

SALT LAKE VALLEY EMERGENCY COMMUNICATIONS CENTER

OPERATIONS BOARD MEETING

October 10, 2019 – Meeting Minutes
VECC Board Room - 5360 S Ridge Village Drive
West Valley City

MEMBERS PRESENT: Chief Jeff Carr, South Jordan
Warren James; Bluffdale
Chief Colleen Jacobs; West Valley City
B.C. Lee Ascarte, UFA
D.C. Ryan Lessner, South Jordan
D.C. Rodger Hoffmann, South Salt Lake
D.C. Chris Beichner, West Valley City
Commander Todd Grossgebauer, Riverton
Chief Craig Burnett, Murray City
Chief John Harris, Murray City
A.C. Paul Brenneman, Cottonwood Heights
Chief John Eining, Draper

OTHERS PRESENT: D.C. Bart Vawdrey, Draper
D.C. Jeremy Robertson, West Jordan
Chris Armstrong, West Jordan
Dave Sanderson, SLVECC
John Inch Morgan, SLVECC
Jonathan Bridges, SLVECC
Beth Todd, SLVECC
Gigi Smith, SLVECC
Shelly deJong, SLVECC
Missy Widdison, SLVECC
Leslie Devey, SLVECC
Jeff Monson, SLVECC
Trevicus Unsicker, SLVECC
Andrea Partridge, SLVECC

APPROVAL OF MINUTES

Motion –

. . . By Chief Craig Burnett; to approve the minutes of the September 12, 2019 Board of Operations meeting; seconded by Warren James; the motion passed unanimously.

SERVICE AWARDS

Beth Todd awarded Nicole Lopez with a 10-year service award.

USER COMMITTEE REPORTS

Law Enforcement User Committee Report

Gigi Smith reported that Sgt Jodi Sampson from UPD came in and met with them about putting together a mental health unit. This program has been very successful for UPD and the unit they have put together now works with other agencies. She provided case information and has been working closely together recently with Sandy where they had one individual with over 600 reports of calling in and dealing with law enforcement. They are finding that those with mental health problems don't typically stay within a jurisdiction. If any of our agencies need assistance with UPD and having them come over and work together, Jodi offered that assistance. They had a follow-up on 911 working with the Utah Crisis Line. They determined they needed to fine-tune what the work load would be. If there is a mental health individual, who is not an immediate danger to themselves, we can pass it to those that work with the crisis line, who are the experts. If assistance is needed, they will contact us back and we will send resources out. They also discussed working with MCOT. Rather than just calling for us to go out and then having us wait there for MCOT to be called out, it will be done at the same time. They are also fine-tuning the questions that dispatchers will ask before it's passed off to avoid liability or delay in response. Jeff Monson spoke about our management plan, looking to improve our staffing right now and he solicited ideas from the agencies on what they are doing. Handling 911 hang-ups consistently was discussed, which will be talked about further as well. With some of our agencies, if it's 150 meters or more, if there is nothing suspicious or no history, we will ATL and then clear the call out. If it's less than 150 meters, we will go ahead and send officers to that area. A policy is being

worked on that will be brought back for further discussion. There is a new app out called Send Police, citizens can go in and download it. If they feel unsafe and they don't feel it meets the criteria of a 911 call, they can go to this app and speak with someone at this Center who will discuss the situation with them. They, in turn, like an alarm company, can call 911 and let us know there is a citizen needing assistance that called them. This summer, our Center received it's first call from them. It was dispatched out just like we would do an alarm drop. Gigi has asked the Users to read through the paperwork and let her know if there are any questions. She will have the representative call in during the November meeting to answer questions. It was brought to her attention from a dispatcher if there was a protocol change regarding stolen vehicles. The dispatcher sent an officer out to a call and the officer requested the caller meet him at the station. As of October 1st, an officer must witness the owner of the vehicle sign paperwork stating the vehicle has been stolen. Gigi gave the Users the status reports and call details. They are still working on the NCIC files, as they learn more about how One Drive works. Beth commented back on the 911 hang-ups, the policy was emailed from PD Users and this group approved everyone moving to the current policy with the 150-meter mark, so we can standardize across the agencies. As the policy is written, for any 911 hang-up more than 150-meters, we would ATL it out and clear out the call. The challenge with this is because 911's are answered on the Spillman side, the Versaterm side still needs to enter the 911 calls into their CAD system. We are asking for an addendum for the Versaterm side for the 911, to save the workload, and not have to duplicate the verified calls. Then we are asking to clear it on the Spillman side rather than having to send the information over to Versaterm. The call will be documented in Spillman and won't cause a statistic area. This is for cell hang-ups only; police will still respond to landline calls. The 150 meters is a NENA standard, but Beth and Gigi are still researching this. Gigi asked the Board if the 150 meters was a big enough area or if they would like it expanded or reduced. This will be brought back next month for review. The Board was okay with the modification to the hang-ups on the Versaterm side.

