

December 3, 2015

Regular Meeting

EMS Ad Hoc Committee

Item #2c

EMS Models Workshop

Ralph Lockhart

Analysis of EMS Calls and Locations (Jan-Dec 2014)

Calls Analysis of System	Calls	Hrs in day	Days in yr	staffed by	Hrs in Year	Avg calls/day in system	Avg hrs between calls	Transports	Avg hrs between Transports
Paramedic Stations (4)	1,686	24	365	2	70,080	4.62	41.6	884	79.3

Calls by month:	Calls	Hrs in day	Days in Mo	Staffed by	Hrs in month	Avg calls/day in system	Avg hrs between calls	Transports	Avg hrs between Transports	% calls in this month
January	159	24	31	8	5,952	5.13	37.4			10.8%
February	137	24	28	8	5,376	4.89	39.2			9.3%
March	115	24	31	8	5,952	3.71	51.8			7.8%
April	95	24	30	8	5,760	3.17	60.6			6.4%
May	103	24	31	8	5,952	3.32	57.8			7.0%
June	130	24	30	8	5,760	4.33	44.3			8.8%
July	158	24	31	8	5,952	5.10	37.7			10.7%
August	151	24	31	8	5,952	4.87	39.4			10.2%
September	103	24	30	8	5,760	3.43	55.9			7.0%
October	64	24	31	8	5,952	2.06	93.0			4.3%
November	81	24	30	8	5,760	2.70	71.1			5.5%
December	183	24	31	8	5,952	5.90	32.5			12.4%
Total:	1,479		365		70,080	4.05	47.4	884	79.3	100%

Calls by Paramedic Unit	Calls	Hrs in Year	Avg Hrs worked between calls	Avg calls/day by station	Avg hrs between calls	Transports	Avg hrs between Transports	% calls to this unit
6100	1							
Mammoth Lakes FD	20							
Marine Corps Mt. Warfare FD	10							
Medic 1 -Walker	171	17,520	102.46	0.47	102.5			11.3%
Medic 2 - June Lake	294	17,520	59.59	0.81	59.6			19.5%
Medic 3 - Mammoth Lakes	735	17,520	23.84	2.01	23.8			48.7%
Medic 6 - Backup	6							
Medic 7 - Bridgeport	271	17,520	64.65	0.74	64.6			18.0%
Medic 8	1							
Total for the system :	1,509	70,080	46.44	4.13	46.4	884	79.3	

Where Transported to?

Mammoth Hospital	730	82.6%
Carson Valley Medical Center	86	9.7%
Renown Regional Med Cent	25	2.8%
Unknown or other receiving hosp	25	2.8%
Carson Tahoe Regional Med Cent	12	1.4%
Northern Inyo Hospital	6	0.7%
Total:	884	100.0%

County Paramedic Schedule as described:

Avg Rate: 18.67

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total Hrs.	weekly OT				effective rate before benefits
									Hrs	Reg Pay	OT Pay	Total Pay	
Week 1	24	24					24	72	32	746.8	896.16	1642.96	22.82
Week 2	24					24	24	72	32	746.8	896.16	1642.96	22.82
Week 3					24	24		48	8	746.8	224.04	970.84	20.23
Week 4				24	24			48	8	746.8	224.04	970.84	20.23
Week 5			24	24				48	8	746.8	224.04	970.84	20.23
Week 6		24	24					48	8	746.8	224.04	970.84	20.23
6 week totals:							Total:	336	96	4,481	2,688	7,169	21.34
								77.8%	22.2%	62.5%	37.5%		

