

**HAMILTON EMERGENCY
SERVICES**

FIRE and EMS



2012 Departmental Overview & FTE's

Purpose / Function

- To manage local public safety risks by creating, implementing and evaluating existing emergency service programs that match the diverse needs of our community, while satisfying applicable standards and industry best practices in a fiscally responsible manner.

Services Provided

- Fire and Rescue Services, Corporate Trunked Radio, Emergency Management
- Emergency Medical Services (EMS)

Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2011	16.0	820.3	836.3	51.3:1
2012	16.0	820.3	836.3	51.3:1
Change	0.0	0.0	0.0	

2012 Net Operating Budget by Program

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
Corporate Radio System	847,451	821,490	738,152	(109,299)	(12.9)%
Emergency Management	321,050	312,257	349,416	28,366	8.8%
Emergency Medical Services	15,981,816	16,494,098	16,416,765	434,949	2.7%
Emergency Services Admin	749,343	856,400	763,786	14,443	1.9%
Fire Services	73,602,814	72,886,434	76,156,988	2,554,174	3.5%
NET LEVY	91,502,474	91,370,679	94,425,107	2,922,633	3.2%

2012 Tax Operating Budget by Cost Category

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
EMPLOYEE RELATED COST	95,551,585	96,298,841	98,524,389	2,972,805	3.1%
MATERIAL AND SUPPLY	2,498,560	2,752,809	3,228,725	730,165	29.2%
VEHICLE EXPENSES	1,339,700	1,303,908	1,428,567	88,867	6.6%
BUILDING AND GROUND	1,285,480	1,321,180	1,312,335	26,855	2.1%
CONSULTING	0	24,353	0	0	0.0%
CONTRACTUAL	1,566,240	1,613,495	1,644,897	78,657	5.0%
RESERVES / RECOVERIES	6,201,399	6,096,100	6,356,501	155,102	2.5%
COST ALLOCATIONS	(331,270)	(319,678)	(517,759)	(186,489)	(56.3)%
FINANCIAL	492,580	438,453	468,230	(24,350)	(4.9)%
CAPITAL EXPENDITURES	0	8,019	0	0	0.0%
TOTAL EXPENDITURES	108,604,274	109,537,480	112,445,885	3,841,611	3.5%
FEES AND GENERAL	(525,130)	(724,700)	(517,363)	7,767	1.5%
GRANTS AND SUBSIDIES	(16,576,670)	(16,884,395)	(17,503,415)	(926,745)	(5.6)%
RESERVES	0	(557,706)	0	0	0.0%
TOTAL REVENUES	(17,101,800)	(18,166,801)	(18,020,778)	(918,978)	(5.4)%
NET LEVY	91,502,474	91,370,679	94,425,107	2,922,633	3.2%

HAMILTON EMERGENCY SERVICES

ADMINISTRATION (Shared FIRE and EMS)



Administration Division (shared) Overview & FTE's

Purpose / Function

- To support the provision of front line services for Fire and EMS.

Services Provided

- Provide administrative and finance support through the following positions:
- Finance (7 FTE), Administrative Assistant I, Administrative Assistant II, Senior Project Manager, HES Administration/Uniform Clerk

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2011	0.0	11.0	11.0	
2012	0.0	11.0	11.0	
Change	0.0	0.0	0.0	

2012 Net Operating Budget - Administration

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
HES Administration	199,948	324,530	200,328	380	0.2%
HES Finance & Administration	549,395	531,870	563,457	14,062	2.6%
NET LEVY	749,343	856,400	763,786	14,443	1.9%



2012 Operating Budget by Cost Category

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
<i>EMPLOYEE RELATED COST</i>	645,083	741,660	654,486	9,403	1.5%
<i>MATERIAL AND SUPPLY</i>	22,930	19,240	24,690	1,760	7.7%
<i>BUILDING AND GROUND</i>	3,410	3,170	3,180	(230)	(6.7)%
<i>CONSULTING</i>	0	12,720	0	0	0.0%
<i>CONTRACTUAL</i>	63,590	68,210	73,240	9,650	15.2%
<i>RESERVES / RECOVERIES</i>	14,330	11,360	8,190	(6,140)	(42.8)%
<i>COST ALLOCATIONS</i>	0	40	0	0	0.0%
<i>TOTAL EXPENDITURES</i>	749,343	856,400	763,786	14,443	1.9%
<i>TOTAL REVENUES</i>	0	0	0	0	0.0%
<i>NET LEVY</i>	749,343	856,400	763,786	14,443	1.9%



2012 Major Cost Drivers – HES Administration

- Employee related costs - salary and benefits \$9,403

Total net levy increase \$14,443 or 1.9%

HAMILTON EMERGENCY SERVICES

FIRE



Service Profile

Purpose / Function

- Through Fire and Rescue services protect and promote quality of life and public safety within our diverse urban and rural communities.

Services Provided

- Fire Suppression
- Rescue and Extrication Services
- High Angle Rescue
- Confined Space
- Hazardous Materials Response
- Emergency Medical First Responder
- Inspection Services
- Public Education
- Professional Standards



Service Profile

Community Risk Profile

- Industrial Hub – Processing, Manufacturing, Chemical Operations and Distribution Facilities
- Multiple Industrial/Commercial Centres
- Large Geographic Coverage Area (Urban and Rural)
- Heritage Areas (Distributed throughout community)
- Nuclear Facility

Service Determinants

- Community Risk Profile
- NFPA Standards/OFM Guidelines
- Fire Prevention and Protection Act (F.P.P.A.)
- Industry Best Practices
- CSA, ULC Standards and MOL Section 21 Guidelines



