 195	\$ 195		HCFA billing forms 46.00 per box of 500 x 4 boxes plus shipping 195.00
PRINTING SUPPLIES	\$ 500	\$ 500	\$ 500		Printer paper, envelops various sizes required for billing purposes, business cards, letterhead
OTHER R&M SUPPLIES	\$ 700	\$ 700	\$ 700		Repair of primer vents (NFPA mandated), keys, 25% of \$44.00 per month pest control \$132.00

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	FY 2016	FY 2017	FY 2018	Percent	Support/ Calculations
	Revised Budget	Revised Budget	Projection	+/-	
CLEANING SUPPLIES	\$ 1,500	\$ 1,500	\$ 1,500		Custodial supplies for maintenance of crews quarters
MOTOR OIL AND LUBRICANTS	\$ 5,019	\$ 5,019	\$ 5,019		Cost of routine maintenance of medical rescues, tires for general wear, flats, antifreeze for winterizing of medical rescues (cost increase due to manufacturer parts required to not void extended warranty) 3 year average \$5,019.00
PARTS AND ACCESSORIES - VEHICLES	\$ 35,000	\$ 25,000	\$ 35,000		For medical rescue parts and accessories for the purpose of medical rescues 3 yr average \$ 53,463.97
MEDICAL SUPPLIES	\$ 130,000	\$ 131,000	\$ 174,454		Medical supplies for providing patient care as per IFB, medications, cost of stocking new medical rescues, oxygen for patient treatment 3 yr average \$130,163.62
EDUCATIONAL SUPPLIES	\$ 1,000	\$ 625	\$ 625		Protocol books, narcotics logs, station journals, stretcher repair logs as mandated by DPH, AHA Heart Association Updates 126.00 each (3) all levels
BOOKS	\$ 500	\$ 687	\$ 600		American Medical Association 361.20 updated coding books, 325.00 Polk Directory 325.00 address, name research for billing purposes
DATA PROCESSING SUPPLIES	\$ 1,000	\$ 970	\$ 970		Printer scanner copier ink 126.99 (3) \$381.00, 146.99 (4) \$588.00 total: 969.00
STRETCHER REPAIR/MAINTENANCE	\$ 5,880	\$ 5,880	\$ 5,880		For the repair of stretchers, wheel casters, frames, mattresses, batteries, vehicle mounts 3 yr average \$7,271.73
OTHER INTERGOVERNMENTAL	\$ 12,000	\$ 16,500	\$ 6,100		ambulance licenses 600 per year & 200 per vehicle (5) \$1,600, ambulance drug licenses \$300 (5) \$1500.00, certification reimbursement per CBA \$150 (20) \$3000
EMS DOCUMENTATION PROGRAM	\$ -	\$ 10,919	\$ 11,000		EMS report writing program/integrates into EMS billing program
WATER/SEWER CSO CHARGE	\$ 3,000	\$ 2,600	\$ 3,600		Water and CSO charge 3 yr average \$2,566.28
INSTATE TRAVEL/MILEAGE	\$ 300	\$ 300	\$ 300		Parking, and mileage for travel, currently mobile intergrated health care meeting parking \$39.00