Paramedic I	Hourly	1/2 Time	OT Rate	Monthly	Overtime	Pers	Uniform	Total	Fully	Avg OT	
	Rate	Rate		Rate	/ Mo	Holiday		Monthly	loaded	Hourly	hours / month
A Step	15.35	7.68	23.03	3,725.00	532.00	340.56	4,597.56	62.50	4,660.06	22.21	23.11
2.5% Long --\$93.00	15.73	7.87	23.60	3,818.00	546.00	298.00	4,662.00	62.50	4,724.50	22.51	23.14
Aa Step	15.74	7.87	23.61	3,820.00	546.00	349.28	4,715.28	62.50	4,777.78	22.77	23.13
B Step	16.12	8.06	24.18	3,912.00	559.00	357.68	4,828.68	62.50	4,891.18	23.31	23.12
Bb Step	16.53	8.27	24.80	4,011.00	573.00	366.72	4,950.72	62.50	5,013.22	23.89	23.11
C Step	16.93	8.47	25.40	4,109.00	588.00	375.76	5,072.76	62.50	5,135.26	24.47	23.15
Cc Step	17.36	8.68	26.04	4,213.00	602.00	385.20	5,200.20	62.50	5,262.70	25.08	23.12
D Step	17.78	8.89	26.67	4,315.00	616.00	394.48	5,325.48	62.50	5,387.98	25.68	23.10
Dd Step	18.23	9.12	27.35	4,424.00	632.00	404.48	5,460.48	62.50	5,522.98	26.32	23.11
E Step	18.67	9.34	28.01	4,531.00	648.00	414.32	5,593.32	62.50	5,655.82	26.95	23.14
2.5% Long --\$87.00	19.14	9.57	28.71	4,645.00	663.00	424.64	5,732.64	62.50	5,795.14	27.62	23.09
5% Long -- \$177.00	19.62	9.81	29.43	4,761.00	680.00	435.28	5,876.28	62.50	5,938.78	28.31	23.11
6.5% Long -- \$233.00	19.91	9.96	29.87	4,832.00	691.00	441.84	5,964.84	62.50	6,027.34	28.72	23.14

2

County EMT Schedule as described:

Avg Rate: 14.57

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total Hrs.	weekly OT		effective rate before benefits		
								Hrs	Reg Pay	OT Pay		Total Pay	
Week 1	24	24					24	72	32	582.8	699.36	1282.16	17.81
Week 2	24					24	24	72	32	582.8	699.36	1282.16	17.81
Week 3					24	24		48	8	582.8	174.84	757.64	15.78
Week 4				24	24			48	8	582.8	174.84	757.64	15.78
Week 5			24	24				48	8	582.8	174.84	757.64	15.78
Week 6		24	24					48	8	582.8	174.84	757.64	15.78
							Total:	336	96	3,497	2,098	5,595	16.65
								77.8%	22.2%	62.5%	37.5%		

Emergency Medical Technician	Hourly Rate	1/2 Time Rate	OT Rate	Monthly Rate	Overtime / Mo	Pers Holiday	Uniform	Total Monthly Pay	Fully loaded Hourly Rate	Avg OT hours / month	
A Step	11.99	6.00	17.99	2,910.00	416.00	266.08	3,592.08	62.50	3,654.58	17.42	23.13
Aa Step	12.29	6.15	18.44	2,982.00	426.00	272.64	3,680.64	62.50	3,743.14	17.84	23.11
B Step	12.59	6.30	18.89	3,055.00	437.00	279.36	3,771.36	62.50	3,833.86	18.27	23.14
Bb Step	12.91	6.46	19.37	3,133.00	448.00	286.48	3,867.48	62.50	3,929.98	18.73	23.13
C Step	13.22	6.61	19.83	3,208.00	458.00	293.28	3,959.28	62.50	4,021.78	19.17	23.10
Cc Step	13.55	6.78	20.33	3,288.00	470.00	300.64	4,058.64	62.50	4,121.14	19.64	23.12
D Step	13.88	6.94	20.82	3,368.00	481.00	307.92	4,156.92	62.50	4,219.42	20.11	23.10
Dd Step	14.23	7.12	21.35	3,453.00	494.00	315.76	4,262.76	62.50	4,325.26	20.61	23.14
E Step	14.57	7.29	21.86	3,536.00	505.00	323.28	4,364.28	62.50	4,426.78	21.10	23.11
2.5% Long -- \$87.00	14.93	7.47	22.40	3,623.00	518.00	331.28	4,472.28	62.50	4,534.78	21.61	23.13
5% Long -- \$177.00	15.30	7.65	22.95	3,713.00	530.00	339.44	4,582.44	62.50	4,644.94	22.14	23.09
6.5% Long -- \$233.00	15.53	7.77	23.30	3,769.00	539.00	344.64	4,652.64	62.50	4,715.14	22.47	23.14

EMS Wages by position (data provided to EMS committee)

