

SALT LAKE VALLEY EMERGENCY COMMUNICATIONS CENTER

OPERATIONS BOARD MEETING

June 8, 2017 – Meeting Minutes
VECC Board Room - 5360 S Ridge Village Drive
West Valley City

MEMBERS PRESENT: Chief Bryan Robert, Draper
Chief Marc McElreath, West Jordan
Chief Clint Smith, Draper
D/C Terry Addison, South Salt Lake
D/C Reed Thomspson, South Jordan
D/C Robb David, West Jordan
Lt. Matt Pennington, South Jordan
B/C Lee Ascarte, UFA
A/C Steven Higgs, UFA
Lt. Mike Fernandez, Murray
D/C Chris Biechner, West Valley City

OTHERS PRESENT: A/C Mike Dykman, FD Chairman
Sgt. John Arnold, Sandy
Dave Shopay, West Valley City
John I. Morgan, VECC Executive Director
Gigi Smith, PD Manager
Leslie Devey, QA Supervisor
Andrea Partridge, Admin. Services Manager

APPROVAL OF MINUTES

Motion –

. . . by Chief Marc McElreath; to approve the minutes of the May 11, 2017 Board of Operations meeting; seconded by Chief Clint Smith; the motion passed unanimously.

USER COMMITTEE REPORTS

Law Enforcement Report

John Arnold congratulated Brett Heddlesten from SSL, the new Users Chairman, and Lt. Jeff Nigbur from UHP will be the Vice Chairman beginning with the meeting in September. An email was sent out talking about user types that were created for the CAD for Hexagon. They went through and made some changes and he mentioned to everyone to review them within the departments. If there are any questions or issues, please email Gigi Smith.

Fire and Emergency Medical Report

Beth Todd reports on the Fire Users meeting and they covered advising them of the change that the Board of Operations made on waiting for the final code before dispatching. Currently, they are in the process of seeing what changes need to be made in order to make this happen such as training and policies. They did an update on the CAD and the NPS workshop. The NPS workshop is configuring the screen, making sure the right buttons are in the right order and going through the workflow as far as status changes go. They are also getting training on the functionality of the mobile product. The CAD group is not meeting again until July but in the mean time they have a long to-do list of things and data that needs to be entered into the system. For example, in order to help the NPS workshop, they went in and entered in some of the local area hospitals so that they could see the transport facility function on the mobile. Next month in the Fire Users group, they will start looking at all the different facilities, making sure they are categorized correctly. The rest of the meeting transitioned into the discussion of the medical and fire dispatch review committee. This committee includes VECC's Medical Director, reps from each of the Fire departments, Supervisors, QA's and some employees. John Inch Morgan commented that the Bureau of Emergency Medical Services has asked questions on VECC's protocols, protocols that are utilized for transports and a number of different things. John wrote a memo in response that identifies how calls are processed. One thing he will ask the Board of Operations to do is to take a look at the 3 tenets that John put in the memo on how VECC dispatches medical incidents, just to confirm that we are all on the same page. Beth mentioned that some of the DRC is tasked with is reviewing calls that have been taken and making sure that protocols are being used correctly as well as answering questions that come to the group regarding the use of those protocols. Some of those questions we've received is 911 calls coming from various medical facilities and how we handle those. There also tasked with developing policy and change proposals to

the protocols themselves. Finally, they look at new and updated protocols coming from the Academy and whether we want to adopt those protocols or not. Part of that adoption process is if they recommend that we adopt the protocol, it must go to the Fire Users group who reviews it and if they want to recommend to adopt it then it comes to the Board of Operations. Once it's approved at the Board of Operations, they go back to the CAD administrator to adjust the CAD, and work with the agencies to determine what response needs to be sent on each new code. Part of the discussion was that VECC is an extension of the agencies and that we train to use the protocols to meet our mission and objectives. It has been brought up that we get questions about how we handle 911 medical calls. The Doctor indicated that if we receive a 911 call requesting medical assistance, it's considered a medical incident and we will use the adopted protocols approved and send a medical response. Along with the new and updated protocols, there are a few examples of protocols that we are just starting to look at as to whether we want to adopt them or not. One of them was the 37 protocol. It was created to address some deficiencies in the 33 protocol, however, it is still limited and that is defined in the memo. It's limited in that it doesn't necessarily achieve the correct final code. They have now created 3 additional protocols that they are getting ready to beta test. According to the Academy, the dispatch centers between the 33 and 37 protocol, they need to make a choice of which one they want to use. Currently, VECC uses the 33. With the new additional protocols, it's aimed at trying to correct the deficiencies in the 33 and 37. John said that the question it comes down to today is there are times when outside agencies who have an interest in transporting patients have recommended us using a different protocol. John believes that we should be reviewing this. He will not deviate from the protocol. He believes that the training regiment needs to be consistent. Someone asked what was wrong with the 33 code. Beth said that this protocol is designed for patients that are in a medical facility with an acute illness or injury. What it doesn't address are patients that have routine continuation of care needs. Because it's limited in the types of calls it can cover, it doesn't accurately achieve a final code for the units to be able to respond. The 37 was written to enhance the 33, but right now they have created 3 other codes, 45, 46 and 47, that delineates the additional information that wasn't received that describes the patient in greater detail. This is coming into beta test right now and is not available to us. Priority Dispatch has stated that an agency or center shouldn't have or utilize both 33 and 37, but to choose one. John feels like we should be open to the new protocols that are being discussed, but we need to approach it methodically and it must be a decision by the Board of Operations.