Fire and Emergency Medical User Report

Beth Todd explained they talked about the management plan for recruiting and retention. They also followed up on the previous EMD DRC meeting. One of the topics discussed is the inner-facility transports protocol. West Jordan, who brought the topic back up had a continuance of the conversation because of negotiations with Gold Cross and how that will impact us. The Doc was adamant that whatever we do, we have a standard protocol and we follow it just like all the other calls we take. No decisions were made, it was just a continuance of the conversation. They also discussed with the upcoming shift bid in November/December, it will reduce the hours and times of having a 4th fire dispatcher. John commented that depending on what's happening in the field, depending on call volume, we have the ability to push people back over there to handle the call volume. Beth said channels 2 and 4 will be patched together for those 2 months and if there is a multi-unit response, and they respond on 5 or 6, we will add channel 3 in with 2 & 4 to free up the dispatcher. Depending on the call volume at the time, that's when the Supervisor will be brought in.

TS Users Report

Chris Armstrong reported that due to the 90% vote to start looking at Versaterm, they are trying to roadmap out how they are planning the future of purchases in their departments. One concern is because they don't know what's happening as far as when and the fiscal year, they don't want to make purchases one fiscal year and then bump over to Versaterm shortly after. They discussed the Panasonic camera systems; they sold off their camera company to a different organization and their service level has dropped. Chris spoke with Murray and South Salt Lake about looking at a different system, the Watch Guard system, which many other agencies currently use. On the Spillman side, they are still seeing a lack of service. On the 26th, we had an update; on the West Jordan side and South Salt Lake, it broke Image Trend on the Fire side. South Salt Lake was able to figure it out quickly. They called Spillman 3 different times from between 2:00 and 5:00 p.m. and got no response. Chris emailed at 7:00 p.m. and just heard back from them on Tuesday of this week. They got a simple response back of "I'll talk to them". As a Tech Users group, they are very concerned with the service levels they will be seeing within the agencies as time progresses. He wonders if it would be beneficial to look at the service agreements with Spillman and hold them to the fire. Chris suggested to the TS group is for those interested, they will meet with Spillman and talk about the future of their relationship as they move forward. There needs to be some change there that they currently don't have. John Inch Morgan commented that the vote by the Board of Trustees was to authorize him to begin negotiations and discussions with Versaterm and set time tables and identify potential costs. The preliminary budgetary numbers they have given John is a cost on onboarding all the agencies of \$997,600. This is for both police and fire. The annual maintenance subscription is \$2 million and then there is a \$163,000 that provides upgrades which would be things like \$53,000 for 24.7 that includes all version upgrades. It would be some other things for the interfaces, but the total for the 3 upgrades would be the \$163,000. Initially, the quote was a few million and John has it coming in at \$997,600. The way Versaterm is pricing things is by the number of field operators that we have in police and fire. Initially, they included part timers as well, and John didn't think they should be charged the same way. They will come back with other numbers, but these are the first preliminary from them. The timing for this, at best, including populating recommends and those kinds of things is about 15

