## GERTIFICATION

## RE-EMPLOYMENT OF SBCERA RETIREE (Limited Duration) <br> (Pursuant to SBCERA Board Admintalratlon Polloy No. 015)

DATE: $1 / 16 / 2020$

## EMPLOYER INFORMATION:

| Name of EMPLOYER: | DEBRA HOLMAN | 909-387-3750 |
| :---: | :---: | :---: |
|  | Name | (Areas Code \& Phone No.) |
| Address of EMPLOYER: | 655 E THIRD ST., SAN BERNARDINO |  |
|  | Streal cily | Zip Code |
| Employer Representative: | ANGELA HADDAD, COMMUNICATIONS MANAGER Name |  |
|  |  |  |

## EMPLOYEEINEORMATION:

Name of EMPLOYEE: DEBRA HOLMAN


Please note, If Retiree's Effective Date of Re-Employment commences prior to SBCERA's approval of thls Ceriffication form, Retiree's pension beneflt may be subject to suspension.

1. Employer: Pleace certify that one or both of the following are true (check all that apply):
$\square$ The re-employment of the employee is necessary during an emergency to prevent stoppage of public buainess
(7) The employee has skills neaded to pertorm work of limited duration.
2. Employer: Please indicate the limit or limits on the duration of the employee's re-employment by selecting the box that applies to the employee. An anteloleated and diate for the re-employment must also be provided.
(V. Retiree has special skills/knowledge needed by employer AND employer is actively hiring/recruiting to fill Retree's position


Retree training replacement
Retiree working in a temporary assignment or working on a special project
Temporary position due to peak or seasonal worklosd fluctuation for period: $\qquad$ to $\qquad$
Retires filling a short-term vacancy need
If duretion of re-employment will exceed 18 momithe, please (1) explain the "extreme necessity" that requires the ratiree's return, and (2) explain why the need for the ratiree's return aither is (a) unavoidable or (b) could not have been antlipated. Please attach additional sheats if necessary for explanation and mark it bs "Attachment $1 "$
$\square$
See additional explanation in Attachment

Eff. 00/29/2018
PL. 108883 -Co. of SB Only
PL FILLABLE FORM $=108904$

## Exhibit B: Page 2

Certification re Re-Employment of SBCERA Retires (Limited Duration)
Page 2
3. a. Employer: Did or will the re-emptoyment commence within 180 days following the date of retirement?

b. If you answered YES, to question 3. a. please check any/all of the following that apply:

The employee is a public safety officer or firefighter, and the re-employment is for the performance of functions regularly performed by a public safety officer or firefighter
$\square$ The re-employment is necessary to fill a critically needed position before 180 days have passed, and the re-employment has been approved by the governing body of the agency in a public meeting on the non-consent calendar. (Please provide documentation, e.g. meeting agenda and/or, minutes and/or back-up. Label attachment as "Attachment 2.")
4. Employee: Has the employee received any unemployment insurance compensation, during the 12 months prior to re-employment, arising out of the prior employment with any SBCERA participating employer?
$\square$
Yes
(8) No
5. Employer and the Employee acknowiedge and certify that:
a. During re-employment, the employee may not work more than 980 hours during any fiscal year (July 1
through the following June 30 ).
b. The employee's pay may not be less than the minimum nor more than the maximum paid to other employees performing comparable job duties.
6. Employer and Employee acknowledge that:
a. While SBCERA and the Employer will cooperate to facilitate compliance with the terms of Government Code sections 7522.56 and 31680.6 , and SBCERA Board Administration Policy No. 015 , compliance is ultimately
the employee's responsibility.
b. Failure to comply with any of the requirements of Government Code sections 7522.56 and 31680.6 , as implemented through SBCERA Board Administration Policy No. 015, may result in any or all of the following consequences, effective on the date that the re-employment ceased to be in compliance:
i. The employee's reinstatemant to active SBCERA membership;
ii. The suspension of the employee's retirement benefit payments effective on the date that the reemployment ceased to be in compliance, which may include the recovery by SBCERA of any
benefits improperly received:
iii. The collection from both the employee and the employer of retirement contributions on any pay received by the employee during any period of unlawful re-employment; and
iv. The employee earning a new retirement benefit during the period of re-employment, pursuant to Government Code section 31680.7; and
v. Any other consequence provided by law.
7. Employer: The Employer agrees to do at least one of the following (check all that apply):
(v. Grant SBCERA staff direct access to the employer's payroll system in a manner that permits SBCERA to determine the number of hours that the employee, and others similarly situated, have worked in a
fiscal year; or
(7) Provide a report to SBCERA, on a pay-period by pay-period basis, showing the number of hours worked in a given fiscal year by any re-employed retirees who have worked at least 700 hours in a
fiscal year.

