

Agenda Item: 5.a.

**YOLO EMERGENCY COMMUNICATIONS AGENCY (YECA)
GOVERNING BOARD
September 3, 2014**

MINUTES

The YECA Governing Board met on Wednesday, September 3, 2014 at the Yolo Emergency Communications Agency, Woodland CA. Board Chair Sergio Gutierrez called the meeting to order at 3:00 p.m.

PRESENT: Primary Board Members: Sergio Gutierrez, City of Winters, Tom Lopez, Yolo County,
Dan Bellini, City of Woodland, Gary Fredericksen, Yocha Dehe Wintun Nation, and
Dena Humphrey, Agency Manager.

ABSENT: Carol Richardson, City of West Sacramento

Entry No. 2

Public Comment

None

Entry No. 3

Announcements

None

Entry No. 4

Minute Order No. 2014-52: Approval of Agenda

The Agenda was approved as presented.

MOTION: Bellini SECOND: Fredericksen AYES: Gutierrez, Fredericksen, Bellini, Lopez.

Entry No. 5

Minute Order No. 2014-53: Approval of Consent Agenda

The Consent Agenda was approved as presented.

MOTION: Lopez SECOND: Fredericksen AYES: Gutierrez, Fredericksen, Bellini, Lopez.

Entry No. 6

Old Business – Information Only

Agency Manager Dena Humphrey updated the Board on the status of the Automatic Transfer Switch project. Currently UPS batteries have been “built up” to mitigate power outages to

equipment while replacing ATS. Notification will be sent out to all member agencies before the replacement takes place.

Agency Manager Dena Humphrey also updated the Board on the status of the Standard Levels of Service presented to the Board at the previous meeting. The law and fire matrices are currently in rough draft, once finalized will be sent out to member agencies no later than September 17th.

Entry No. 7

Dispatch Staffing Follow-Up Summary

Agency Manager Dena Humphrey requested the Board to consider increasing the current authorized 28 Dispatch positions to 30 Dispatch positions. With the length of time, 18 months for training, staffing shortages and resignations the increase from 28 to 30 Dispatch positions would give the Agency a six-month lead to the staggered hiring approach presented in March of hiring two additional Dispatchers for FY 15/16.

After some discussion direction was given to bring this item back to the Board next month.

Entry No. 8

Minute Order No. 2014-54: Motorola Radio Replacement Project

I.T Specialist Charles Keasler provided an update on the "Gold Elite" radio consoles used by YECA. The Gold Elite system has been in continuous use for 10 years and Motorola will discontinue support for the consoles in 2018.

Motorola performed site visits to YECA and provided a quote to replace the consoles. The proposed system is compatible with the latest radio technologies, including the Motorola P25 standard.

After some discussion the Board approved to purchase the proposed Motorola system and authorized signing authority to the Agency Manager.

The next scheduled meeting will be October 1, 2014.

Meeting was adjourned at 3:58 p.m.

Minutes submitted by: Marci Criste, Recording Secretary

STAFF REPORT

Agenda Item: 5.b.

Date: September 23, 2014
To: YECA Governing Board
Thru: Dena Humphrey, Agency Manager
From: Karen Avara, Operations Manager
Subject: Operations Division Report

Recommendation: No action required; information only.

Summary: Operations staff is currently engaged in the following:

- Grants:

FY 14-Awaiting approval letter

- Staffing:

We have issued background packets to the top five candidates and will be scheduling them for interviews with a background investigator.

- Internal Affairs: August 25, 2014-September 23, 2014

1. **Grievances:** None

2. **Complaints:** None

3. **Commendations:** One

- 9/16/14-Supervisor Hetland commended Tammy Lancaster for her outstanding assistance on a second alarm structure fire, she had the protocol up and ready when the greater alarm was called, made all the phone calls for the fire dispatcher and assisted as needed.