OMBI Performance Comparators

Firefighters per 1,000 population

– Hamilton	0.96
– Average of municipalities measured	1.09

Fire Staffing costs per capita

– Hamilton	\$137.58
– Average of municipalities measured	\$143.24

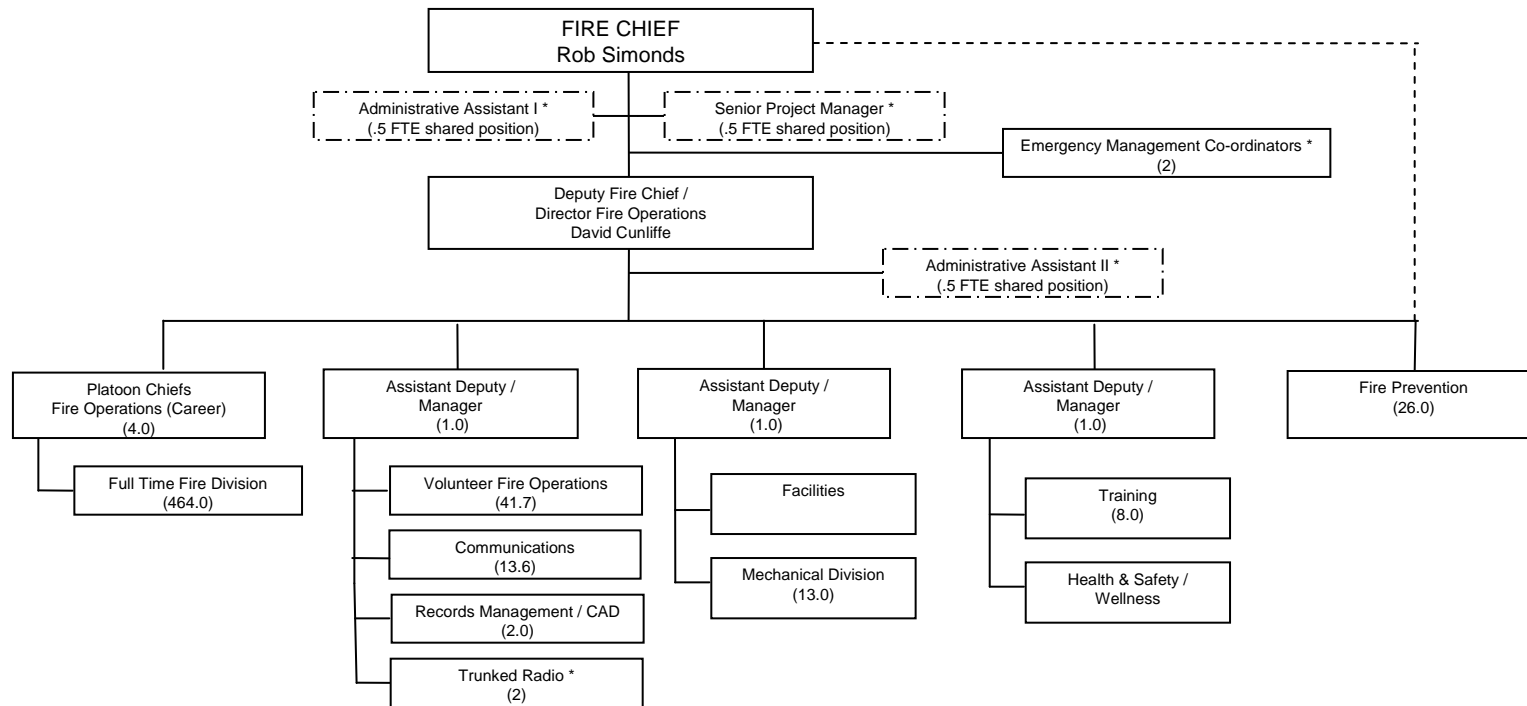
Operating costs for Fire Service per 1,000 assessment

– Hamilton	\$1.68
– Average of municipalities measured	\$1.83

Fire-OMBI total operating cost per incident

– Hamilton	\$3,185.81
– Average of municipalities measured	\$4,452.32

Interim Organization Structure



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2011	8.0	569.3	577.3	71.2:1
2012	8.0	569.3	577.3	71.2:1
Change	0.0	0.0	0.0	

2012 Net Operating Budget

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
Fire Administration	2,365,794	2,187,034	2,444,654	78,860	3.3%
Fire Operations	71,237,020	70,699,400	73,712,334	2,475,314	3.5%
NET LEVY	73,602,814	72,886,434	76,156,988	2,554,174	3.5%



2012 Operating Budget by Cost Category

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
EMPLOYEE RELATED COST	67,293,225	67,201,045	69,183,871	1,890,646	2.8%
MATERIAL AND SUPPLY	1,210,150	1,296,424	1,517,810	307,660	25.4%
VEHICLE EXPENSES	704,460	708,708	733,401	28,941	4.1%
BUILDING AND GROUND	922,570	925,280	994,255	71,685	7.8%
CONSULTING	0	8,243	0	0	0.0%
CONTRACTUAL	218,760	147,599	177,305	(41,455)	(18.9)%
RESERVES / RECOVERIES	3,463,369	3,346,390	3,582,260	118,891	3.4%
COST ALLOCATIONS	(14,920)	(4,261)	162,886	177,806	1191.7%
FINANCIAL	180,700	182,193	180,700	0	0.0%
CAPITAL EXPENDITURES	0	8,019	0	0	0.0%
TOTAL EXPENDITURES	73,978,314	73,819,640	76,532,488	2,554,174	3.5%
FEES AND GENERAL	(375,500)	(375,500)	(375,500)	0	0.0%
RESERVES	0	(557,706)	0	0	0.0%
TOTAL REVENUES	(375,500)	(933,206)	(375,500)	0	0.0%
NET LEVY	73,602,814	72,886,434	76,156,988	2,554,174	3.5%



2012 Major Cost Drivers

Total net levy increase \$2,554,174 or 3.5%

HAMILTON EMERGENCY SERVICES - FIRE

Emergency Management



Service Profile – Emergency Management

Purpose / Function

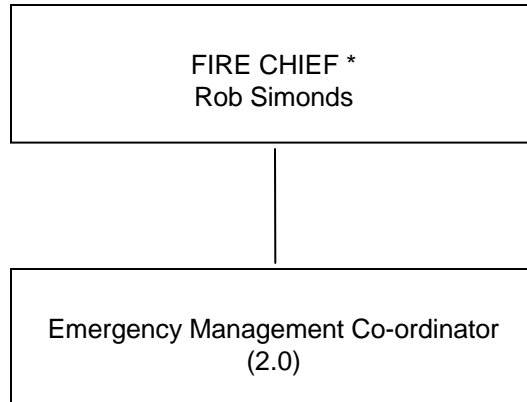
- To make provision for the efficient administration, co-ordination and implementation of the extraordinary arrangements and response measures taken by the City of Hamilton to protect the health, safety and welfare of the residents of Hamilton before, during and after any emergency and ensure compliance with provincially mandated regulations and guidelines.

