AGENDA REGULAR MEETING YECA GOVERNING BOARD YOCHA DEHE FIRE DEPARTMENT, 14170 GOLF COURSE DR, BROOKS, CA 95606 February 1, 2017 2:00 P.M. Public Session

ALL ITEMS ARE FOR ACTION UNLESS OTHERWISE NOTED WITH AN ASTERISK (*).

1. Call to Order (2:00 PM)

2. Public Comment *

Speakers must state their name and city of residence for the record and limit their remarks to three minutes. Members of the public audience may address the Governing Board on any item not on today's agenda. No response is required and no action can be taken, however, the Governing Board may add the item to the agenda of a future meeting.

3. Announcements

a. Police Chief Bellini Resolution of Appreciation for Serving as Chair & Board Member

4. Approval of the Agenda

5. Consent Agenda

Consent Agenda items are considered to be routine and will be considered for adoption by one motion. There will be no separate discussion of these items unless a member of the Governing Board, member of the audience, or staff requests that the Governing Board remove an item. If an item is removed, it will be discussed in the order in which it appears on the Agenda.

- a. Approval of the Minutes from the January 4, 2017 Regular Meeting
- b. Operations Division Report
- c. Current Year Budget Status Update

6. Old Business

a. After Hours Records Update

7. 2016 Calls for Service Annual Report – Information Only

a. 2016 Calls for Service Annual Report

8. Proposed New Cost Formula Member Shares – Information Only

a. Proposed New Formula Staff Summary

9. Next Scheduled JPA Board Meeting March 1, 2017

10. Items for Future Agenda

- a. FY18 Budget Proposal
- b. Proposed New Member Cost Formula

11. Adjournment

I declare under penalty of perjury that the foregoing agenda was available for public review and posted on/or before January 27, 2017 on the bulletin board outside of the Yolo County Board of Supervisors Chambers, Erwin Meier Administration Center, 625 Court St., Woodland, California and on the agency website: http://www.yeca911.org/BoardCalendar2017.html

Dena Humphrey, Executive Director

**The meeting room is wheelchair accessible and disabled parking is available. If you are a person with a disability and you need disability related accommodations to attend the meeting, please contact Corina Macias at (530) 666-8919 or (530) 666-8909 (fax). Requests for accommodations must be made at least two full business days before the start of the meeting. **

Agenda Item: 5.a

YOLO EMERGENCY COMMUNICATIONS AGENCY (YECA) GOVERNING BOARD January 4, 2017 <u>MINUTES</u>

The YECA Governing Board met on Wednesday, January 4, 2017 at the Yolo Emergency Communications Agency, 35 N Cottonwood Street, Woodland. Chair Tom McDonald called the meeting to order at 2:07 p.m.

- PRESENT: Primary Board Members: Tom McDonald, City of West Sacramento, Tom Lopez, Yolo County, John Donlevy, City of Winters, Gary Fredericksen, Yocha Dehe Wintun Nation, Dan Bellini, City of Woodland, Dena Humphrey, YECA Executive Director.
- ABSENT: None

Entry No.2

Public Comment

None

Entry No. 3

Minute Order No. 2017-01: Announcements

Dena Humphrey informed the board of the YECA Dispatcher Academy starting January 22, 2017. The board members were invited to come in and meet with the new employees. 3 new employees will be a part of this academy.

Entry No. 4

Minute Order No. 2017-02; Approval of Agenda

The Agenda approved as presented.

MOTION: Lopez SECOND: Bellini AYES: McDonald, Donlevy, Fredericksen, Bellini, Lopez

Entry No. 5

Minute Order No. 2017-03; Approval of Consent Agenda

The Consent Agenda approved as presented.