## Exhibit B: Page 3

## Certification re Re-Employment of SBCERA Retree (Limited Duration) Page 3 <br> Page 3

8. Employer: The employer agrees to report to SBCERA, by submitting an updated copy of this form:
a. When any employee's re-employment extends, or is proposed for extension, beyond the stated end-date;
b. When any employee's re-employment was originally limited to the completion of a discrete quantity of work or to termination upon some other stated event, and has extended or is proposed to extend beyond that completion or event, with an explanation of the reasons.
9. Employer and Employee agree that in addition to the terms and conditions set forth herein, the parties have reviewed and further agree to comply with:
(1) California Govemment Code section 7522.56
(2) California Government Code section 31680.6
(3) SBCERA Board Administration Policy No. 015

By executing this Certification, Employee and Employer certify that all statements herein are true to the best of their knowledge.

## EMPLOYEE:

DATED: $\qquad$


## EMPLOYER:

DATED: $01 / 16 / 2020$
BY:

$$
\begin{aligned}
& \text { Authonzed RepoéeteliveqfaiDBlay } \\
& \text { Print Name: An }
\end{aligned}
$$

## RETURN COMPLETED FORM TO:

San Bernardino County Human Resources Dept.
ATTN: Employee Benefits and Services Dest. OFFICE: (909) 387-5787
157 West fifth Street, First Floor
San Bernardino, CA 92415

Expected End Date Approved by SBCERA: $\qquad$
Accepted and Approved by SBCERA
DATED: $\qquad$ BY:
Its:

Approval of this form by SBCERA entites Employer and Employee to the conclusive presumptlon that the re-employment has commencad lawfully, so long as all statements made herein are true. A copy will be returned to the Employer and Employee.

## Exhibit B: Page 4



## Interoffice Memo

DATE: January 16, 2020
PHONE: 909-356-3864
FROM: Angela Haddad, Communications Manage, NJ Valley Control Center

TO: Alicia Rangel, Personnel Technicia Employee Resources

| SUBJECT | DEBRA HOLMAN - JUSTIFICATION RECURRENT |
| :--- | :--- |

The Communications Division continues to aggressively recruit for Sheriff's Communications Dispatcher positions over the past several years. This has included leaving the position open continuously on the Human Resources website for applications. The department held a massive hiring event in 2018 which resulted in filling some vacancies. However, even with these efforts, we presently have 14 vacant positions which affect our ability to answer emergency $9-1-1$ calls within the state standard of $95 \%$ in the first 15 seconds. We continue to rely on recurrent dispatchers to assist in fulfilling our emergency dispatch staffing needs.
Debra Holman is a vital component in assisting us in meeting our public safety mandate. Any consideration to retaining her status in employment is greatly appreciated.
Respectfully submitted.

## Exhibit B: Page 5

Crook, Kathleen

| From: | Ruiz, Diana - HR |
| :--- | :--- |
| Sent: | Tuesday, January 21, 2020 11:35 AM |
| To: | Crook, Kathleen |
| Cc: | Fisher, Theresa; Vargas, Khristin - HR |
| Subject: | RE: Returning Retirees |

Hi Kathy,
Please see below the department's responses. These details will also apply for the SBCERA request on Tamara NovotnyKaup.

Please see the details regarding SBCERA's questions:

1. a) The Sheriff's Department has held several Mass Interview events for Dispatchers over the past 15 months.

