Chief Executive Officers Board Meeting

Thursday | May 15, 2025 | 1:30 pm

In Person & via Teams

Agenda

A. **Call to Order**

B. **Roll Call**

C. **Approval of Meeting Minutes**
1. April 17, 2025 minutes*.....3

D. **Public Comment**

E. **Written Communication**

F. **Finance Report**
1. April 2025 Financial Summary*.....9

G. **Unfinished Business**
1. Non-represented Compensation Study – pending

H. **New Business**
1. Rate Model Work group

I. **Project Reports**
1. Technical Services Update

J. **Director's Update**

K. **Adjournment**

Next CEO meeting June 19, 2025 at 1:30 p.m.

*** Requires Action**

Washington County
Consolidated Communications Agency

Minutes

Washington County Consolidated Communications Agency

Chief Executive Officers Board
Meeting Minutes

April 17, 2025

TEAMS VIDEO MEETING / IN PERSON

Present	Keith Mays, Board Chair, City of Sherwood Council President Jim Coleman, City of Hillsboro Chief of Police Erin Calvert, Washington County Assistant County Administrator Alternate: Kenny Frentress, TVF&R Assistant Chief Ernie Happala, City of King City Chief of Police
Guest	John Koch, Undersheriff, Washington County Sheriff's Office Dan Rowan, Legal
Staff Present	Mark Buchholz, Executive Director Jennifer Reese, Assistant Director Jennifer Kilcoin, Human Resource Manager Jodie Senglaub, Human Resource Specialist Michael Stout, Chief Financial Officer Kim Foster, Operations Manager Barbi Denman, Administrative Specialist Amanda Kasmeyer, Accounting Technician Jennifer Cooper, Accounting Specialist

A. Call to Order

Chair Mays called the meeting to order at 1:32 pm

B. Roll Call

C. Approval of Meeting Minutes

Happala moved to accept the March 20th minutes as presented. Second by Coleman.

Keith Mays – aye
Jim Coleman – aye
Erin Calvert - aye
Kenny Frentress – aye
Ernie Happala - aye

All were in favor and the Motion carried.

D. Public Comment None

E. Written Communication - None

F. Finance Report (Stout)
Stout shared thoughts on the current state of the economy. It is striking how serious the situation is. We were expecting inflation and now we are talking about a stagnate economy, as well. Stagflation is something we have not seen since the late 1970's. It can be a very serious thing when governments get requests for increased services along with revenue pressures, increased labor and capital costs.

In terms of WCCCA, sixty percent of our funding comes from our members. It is our only real, variable source of funding. Eighty percent of our costs are labor costs. Capital and Material and Services (M&S) can be highly variable from year to year.

WCCCA is currently contemplating a budget with an 8% member fee increase for next year. In light of the labor agreement that was not ratified, a 5% member fee increase is contemplated in the following years. While reviewing the budget with our Members, we heard about member agencies having pressure in their own budgets. We heard this several times during the Budget Committee meetings, as well as CEO and BOC. Management is acutely aware of the pressures that governments are under.

What concerns the Chief Financial Officer of WCCCA (me), is that we are not seeing much leadership from the financial community about how to deal with this and what is looking forward. It is recommended that we continue to prioritize, discuss, identify goals; keep those in mind, re-prioritize, communicate and re-communicate them. Make sure decisions reflect those priorities.

Please, also keep in mind, that agreements and all forward contracts are very important. Open communications with our stakeholders and advocacy for the agency internal and external communications is important.

Stout presented the March 2025 financials. March was again, a very typical month. Revenues were on track, with a little extra interest income. Expenditures were also on track, with a higher personal services expenditure, due to March being a slightly longer month. There was also some maintenance work done at Bald Peak, as well as software agreements and the purchase of a vehicle, pushing capital expenses a bit higher for the month. Projected General Fund balance is $9.7 million for the end of the year.

Coleman moved to approve the March 2025 financials as presented. Second by Happala.

Keith Mays – aye
Jim Coleman – aye
Erin Calvert - aye
Kenny Frentress – aye

Ernie Happala – aye

All were in favor and the motion carried.

G. Unfinished Business

1. Non-Represented Compensation Study – Tabled

H. New Business

1. Update – Executive Director Review (Coleman)

Coleman has been in contact with two contractors to help with the Executive Director Review. Both contractors have provided proposals offering their services but are not official proposals. The evaluation team requests direction regarding the scope of the people to be contacted, what type of contact, whether it is a simple survey or individual contacts.

The approximate cost so far is anywhere from $5,000 - $15,000, or 10% based on the salary of the Director. Both companies provide similar services. Coleman will share the information received with whomever would like to see it.

Chair Mays said he is expecting anonymous survey's to employees, as well as outside agencies and Board members with potentially some interviews and a self-evaluation by the Executive Director. Mays is also looking for a competitive salary review be done for the Executive Director's position.

Calvert offered a suggestion of taking an extensive approach one year, then in the opposite years, a scaled back review.

Coleman replied that the response of 10% based on salary, is a very rough draft of a proposal. The other offer of $5,000 was a bit more detailed.

Coleman will connect with Buchholz to determine available budget to obtain a consultant.

I. <u>Technical Services Update (Reese)</u>

Activity and Projects:

Radio Update:

- Hillsboro Fire preventative maintenance is on-going, in house, all next week.
- Finalizing microwave work with MNI.
- Site PMs at lower sites is continuing. There is still five to six feet of snow at some of the higher sites.
- Wave system: There are some licenses on the WCCCA side, working to see what it would look like if we were to start allocating these out. We do have some agencies testing with their own licenses.
    - Clackamas County has turned back in all of their licenses.

IS Update:

- Recent CAD maintenance occurred on April 9th. WCCCA installed the security patches and restarted all of the CAD servers with no issues.
- Within the test environment, CAD was upgraded to the latest version, 23.1.5.7.
- Seven (7), is a patch release. Just this week, WCCCA has been in contact with Central Square, they will be upgrading to .8 test environment, due to other fixes.
- We currently have users testing both the Legacy and Mobile UX client fields against the new test environment. The reason for testing both Legacy and Mobile UX is due to hearing from our users at TAC that there are still concerns with Mobile UX, relating to how the units are displayed. They are displayed in a vertical environment versus a horizontal environment, which is difficult for the users to read when responding to a scene. Some of these users would like to stay on the Legacy version as long as they can. There will be a time where WCCCA may have to transition everyone to Mobile UX. As long as Legacy stays stable they may be able to remain on the current platform as long as they know there may be limited support.

Facilities Update:

- At Pinefarm, the generator controls were replaced on one of the units.
- Our janitorial contract comes to an end tomorrow. The two in-house custodians have completed several major cleaning projects. They are working (4) 10-hour shifts, on opposite ends of the week.

J. Director's Update (Buchholz)

- The WCCCA dispatch team handled a very tragic and impacting call last week, that occurred in Cornelius. We was able to bring in some outside resources for an event defusing and provided counseling resources to staff. Thank you to everyone that helped out.
- WCCCA was awarded a snow cat through the State facilitated SPIRE Grant program roughly three (3) years ago. We recently received the specifications for the product selected by the State and we are currently evaluating to make sure the resource selected meets the needs of WCCCA. The state made last minute changes to the bid specifications, increasing the people transport capability (for search and rescue) over equipment transport capability that was more inline with WCCCA needs. Also, changing specifications for transport and towing, which impact WCCCA's current capability.
- We are in the middle of National Telecommunicator Week, which is a week to celebrate call takers and dispatchers in 911 across the Nation.
- Non-Emergency call handling with AI software:

- Looking for direction and permission to proceed looking into "AI" for non-emergency call taking capabilities.
- Since we met last, WCCCA has done quite a bit of research into AI. Buchholz and one of the Supervisors were able to join the City of Portland during one of their presentations. The presenting company is heavily into the business of providing AI products to do non-emergency call processing. WCCCA has scheduled a demonstration for the management team on May 7th. The current pricing structure is per call. For our call volume, the ball park price is approximately two hundred thousand a year.
- Buchholz has been in contact with SNOCOM. Snohomish County is a larger center in Washington. They have been online with AI for three months. In their most recent month, forty thousand calls were presented to AI on the non-emergency line. Twenty thousand of these calls were handled by AI, preventing a call-taker from having to deal with the call volume
- As an example, WCCCA's non-emergency call volume yesterday was 867 calls.

K. Follow up

Chair Mays has asked WCCCA to submit a report next month to the CEO Board, describing the current hiring practice and how we have been batching people to get them on board. He would also like to know how we are going to do it differently in the future.

L. Executive Session Pursuant to ORS 192.660 (d) called at 2:08 pm.

Labor negotiations.

Executive Session ended at 2:58

M. Adjournment

The meeting was adjourned at 3:00 pm.

Next CEO meeting is May 15, 2025 at 1:30 pm

Washington County
Consolidated Communications Agency

Financial Report

WCCCA

General Fund

83.3%

		K	S	T	U	V	X	Y	Z	AA	
	FY25	Actuals FY24	Actuals February	Actuals March	Actuals April	Projected May	Actuals FY25 YTD	Projected FY25	Budget FY25	**proj. budget variance**	**% budget**
5	911 Telephone Tax	5,691,157	1,399,774	-	-	1,380,000	4,179,580	5,559,580	5,450,000	109,580	76.7%
6	Interest Income	458,770	39,927	44,228	42,679	42,000	429,011	513,011	100,000	413,011	429.0%
7	Member & Associate User Fees	11,528,515	970,963	970,963	970,963	970,963	9,709,635	11,651,562	11,652,149	(587)	83.3%
8	C800 Contract Revenue	1,080,162	94,124	94,124	94,124	94,000	941,238	1,129,238	1,109,792	19,446	84.8%
9	EMS Dispatch Fees	458,333	58,333	58,333	58,333	58,333	583,333	700,000	700,000	(0)	
10	Non-Member Contract Revenue	117,987	13,137	13,137	13,137	13,000	131,368	157,368	118,003	39,365	111.3%
11	Maintenance - Members	46,114	15,765	2,504	8,115	3,000	77,158	83,158	20,000	63,158	385.8%
12	Maintenance -C800	22,109	1,344	958	2,066	1,000	21,579	23,579	10,000	13,579	215.8%
13	Maintenance - Non-Members	8,507	1,132	1,045	2,322	333	6,671	7,338	4,000	3,338	166.8%
14	Tower Site Rent	167,156	-	-	-	-	53,921	85,921	105,672	(19,751)	51.0%
15	Insurance Claims	-	-	-	-	-	-	-	-	-	
16	Miscellaneous Revenue	131,540	30,504	1,858	6,886	2,917	141,479	147,312	143,000	4,312	98.9%
17	Pass Through	26,799	(189)	1,787	(727)	-	(7,797)	(7,797)	-	(7,797)	
19	**Total Revenue**	**19,737,149**	**2,624,814**	**1,188,937**	**1,197,898**	**2,565,547**	**16,267,175**	**20,050,268**	**19,412,616**	**637,652**	**83.8%**
21	Personal Services	14,961,967	1,172,462	1,245,115	1,250,914	1,309,962	12,734,934	15,364,858	17,443,380	2,078,522	73.0%
22	Materials and Services	2,630,860	145,474	255,223	100,917	234,503	2,332,938	2,884,944	3,975,584	1,090,640	58.7%
23	Capital Outlay	419,532	10,009	100,112	29,617	54,467	439,480	1,344,080	1,644,100	300,020	26.7%
24	Other, incl. Transfers	-	-	-	-	-	1,575,000	1,575,000	1,575,000	-	
25	Debt Service	155,875	1,309	1,703	1,320	1,936	113,536	149,349	142,557	(6,792)	79.6%
26	**Total Operating Expense**	**18,168,235**	**1,329,254**	**1,602,153**	**1,382,768**	**1,600,868**	**17,195,887**	**21,318,230**	**24,780,621**	**3,462,391**	**69.4%**
29	**NET GAIN (LOSS)**										
30	Beginning Fund Balance	9,778,146	9,720,871	11,016,432	10,603,216	10,418,347	11,347,060	11,347,060	11,347,060		
31	Net Operating Gain (Loss)	1,568,914	1,295,560	(413,215)	(184,869)	964,679	(928,712)	(1,267,962)	(5,368,005)		
32	Accounting Adjustment								-		
33	**Ending Fund Balance**	**11,347,060**	**11,016,432**	**10,603,216**	**10,418,347**	**11,383,026**	**10,418,347**	**10,079,098**	**5,979,055**		
35	Fund Balance Policy	9,778,146	4,207,047	4,207,047	4,207,047	4,207,047	3,744,232	3,744,232	4,562,450		
36	Unassigned Fund Balance	1,568,914	6,809,385	6,396,170	6,211,301	7,175,980	6,674,115	6,334,865	1,416,604		
37	**Ending Fund Balance**	11,347,060	11,016,432	10,603,216	10,418,347	11,383,026	10,418,347	10,079,098	**5,979,055**		
39	**FTE**	**87.40**	86.40	86.20	89.60		86.20		105.10		