MOTION: Donlevy SECOND: Fredericksen AYES: McDonald, Donlevy, Fredericksen, Lopez, Bellini

<u>Entry No. 6</u>

Minute Order No. 2017-04; Old Business -

- A. After Hours Records Update Leah Goodwin presented; Spoke with City of Davis to provide same information given to Yolo Sheriff's Department for quotes to be accurate. YSO was still in the review process.
- **B.** Member Cost Formula Update Dena Humphrey presented; Will meet with City Manager of Woodland Paul Navazio & City Manager of Winters John Donlevy to finalize a resolution to be brought before the board in February.

Entry No. 7

Minute Order No. 2017-05 Consultant Engineer Presentation for Microwave Obsolete Equipment Replacement, CSI Telecommunications, Craig Trygstad

Presented by Craig Trygstad – CSI findings and recommendations are to stay with Nokia for the replacement of the multiplexor equipment due to the service, maintenance, and manageability. Using a single vendor for the in-place equipment and the equipment being replaced is the right decision. Significant cost savings have been found by refining the quote. Current pricing is approximately \$354,000 and is expected to fall more after further discussions and site survey with Nokia.

Comment: Dena Humphrey asked when our current equipment would be obsolete. Spring of 2018 is the date our current equipment will be out of warranty support. The new equipment will be under warranty to match the in-place microwave equipment. Lasting approximately 7-10 years.

Entry No. 8

Minute Order No. 2017-06 Project Planning for YECA Building Presentation – Information Only

Presented by Nick Docous – Presented 3 options for YECA facility future plans. Current building has outlived its capacity and functionality. Workplace quality is at its max capability. The recommendation out of the 3 solutions is full replacement of the building.

Comment: John Donlevy asked if other sites have been considered for a new building. Additional scope is needed for investigation of additional sites. The current scope gave information and recommendation to build a new building. YECA and the board must add scope to continue the new building and/or site investigation.

Entry No. 9

Minute Order No. 2017-07 Staffing Plan & Costs for Second Fire Dispatcher

Presented by Dena Humphrey – Staffing to the full 32 FTE's is projected to be completed after hiring 3 new employees in June 2017. Six (6) Dispatchers are currently in Training with 3 more set to begin January 22, 2017. Staffing a second Fire Dispatcher during the 1000-2200, will require authorizing 2 additional FTE's at a cost of \$130k. If authorized a second fire dispatcher could be active in Feb. 2018.

Comment: The board asked that this option be submitted along with the upcoming budget proposals so that full impact could be seen for board consideration.

Entry No. 10

Closed Session

Board Chair Tom McDonald adjourned the meeting to Closed Session at approximately 3:10pm

Performance Evaluation; Board discussed and voted to increase Dena Humphrey to the next step - top step of the Executive Director position.

Open Session resumed approximately 3:35pm

Entry No. 11

Next Scheduled JPA Board Meeting

The next board meeting will be held at Yocha DeHe Fire Department on February 1, 2017 at 2:00 PM.

Entry No. 12

Items for Future Agenda

a. FY18 Budget Proposal

Meeting was Adjourned 3:50 p.m.

Minutes submitted by: Charles Keasler, Recording Secretary

STAFF REPORT

Agenda Item: <u>5.b</u>						
Date:	February 1, 2017					
To:	YECA Governing Board					
Thru:	Dena Humphrey, Executive Director					
From:	Leah Goodwin, Operations Manager					
Subject:	December Operations Division Report					
Recommenda	ation: No action required; information only.					
Summary: C	perations staff is currently engaged in the following:					

Staffing:

- 1. 3 new staff members, Shawanda (Shay) Peoples, Becky Rodriguez and Karissa Merrill began training in the in-house academy January 22, 2017.
- 2. We have begun recruiting for our remaining 3 vacancies.
- 3. Out of 32 funded dispatcher positions:
 - 29 are filled,
 - 20 are cross-trained, (62%),
 - 9 are in training, (28%)
 - 3 current vacancies (9%)
 - We experienced the loss of a Dispatcher II to Placer County in January.