Statistical Information:

- Monthly Phone Statistics:

Month	9-1-1	Non-Emergency	Outgoing	Total
August	5,549	15,474	7,630	28,653

- Monthly CAD Events:

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

Month	Law	Fire	Other
August	16,636	2,027	929

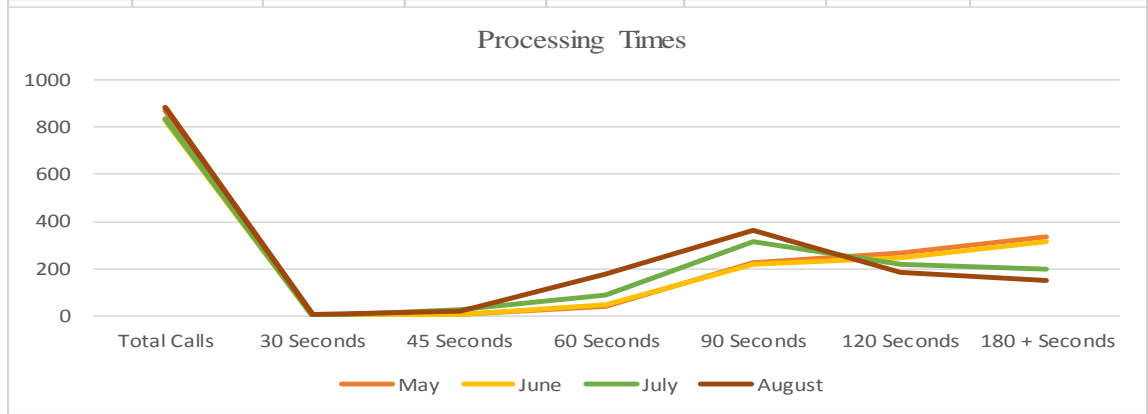
- Confidential Records Requests:

Month	# of Requests
July	157

- Quarterly EMD Report:

As reported in May we found an increase in call processing times when we implemented determinate dispatching with the majority of calls being processed in 180 seconds. On July 1, 2014 we began “pre-alerting” Fire on all medical calls, inn a review of all medical calls we found the following:

Month	Total Calls	30 Seconds	45 Seconds	60 Seconds	90 Seconds	120 Seconds	180 + Seconds
May	870	0	7	40	223	267	333
June	830	0	9	46	217	244	314
July	837	0	23	85	315	217	197
August	886	8	19	175	360	182	148



These times show that the majority of calls are being processed in 90 seconds, we continue to investigate causes and mitigate where we can and we are working on a means of extracting the time from call dispatched to determinate entered.

Agenda Item: 5.c.

YECA BUDGET MANAGEMENT SUMMARY

2014 / 2015 As of 9/26/14

	8% JUL-14	17% AUG-14	25% SEPT-14	33% OCT-14	42% NOV-14	50% DEC-14	58% JAN-15	67% FEB-15	75% MAR-15	83% APR-15	92% MAY-15	100% JUN-15
360 360-1 ADMINISTRATION												
Appropriations	\$ 2,409,409	\$ 2,409,409	\$ 2,409,409	\$ 2,409,409	\$ 2,409,409	\$ 2,409,409	\$ 2,409,409	\$ 2,409,409	\$ 2,409,409	\$ 2,409,409	\$ 2,409,409	\$ 2,409,409
Expenditures	\$ 40,589	\$ 127,560	\$ 328,017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Percent Expended	2%	5%	14%	0%	0%	0%	0%	0%	0%	0%	0%	0%
360 360-2 OPERATIONS - DISPATCH												
Appropriations	\$ 3,507,387	\$ 3,507,387	\$ 3,507,387	\$ 3,507,387	\$ 3,507,387	\$ 3,507,387	\$ 3,507,387	\$ 3,507,387	\$ 3,507,387	\$ 3,507,387	\$ 3,507,387	\$ 3,507,387
Expenditures	\$ 130,542	\$ 374,238	\$ 939,471	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Percent Expended	4%	11%	27%	0%	0%	0%	0%	0%	0%	0%	0%	0%

TOTAL for all budget units - B/U 360-1 Administration; 360-2 Operations Dispatch;												
Appropriations	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796
Encumbrances	\$ 3,573	\$ 3,430	\$ 3,206	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	\$ 171,130	\$ 501,798	\$ 1,267,488	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unencumbered	\$ 5,742,093	\$ 5,411,568	\$ 4,646,102	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796
Percent Expended	3%	9%	21%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Estimated Revenue	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796	\$ 5,916,796
Realized Revenue	\$ -	\$ 24,326	\$ 1,446,491	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Percent Realized	0%	0%	24%	0%	0%	0%	0%	0%	0%	0%	0%	0%

