

**AGENDA
REGULAR MEETING
YECA GOVERNING BOARD
Wednesday, February 5, 2025
2:00 P.M. Public Session**

Yolo Emergency Communications Agency, 35 N. Cottonwood St, Woodland, CA 95695

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

1. Call to Order (2:00 PM)

2. YECA Dispatch Tour

- a. Board Members will be given a tour of the newly remodeled Dispatch Center

3. Approval of the Agenda

4. Announcements

5. 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.

6. 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 November 6, 2024, Regular Meeting
- b. Operations Division Report
- c. Current Year Budget Status Update
- d. 2024 Quarterly Law & Fire Dispatch to Que Call Stats
- e. 2024 Annual Calls for Service Report

7. FY23/24 External Audit Presentation by Richardson & Company, CPA's – *Info Only

- a. FY23/24 Fiscal Audit Governance Letter
- b. FY23/24 Fiscal Audit Management Letter
- c. FY23/24 Fiscal Audit Financials – [Click Here for Attachment](#)

8. YECA Assisted Pet Therapy Pilot Program – Voted Item

- a. Board summary letter providing the results of the pilot program and recommendations

9. Closed Session

Conference with Labor Negotiator (CG54957.6)

Agency Representative: Dena Humphrey, Executive Director

Employee Organization: YECA Non-Representative Groups (General & Management)

10. Recruitment Hiring Incentives for Laterals & Referral Bonus Incentive – Voted Item

- a. Board summary letter outlining background of recruitments and proposed hiring incentives

11. Next Scheduled JPA Board Meeting Date March 5, 2025

12. Items for Future Meeting Agenda

- a. Draft Budget for FY25/26

13. Adjournment

I declare under penalty of perjury that the foregoing agenda was available for public review and posted on/ or before January 31, 2025 on the bulletin board outside of the Yolo County, Erwin Meier Administration Center, 625 Court St., Woodland, California and on the agency website:



Dena Humphrey, Executive Director

If you are a person with a disability and you need disability related accommodations to attend the meeting, please contact Tianna Dumas at (530) 666-8900 or (530) 666-8909 (fax). Requests for accommodations must be made at least two full business days before the start of the meeting.

**YOLO EMERGENCY COMMUNICATIONS AGENCY
(YECA) GOVERNING BOARD**

November 6, 2024

2:00 P.M.

Minutes

The YECA Governing Board met on Wednesday November 6, 2024 at the Yolo County Sheriff's Office, 140 Tony Diaz Dr. – Cameron Training Center, Woodland. Board Chair Binns called the meeting to order at 2:15pm.

PRESENT: Primary Board Members: Dena Humphrey, YECA Executive Director, Steve Binns, City of West Sacramento, Shawn Kinney, Yocha Dehe Wintun Nation, Tom Lopez, Yolo County, Jack Snyder, City of Winters

ABSENT: Kim McKinney, City of Woodland

Entry No. 2

Minute Order No. 2024-23

Approval of the Agenda - [Approved](#)

MOTION: Kinney SECOND: Snyder AYES: Binns, Kinney, Lopez, Snyder Absent: McKinney

Entry No. 3

Announcements-

- a. Board Member Miller accepted a position with Antioch PD with his last day October 13th, and would like to welcome Board Member Snyder to the Board as his replacement.
- b. Vanesa Hoyt, Operations Manager, announced the promotion of Katie Gonzalez to the Dispatcher III position.
- c. Dena, ED, announced a letter from the City of Woodland had appointed Fire Chief Eric Zane as the alternate to Board Member Kim McKinney in the event of her absence.

Entry No. 4

Public Comment – None

Entry No. 5

Minute Order No. 2024-24

Approval of Consent Agenda – [Approved](#)

- a. Approval of the Minutes from the September 6, 2024, Regular Meeting
- b. Operations Division Report
- c. Current Year Budget Status Update
- d. 2024 3rd Quarterly Law & Fire Dispatch to Que Call Stats
- e. FY24/25 Budget Adjustment
- f. YECA Administrative Holiday Schedule
- g. Workplace Violence Prevention Policy

MOTION: Lopez SECOND: Kinney AYES: Binns, Kinney, Lopez, Snyder Absent: McKinney

Entry No. 6

Old Business

- a. YECA Dispatch Room Remodel Project Update

Item	Budget	Contract	Change Orders	Difference
Dispatch Furniture	\$ 270,000	\$ 262,825	\$ -	\$ (7,175)
Construction Contract	\$ 372,000	\$ 324,000	\$ 7,739	\$ (40,261)
<i>Sub-total</i>	<i>\$ 642,000</i>	<i>\$ 586,825</i>	<i>\$ 7,739</i>	<i>\$ (47,436)</i>
Additional Costs				
Rental Restrooms				\$ 2,800
New Headset Jack Boxes				\$ 12,000
Available Budget				\$ (32,636)

ED Humphrey presented updated Dispatch Room remodel costs along with photos documenting the progress of the re-model project. Total available budget remaining is \$32,636 with construction wrapping up on December 20th and a target completion date of January 31, 2025.

Entry No. 7

Minute Order No. 2024-25

YECA Chair & Vice Chair Elections for FY24/25 – Voted Item – [Approved](#)

FY24/25 Chair – Steve Binns, City of West Sacramento

FY24/25 Co-chair – Kim McKinney, City of Woodland

MOTION: Lopez SECOND: Kinney AYES: Binns, Kinney, Lopez, Snyder Absent: McKinney

Entry No. 8

Next Scheduled JPA Board Meeting Date: February 5, 2025 –Location TBD

Entry No. 9

Items for Future Meeting Agenda – None

Entry No. 10

Meeting Adjourned at 2:35pm

Minutes submitted by Tianna Dumas

STAFF REPORT

Agenda Item: 5.b

Date: February 5, 2025
To: YECA Governing Board
Thru: Dena Humphrey, Executive Director
From: Vanesa Hoyt, Operations Manager
Subject: October-December 2024 Combined Operations Division Report
Recommendation: No action required; information only.
Summary: Operations staff is currently engaged in the following:

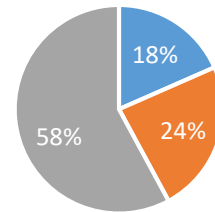
Staffing:

1. Out of 39 funded operations positions:

Classification	Filled	Funded	Vacant
Operations Manager	1	1	0
Dispatch Supervisor	4	4	0
Dispatcher III	4	4	0
Dispatcher I/II	22	26	4
Dispatch Assistant	1	4	3
TOTAL	32	39	7

January 2025

■ Vacancies ■ In-Training ■ Trained



- a. Ledina Barrientes has completed training on all 4 consoles.
- b. Toni Hogan has completed training on the WDP radio (2nd console) and has begun training on the WSP radio (3rd console).
- c. Hollie Kiser has completed training on the WDP radio (2nd console) and has begun training on the WSP radio (3rd console).
- d. Benicia Lammon has completed training on the WSP radio (2nd console) and has begun training on the YSO radio (3rd console).
- e. Madison Burgess has completed training on the WDP radio (3rd console).
- f. Brianna Gunter has completed the call taking phase of training and has begun training on the WSP radio (1st console).
- g. Tayra Eidenbenz has completed the call taking phase of training and has begun training on the YSO radio (1st console).
- h. Shelbee Hudson has completed the call taking phase of training and has begun training on the YSO radio (1st console).
- i. Mackenzie Daniels has completed the call taking phase of training.