Services Provided

- Address public safety risks in the City of Hamilton by developing, implementing and continually enhancing emergency management programs within our Corporation based on the provincially mandated standards and industry best practices, which includes prevention / mitigation, preparedness, response, and recovery strategies.



Emergency Management



* Already counted under Fire

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2011	0.0	2.0	2.0	
2012	0.0	2.0	2.0	
Change	0.0	0.0	0.0	

2012 Net Operating Budget – Emergency Management

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
Emergency Plan	265,530	230,468	278,556	13,026	4.9%
Public Education	19,090	4,578	19,090	0	0.0%
Emergency Operations Centre	20,060	38,143	35,980	15,920	79.4%
Municipal Training	16,370	39,068	15,790	(580)	(3.5)%
NET LEVY	321,050	312,257	349,416	28,366	8.8%



2012 Operating Budget by Cost Category – Emergency Management

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
EMPLOYEE RELATED COST	222,320	198,306	234,176	11,856	5.3%
MATERIAL AND SUPPLY	27,000	31,855	27,000	0	0.0%
BUILDING AND GROUND	7,150	7,150	8,280	1,130	15.8%
CONTRACTUAL	41,180	41,046	41,180	0	0.0%
RESERVES / RECOVERIES	23,400	33,900	38,780	15,380	65.7%
TOTAL EXPENDITURES	321,050	312,257	349,416	28,366	8.8%
TOTAL REVENUES	0	0	0	0	0.0%
NET LEVY	321,050	312,257	349,416	28,366	8.8%



2012 Major Cost Drivers – Emergency Management

- EOC server equipment and maintenance \$15,380
- Salary and Benefits \$11,856

Total net levy increase \$28,366 or 8.8%



**HAMILTON EMERGENCY
SERVICES - FIRE**

Corporate Trunked Radio



Service Profile – Corporate Trunked Radio

Purpose / Function

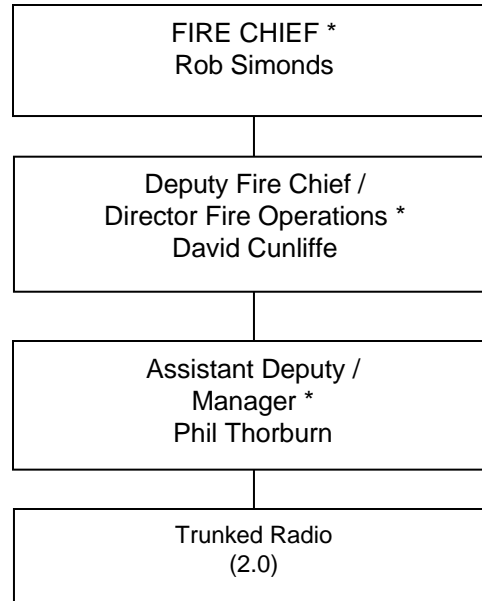
- Protect and promote quality of life and public safety by providing effective / reliable two-way communications to first responders and other City employees.

Services Provided

- Provide two-way radio and data communications to Police, Fire, Public Works (Transit – Supervisor, Waste Management, Roads) and other various City Departments. Corporate Trunked Radio also assists in the maintaining of various critical systems within Fire and Police Dispatch Centre.



Corporate Trunked Radio



* Already counted under Fire

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2011	0.0	2.0	2.0	
2012	0.0	2.0	2.0	
Change	0.0	0.0	0.0	

2012 Net Operating Budget – Corporate Trunked Radio

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
Emergency Communications	847,451	821,490	738,152	(109,299)	(12.9)%
NET LEVY	847,451	821,490	738,152	(109,299)	(12.9)%

2012 Operating Budget by Cost Category – Corporate Trunked Radio

	2011	2011	2012	2012 Preliminary /	
	Budget	Projected Actual	Preliminary Budget	2011 Budget	
				\$	%
EMPLOYEE RELATED COST	176,001	174,250	188,445	12,444	7.1%
MATERIAL AND SUPPLY	222,440	222,440	525,150	302,710	136.1%
VEHICLE EXPENSES	2,730	2,730	4,117	1,387	50.8%
BUILDING AND GROUND	179,100	179,100	89,850	(89,250)	(49.8)%
CONTRACTUAL	289,540	265,330	240,577	(48,963)	(16.9)%
RESERVES / RECOVERIES	1,299,750	1,299,750	1,347,621	47,871	3.7%
COST ALLOCATIONS	(1,345,420)	(1,345,420)	(1,698,685)	(353,265)	(26.3)%
FINANCIAL	75,000	75,000	85,000	10,000	13.3%
TOTAL EXPENDITURES	899,141	873,180	782,075	(117,066)	(13.0)%
FEES AND GENERAL	(51,690)	(51,690)	(43,923)	7,767	15.0%
TOTAL REVENUES	(51,690)	(51,690)	(43,923)	7,767	15.0%
NET LEVY	847,451	821,490	738,152	(109,299)	(12.9)%



2012 Major Cost Drivers – Corporate Trunked Radio

• Equipment/repairs/maintenance	(\$105,860)
• Data Line Charge	(\$90,000)
• Maintenance Contract	\$408,570
• CA Communications	(\$353,265)

Total net levy increase (\$109,299) or (12.9)%

QUESTIONS?



HAMILTON EMERGENCY SERVICES

EMS



Service Profile

Purpose / Function

- Hamilton EMS assists in creating healthy neighbourhoods and protecting and promoting public safety (P) by operating the legislated land ambulance service for the City of Hamilton residents and as required neighbouring communities.