Motion –

. . . By F/C Reed Thompson; to stick with the 33 code for the time being and the tenets are appropriate; seconded by A/C Stephen Higgs; the motion carried unanimously.

It was asked what was driving the move away from the 33 and if it was Gold Cross. John explained that the 37 was developed to try and take into consideration inner-facility transports verses something else. The issue is a lot of facilities are now calling the 911 line and it is Dr. O'Driscoll's direction to us that anything coming through 911, regardless of where the origination is, we treat it as a medical incident. John's issue with the 37 is it was intended to better delineate the types of transportation, but it didn't do a very good job. It still leaves a lot of questions hanging out there. He thinks that Priority Dispatch recognizes this, which is why they wrote the 3 other protocols, which need to be reviewed and taken to the DRC, Fire Users and then Board of Operations, before something else is adopted. The Board may choose to participate in the beta testing and there are some advantages to doing this. If a facility calls in on 911, we have an obligation to process it like everything else. Chief McElreath asked if VECC has ever turned away an organization who wanted to come here to be a member. John said the offer would be open, pending approval of this group.

2017-2018 OPERATION BOARD MEETING SCHEDULE

John said as we begin a new fiscal year, he wanted to make sure we identify the meeting schedule and if there are issues, it can be dealt with as well. It would include things like taking time off for the summer or fall. Andrea commented that she published the schedule and placed it in the Drop box. She rewrote the schedule from July 2017 through June 2018 and kept it the second Thursday of each month. John wanted to propose to have a trimester budget meeting, 3 times a year, where we review the adopted budget against actual but we also look at planning certain budget events. There is a budget committee, which John would schedule, and then have this discussion on the scheduled meeting to talk about it in this group. He also said if there were times during the year that we want to schedule in advanced that we don't meet, he'd like it in the schedule as well. Chief Roberts asked if there was any need to change the meeting from the second Thursday of the month. There was no need. The Board of Trustees continues to meet on the third Wednesday of the month. No one objected to John scheduling trimester budget meetings. As far as months to cancel the meeting, Chief McElreath mentioned that January's meeting for the Fire Chiefs would not work due to the State Chiefs' meeting. Chief Roberts asked about the July meeting. Chief McElreath suggested leaving it on and then cancelling it if necessary.

FISCAL YEAR 2018 OPERATIONS PLANNING ISSUES

John commented that one of the things he would like to do as we start to prepare for the Strategic Plan, which is held in the fall, is to have the agencies provide information prior to this. He feels that as we are doing mid-term and long-term planning, we need to understand what is happening in the various cities. There are new neighborhoods, fire stations and expansion of the personnel assets, and John would like to get an idea on these new things so that we know the personnel that we need to man the radio channels. In preparing budgets and looking at the strategic plan, he would like to put this information in so that there are no surprises. John doesn't need this today but would like a fairly quickly response of where each agency will be in 5 years as far as stations, number of officers, or a change in deployment planning. He knows that West Valley City is building 3 new fire stations.

EXECUTIVE DIRECTORS REPORT**CAD/RMS/RBR/MPS Project Update**

Beth and Gigi will discuss a little bit about the workshops we've been involved in. One important thing is we've had very broad based support from all the agencies in the valley. There's been good attendance coming in. Gigi Smith reminded everyone that Monday the 19th, they will be having a Team Update meeting. This will be held at the Murray Training Center on 136 West Vine Street from 10:00 – 12:00. The plan will be to have every work team get up and give a 15 minute briefing on what they've been working in. They want to know specifically what the project and what their homework has going right now. They want to know what has been and hasn't been working and if they need to make any decisions which will affect another team. This last month, the Fire and MPS workshops were completed and they went very well. The next steps for the MPS will start the week of June 19th for 10 days and it is the pilot program. There will be no on-site training or workshops but rather where the field units will test and play with the systems. Gigi will push out further information and she receives it. On the RMS team, they have been holding bi-weekly meetings and yesterday they met and finished their homework. They are waiting for Patrick, the facilitator over RMS, to let everyone know what the next steps are. Once we know this, they will begin planning those next meetings.