- The Recruitment for Sheriff's Comm. Dispatcher II and II Trainee have been continuous for at least the past 24 months. The Sheriff's Comm. Dispatcher I Trainee recruitments have been opened at specific times to receive applications for the Mass Interviews. Due to the number of applications received for Dispatcher I Trainee, having a continuous recruitment would be counterproductive due to the number of applications that HR must review.
- There has been 47 Sheriff's Comm. Dispatchers hired over the past 12 months.
- There were approximately 370 applicants referred to the Sheriff's Department over the past 12 months.
- There were approximately 282 applicants interviewed over the past 12 months, approximately 90 applicants of the 370, were no longer interested in interviewing for a positions, no showed to the interview, etc...
b) The Sheriff's Department Currently has the following positions and number of vacancies: Sheriff's Comm. Dispatcher I: 46 authorized positions currently 17 vacant positions Sheriff's Comm. Dispatcher II: 65 authorized positions currently 15 vacant positions Currently 32 vacant Dispatcher positions and 79 Dispatcher positions are currently filled.
c) The department just hired 6 Sheriff's Comm. Dispatcher I Trainee's on 1/6/2020 and continue to have additional applicants in backgrounds. The next Sheriff's Dispatch Academy is scheduled for 3/14/2020 and the department will be opening a Sheriff's Comm. Dispatcher I Trainee recruitment with HR in the next week or two to begin the interview and backgrounds process.
d) If the retiree does not perform this work other staff will be mandated to perform overtime which is in addition to current OT mandates. Due to these being 911 calls, the department must be in compliance with the State of California's Emergency Operations standards for call pick up requirements or risk losing state funding.
e) If the retiree is not available the shifts must be covered by additional overtime of current staff.

Thank you,

## Diana Ruiz

Human Resources Analyst
Human Resources Department
Phone: 909-387-9664
Fax: 909-387-5566
157 West Fith Street, $1^{\text {st }}$ Floor

## Exhibit B: Page 6

San Bernardino, CA 92415

## SAN BERNARDINO

## COUNTY

Our job is to create a county in which those who reside and invest can prosper and achieve well-being.
www.SBCountr.gov
County of San Bernardino Confidentiality Notice: This communication contains confidential information sent solely for the use of the intended recipient. If you are not the intended recipient of this communication, you are not authorized to use it in any manner, except to immediately destroy it and notify the sender.

## fワin (0)

From: Crook, Kathleen
Sent: Friday, January 17, 2020 9:15 AM
To: Ruiz, Diana - HR . Vargas, Khristin - HR
Cc: Fisher, Theresa
Subject: RE: Returning Retirees
Importance: High
Diana \& Khristin,

Both of these extensions will have to go to the board for approval. Can you have the department answer the additional questions below for both Lori Franklin and Debra Holman. I need their response by Tuesday $1 / 21 / 2020$ at 12 pm in order to include this information in the board packet for February's Board Meeting.

1. Additional questions the department should answer in their explanation:
a) Be more specific about what recruitment efforts the department has made, and what future efforts are planned, if any?

- Indicate if the recruitment for dispatcher is continuous or was only open for a limited period of time.
- How many positions have been filled in the past year?
- How many applicants applied in the past year?
- How many applicants were interviewed in the past year?
b) How many dispatchers are currently in this position?
c) What measures is the department taking to ensure they will have qualified employees on staff when the retiree's extension ends?
d) If the retiree does not perform the work will there be a stoppage of public business?
e) Who would perform this work if the retiree is not available?

Kathleen Crook
Retirement Benefits Officer
e: $\qquad$ | p: 909.885.7980 ext. 383 | f: 909.884-1904
348 W. Hospitality Lane, Third Floor | San Bernardino, CA 92415-0014

CONFIDENTIALITY NOTICE: This communication (including any attachments) contains legally protected and confidential information sent solely for the use of the intended recipient. If you are not the intended recipient of this communication, you are not authorized to use it in any manner except to immediately delete the original and any copy of any email and any printout thereof and notify the sender. Use, dissemination, distribution or reproduction of this message by unintended recipients is strictly prohibited.

DATE: January 25, 2019

## EMPLOYER INFORMATION:

| Name of EMPLOYER: | SAN BERNARDINO COUNTY SHERIFF'S DEPARTMENT |  |  |
| :---: | :---: | :---: | :---: |
|  | Name |  | (Area Code \& Phone No.) |
| Address of EMPLOYER: | 1771 MIRO WAY, RIALTO 92376 |  |  |
|  | Street | City | $2 i p \operatorname{code}$ |
| Employer Representative: | PAU |  |  |

## EMPLOYEE INFORMATION:

| Name of EMPLOYEE: | DEBRA |  |  |  | HOLMAN |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | First |  |  | Middle | Last | ast 4 Digits SSN) |  |
| Date of Retirement: | 10,18 | , 2014 |  |  |  | commu | icannons <br> RECMRENT |
| Effective Date of Re-E | Employment: | 02 | ,06 | , 16 | Anticipated | 02,28 | 2020 |

Please note, if Retiree's Effective Date of Re-Employment commences prior to SBCERA's approval of this Certification form, Retiree's pension benefit may be subject to suspension.