Position	Regular Pay	Overtime	Other Pay	Total Wages	Retirement	Total	Avg /Hr						
					& Healthcare	Compensation		Top 21	Avg	Estimated	4 Units Staffed w/ 2 Paramedics		
1 Paramedic Station Captain	63,577	27,357	10,215	101,149	9,249	110,399	53.08						
2 Paramedic Station Captain	57,061	32,313	9,036	98,410	18,484	116,894	56.20						
3 Paramedic Station Captain	28,861	5,623	59,450	93,934	13,634	107,568	51.72						
4 Paramedic Training Officer	59,990	22,770	10,073	92,833	27,897	120,731	58.04						
5 Paramedic Station Captain	62,053	21,500	9,069	92,622	27,972	120,594	57.98						
6 Paramedic Station Captain	61,414	9,852	17,806	89,072	27,824	116,896	56.20						
7 Paramedic II	53,168	26,237	9,521	88,926	17,663	106,609	51.25						
8 Paramedic II	49,996	30,872	7,028	87,896	36,480	124,377	59.80						
9 Paramedic II	53,288	24,608	7,544	85,440	25,981	111,420	53.57						
10 Paramedic II	53,862	22,476	7,926	84,264	27,787	112,051	53.87						
11 Paramedic II	53,188	20,584	10,347	84,119	17,663	101,783	48.93						
12 Paramedic II	54,512	21,385	7,267	83,164	15,584	98,747	47.47						
13 Paramedic II	53,040	16,275	7,962	77,277	36,881	114,158	54.88						
14 Paramedic II	53,188	11,394	11,498	76,080	17,663	93,743	45.07						
15 Paramedic II	52,888	13,263	7,341	73,492	18,038	91,530	44.00						
16 Paramedic II	56,088	9,659	7,194	72,941	27,163	100,105	48.13						
17 Paramedic II	48,983	14,976	7,084	71,043	27,187	98,230	47.23						
18 EMS Manager	67,550		1,260	68,810	27,641	96,456	46.37						4 Units Staffed w/ 2 Paramedics
19 Emergency Medical Tech	37,993	13,494	8,697	60,184	25,790	85,975	41.33					Estimated	
20 Paramedic II	40,643	9,643	8,786	59,072	32,094	91,166	43.83	Top 21	Avg	Avg / Hr	Avg./Hr		
21 EMT	28,963	13,995	5,176	48,134	30,306	78,442	37.71	2,197,874	104,661	50.32	402.54		
22 Paramedic II	16,386	2,648	22,384	41,418	6,999	48,418	23.28						
23 EMT	25,369	9,641	5,260	40,270	29,761	70,031	33.67						
24 EMT	28,627	4,722	5,026	38,375	25,945	64,320	30.92						
25 EMT	27,658	4,722	5,176	37,556	21,079	58,635	28.19					Estimated	
26 EMT	21,910	7,413	3,896	33,219	5,384	38,604	18.56	Next 6	Avg	Avg / Hr			
27 EMT	21,247	7,459	4,231	32,937	9,555	42,492	20.43	322,500	53,750	25.84			
28 Paramedic II			17,590	17,590		17,590	8.46						
29 EMT Reserve	12,440	1,151		13,591		13,591	6.53						
30 Met-Reserve	7,913	1,486		9,398		9,398	4.52						
31 IMT	7,509	1,495	354	9,358	34	9,392	4.52						
32 EMT-Reserve	3,213			3,213		3,213	1.54						

5

33 EMT-Reserve	2,770			2,770		2,770	1.33		
34 EMT-Reserve	959			959		959	0.46		
35 Met-Reserve	282			282		282	0.14	Total	Avg
Total:	1,266,589	409,013	294,197	1,969,798	607,738	2,577,569		2,577,569	73,645
	49.1%	15.9%	11.4%	76.4%	23.6%				