Beth Todd mentioned that the Fire MPS workshop has some great discussions from the different members of the committee on how that workflow is. There were several comments that this group is ahead of schedule and working very well together. The CAD workshop is focusing on getting the final nature codes lists. Police Users this past month were able to see this list and they have made a few changes that need to be incorporated with the CAD group and get this entered into the system. With the Fire and Medical, they are pretty much going with the Pro-Qa codes and then the definition field will give more specifics on what that type of call is. Other things on the homework list include verifying and then entering hazard flag information. Priorities need to be assigned to the event codes as well as entering in the recommendations and responses. There are many things they are working on but they are also really happy with the core group.

Quarterly Financial Report

John reported that we are in the last quarter of the fiscal year. Next month will be the closing and John wanted to include where we were at actual versus budget going forward. The new 911 fees that will increase by \$0.10 by July will not be paid until September because of the fees being collected 2 months in arrears. A few other things budget related which John will bring to this group and Trustees is that we have set up Bylaws based on contributions to the center, or what the cities had been assessing as the \$0.61 per device. These monies have just been forwarded to VECC from the Tax Commission, except for a few cities who cut a check to VECC. This is why they have a seat at VECC. At Trustees, there has always been a weighted vote based on the dollar volume coming in. In addition to the \$0.61, everyone assessed a member fee based on call volume, it also adds to the weighted voting. With the new legislation, cities and counties don't have the ability to set the tax any longer, it's no longer a municipal tax, it's a now a State tax. John feels like we need to look at the Bylaws and rewrite them. He would like any thoughts on this to be forwarded to him. He believes it will change the complexity and authority in the Operations group, but also in the Trustees group. The second thing he would like to bring up, because of this change, is how we assess the membership fees. John would like to put together a small committee to discuss this further. He would like a few Firefighters and a few from the Board of Trustees (2 from each discipline) and would like to put this together and plan the first meeting within the next 30 days. Chief Roberts and Vice Chair John Evans will assist, as well as Chief McElreath. Chief Roberts will send out an email for another volunteer. Chief McElreath asked about the Bylaws and wondered if with the Board of Operations if it was one agency/one vote or if it was weighted. It is one agency/one vote, but John utilizes this group to make recommendations to the Trustees, which is why he's bringing it up here. It was asked on the budget, the target was 91% and expenditures were 86%, if John was anticipating coming under budget. John explained that on expenditures, yes, but that we would be over budget in revenues. From November, there was an uptick in what was anticipated in the 911 fees. John hopes it's because he's been holding the State Tax Commission accountable and at the Legislature, there were a series of meetings with the providers. He

believes that while the Tax Commission has the ability to do audits, they had never done an in-depth audit with vendors coming in. They take 1.5% of all the fees coming in just to do those audits. The Legislative Auditor General made a presentation to the Legislative Committee that said this was something they needed to step up to. It has been a roller coaster with the consistency of the income coming in. John said the surplus at the end of the fiscal year is around \$200k, which goes into fund balance. This balance is used throughout the year and is used to cash flow the business. In June and December, funds are very lean until the assessments are received. If we have a good fund balance, then when we get to June and December, there are no fears or issues.

VECC Staffing Report

John would like to have Jeff give a staffing update periodically on where we are with staffing, success in recruiting and not so successful retention. Jeff Monson commented that last year at this time, we lost 25 employees up to this point. 13 left for other jobs, a good handful of those were ones we had lost to SLC. As of this year, we've lost 14; 4 for other jobs and 7 for personal reasons. Personal reasons can mean many different things including shift work, starting families and stress. We have had 3 individuals leave VECC due to stress-related concerns. Working with some of the items we have, we feel we are in a good direction moving forward. Typically on the predictive hiring, we lose 2-3 employees per month, but we are only losing 1 or 2, so it is better than what it has been in the past. Most of our part time employees are those who were with us and got another job but wanted to stay here part time. They were already trained and so we are utilizing their skills to assist us. They really help us in covering vacations and different open shifts. Any open shifts that we are not able to cover then have to be paid in overtime in order to cover. In 2016 up to this point, VECC had hired 18 individuals. We will be hiring 2 new people in June which will bring us up to 13 people this year. Finding good individuals has been very difficult and challenging. With the 3% unemployment rate in Utah, people looking for jobs are finding them quickly. In the last group, we offered 7 individuals positions and only 2 of them ended up coming on. Recruiting is becoming more challenging and because of this we are revamping our recruiting, the way we are hiring and our training. We are also always training our people. Right now, we have 73 employees who are fully trained. With the new 2 employees coming in we will have 4 people in training, which will give us a total of full time operational staffing at 77. Chief Roberts asked Jeff to add authorized FTE's overall and how many are staffed to the reporting. Jeff reported that on the operations side, VECC is authorized at 81 employees. Currently we have 104 full time employees, including Admin, TS, Supervisors and Management and then 16 part-time employees. John mentioned that if we could reduce our turnover rate to even 12%, this would be a huge thing and we could probably under budget.