1. Employer: Please certify that one or both of the following are true (chock all that apply):
$\square$ The re-employment of the employee is necessary during an emergency to prevent stoppage of public business
$\boxed{\square}$ The employee has skills needed to perform work of limited duration.
2. Employer: Please indicate the limit or limits on the duration of the employee's re-employment by selecting the box that applies to the employee. An anticipated end date for the re-employment must also be provided.

Retiree has special skills/knowledge needed by employer AND employer is actively hiring/recruiting to fill Retiree's positionRetiree training replacement
Retiree working in a temporary assignment or working on a special project
Temporary position due to peak or seasonal workload fluctuation for period: $\qquad$ to
Retiree filling a short-term vacancy need
If duration of re-employment will exceed 18 months, please (1) explain the "extreme necessity" that requires the retiree's retum, and (2) explain why the need for the retiree's retum either is (a) unavoidable or (b) could not have been anticipated. Please attach addifional sheets if necessary for explanation and mark it as "Attachment $1^{1 "}$
$\qquad$
$\qquad$
(V) See additional explanation in Attachment

## Exhibit B: Page 8

## Certification re Re-Employment of SBCERA Retiree (Limited Duration) <br> Page 2

3. a. Employer: Did or will the re-employment commence within 180 days following the date of retirement?

b. If you answered YES, to question 3. a. please check any/all of the following that apply:
$\square$ The employee is a public safety officer or firefighter, and the re-employment is for the performance of functions regularly periormed by a public safety officer or firefighter

The re-employment is necessary to fill a critically needed position before 180 days have passed, and the re-employment has been approved by the governing body of the agency in a public meeting on the non-consent calendar. (Please provide documentation, e.g. meeting agenda and/or, minutes and/or back-up. Label attachment as "Attachment 2.")
4. Employee: Has the employee recelved any unemployment insurance compensation, during the 12 months prior to re-employment, arising out of the prior employment with any SBCERA participating employer?
$\square \mathrm{Yes}$

- No

5. Employer and the Employes acknowledge and certify that:
a. During re-employment, the employee may not work more than 960 hours during any fiscal year (July 1 through the following June 30).
b. The employee's pay may not be less than the minimum nor more than the maximum paid to other employees performing comparable job duties.
6. Employer and Employee acknowledge that:
a. While SBCERA and the Employer will cooperate to tacilitate compliance with the terms of Government Code sections 7522.56 and 31680.6 , and SBCERA Board Administration Policy No. 015, compliance is ultimately the employee's responsibility.
b. Failure to comply with any of the requirements of Government Code sections 7522.56 and 31680.6 , as implemented through SBCERA Board Administration Policy No. 015, may result in any or all of the following consequences, effective on the date that the re-employment ceased to be in compliance:
i. The employee's reinstatement to active SBCERA membership;
ii. The suspension of the employee's retirement benefit payments effective on the date that the reemployment ceased to be in compliance, which may include the recovery by SBCERA of any benefits improperly received;
iii. The collection from both the employee and the employer of retirement contributions on any pay received by the employee during any period of uniawful re-employment; and
iv. The employee earning a new retirement benefit during the period of re-employment, pursuant to Government Code section 31680.7; and
v. Any other consequence provided by law.
7. Employer: The Employer agrees to do at least one of the following (check all that apply):
(ป) Grant SBCERA staff direct access to the employer's payroll system in a manner that permits SBCERA to determine the number of hours that the employee, and others similarly situated, have worked in a fiscal year; or
( 8 Provide a report to SBCERA, on a pay-period by pay-period basis, showing the number of hours worked in a given fiscal year by any re-employed retirees who have worked at least 700 hours in a fiscal year.