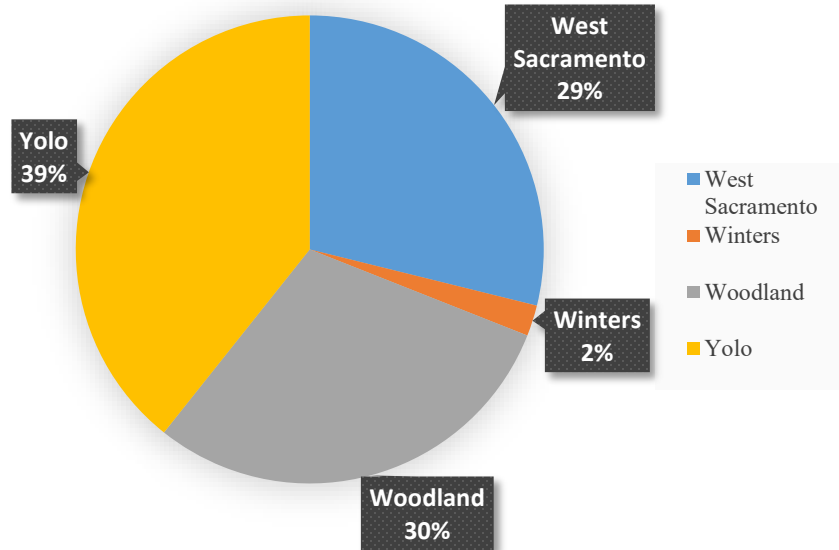
2. Dispatchers I, Angelina Paxton and Makayla Brooks, have resigned from their positions.

Statistical Information:

Monthly Phone Statistics:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
9-1-1	4,450	4,477	4,744	4,984	5,751	5,600	5,855	5,700	4,949	5,086	4,327	4,637	60,560
7-Digit Emergency	1,004	941	875	900	1,036	1,140	1,166	956	960	1,010	1,000	781	11,769
AMR	93	92	63	96	119	92	92	94	94	93	93	110	1,131
West Sacramento	3,167	3,497	3,338	3,613	3,753	3,644	3,806	3,584	3,678	3,643	3,126	3,244	42,093
Winters	244	230	245	244	299	250	363	265	272	218	248	233	3,111
Woodland	3,704	3,492	3,565	3,686	4,215	3,658	4,044	4,020	3,515	3,264	2,990	3,171	43,324
Yolo	4,617	4,740	4,835	5,022	4,938	4,754	5,031	4,922	4,691	4,926	4,507	4,324	57,307
Outgoing	4,983	4,935	4,742	5,276	5,293	5,054	5,458	5,347	5,257	5,145	4,871	4,479	60,840
TOTAL	22,262	22,404	22,407	23,821	25,404	24,192	25,815	24,888	23,416	23,385	21,162	20,979	280,135

**2024 YTD
Incoming Non-Emergency Lines**



Monthly CAD Events:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
West Sacramento													
Law	4,369	4,365	4,634	4,713	5,038	5,027	5,167	5,020	4,964	4,853	4,552	4,734	57,436
Fire	430	400	428	383	469	465	470	437	432	474	349	384	5,121
Medical	637	576	559	579	672	620	665	630	585	602	524	589	7,238
Animal Control	185	185	206	214	213	214	192	188	198	241	172	182	2,390
Public Works/Support	31	58	29	30	27	45	51	54	41	35	56	31	488
TOTAL	5,652	5,584	5,856	5,919	6,419	6,371	6,545	6,329	6,220	6,205	5,653	5,920	72,673
Winters													
Law	363	405	387	428	508	559	622	554	485	457	346	530	5,644
Fire	52	74	61	84	67	57	66	80	53	69	51	18	732
Medical	50	60	50	64	39	63	60	70	65	64	49	51	685
Animal Control	11	18	24	18	28	27	24	28	26	19	15	14	252
Public Works/Support	9	11	4	4	6	3	11	5	6	3	8	2	72
TOTAL	485	568	526	598	648	709	783	737	635	612	469	615	7,385
Woodland													
Law	4,497	4,183	4,612	4,614	5,037	4,508	5,005	5,176	4,679	4,728	4,099	4,206	55,344
Fire	265	272	258	282	312	353	387	320	310	309	305	240	3,613
Medical	525	487	443	513	553	484	502	528	490	497	499	507	6,028
Animal Control	200	166	188	226	192	227	220	236	253	277	203	185	2,573
Public Works/Support	68	184	54	61	61	67	62	67	69	76	69	62	900
TOTAL	5,555	5,292	5,555	5,696	6,155	5,639	6,176	6,327	5,801	5,887	5,175	5,200	68,458
YSO													
Law	3,096	3,022	2,975	2,794	2,994	2,881	2,934	3,539	3,121	3,157	3,155	3,031	36,699
Fire	430	478	626	691	487	404	368	380	451	529	535	246	5,625
Medical	100	80	105	103	102	111	91	135	89	95	95	85	1,191
Animal Control	280	261	240	276	284	267	344	328	291	290	240	280	3,381
Public Works/Support	781	755	711	736	772	818	813	909	894	891	734	792	9,606
TOTAL	4,687	4,596	4,657	4,600	4,639	4,481	4,550	5,291	4,846	4,962	4,759	4,434	56,502
Yocha Dehe													
Fire	10	9	8	9	9	17	18	12	12	17	10	9	140
Medical	18	19	30	24	29	23	29	23	29	23	21	38	306
TOTAL	28	28	38	33	38	40	47	35	41	40	31	47	446
Arbuckle													
Fire	23	14	13	18	15	23	15	17	25	18	22	16	219
Medical	22	23	24	20	21	15	17	18	9	28	25	17	239

TOTAL	45	37	37	38	36	38	32	35	34	46	47	33	458
UCD/DFD													
Fire	76	86	100	111	99	141	112	100	106	90	116	75	1212
Medical	58	61	40	75	68	43	29	18	46	111	72	36	657
TOTAL	134	147	140	186	167	184	141	118	152	201	188	111	1,869
GRAND TOTAL	16,586	16,252	16,809	17,070	18,102	17,462	18,274	18,872	17,729	17,953	16,322	16,360	207,791