- a. Danny Barrera has begun training on his first radio, Yolo County Sheriff.
- b. Katie Gonzalez has begun training on her first radio, Woodland Police.
- c. Jennifer Koch has completed training on the West Sacramento Police radio, will begin training on the Fire Console mid-February (fourth and last radio.)
- d. Elaine Maher has begun training on West Sacramento Police (third radio).
- e. Melissa Romero is in training on the West Sacramento Police (second radio.)
- f. Irina Kinda is in training on Yolo County Sheriff (second radio.)

Statistical Information:

Description	Totals for December 2016
WSP Incoming Non-Emerg	3,917
WDP Incoming Non-Emerg	4,537
YSO Incoming Non-Emerg	1,742
WNP Incoming Non-Emerg	439
COMM line Incoming Non-	
Emerg	3,083
9-1-1 Lines	3,878
7 Digit Emergency	570
Misc.	203
Outgoing Calls	5,729
Total Call Volume	24,098

<u>December Monthly Phone Statistics:</u> (1.2% increase from November)

December CAD Events: (1.2% increase from November 2016)

CAD Calls Entered for Service							
Fire	Fire Law Other						
1,966	11,593	963	14,522				
14% decrease	1% increase	3.7% increase					

Included in "Other" category is AMR, Animal Control, All Public Works, County Maintenance, Social Services, Environmental Health, and Public Guardian.

December Confidential Records Requests:

98 (28% decrease from November 2016) Recordings and CAD printout requests from public, member agencies and DA office.

December After-Hours Records Entries: (8.5% increase from November 2016)

After Hours Records Entries									
WSP	WDP	WNP	Total						
181	223	6	410						
9.4% increase	10.9% increase	53.8% decrease							

December CLETS Inquires: (5.8% increase from November 2016)

December 2016 CLETS Inquiries						
	CAD1-					
12/1-12/31/2016	CAD9	32,843				

Projects:

- 1. Training Committee/ Training Officer Program
- 2. Tactical Dispatcher Program
- 3. EMD-QA Implementation
 - a. Software installed at YEMSA
 - b. Service Agreement drafted
- 4. IOP Review
- FY2017 Homeland Security Grant Multiplexers and Rumsey Canyon Projects submitted.
- 6. Evacuation Plan (Continuity of Operations)
- 7. Records After-Hours Responsibilities Group
 - a. 10/17/2016: Met with Records Manager Group (excluding Winters PD, unable to attend)
 - b. 10/25/2016: Data requested provided to Lorrie Marin, YSO for review.

- c. 11/10/2016: Additional data provided to Woodland & Davis PD.
- d. 12/15/2016: Additional data provided to Lorrie Marin, YSO.
- e. 1/13/2017: Clarifying information on phone impacts provided to Lorrie Marin, YSO.
- 8. ENP
- 9. Recruitment Plan
- 10. Staffing Study
- 11. 2017 Training Plan
- 12. NENA CMCP POST certification
- 13. 2018 Schedules
- 14. 2016 Year End Reports
- 15. Operations Budget
- 16. Universal Precautions
- 17. POST Center Manager Course Development