A:\Finance\Financials and Monthly Reports\FY 24-25 Financials\10 Apr\

5/8/2025

WCCCA
GF Roll Up
FY25

83.3%

		I	Q	R	S	T	V	W	X	Y	Z
		Actuals FY24	Actuals February	Actuals March	Actuals April	Projected May	Actuals FY25 YTD	Projected FY25	Budget FY25	**proj. budget variance**	**% budget spent**
5001	ADMIN-SALARIES & WAGES	3,506,618	290,160	302,372	318,109	315,047	2,986,720	3,616,814	4,258,351	641,537	70.1%
5002	UNION-SALARIES & WAGES	4,733,160	349,536	377,326	367,486	395,000	3,848,060	4,638,060	5,839,953	1,201,893	65.9%
5015	VACATION PAYOUT	220,050	10,011	0	10,090	0	94,148	94,148	78,000	(16,148)	120.7%
5120	OVERTIME PAY	975,194	83,963	100,103	87,759	111,615	1,136,221	1,369,451	521,000	(848,451)	218.1%
5121	COMP TIME	61,267	5,559	1,523	2,225	3,436	22,068	28,940	120,500	91,560	18.3%
5130	CELL PHONE ALLOWANCE	16,000	0	0	0	0	9,400	9,400	18,600	9,200	50.5%
5201	PERS CONTRIBUTION	2,663,261	203,281	222,442	220,186	234,700	2,245,189	2,714,589	3,056,080	341,491	73.5%
5203	FICA/MEDICARE	710,137	55,319	58,523	58,860	62,275	604,681	729,230	815,847	86,617	74.1%
5204	OREGON PAID LEAVE TAX	36,662	2,892	3,060	3,078	3,620	31,586	38,825	43,885	5,060	72.0%
5206	WORKERS COMP	24,855	138	147	150	561	28,509	29,630	74,381	44,751	38.3%
5207	TRIMET TAX	62,099	5,144	5,373	5,402	5,704	54,301	65,708	68,032	2,324	79.8%
5210	HEALTH INSURANCES	1,787,723	152,949	160,303	162,303	163,200	1,535,219	1,861,619	2,321,645	460,026	66.1%
5230	DEFERRED COMPENSATION MATCH	79,953	6,619	7,027	6,889	7,475	68,891	83,840	107,107	23,267	64.3%
5240	LIFE/DISABILITY/VEBA	74,189	5,993	6,017	6,081	6,402	60,942	73,746	98,849	25,103	61.7%
5250	UNEMPLOYMENT INSURANCE	-	0	0	0	0	0	0	10,000	10,000	0.0%
5295	VEHICLE ALLOWANCE	10,800	900	900	900	929	9,000	10,858	11,150	292	80.7%
5300	DEPARTMENT SUPPLIES	66,264	2,997	5,233	3,591	2,675	34,613	39,963	39,300	(663)	88.1%
5301	RADIO SUPPLIES (no longer in use)	-	0	0	0	0	0	0	0	0	
5302	TRAINING SUPPLIES	1,851	2,199	0	324	167	3,572	3,906	2,000	(1,906)	178.6%
5303	UNIFORMS	33,067	170	0	113	333	32,792	33,458	40,025	6,567	81.9%
5310	BACKGROUND INVESTIGATIONS	-	0	0	0	0	0	0	0	0	
5313	EMPLOYMENT TESTING	12,246	612	1,330	1,970	1,000	13,427	15,427	12,000	(3,427)	111.9%
5315	TUITION REIMBURSEMENT	-	0	0	0	0	0	0	0	0	
5323	FOOD/REFRESHMENTS	6,659	229	689	2,271	875	7,447	9,197	10,500	1,303	70.9%
5330	NONCAP FURNITURE, EQUIP & TOO	39,193	657	7,401	3,732	3,746	14,016	21,507	44,950	23,443	31.2%
5332	OFFSITE STORAGE	-	0	0	0	0	0	0	0	0	
5335	COMPUTER HARDWARE & SUPPLIES	13,745	205	444	3,569	6,522	8,082	21,127	78,265	57,138	10.3%
5336	MAJCS CAD TECHNOLOGY	329,315	0	0	0	0	207,579	207,579	65,954	(141,625)	314.7%
5340	SOFTWARE UPGRADES	83,374	0	0	2,130	3,662	11,684	19,008	43,942	24,934	26.6%
5350	FUEL	34,718	7,877	1,112	1,051	3,645	38,259	45,549	41,000	(4,549)	93.3%
5360	M & R EQUIPMENT REPAIR	82,731	10,209	2,191	6,121	8,432	76,979	93,843	70,850	(22,993)	108.7%

WCCCA
GF Roll Up
FY25

83.3%

		I	Q	R	S	T	V	W	X	Y	Z
		Actuals FY24	Actuals February	Actuals March	Actuals April	Projected May	Actuals FY25 YTD	Projected FY25	Budget FY25	**proj. budget variance**	**% budget spent**
5361	M & R WCCCA BUILDING	332,396	16,011	27,641	18,560	0	220,369	225,369	137,000	(88,369)	160.9%
5362	M & R TOWER SITES	195,289	1,798	2,543	1,099	10,192	101,918	122,301	118,700	(3,601)	85.9%
5363	M & R VEHICLES	32,959	345	4,098	77	1,421	14,210	17,052	12,000	(5,052)	118.4%
5367	LEASED/RENTED EQUIPMENT	-	0	0	0	0	0	0	0	0	
5368	SOFTWARE MAINT. AGREEMENTS	252,728	18,052	133,691	(6,272)	44,371	513,693	607,436	1,066,805	459,369	48.2%
5400	INSURANCE	194,796	0	0	0	0	200,208	200,208	235,000	34,792	85.2%
5410	LEGAL SERVICES	65,235	7,375	4,553	3,361	16,667	77,814	111,147	200,494	89,347	38.8%
5412	AUDIT FEES	35,960	0	0	0	0	39,260	39,260	60,000	20,740	65.4%
5414	PROFESSIONAL SVC CONTRACTS	340,936	32,443	15,651	11,699	67,303	277,854	485,460	894,353	408,893	31.1%
5416	BUILDING MAINTENANCE	-	0	0	0	0	0	0	22,000	22,000	0.0%
5430	TELEPHONE	155,947	12,599	11,049	12,300	12,786	129,586	155,158	120,500	(34,658)	107.5%
5431	ADMIN. TELEPHONE	-	0	0	0	210	0	420	2,520	2,100	
5432	HEAT/ENERGY	5,773	1,175	902	817	800	5,896	7,496	9,600	2,104	61.4%
5433	ELECTRICITY	183,895	18,756	15,648	16,744	20,000	152,032	192,032	276,000	83,968	55.1%
5434	WATER/SEWER	40,119	1,347	4,024	1,347	3,600	29,821	37,021	36,600	(421)	81.5%
5436	GARBAGE	3,546	313	313	313	3,167	3,114	9,448	38,000	28,552	8.2%
5445	RENT FOR SITE LEASES	-	0	0	0	0	0	0	0	0	
5461	TRAINING	23,744	1,159	5,098	1,549	4,125	15,956	24,207	49,505	25,298	32.2%
5462	TRAVEL EXPENSE	23,520	1,323	3,191	2,465	4,842	11,670	21,354	58,100	36,746	20.1%
5472	EMPLOYEE RECOGNITION/AWARDS	5,705	0	21	100	1,258	1,632	4,148	15,100	10,952	10.8%
5481	COMMUNITY EDUCATION	620	189	86	445	250	2,092	2,592	3,500	908	59.8%
5500	SUBSCRIPTIONS	16,979	6,629	7,360	6,805	9,203	63,663	82,069	132,000	49,931	48.2%
5505	MEMBERSHIP DUES	5,434	(9)	390	5,392	988	12,310	14,285	11,851	(2,434)	103.9%
5510	SHIPPING & POSTAGE	4,525	497	278	532	500	4,211	5,211	6,000	789	70.2%
5515	BANKING & LATE FEES	0	0	0	0	696	0	1,392	8,350	6,958	0.0%
5569	BAD DEBT EXPENSE	-	0	0	0	83	0	167	1,000	833	0.0%
5570	MISC BUSINESS EXPENSE	5,000	0	0	0	833	5,000	6,667	10,000	3,333	50.0%
5571	RETREAT EXPENSE	-	0	0	0	0	0	0	0	0	

WCCCA
GF Roll Up

83.3%

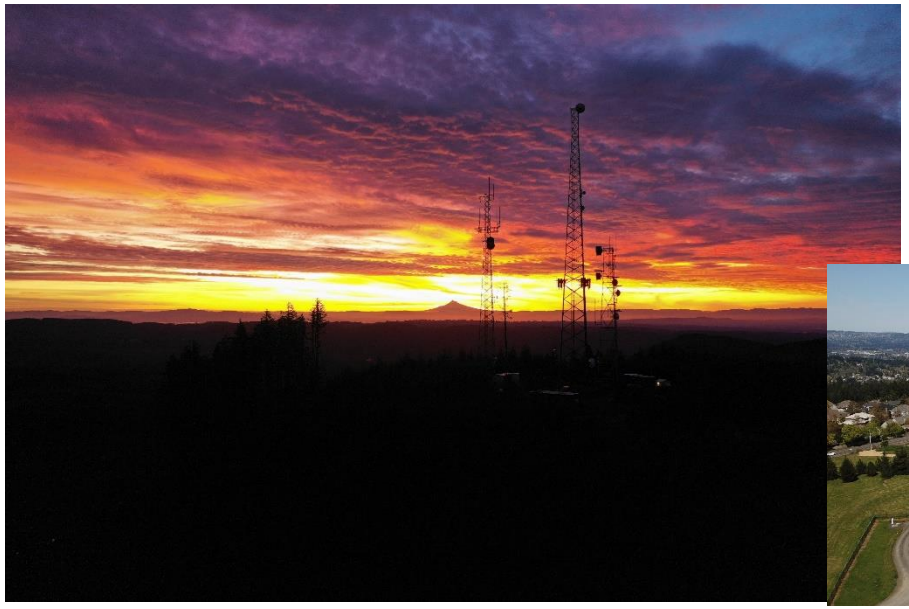
FY25		I Actuals FY24	Q Actuals February	R Actuals March	S Actuals April	T Projected May	V Actuals FY25 YTD	W Projected FY25	X Budget FY25	Y **proj. budget variance**	Z **% budget spent**
5572	ADVERTISING/PUBLIC NOTICES	2,589	319	286	112	152	2,178	2,482	1,820	(662)	119.7%
5610	BUILDING IMPROVEMENTS	185,817	7,463	1,000	8,938	18,417	135,047	171,881	543,500	371,619	24.8%
5615	VEHICLES	38,799	2,033	17,144	0	0	104,510	167,510	177,000	9,490	59.0%
5630	OFFICE FURNITURE & EQUIPMENT	4,246	0	0	0	16,417	0	17,667	15,000	(2,667)	0.0%
5645	SHOP EQUIPMENT	24,700	0	0	0	19,633	0	22,100	29,600	7,500	0.0%
5650	COMMUNICATIONS EQUIPMENT	165,970	514	81,968	20,679	0	199,923	964,923	879,000	(85,923)	22.7%
5660	COMPUTER EQUIPMENT							0			
5800	TRANSFERS OUT TO OTHER FUNDS	-	0	0	0	0	1,575,000	1,575,000	1,575,000	0	
5850	DEBT SERVICE (LEASE EXPENSE)	155,875	1,309	1,703	1,320	1,936	113,536	149,349	142,557	(6,792)	79.6%
Total GF Expense		**18,168,235**	**1,329,254**	**1,602,153**	**1,382,768**	**1,600,868**	**17,195,887**	**21,318,230**	**24,780,621**	**3,462,391**	**69.4%**

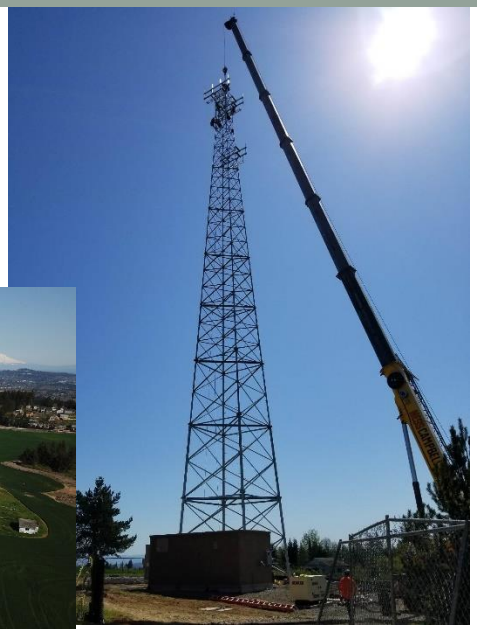
	Personal Services	14,961,967	1,172,462	1,245,115	1,249,517	1,309,962	12,734,934	15,364,858	17,443,380	2,078,522	73.0%
	Materials and Services	2,630,860	145,474	255,223	102,314	234,503	2,332,938	2,884,944	3,975,584	1,090,640	58.7%
	Capital Outlay	419,532	10,009	100,112	29,617	54,467	439,480	1,344,080	1,644,100	300,020	26.7%
	Other, incl. Transfers	-	0	0	0	0	1,575,000	1,575,000	1,575,000	0	
	Debt Service	155,875	1,309	1,703	1,320	1,936	113,536	149,349	142,557	(6,792)	79.6%
Total GF Expense		18,168,235	1,329,254	1,602,153	1,382,768	1,600,868	17,195,887	21,318,230	24,780,621	3,462,391	69.4%

A:\Finance\Financials and Monthly Reports\FY 24-25 Financials\10 Apr\

Washington County
Consolidated Communications Agency

Project Reports





WCCCA SYSTEMS STATUS

Technical Services

Manager: Jennifer Reese (Interim)
Radio: Curtis Floyd
IT: Justin Haines
Facilities: Ted Leach
Activity for: May 2025

WCN = 9-1-1 WCCCA POLICE · FIRE · MEDICAL

C800 Group

City of Newberg

Radio Team

Activity and Projects:

- Motorola Projects: No Major project updates.
  - Asking each agency to create radionotifications@domain.com for Radio outage updates. Then the agency can add whoever needs updates to the distro.
- JOT Form: on-line. https://forms.office.com/g/uY1tn0sbbK (QR Code can be provided)
- Site Preventative Maintenance: Site PMs underway, 19 sites complete. Schedule starting up again in late May.
- Station Alerting : Please create tapoutnotifications@domain.com for USDD alerts for station issues. Then the agency can add whoever needs updates to the distro.
  - Note: Cad has asked for a similar cadnotifications@domain.com for Cad outages and updates.
- Backhaul: Continuing to upgrade all the Juniper Site Routers to enhance reliability and supportability. Outage notifications will be sent to third party backhaul users. WC JAIL on schedule for early morning.
- Microwave: We are working to close out MNI Project.
  - Working with MNI to procure spares for 6GHz path links.
- Member Agency (WCN) Preventative Maintenance
  - PM's for Mobile and Portable Radios
    - Completed Agencies: Molalla Police; Washington County Parks; Canby Police; Sandy Police; Sandy Fire (Clackamas Fire District); Milwaukie Police; Gaston Fire; Tualatin Police; Clack FD1; TVFR; HBFD
    - We are working to schedule next agency: FGFD and CORN FD end of May.
    - DVRS: Currently working with Canby FD (On schedule to set up E361;Canby to procure updates), LOPD (One test vehicle set up), and HBPD
  - DVRS FW and Radio FW compatibility review with each agency in progress, newer DVRS FW from Motorola.
- WAVE (Mobile Devices Radio Use): Units are in evaluation ... No official reports from evaluators thus far.
  - We are working on an official document on WAVE PTX use, TGs allotted. Version 1 under review.
  - CCSO has reached out for information on obtaining their own Wave Licenses.
  - Reviewing Smart Connect and Next device integration as there are multiple subscription-based services with fees.
- BDA/DAS- Project in progress as they arise
- Other projects: Working with ODF-West on establishing a microwave link to their Forest Grove facility to carry radio traffic.
    - Agreements in progress, Network quote sent to ODF.
  - Yamhill County ARES has reached out to install equipment on Newberg PW tower. Working on site sharing agreement
- OTHERS and REMINDERS:
  - Motorola Extreme Remote Speaker Mics (XE500) are end of life. They are replacing with XVE500. WCCCA will need to assess if radio FW is updated for newer RSM.