OT + Other combined: 27.3%

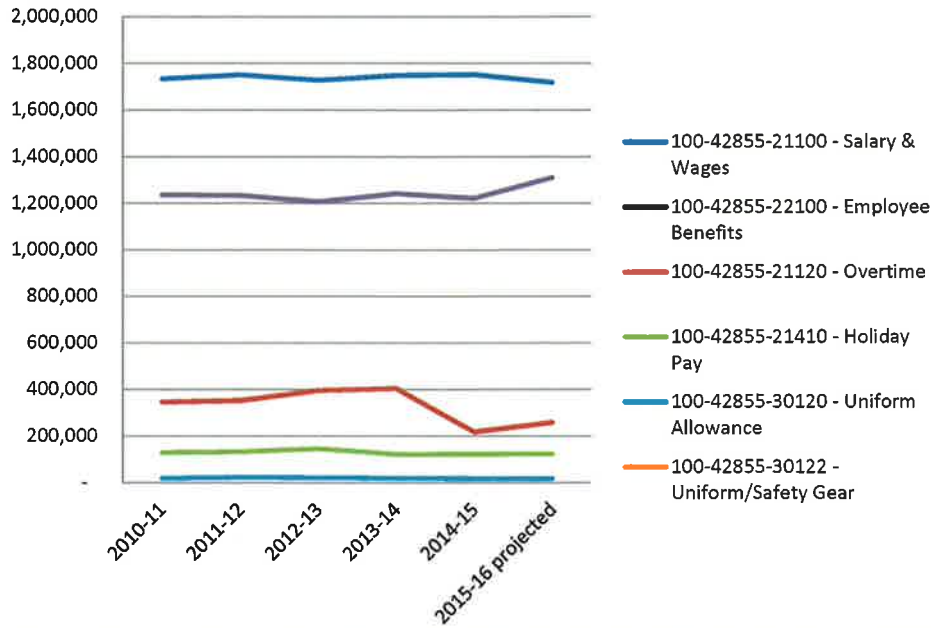
Qty in Posi tion	Position	Regular Pay	Overtime	Other Pay	Total Wages	Retirement & Healthcare Costs	Total Compensation before benefits	% of total County EMS P/R	Avg compensat ion by position
13	Paramedic II	639,230	224,020	139,472	1,002,722	307,183	1,309,927	50.8%	100,764
5	Paramedic Station Captain	272,966	96,645	105,576	475,187	97,163	572,351	22.2%	114,470
8	EMT	191,767	61,446	37,462	290,675	147,820	438,499	17.0%	54,812
1	Paramedic Training Officer	59,990	22,770	10,073	92,833	27,897	120,731	4.7%	120,731
1	EMS Manager	67,550	0	1,260	68,810	27,641	96,456	3.7%	96,456
4	EMT - Reserve	19,382	1,151	0	20,533	0	20,533	0.8%	5,133
2	Met - Reserve	8,195	1,486	0	9,680	0	9,680	0.4%	4,840
1	IMT	7,509	1,495	354	9,358	34	9,392	0.4%	9,392
35 Total:		1,266,589	409,013	294,197	1,969,798	607,738	2,577,569	100.0%	73,645
		0	0	0	0	0	0		
12	Paramedic II(taking out 1 outli	622,844	221,372	99,498	943,714	300,184	1,243,919	48.3%	103,660