Eff. 06/28/2018
PL108883 - (Co. of SB Only)
PL FILLABIE FORM>108904

## Exhibit B: Page 9

## Certification re Re-Employment of SBCERA Retiree (Limited Duration) Page 3

8. Employer: The employer agrees to report to SBCERA, by submitting an updated copy of this form:
a. When any employee's re-employment extends, or is proposed for extension, beyond the stated end-date;
b. When any employee's re-employment was originally limited to the completion of a discrete quantity of work or to termination upon some other stated event, and has extended or is proposed to extend beyond that completion or event, with an explanation of the reasons.
9. Employer and Employee agree that in addition to the terms and conditions set forth herein, the parties have reviewed and further agree to comply with:
(1) California Government Code section 7522.56
(2) California Government Code section 31680.6
(3) SBCERA Board Administration Policy No. 015

By executing this Certification. Employee and Employer certify that all statements herein are true to the best of their knowledge.

## EMPLOYEE:

DATED: $1 / 25 / 19$

## EMPLOYER:

$\qquad$

$$
\begin{aligned}
& \text { Employee / Retiegríh HOLMAN } \\
& \text { Print Name: }
\end{aligned}
$$

 $\qquad$
$\qquad$

$$
2
$$

## RETURN COMPLETED FORM TO:

San Bernardino County Human Resources Dept.
ATTN: Employee Benefits and Services
FAX: (909) 387-5566

$$
157 \text { West Fifth Street, First Floor }
$$

San Bernardino, CA 92415

Expected End Date Approved by SBCERA:

## $02,28,2020$

## Accepted and Approved by SBCERA

DATED: $\qquad$
Kirsten A hark

BY:
Retirement Benefits officer

Approval of this form by SBCERA entitles Employer and Employee to the conclusive presumption that the re-employment has
commenced lawfully, so long as all statements made herein are true. A copy will be returned to the Employer and Employee.

Eff. 06/28/2018
PL108883-(Co. of SB Only)
PL FILLABLE FORM >108904

## Exhibit B: Page 10



## Interoffice Memo

DATE: December 27, 2018
PHONE: (909) 356-3864
FROM: Paul Guillen, Sheriff's Communications Manager Valley Control Center

TO: Alicia Rangel, Personnel Technician
Employee Rescurces

## SUBJECT

Debra Holman - Justification Recurrent

The Communications Division continues to aggressively recruit Sheriff's Communications Dispatcher II's positions over the past year. This has included leaving the position open continuously on the Human Resources website for applications. The department also held a first-ever, one-day hiring event at California State University of San Bernardino in October 2018. Even with these efforts, we presently have 17 vacant positions which affect our ability to answer emergency $9-1-1$ calls in the state standard of $95 \%$ in the first 15 seconds. We continue to rely on recurrent dispatchers to assist us in fulfilling our emergency dispatch staffing needs.

Debra Holman is a vital component in assisting us in meeting our public safety mandate. Any consideration to retaining her status in employment is greatly appreciated.

Respectfully submitted.

## CERTIFICATION

## RE-EMPLOYMENT OF SBCERA RETIREE (Lımıted Duration)

(Pursuant to SBCERA Board Administration Policy No 015)


EMPLOYEE INFORMATION


1 Employer Please certify that one or both of the following are true (check all that apply)

The re-employment of the employee is necessary during an emengency to prevent stoppage of public business
(7) The employee has skills needed to perform work of limited duration

2 Employer Please indicate the limit or limits on the duration of the employee s re-employment by selecting the box that applies to the employee An anticapatad end date for the re-employment must also be provided
(7) Retiree has special skills/knowledge needed by employer AND employer is actively hinng/recruiting to fill Retires s position


Returee training replacement
Retiree working in a temporary assignment or working on a special project
Temporary position due to peak or seasonal workload fluctuation for penod $\qquad$ to $\qquad$
Retiree filling a short-term vacancy need
Other see Attachment
$\qquad$
Enter the anticipated end date for the selection above $02 / 2020$ (month and year)
$\square$ See Attachment 1 for further explanation [Please attach explanation and label as Attachment 1"]
3 a Employer Did or will the re-employment commence within 180 days following the date of retirement? (Note Questron $\# 3$ parts (a) and (b), do not apply to employees whose onginal re-employment date was pnor to January 1 2013)Yes
$\sqrt{ }$ No
REV 11/04/2015