Information Technology Team

Activity and Projects:

- **CAD Maintenance**
  - Scheduled for 5/14/2025

- **CAD Services**
  - WCCCA staff are testing dispatch systems on CAD version 23.1.5.7
  - WCCCA user agencies continue testing Mobile UX and Legacy MDC software on version 23.1.5.7
  - MAJCS is working with CST to upgrade the test CAD environment to version 23.1.5.8
    - This version includes bug fixes for issues discovered in 23.1.5.7
    - CST has not released notes, so specific fixes are unknown

- **IT Services**
  - WCCCA has begun a project to replace the current MicroMain work order system with their latest version

Facilities Team

Activity and Projects:

- Pine Farm Facility
  - A malfunctioning control panel was replaced in one of the automatic generator transfer switches.
  - Plumbing contractor is moving forward with installation of laundry facilities for our Custodians.
- Site Maintenance Status
  - All preventative site maintenance was completed for the month of April.
  - The roads to Memaloose, Oak Grove Butte, and Whale Head have been cleared of trees and snow by a contracted logging company that was working in the area.
- Site Power Status
  - One ATS needs repaired at the Hayward radio site. Parts are on order.
  - The Oak Grove Butte underground power line replacement project should begin in mid-June. Day Wireless Systems was awarded the contract after bid reviews were completed in mid-April.
- Site Security Status
  - No updates.
- Vehicles
  - Fleet vehicle preventative maintenance has been completed for April.
- Special Projects
  - No updates.

Washington County
Consolidated Communications Agency

Director's Report

Director's Monthly Staffing Report

Period: April 12, 2025 - May 9, 2025

Staffing Levels

	Call Takers & Dispatchers	Dispatch Operations (Supervisors, Training, Records)	Technical Services (Radio, Facilities, IT)	Administration	Total
Current Staff	53	11	16.5	8.1	88.6
Current Vacancies	14	1	2	0	17
Budgeted Staff	67	12	18.5	8.1	105.6

Detail for Vacancies	Dispatchers & Call Takers	1 Supervisor	Tech Services Manager & 1 Facilities Tech	

Staffing Activity

* 4 Call Taker & Dispatcher Trainees (2 on phones/2 on radios). *Trainees are included in the "Current Staff" count above*
* Trainee released from training in early May
* June hiring - 1 confirmed with two more probable
* Stacking multiple recruitments for early fall hiring
* Police Dispatcher & Fire/Medical Dispatcher training through summer to help with staffing
* Attended Washington County Chamber hiring expo - spoke with over 120 possible applicants
* Booth at K-9 Trials on May 17th for community exposure
* Identifying community events to attend over the summer and fall
* Facilities Technician - interviewed 7; determining who to move forward

WCCCA Recruiting & Retention Report

To: CEO Board

Through: Mark Buchholz, Executive Director

From: Jennifer Kilcoin, WCCCA HR Manager

Date: May 15, 2025

Summary

In response to staffing challenges, turnover, and market competition, WCCCA has been making strategic adjustments in our hiring practice and in our efforts to improve employee retention. This report will provide an overview of our recruitment stats, history and strategic changes that have been made and will be made to enhance our recruitment efforts and to ultimately reach "full" staffing.

RECRUITMENT

Some Recruitment Stats

	Operations Recruitments	Non-Operations Recruitments		Operations Applications Processed	Non-Operations Applications Processed	
2023	11	5		210	36	
2024	15	10		406	172	
2025 (thru April 2025)	8	1	**Total Recruitments**	237	20	**Total Applications**
	34	**16**	**50**	**853**	**228**	**1081**

Total Failed in Psych (Call Takers & Dispatchers Only) (2023-2024)	7	**Total Failed in Background (Call Takers & Dispatchers Only) (2023-2024)**	12

Total Call Takers and Dispatchers Hired since 2019	67	**Terminations of Call Taker and Dispatchers hired since 2019**	13	**Resignations of Call Taker and Dispatchers hired since 2019**	23	**Retained Call Taker and Dispatchers hired since 2019**	31

- WCCCA's average length of service is 7.85 years (national average is 3-5 years)
- Work Hours/Schedule, Better Opportunity, Pay and Stress are the top 4 reasons people leave the career nationally (2023 study by International Academies of Emergency Dispatch (IAED) and the National Association of State 911 Administrators (NASNA)).
- According to the U.S. Bureau of Labor Statistics, there were about 98,300 public safety telecommunicators (including 911 dispatchers) employed in the U.S. as of 2022.
- Given a U.S. adult population of about 260 million, this is a tiny fraction—roughly 0.04% of adults are actually working in this field.
- While it's hard to give an exact number, interest in becoming a 911 dispatcher is relatively low in the general population—likely 1%, based on workforce numbers, turnover rates, and recruiting challenges.

WCCCA recruitment process for Call Takers/Dispatchers

1. Submit application through our website
2. Successful completion of **CritiCall (skills test)** and Select Advantage (aptitude test)
3. Interviews (phone, panel and final interviews)
4. Complete a sit along
5. Conditional Job Offer
6. **Completion of background packet (Personal History Questionnaire)**
7. **Pre-Hire Background Interview**
8. **Extensive background and criminal history check with successful outcome**
9. **Psychological Examination (mental ability for 911)**
10. **Physical test (vision, hearing, etc.)**
11. Drug Test
12. Final Offer Letter

- Approximately only 52% of our applicants complete both required tests after submitting application
- Of those that complete both tests, only approximately 46% of our applicants PASS both tests
- In the last 2.25 years, we have lost 19 candidates in background and psych that we anticipated hiring
- Due to the nature of the job and State of Oregon certification requirements (shown above in **Bold**), adjustments to our process are somewhat narrow

Historical Recruitment Enhancements

- Continuous recruitments began in 2019 (vs just 2-3 times a year)
- Implemented an Applicant Tracking System to streamline application process, improve applicant experience and management of recruitments in 2020
- Increased hiring groups to approximately every 90 days in 2022
- Revised and validated new CritiCall Test (skills) in March 2024
- Implemented an online background software to streamline the background process for WCCCA and improve applicant experience in August 2024

- Began hiring Call Takers in the spring of 2024 to reduce training time and allow contributions to shift coverage sooner. This allows the employee a longer period of time to settle in and learn before expanding their skills into dispatching.

Key Recruitment Actions Underway:

- **Outreach & Marketing**
  - Social media campaigns
  - Career fairs, military partnerships, school visits, associations, business partnerships
  - Open house events
- **Streamlined Hiring Process:**
  - Additional HR staff to reduce recruitment timeline and focus efforts
  - Increase ability to reduce wait time between applicant interest and onboarding
  - Review of current processes to determine impact of any revisions
- **Competitive Compensation & Incentives:**
  - Settlement of contract to increase wages to remain competitive
  - Research referral program
- **Improved WCCCA Branding:**
  - Recruitment videos, staff testimonials
  - Public awareness campaigns/community events
  - Consistent social media presence

Recruitment Conclusion

Some of our proactive steps taken to improve recruiting efforts are showing positive early results, specifically the social media efforts. Continued investment in outreach to quality candidates, process improvement, and employee involvement will be essential to sustaining momentum and ensuring long-term staffing stability. Continued coordination with our training team is also critical to ensure we have trainers available to bring on new staff and train current staff during promotional opportunities.

RETENTION

WCCCA recognized the importance of positive culture on our workforce and hired a consultant in August 2023. The consultant met bi-weekly with the management team, worked with our Operations Supervisors as a group, worked with line level staff, and ultimately worked with a cross section of employees, all over the past 18 months.

In recognition of the importance of open communication across all levels of the organization, the work done with a cross section of employees, supervisors and managers (primarily operations focused) was determined as the most valuable and will be continued, without the consultant,

moving forward. That team has been meeting weekly and communicating with the entire organization about the topics discussed, learnings, challenges, etc. Positive interactions and experiences have been a direct result of this work, leading to more trust and curiosity vs. assumptions and negativity. When issues arise, they have been addressed head on further demonstrating the importance of this work.

Key Retention Activities Underway:

- **Leadership Development & Communication:**
  - Commitment to regular communication
  - Staff forums and feedback loops utilizing technology for easy access
- **Recognition & Morale Boosters:**
  - Monthly recognition, service milestones, call handling recognition
  - Celebrations – summer BBQs
- **Wellness & Mental Health Focus:**
  - Response to critical incidents
  - Peer Support training and fostering team involvement
  - Access to support (meditation apps, EAP, defusing, debriefs, etc.)
- **Career Development Opportunities:**
  - Internal promotions
  - Explore mentorships and cross-training programs
  - Opportunities for current staff to assist with projects/develop skills
- **Inclusive, Supportive Work Environment:**
  - Training responsive to needs of organization
  - Explore flexible scheduling options
- **Competitive Compensation and Benefits (through bargaining)**

Retention Conclusion

Building a resilient, supportive, and engaged culture has proven to be essential to retaining 911 valuable personnel. Continued investment in people-centered leadership, recognition, wellness, and professional growth will be key to sustaining our workforce in the long term.

Separation Report

As of **05/06/2025**

***** CONFIDENTIAL *****

Confidentiality Notice:
This report contains confidential personnel records and is for authorized individuals only. Unauthorized review or sharing is prohibited. Please ensure it is only accessed by the appropriate personnel.

Report Overview:

This report covers data from the past 10 full calendar years, ending on the date at the top of the document. It provides a summary and analysis of employee separations during this period. The goal is to identify trends and factors influencing turnover, helping to better understand workforce dynamics and guide future decisions.

Statistical Classification of Separations:

To better understand the data and provide a clear framework for analysis, the following separation categories and reasons were applied:

Separation Types

- Resignation
- Retirement
- Termination
- Mutual/Contractual Agreement
- Disability/Medical
- Death

Reasons for Separation

To further break down the reasons associated with separations, the following categories were applied. These reasons were grouped into key areas to provide more granular insights into the driving factors behind employee separations:

Personal
- Health-related Issues
- Family Responsibilities
- Pursuing Education
- Relocation(personal/family)
- Personal-Other

Career
- Other employment
- Career change/advancement
- Lack of growth opportunities

Job Dissatisfaction
- Job/Work Environment Dissatisfaction
- Poor work-life balance(schedule)

Organzational
- Reorganization/Downsizing
- Budget/Financial Difficulties

Performance/Conduct
- Job Performance
- Misconduct/Policy Violation
- Job Abandonment
- Attendance Issues
- Open Investigation

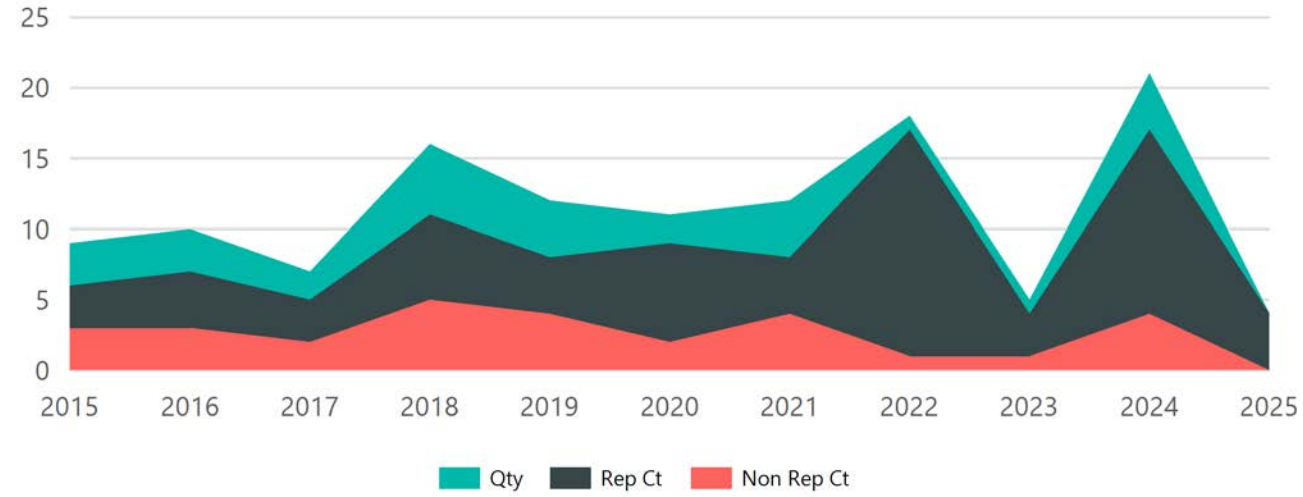
Other
- Other
- Unknown
- None Given

The report contains the following sections of charts and tables:

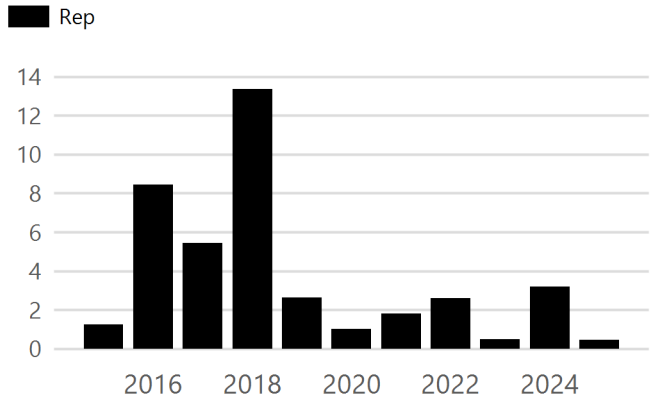
- **Separations Overview** - The number of separations and employment durations
- **Turn Over Rates** - Yearly and monthly view for Agency wide and represented staff.
- **Separation Types and Reasons** - Types and related reasons.
- **Employee Separation Details** - Comprehensive list of employee separations