YECA BUDGET MANAGEMENT SUMMARY

2016 / 2017 As of 1/25/17

360 360-1	ADMINISTRATION Appropriations	\$	8% JUL-16 2,986,780	\$	17% AUG-16 2,986,780	\$	25% SEPT-16 2,986,780	\$	33% OCT-16 2,986,780	\$	42% NOV-16 2,986,780	\$	50% DEC-16 2,986,780	\$	58% JAN-17 5 2,986,780	\$	67% FEB-17 2,986,780	\$	75% MAR-17 2,986,780	\$	83% APR-17 2,986,780	92% MAY-17 \$ 2,986,780	JU	100% UN-17 2,986,780
	Expenditures	\$,	\$	280,192		610,623	\$	737,710	\$	1,009,842	•	966,962		· · ·	\$	-	\$		\$		\$ -	\$	-
	Percent Expended		2%		9%		20%		25%		34%		32%		36%		0%		0%		0%	0%		0%
360 360-2	OPERATIONS - DISPATCH																							
	Appropriations	\$	3,787,842		3,787,842	-	3,787,842		3,787,842	•	3,787,842	•	3,787,842			-	-, -,-	\$	3,787,842		3,787,842	\$ 3,787,842		8,787,842
	Expenditures	\$	116,299	\$	394,693		662,922	\$	1,005,330	\$	1,146,990	\$	1,593,034		· · ·	\$	-	\$		\$		\$ -	\$	-
	Percent Expended		3%		10%		18%		27%		30%		42%		48%		0%		0%		0%	0%		0%
TOTAL for all budget	units - B/U 360-1 Administratio	on; 360-												_										
	Appropriations	\$	6,774,622		6,774,622		6,774,622		6,774,622		6,774,622		6,774,622	-			6,774,622		6,774,622			\$ 6,774,622		6,774,622
	Expenditures	\$	167,909		674,884		1,273,546		1,743,040		2,156,832		2,559,996		· · ·		-			\$		\$ -	\$	-
	Unencumbered	\$	6,606,713	\$	6,099,738		5,501,077	\$	5,031,582	\$	4,617,790	\$	4,214,626			\$	6,774,622	\$	6,774,622	\$		\$ 6,774,622		6,774,622
	Percent Expended		2%		10%		19%		26%	•	32%		38%		43%	•	0%	•	0%	•	0%	0%		0%
	Estimated Revenue	\$	6,774,622	-	6,774,622		6,774,622	-	6,774,622	-	6,774,622		6,774,622	-	6,774,622		6,774,622	-	6,774,622	\$	6,774,622	\$ 6,774,622	\$6	6,774,622
	Realized Revenue	\$	-	\$		\$	2,143,821		2,182,130		2,704,197		3,670,018		3,672,122		-	\$	-	\$	-	\$ -	\$	-
	Unrealized Revenue	\$	6,774,622	\$	6,774,622		4,630,801	\$	4,592,492	\$	4,070,425		3,104,604		· · · ·	\$	6,774,622	\$	6,774,622	\$, ,	\$ 6,774,622		6,774,622
	Percent Realized		0%		0%		32%		32%		40%		54%		54%		0%		0%		0%	0%		0%
		_																						
360 360-3 FY15	HSG FY15	•		•	100.000	•	400.000	•	100.000	•	400.000	•	400.000	•	400.000	•		•	400.000	•	400.000	A (AA AAA	•	
HSG Grant	Appropriations	\$	100,000	\$	100,000	\$	100,000	-	100,000	-	100,000	\$	100,000		,	•	100,000	\$	100,000	\$	100,000	\$ 100,000		100,000
(911 UPS SYS)	Expenditures	\$	-	\$ ¢	-	\$		\$	-	\$	-	\$	48,791		,		-	\$	-	\$ ¢	-	\$ -	\$	-
	Unencumbered Percent Expended	\$	100,000 <i>0%</i>	\$	100,000 <i>0%</i>	Ф	100,000 <i>0%</i>	\$	100,000 <i>0%</i>	\$	100,000 <i>0%</i>		51,209 <i>0%</i>	•	51,209 <i>0%</i>	Ф	100,000 <i>0%</i>	Ф	100,000 <i>0%</i>	Ф	100,000 <i>0%</i>	\$ 100,000 0%		100,000 <i>0%</i>
	Estimated Revenue	\$		\$	100,000	\$	100,000	\$	100,000	\$	100,000		100,000		100,000	\$	100,000	\$	100,000	\$		\$ 100,000		100,000
	Realized Revenue	\$	-		-	\$		\$	-	\$	•	\$	-	\$		\$	-	\$	•	\$		\$ -	\$	-
	Unrealized Revenue	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$ 100,000	\$	100,000
	Percent Realized		0%	·	0%		0%	•	0%		0%	·	0%		0%	•	0%	·	0%	•	0%	0%		0%

~ REVISED ~ STAFF REPORT

Agenda Item: 7.a

Date:February 1, 2017

To: YECA Governing Board

Thru: Dena Humphrey, Executive Director

From: Leah Goodwin, Operations Manager

Subject: 2016 Calls for Service

Recommendations: No action required; information only.