	July 1 - Oct 31 2015	Monthly Average	Projected 2015-16	Approved Budget	Budget Overage (underage)
Program Revenues					
100-42855- 10100 TOT Paramedics	\$ 232,002	\$ 58,000.59	\$ 500,000.00	\$ 400,000.00	\$ 100,000.00
100-42855 - 15340 ST: Maddy Fund Reserve		\$ -	\$ 15,000.00	\$ 15,000.00	\$ -
100-42855 -16350 - Ambulance Fees	\$ 139,845	\$ 34,961.26	\$ 990,000.00	\$ 1,000,000.00	\$ (10,000.00)
Total Program Revenues	\$ 371,847	\$ 92,961.85	\$ 1,505,000.00	\$ 1,415,000.00	\$ 90,000.00
Program Expenses					
100-42855-21100 - Salary & Wages	\$ 543,192	\$ 135,797.94	\$ 1,717,508.00	\$ 1,717,805.00	\$ (297.00)
100-42855-21120 - Overtime	\$ 104,968	\$ 26,242.01	\$ 258,001.12	\$ 133,000.00	\$ 125,001.12
100-42855-21410 - Holiday Pay	\$ 41,014	\$ 10,253.59	\$ 123,043.02	\$ 122,664.00	\$ 379.02
100-42855-22100 - Employee Benefits	\$ 401,719	\$ 100,429.80	\$ 1,309,814.00	\$ 1,309,814.00	\$ -
100-42855-30120 - Uniform Allowance	\$ 6,000	\$ 1,500.00	\$ 18,000.00	\$ 18,000.00	\$ -
100-42855-30122 - Uniform/Safety Gear	\$ 290	\$ 72.56	\$ 21,000.00	\$ 21,000.00	\$ -
Total Salaries and Benefits	\$ 1,097,184	\$ 274,295.89	\$ 3,447,366.14	\$ 3,322,283.00	\$ 125,083.14
100-42855-30280 - Telephone/Communications	\$ 6,493	\$ 1,623.33	\$ 19,479.93	\$ 24,400.00	\$ (4,920.07)
100-42855-30350 - Household Expenses	\$ 166	\$ 41.42	\$ 2,000.00	\$ 5,000.00	\$ (3,000.00)
100-42855-30500 - Workers Comp Ins Expense	\$ 5,925	\$ 1,481.25	\$ 23,700.00	\$ 23,700.00	\$ -
100-42855-30510 - Liability Insurance Expense	\$ 3,282	\$ 820.56	\$ 15,586.00	\$ 15,586.00	\$ -
100-42855-31200 - Equip Mtc & Repair	\$ 9,341	\$ 2,335.32	\$ 10,000.00	\$ 10,000.00	\$ -
100-42855-31400 - Building/Land Mtc & Repair		\$ -	\$ -	\$ 500.00	\$ (500.00)
100-42855-31530 - Medical/Dental & Lab Supplies	\$ 18,579	\$ 4,644.74	\$ 40,000.00	\$ 40,000.00	\$ -
100-42855-31700 - Membership Fees	\$ 200	\$ 50.00	\$ 600.00	\$ 1,300.00	\$ (700.00)
100-42855-32000 - Office Expense	\$ 2,431	\$ 607.76	\$ 7,293.09	\$ 8,500.00	\$ (1,206.91)
100-42855-32450 - Contract Services		\$ -	\$ 10,000.00	\$ 10,000.00	\$ -
100-42855-32500 - Professional & Specialized Ser	\$ 440	\$ 110.00	\$ 1,320.00	\$ 1,500.00	\$ (180.00)
100-42855-32950 - Rents & Leases - Real Prop		\$ -	\$ 4,000.00	\$ 4,000.00	\$ -
100-42855-33100 - Education & Training	\$ 3,251	\$ 812.75	\$ 22,000.00	\$ 22,000.00	\$ -
100-42855-33350 - Travel & Training Expense		\$ -	\$ -	\$ -	\$ -
100-42855-33351 - Vehicle Fuel Cost	\$ 6,833	\$ 1,708.32	\$ 30,000.00	\$ 40,000.00	\$ (10,000.00)
100-42855-33360 - Motor Pool Expense	\$ 64,606	\$ 16,151.47	\$ 200,000.00	\$ 226,900.00	\$ (26,900.00)
100-42855-33600 - Utilities	\$ 7,031	\$ 1,757.85	\$ 21,094.17	\$ 25,000.00	\$ (3,905.83)
100-42855-53030 - Capital Equip		\$ -	\$ -	\$ -	\$ -
Total Services & Supplies	\$ 128,579	\$ 32,144.77	\$ 385,737.24	\$ 458,386.00	\$ (72,648.76)
Total Program Expenses	\$ 1,225,763	\$ 306,441	\$ 3,833,103	\$ 3,780,669.00	\$ 52,434.38
Net Program Income (Expense)	\$ (853,915)	\$ (213,479)	\$ (2,328,103)	\$ (2,365,669)	\$ 37,566
Non-Program Revenue Prop 172	\$ 40,876	\$ 10,218.91	\$ 122,626.92	\$ 300,000.00	\$ 300,000.00
Net County Cost (Subsidy)	\$ (813,040)	\$ (203,260)	\$ (2,205,476)	\$ (2,065,669)	\$ 337,566

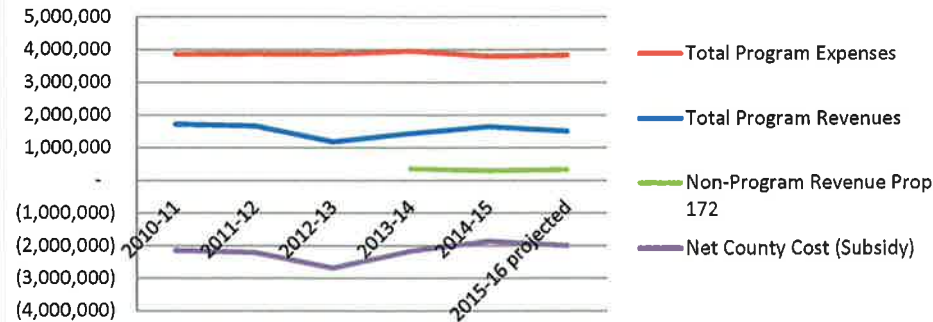
Mono County 5 Year Data (updated 11/2015)