Separations Overview

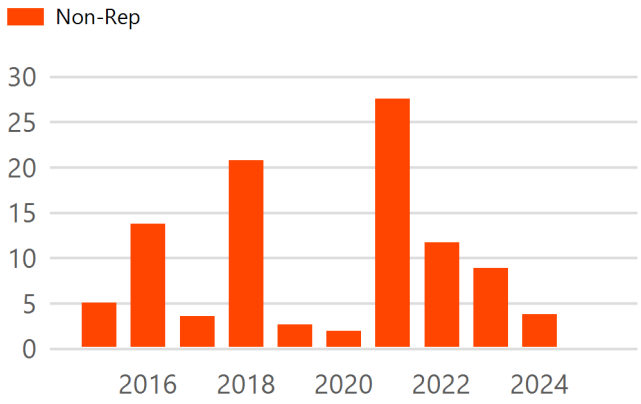
Separations by Year (Represented / Non-Represented)



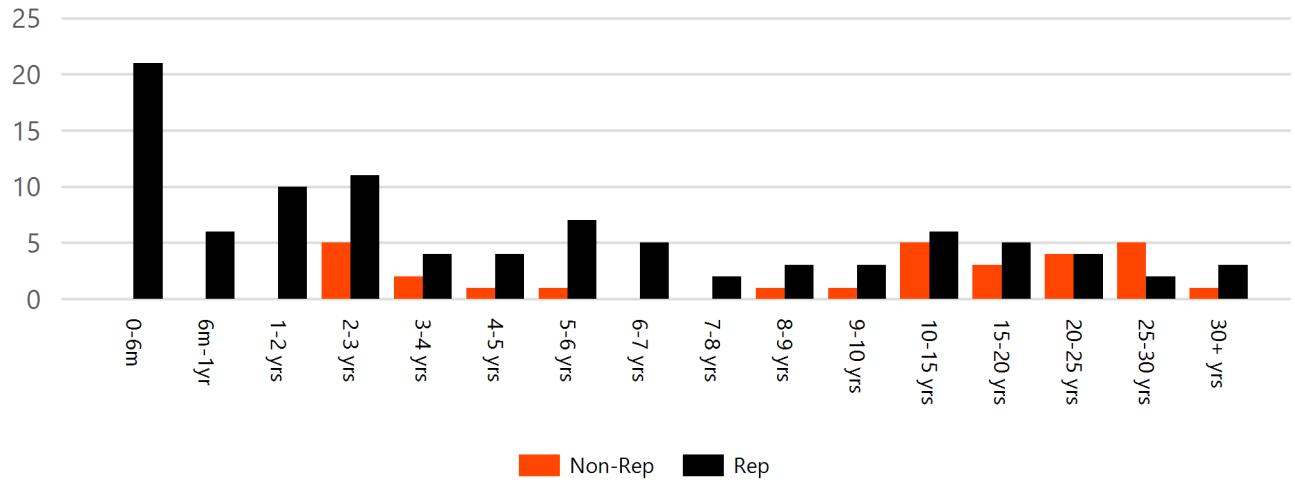
Median Years of Employment at Separation (Rep)



Median Years of Employment at Separation (Non-Rep)



Employment Duration Interval Count



Separation Durations By Year (Represented & Non-Rept)

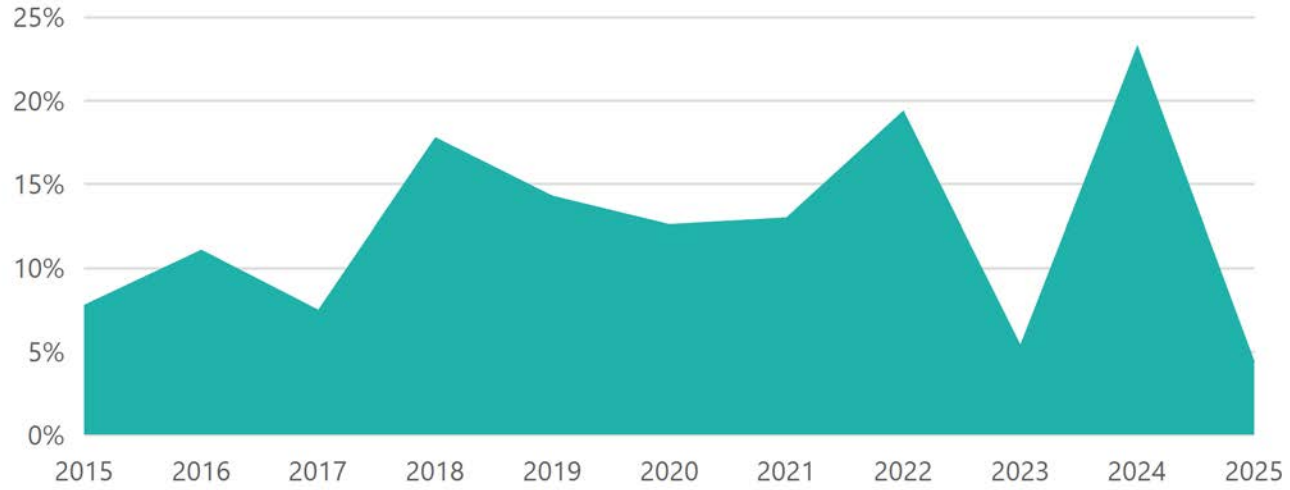
Year	Rep/ Non-Rep	Total	Median yrs	6 month %	12 month %	18 month %	24 month %	36 month %	Name (End Date - years)
Total		125	4.85	16.8%	21.6%	27.2%	29.6%	42.4%	
Sub-Total	Non-Rep	29	12.16	0.0%	0.0%	0.0%	0.0%	17.2%	
Sub-Total	Rep	96	2.95	21.9%	28.1%	35.4%	38.5%	50.0%	
2025	Rep	4	0.44	50.0%	50.0%	50.0%	50.0%	75.0%	1- (1/4/2025 - 2.9 yrs), 2- (2/14/2025 - 3.4 yrs), 3- (4/9/2025 - 0.4 yrs), 4- (5/4/2025 - 0.4 yrs),
2025	Total	4	0.44	50.0%	50.0%	50.0%	50.0%	75.0%	
2024	Non-Rep	4	4.07	0.0%	0.0%	0.0%	0.0%	25.0%	1- (2/29/2024 - 2.9 yrs), 2- (3/20/2024 - 4.1 yrs), 3- (6/30/2024 - 19.0 yrs), 4-(9/6/2024 - 15.6 yrs),
2024	Rep	17	3.19	23.5%	23.5%	35.3%	35.3%	47.1%	1- (1/9/2024 - 3.2 yrs), 2- (1/14/2024 - 0.3 yrs), 3- (1/27/2024 - 7.0 yrs), 4- (2/3/2024 - 1.0 yrs), 5-(3/23/2024 - 2.5 yrs), 6-(4/23/2024 - 8.5 yrs), 7-(5/8/2024 - 5.5 yrs), 8- (5/30/2024 - 0.4 yrs), 9-(7/10/2024 - 0.2 yrs), 10-(7/11/2024 - 1.5 yrs), 11- (9/12/2024 - 4.9 yrs), 12-(9/15/2024 - 0.1 yrs), 13- (9/23/2024 - 4.8 yrs), 14- (10/5/2024 - 2.4 yrs), 15- (10/23/2024 - 16.0 yrs), 16- (11/1/2024 - 6.9 yrs), 17-(12/11/2024 - 24.8 yrs),
2024	Total	21	4.07	19.0%	19.0%	28.6%	28.6%	42.9%	
2023	Non-Rep	1	9.18	0.0%	0.0%	0.0%	0.0%	0.0%	1- (8/18/2023 - 9.2 yrs),
2023	Rep	4	0.47	50.0%	50.0%	75.0%	75.0%	100.0%	1- (4/12/2023 - 0.5 yrs), 2-(9/4/2023 - 0.4 yrs), 3-(11/3/2023 - 2.7 yrs), 4- (11/17/2023 - 1.3 yrs),
2023	Total	5	1.32	40.0%	40.0%	60.0%	60.0%	80.0%	
2022	Non-Rep	1	11.98	0.0%	0.0%	0.0%	0.0%	0.0%	1- (6/22/2022 - 12.0 yrs),
2022	Rep	17	2.60	23.5%	29.4%	35.3%	35.3%	58.8%	1-(3/17/2022 - 0.5 yrs), 2- (3/25/2022 - 2.9 yrs), 3- (4/1/2022 - 0.5 yrs), 4- (4/1/2022 - 17.2 yrs), 5- (5/19/2022 - 0.3 yrs), 6-(6/5/2022 - 6.6 yrs), 7-(7/21/2022 - 14.6 yrs), 8- (8/1/2022 - 8.9 yrs), 9-(8/1/2022 - 4.2 yrs), 10- (8/10/2022 - 0.3 yrs), 11- (8/26/2022 - 2.6 yrs), 12-(9/5/2022 - 3.3 yrs), 13-(9/21/2022 - 8.0 yrs), 14- (10/5/2022 - 0.2 yrs), 15-(10/23/2022 - 1.5 yrs), 16-(12/12/2022 - 2.5 yrs), 17-(12/16/2022 - 2.1 yrs),
2022	Total	18	2.60	22.2%	27.8%	33.3%	33.3%	55.6%	
2021	Non-Rep	4	27.82	0.0%	0.0%	0.0%	0.0%	0.0%	1- (3/31/2021 - 12.2 yrs), 2- (10/7/2021 - 27.8 yrs), 3- (12/31/2021 - 30.7 yrs), 4-(12/31/2021 - 29.2 yrs),
2021	Rep	8	1.79	25.0%	37.5%	37.5%	50.0%	50.0%	1- (2/15/2021 - 0.3 yrs), 2- (4/15/2021 - 9.7 yrs), 3-(5/2/2021 - 5.1 yrs), 4- (6/8/2021 - 0.1 yrs), 5-(6/30/2021 - 30.4 yrs), 6- (9/1/2021 - 1.8 yrs), 7- (9/14/2021 - 0.9 yrs), 8-(12/17/2021 - 11.4 yrs),
2021	Total	12	9.67	16.7%	25.0%	25.0%	33.3%	33.3%	
2020	Non-Rep	2	2.26	0.0%	0.0%	0.0%	0.0%	50.0%	1- (10/31/2020 - 10.0 yrs), 2- (12/5/2020 - 2.3 yrs),
2020	Rep	9	1.03	22.2%	44.4%	55.6%	55.6%	55.6%	1-(1/12/2020 - 0.7 yrs), 2-(1/21/2020 - 0.2 yrs), 3- (3/31/2020 - 0.2 yrs), 4- (4/20/2020 - 27.5 yrs), 5- (4/24/2020 - 21.1 yrs), 6- (5/15/2020 - 1.0 yrs), 7- (6/30/2020 - 24.0 yrs), 8- (10/18/2020 - 0.7 yrs), 9- (11/7/2020 - 5.1 yrs),
2020	Total	11	2.26	18.2%	36.4%	45.5%	45.5%	54.5%	
2019	Non-Rep	4	2.94	0.0%	0.0%	0.0%	0.0%	50.0%	1-(2/27/2019 - 2.9 yrs), 2-(8/2/2019 - 2.7 yrs), 3-(10/16/2019 - 29.0 yrs), 4-(11/15/2019 - 24.4 yrs),
2019	Rep	8	2.63	0.0%	12.5%	12.5%	25.0%	50.0%	1- (1/29/2019 - 3.3 yrs), 2- (2/1/2019 - 18.7 yrs), 3- (2/4/2019 - 1.6 yrs), 4-(2/15/2019 - 5.3 yrs), 5- (5/1/2019 - 2.6 yrs), 6-(8/23/2019 - 0.8 yrs), 7- (8/31/2019 - 2.6 yrs), 8- (12/19/2019 - 12.0 yrs),
2019	Total	12	2.94	0.0%	8.3%	8.3%	16.7%	50.0%	
2018	Non-Rep	5	21.09	0.0%	0.0%	0.0%	0.0%	0.0%	1-(4/16/2018 - 10.2 yrs), 2-(6/29/2018 - 26.7 yrs), 3-(7/31/2018 - 8.1 yrs), 4-(9/10/2018 - 24.1 yrs), 5-(10/12/2018 - 21.1 yrs),
2018	Rep	11	13.35	27.3%	27.3%	27.3%	27.3%	27.3%	1-(1/14/2018 - 13.3 yrs), 2-(2/22/2018 - 0.2 yrs), 3- (3/18/2018 - 4.5 yrs), 4-(3/24/2018 - 24.4 yrs), 5-(5/1/2018 - 18.4 yrs), 6- (5/3/2018 - 16.6 yrs), 7- (5/5/2018 - 6.7 yrs), 8-(6/3/2018 - 30.3 yrs), 9- (6/28/2018 - 30.7 yrs), 10-(8/13/2018 - 0.2 yrs), 11-(10/9/2018 - 0.4 yrs),
2018	Total	16	13.35	18.8%	18.8%	18.8%	18.8%	18.8%	
2017	Non-Rep	2	3.90	0.0%	0.0%	0.0%	0.0%	0.0%	1- (5/15/2017 - 22.0 yrs), 2- (6/2/2017 - 3.9 yrs),
2017	Rep	5	5.44	20.0%	20.0%	20.0%	20.0%	40.0%	1-(1/23/2017 - 5.4 yrs), 2-(6/6/2017 - 0.3 yrs), 3-(8/11/2017 - 6.0 yrs), 4- (8/26/2017 - 2.2 yrs), 5-(11/30/2017 - 25.6 yrs),
2017	Total	7	5.44	14.3%	14.3%	14.3%	14.3%	28.6%	
2016	Non-Rep	3	14.02	0.0%	0.0%	0.0%	0.0%	0.0%	1- (6/1/2016 - 18.7 yrs), 2- (8/12/2016 - 3.7 yrs), 3-(8/31/2016 - 14.0 yrs),
2016	Rep	7	8.43	14.3%	14.3%	14.3%	14.3%	14.3%	1- (2/9/2016 - 5.6 yrs), 2-(2/17/2016 - 7.5 yrs), 3-(4/10/2016 - 9.5 yrs), 4- (4/30/2016 - 8.4 yrs), 5- (5/19/2016 - 11.8 yrs), 6-(10/24/2016 - 0.1 yrs), 7-r (11/18/2016 - 10.6 yrs),
2016	Total	10	8.43	10.0%	10.0%	10.0%	10.0%	10.0%	
2015	Non-Rep	3	5.32	0.0%	0.0%	0.0%	0.0%	33.3%	1-(1/2/2015 - 5.3 yrs), 2- (6/26/2015 - 27.9 yrs), 3- (8/15/2015 - 2.1 yrs),
2015	Rep	6	1.24	0.0%	16.7%	50.0%	66.7%	66.7%	1- (1/31/2015 - 1.2 yrs), 2- (5/15/2015 - 6.5 yrs), 3-(6/18/2015 - 0.7 yrs), 4-t (6/30/2015 - 1.6 yrs), 5-(9/21/2015 - 9.9 yrs), 6- (10/2/2015 - 1.0 yrs),
2015	Total	9	2.08	0.0%	11.1%	33.3%	44.4%	55.6%	