In 2016, YECA personnel handled:



205,066 CAD (Computer Aid Dispatch) events. This number reflects an *increase* of .4% from 2015.

- LAW 2.8% *decrease* from 2015
- FIRE 1.6% *increase* from 2015
- ANIMAL CONTROL .4% decrease from 2015
- SUPPORT 37.9% *increase* from 2015



4,688 After-Hours Records Entries. This number reflects a *decrease* of 1.3% from 2015.

Records Totals reflect actual numbers of entries. In previous years the methodology used was to lessen the weight of the count. Upon review, the methodology reflected an underestimate in workload. In order to reflect true workload, the number of entries was extrapolated and given a weight of 5 to represent the additional time it takes to process a records entry opposed to dispatching a call for service.

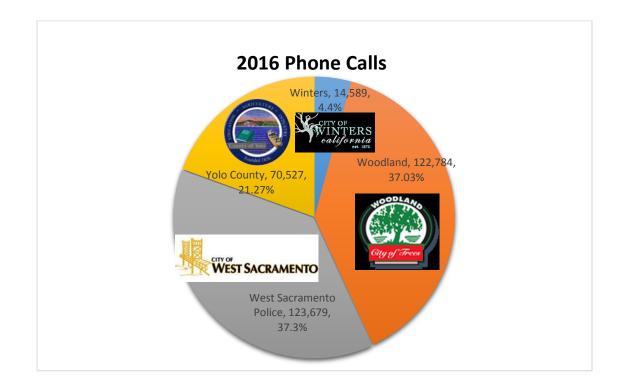


421,394 CLETS Inquiries. This number reflects a 3.9% *decrease* from 2015. **688,990** CLETS Returns Read.



331,580 Phone Calls. This number reflects a decrease of 2.4% from 2015.

- 9-1-1 Calls = 51,658, 4.4% *increase* from 2015
- Outgoing Calls = 75,897, 4.1% *decrease* from 2015
- Incoming Calls = 255,683, 1,7% decrease from 2015



What's New:

The 2016 Annual 2016 Calls for Service (CFS) report includes:

- Weighted Records Entries (each different entry was weighted by type)
- CLETS Returns
- Incoming Calls

These numbers are being introduced into the presentation of calls for service to accurately reflect the impact of the workload on staff.

2016 Individual Agency CAD Breakdown

2016 Calls for Service

Agency	2016 Total	2015 Total	% Change		
City of Winters		1			
Police	7,841	8.403	-6.6%		
Police Records Entries	109	128	-14.8%		
Fire	897	579	+35.5%		
Public Works	44	56	-21.4%		
Animal Control	215	243	-11.5%		
AMR	3	4	-25%		
Total	9,109	10,020	-9.1%		
Weighted Records Entries	31				
CLETS Returns	30,316	-			
Incoming calls	14,589				
Total	54,045				
Member Allocation: 4.4%					

Agency	2016 Total	2015 Total	% Change		
City of Woodland					
Police	62,271	61,136	+1.8%		
Police Records Entries	2,486	2,620	05%		
Fire	8,015	7,595	+5.2%		
Public Works	1,100	458	+58.4%		
Animal Control	2,583	2,632	-1.9%		
AMR	72	96	-26%		
Total	76,527	74,537	+2.6%		
Weighted Records Entries	715				
CLETS Returns	255,138	-			
Total phone calls	122,783				
Total	455,158				
Member Allocation: 37.1%					