CLETS Inquiries>Returns:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Inquiries	10,065	9,290	10,492	9,200	10,492	10,231	11,020	11,888	10,358	9,822	10,537	10,341	123,736
Returns	52,233	48,451	56,259	48,663	56,259	53,534	57,281	60,283	53,797	49,433	53,962	53,585	643,740

Confidential Records Requests (Audio & CAD Print out):

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
16	15	14	22	33	20	15	18	19	15	16	17	220

After-Hours Records Entries:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
West Sacramento	280	271	282	267	277	322	251	266	279	230	246	229	3,200
Winters	0	0	0	0	0	0	0	0	0	0	0	0	0
Woodland	0	0	0	0	0	0	0	0	0	0	1	0	1
TOTAL	280	271	282	267	277	322	251	266	279	230	247	229	3,201

Text to 9-1-1:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total YTD
TOTAL	9	11	10	7	7	12	7	23	16	15	8	24	149

IROC (Fire- Interagency Resource Ordering Capability):

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
IROC Fill Orders	0	0	0	0	0	5	22	8	6	3	1	1	46
IROC Updates	0	0	0	0	4	1	2	1	1	1	1	0	11

9-1-1 Answering Times:

In busiest hour; 90% off all 9-1-1 calls shall be answered within 15 seconds, 95% of all 9-1-1 calls should be answered within 20 seconds

Month	Jan (1700)	Feb (1800)	Mar (1500)	Apr (1600)	May (1900)	Jun (1200)	Jul (2100)	Aug (1600)	Sep (1500)	Oct (1500)	Nov (1700)	Dec (1700)	YTD AVERAGE
0-10 sec	95.76%	96.30%	97.47%	93.40%	96.56%	95.28%	95.53%	89.07%	90.71%	94.01%	94.06%	91.79%	94.16%
0-15 sec	98.94%	99.38%	99.28%	97.80%	98.94%	98.61%	97.77%	97.27%	99.07%	99.05%	98.02%	98.06%	98.47%
0-20 sec	99.65%	99.69%	99.28%	99.06%	99.74%	99.72%	99.44	99.45%	100%	100%	99.34%	100%	99.55%

Projects:

1. Leadership Development Training
 - a. Operations Manager training for Vanesa Hoyt
 - b. Dispatcher III training for Katie Gonzalez
 - c. Leadership pilot program
2. EMD-QA
 - a. Operations Manager Hoyt provides weekly feedback for all cardiac events and calls, including PAIs, focusing on case review and compliance.
3. Disaster Recovery Plan
 - a. Conducting regular staff training on effective evacuation procedures.
 - b. Utilizing real cases to improve tactical dispatch strategies and call-out protocols.
4. Recruitment
 - a. The next recruitment is scheduled to open in February 2025.
5. Succession Planning
6. 2025 In-Service Training Plan
 - a. ProQA Refresher Training: Focused on maintaining and improving emergency medical dispatching skills.
 - b. Communications Training Officer (CTO) Refresher Training: Enhancing skills and knowledge for CTOs to effectively mentor and train staff.
 - c. In-Service Fire Training: Specialized training for handling fire-related incidents and protocols.
 - d. In-Service Law Training: Focused on law enforcement dispatching protocols and best practices.
 - e. IROC Refresher Training: Reinforcement of skills related to the Incident Resource Ordering Capability (IROC) system.
 - f. Radio Academy: Comprehensive training on radio communication systems and procedures.
7. CalOES GIS Pilot Project
8. NG9-1-1 Equipment Installations
 - a. YECA is in Phase 2- Integration of location information systems to accurately pinpoint caller location, enabling more precise dispatching, and potentially adding basic text-based messaging capabilities.
 - b. CPE Software Upgrade completed 4/13/2021
 - c. Atos Equipment installation completed 11/15/2021
 - d. Migration from Comtech Text to 9-1-1 to Rapid Deploy Radius completed 02/23/2022
 - e. CALOES Tiger Team completed PSAP readiness testing 08/23/2023
 - f. YECA staff in selection stage of Cloud-based CPE
9. Applicant Tracking System
10. Onboarding Implementation
11. Headset Replacement
12. Employee Evaluation Model
13. Dispatch Remodel
14. Employee Wellness Program
15. Scheduling Program Update
16. Artificial Intelligence for non-emergency calls
17. Emergency Medical Dispatching QA Program