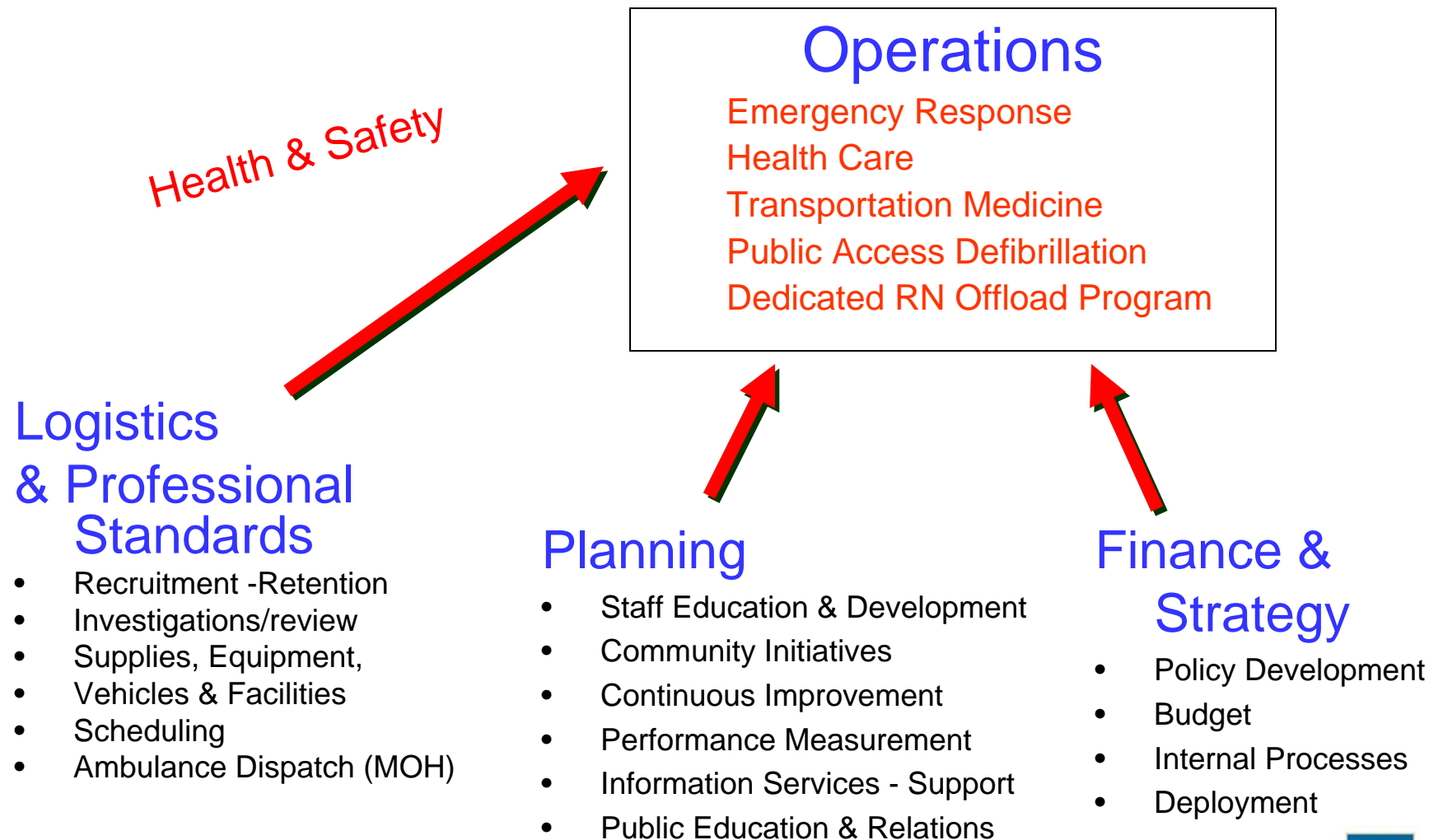
Services Provided

- **EMS Operations;** 24h, 365 day paramedic service annually responds to emergency calls (72,861 calls in 2011) providing a rapid medical response, sophisticated medical at the scene and medical transportation to hospital (P, SS)
- **City-wide Public Access Defibrillation Program.** The paramedic service coordinates this City-wide program (SS, P)
- **Dedicated Offload Nurse Program.** The paramedic service contracts with the area hospitals to provide emergency nursing coverage to receive patients arriving at the emergency department by ambulance during peak periods (SS, P)
- **EMS Planning, Continuous Education and External Relations** provides provincially mandated paramedic continuous education; supports community paramedic initiatives; and provides public education and relations (L&G)
- **EMS Logistics and Professional Standards** provides logistical support for Operations and Planning; a provincially mandated continuous quality improvement program; and, facilitates a mandated investigation process (L&G, SS)

All these services are delivered in a manner that; yields value for money (SS); is efficient and effective (SS); meets the interests of the elected officials and their diverse communities (L&G), and, provides staff a living wage (P).



Service Profile – Business Model



Service Profile

Community Risk Profile

- Referral Centre for LHIN wide speciality programs
- Health Risk Profile (Respiratory Health, Obesity, Age demographics, etc.)
- Large Geographic Coverage Area with urban and rural mix
- Manufacturing and Farming Industries
- Nuclear Facility