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	FY 2016	FY 2017	FY 2018	Percent	Support/ Calculations
	Revised Budget	Revised Budget	Projection	+/-	
SUBSCRIPTIONS	\$ 100	\$ 100	\$ 100		JEMS magazine (5) subscriptions 20.00 per year
MOTOR VEHICLE INSURANCE	\$ 113,000	\$ 111,000	\$ 111,000		Motor vehicle insurance and malpractice umbrella insurance total \$110,980
CLAIMS & DAMAGES	\$ 2,500	\$ 2,500	\$ 2,500		For claims involving medical rescues, and deductibles
STAFF DEVELOPMENT	\$ -	\$ 5,975	\$ 4,125		First responder training certification and AHA CPR training as mandated by law \$875.00, IV pump education \$3,250
TRAINING EXPENSE	\$ 1,000	\$ 12,000	\$ 12,000		Purchase of AHA CPR cards/plus training expenses/deferred by CPR Training revenue
Total Expenditures	\$ 561,701	\$ 643,270	\$ 794,556	41.46%	
OTHER EQUIPMENT	\$ 207,752	\$ 95,678	\$ 167,547		See attached justification
Total Capital	\$ 207,752	\$ 95,678	\$ 167,547	-19.35%	
TRANSFERS TO GENERAL FUND	\$ 612,173	\$ 933,751	\$ 600,498		
TRANSFER GF - HEALTH	\$ 521,538	\$ 629,111	\$ 637,939		
TRANSFER GF PENSIONS	\$ 884,746	\$ 698,363	\$ 450,880		
TRANSFER GF-SHARED PAYROLL	\$ -	\$ -	\$ 898,696		Dispatcher-firefighters (see attached)
Total Transfers	\$ 2,018,457	\$ 2,261,225	\$ 2,588,013	28.22%	
Total Expenditures	\$ 2,787,910	\$ 3,000,173	\$ 3,550,116		
Total Emergency Medical Services	\$ 5,286,075	\$ 5,753,192	\$ 7,000,000	32.42%	

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Payroll Salary Details

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Last Name	First Name	Job Class Description	FTE	Annual Salary	2%	Step Increase	Shift	Education Stipend	On-Call/ Professional Devel Stipend	Longevity	Clothing	Holiday	Total
OLIVEIRA	TIMOTHY	DIRECTOR EMS	1	\$ 108,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 108,000
FAUNCE	BETH ANN	DEPUTY DIRECTOR	1	\$ 66,622	\$ -	\$ -	\$ 1,044	\$ 350	\$ 1,320	\$ 1,000	\$ 875	\$ 5,381	\$ 76,592
MASSAROCO	NEECOLE	SR CLK TYP	1	\$ 36,177	\$ 724	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ 142	\$ 37,443
DEMARCO	KELLY	SR CLK TYP	1	\$ 36,177	\$ 724	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ 142	\$ 37,443
CARVALHO	LISA	HEAD CLK	1	\$ 42,660	\$ 853	\$ 192	\$ -	\$ -	\$ -	\$ 600	\$ -	\$ 167	\$ 44,472
AUSTIN	WILLIAM	LIEUTENANT	1	\$ 57,650	\$ -	\$ -	\$ 964	\$ 350	\$ -	\$ 100	\$ 875	\$ 4,656	\$ 64,596
DAVIS	CHERYL	LIEUTENANT	1	\$ 57,650	\$ -	\$ -	\$ 964	\$ 350	\$ -	\$ 100	\$ 875	\$ 4,656	\$ 64,596
FARIAS	JENNIFER	LIEUTENANT	1	\$ 57,650	\$ -	\$ -	\$ 964	\$ 350	\$ -	\$ 400	\$ 875	\$ 4,656	\$ 64,896
LONARDO	WILLIAM	LIEUTENANT	1	\$ 57,650	\$ -	\$ -	\$ 964	\$ 350	\$ -	\$ 400	\$ 875	\$ 4,656	\$ 64,896
SILVA	NICHOLAS	LIEUTENANT	1	\$ 57,650	\$ -	\$ -	\$ 964	\$ 350	\$ -	\$ 100	\$ 875	\$ 4,656	\$ 64,596
CAMARA	ROBERT	TRAINING CAPTAIN	1	\$ 61,974	\$ -	\$ -	\$ 1,044	\$ 350	\$ 1,320	\$ 1,000	\$ 875	\$ 5,006	\$ 71,568
MORIN	JOHN	CAPTAIN	1	\$ 61,974	\$ -	\$ -	\$ 1,044	\$ 350	\$ 1,320	\$ 800	\$ 875	\$ 5,006	\$ 71,368
RODRIGUES	JENNIFER	CAPTAIN	1	\$ 61,974	\$ -	\$ -	\$ 1,044	\$ 350	\$ 1,320	\$ 400	\$ 875	\$ 5,006	\$ 70,968
ADAMS	MATTHEW	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
ALMEIDA	ANDREW	EMT/PARA	1	\$ 54,873	\$ -	\$ 319	\$ 964	\$ 350	\$ -	\$ 100	\$ 875	\$ 4,458	\$ 61,939
ARRUDA	MICHAEL	EMT/PARA	1	\$ 53,628	\$ -	\$ 311	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,357	\$ 60,485
BROWN	AMANDA	EMT/PARA	1	\$ 54,873	\$ -	\$ 319	\$ 964	\$ 350	\$ -	\$ 100	\$ 875	\$ 4,458	\$ 61,939
CARLSON	BRITTANY	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
COUTU	MICHAEL	EMT/PARA	1	\$ 54,873	\$ -	\$ 319	\$ 964	\$ 350	\$ -	\$ 400	\$ 875	\$ 4,458	\$ 62,239