Agenda Item: 5.c

YECA BUDGET MANAGEMENT SUMMARY

2024 / 2025 As of 01/30/2025

	8%	17%	25%	33%	42%	50%	58%	67%	75%	83%	92%	100%
	JUL-24	AUG-24	SEPT-24	OCT-24	NOV-24	DEC-24	JAN-25	FEB-25	MAR-25	APR-25	MAY-25	JUN-25
B/U 30 ADMINISTRATION												
Appropriations	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226
Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	\$ 181,978	\$ 388,116	\$ 495,470	\$ 1,006,145	\$ 1,099,782	\$ 1,105,241	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unencumbered	\$ 1,957,249	\$ 1,751,110	\$ 1,643,756	\$ 1,133,081	\$ 1,039,444	\$ 1,339,224	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226	\$ 2,139,226
Percent Expended	9%	18%	23%	47%	51%	52%	0%	0%	0%	0%	0%	0%
B/U 40 OPERATIONS - DISPATCH												
Appropriations	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697
Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	\$ 611,437	\$ 892,354	\$ 1,209,947	\$ 1,547,477	\$ 1,881,065	\$ 2,318,440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unencumbered	\$ 4,326,260	\$ 4,045,343	\$ 3,727,750	\$ 3,390,220	\$ 3,056,632	\$ 2,619,257	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697	\$ 4,937,697
Percent Expended	12%	18%	25%	31%	38%	47%	0%	0%	0%	0%	0%	0%
B/U 50 INFORMATION TECHNOLOGY												
Appropriations	\$ 761,300	\$ 761,300	\$ 761,300	\$ 761,300	\$ 761,300	\$ 804,705	\$ 804,705	\$ 804,705	\$ 804,705	\$ 804,705	\$ 804,705	\$ 804,705
Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	\$ 94,520	\$ 122,336	\$ 451,253	\$ 461,370	\$ 523,843	\$ 616,308	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unencumbered	\$ 666,780	\$ 638,964	\$ 310,047	\$ 299,930	\$ 237,457	\$ 188,397	\$ 804,705	\$ 804,705	\$ 804,705	\$ 804,705	\$ 804,705	\$ 804,705
Percent Expended	12%	16%	59%	61%	69%	77%	0%	0%	0%	0%	0%	0%
B/U 60 GRANTS												
Appropriations	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188
Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	\$ 14,000	\$ 14,000	\$ 39,525	\$ 39,525	\$ 55,230	\$ 70,415	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unencumbered	\$ 149,188	\$ 149,188	\$ 123,663	\$ 123,663	\$ 107,958	\$ 92,773	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188	\$ 163,188
Percent Expended	9%	9%	24%	24%	34%	43%	0%	0%	0%	0%	0%	0%
B/U 80 BUILDING												
Appropriations	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000
Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	\$ -	\$ -	\$ 1,136	\$ 2,051	\$ 13,085	\$ 31,336	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unencumbered	\$ 670,000	\$ 670,000	\$ 668,864	\$ 667,949	\$ 656,915	\$ 638,664	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000
Percent Expended	0%	0%	0%	0%	2%	5%	0%	0%	0%	0%	0%	0%
TOTAL Appropriations	\$ 8,671,411	\$ 8,671,411	\$ 8,671,411	\$ 8,671,411	\$ 8,671,411	\$ 8,714,816	\$ 8,714,816	\$ 8,714,816	\$ 8,714,816	\$ 8,714,816	\$ 8,714,816	\$ 8,714,816
Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	\$ 901,935	\$ 1,416,806	\$ 2,197,332	\$ 3,056,569	\$ 3,573,005	\$ 4,141,740	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unencumbered	\$ 7,769,476	\$ 7,254,605	\$ 6,474,079	\$ 5,614,842	\$ 5,098,406	\$ 4,573,076	\$ 8,714,816	\$ 8,714,816	\$ 8,714,816	\$ 8,714,816	\$ 8,714,816	\$ 8,714,816
Percent Expended	10%	16%	25%	35%	41%	48%	0%	0%	0%	0%	0%	0%
TOTAL Estimated Revenue	\$ 7,737,612	\$ 7,737,612	\$ 7,737,612	\$ 7,737,612	\$ 7,737,612	\$ 7,737,612	\$ 7,737,612	\$ 7,737,612	\$ 7,737,612	\$ 7,737,612	\$ 7,737,612	\$ 7,737,612
Realized Revenue	\$ 4,158,688	\$ 4,170,851	\$ 5,401,406	\$ 5,455,082	\$ 5,675,566	\$ 6,316,108	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000
Unrealized Revenue	\$ 3,578,924	\$ 3,566,761	\$ 2,336,206	\$ 2,282,530	\$ 2,062,046	\$ 1,421,504	\$ 7,362,612	\$ 7,362,612	\$ 7,362,612	\$ 7,362,612	\$ 7,362,612	\$ 7,362,612
Percent Realized	54%	54%	70%	71%	73%	82%	5%	5%	5%	5%	5%	5%



Quarter 4, 2024 Law Call Statistics

Call Processing Time - All Calls

Average Seconds from First Keystroke to Pending Queue Entry										
PRIORITY	WDP		WNP		WSP		YSO		Total	
	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls
1	90	166	73	12	81	314	91	107	85	599
2	126	1,481	137	127	120	1,876	123	449	124	3,933

Queue Entry to First Unit Dispatched - Units Available

Average Seconds from Pending Queue Entry to First Unit Dispatched										
PRIORITY	WDP		WNP		WSP		YSO		Total	
	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls
1	98	138	36	11	67	274	76	104	76	527
2	161	1,102	98	120	141	1,470	113	419	142	3,111

Queue Entry to Law Supervisor Notified - No Units Available

Average Seconds from Pending Queue Entry to the Law Supervisor Notification of No Units Available										
PRIORITY	WDP		WNP		WSP		YSO		Total	
	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls
1	244	28	19	1	85	40	493	3	163	72
2	253	379	109	7	252	406	222	30	250	822

Queue Entry to First Unit Dispatched After Law Supervisor Notification - No Units Available

Average Seconds from Pending Queue Entry to First Unit Dispatched after Law Supervisor Notification has Occurred										
PRIORITY	WDP		WNP		WSP		YSO		Total	
	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls
1	740	28	30	1	638	40	91	3	646	72
2	1172	379	396	7	1149	406	907	30	1145	822

Queue Entry to First Unit Dispatched - All Calls - Including Available and Unavailable Units

Average Seconds from Pending Queue Entry to First Unit Dispatched										
PRIORITY	WDP		WNP		WSP		YSO		Total	
	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls
1	206	166	35	12	140	314	76	107	145	599
2	420	1,481	115	127	359	1,876	166	449	352	3,933



Quarter 4, 2024 Fire Call Statistics

Call Processing Time - All Fire Calls

Average Seconds from First Keystroke to Pending Queue Entry												
PRIORITY	WDL		WNF		WSF		YDF		County		Total	
	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls
Code 2	54	485	45	59	49	654	44	13	56	224	52	1,435
Code 3	58	1,659	59	194	56	2,104	42	100	67	932	59	4,989

Queue Entry to First Unit Dispatched - All Fire Calls

Average Seconds from Pending Queue Entry to First Unit Dispatched												
PRIORITY	WDL		WNF		WSF		YDF		County		Total	
	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls
Code 2	18	485	20	59	25	654	15	13	25	224	22	1,435
Code 3	19	1,659	20	194	22	2,104	21	100	24	932	21	4,989

Call Processing Time - Fire and Medical

Average Seconds from First Keystroke to Pending Queue Entry													
Call Type	PRIORITY	WDL		WNF		WSF		YDF		County		Total	
		Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls
Fire Call Types	Code 2	80	97	51	13	55	183	61	4	55	76	61	373
	Code 3	66	435	69	68	68	716	47	26	71	506	68	1,751
Medical Aid Call Types	Code 2	47	389	43	46	47	470	37	9	57	147	48	1,061
	Code 3	55	1,224	53	126	50	1,389	41	74	60	436	53	3,249

Queue Entry to First Unit Dispatched - Fire and Medical

Average Seconds from Pending Queue Entry to First Unit Dispatched													
Call Type	PRIORITY	WDL		WNF		WSF		YDF		County		Total	
		Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls	Average	# of Calls
Fire Call Types	Code 2	20	97	24	13	33	183	10	4	27	76	28	373
	Code 3	21	435	23	68	24	716	15	26	24	506	23	1,751
Medical Aid Call Types	Code 2	18	389	19	46	21	470	18	9	21	147	20	1,061
	Code 3	18	1,224	18	126	20	1,389	23	74	24	436	20	3,249

YOLO
EMERGENCY
COMMUNICATIONS
AGENCY



2024
ANNUAL CALLS
FOR SERVICE REPORT

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**YECA – Yolo Emergency
Communications Agency**