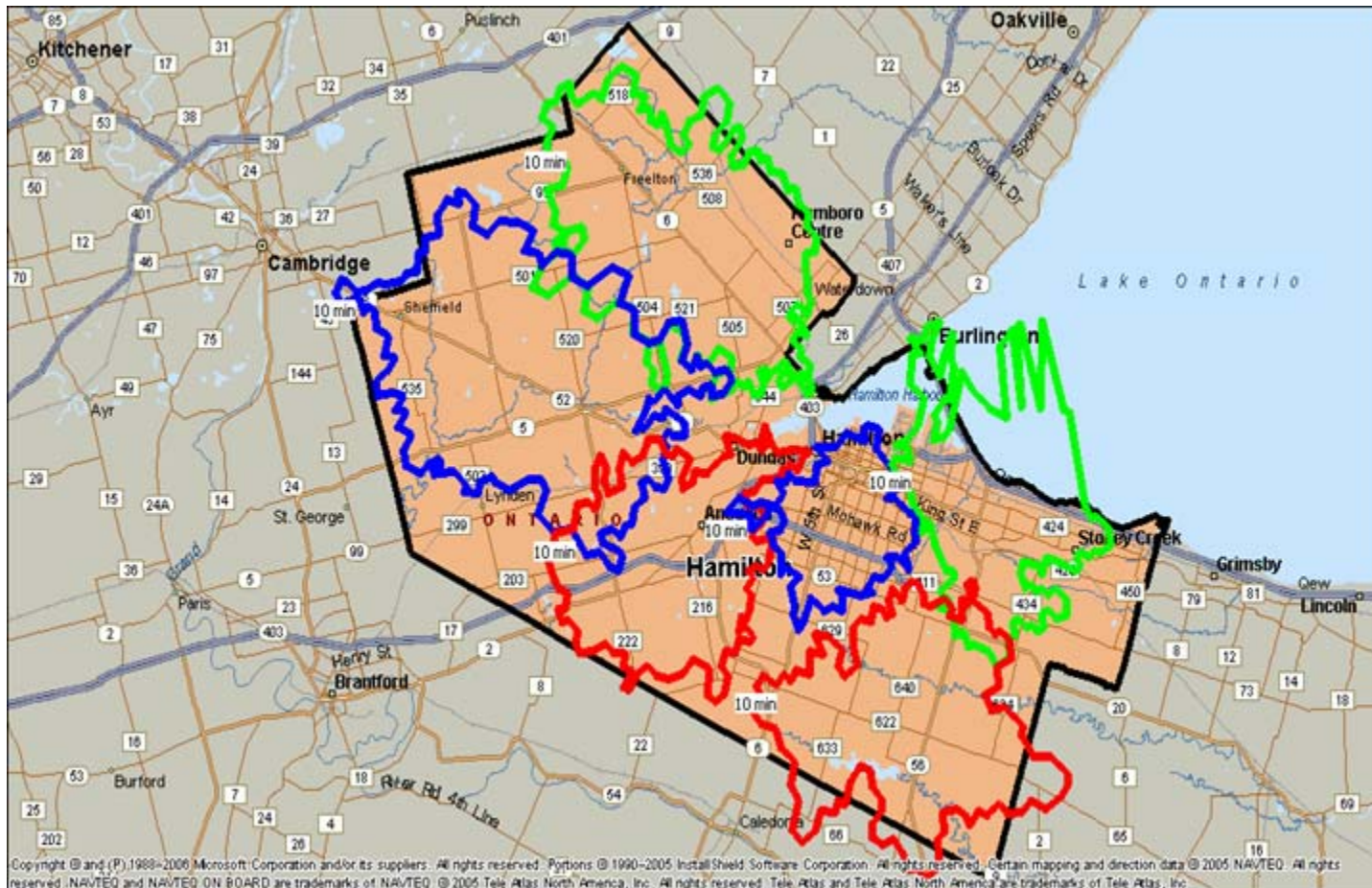
Service Determinants

- Community Risk Profile
- Council & SMT; Mission, Visions & Values; 2012 Strategic Objectives of Prosperity, Leadership & Governance, and Sustainable Service
- Ambulance Act Standards and Guidelines
- Provincial Medical Directives
- 2007 Third Party Operational Review
- Benchmarking using OMBI & regular surveying by EMS Chiefs of Ontario



Service Profile – Emergency Response Plan

Hamilton EMS is divided into 6 primary response zones each with a target time of 10 minutes across the 1041 square kilometres of the City (2007).



OMBI Performance Comparators (2010)

EMS Vehicle in Service Costs per Hour

- **Hamilton** **\$ 159**
- Average of municipalities measured \$ 170

EMS OMBI cost per call patient transported

- **Hamilton** **\$843**
- Average of municipalities measured \$938



OMBI Performance Comparators (2010)**EMS Total Calls per 1,000 population**

- **Hamilton** **127**
- Average of municipalities measured 102

EMS Service Hours per 1,000 population

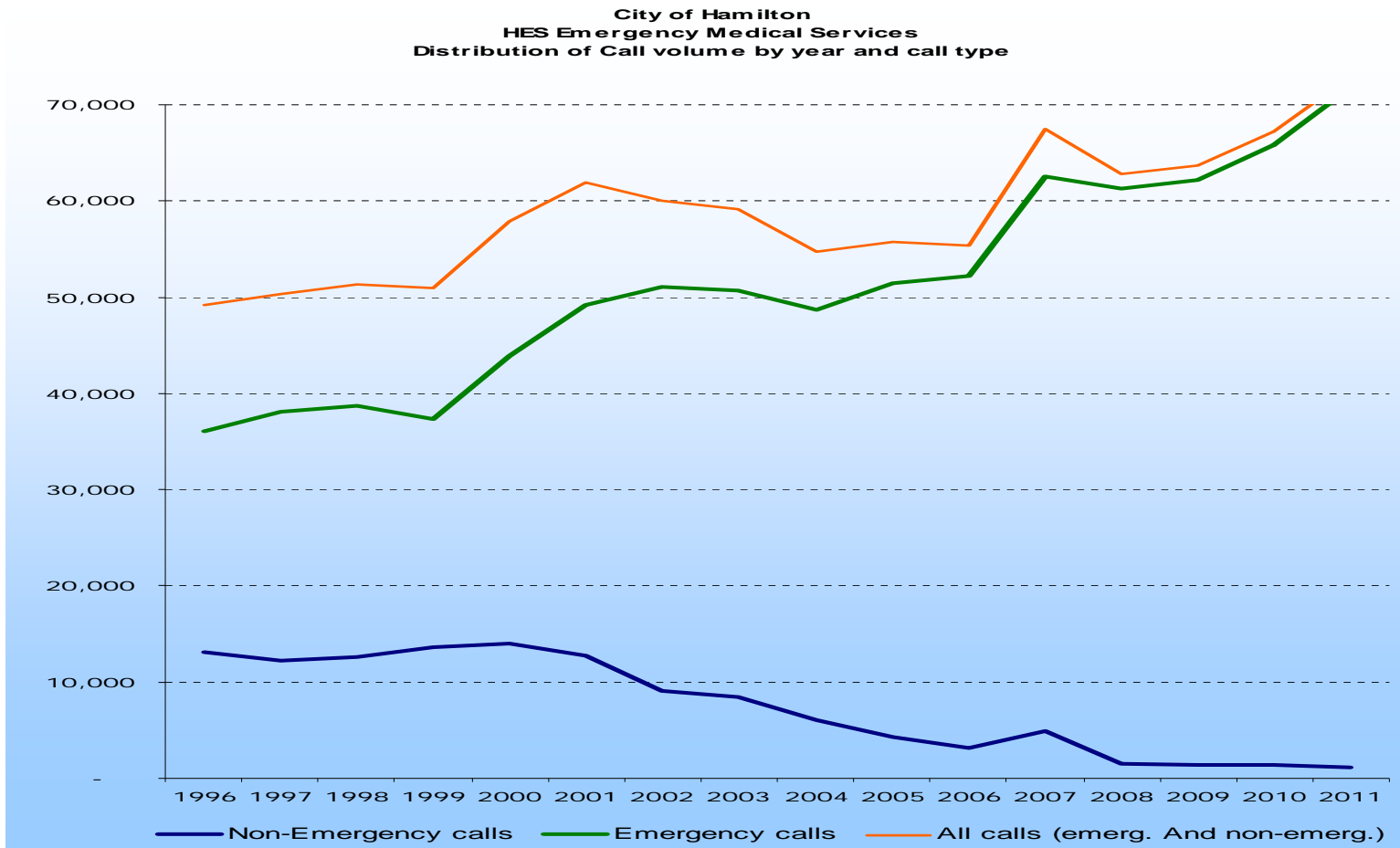
- **Hamilton** **368**
- Average of municipalities measured 375