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16 projected	5yr avg	% of Ave. Rev/Exp.
Program Revenues								
100-42855- 10100 TOT Paramedics	387,270	411,740	402,520	424,820	458,655	500,000	417,001	27%
100-42855 - 15340 ST: Maddy Fund Reserve	25,460	18,543	9,887	10,237	-	15,000	12,825	1%
100-42855 -16350 - Ambulance Fees	1,308,758	1,232,253	768,873	1,001,864	1,180,390	990,000	1,098,428	72%
Total Program Revenues	1,721,488	1,662,536	1,181,280	1,436,921	1,639,045	1,505,000	1,528,254	100%
Program Expenses								
100-42855-21100 - Salary & Wages	1,733,545	1,750,428	1,727,602	1,748,588	1,751,997	1,717,508	1,742,432	45.0%
100-42855-21120 - Overtime	346,142	353,107	395,264	404,186	217,760	258,001	343,292	8.9%
100-42855-21410 - Holiday Pay	128,607	132,419	145,402	121,690	122,602	123,043	130,144	3.4%
100-42855-22100 - Employee Benefits	1,235,151	1,233,372	1,205,889	1,240,619	1,221,210	1,309,814	1,227,248	31.7%
100-42855-30120 - Uniform Allowance	18,613	22,623	21,537	19,664	18,019	18,000	20,091	0.5%
100-42855-30122 - Uniform/Safety Gear	10,014			2,402		21,000	2,483	0.1%
Total Salaries and Benefits	3,472,072	3,491,949	3,495,694	3,537,149	3,331,588	3,447,366	3,465,690	89.5%
100-42855-30280 - Telephone/Communications	16,728	16,879	17,112	20,092	24,567	19,480	19,076	0.5%
100-42855-30350 - Household Expenses	3,319	5,509	6,531	5,520	3,990	2,000	4,974	0.1%
100-42855-30500 - Workers Comp Ins Expense				19,459	26,439	23,700	9,180	0.2%
100-42855-30510 - Liability Insurance Expense	3,137	3,137	1,910	15,150	17,703	15,586	8,207	0.2%
100-42855-31200 - Equip Mtc & Repair	11,273	16,583	17,251	13,650	9,944	10,000	13,740	0.4%
100-42855-31400 - Building/Land Mtc & Repair	697	856	21	236	93	-	381	0.0%
100-42855-31530 - Medical/Dental & Lab Supplies	36,514	36,255	39,375	41,205	41,480	40,000	38,966	1.0%
100-42855-31700 - Membership Fees				720		600	144	0.0%
100-42855-32000 - Office Expense	8,644	8,255	10,678	7,052	10,490	7,293	9,024	0.2%
100-42855-32450 - Contract Services	4,000	3,400	8,393	7,600	5,100	10,000	5,699	0.1%
100-42855-32500 - Professional & Specialized Ser	75,874	58,801	60,580	62,306	760	1,320	51,664	1.3%
100-42855-32950 - Rents & Leases - Real Prop	10,770	10,486	6,901	3,930	3,993	4,000	7,216	0.2%
100-42855-33100 - Education & Training	15,479	9,561	5,078	6,819	11,177	22,000	9,623	0.2%
100-42855-33350 - Travel & Training Expense	435	4,820	6,515	5,971	3,764	-	4,301	0.1%
100-42855-33351 - Vehicle Fuel Cost	35,043	34,785	34,693	40,427	34,760	30,000	35,942	0.9%
100-42855-33360 - Motor Pool Expense	137,489	141,690	128,408	141,300	174,469	200,000	144,671	3.7%
100-42855-33600 - Utilities	22,377	26,001	26,195	24,611	22,024	21,094	24,242	0.6%
100-42855-53030 - Capital Equip	10,825			6,040	75,450	-	18,463	0.5%
Total Services & Supplies	392,604	377,018	369,641	422,088	466,204	385,737	405,511	10.5%
Total Program Expenses	3,864,676	3,868,967	3,865,335	3,959,237	3,797,792	3,833,103	3,871,201	100%
Net Program Income (Expense)	(2,143,188)	(2,206,431)	(2,684,055)	(2,522,316)	(2,158,747)	(2,328,103)	(2,342,947)	
Non-Program Revenue Prop 172				351,275	297,041	324,045	135,064	
Net County Cost (Subsidy)	(2,143,188)	(2,206,431)	(2,684,055)	(2,171,041)	(1,861,707)	(2,004,059)	(2,207,884)	
Recommended Budget								
Budget Program Revenue	1,331,666	1,636,000	1,592,000	1,342,000	1,751,250	1,715,000		
Actual Program Revenue	1,721,488	1,662,536	1,181,280	1,788,196	1,936,086	1,829,045		
Budget Program Expense	4,190,667	4,568,284	4,365,912	3,994,641	3,841,086	1,780,669		
Actual Program Expense	3,864,676	3,868,967	3,865,335	3,959,237	3,797,792	3,833,103		
Budget County Cost (Subsidy)	(2,859,001)	(2,932,284)	(2,773,912)	(2,652,641)	(2,089,836)	(65,669)		
Actual County Cost (Subsidy)	(2,143,188)	(2,206,431)	(2,684,055)	(2,171,041)	(1,861,707)	(2,004,059)		