Certification and Training Requirements

Jeff Monson mentioned that we are looking at our whole process. Our training program currently is a 12-week program. We bring individuals in, we train them and get them certified and then we move them to Call Taking. Everyone is trained initially to go to Call Taking. With some of the certifications we have, especially with Priority Dispatch, the requirement is that none of our employees can take a phone call until they are certified in the protocols. Unfortunately, we have to send our individuals to Priority Dispatch for this training and they only have a limited number of classes throughout the year. We have been scheduling our hiring and training groups in conjunction with these classes and with POST. People putting in their applications are waiting 2 to 2.5 months before the start class. Many of them have been looking and putting in multiple applications, by the time we offer them a position, they've already accepted other positions. Now, we are looking at hiring as soon as we have a good number of individuals, and we are moving forward and looking at working with Priority Dispatch to get a class scheduled.

Policy Project

As Beth and John are going through policies and wanting to propose many new policies, John would like to bring a few of these to each meeting for review before we have the meeting and then they can be adopted at the meeting. He just wanted to give this Board a heads up on this. Beth said that initially many of them will be more on the fire side of things because of the topics of interest that have come up. They will go through the User groups first and then here within the next month. With the upcoming Hexagon, this will include policy changes as well.

Fire Station Alerting

John wanted to give an introduction of where we are with Fire Station Alerting. He has identified some of the key elements in different categories, such as things similar to the Zetron system and differences. The motion at the last meeting was to pursue the US Digital Design Phoenix G2 system, which is the first piece of information John is gathering. Secondly, in looking through the memo John wrote, and looking at the differences, there are a few things John needs before he can begin looking at potential costs. From a purchasing standpoint, and because SLC has already gone through a RFP process and put it under contract, and we are looking at

continuity of services, we can piggyback on their RFP and not put out our own. To begin our pricing and what we need for our 40+ stations, John needs to get preliminary floor plans. In these, he needs designations as to what type of equipment everyone would like. John will give everyone a list of the choices, and everyone can go on line to see what they have, but a next step would be to have each fire department go through and identify each station, minimal floor plans and then designation of where they want the equipment. The Phoenix system also has a youtube video of the things they have such as testimonials and a blog of the experiences. John put together an assessment of sales data as well as research John has done. They have offered to send someone up here to meet with all of the fire departments to give a presentation and do an overview of the system and allow us to comment. John asked everyone to get with their fire people and designate a time that we can coordinate with Eric, their sales rep, to come meet with us face to face. Chief McElreath mentioned that Chief Evans has been collecting floor plans as some have turned them in, and also Chief Kline is a good resource as he's going through this. John met with Chief Kline and discussed his experience will all of his stations. He said they ranged in cost from \$15k to \$45k per station. One of the biggest costs have to do with connectivity.

ROUND TABLE DISCUSSION

Beth Todd wanted to mention that she attended an initial planning meeting for an active shooter exercise scheduled for the end of the year. She mentioned that it became obvious to her that dispatch is a little behind the curve on what the new policy and trainings are. She has reached out to various members that were at the planning meeting and she wanted to give a heads up that she wants to reach out to some of our agencies as well to assist in putting together a training program for all of the dispatch centers in SLC. A policy needs to be developed for these types of situations and make sure that dispatch is responding to the agencies needs and performing to expectations in these situations. 4 different dispatch centers participated in the exercises in the past. 2 of them did things from the dispatch end, and the other 2 did things completely different. We all need to be on the same page in order to respond on these incidents seamlessly.

There was a question on where we sit with Verizon as it relates to receiving CAD paging. Fire Users talked about this briefly. Lin has been working with them and with the CAD vendor trying to pinpoint where the issues are. So far, we haven't been able to resolve anything, but she is still trying to resolve this. Beth has tried to get the carriers to list us as a priority so that these pages go through ahead of all the other users out there, but so far they haven't been willing to do this.

There was nothing further to discuss at this meeting.

The meeting adjourned at 11:34 a.m.