EMS Ambulance Hospital Turn Around Time >30 minutes (2010)

- **Hamilton** **45%**
- Average of municipalities measured 32%



Performance Indicators – Historical Demands



Performance Indicators – Demands

City Wide	2011*	2010	Change
No. of EMS Responses**	72,861**	67,177	5,684 ↑
Hours Paramedics Committed to Calls	61,990	53,369	8621 ↑
Total Time on Task (TOT) (Average Minutes)	98 min	89 min	9 min ↑
Time at Hospitals Ambulance Stop to Leave	61 min Avg.	52 min Avg.	9 min ↑
Patient in Immediate Life Threat to hospital	4,229	3,862	367 ↑
Paramedic Hours Per Day	1018	1024	6 ↓
No. Public Access Defibrillators City Facilities	138	115	23 ↑

* Data Source: MOHLTC & 2011 year end data continues to be updated by the MOH

** Non-Urgent calls is 1.5% of the total

Performance Indicators - Outcomes

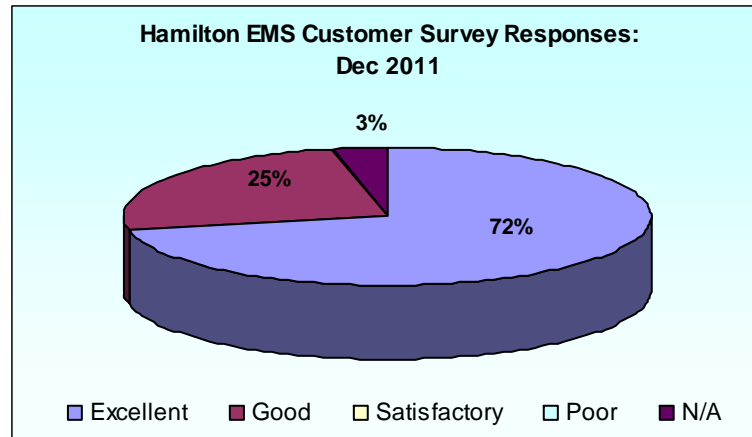
City Wide	2011*	2010	Change
Paramedic Response Time to Life Threatening Calls 9 out of 10 events	10 min 48 sec or less	10 min 15 sec or less	33 second increase ↑
# of Time Ambulance > 20 minutes for First Paramedic	166	165	1 ↓
Code Zero Ambulance Events	223	94	129 ↑
Community Referrals EMS	412	67**	345 ↑
No. Citizens trained in CPR	750	500	250 ↑