**EMD – Emergency Medical
Dispatcher**

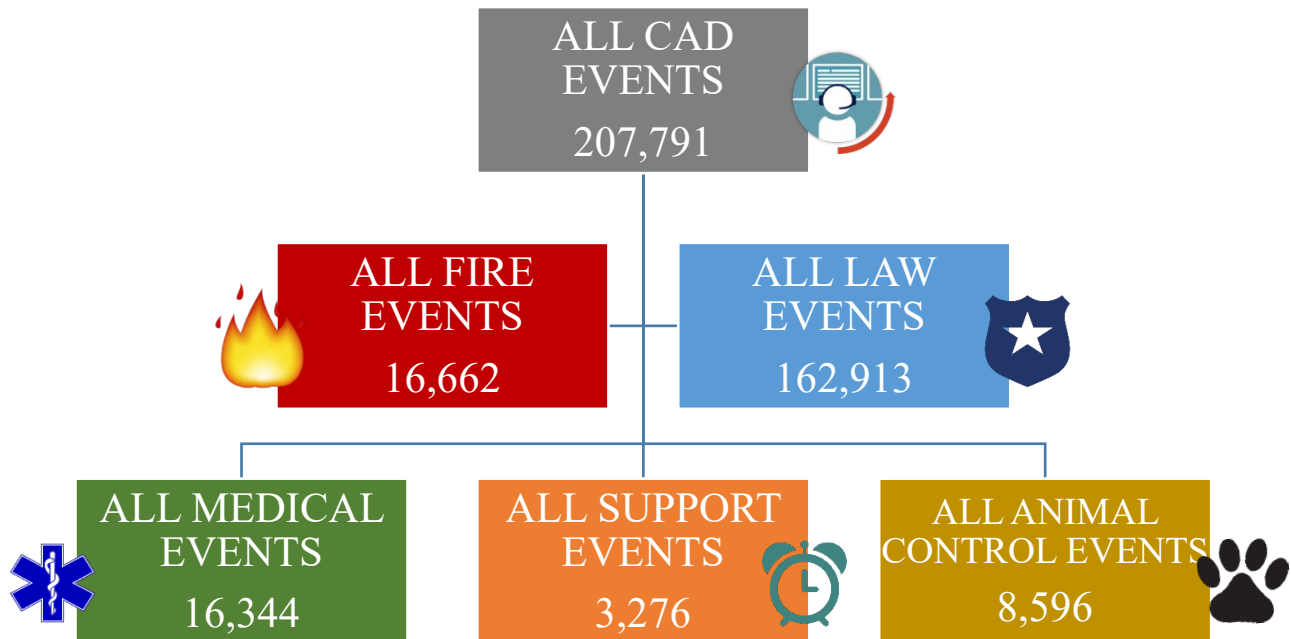
**CLETS – California Law
Enforcement
Telecommunications System**

**CAD – Computer Aided
Dispatch**

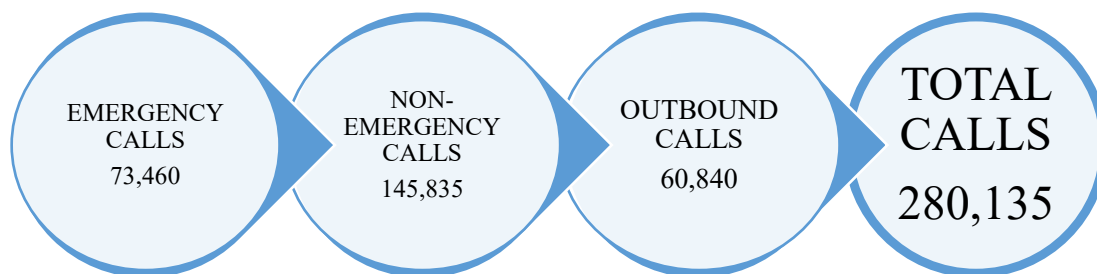
JPA – Joint Powers Authority

CAD EVENTS & ALL PHONE OVERVIEW

YECA utilizes Central Square CAD software to support the complexities of YECA's multi-jurisdictional environment

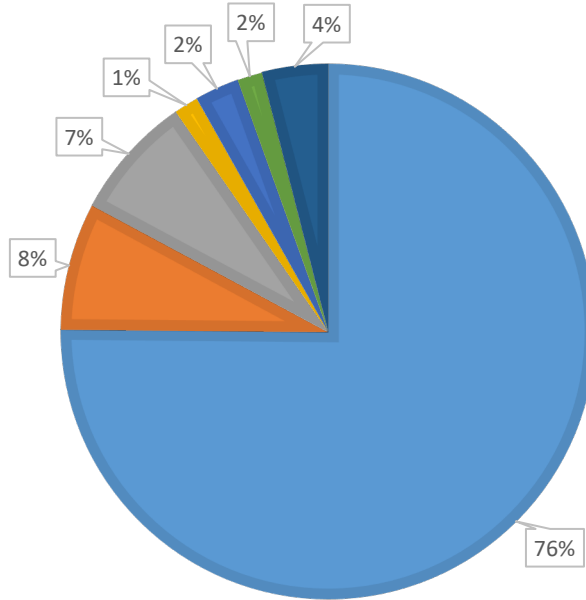


YECA utilizes AT&T's VESTA Phone System to retrieve and process incoming and outgoing calls



ALL AGENCIES

2024 OVERALL STATISTICS



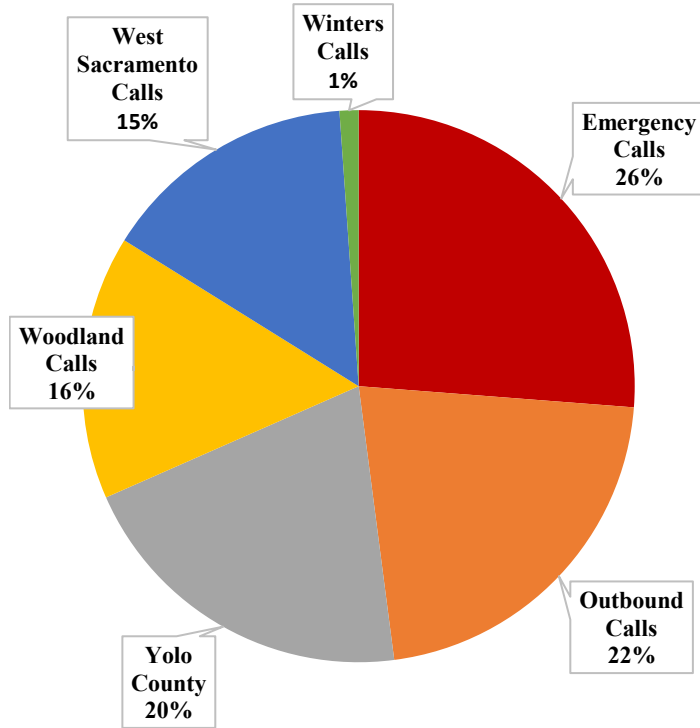
■ Law ■ Fire ■ Medical ■ Police Records Entries* ■ Probation ■ Public Works/Support ■ Animal Control