Separations By Year & Division

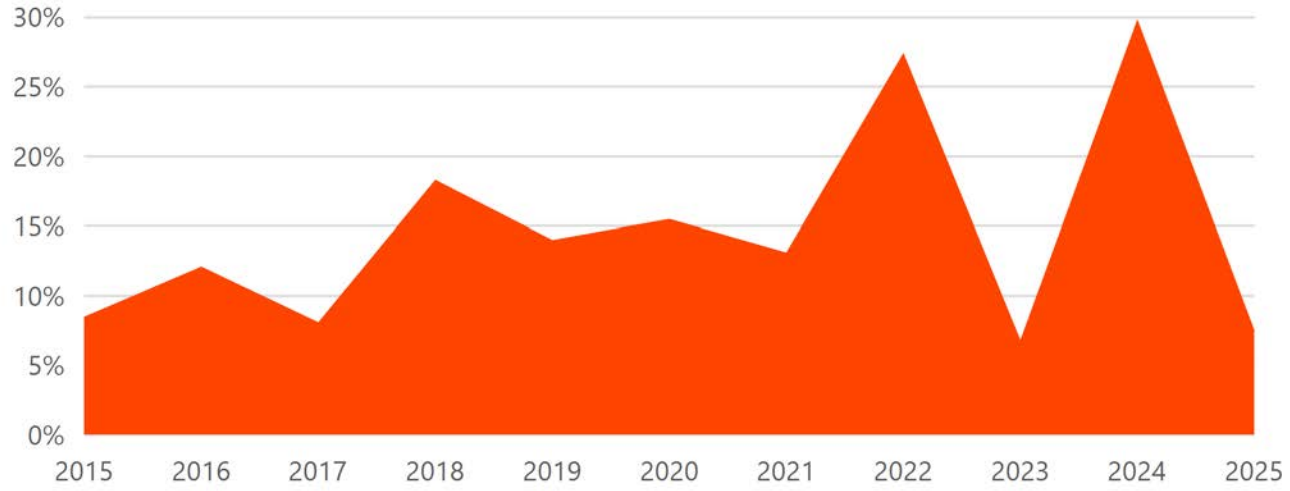
Year	Division	#	Name (End Date - years)
2025	CALLTAKER	1	1- (4/9/2025 - 0.4 yrs),
2025	DISPATCHER	3	1-(1/4/2025 - 2.9 yrs), 2- (2/14/2025 - 3.4 yrs), 3-(5/4/2025 - 0.4 yrs),
2025	TOTAL	4	
2024	ADMIN	2	1- (2/29/2024 - 2.9 yrs), 2- (9/6/2024 - 15.6 yrs),
2024	CALLTAKER	2	1- (7/11/2024 - 1.5 yrs), 2- (9/15/2024 - 0.1 yrs),
2024	DISPATCHER	15	1-(1/9/2024 - 3.2 yrs), 2-(1/14/2024 - 0.3 yrs), 3- (1/27/2024 - 7.0 yrs), 4- (2/3/2024 - 1.0 yrs), 5- (3/23/2024 - 2.5 yrs), 6- (4/23/2024 - 8.5 yrs), 7- (5/8/2024 - 5.5 yrs), 8-(5/30/2024 - 0.4 yrs), 9- (7/10/2024 - 0.2 yrs), 10 - (9/12/2024 - 4.9 yrs), 11-(9/23/2024 - 4.8 yrs), 12- (10/5/2024 - 2.4 yrs), 13- (10/23/2024 - 16.0 yrs), 14- (11/1/2024 - 6.9 yrs), 15- (12/11/2024 - 24.8 yrs),
2024	OPERATIONS	1	1- (3/20/2024 - 4.1 yrs),
2024	TECH SERVICES	1	1-(6/30/2024 - 19.0 yrs),
2024	TOTAL	21	
2023	ADMIN	1	1-(8/18/2023 - 9.2 yrs),
2023	DISPATCHER	4	1- (4/12/2023 - 0.5 yrs), 2- (9/4/2023 - 0.4 yrs), 3- (11/3/2023 - 2.7 yrs), 4-(11/17/2023 - 1.3 yrs),
2023	TOTAL	5	
2022	DISPATCHER	17	1- (3/17/2022 - 0.5 yrs), 2- (3/25/2022 - 2.9 yrs), 3- (4/1/2022 - 0.5 yrs), 4-(4/1/2022 - 17.2 yrs), 5-(5/19/2022 - 0.3 yrs), 6- (6/5/2022 - 6.6 yrs), 7- (7/21/2022 - 14.6 yrs), 8-(8/1/2022 - 8.9 yrs), 9-(8/1/2022 - 4.2 yrs), 10-(8/10/2022 - 0.3 yrs), 11- (8/26/2022 - 2.6 yrs), 12- (9/5/2022 - 3.3 yrs), 13- (9/21/2022 - 8.0 yrs), 14- (10/5/2022 - 0.2 yrs), 15-(10/23/2022 - 1.5 yrs), 16- (12/12/2022 - 2.5 yrs), 17- (12/16/2022 - 2.1 yrs),
2022	TECH SERVICES	1	1- (6/22/2022 - 12.0 yrs),
2022	TOTAL	18	
2021	ADMIN	1	1- (3/31/2021 - 12.2 yrs),
2021	DISPATCHER	8	1- (2/15/2021 - 0.3 yrs), 2- (4/15/2021 - 9.7 yrs), 3- (5/2/2021 - 5.1 yrs), 4-(6/8/2021 - 0.1 yrs), 5- (6/30/2021 - 30.4 yrs), 6- (9/1/2021 - 1.8 yrs), 7-(9/14/2021 - 0.9 yrs), 8- (12/17/2021 - 11.4 yrs),
2021	OPERATIONS	3	1- (10/7/2021 - 27.8 yrs), 2-(12/31/2021 - 30.7 yrs), 3- (12/31/2021 - 29.2 yrs),
2021	TOTAL	12	
2020	ADMIN	1	1-(12/5/2020 - 2.3 yrs),
2020	DISPATCHER	9	1- (1/12/2020 - 0.7 yrs), 2- (1/21/2020 - 0.2 yrs), 3- (3/31/2020 - 0.2 yrs), 4- (4/20/2020 - 27.5 yrs), 5- (4/24/2020 - 21.1 yrs), 6- (5/15/2020 - 1.0 yrs), 7- (6/30/2020 - 24.0 yrs), 8-(10/18/2020 - 0.7 yrs), 9- (11/7/2020 - 5.1 yrs),
2020	TECH SERVICES	1	1- (10/31/2020 - 10.0 yrs),
2020	TOTAL	11	
2019	ADMIN	1	1-(8/2/2019 - 2.7 yrs),
2019	DISPATCHER	8	1- (1/29/2019 - 3.3 yrs), 2-(2/1/2019 - 18.7 yrs), 3- (2/4/2019 - 1.6 yrs), 4- (2/15/2019 - 5.3 yrs), 5-(5/1/2019 - 2.6 yrs), 6- (8/23/2019 - 0.8 yrs), 7- (8/31/2019 - 2.6 yrs), 8- (12/19/2019 - 12.0 yrs),
2019	OPERATIONS	1	1- (10/16/2019 - 29.0 yrs),
2019	TECH SERVICES	2	1- (2/27/2019 - 2.9 yrs), 2- (11/15/2019 - 24.4 yrs),
2019	TOTAL	12	
2018	ADMIN	3	1- (4/16/2018 - 10.2 yrs), 2- (7/31/2018 - 8.1 yrs), 3- (9/10/2018 - 24.1 yrs),
2018	DISPATCHER	11	1-(1/14/2018 - 13.3 yrs), 2- (2/22/2018 - 0.2 yrs), 3- (3/18/2018 - 4.5 yrs), 4- (3/24/2018 - 24.4 yrs), 5- (5/1/2018 - 18.4 yrs), 6- (5/3/2018 - -0.2 yrs), 7- (5/5/2018 - 6.7 yrs), 8- (6/3/2018 - 30.3 yrs), 9-(6/28/2018 - 30.7 yrs), 10- (8/13/2018 - 0.2 yrs), 11- (10/9/2018 - 0.4 yrs),
2018	OPERATIONS	2	1- (6/29/2018 - 26.7 yrs), 2- (10/12/2018 - 21.1 yrs),
2017	ADMIN	1	1- (6/2/2017 - -3.2 yrs),
2017	DISPATCHER	5	1- (1/23/2017 - 5.4 yrs), 2- (6/6/2017 - 0.3 yrs), 3- (8/11/2017 - 6.0 yrs), 4- (8/26/2017 - 2.2 yrs), 5- (11/30/2017 - 25.6 yrs),
2017	TECH SERVICES	1	1- (5/15/2017 - 22.0 yrs),
2016	ADMIN	1	1- (8/12/2016 - 3.7 yrs),
2016	DISPATCHER	7	1- (2/9/2016 - 5.6 yrs), 2- (2/17/2016 - 7.5 yrs), 3- (4/10/2016 - 9.5 yrs), 4- (4/30/2016 - 8.4 yrs), 5- (5/19/2016 - 11.8 yrs), 6- (10/24/2016 - 0.1 yrs), 7- (11/18/2016 - 10.6 yrs),
2016	OPERATIONS	1	1- (6/1/2016 - 18.7 yrs),
2016	TECH SERVICES	1	1-(8/31/2016 - 14.0 yrs),
2015	ADMIN	2	1- (6/26/2015 - 27.9 yrs), 2-(8/15/2015 - 2.1 yrs),
2015	DISPATCHER	6	1- (1/31/2015 - 1.2 yrs), 2- (5/15/2015 - 6.5 yrs), 3- (6/18/2015 - 0.7 yrs), 4- (6/30/2015 - 1.6 yrs), 5- (9/21/2015 - 9.9 yrs), 6- (10/2/2015 - 1.0 yrs),
2015	TECH SERVICES	1	1-(1/2/2015 - 5.3 yrs),

Turn Over Rates

Separations by Year - Agency (Represented and Non Represented)



Separations by Year (Represented)