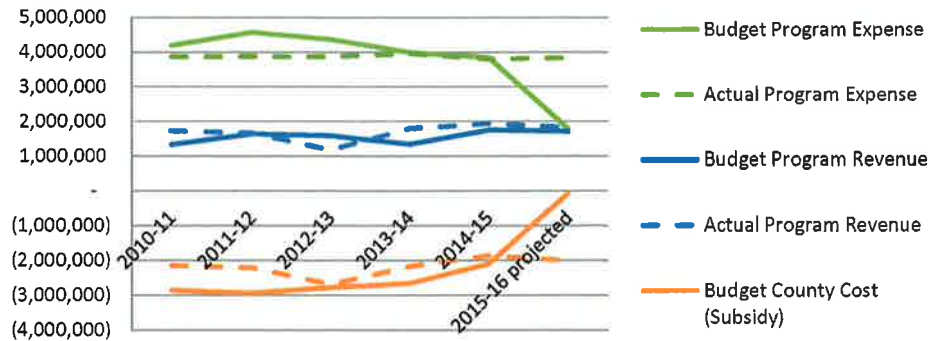
5 Yr. History of Salary & Benefit Program Expense with projected (90% of Total Program Expense)



5 Yr. History of Program Expense, Revenue, & "Subsidy"



5 Yr. History of Budget vs. Actual for Expense, Revenue, & Subsidy



76

County EMS Overtime Analysis 2012-Current

Projected Overtime Costs 2015-2016	2015 2016 Overtime costs (YTD)	2014 2015 Overtime costs	2013 2014 Overtime costs	2012 2013 Overtime costs
	08/01/2015 \$ 24,057	08/01/2014 \$ 20,983	8/1/2013 \$ 44,239	8/1/2012 \$ 28,775
	09/01/2015 \$ 33,016	09/01/2014 \$ 17,988	9/1/2013 \$ 41,754	9/1/2012 \$ 26,254
	10/01/2015 \$ 32,349	10/01/2014 \$ 17,680	10/1/2013 \$ 42,570	10/1/2012 \$ 25,918
	11/1/2015 \$ 15,547	11/01/2014 \$ 18,625	11/1/2013 \$ 45,799	11/1/2012 \$ 33,327
	12/1/2015 \$ 20,033	12/01/2014 \$ 12,046	12/1/2013 \$ 43,140	12/1/2012 \$ 26,999
	Total \$ 125,001	01/01/2015 \$ 20,829	1/1/2014 \$ 40,858	1/1/2013 \$ 32,355
		02/01/2015 \$ 29,509	2/1/2014 \$ 57,269	2/1/2013 \$ 39,114
		03/01/2015 \$ 13,674	3/1/2014 \$ 13,345	3/1/2013 \$ 36,249
		04/01/2015 \$ 18,153	4/1/2014 \$ 13,281	4/1/2013 \$ 14,113
	Budget \$ 133,000	05/01/2015 \$ 18,855	5/1/2014 \$ 24,109	5/1/2013 \$ 25,045
		06/01/2015 \$ 13,037	6/1/2014 \$ 20,493	6/1/2013 \$ 28,504
		06/30/2015 \$ 16,381	6/30/2014 \$ 17,317	6/30/2013 \$ 38,906
Total (projected): \$ 300,003		Total \$ 217,760	Total \$ 359,936	Total \$ 355,558
Average \$ 25,000	Average \$ 25,000	Average \$ 18,147	Average \$ 29,995	Average \$ 29,630

2