# Exhibit B: Page 12 

## Certification re Re-Employment of SBCERA Retiree (Limnted Duration) Page 2

If you answered YES, to question 3 a , please check anylall of the following that apply
$\square$ The employee is a public safety officer or firefighter, and the re-employment is for the performance of functions regularly performed by a public safety officer or firefighterThe re-mployment is necessary to fill a critically needed position before 180 days have passed and the re-employment has been approved by the governing body of the agency in a public meeting on the non-consent calendar (Please provide documentation, eg meetung agenda and/or, minutes and/or back-up Label attachment as "Attachment $\mathbf{2 ~}^{\circ}$ )

4 Employee Has the employee received any unemployment insurance compensation, dunng the 12 months prior to re-employment, ansing out of the pnor employment with any SBCERA participating employer? (Note Queston \#4 does not apply to employees whose onginal re-employment date was pnor to January 1 2013)


Employer and Employee acknowledge that
a While SBCERA and the Employer will cooperate to facilitate compliance with the terms of Government Code sections 752256 and 316806 and SBCERA Board Administration Policy No 015, compliance is ultumately the employee's responsibility
b Failure to comply with any of the requirements of Government Code sections 752256 and 316806, as implemented through SBCERA Board Administration Policy No 015 may result in any or all of the followng consequences effective on the date that the re-employment ceased to be in compliance

1 The employee's reinstatement to active SBCERA membership
11 The suspension of the employees retirement benefit payments effective on the date that the reemployment ceased to be in compliance which may include the recovery by SBCERA of any benefits improperty received,

Iif The collection from both the employee and the employer of retirement contributions on any pay received by the employee dunng any penod of unlawful re-employment, and
iv The employee eaming a new rebrement benefit during the penod of re-employment, pursuant to Government Code section 316807 and
v Any other consequence provided by law
7 Employer The Employer agrees to do at least one of the following (check all that apply)
Grant SBCERA staff drect access to the employer's payroll system in a manner that permits SBCERA to determine the number of hours that the employee, and others similarly situated have worked in a fiscal year or

Provide a report to SBCERA, on a pay-penod by pay-penod basis, showng the number of hours worked in a given fiscal year by any re-employed retrees who have worked at least 700 hours in a fiscal year
$\qquad$

## Exhibit B: Page 13

## Certification re Re-Employment of SBCERA Retiree (Limited Duration) Page 3

8 Employer The employer agrees to report to SBCERA by submitting an updated copy of this form
a When any employee's reemployment extends, or is proposed for extension beyond the stated end-date
b When any employee s reemployment was onginally limited to the completion of a discrete quantity of work or to termination upon some other stated event, and has extended or is proposed to extend beyond that completion or event with an explanation of the reasons

9 Employer and Employee agree that in addition to the terms and conditions set forth herein, the parties have reviewed and further agree to comply with
(1) Califorma Government Code section 752256
(2) California Government Code section 316806
(3) SBCERA Board Administration Policy No 015

By executing this Certification, Employee and Employer certify that all statements herein are true to the best of their knowledge

## EMPLOYEE

DATED $\qquad$
Employee / Retiree
TYPE NAME DEBRA HOLMAN

## EMPLOYER

DATED $1 / 26 / 2018$
BY
Authorized Representative of Employer
TYPE NAME KIMBERLY TURNER

## RETURN COMPLETED FORM TO

San Bemardino County Human Resources Dept
OFFICE (909) 387-5787
ATTN Employee Benefits and Services
FAX (909) 387-5566
157 West Fifth Street, First Floor
San Bernardino CA 92415
-
Expected End Date Approved by SBCERA


BY
Its
Chief Operating Officer

Approval of this form by SBCERA entities Employer and Employee to the conclusive presumption that the reemployment has commenced lawfully, so long as all statements made herein are true A copy will be returned to the Employer and Employee
$\qquad$

## Interoffice Memo

DATE December 6, 2017
PHONE (909) 356-3864
FROM Kimberly Turner Communications Manager Information Services Division

TO Alicia Rangel
Employee Resources

SUBJECT Debra Holman - Justıfication Recurrent

Historically, the Communications Division has experienced difficulty in recruiting and retaining Sheriff's Communications Dispatcher II positions Presently, we have 26 vacant positions which affect our ability to answer 9-1-1 calls in the state standard of $95 \%$ in the first 15 seconds Operationally, we rely on recurrent dispatchers to assist us in fulfiling our emergency dispatch staffing needs

Debra Holman is a vital component in assisting us in meetıng our public safety mandate Any consideration to retaining her recurrent status employment is greatly appreciated

Respectfully submitted