	8% JUL-14	17% AUG-14	25% SEPT-14	33% OCT-14	42% NOV-14	50% DEC-14	58% JAN-15	67% FEB-15	75% MAR-15	83% APR-15	92% MAY-15	100% JUN-15
360 360-3 CAD BofA Capital Lease CAD PROJECT												
Appropriations	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392
Expenditures	\$ -	\$ -	\$ 6,922	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unencumbered	\$ 699,392	\$ 699,392	\$ 692,470	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392
Percent Expended	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Estimated Revenue	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392	\$ 699,392
Realized Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Percent Realized	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Agenda Item: 6

Old Business

- a. Automatic Transfer Switch (ATS) Update
- b. Standard Levels of Service Update

STAFF REPORT

Agenda Item: 7.a.

Date: October 1, 2014
To: YECA Governing Board
From: Dena Humphrey, Communications Agency Manager
Subject: Staffing Summary Revisit II

Summary:

At the March 2014 Board meeting, the Board requested to revisit the staffing recommendation in six months. The last proposal to the Board was to increase staffing over a three year period using a staggered approach. The agency sought consideration from the Board at last month's September Board meeting to approve 2 additional positions. Currently the Agency has three Dispatch positions open and funded. The Agency completed the recruitment phase and interviewed 33 applicants. There are 8 viable candidates who successfully completed interviews and sit-alongs. The applicants for the authorized and open positions have gone into the background process with an anticipated start date December 2014.

The cost savings holding the 3 FTE vacant positions open for five months is \$82,905. The Agency is requesting for the Board to consider increasing the current authorization by 2 FTE's, changing the current authorization from 28 FTE's to 30 FTE's. This would give us a six-month lead into the staggered hiring approach presented back in March to the Board for FY15/16 Staggered Staffing Approach.

The cost of bringing 2 additional Dispatchers on 6 months early is \$77,383, using the salary savings of \$82,905, leaves a net savings of \$5,522 for FY13/14. This approach seemed most practical of reaching the staffing goal set for FY15/16, given 18 months for training, unforeseen staffing needs, and potential wash-outs. The Agency has been dealing with unforeseen staffing shortages due to medical leaves, FMLA, and a recent resignation for a family emergency. The overtime budget was built to absorb some unknowns and measured against previous years.

The chart below was proposed at the March 2014 Board meeting and reflects the proposed costs and position increases. A second option B shown below would delay the hiring of the 3 applicants one month from December to January and use the extra salary savings of \$22,954 to offset next year's FY14/15 member agency allocations.

A. FY15/16 – Hire Start Date (December 2014)

Hire (2) Dispatchers – Increasing from 28 FTE’s to 30 FTE’s: \$139,458

Cost per agency based off allocation percentages:

- Yolo County 25% = \$34,864
- Winter’s 5% = \$6,973
- Woodland 33% = \$46,021
- W. Sac 37% = \$51,599

Proposed Staffing Plan:

FY	Positions	Authorized	Recommended	Funded
FY 14/15	Dispatch (I,II,III, Supv)	26	28	28
	Dispatch Assistants	6	4	4
FY 15/16	Dispatch (I,II,III, Supv)	28	30	30
	Dispatch Assistants	4	4	4
FY 16/17	Dispatch (I,II,III, Supv)	30	30	30
	Dispatch Assistants	4	6	6

B. FY15/16 – Hire Start Date (January 2015) *Additional Salary Savings \$22,954

Hire (2) Dispatchers – Increasing from 28 FTE’s to 30 FTE’s: \$116,504

Cost per agency based off allocation percentages:

- Yolo County 25% = \$29,126 (savings \$5,738)
- Winter’s 5% = \$5,825 (savings \$1,148)
- Woodland 33% = \$38,446 (savings \$7,575)
- W. Sac 37% = \$43,106 (savings \$8,493)

