

CITY OF YUBA CITY  
STAFF REPORT

**Date:** September 15, 2020  
**To:** Honorable Mayor Harris and Members of the City Council  
**From:** Police Department  
**Presentation By:** Chief of Police Rob Landon

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**Summary**

**Subject:** Dispatch Recruiting Incentive Program

**Recommendation:** Adopt a Resolution authorizing a Dispatcher Recruiting Incentive Program and approving corresponding Side Letters with the Police Officers' Association and First Level Manager group.

**Fiscal Impact:** Maximum Program Cost = \$38,500 broken down as follows:  
Recruitment Incentive for 2 Lateral Dispatcher Positions - \$25,000  
Retention Incentive Payment for 9 Dispatchers - \$13,500  
The incentive program will be funded from salary savings out of the General Fund from existing dispatcher vacancies.

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**Purpose:**

To maintain the dispatch staffing level at the Police Department in a very competitive market, by offering incentives to encourage highly qualified lateral dispatchers to apply with the Yuba City Police Department.

**Background:**

The Yuba City Police Department has reached a critical level of staffing in the Dispatch Unit. The Dispatch Unit currently has 12 budgeted positions, though one position is currently frozen due to COVID- related budget concerns.

In the past 11 months, two experienced dispatchers have moved to other agencies, with a third dispatcher currently in a hiring process to move to another agency. It is anticipated this third dispatcher will be gone within the month. These employees have taken dispatch positions with the Rocklin Police Department, Roseville Police Department, and Yuba County Sheriff's Department, all of whom provide increased pay and benefits. This leaves the Department with a total of only 8 dispatch positions filled, which includes the Communications Coordinator. Eight dispatchers handling 24/7 coverage puts the Department at a critical level which cannot be sustained for a long period of time. The current staffing of the dispatch center at this time is covering vacancies on average with 148 hours of overtime a month.

The Police Department has two options when it comes to hiring potential dispatchers:

1. Hire applicants with no experience - This takes the longest amount of time, sometimes over a year from the opening of the job announcement to the point the dispatcher operates on her/his own with minimal supervision.

2. Hire lateral dispatchers - Hiring dispatchers who currently work for other agencies and have successfully completed a probationary period are the ideal candidates. This is the fastest option from hire to having a dispatcher working independently. A lateral incentive program places the Department on better competitive ground to offer an incentive to recruit lateral dispatchers and possibly sway those lateral dispatchers who are planning on finding a new area to work.

A recent survey evaluating just base pay shows the average annual pay of lateral dispatchers within a 30 to 40-minute commute of Yuba City to be as follows:

Chico	\$56,284
Sutter County	\$68,599
Yuba County	\$69,264
Woodland	\$75,649
Lincoln	\$80,302
Roseville	\$82,392
Rocklin	\$86,624

Yuba City comes in at approximately \$64,200 annually.

Lateral incentives are currently in place in numerous agencies throughout California. Some agencies provide a moving expense offset, a financial incentive for the lateral applicant, a financial incentive for the recruiting employee, a vacation bank leave bonus, or a sick leave bank leave bonus. Most agencies offering a bonus, offer a combination of the above items. The bonuses vary throughout the state with some incentives as low as \$400 and others as high as \$12,000. Other bonuses offered include free initial uniform costs, and transferring sick leave banks from their previous agencies (absent a payout).

**Analysis:**

To increase recruitment opportunities, the proposed program for the City of Yuba City would provide the following:

- Referral Incentive of \$2,500 for lateral dispatcher – The City would compensate City employees who refer ultimately successful recruits for these positions with two payments: the first payment of \$1,250 would be made to a lateral dispatcher upon commencement of employment with the City of Yuba City and the remaining \$1,250 would be made when the new employee successfully complete probation. Human Resources staff, the City Manager, Department Directors, the Mayor and Councilmembers would not be eligible for the referral incentive. In addition, although not a City employee, the City Attorney would not be eligible to receive referral incentives. A lateral dispatcher candidate would be able to identify only one employee eligible for a referral incentive, and it must be done with Human Resources at initial hiring.
- Hiring Incentive of \$10,000 - Would be paid to a lateral dispatcher who successfully completes the hiring process at the City of Yuba City. The incentive would be paid in three payments. The first payment of \$2,500 would be made upon commencement of employment. The second payment of \$2,500 would be made upon successful completion of the training program. The third and final payment of \$5,000 would be made upon the completion of the probationary period (one year). A lateral dispatcher, upon successful hiring would also be given an initial bank of 40 hours of sick leave.
- Retention Incentive Pay – The City, Police Officers' Association, and the First Level group have agreed to side letters regarding retention incentives for current dispatch staff. In an