Agency	2016 Total	2015 Total	% Change		
City of West Sacramento					
Police	60,914	62,634	-2.7%		
Police Records Entries	2,093	2,000	+4.4%		
Fire	9,903	9,676	+2.3%		
Public Works	643	646	5%		
Animal Control	2,345	2,395	1%		
AMR	54	59	-8.5%		
Total	75,952	75,910	+.06%		
Weighted Records Entries	603				
CLETS Returns	256,993	-			
Total phone calls	123,679				
Total	457,227				
Member Allocation: 37.3%					

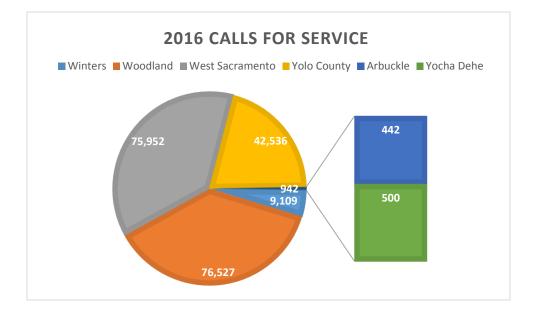
Agency	2016 Total	2015 Total	% Change
County of Yolo			
Sheriff	29,070	32,128	-9.5%
Fire	7,266	7,031	+3.2%
Public Works	232	170	+26.7%
Animal Control	2,434	2,530	-3.8%
AMR	5	44	-88%
District Attorney	252	232	+8%
Maintenance	50	106	-52.8%
Probation	1,939	1,847	+4.7%
Social Services	692	779	-11.2%
Mental Health	0	0	0%
Environmental Health	14	30	-53%
Communications	21	21	0%
Explosive Ordnance	29	42	-31%
Fire Investigative Unit	2	2	0%
Fire Service Misc.	365	388	-6%
Yolo Narcotics	82	97	-15.5%
Public Guardian	83	205	-56%
Total	42,536	45,652	-6.8%
CLETS Returns	146,548		
Total phone calls	70,527		
Total	259,611		
		Member All	ocation: 21.1%

2016 Total	2015 Total	% Change
500	429	+14.2%
500	429	+14.2%
	500	500 429

Agency	2016 Total	2015 Total	% Change
County Fire			
Capay	453	453	0%
Clarksburg	626	782	-19.9%
Dunnigan	1,043	1,032	+1%
Elkhorn	169	179	-5.6%
Esparto	753	860	-12.4%
Knights Landing	266	209	+21.4%
Madison	334	397	-15.7%
Robbins (Sutter County)	143	181	-21%
Willow Oak	1,062	1,044	+1.7%
West Plainfield	450	429	+4.7%
Winters	897	579	+35.5%
Yolo	843	842	+0.1%
Zamora	227	231	-1.7%
Total	7,266	7,031	+3.2%

Contract Fire	2016 Total	2015 Total	% Change
Arbuckle			
Fire	442	458	-3.5%
Total	442	458	-3.5%

Overall YECA	2016 Total	2015 Total	% Change			
Call for Services						
Law	160,096	164,672	-2.8%			
Fire	26,581	26,158	+1.6%			
Police Records Entries	4,688	4,748	-1.3%			
Probation	1,939	1,847	+4.7%			
Public Works	2,019	1,330	+34.1%			
AMR	134	203	-34%			
Animal Control	7,772	7,800	4%			
Support	1,837	1,141	+37.9%			
Total	205,066	204,338	+.4%			



~ Revised ~ STAFF REPORT

Date:February 1, 2017To:YECA Governing BoardFrom:Dena Humphrey, Executive DirectorSubject:Proposed New Member Share Cost Formula – Informational Only	Agenda Item:	<u>8.a</u>
From: Dena Humphrey, Executive Director	Date:	February 1, 2017
	То:	YECA Governing Board
Subject: Proposed New Member Share Cost Formula – Informational Only	From:	Dena Humphrey, Executive Director
	Subject:	Proposed New Member Share Cost Formula – Informational Only

Summary:

At the February 2016 JPA Board meeting, the Board expressed the desire to consider other cost formulas that may adequately capture a more stable model. The Board requested to have staff research and provide other cost formulas for consideration.