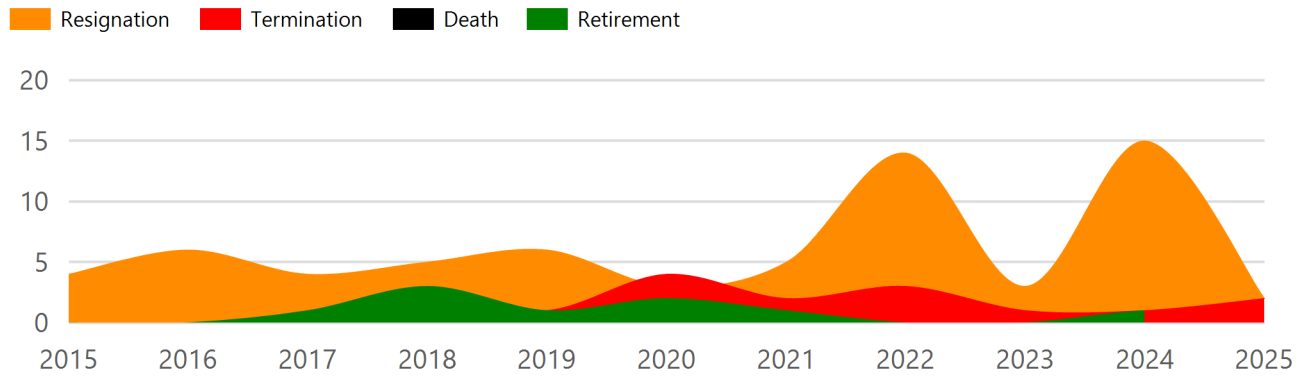


Turn Over Rate (Represented & Non-Rep Combined)																	
YR	Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	CT	AVG	MAX	MIN
2025	MTH AVG	89	89	90	92	91								0	90	93	89
2025	Hired	1	2	0	3	0								6			
2025	Separated	1	1	0	1	1								4			
2025	Turn Over Rate	1.1%	1.1%	0.0%	1.1%	1.1%								4	4.4%		
2024	MTH AVG	92	91	90	90	90	89	89	94	92	89	88	89	0	90	95	88
2024	Hired	1	2	1	2	0	1	2	6	0	0	2	0	17			
2024	Separated	3	2	2	1	2	1	2	0	4	2	1	1	21			
2024	Turn Over Rate	3.3%	2.2%	2.2%	1.1%	2.2%	1.1%	2.2%	0.0%	4.3%	2.2%	1.1%	1.1%	21	23.3%		
2023	MTH AVG	90	92	92	92	92	92	92	91	90	93	93	93	0	92	95	90
2023	Hired	2	0	1	0	0	0	0	0	0	5	0	0	8			
2023	Separated	0	0	0	1	0	0	0	1	1	0	2	0	5			
2023	Turn Over Rate	0.0%	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	1.1%	1.1%	0.0%	2.2%	0.0%	5	5.4%		
2022	MTH AVG	94	98	97	94	96	94	94	93	90	90	91	90	0	93	98	89
2022	Hired	6	0	0	0	3	0	3	0	0	3	1	0	16			
2022	Separated	0	0	2	2	1	2	1	4	2	2	0	2	18			
2022	Turn Over Rate	0.0%	0.0%	2.1%	2.1%	1.0%	2.1%	1.1%	4.3%	2.2%	2.2%	0.0%	2.2%	18	19.4%		
2021	MTH AVG	90	90	90	90	94	94	93	93	92	94	94	94	0	92	95	90
2021	Hired	0	1	1	6	1	0	0	0	4	0	1	0	14			
2021	Separated	0	1	1	1	1	2	0	0	2	1	0	3	12			
2021	Turn Over Rate	0.0%	1.1%	1.1%	1.1%	1.1%	2.1%	0.0%	0.0%	2.2%	1.1%	0.0%	3.2%	12	13.0%		
2020	MTH AVG	86	87	88	86	84	85	85	86	88	87	91	90	0	87	92	84
2020	Hired	3	1	0	0	0	2	1	2	0	0	6	0	15			
2020	Separated	2	0	1	2	1	1	0	0	0	2	1	1	11			
2020	Turn Over Rate	2.3%	0.0%	1.1%	2.3%	1.2%	1.2%	0.0%	0.0%	0.0%	2.3%	1.1%	1.1%	11	12.6%		
2019	MTH AVG	87	84	83	83	85	86	86	84	83	83	84	86	0	84	88	82
2019	Hired	0	0	0	0	4	0	0	0	0	1	5	0	10			
2019	Separated	1	4	0	0	1	0	0	3	0	1	1	1	12			
2019	Turn Over Rate	1.1%	4.8%	0.0%	0.0%	1.2%	0.0%	0.0%	3.6%	0.0%	1.2%	1.2%	1.2%	12	14.3%		
2018	MTH AVG	95	94	93	91	89	91	90	88	88	86	87	88	0	90	96	86
2018	Hired	1	0	0	0	4	1	0	0	1	0	2	0	9			
2018	Separated	1	1	2	1	3	3	1	1	1	2	0	0	16			
2018	Turn Over Rate	1.1%	1.1%	2.2%	1.1%	3.4%	3.3%	1.1%	1.1%	1.1%	2.3%	0.0%	0.0%	16	17.8%		
2017	MTH AVG	89	93	95	95	94	92	93	92	92	92	93	94	0	93	95	89
2017	Hired	0	6	0	0	0	1	0	1	0	0	2	2	12			
2017	Separated	1	0	0	0	1	2	0	2	0	0	1	0	7			
2017	Turn Over Rate	1.1%	0.0%	0.0%	0.0%	1.1%	2.2%	0.0%	2.2%	0.0%	0.0%	1.1%	0.0%	7	7.5%		
2016	MTH AVG	92	90	90	91	89	88	88	89	89	90	90	90	0	90	92	88
2016	Hired	0	0	2	0	0	0	2	0	3	0	1	0	8			
2016	Separated	0	2	0	2	1	1	0	2	0	1	1	0	10			
2016	Turn Over Rate	0.0%	2.2%	0.0%	2.2%	1.1%	1.1%	0.0%	2.2%	0.0%	1.1%	1.1%	0.0%	10	11.1%		
2015	MTH AVG					90	90	89	89	88	90	92	92	0	90	92	87
2015	Hired					0	2	0	1	0	5	0	0	8			
2015	Separated					1	3	0	1	1	1	0	0	7			
2015	Turn Over Rate					1.1%	3.3%	0.0%	1.1%	1.1%	1.1%	0.0%	0.0%	7	7.8%		

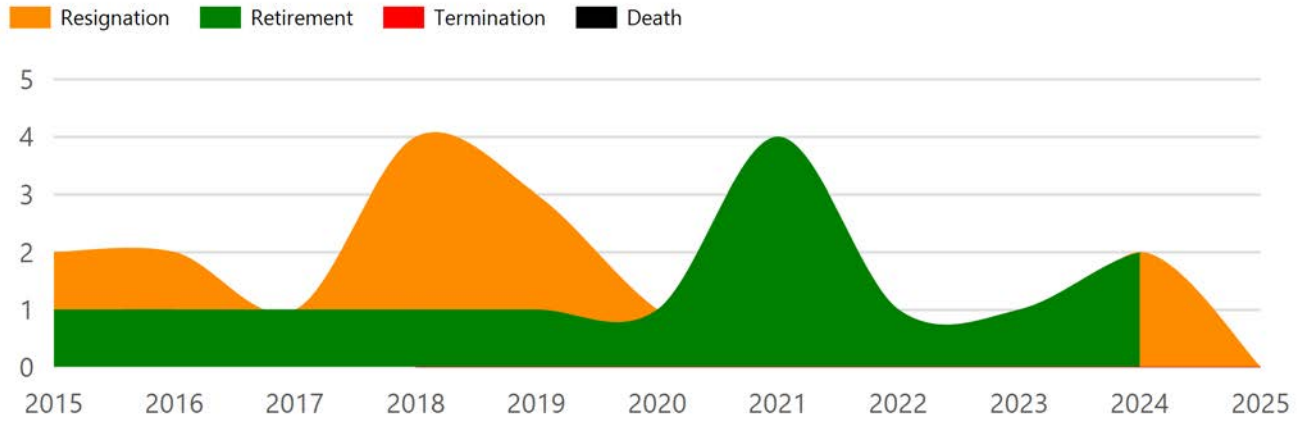
Turn Over Rate (Represented)																	
YR	Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	CT	AVG	MAX	MIN
2025	MTH AVG	55	53	53	54	53								0	53	56	53
2025	Hired	1	0	0	2	0								3			
2025	Separated	1	1	0	1	1								4			
2025	Turn Over Rate	1.8%	1.9%	0.0%	1.9%	1.9%								4	7.5%		
2024	MTH AVG	59	57	56	56	56	55	55	60	59	56	55	56	0	57	61	55
2024	Hired	1	0	0	2	0	0	2	6	0	0	2	0	13			
2024	Separated	3	1	1	1	2	0	2	0	3	2	1	1	17			
2024	Turn Over Rate	5.1%	1.8%	1.8%	1.8%	3.6%	0.0%	3.6%	0.0%	5.1%	3.6%	1.8%	1.8%	17	29.8%		
2023	MTH AVG	57	59	59	59	59	59	59	59	58	60	60	60	0	59	62	57
2023	Hired	2	0	1	0	0	0	0	0	0	4	0	0	7			
2023	Separated	0	0	0	1	0	0	0	0	1	0	2	0	4			
2023	Turn Over Rate	0.0%	0.0%	0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	1.7%	0.0%	3.3%	0.0%	4	6.8%		
2022	MTH AVG	64	68	65	62	64	63	64	63	60	58	59	57	0	62	68	57
2022	Hired	6	0	0	0	3	0	3	0	0	2	0	0	14			
2022	Separated	0	0	2	2	1	1	1	4	2	2	0	2	17			
2022	Turn Over Rate	0.0%	0.0%	3.1%	3.2%	1.6%	1.6%	1.6%	6.3%	3.3%	3.4%	0.0%	3.5%	17	27.4%		
2021	MTH AVG	61	61	61	61	64	62	61	61	60	63	63	62	0	61	65	59
2021	Hired	0	1	0	5	0	0	0	0	4	0	0	0	10			
2021	Separated	0	1	0	1	1	2	0	0	2	0	0	1	8			
2021	Turn Over Rate	0.0%	1.6%	0.0%	1.6%	1.6%	3.2%	0.0%	0.0%	3.3%	0.0%	0.0%	1.6%	8	13.1%		
2020	MTH AVG	59	60	60	58	56	57	56	56	58	57	62	62	0	58	63	56
2020	Hired	3	0	0	0	0	1	0	2	0	0	6	0	12			
2020	Separated	2	0	1	2	1	1	0	0	0	1	1	0	9			
2020	Turn Over Rate	3.4%	0.0%	1.7%	3.4%	1.8%	1.8%	0.0%	0.0%	0.0%	1.8%	1.6%	0.0%	9	15.5%		
2019	MTH AVG	59	56	56	56	58	59	59	58	57	56	58	59	0	57	60	55
2019	Hired	0	0	0	0	4	0	0	0	0	1	3	0	8			
2019	Separated	1	3	0	0	1	0	0	2	0	0	0	1	8			
2019	Turn Over Rate	1.7%	5.4%	0.0%	0.0%	1.7%	0.0%	0.0%	3.4%	0.0%	0.0%	0.0%	1.7%	8	14.0%		
2018	MTH AVG	64	63	62	60	58	60	60	59	59	58	59	60	0	60	65	57
2018	Hired	0	0	0	0	4	1	0	0	0	0	2	0	7			
2018	Separated	1	1	2	0	3	2	0	1	0	1	0	0	11			
2018	Turn Over Rate	1.6%	1.6%	3.2%	0.0%	5.2%	3.3%	0.0%	1.7%	0.0%	1.7%	0.0%	0.0%	11	18.3%		
2017	MTH AVG	57	61	63	63	63	62	63	62	62	62	63	64	0	62	65	57
2017	Hired	0	6	0	0	0	1	0	1	0	0	2	2	12			
2017	Separated	1	0	0	0	0	1	0	2	0	0	1	0	5			
2017	Turn Over Rate	1.8%	0.0%	0.0%	0.0%	0.0%	1.6%	0.0%	3.2%	0.0%	0.0%	1.6%	0.0%	5	8.1%		
2016	MTH AVG	61	59	59	59	57	57	57	57	58	59	58	58	0	58	61	57
2016	Hired	0	0	1	0	0	0	0	0	3	0	0	0	4			
2016	Separated	0	2	0	2	1	0	0	0	0	1	1	0	7			
2016	Turn Over Rate	0.0%	3.4%	0.0%	3.4%	1.8%	0.0%	0.0%	0.0%	0.0%	1.7%	1.7%	0.0%	7	12.1%		
2015	MTH AVG					59	59	58	58	57	59	61	61	0	59	61	56
2015	Hired					0	1	0	0	0	5	0	0	6			
2015	Separated					1	2	0	0	1	1	0	0	5			
2015	Turn Over Rate					1.7%	3.4%	0.0%	0.0%	1.8%	1.7%	0.0%	0.0%	5	8.5%		

Separation Types and Reasons

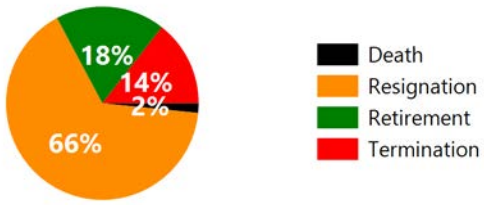
Separation Types By Year (Rep)



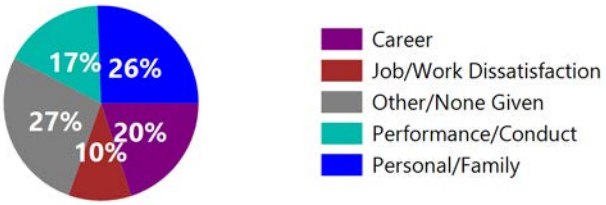
Separation Types By Year (Non-Rep)



Separations Types



Separation Reasons



Separation Type	Qty (Rep, NonRep)	Pct % (Rep, NonRep)	Median Years (Rep, NonRep)
Resignation	**82** (67,15)	**65.6%** (53.6%,12.0%)	**3.5** (3.3,4.1)
Retirement	**23** (9,14)	**18.4%** (7.2%,11.2%)	**24.8** (25.7,20.5)
Termination	**18** (18,0)	**14.4%** (14.4%,0.0%)	**0.5** (0.5,0.0)
Death	**2** (2,0)	**1.6%** (1.6%,0.0%)	**15.0** (15.0,0.0)
Total	**125** (96,29)	**100.0%** (76.8%,23.2%)	**4.9** (3.0,12.2)

Separation Reason	Qty (Rep, NonRep)	Pct % (Rep, NonRep)	Median Years (Rep, NonRep)
Other/None Given	**34** (20,14)	**27.2%** (16.0%,11.2%)	**16.2** (12.7,16.5)
Personal/Family	**32** (29,3)	**25.6%** (23.2%,2.4%)	**2.8** (2.6,3.9)
Career	**25** (16,9)	**20.0%** (12.8%,7.2%)	**5.5** (7.0,5.3)
Performance/Conduct	**21** (19,2)	**16.8%** (15.2%,1.6%)	**0.5** (0.5,23.1)
Job/Work Dissatisfaction	**13** (12,1)	**10.4%** (9.6%,0.8%)	**4.9** (4.6,15.6)

Details of Separation Types to Reasons

Separation Type	Separation Reason	Qty (Rep, NonRep)	Pct % (Rep, NonRep)	Median Years (Rep, NonRep)
Resignation	Personal/Family	**31** (28,3)	**24.8%** (22.4%,2.4%)	**2.6** (2.2,3.9)
Resignation	Career	**25** (16,9)	**20.0%** (12.8%,7.2%)	**5.5** (7.0,5.3)
Resignation	Job/Work Dissatisfaction	**12** (12,0)	**9.6%** (9.6%,0.0%)	**4.6** (4.6,0.0)
Resignation	Other/None Given	**11** (9,2)	**8.8%** (7.2%,1.6%)	**2.5** (2.5,2.5)
Resignation	Performance/Conduct	**3** (2,1)	**2.4%** (1.6%,0.8%)	**2.7** (2.6,24.1)
Retirement	Other/None Given	**21** (9,12)	**16.8%** (7.2%,9.6%)	**25.7** (25.7,22.9)
Retirement	Job/Work Dissatisfaction	**1** (0,1)	**0.8%** (0.0%,0.8%)	**15.6** (0.0,15.6)
Retirement	Performance/Conduct	**1** (0,1)	**0.8%** (0.0%,0.8%)	**22.0** (0.0,22.0)
Termination	Performance/Conduct	**17** (17,0)	**13.6%** (13.6%,0.0%)	**0.5** (0.5,0.0)
Termination	Personal/Family	**1** (1,0)	**0.8%** (0.8%,0.0%)	**9.7** (9.7,0.0)
Death	Other/None Given	**2** (2,0)	**1.6%** (1.6%,0.0%)	**15.0** (15.0,0.0)

Separation Type By Year (Rep/Non Rep)