Overall YECA	2023 Total	2024 Total	+/- Difference	% Change
Calls for Services				
Law	161,410	162,913	1,503	1%
Fire	17,450	16,662	-788	-5%
Medical	15,886	16,344	458	3%
Police Records Entries ¹	3,184	3,201	17	1%
Probation	4,036	5,799	1,763	44%
Public Works/Support	3,434	3,276	-158	-5%
Animal Control	8,003	8,596	593	7%
Total	213,403	216,791	3,388	2%

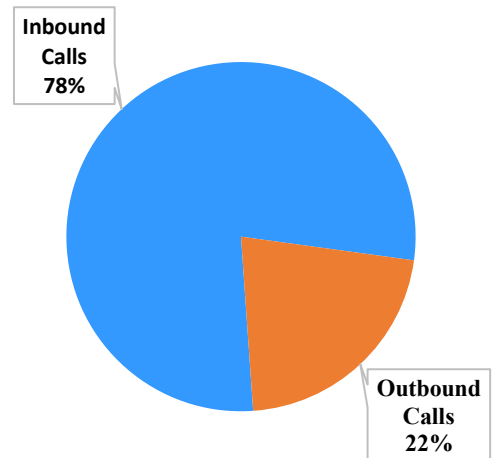
¹ WEIGHTED BY TIME

ALL PHONE CALLS

Annual Total Phone Calls
280,135



Annual Total Inbound and Outbound Calls



Emergency Calls	
73,460	
Non- Emergency Calls	
Yolo	57,307
Woodland	43,324
West Sacramento	42,093
Winters	3,111
Outgoing Calls	
60,840	
Total Calls	
280,135	

CITY OF WINTERS



Agency	2023 Total	2024 Total	+/- Difference	% Change
City of Winters				
Police	6,180	5,644	-536	-9%
Police Records Entries ¹	1	0	-1	-100%
Fire	789	732	-57	-7%
Medical	666	685	19	3%
Public Works	82	72	-10	-12%
Animal Control	300	252	-48	-16%
Total Phone Calls	9,397	8,403	-994	-11%
CLETS Inquiries ²	6,439	6,109	-330	-5%
Total	23,854	21,897	-1,957	-8%
CLETS Returns ³	34,380	34,156	-224	-1%

¹ WEIGHTED BY TIME

² CLETS INQUIRIES YECA PROCESSED

³ CLETS RETURNS YECA REVIEWED



CITY OF WOODLAND



Agency	2023 Total	2024 Total	+/- Difference	% Change
City of Woodland				
Police	54,494	55,344	850	2%
Police Records Entries ¹	8	1	-7	-88%
Fire	4,210	3,613	-597	-14%
Medical	5,945	6,028	83	1%
Public Works	961	900	-61	-6%
Animal Control	2,554	2,573	19	1%
Total Phone Calls	96,877	88,317	-8,560	-9%
CLETS Inquiries ²	31,226	38,615	7,389	24%
Total	196,275	195,391	-884	0%
CLETS Returns ³	159,019	196,158	37,139	23%

¹ WEIGHTED BY TIME

² CLETS INQUIRIES YECA PROCESSED

³ CLETS RETURNS YECA REVIEWED

CITY OF WEST SACRAMENTO



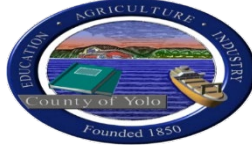
Agency	2023 Total	2024 Total	+/- Difference	% Change
City of West Sacramento				
Police	57,367	57,436	69	0%
Police Records Entries ¹	3,175	3,200	25	1%
Fire	4,856	5,121	265	5%
Medical	6,933	7,238	305	4%
Public Works	648	488	-160	-25%
Animal Control	2,440	2,390	-50	-2%
Total Phone Calls	93,454	89,779	-3,678	-4%
CLETS Inquiries ²	29,477	34,452	4,975	17%
Total	198,350	200,104	1,754	1%
CLETS Returns ³	153,861	177,085	23,224	15.1%

¹ WEIGHTED BY TIME

² CLETS INQUIRIES YECA PROCESSED

³ CLETS RETURNS YECA REVIEWED

COUNTY OF YOLO



Agency	2023 Total	2024 Total	+/- Difference	% Change
County of Yolo				
Law	37,388	36,699	-689	-2%
Fire	6,032	5,625	-407	-7%
Medical	1,186	1,191	5	0%
Public Works	302	245	-57	-19%
Animal Control	2,709	3,381	672	25%
District Attorney	3	3	0	0%
Maintenance	16	9	-7	-44%
Probation	4,036	5,799	1,763	44%
Social Services	1,299	1,457	158	12%
Environmental Health	7	5	-2	-29%
Explosive Ordinance	12	7	-5	-42%
Fire Service Misc.	365	365	0	0%
Public Guardian	61	69	8	13%
Total Phone Calls	97,431	93,636	-3,795	-4%
CLETS Inquiries ¹	41,957	44,560	2,603	6%
Total	192,804	193,051	247	0%
CLETS Returns ²	214,698	236,341	21,643	10%

¹ CLETS INQUIRIES YECA PROCESSED

² CLETS RETURNS YECA REVIEWED

YOCHA DEHE FIRE



Agency	2023 Total	2024 Total	+/- Difference	% Change
Yocha Dehe Wintun Nation				
Fire	146	140	-6	-4%
Medical	300	306	6	2%
Total	446	446	0	0%

UNIVERSITY OF CALIFORNIA DAVIS



Contract Fire	2023 Total	2024 Total	+/- Difference	% Change
UC Davis Fire				
Fire	1,210	1,212	2	0%
Medical	644	657	13	2%
Move-Ups	127	158	31	24%
Total	1,981	2,027	46	2%

ARBUCKLE FIRE



Contract Fire	2023 Total	2024 Total	+/- Difference	% Change
Arbuckle				
Fire	207	219	12	6%
Medical	212	239	27	13%
Total	419	458	39	9%



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REQUIRED COMMUNICATIONS LETTER

To the Board of Directors
Yolo Emergency Communications Agency
Woodland, California

We have audited the financial statements of the Yolo Emergency Communications Agency (YECA) for the year ended June 30, 2024 and have issued our report thereon dated January 6, 2025. Professional standards require that we provide you with the information about our responsibilities under generally accepted auditing standards and, if applicable, *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. Professional standards also require that we provide you with the following information related to our audit.