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Last Name	First Name	Job Class Description	FTE	Annual Salary	2%	Step Increase	Shift	Education Stipend	On-Call/ Professional Devel Stipend	Longevity	Clothing	Holiday	Total
FERGUSON	BETHANIE	EMT/PARA	1	\$ 53,628	\$ -	\$ 311	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,357	\$ 60,485
FOURNIER	MATTHEW	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
FRIGAULT	LAURA	EMT/PARA	1	\$ 53,628	\$ -	\$ 311	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,357	\$ 60,485
GUILMETTE	JAMES	EMT/PARA	1	\$ 53,628	\$ -	\$ 311	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,357	\$ 60,485
HIGGINS	SHAUN	EMT/PARA	1	\$ 54,873	\$ -	\$ 319	\$ 964	\$ 350	\$ -	\$ 400	\$ 875	\$ 4,458	\$ 62,239
HOLLAND	ROBERT	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
JONES	CHRISTOPHER	EMT/PARA	1	\$ 53,628	\$ -	\$ 311	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,357	\$ 60,485
KIRKMAN	CHRISTOPHER	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ 100	\$ 875	\$ 4,260	\$ 59,296
KREWKO	JOSEPH	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
LEDUC	MICHAEL	EMT/PARA	1	\$ 54,873	\$ -	\$ 319	\$ 964	\$ 350	\$ -	\$ 100	\$ 875	\$ 4,458	\$ 61,939
LEVESQUE	PAUL	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
LIGHTHALL	MARK	EMT/PARA	1	\$ 54,873	\$ -	\$ 319	\$ 964	\$ 350	\$ -	\$ 400	\$ 875	\$ 4,458	\$ 62,239
MAVROGEOF	CAITLYN	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
MCBARRON	MICHAEL	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
MCCORMAC	HEATHER	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
OLDHAM	CHARLES	EMT/PARA	1	\$ 54,873	\$ -	\$ 319	\$ 964	\$ 350	\$ -	\$ 100	\$ 875	\$ 4,458	\$ 61,939
REMY	THOMAS	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
ROCK	NATHAN	EMT/PARA	1	\$ 53,628	\$ -	\$ 311	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,357	\$ 60,485
RODRIGUES	ERIC	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
SILVA	MATTHEW	EMT/PARA	1	\$ 54,873	\$ -	\$ 319	\$ 964	\$ 350	\$ -	\$ 100	\$ 875	\$ 4,458	\$ 61,939
SUTHERLAND	JOSHUA	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
VIEIRA	CORY	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
WEST	ROBERT	EMT/PARA	1	\$ 54,873	\$ -	\$ 319	\$ 964	\$ 350	\$ -	\$ 100	\$ 875	\$ 4,458	\$ 61,939
WINTERSON	MATTHEW	EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
WOOD	STEVEN	EMT/PARA	1	\$ 53,628	\$ -	\$ 311	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,357	\$ 60,485
VACANCY		EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
VACANCY		EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
VACANCY		EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
VACANCY		EMT/PARA	1	\$ 52,452	\$ -	\$ 294	\$ 964	\$ 350	\$ -	\$ -	\$ 875	\$ 4,260	\$ 59,196
			48	\$ 2,629,652	\$ 2,300	\$ 10,827	\$ 42,736	\$ 15,400	\$ 5,280	\$ 7,600	\$ 38,500	\$ 195,692	\$ 2,948,004