months. We will go beyond the next fiscal year. We must onboard the fire all at the same time. Initially, they were looking at individual departments, but we must bring everyone on because we have the 3 and 4 dispatchers to deal with. This extends the onboarding of some of the other police agencies, which is where we get the total of 15 months. This schedule hasn't been fully developed yet and is a preliminary time line. Key things we are looking at, from the Versaterm side, upgrade from 7.3 version and upgrade to 7.4 and then in March, everyone in the Valley, including SLC will upgrade to 7.6 John wants to make sure we have all of the interfaces that fire and police require and most of those are already in place because that's what SLC's doing. The other things John asked from the police side is to look at interfaces so that if we look at historic and legacy data for records, we have the access to access those things. It might be a good idea to have a police seminar or something to discuss what those options are so that everybody is making decisions with full information and they know what the options, advantages and disadvantages are. Jon Arnold mentioned to John that they maintain their records on a desk top; it's their data, they own the data and they don't pay fees to Spillman anymore. If you're looking at doing crime analysis and reports, the records analysts would have to extract that to put it in their report, but Sandy pulls from one data base to another. There are other options to look at as well. In every one that John has looked at so far, all the software companies give you access to the data, but you own the data and have the ability to take it off and put it into a legacy system. Chief Carr also mentioned the need to figure out what the grant money can be used for in addition to the transition piece; there may be other costs that would apply that we could apply to that grant money. John said this is a question that is out there now. Lisa Burnette and John Inch reported to the UCA Board on where we were with our system, they reported that they have a mutual agreement to terminate the agreement with Hexagon, but he couldn't give much more information about the mediation and any monies that would be involved. UCA is looking at the funds that have been given; the grant was \$6,582,000 and of that about \$1,500,000 is still in the pot, as an obligation conveyed to us but has not be reimbursed to us. The money has been spent and any monies coming from Hexagon, can we repurpose that for these types of things. Out of the \$5,200,00 they have reimbursed us for expenses, \$1,700,00 of this is for servers and half of that is at SLC and half of that is here. Those servers can be repurposed. The operating software is aged and may be up for renewal, but those funds certainly can't go back if that's what they're looking at. John is going down to St. George on the 5th for the next UCA meeting to go into closed session and talk about the details of the grant, what our request is to retain some of those funds and if there are any other funds that may come from this. Chris also reported that South Salt Lake and West Valley were going to be maintaining their systems; they discussed the unknown there. We currently have Fatpot and Spillman, and those two don't communicate, which means our records must hand type up all our citations. There may be things the Board wants to look at to do this because there are things that need to be addressed. Another thing was the migration to VECC is only partially complete, they didn't complete the last step of it, which was to go to a single-server environment. He recommended everyone talking to their respective Tech Users to see if there is a push there to complete this. It's been paid for but it's only 50% complete as far as the job goes. The only real difference is that instead of a physical server in your city, it's hosted here at VECC. Jonathan Bridges mentioned that the greatest advantage by having a single system in one location is not dealing with a lot of connectivity issues. One point of contact is helpful and there would be a team specifically responsible for that system. Right now, everyone has their hands in bits and pieces of it. On the financial side, Jonathan didn't know if there would be an upside to that. The cons would be just the time and lack of resources to get some of these other projects done. The last upgrade was very problematic, but if this is where we want to go, pushing towards a streamline process, they will do this. Jonathan has asked Spillman for a scope of work regarding the upgrade and what that entails, and he hasn't yet received one from them. John mentioned that the issue with the upgrade was that we needed because the AIX server was not supported anymore. We knew that whichever path we took, whether it was a full-RFP or limited-RFP or just an expansion of the contracts, it was going to take some time. The upgrade broke a lot of new things that they haven't had to deal with, and it made things more complicated. Back to the single server, Jonathan believes that most the agencies support going in this direction, if there is support from Motorola to actually get it done in a timely manner. John said the next step, and his request would be to have all the Chiefs get with your TS people and identify what the preferences are. The difficulty John sees is the connectivity with all the different agencies. With the upgrade, connectivity was one of the things we had the biggest problems with. Chris asked if they were limited in their ability to reach out to Versaterm and ask for technical information as far as what kind of GPS systems work, so they can plan ahead, or should they wait. John commented that as an independent agency, you can contact vendors if it's just an information query, but there should be no negotiations at this point. Cottonwood Heights offered their assistance as they are in the middle of it right now. They are going live on the 28th and they would be happy to help.