Our Responsibility under U.S. Generally Accepted Auditing Standards (GAAS) and *Government Auditing Standards*

As stated in our engagement letter dated September 3, 2024, our responsibility, as described by professional standards, is to express opinions about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.

As part of our audit, we considered the internal control of YECA. Such considerations were solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we performed tests of YECA's compliance with certain provisions of laws, regulations, contracts and grants. However, the objective of our tests was not to provide an opinion on compliance with such provisions.

Planned Scope and Timing of the Audit

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit involves judgment about the number of transactions to be examined and the areas to be tested.

Our audit included obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further auditing procedures. Material misstatements may result from (1) errors, (2) fraudulent financial report, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity. We have communicated internal control related matters that are required to be communicated under professional standards in a separate letter. We performed the audit according to the planned scope previously communicated to you in our engagement letter dated September 3, 2024.

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by YECA are described in Note A to the financial statements. No accounting policies were implemented that had an effect on YECA's financial statements. The application of existing policies was not changed during the year. We noted no transaction entered into by YECA during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Accounting estimates are used in determining the depreciable lives used for capital assets, the discount rates used to discount lease and subscription liabilities, and the net pension and OPEB liability. The net pension liability was determined through an actuarial valuation performed by CalPERS, which is performed annually. The net OPEB liability is based on an actuarial valuation, which is based on assumptions including future employment, retirement rates and future costs of health care and health insurance. We evaluated the key factors and assumptions used to develop the estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosure affecting the financial statements were:

Net Pension Liability: Information on YECA's pension plan, including YECA's share of the net pension liability, is shown in Note 7. YECA's share of the net pension liability at June 30, 2023, the most recent measurement date, was \$5,176,860 which is reflected as a liability in YECA's financial statements as of June 30, 2024. The net pension liability increased by \$530,201 primarily due to service cost and net interest cost exceeding investment income as detailed on the Agency GASB 68 Accounting Report.

Net Other Postemployment Benefits (OPEB) Liability: Information on YECA's other net OPEB liability is included in Note 9. YECA's net OPEB liability at June 30, 2023, the most recent measurement date, was \$2,862,919 which is reflected as a liability in YECA's financial statements as of June 30, 2024. The liability continues to increase because YECA is not pre-funding the Plan and instead is only paying premiums for current retirees.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. We noted no significant adjustments to YECA's financial statements during our audit.

Disagreements With Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated January 6, 2025.

Management Consultations With Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a “second opinion” on certain situations. If a consultation involves application of an accounting principle to YECA’s financial statements or a determination of the type of auditor’s opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Matters

We applied certain limited procedures to the schedule of the proportionate share of the net pension liability, schedule of contributions to the pension plan, schedule of changes in the other postemployment benefits liability and related ratio and budgetary comparison schedule, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management’s responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the budgetary comparison schedules by budgetary authority, which accompany the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or the financial statements themselves.

* * * * *

This information is intended solely for the use of the Board of Directors and management of YECA and is not intended to be and should not be used by anyone other than these specified parties.

Richardson & Company, LLP

January 6, 2025

YOLO EMERGENCY COMMUNICATIONS AGENCY
SUMMARY OF UNADJUSTED AUDIT DIFFERENCES - GOVERNMENTAL ACTIVITIES
YEAR ENDED JUNE 30, 2024

Description	Financial Statement Effect - Amount of Overstatement (Understatement) of:					
	Total Assets	Total Deferred Outflows of Resources	Total Liabilities	Total Deferred Inflows of Resources	Total Net Position	Total Change in Fund Balance
To use pension contributions in general ledger as deferred outflows for payments after measurement date.	\$ -	\$ (11,826)	\$ -	\$ -	\$ (11,826)	\$ (11,826)
Net Unadjusted Audit Differences - This Year	-	(11,826)	-	-	(11,826)	(11,826)
Financial Statement Caption Totals-Governmental Activities	\$ 7,259,693	\$ 3,506,226	\$ 9,212,411	\$ 1,655,807	\$ (102,299)	\$ (303,011)
Net Audit Differences as % of F/S Captions	0.00%	(0.34%)	0.00%	0.00%	11.56%	3.90%

MANAGEMENT LETTER

To the Board of Directors and Management
Yolo Emergency Communications Agency
Woodland, California

In planning and performing our audit of the financial statements of the Yolo Emergency Communications Agency (YECA) for the year ended June 30, 2024, in accordance with auditing standards generally accepted in the United States of America, we considered YECA's internal control over financial reporting (internal control) as a basis for determining our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of YECA's internal control. Accordingly, we do not express an opinion on the effectiveness of YECA's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses. Given these limitations, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The following matters have been included in this letter for your consideration:

ADP Payroll Register: We were not able to tie the ADP payroll register directly to expenses as part of our audit procedures. We were able alternatively agree the cash disbursement to the general ledger. We recommend that the Agency work with ADP to provide a journal entry that will agree expenses to those listed on the payroll register.

It would be helpful if a different expense account was used for the 401a plan contributions so separate accounts exist for the CalPERS and 401a plan contribution disclosures.

* * * * *

We would like to take this opportunity to acknowledge the courtesy and assistance extended to us during the course of the audit. This report is intended solely for the information and use of the Board, management, and others within the organization and is not intended to be and should not be used by anyone other than these specific parties.

Richardson & Company, LLP

January 6, 2025

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FY23/24 Fiscal Audit Financials - [Click Here for Attachment](#)

Agenda Item: 8.a

Date: February 5, 2025
To: YECA Governing Board
Thru: Dena Humphrey, Executive Director
From: Vanesa Hoyt, Operations Manager
Subject: Pet Policy Project Update

Recommendation

The Board is requested to approve transitioning the Pilot Pet Policy into a permanent program, based on its success and positive impact during the trial period.

Introduction

The Pilot Pet Program, introduced on August 2, 2023, was developed to improve employee well-being, morale, and resilience within the high-stress environment of dispatch operations. This initiative aimed to address challenges related to stress and morale among dispatchers consistently operating under high-pressure conditions. During the trial period, the program has shown significant positive outcomes, including enhanced employee satisfaction and stress reduction, with no adverse effects on operational performance. This introduction highlights the program's success and supports the recommendation to establish it as a permanent initiative.

Program Milestones:

- **August 2, 2023:** Approval of a six-month pilot program to address dispatcher well-being and operational challenges.
- **December 1, 2023:** Installation of a YCDA-funded kennel, providing a dedicated space for pets on-site.
- **December 5, 2023:** Welcoming the first dog visitor, marking the program's operational start.
- **September 1, 2024:** Expansion of the program to include three approved dogs.
- **February 5, 2025:** Submission of this recommendation to make the program permanent.