effort to keep further vacancies from occurring in the dispatch unit, a retention incentive in the amount of \$1,500 could be earned by all dispatch personnel and received in two payments. The side letter would allow the incentive to be disbursed to dispatchers who continue to serve and remain in good standing with the City of Yuba City at the time of disbursement and were hired prior to the adoption of this resolution. The first payment of \$750 would be paid on the pay period including October 15, 2020, and a second payment of \$750 would be distributed on the pay period including December 15, 2020.

All other provisions of the current Letters of Understanding with the Police Officers' Association and the First Level Managers group shall remain unchanged.

**Fiscal Impact:**

The proposed recruitment incentive will be funded from salary savings out of the Police Department budget from existing dispatcher vacancies. The maximum cost of the program is \$38,500 broken down as follows:

- Referral Incentive
  - 2 lateral dispatchers @ \$2,500 each = \$5,000
- Hiring Incentive
  - 2 lateral dispatchers @ \$10,000 each = \$20,000
- Retention Incentive
  - 9 employees in the Dispatch Unit @ \$1,500 each = \$13,500

**Alternatives:**

Do not adopt the ordinance or provide staff with direction to amend the recommendation.

**Recommendation:**

Adopt a Resolution authorizing a Dispatcher Recruiting and Retention Incentive Program and approving corresponding Side Letters with the Police Officers' Association and First Level Manager group.

**Attachment:**

- A. Resolution
- B. Police Officers' Association Side Letter
- C. First Level Managers Side Letter

**Prepared By:**

*/s/ Sam Escherman*  
Sam Escherman  
Police Lieutenant

**Submitted By:**

*/s/ Diana Langley*  
Diana Langley  
Interim-City Manager

**Reviewed By:**

Department Head  
Finance  
Special Counsel

RL  
SM  
SS by email

# ATTACHMENT A

**RESOLUTION NO.**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF YUBA CITY  
AUTHORIZING THE DISPATCHER RECRUITING AND RETENTION INCENTIVE PROGRAM  
AND APPROVAL OF CORRESPONDING SIDE LETTERS WITH POLICE OFFICERS'  
ASSOCIATION AND FIRST LEVEL MANAGERS**

WHEREAS, staffing levels within the Dispatch Unit of the Yuba City Police Department have reached a critically low level; and

WHEREAS, a referral incentive will encourage current City employees to recommend qualified candidates to apply for lateral dispatch positions that have been difficult to fill; and

WHEREAS, a hiring incentive will encourage lateral dispatch candidates to accept positions with the Yuba City Police Department; and

WHEREAS, a one-time lump sum payment to current dispatchers will assist in retaining well trained dispatchers currently serving the community of Yuba City.

WHEREAS, the City has determined that in order to effectively address current challenges faced by the Yuba City Police Department with recruitment, hiring and retention of Public Safety Dispatchers, a Dispatch Recruiting and Retention Incentive Program should be adopted; and

NOW, THEREFORE BE IT RESOLVED, that the City Council of the City of Yuba City adopts the Dispatch Recruiting and Retention Incentive Program as follows:

1. An eligible City employee who refers a candidate for a lateral dispatcher position will receive \$1,250 upon commencement of employment and additional \$1,250 upon the new employee's successful completion of the probationary period.
2. New lateral dispatchers will receive \$2,500 upon commencement of employment, \$2,500 upon completion of initial training, and an additional \$5,000 upon successful completion of the probationary employment period.
3. New lateral dispatch hires will receive 40 hours of sick leave placed in their leave bank upon being hired.
4. All current employees with the title of Dispatcher or Communications Coordinator are eligible to earn a retention incentive in two disbursements: the first payment of \$750 will be disbursed on the pay period including October 1, 2020 and a second payment of \$750 will be distributed on the pay period including December 1, 2020.
5. For the purposes of this program, a lateral dispatcher is defined as a current dispatcher in good standing with the California Commission Peace Officer Standards and Training (POST) and who has at least one year of dispatcher experience.
6. The dispatcher recruiting incentive program applies to lateral dispatchers hired on or after this resolution is successfully passed.