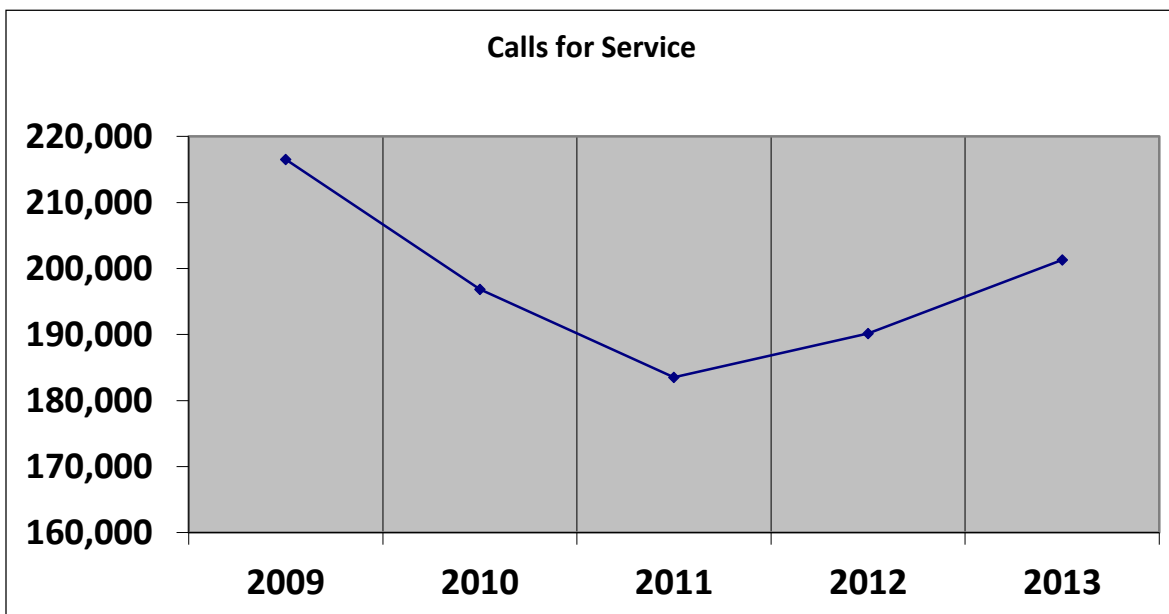
During the first 12 months of training an overtime offset is estimated at \$8,736, per year and is not included in the figures above. Full cost for entry level Dispatcher \$69,729 - \$8,736 = \$60,993, a 13% salary offset. In addition, the forecast of workable time a trainee is able to offset overtime costs over a two year period, considering the 18-month training program is broken down as follows:

- 1 Year = 13% working independently
- 2 Year = 67% working independently
- 3 Year = 100% working independently

Historical Points:

- Current Dispatch staffing levels minimum of 5 dates back 10 years - 2005
 - 2005 Authorized 35 FTE's, 30 FTE's Filled
 - Needs of 2nd Fire Dispatcher dates back to 2005
 - Supervisors included in the minimum staffing
- 2006 Staffing Study by ESCI Consultant Recommended a Minimum Staffing Level of 7
 - 2006 ESCI Study Recommended 39 FTE Dispatchers
 - 2014 NENA Staffing Model Standards Recommendation 41 FTE
 - 2006 Board authorizes increases
 - 2006 Calls for Service 221,564
- 2008 Agency Experiences a \$452,000 Fund Balance Deficit
 - Recommended action freeze hiring for 3 years and use salary savings to offset deficit
- 2009 Economic Impacts Begin
 - No COLA, Wage Freezes,
 - Furloughs begin in 2010

Chart below represents the Calls for Service over the last 5 years. On any typical year, Law generally represents 85% of all calls, and Fire represents 15%. As member agencies reduced positions and services during the economic downturn calls e.g., non-emergency accidents, petty thefts, vandalism, etc. there was a decrease in calls for service. As positions increase within member agencies, there is a greater chance on-view calls will trend upward.