Program Benefits:

The program aligns with the organization's commitment to fostering a supportive workplace, while maintaining operational excellence. The program has delivered several important benefits, including the following:

- **Mental Health Support:** Employees have consistently reported reduced stress levels through pet interactions during demanding shifts. Feedback includes comments such as, "Being outside petting them provides valuable stress relief."
- **Enhanced Workplace Morale:** The program has significantly boosted morale, with employees noting its positive impact. One participant shared, "It makes my day that much more enjoyable."
- **Operational Stability:** The program has smoothly become part of daily operations, with no reported disruptions or logistical challenges.

- **Increased Workplace Engagement:** Employees actively participated in the program, making use of it during breaks and downtime to recharge and connect.

Key Findings:

The program has delivered measurable benefits, with the following results:

- Overwhelmingly positive feedback from participating staff members
- No operational disruptions or logistical challenges
- Steady morale improvements, as reflected in employee feedback and engagement metrics

Financial Considerations:

The program's initial setup costs were fully funded through YCDA, and no additional funding is required for its continuation. This initiative represents a sustainable, cost-effective approach to addressing employee well-being and productivity.

Conclusion

Considering the program's proven success in enhancing employee well-being, fostering workplace engagement, and supporting operational stability, it is recommended that the Pilot Pet Program be transitioned into a permanent initiative. This program represents an innovative and cost-effective approach to improving the mental health and productivity of our dispatch team, while reinforcing the organization's commitment to employee support and resilience.

Agenda Item: 10.a

Date: February 5, 2025
To: YECA Governing Board
Thru: Dena Humphrey, Executive Director
From: Leah Goodwin, Deputy Director
Subject: 2025 Recruitment and Hiring Incentives

Recommendation:

For the YECA Board to designate signing authority to the Executive Director for a side-letter with the Yolo County Dispatchers Association (YCDA) for a Lateral Hiring Incentive and a Referral Bonus program to existing staff. The term of the side-letter would expire in conjunction with the existing MOU, term date June 30, 2026.

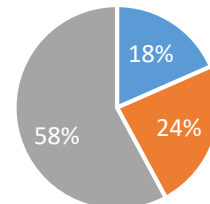
Summary:

The industry faces a nationwide average vacancy rate of 25%. YECA’s current vacancy rate is 18%, and 24% in training, leaving 58% of trained staff. The average washout rate amongst new employees entering the industry is approximately 50%. YECA recently experienced 3-FTE trainee losses within the last two months, due to the true nature and reality of the position. YECA continues to face recruitment and retention challenges typically within the first six months of the trainee’s employment.

January 2025

Classification	Filled	Funded	Vacant
Operations Manager	1	1	0
Dispatch Supervisor	4	4	0
Dispatcher III	4	4	0
Dispatcher I/II	22	26	4
Dispatch Assistant	1	4	3*
TOTAL	32	39	7

■ Vacancies ■ In-Training ■ Trained



*3 FTE Dispatch Assistant positions were frozen for FY24/25

Inexperience Candidate Challenges:

It takes an average of two (2) years to place one inexperienced candidate through the recruitment and training program.

YECA spends considerable effort in recruiting and training. Over the past 18-months, YECA has hired sixteen (16) new dispatchers with no previous experience. YECA has lost seven (7) of those new dispatchers to either their inability to meet performance expectations or to a voluntary resignation. Those who have resigned shared they underestimated the amount of stress for the position. YECA’s continued efforts towards targeting inexperienced candidates is not sustainable.

Recent pay increases for the Public Safety Dispatcher positions has positioned the Agency within a competitive reach to recruit lateral candidates. In order to make the Agency attractive for lateral candidates, the following proposed hiring incentives are being recommended to the YECA Board for consideration.

Proposal:

Implementation of the following strategy to recruit experienced Dispatchers:

- 2025 Recruitment
 - Lateral incentives (placement within the Dispatcher II range)
 - Lateral & Certification hiring incentives (bonuses paid dependent on experience and milestones, maximum \$10,000 paid out over 24 months) separate from the “Training Incentive Milestone Program.”
 - Applicants define as “lateral” and eligible for experience incentives meet the following criteria:
 - 24 months of primary or secondary PSAP experience in the role of public safety dispatcher or dispatch assistant (or equivalent), and
 - successful completion of probation, and
 - successful completion of training, and
 - possess POST Basic Dispatcher Certificate, and
 - have been employed by a PSAP within the previous 12-months or are currently employed
 - Applicants eligible for a certificate incentive meet the following criteria:
 - possess IAED EMD Certificate
 - Experience incentives paid based on time:
 - \$3,000 first pay date after date of hire
 - \$3,000 first pay date after 12-months of service
 - \$3,000 first pay date after 24-months of service
 - \$1,000 IAED EMD Certificate
 - first pay date after completion of 1st radio channel training
 - Employee Referral Bonus (\$500 paid out after successful completion of phase 1 of training)

This is an opportunity to attract lateral applicants by offering increased pay, strong support, a positive organizational culture, and a newly remodeled dispatch room.

By providing an appealing lateral incentive, along with a higher pay step to recognize the experience lateral hires bring, we can position ourselves as a more competitive option in the talent market. Additionally, introducing hiring and training milestones will encourage continued progress and foster long-term retention.

These initiatives will not only enhance the attractiveness of our offer to experienced candidates but also contribute to sustained growth and commitment within the organization.

Employee Referral Bonus:

An employee would be paid \$500 for referring a hired candidate that completes phase 1 of training. This encourages current employees to refer candidates by providing financial incentives for successful hires, leveraging existing staff networks.

Cost Considerations:

Certificate incentives have a cost-savings benefit; hiring staff with these existing certificates saves the Agency hard costs for the training, salary, and back-fill.

Experience incentives have a cost-savings benefit; hiring experienced dispatchers decrease the training time, ensure recruitment of staff that have committed to the profession and have demonstrated proficiency.

In the past eighteen (18)-months, the Agency has paid the seven (7) former inexperienced trainees a total of \$305,000 in base pay and benefits, averaging \$44k, per each loss. This amount does not include hard and soft costs for recruitment screening, staff time, and CTO training. Paying out a maximum total incentive of \$10,000 per experienced dispatcher is cost-effective, when considering the cost of the losses of inexperience and unsuccessful trainees.

Training + Time Based Milestones for Incentives:

To mitigate the risk of lost investment of incentive payouts, consider implementing training completion and employee tenure milestones in order for staff to be paid the incentives, this provides the Agency with return on the time and training investment.

Conclusion:

Implementing these hiring incentives will not only improve our recruitment efforts, but also enhance job satisfaction and reduce burnout of existing staff with the revolving door of inexperienced trainees. By investing in our personnel, we are ultimately investing in the safety and well-being of our member agencies and the communities we serve.