YECA's standard cost formula for allocating the annual budget amongst each of the member agencies is based off the Annual Calls for Services Report. The total calls for service is proportioned per member agency then allocated their share to the annual budget. Due to the nature of calls varying year to year, member shares can experience volatile swings with their annual charges.

The JPA Board gave direction to work with the City Managers group to develop a new formula. After meeting with City Manager Paul Navazio and City Manager and YECA Board member John Donlevy a new formula was proposed.

Two major changes to the formula targeted the allocation of Operations & Maintenance (O&M) with a split 15% fixed and 85% variable costs (from a 3-year rolling average from the annual CFS report), along with carrying over the same Capital Debt Allocation shares. The final change to the formula included additional workloads that were not being captured that represent a significant amount of workload for the annual Calls for Services report e.g., non-emergency calls, outbound calls, CLETS inquiries, along with a weighted approach for After Hour Records.

The proposed new cost formula:

- 1. <u>O&M Costs:</u>
 - a. 15% Fixed Split Equally Proportioned between Members
 - Yolo County 31%
 - W. Sacramento 31%
 - Woodland 31%
 - Winters 5%
 - Yocha Dehe 1%

b. 85% Variable Based off Calls for Service

- Yolo County 21%
- W. Sacramento 37%
- Woodland 37%
- Winters 4%
- Yocha Dehe 1%

- 2. <u>Capital Allocations:</u>
 - a. Duplicate Allocation from Current Debt Service Established Ratios:
 - Yolo County 44.0%
 - W. Sacramento 17.0%
 - Woodland 29.7%
 - Winters 6.7%
 - Yocha Dehe 2.6%

This formula is being presented as information only. Part of the final discussion with the City Managers was to introduce the new formula, along with the old formula for a side by side with the upcoming FY18 Budget proposal for the JPA Board to consider.

The example below shows a side by side from the FY17 Budget of how the allocation of costs change:

Agency Totals (Operations & Capital)	FY 16-17 Budget	New Formula	Change	Capital FY17 (If No Fund Balance Was Used for \$180k)
			Increase/ (Decrease)	
Yocha Dehe Cost - Operations	\$53,082	\$60,612	\$7,530	
Yocha Dehe - Capital	<u>\$8,617</u>	<u>\$8,617</u>	<u>\$0</u>	
Total	\$61,699	\$69,229	\$7,530	
			FY17 Capital (2.6%)	\$4,680
Yolo County Cost - Operations	\$1,153,750	\$1,185,898	\$32,148	
Yolo County - Capital	<u>\$143,843</u>	<u>\$143,843</u>	<u>\$0</u>	
Total	\$1,297,593	\$1,329,741	\$32,148	
			FY17 Capital (44.0%)	\$79,200
West Sac Cost - Operations	\$1,994,270	\$1,902,708	(\$91,562)	
West Sac - Capital	<u>\$55,458</u>	<u>\$55,458</u>	<u>\$0</u>	
Total	\$2,049,728	\$1,958,166	(\$91,562)	
			FY17 Capital (17.0%)	\$30,600
Woodland Cost - Operations	\$1,834,091	\$1,902,708	\$68,617	
Woodland - Capital	\$97.048	\$97,048	\$00,017	
Total	\$1,931,139	\$1,999,756	<u>\$68,617</u>	
			FY17 Capital (29.7%)	\$53,460
Winters Cost - Operations	\$235,466	\$218,732	(\$16,734)	
Winters - Capital	<u>\$21,991</u>	<u>\$21,991</u>	<u>\$0</u>	
Total	\$257,457	\$240,723	(\$16,734)	
			FY17 Capital (6.7%)	\$12,060