Operational Concerns:

- Mandatory overtime is used to cover short shifts that are caused by vacancies, medical leaves, training, and insufficient staffing. Currently the agency is experiencing a higher than usual mandatory overtime. For the last three months, there was 1,032 hours of mandatory overtime, 548 hours on nights, and 484 hours on days.
- Staffing below minimum levels of (4) occurs due to sick calls without available coverage, resulting in a Dispatcher at times having to double up on a channel to relieve for breaks. The current minimum levels of (5) are minimally meeting field service demands and keeping up with incoming 911 calls. Total calls for inbound and outbound last year was 320,808 calls, 201,319 of those were logged incidents, and 56,171 were 911 calls.
- The Agency for the first time will begin seeing more retirements within the next five years. The current years of service within the Dispatcher class: 4 employees (25-29 years), 6 employees (15-20 years), 6 employees (10-15years), 13 employees (10 years or less). The senior class of Dispatchers will need to be planned well to mitigate staffing shortages considering the length of training.
- Current staffing levels during fire season (May-Oct) is set to (6) Dispatchers to work backup Fire on a voluntary basis. Voluntary overtime is posted for the sixth position. At times this position is unable to be filled with current staffing levels potentially opening the agency up to some exposure. To mandate overtime would require an additional 3,260 hours for a minimum of 5 months.
- At current minimum levels Dispatch Supervisors are included in filling Dispatch positions working a radio. Of the shift they typically work 7 of those hours relieving other Dispatchers for breaks. This leaves little oversight of staff, as their primary focus is working the radio during this time. The agency has been in the state of being in a reactive mode allowing little time for oversight, assessment, in-service training, quality control, or meeting with employees for one-on-one when incidents arise.
- The volume of workload has increased over the years. A recent phone statistic revealed the Dispatch Assistants answered 31%-39% of the incoming calls, leaving the Dispatchers answering 61%-69% of the incoming calls. These calls at times included emergency medical dispatch (EMD) asking several questions to determine care and walking through CPR protocols for medical as well as crime events in progress. Several times complaints have been made by field units being asked to standby on the radio as the Dispatcher handles a 911 call or is in the process of EMD'ing a call. These incidents put both parties at risk as demands become greater.
- Time off accruals increase each year adding greater difficulties to manage scheduling. Currently Dispatch staff accrual rate for time off per year is 240 weeks and 83 weeks for overtime compensation. This number is the accrual rate each year and does not include additional time on the books.

Agenda Item: 7.b.

	YECA (JPA)	SHASTA (JPA)	SANTA CRUZ (JPA)	SAN MATEO (Consolidated)
Authorized Positions	36 FTE	45.5 FTE	54 FTE	55 FTE
Director	1	1	1	1
Asst. Director	0	0	0	1
Managers	2	2	3	1
Supervisors	4	6	3	6
Dispatchers	21	34	40	35
Call Takers	4	0	4	8
IT Specialist	2	1	4	1
Administrative staff	2	1.5	1	2
Yearly Call Volume				
Phone	320,807	436,815	702,899	637,756
CAD Events	201,319	234,964	384,661	296,638
Agencies Served				
Law	4	3	5	4
Fire	17	1	14	14
Ambulance	0	2	2	0
Training				
Orientation Academy	3 weeks	3 weeks	4 weeks	5 weeks
Law Radio Academy	No	No	1 week	4 weeks
Fire Academy	No	No	1 Week	4 weeks
POST	3 weeks	3 weeks	3 weeks	3 weeks
EMD	3 days	3 days	3 days	2 weeks
Total	6.3 weeks	6.3 weeks	9.3 weeks	18 weeks
On the Job Training				
Phones	3 Months	2 Months	2 Months	3 Months
1st radio	3-4 Months	2-3 Months	2-5 Months	2-3 Months
2nd radio	2-3 Months	As time allows	1 Month	As time allows
3rd radio	1 Month	As time allows	No additional training	As time allows
4th radio	1 Month	As time allows	No additional training	As time allows
	YECA (JPA)	SHASTA (JPA)	SANTA CRUZ (JPA)	SAN MATEO (Consolidated)
Probation				
Length	18 Months	18 Months	18 Months	18 Months
Requirement	Phones, 2 Radios	Phones, 1 Radio	Phones, 2 radios	Phones, 1 radio
Other Services				
Records	Yes-Time sensitive	No	Yes-Time sensitive	Yes-Time Sensitive
Essential services	Yes	No	Yes	Yes
EMD	Yes	Yes	Yes	Yes
Included in Minium Staffing				
Supervisors	Yes	No	No	No-unless staffing short
Trainee	When training complete	After 1 radio	After 1 radio	After 1 radio
Cross Training Required				
	Yes	Yes	No	No
Vacation Coverage				
	Overtime required	Overtime required	1 employee off with no OT	Overtime required
Consolidated Polices				
	No	No	Yes	Yes