Year	Rep Non-Rep	Resign	Retired	Term.	Mutual	Medical	Death	Total	Name(Date Yrs)
ALL	--TOTAL--	82	23	18	0	0	2	125	
2025	Rep	2	0	2	0	0	0	4	1-(1/4/2025 - 2.9yrs) 2-2/14/2025 - 3.4yrs) 3-4/9/2025 - 0.4yrs) 4-(5/4/2025 - 0.4yrs)
2025	--SubTotal	2	0	2	0	0	0	4	
2024	Non-Rep	2	2	0	0	0	0	4	1-(2/29/2024 - 2.9yrs) 2-(3/20/2024 - 4.1yrs) 3-(6/30/2024 - 19.0yrs) 4-(9/6/2024 - 15.6yrs)
2024	Rep	15	1	1	0	0	0	17	1-1/9/2024 - 3.2yrs) 2-(1/14/2024 - 0.3yrs) 3-(1/27/2024 - 7.0yrs) 4-(2/3/2024 - 1.0yrs) 5-(3/23/2024 - 2.5yrs) 6-(4/23/2024 - 8.5yrs) 7-(5/8/2024 - 5.5yrs) 8-(5/30/2024 - 0.4yrs) 9-(7/10/2024 - 0.2yrs) 10-(7/11/2024 - 1.5yrs) 11-9/12/2024 - 4.9yrs) 12-(9/15/2024 - 0.1yrs) 13-(9/23/2024 - 4.8yrs) 14-(10/5/2024 - 2.4yrs) 15-(10/23/2024 - 16.0yrs) 16-(11/1/2024 - 6.9yrs) 17- (12/11/2024 - 24.8yrs)
2024	--SubTotal	17	3	1	0	0	0	21	
2023	Non-Rep	0	1	0	0	0	0	1	1-(8/18/2023 - 9.2yrs)
2023	Rep	3	0	1	0	0	0	4	1-(4/12/2023 - 0.5yrs) 2-(9/4/2023 - 0.4yrs) 3-(11/3/2023 - 2.7yrs) 4-(11/17/2023 - 1.3yrs)
2023	--SubTotal	3	1	1	0	0	0	5	
2022	Non-Rep	0	1	0	0	0	0	1	1-(6/22/2022 - 12.0yrs)
2022	Rep	14	0	3	0	0	0	17	1-(3/17/2022 - 0.5yrs) 2-(3/25/2022 - 2.9yrs) 3-(4/1/2022 - 0.5yrs) 4-(4/1/2022 - 17.2yrs) 5-5/19/2022 - 0.3yrs) 6-(6/5/2022 - 6.6yrs) 7-7/21/2022 - 14.6yrs) 8-(8/1/2022 - 8.9yrs) 9- (8/1/2022 - 4.2yrs) 10-(10/2022 - 0.3yrs) 11(8/26/2022 - 2.6yrs) 12-(9/5/2022 - 3.3yrs) 13-(9/21/2022 - 8.0yrs) 14-(10/5/2022 - 0.2yrs) 15-(10/23/2022 - 1.5yrs) 16-(12/12/2022 - 2.5yrs) 17- (12/16/2022 - 2.1yrs)
2022	--SubTotal	14	1	3	0	0	0	18	
2021	Non-Rep	0	4	0	0	0	0	4	1-3/31/2021 - 12.2yrs) 2-(10/7/2021 - 27.8yrs) 3-(12/31/2021 - 30.7yrs) 4-(12/31/2021 - 29.2yrs)
2021	Rep	5	1	2	0	0	0	8	1-(2/15/2021 - 0.3yrs) 2-(4/15/2021 - 9.7yrs) 3-(5/2/2021 - 5.1yrs) 4-6/8/2021 - 0.1yrs) 5-(6/30/2021 - 30.4yrs) 6- (9/1/2021 - 1.8yrs) 7-9/14/2021 - 0.9yrs) 8-12/17/2021 - 11.4yrs)
2021	--SubTotal	5	5	2	0	0	0	12	
2020	Non-Rep	1	1	0	0	0	0	2	1-10/31/2020 - 10.0yrs) 2-12/5/2020 - 2.3yrs)
2020	Rep	3	2	4	0	0	0	9	1-(1/12/2020 - 0.7yrs) 2-(1/21/2020 - 0.2yrs) 3-(3/31/2020 - 0.2yrs) 4-(4/20/2020 - 27.5yrs) 5-(4/24/2020 - 21.1yrs) 6-(5/15/2020 - 1.0yrs) 7-(6/30/2020 - 24.0yrs) 8-(10/18/2020 - 0.7yrs) 9-11/7/2020 - 5.1yrs)
2020	--SubTotal	4	3	4	0	0	0	11	
2019	Non-Rep	3	1	0	0	0	0	4	1-(2/27/2019 - 2.9yrs) 2-(8/2/2019 - 2.7yrs) 3- (10/16/2019 - 29.0yrs) 4-11/15/2019 - 24.4yrs)
2019	Rep	6	1	1	0	0	0	8	1-(1/29/2019 - 3.3yrs) 2-2/1/2019 - 18.7yrs) 3-(2/4/2019 - 1.6yrs) 4-(2/15/2019 - 5.3yrs) 5-(5/1/2019 - 2.6yrs) 6-(8/23/2019 - 0.8yrs) 7-(8/31/2019 - 2.6yrs) 8-(12/19/2019 - 12.0yrs)
2019	--SubTotal	9	2	1	0	0	0	12	
2018	Non-Rep	4	1	0	0	0	0	5	1-4/16/2018 - 10.2yrs) 2-(6/29/2018 - 26.7yrs) 3-(7/31/2018 - 8.1yrs) 4-(9/10/2018 - 24.1yrs) 5-(10/12/2018 - 21.1yrs)
2018	Rep	5	3	2	0	0	1	11	1-(1/14/2018 - 13.3yrs) 2-(2/22/2018 - 0.2yrs) 3- (3/18/2018 - 4.5yrs) 4-(3/24/2018 - 24.4yrs) 5-(5/1/2018 - 18.4yrs) 6-(5/3/2018 - 16.6yrs) 7-(5/5/2018 - 6.7yrs) 8-(6/3/2018 - 30.3yrs) 9-(6/28/2018 - 30.7yrs) 10-(8/13/2018 - 0.2yrs) 11-(10/9/2018 - 0.4yrs)
2018	--SubTotal	9	4	2	0	0	1	16	
2017	Non-Rep	1	1	0	0	0	0	2	1-(5/15/2017 - 22.0yrs) 2-6/2/2017 - 3.9yrs)
2017	Rep	4	1	0	0	0	0	5	1-(1/23/2017 - 5.4yrs) 2-(6/6/2017 - 0.3yrs) 3-(8/11/2017 - 6.0yrs) 4-(8/26/2017 - 2.2yrs) 5-(11/30/2017 - 25.6yrs)
2017	--SubTotal	5	2	0	0	0	0	7	
2016	Non-Rep	2	1	0	0	0	0	3	1-6/1/2016 - 18.7yrs) 2-(8/12/2016 - 3.7yrs) 3-8/31/2016 - 14.0yrs)
2016	Rep	6	0	0	0	0	1	7	1-(2/9/2016 - 5.6yrs) 2-(2/17/2016 - 7.5yrs) 3-(4/10/2016 - 9.5yrs) 4-(4/30/2016 - 8.4yrs) 5-(5/19/2016 - 11.8yrs) 6- (10/24/2016 - 0.1yrs) 7-11/18/2016 - 10.6yrs)
2016	--SubTotal	8	1	0	0	0	1	10	
2015	Non-Rep	2	1	0	0	0	0	3	1-(1/2/2015 - 5.3yrs) 2-(6/26/2015 - 27.9yrs) 3-8/15/2015 - 2.1yrs)
2015	Rep	4	0	2	0	0	0	6	1-(1/31/2015 - 1.2yrs) 2-(5/15/2015 - 6.5yrs) 3-(6/18/2015 - 0.7yrs) 4-(6/30/2015 - 1.6yrs) 5-(9/21/2015 - 9.9yrs) 6-(10/2/2015 - 1.0yrs)
2015	--SubTotal	6	1	2	0	0	0	9	

Separation Reasons By Type, Year (All)

Year	Separation Type	Personal	Career	Job Dissat	Org. Needs	Perform.	Other	Total	Name(Date Yrs)
ALL	--TOTAL--	32	25	13	0	21	34	125	
2025	Resignation	1	0	1	0	0	0	2	
2025	Termination	0	0	0	0	2	0	2	
2025	--SubTotal	1	0	1	0	2	0	4	
2024	Resignation	4	5	5	0	0	3	17	
2024	Retirement	0	0	1	0	0	2	3	
2024	Termination	0	0	0	0	1	0	1	
2024	--SubTotal	4	5	6	0	1	5	21	
2023	Resignation	2	0	0	0	1	0	3	
2023	Retirement	0	0	0	0	0	1	1	
2023	Termination	0	0	0	0	1	0	1	
2023	--SubTotal	2	0	0	0	2	1	5	
2022	Resignation	1	6	5	0	1	1	14	
2022	Retirement	0	0	0	0	0	1	1	
2022	Termination	0	0	0	0	3	0	3	
2022	--SubTotal	1	6	5	0	4	2	18	
2021	Resignation	3	1	1	0	0	0	5	
2021	Retirement	0	0	0	0	0	5	5	
2021	Termination	1	0	0	0	1	0	2	
2021	--SubTotal	4	1	1	0	1	5	12	
2020	Resignation	1	0	0	0	0	3	4	
2020	Retirement	0	0	0	0	0	3	3	
2020	Termination	0	0	0	0	4	0	4	
2020	--SubTotal	1	0	0	0	4	6	11	
2019	Resignation	5	3	0	0	0	1	9	
2019	Retirement	0	0	0	0	0	2	2	
2019	Termination	0	0	0	0	1	0	1	
2019	--SubTotal	5	3	0	0	1	3	12	
2018	Death	0	0	0	0	0	1	1	
2018	Resignation	3	5	0	0	1	0	9	
2018	Retirement	0	0	0	0	0	4	4	
2018	Termination	0	0	0	0	2	0	2	
2018	--SubTotal	3	5	0	0	3	5	16	
2017	Resignation	4	1	0	0	0	0	5	
2017	Retirement	0	0	0	0	1	1	2	
2017	--SubTotal	4	1	0	0	1	1	7	
2016	Death	0	0	0	0	0	1	1	
2016	Resignation	5	3	0	0	0	0	8	
2016	Retirement	0	0	0	0	0	1	1	
2016	--SubTotal	5	3	0	0	0	2	10	
2015	Resignation	2	1	0	0	0	3	6	
2015	Retirement	0	0	0	0	0	1	1	
2015	Termination	0	0	0	0	2	0	2	
2015	--SubTotal	2	1	0	0	2	4	9	

Employee Separation Details

Year	Division	Rep/Non-Rep	EMPLOYEE	Emp No	End Date	Yrs	Separation Ttype	Separation Reason	Notes
2025	DISPATCHER	Rep		11/25/2024	05/04/2025	0.4	Termination	Job Performance	
2025	CALLTAKER	Rep		11/25/2024	04/09/2025	0.4	Termination	Job Performance	
2025	DISPATCHER	Rep		09/27/2021	02/14/2025	3.4	Resignation	Job/Work Environment Dissatisfaction	Resignation-took position with HPD; work environment
2025	DISPATCHER	Rep		01/25/2022	01/04/2025	2.9	Resignation	Family Responsibilities	Resignation - staying home with child
2024	DISPATCHER	Rep		02/28/2000	12/11/2024	24.8	Retirement	None Given	Retirement
2024	DISPATCHER	Rep		12/11/2017	11/01/2024	6.9	Resignation	Poor work-life balance (schedule)	Resigned-took court position; schedule/family life balance
2024	DISPATCHER	Rep		10/27/2008	10/23/2024	16.0	Resignation	Job/Work Environment Dissatisfaction	Resigned-took position with PGE; unhappy
2024	DISPATCHER	Rep		05/02/2022	10/05/2024	2.4	Resignation	Poor work-life balance (schedule)	Resignation-took position with courts-schedule/unhappy
2024	DISPATCHER	Rep		11/18/2019	09/23/2024	4.9	Resignation	Pursuing Education	Resignation - going back to school (working on call)
2024	CALLTAKER	Rep		08/05/2024	09/15/2024	0.1	Resignation	Personal-Other	Resigned-Trainee; not able to handle difficult call
2024	DISPATCHER	Rep		10/14/2019	09/12/2024	4.9	Resignation	Job/Work Environment Dissatisfaction	Resignation - went to CRESA; work environment
2024	ADMIN	Non-Rep		02/02/2009	09/06/2024	15.6	Retirement	Job/Work Environment Dissatisfaction	Retired/Resignation-staying home; unhappy with adjustment to in-office requirement
2024	CALLTAKER	Rep		06/11/2024	07/11/2024	1.5	Resignation	None Given	Resignation - no notice given
2024	DISPATCHER	Rep		04/15/2024	07/10/2024	0.2	Resignation	Poor work-life balance (schedule)	Resignation - Trainee - schedule
2024	TECH SERVICES	Non-Rep		06/20/2005	06/30/2024	19.0	Retirement	None Given	Retirement
2024	DISPATCHER	Rep		01/02/2024	05/30/2024	0.4	Termination	Job Performance	Termination-Trainee
2024	DISPATCHER	Rep		11/05/2018	05/08/2024	5.5	Resignation	Other employment	Resigned-moved to Eastern Oregon to dispatch part time
2024	DISPATCHER	Rep		10/12/2015	04/23/2024	8.5	Resignation	Career change/advancement	Resigned-accepted position as fire marshall
2024	DISPATCHER	Rep		09/27/2021	03/23/2024	2.5	Resignation	Unknown	Resigned - only gave two days notice
2024	OPERATIONS	Non-Rep		02/24/2020	03/20/2024	4.1	Resignation	Career change/advancement	Resinged - Accepted position at DPSST
2024	ADMIN	Non-Rep		04/14/2021	02/29/2024	2.9	Resignation	Other employment	Resigned - accepted position with CIS
2024	DISPATCHER	Rep		01/19/2023	02/03/2024	1.0	Resignation	Family Responsibilities	Resigned-Trainee - did not return after FMLA leave
2024	DISPATCHER	Rep		02/06/2017	01/27/2024	7.0	Resignation	Unknown	Resigned - Only gave one day notice
2024	DISPATCHER	Rep		10/09/2023	01/14/2024	0.3	Resignation	Personal-Other	Resigned-Trainee - did not feel could do position
2024	DISPATCHER	Rep		11/02/2020	01/09/2024	3.2	Resignation	Career change/advancement	Resigned-accepted position to manage ax bar; did not give 2 weeks notice
2023	DISPATCHER	Rep		07/25/2022	11/17/2023	1.3	Resignation	Relocation (personal/family)	Resigned - still in training, but move to FL. Gave two weeks notice to help with staffing
2023	DISPATCHER	Rep		02/15/2021	11/03/2023	2.7	Resignation	Open Investigation	Resigned-no notice. On admin leave for possible discipline/performance
2023	DISPATCHER	Rep		03/26/2023	09/04/2023	0.4	Resignation	Personal-Other	Resigned-said took PT job; then said staying home
2023	ADMIN	Non-Rep		06/16/2014	08/18/2023	9.2	Retirement	None Given	Retired
2023	DISPATCHER	Rep		10/24/2022	04/12/2023	0.5	Termination	Job Performance	Terminated-Trainee
2022	DISPATCHER	Rep		11/02/2020	12/16/2022	2.1	Resignation	Career change/advancement	Resigned - accepted position Vancouver PD as an officer
2022	DISPATCHER	Rep		06/01/2020	12/12/2022	2.5	Resignation	Open Investigation	Resigned-during investigation; no notice given
2022	DISPATCHER	Rep		04/26/2021	10/23/2022	1.5	Resignation	Career change/advancement	Resigned-accepted Woodburn police offer position
2022	DISPATCHER	Rep		07/25/2022	10/05/2022	0.2	Termination	Job Performance	Terminated-Trainee
2022	DISPATCHER	Rep		09/26/2014	09/21/2022	8.0	Resignation	Job/Work Environment Dissatisfaction	Resgined-unhappy with work envirronment
2022	DISPATCHER	Rep		05/06/2019	09/05/2022	3.3	Resignation	Poor work-life balance (schedule)	Resigned-schedule; accepted position with courts
2022	DISPATCHER	Rep		01/20/2020	08/26/2022	2.6	Resignation	None Given	Resigned-no notice given
2022	DISPATCHER	Rep		05/02/2022	08/10/2022	0.3	Resignation	Poor work-life balance (schedule)	Resigned-scehdule/joined military full time
2022	DISPATCHER	Rep		05/21/2018	08/01/2022	4.2	Resignation	Poor work-life balance (schedule)	Resigned-accepted position with courts; schedule
2022	DISPATCHER	Rep		09/09/2013	08/01/2022	8.9	Resignation	Career change/advancement	Resigned-Schedule-accepted position with TVFR
2022	DISPATCHER	Rep		12/19/2007	07/21/2022	14.6	Resignation	Other employment	Resigned-Moved to AZ to dispatch
2022	TECH SERVICES	Non-Rep		07/01/2010	06/22/2022	12.0	Retirement	None Given	Retired
2022	DISPATCHER	Rep		10/12/2015	06/05/2022	6.7	Resignation	Job/Work Environment Dissatisfaction	Resigned-leaving dispatch; unhappy with work environment
2022	DISPATCHER	Rep		01/25/2022	05/19/2022	0.3	Resignation	Personal-Other	Resgined-Pressure on self not to make mistake
2022	DISPATCHER	Rep		09/27/2021	04/01/2022	0.5	Termination	Job Performance	Termination-Trainee
2022	DISPATCHER	Rep		01/04/2005	04/01/2022	17.2	Resignation	Career change/advancement	Resigned-accepted job with PGE
2022	DISPATCHER	Rep		05/06/2019	03/25/2022	2.9	Resignation	Career change/advancement	Resigned-accepted job in IT/IS
2022	DISPATCHER	Rep		09/27/2021	03/17/2022	0.5	Termination	Job Performance	Termination-Trainee
2021	OPERATIONS	Non-Rep		04/22/1991	12/31/2021	30.7	Retirement	None Given	Retirement
2021	OPERATIONS	Non-Rep		10/02/2019	12/31/2021	29.3	Retirement	None Given	Retirement
2021	DISPATCHER	Rep		07/19/2010	12/17/2021	11.4	Resignation	Career change/advancement	Resignation-going to Tualatin City Works