PUBLIC SAFETY SOFTWARE UPDATE **Schedules/Training/Protocols**

Most of these items have already been discussed, but John Inch Morgan displayed the responsiveness from Versaterm over the past 2 weeks. They are updating it and answering some of the questions asked about interfaces and transitions. We will have a timeline that looks very similar once he presents to the Board of Trustees; he hopes to have it next week.

AGENDA ITEMS FOR TRUSTEES**Mid-Year Budget Adjustment**

Beth Todd reported that at the last Board of Trustees meeting, they were asked for a mid-year budget adjustment for a market adjustment for our employees. In the last meeting, it was discussed that it's quite challenging to have 2 disparate CAD systems on the dispatch floor, along with 2 disparate phone systems. On the Spillman side, the 911's and the 10-digit lines come into that phone system for those agencies still on the Spillman system. For those on Versaterm, their 10-digit line comes into those consoles. For the most part, those agencies that have migrated from Spillman to Versaterm, they are still calling the Spillman 10-digit line and those calls are being answered by Spillman call takers. Until this past Spring, it hasn't been an issue due to the CAD2CAD interface between the two systems, adding a call to one side automatically showed up on the other side. However, that system broke and we are not able to get it functional again. What it did on the 911 hang-ups is its duplicated efforts for calls received on the Spillman side that go to the agencies on the Versaterm side. Spillman will answer the call and enter the information into the CAD system and then they will either transfer the caller over to Versaterm or we send an IM over for them to enter the information. As the agencies have migrated over there, the call volume from the Versaterm side has increased because now we are transferring those callers over to their side. What we are seeing is wait times in the transfer of those callers from Spillman to Versaterm. In most situations, it's tying up the Spillman side until they can be released to the Versaterm side, and on police-related medicals, it's tying up two people for the same call, one for the police and one for the medical. It's quite challenging for the amount of calls we are talking about each month. Currently, we have 8 individuals cross-trained from Spillman to Versaterm and a part-timer still in progress. It's taking 1-2 months to get those dispatchers cross-trained. The longer time of 2 months depends on staffing because sometimes we must pull them out of training to fill a channel. This also limits our ability to fill those absences if someone calls out on one side or the other; we only have those 8 employees who can bounce back and forth either way. We are working on cross-training and will be getting more people trained on the Versaterm side; we are coming up with a plan to get this completed during migration. Our busy hours are between 0900 – 1700 for the most part, which is where there are some of the delays in getting the call from one side to the other. Our call volumes in August were 87,000 incoming phone calls for calls for service. In September we were at around 80,000 calls. Of those, the 911 calls are between 24,000 and 26,000 times a month. For that call volume, our current staffing includes 18 911 dedicated call takers and 73 full time dispatchers with 25 part time employees that help with a minimum of 24 hours per month and 11 supervisors. We also have 2 QA supervisors that provide 4 hours a week coverage on the floor as well. It is a significant work load for all those people to try and handle those calls and on the dispatch side, also take care of the field units. To bring someone brand new off the street and train them as a 911 call taker is a 3-month process; getting them through all the certifications and on the job training to be able to get them on their own. To get them cross-trained on all the police channel is another 6 months. Fire is a 2-month training. Currently, we have 13 brand new employees training on Versaterm and 8 training on the 911 Spillman side as a Call Taker. 4 of these are due to be on their own the first week of November and then other 5 will be sometimes around January 1st. Tenure of employees is at 77% with less than 5 years and 84.5% have less than 10 years. So far, in 2019, we've lost 41 employees; 26 of those went to other employment with 7 of those going to SLC Dispatch and 2 went to other dispatch centers. SLC has opened an application period for a hire group beginning January 1st, and we have at least 5 who have indicated they intend to put in applications with SLC. John Inch mentioned that it's reported to us that the compensation at SLC is better. Jeff Monson has not been able to confirm some of the reports coming back but it is dollars per hour. Plus, the way they dispatch SLC and Sandy is the same way, they use the same manuals. So, they can have dispatchers manning those channels and that's all they do is dispatch. They work half their shift dispatching and half of their shift call taking, but they are not required to do both. From time to time when we have calls in queue, everyone on the floor is a Call Taker. If there is a very busy channel, the expectation is that you don't take calls. However, channels with not a lot of radio traffic have the expectation to pick up the phone and answer the call. If the channel codes, we use team work and back each other up. Only having to do one job at SLC seems to be attractive to some, however, pay is one of the biggest things. SLC council has authorized over \$1 million in the past 18 months to increase compensation and the number of dispatchers on the floor. Beth reported that the reports coming back from former SLVECC employees that have gone to SLC, are telling us that they are making \$3 to \$5 more an hour, don't have to work as hard, don't have to answer the phone and dispatch at the same time and their insurance is a lot cheaper each month. In 2017, SLC was given \$500,000 from the City Council for increasing wages for lateral hires. That year, we hired 25 people and in 2018, we only needed to hire 20. In 2019, so far, SLC was given another \$500,000 for additional positions and we've hired 29 people. We have another hire group that will be starting before the end of the year. The national standard for answering 911 calls is 90% of all incoming 911 calls should be answered within 15 seconds. In August 2018, with 28 call takers, we were at 83%. This year, with only 17 call takers, we are at 49%. In September, we were at 48% and we are not due to get additional call takers to help until the first part of November. Hopefully in November, we will see some improvement in those numbers. The national standard also has one qualifier which is during the busy hour of the day. In August, the busy hour of the day was 1700, where we answered the most 911 calls.