7. The dispatcher retention incentive program applies to all dispatchers who are serving the City of Yuba City in good standing at the time of disbursement and were hired prior to the adoption of this resolution.
8. The City Manager is authorized to administer this program.

The foregoing Resolution was duly and regularly introduced, passed, and adopted by the City Council of the City of Yuba City at a regular meeting thereof held on the 15<sup>th</sup> day of September 2020.

AYES:

NOES:

ABSENT:

\_\_\_\_\_  
Shon Harris, Mayor

ATTEST:

\_\_\_\_\_  
Patricia Buckland, City Clerk

APPROVED AS TO FORM  
SPECIAL COUNSEL

By \_\_\_\_\_  
Stacey Sheston, Special Counsel  
Best, Best & Krieger, LLP

# ATTACHMENT B

**SIDE LETTER TO THE  
LETTER OF UNDERSTANDING**

**Between**

**The City of Yuba City**

**And**

**The Yuba City Police Officers Association**

**July 1, 2019 through June 30, 2021**



The City of Yuba City (City) and the Yuba City Police Officers' Association (POA) jointly referred to as the "parties" enter into this Side Letter Agreement. The parties agree that the terms of this agreement will be incorporated into the current Letter of Understanding (LOU) effective July 1, 2019 through June 30, 2021.

### **Dispatch Retention Incentive**

The purpose of this side letter is to add language to the current letter of understanding pertaining to the retention incentive program for current members of the dispatch staff.

Both parties have agreed to the below language:

- Retention Incentive Pay for Dispatch Staff - To try to keep further vacancies from occurring in the dispatch unit, a non-PERSable retention incentive payment in the amount of \$1,500 could be earned by all dispatch personnel and received in two payments. This incentive will be disbursed to all dispatch staff who are serving in good standing with the City of Yuba City at the time of disbursement and were hired prior to the adoption of this resolution. The first payment of \$750 would be paid on the pay period including October 15, 2020, and a second payment of \$750 would be distributed on the pay period including December 15, 2020.

### **2. Remainder of Contract not Affected**

All other provisions of the current Letter of Understanding between the City and the Police Officers' Association shall remain unchanged.

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**CITY OF YUBA CITY**

**POLICE OFFICERS ASSOCIATION**

\_\_\_\_\_  
Diana Langley, Interim City Manager

\_\_\_\_\_  
Bob Jarvis, Mastagni Law Firm

\_\_\_\_\_  
Spencer Morrison, Director of Finance

\_\_\_\_\_  
Michael Gwinnup, YCPOA President

\_\_\_\_\_  
Natalie Springer, Director of Human Resources

# ATTACHMENT C

**SIDE LETTER TO THE  
LETTER OF UNDERSTANDING**

**Between  
The City of Yuba City  
And  
The First Level Managers**

**July 1, 2019 through June 30, 2021**

The City of Yuba City (City) and the First Level Managers (FLM) jointly referred to as the “parties” enter into this Side Letter Agreement. The parties agree that the terms of this agreement will be incorporated into the current Letter of Understanding (LOU) effective July 1, 2019 through June 30, 2021.

**Dispatch Retention Incentive**

The purpose of this side letter is to add language to the current letter of understanding pertaining to the retention incentive program for current members of the dispatch staff.

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**2. Remainder of Contract not Affected**

All other provisions of the current Letter of Understanding between the City and the First Level Managers shall remain unchanged.

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**CITY OF YUBA CITY**

**FIRST LEVEL MANAGERS**

\_\_\_\_\_  
Diana Langley, Interim City Manager

\_\_\_\_\_  
Brian Hansen, Senior IT Analyst

\_\_\_\_\_  
Spencer Morrison, Director of Finance

\_\_\_\_\_  
Emilio Flores, Laboratory Supervisor

\_\_\_\_\_  
Natalie Springer, Director of Human Resources