* Data Source: MOHLTC & 2011 year end data continues to be updated by the MOH

** Not a full year

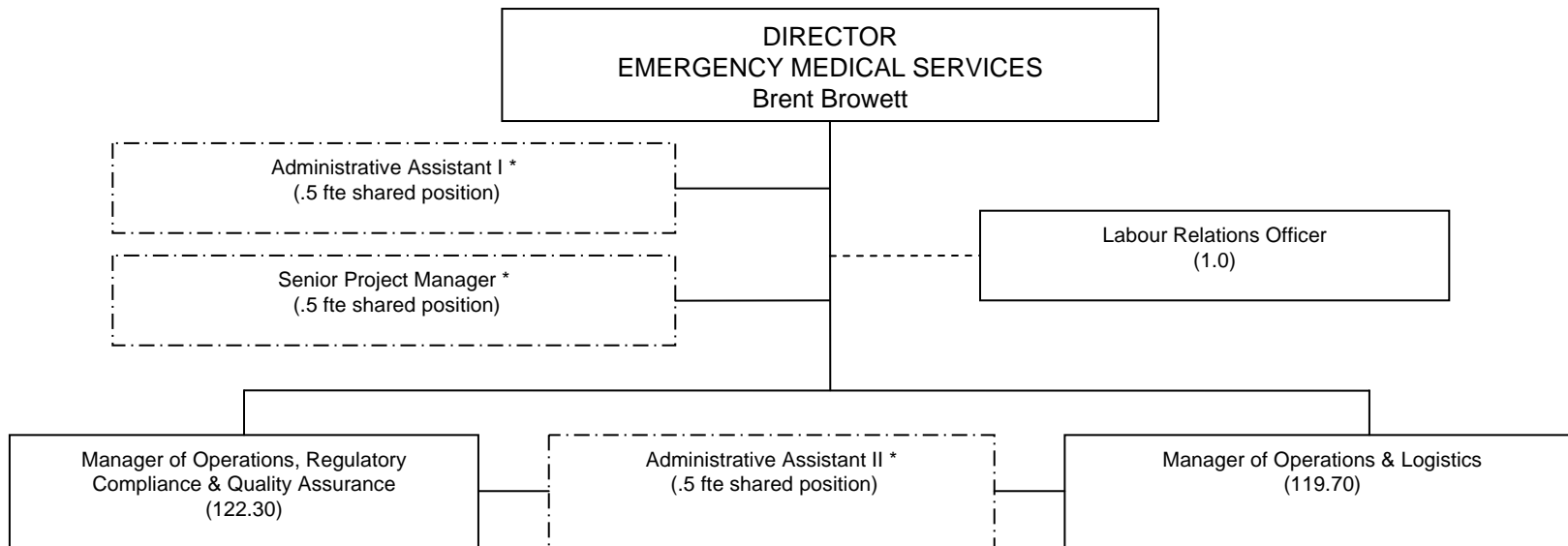


Performance Indicators – Patient Surveys



Question	Excellent	Good	Satisfactory	Poor	N/A
Appearance	43	15	0	0	2
Courteous	49	10	0	0	1
Professionalism	47	12	1	0	0
Patient Care	46	13	1	0	0
Driving Skills	36	14	2	0	8
Arrival Time	39	17	1	1	2
Treated with respect	48	11	1	0	0
Ambulance Ride	23	21	7	1	8
Condition Improved	22	23	7	0	8
Overall Impression	48	9	1	0	2

Organization Structure



* Not included in complement

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2011	8.0	236.0	244.0	29.5:1
2012	8.0	236.0	244.0	29.5:1
Change	0.0	0.0	0.0	

2012 Net Operating Budget

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
EMS Administration	2,059,743	2,207,220	2,175,581	115,838	5.6%
EMS Operations	29,748,813	30,253,023	30,826,350	1,077,537	3.6%
EMS Provincial Funding	(15,826,740)	(15,966,145)	(16,585,165)	(758,425)	(4.8)%
NET LEVY	15,981,816	16,494,098	16,416,765	434,949	2.7%



2012 Operating Budget by Cost Category

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
<i>EMPLOYEE RELATED COST</i>	27,214,956	27,983,580	28,263,411	1,048,455	3.9%
<i>MATERIAL AND SUPPLY</i>	1,016,040	1,182,850	1,134,075	118,035	11.6%
<i>VEHICLE EXPENSES</i>	632,510	592,470	691,049	58,539	9.3%
<i>BUILDING AND GROUND</i>	173,250	206,480	216,770	43,520	25.1%
<i>CONSULTING</i>	0	3,390	0	0	0.0%
<i>CONTRACTUAL</i>	953,170	1,091,310	1,112,595	159,425	16.7%
<i>RESERVES / RECOVERIES</i>	1,400,550	1,404,700	1,379,650	(20,900)	(1.5)%
<i>COST ALLOCATIONS</i>	1,029,070	1,029,963	1,018,040	(11,030)	(1.1)%
<i>FINANCIAL</i>	236,880	181,260	202,530	(34,350)	(14.5)%
<i>TOTAL EXPENDITURES</i>	32,656,426	33,676,003	34,018,120	1,361,694	4.2%
<i>FEES AND GENERAL</i>	(97,940)	(297,510)	(97,940)	0	0.0%
<i>GRANTS AND SUBSIDIES</i>	(16,576,670)	(16,884,395)	(17,503,415)	(926,745)	(5.6)%
<i>TOTAL REVENUES</i>	(16,674,610)	(17,181,905)	(17,601,355)	(926,745)	(5.6)%
<i>NET LEVY</i>	15,981,816	16,494,098	16,416,765	434,949	2.7%



2012 Major Cost Drivers

- Salary and Benefits \$1,048,455
- Defibrillator Supplies \$ 45,000
- Stretcher Repairs \$ 32,000
- Fuel (Unleaded) \$ 59,690



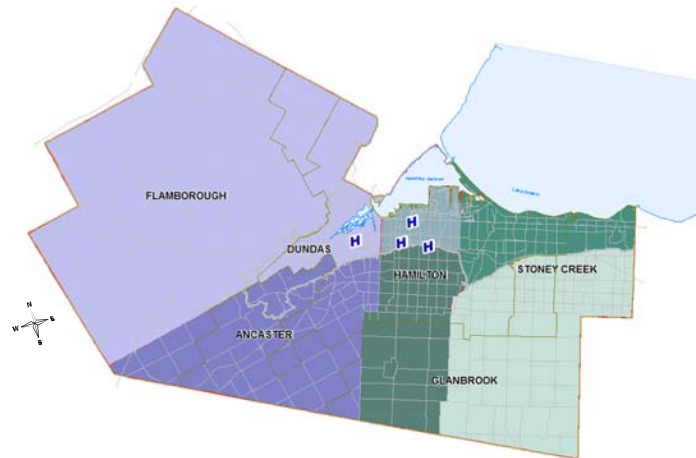
- **Council referred items – potential impact**
 - HHS ABC (annualized) \$1,383,480

2012 Base Budget Savings

- **Base budget savings included in base budget:**

- Cross Border Billing (\$67,000)
- Provincial Subsidy (50%) (\$758,425)

Total **(\$825,425)**



Hamilton Emergency Services

EMS

Council Referred Items

(not included in budget)

General Issues Committee Report 11-023, July 29, 2011



Hamilton Emergency Services - EMS

2012 Council Referred Items

SERVICE	FTE	Net \$ for 2012*
Vehicle Attendant to address gaps in infection control and to contain/reduce extended shifts and maintain/improve resource capacity	1.4	68,320
1 Paramedic Response Unit 24 hrs / 7 days to improve response capacity in Waterdown, Greensville and Flamborough	5.6	588,690
1 Paramedic Supervisor to address hospital offload and explore community initiatives to redirect demands	1.0	139,010
Ambulance 12 hrs / 7 days to improve/maintain transport ambulance capacity	5.5	587,460
TOTAL	13.4	\$1,383,480

* 2013 assumption would receive 50% provincial land ambulance grant for the \$1.38 million

2012 Council Referred Items

Vehicle Station Attendant Pilot (1.4 FTE) Started December 2011 Results and Benefits

Prosperity - Healthy Neighbourhoods, Sustainable Service

- Improve Infection Control of Vehicle and Station
- Assist in Paramedic Extended Shift Containment
- Improve Vehicle Readiness
- Other Municipal EMS Staffing For VSA - 12, 8, 5, 2