When we report to UCA in the 911 Center Performance Report, that's the time we must point to, and we'll have to figure out what that is for the year and whatever that percentage is would be reported to UCA. John mentioned that we are successful at hiring people but getting them through the training is the bottleneck. One of the issues on the police side is the individual training for each specific agency, which extends the training. Chef Carr commented that one thing they could help with is standardizing the way they do business as much as possible so that there is less of this. At the Board of Trustees meeting, they were asked for a mid-year budget adjustment to do a market adjustment and close the gap between ourselves and other dispatch centers. The Trustees came back and asked them for a Management plan and what we are doing as Management to try and address the issues rather than just throw money at it. What Beth has done is listed a few things that we have done as Management and some ideas we got from the Fire and Police users. Every year, we do a market survey which takes place somewhere between December and February in preparation for the budget where Jeff Monson reaches out to the dispatch centers and asks them what their anticipated increases will be. This year it came back between 2 – 5%. In our budget, we requested a 2% COLA and then up to a 3% pay for performance increase, which we thought would keep us even with the market. After budgets were approved in July, Jeff reached back out to the agencies to find out what the reality was and what was really approved in their budgets. Bountiful gave a 5% increase, Layton gave a 6.1% increase, David County gave a 12.1% increase, Weber went to a 12.4% increase and SLC had an increase as well. They are also becoming very creative with some of the retention bonuses, anywhere from \$1,000 to \$10,000 for a certain period of tenure as well as hiring and signing bonuses from \$1,000 - \$5,000. On SLC's part, their employees get a \$500 recruiting bonus if they can bring in an employee from another agency. This is what we are faced with after our budgets have already been approved. We believed we had an exigent circumstance at this point. We asked Trustees for approval for the \$190,000 in the budget for compensation issues, which they approved, but this won't get us where we need to be. We then asked to take \$310,000 from our fund balance and move it into the salary and benefit line item. On the Management plan and other things, we are doing, we are currently on 16 hours of mandatory overtime per month per employee and we are offering double time for that overtime as an incentive for them to work additional hours. They added 2 hours of overtime per week on everyone's shift to be able to plan out covering the gaps we have and lowers the amount of overtime we will need to spend each month. We added 8 hour shifts for those employees who were struggling with the longer 12-hour shifts. Gigi and John met with some of the agencies to discuss patching channels; we are closing West Jordan 2 and with permission from West Valley, we are shortening their second channel by 2 hours per day except Friday and Saturday. All of this has helped to provide us better coverage with the schedule and lessen the amount of overtime we are asking them. The feedback that John has received is that it is acceptable. We also did a short, 2-month bid to get back on a schedule that coincides with schooling and other things. The other thing we will take into consideration with the length of the shift bids will be the migration plan or timeline we get from Versaterm as agencies move over. We will have to make some adjustments to that schedule. Beth has only received negative feedback from one person on the schedule and that was because on the Versaterm side, we did not add any 8-hour shifts in there because we had been told there wasn't any interest. However, there was one employee on the Versaterm side that wanted one. We are working with that employee to see what we can do. There used to be some 13-hour shifts on the Versaterm side, which have been taken out for the 2 months to provide better coverage. There are employees that do want that option back in for the future bids because they live a significant distance away and only having to come into work 3 days a week works with that. We have been increasing the frequency of our hiring; we used to hire every 2-3 months and now we hire every 1-2 months. We have increased the amount of recognition we are giving employees for outstanding performance and continuing the National Telecommunicators Week and all the support from our Agencies. We do activities, and a BBQ and they receive gifts that week as well. Calls were placed to different food trucks, trying to get them to come in and give our employees some options as well as calling around to different places and picking up meals for the employees. We are also educating the employees on what their salary and benefits costs; how much they are really making. They need to know what the full cost is for their salaries and benefits. Other programs include Health & Wellness, shift differentials and a sick-leave buy back program. Operational actions we are doing to help with workload include examining ways we can streamline the process and reduce some of the duplication. Right now, on Versaterm, we are on version 7.3, which is not Windows 10 compatible. We have identified 6 machines out on the Spillman side that we can put the Versaterm client on so that on non-emergency calls, call takers can turn around and enter the call directly into Versaterm and then transfer the call. This program will start next week. The next version upgrade, 7.4, will be December 10th. Once that is done, it will allow us to move forward with the phone merger and balance out the workload of the incoming calls, which will hopefully reduce the duplication. Jonathan mentioned that right now there are 2 CAD environments, one at SLC and one at SL County. In December with the upgrade, we'll be merging these CAD systems together and then instead of having traffic coming from SLVECC to SL County to SLC and back, it will be a straight direct-connection between SLVECC and SLC.