2021	OPERATIONS	Non-Rep		12/20/1993	10/07/2021	27.8	Retirement	None Given	Retirement
2021	DISPATCHER	Rep		11/02/2020	09/14/2021	0.9	Resignation	Personal-Other	Resignation (gave no notice)-still in training-felt not suited for position
2021	DISPATCHER	Rep		11/18/2019	09/01/2021	1.8	Resignation	Pursuing Education	Resignation-provided doc note putting off work, then resigned-said going back to school
2021	DISPATCHER	Rep		02/01/1991	06/30/2021	30.4	Retirement	None Given	Retirement
2021	DISPATCHER	Rep		04/29/2021	06/08/2021	0.1	Termination	Job Performance	Termination-Trainee
2021	DISPATCHER	Rep		03/25/2016	05/02/2021	5.1	Resignation	Job/Work Environment Dissatisfaction	Resignation-did not feel supported in position
2021	DISPATCHER	Rep		08/16/2011	04/15/2021	9.7	Termination	Health-related Issues	Termination-Failure to return from leave
2021	ADMIN	Non-Rep		02/02/2009	03/31/2021	12.2	Retirement	None Given	Retirement
2021	DISPATCHER	Rep		11/02/2020	02/15/2021	0.3	Resignation	Personal-Other	Resignation-schedule issues (gave no notice)
2020	ADMIN	Non-Rep		09/01/2018	12/05/2020	2.3	Resignation	None Given	Resignation
2020	DISPATCHER	Rep		10/12/2015	11/07/2020	5.1	Resignation	Other	Resignation-certification revoked for 3 years
2020	TECH SERVICES	Non-Rep		10/25/2010	10/31/2020	10.0	Retirement	None Given	Retirement
2020	DISPATCHER	Rep		01/20/2020	10/18/2020	0.7	Resignation	None Given	Resignation (gave only 2 days notice)
2020	DISPATCHER	Rep		06/20/1996	06/30/2020	24.0	Retirement	None Given	Retirement
2020	DISPATCHER	Rep		05/06/2019	05/15/2020	1.0	Termination	Misconduct/Policy Violation	Termination-policy violation (dishonesty)
2020	DISPATCHER	Rep		03/12/1999	04/24/2020	21.1	Termination	Misconduct/Policy Violation	Termination-policy violation after final warning
2020	DISPATCHER	Rep		10/21/1992	04/20/2020	27.5	Retirement	None Given	Retirement
2020	DISPATCHER	Rep		01/20/2020	03/31/2020	0.2	Resignation	Health-related Issues	Resignation-health related/COVID
2020	DISPATCHER	Rep		11/18/2019	01/21/2020	0.2	Termination	Misconduct/Policy Violation	Termination-Trainee; at risk behavior/performance
2020	DISPATCHER	Rep		05/06/2019	01/12/2020	0.7	Termination	Job Performance	Termiantion-Traninee: failure to meet performacne standards
2019	DISPATCHER	Rep		12/19/2007	12/19/2019	12.0	Resignation	Relocation (personal/family)	Resigned-Moved to WA
2019	TECH SERVICES	Non-Rep		06/26/1995	11/15/2019	24.4	Resignation	Other employment	Resigned-took job with other CAD vendor
2019	OPERATIONS	Non-Rep		10/29/1990	10/16/2019	29.0	Retirement	None Given	Retirement
2019	DISPATCHER	Rep		02/06/2017	08/31/2019	2.6	Resignation	Career change/advancement	Resigned-WC court house
2019	DISPATCHER	Rep		11/05/2018	08/23/2019	0.8	Termination	Job Performance	Termination-Trainee; failure to meet expectations
2019	ADMIN	Non-Rep		11/02/2016	08/02/2019	2.7	Resignation	None Given	Resigned
2019	DISPATCHER	Rep		09/12/2016	05/01/2019	2.6	Resignation	Pursuing Education	Resigned-going to law school
2019	TECH SERVICES	Non-Rep		03/21/2016	02/27/2019	2.9	Resignation	Other employment	Resgination-Columbia County Tech Mgr.
2019	DISPATCHER	Rep		11/11/2013	02/15/2019	5.3	Resignation	Personal-Other	Resigned-not wanting to dispatch
2019	DISPATCHER	Rep		06/12/2017	02/04/2019	1.6	Resignation	Relocation (personal/family)	Resigned-move to Port
2019	DISPATCHER	Rep		05/30/2000	02/01/2019	18.7	Retirement	None Given	Retired
2019	DISPATCHER	Rep		10/12/2015	01/29/2019	3.3	Resignation	Relocation (personal/family)	Resigned-moved to TX to Dallas PD officer
2018	OPERATIONS	Non-Rep		09/15/1997	10/12/2018	21.1	Resignation	Other employment	Resgination-Columbia County Ops Manager
2018	DISPATCHER	Rep		05/21/2018	10/09/2018	0.4	Termination	Job Performance	Termination-not responding to training
2018	ADMIN	Non-Rep		08/22/1994	09/10/2018	24.1	Resignation	Job Performance	Resignation in lieu of termination (behavior)
2018	DISPATCHER	Rep		05/21/2018	08/13/2018	0.2	Resignation	Personal-Other	Resignation - stress/anxiety aspects of call talking; general duties are too much
2018	ADMIN	Non-Rep		07/01/2010	07/31/2018	8.1	Resignation	Other employment	Resigned - Columbia County 911 Director
2018	OPERATIONS	Non-Rep		10/21/1991	06/29/2018	26.7	Retirement	None Given	Retirement
2018	DISPATCHER	Rep		10/12/1987	06/28/2018	30.7	Retirement	None Given	Retirement
2018	DISPATCHER	Rep		03/01/1988	06/03/2018	30.3	Retirement	None Given	Retirement
2018	DISPATCHER	Rep		08/16/2011	05/05/2018	6.7	Resignation	Personal-Other	Resgination- Not wanting to dispatch any more
2018	DISPATCHER	Rep		09/10/2001	05/03/2018	16.7	Resignation	Other employment	Resignation-Went to CCOM
2018	DISPATCHER	Rep		12/01/1999	05/01/2018	18.4	Retirement	None Given	Retirement
2018	ADMIN	Non-Rep		02/19/2008	04/16/2018	10.2	Resignation	Other employment	Resignation-Moved to TVWD; Concerns with manager
2018	DISPATCHER	Rep		11/12/1993	03/24/2018	24.4	Death	Other	
2018	DISPATCHER	Rep		09/09/2013	03/18/2018	4.5	Resignation	Career change/advancement	Resignation-Took job at TVFR Public Records
2018	DISPATCHER	Rep		12/11/2017	02/22/2018	0.2	Termination	Job Performance	Terminated-not responding to training
2018	DISPATCHER	Rep		09/11/2004	01/14/2018	13.4	Resignation	Relocation (personal/family)	Resignation-moved to Eastern Oregon
2017	DISPATCHER	Rep		04/10/1992	11/30/2017	25.7	Retirement	None Given	Retirement
2017	DISPATCHER	Rep		06/04/2015	08/26/2017	2.2	Resignation	Other employment	Resignation-different opportunity outside dispatching
2017	DISPATCHER	Rep		08/16/2011	08/11/2017	6.0	Resignation	Family Responsibilities	Resignation-not wanting full time after baby
2017	DISPATCHER	Rep		02/06/2017	06/06/2017	0.3	Resignation	Relocation (personal/family)	Resignation-moving back to So. Oregon
2017	ADMIN	Non-Rep		07/08/2013	06/02/2017	3.9	Resignation	Personal-Other	Resigned-scheduled change at HFD
2017	TECH SERVICES	Non-Rep		05/15/1995	05/15/2017	22.0	Retirement	Job Performance	Retirement in lieu of termination (performance)
2017	DISPATCHER	Rep		08/16/2011	01/23/2017	5.4	Resignation	Relocation (personal/family)	Resignation-moved to So. Oregon
2016	DISPATCHER	Rep		04/10/2006	11/18/2016	10.6	Resignation	Career change/advancement	Resignation-decided wanted change of career
2016	DISPATCHER	Rep		09/12/2016	10/24/2016	0.1	Resignation	Personal-Other	Resignation-in training; did not feel she could do the job
2016	TECH SERVICES	Non-Rep		08/27/2002	08/31/2016	14.0	Retirement	None Given	Retirement

2016	ADMIN	Non-Rep		12/10/2012	08/12/2016	3.7	Resignation	Career change/advancement	Resgination-accepted postion at Clackamas County DHS
2016	OPERATIONS	Non-Rep		10/06/1997	06/01/2016	18.7	Resignation	Relocation (personal/family)	Resignation-moved to Hawaii
2016	DISPATCHER	Rep		08/02/2004	05/19/2016	11.8	Resignation	Career change/advancement	Resignation-change of careers
2016	DISPATCHER	Rep		11/26/2007	04/30/2016	8.4	Resignation	Family Responsibilities	Resignation-not wanting to return to full time
2016	DISPATCHER	Rep		10/02/2006	04/10/2016	9.5	Resignation	Personal-Other	Resignation-not wanting to dispatch any more/frustrations
2016	DISPATCHER	Rep		08/25/2008	02/17/2016	7.5	Resignation	Personal-Other	Resignation-not wanting to return to full time
2016	DISPATCHER	Rep		07/19/2010	02/09/2016	5.6	Death	Other	
2015	DISPATCHER	Rep		09/29/2014	10/02/2015	1.0	Termination	Job Performance	Termination-failure to meet job expectations
2015	DISPATCHER	Rep		10/18/2005	09/21/2015	9.9	Resignation	Relocation (personal/family)	Resignation-relocated to Colorado
2015	ADMIN	Non-Rep		07/16/2013	08/15/2015	2.1	Resignation	Family Responsibilities	Resignation-voluntary to stay home
2015	DISPATCHER	Rep		11/11/2013	06/30/2015	1.6	Resignation	None Given	Resignation
2015	ADMIN	Non-Rep		07/27/1987	06/26/2015	27.9	Retirement	None Given	Retirement
2015	DISPATCHER	Rep		09/29/2014	06/18/2015	0.7	Termination	Job Performance	Termination-not responding to training
2015	DISPATCHER	Rep		11/27/2008	05/15/2015	6.5	Resignation	None Given	Resignation
2015	DISPATCHER	Rep		11/04/2013	01/31/2015	1.2	Resignation	None Given	Resignation
2015	TECH SERVICES	Non-Rep		09/08/2009	01/02/2015	5.3	Resignation	Other employment	Resignation-took position with PGE