Hamilton Emergency Services - EMS

2012 Council Referred Items

Paramedic Emergency Response Unit Pilot 24 / 7 (Ancaster, Dundas and Flamborough) Started August 2011 - Preliminary Results *Prosperity - Healthy Neighbourhoods, Sustainable Service*

Area	Average Number of times per month the first paramedic on scene is > 20 minutes	
	Jan 2011 to August 2011	August 2011 to Nov 2011
Ancaster	1	0
Dundas	1	0
Flamborough (includes Waterdown & Greensville)	5	4



2012 Council Referred Items

Paramedic Supervisor to Address Hospital Offload and Community Initiatives Pilot Started September 4, 2011

Prosperity - Healthy Neighbourhoods, Sustainable Service

- Paramedic Pairings – Increased from 5 to 13 / week
 - benefits include more paramedic crews on the street quicker
- Dedicated RN Offload Tracking – Improved
- Paramedic Missed Meal Breaks – Improved



2012 Council Referred Items

Ambulance 12 hrs / 7 days to Improve/Maintain Transport Ambulance Capacity Not Yet Started

Prosperity - Healthy Neighbourhoods, Sustainable Service

- Council Direction was given at January 25, 2012 Council Meeting to identify when this initiative can be implemented and its feasibility



Hamilton Emergency Services - EMS

2011 - 2012 EMS Funding Opportunities

- 2011 LHINS Community Referral EMS \$145,000 Pilot
- 2012 LHINS Community Referral EMS Software & Education Development



- 2011 & 2012 Public Access Defibrillation Grants (17 units + ?)



- 2011 increase of \$173,000 in base funding for the Dedicated Offload RN for the last 4 months 2011-12 & if annualized for 04/12 to 03/13 it would = an increase of \$519,000 in subsidy.



- 2012 Social Navigator funding to continue the pilot with Hamilton Police, PH, Community Services, etc.



QUESTIONS?



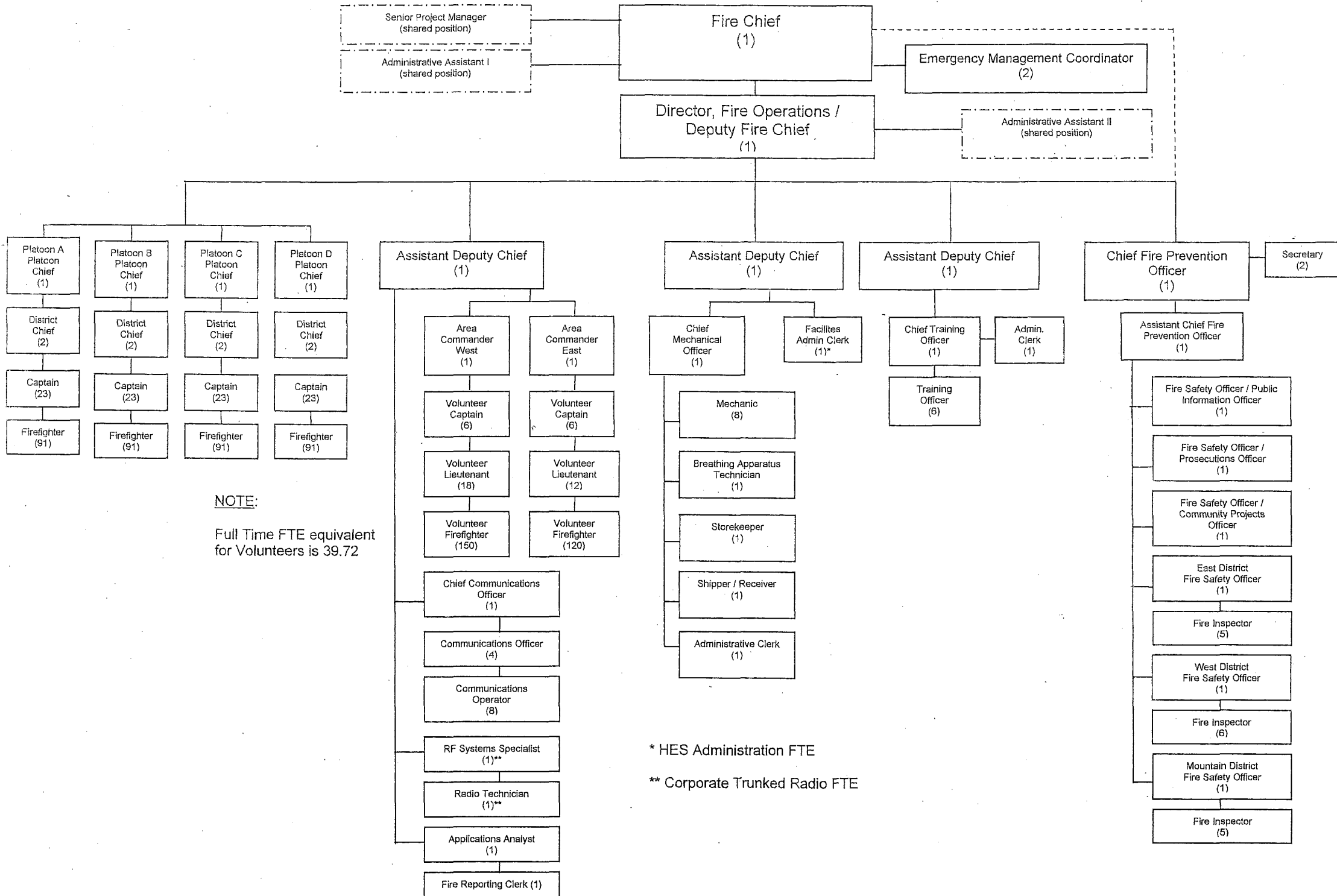
Emergency Response / Health / Transport Medicine



Public Access Defibrillation



Hamilton Emergency Services – Fire Division – Interim Reporting Structure



NOTE:
Full Time FTE equivalent for Volunteers is 39.72

* HES Administration FTE
** Corporate Trunked Radio FTE

Hamilton Emergency Services – EMS Division