Dave Sanderson reported that the 2 budget adjustments being proposed include the \$190,000 from reserves, which are technically already in the budget, it's just set aside. This will be deployed to salaries and benefits. The

second entry for the balance is \$310,000 out of fund balance, which will be deployed to salaries and benefits. The issue with this is that it's ongoing expenses with a one-time fund. John said that in the last Trustees meeting, he had 2 resolutions; one, because the \$190,000 was put into a line item in his budget. What everyone else has done, as we've looked at the market adjustments is even with the \$190,000 being allocated to salaries, we still fall far below the market studies that have been put out. The second resolution was to set a public hearing as anytime we have an increase or change in the budget beyond adjustments that John can make within any cost center, it must go to the Board, and they must have a public hearing. It's been scheduled for next week in the Board of Trustees to make that adjustment. If we are going to be competitive, it's going to be an ongoing cost regardless of where it comes from, fund balance or other. Even taking the \$310,000 from fund balance, in John's opinion, leaves us with a healthy fund balance for emergency-type situations. Over the past 6 years, we've increased our revenues by just under 20%. During that period, the member assessments, other than fire, have not increased by much. Looking at it over all, it's down \$250,000 from what was being paid some time ago. Police has gone down as far as cost per call, fire has gone up. We've brought in revenues about 19% above what we were 6 years ago, and member assessments have really been flat.

PUBLIC SAFETY SOFTWARE AMENDMENTS

John said we've covered most of these. It's basically the things we've talked about, the discussions John has had so far with Versaterm and reporting back and then the issues that still need to be resolved.

INTRODUCTION OF NEW BUSINESS FOR FUTURE MEETINGS

There was no new business to discuss.

The meeting adjourned at 11:50 a.m.