

SALT LAKE VALLEY EMERGENCY COMMUNICATIONS CENTER

BOARD OF TRUSTEES MEETING
September 16, 2020 Meeting Minutes

MEMBERS PRESENT:

Mr. Dan Petersen – UFA, Chairman
Mr. Brett Wood – Herriman, Vice-Chairman
Mr. David Dobbins – Draper
Mr. Doug Hill - Murray
Mr. Gary Whatcott – South Jordan
Mr. Kane Loader – Midvale
Mr Kyle Kershaw – South Salt Lake
Mr. David Brickey - Riverton
Mr. Korban Lee – West Jordan
Mr. Bruce Kartchner - Bluffdale
Mr. Mike Reberg - SLCO
Mr. Tim Tingey – Cottonwood Heights
Mr. Scott Harrington – Taylorsville
Mr. Jake Petersen – UPD
Mr. Wayne Pyle – West Valley City

MEMBERS ABSENT:

Mr. Mike Morey - Alta
Ms. Gina Chamness - Holladay

OTHERS PRESENT:

Mr. Scott Ruf – Director, VECC
Ms. Colleen Jacobs - West Valley City
Ms. Andrea Partridge – VECC
Mr. John Evans – West Valley City
Mr. Jon Harris – Murray City
Mr. Troy Carr – Herriman
Mr. Scott Young – Legal Counsel
Mr. Jack Carruth – South Salt Lake
Mr. Clint Jensen – VECC
Mr. Terry Addison – South Salt Lake
Ms. Beth Todd - VECC

Mr. Dan Petersen called the meeting to order at 2:02 p.m.

PUBLIC COMMENTS

There were no public comments received for this meeting.

LEGISLATIVE AUDITOR REPORT

Scott Ruf was asked to appear before the Senate Retirement and Independent Entities Committee, chaired by Senator Harper. It went well, and he thanked Chief Petersen, Brett Wood, and Dave Spatafore for helping him work through the process. They were able to prepare a statement, and there were very few questions or follow up to it, but they outlaid the direction the Board has given to Scott, reinforcing the commitment by the Board and VECC to the performances as related to the audit, specifically to call answer times. We outlined a couple of the steps we have already taken to make those changes as well as the CAD project. Some of the improvements we have already seen since just January; call transfers are down 66%. The CAD project will eliminate all transfers to SLC and provided UHP joins the data hub we are building for CAD 2 CAD, we will be right within the requirements of SB130 of 2% transfer rates, and we'll be well below the 1% if that moving forward. The call answer times has a lot of work to do there as there are several components we have to review. With the common CAD project and new phone project, we will try and set some reasonable expectations and standards moving forward. There were a few questions from the committee and Sen. Harper regarding our retention and the culture of VECC and things we are doing to move forward. Scott did commit during this meeting to provide a monthly status report of what we are doing, how we are implementing the changes, what improvements we

are making and what the expectations are moving forward. They were also informed about today's meeting and what the requirement of the Board was to Scott to come back today with a high level overview of current standards, where VECC is in relation to those standards, and then have a discussion and prepare to come back in October with a more formal proposal for this budget cycle and the upcoming fiscal year. The second hearing last Friday was much more positive, and it went a lot better than the first one. The Committee appeared happy with where we are and where we're headed, and they are aware that the Board of Trustees are committed to making these changes outside of the results of this audit and they know there will be an investment required and it's not going unrecognized that the Board has taken significant action already, prior to the audit results being published. Chief Peterson said that Scott did a great job answering their questions and we are absolutely under the microscope from them, but this presentation helped a lot and what we do here in the next few agenda items is another step of that which we need to take action on. Brett Wood commented that Scott did a lot of preparation to get ready to report to the committee and Dave and Ashley Spatafore did a great job in letting us know who the nay-sayers were and how we approach that, but it was a good way to approach the issue. There is confidence that the Board of Trustees here at VECC are pushing forward and making the changes necessary to turn VECC around.

Everyone should have received in the packet a summary of the standards Scott was asked to look at regarding NENA and the NFPA with answering 911 calls. The current NENA and NFPA standards are finally in line with each other in that 90% of all 911 calls should be answered within 15 seconds and 95% within 20 seconds. As you can see today, we are at just over 70% within 15 seconds and about 75% within 20 seconds. This is going back 12 months, September of 2019 through August 2020. Since the new year and through the Spring, we got this number up to the low to mid 80s within the 20 seconds. As stated earlier, we are going to continue to monitor the impacts of the technology changes, staffing and things like that moving forward. Scott truly believes as we move forward that by the end of the fiscal year, or sooner, we'll be able to get a lot closer to and provide some very positive or noticeable improvement in our answering times in relation to those standards. An additional NENA standard is the order of answering priority. VECC already has a policy in place and meets this standard, which outlines that we are required to answer 911 emergency calls first, non-emergency 10-digits would be second in priority and then administrative and/or internal phone lines would be last. Again, we already have policies and procedures in place, and we meet these standards. There was a staffing component as part of that UCA audit 2020-06, and it did not really affect VECC, but it did call out smaller PSAP's in the state. The NFPA standard, as outlined, requires a minimum of 2 telecommunicators on duty at all times. VECC meets or exceeds that standard as we require 3 and then we adjust accordingly depending on the time of year. Tied to the order of answering priority standard where emergency calls have preference to non-emergency calls, as stated earlier, we meet or exceed those standards today and then non-emergency calls that do not delay an emergency call, that's an NFPA standard and it's tied to their fire response and emergency response units. The NENA standard is related to call answering times, the NFPA standard ties call answering times to call to dispatch times to dispatch to enroute times, which are response times for agencies. So, the NFPA standard calls out a more thorough follow-through in call processing from the time we receive the call to the actual time units are dispatched and on scene of the call. No such standard exists on the police side, so we really try to focus on the police side of tying our call to dispatch times to an internal standard based upon priority. The cascading effect really applies to the NFPA standard, as does the final point in the memo about Fire EMS processing times. The NFPA standard requires a 90% within 60 seconds, from the time we answer the phone to the time it hits the dispatcher, and the call is dispatched. Currently, VECC does not meet that standard; we average 70-90 seconds with an over-all average of about 83 seconds. This one is a much easier fix as we adjust our call processes and handling procedures. We expect to meet or exceed this standard in the coming months, and for sure by the end of this current fiscal year. In the past 3 months, we have gone from over 2 minutes to about 1 min 30 seconds, which is a significant enhancement in response times; we are already seeing some positive changes with the staffing levels and the modifications we are doing to call processes.

Based on the conversations last meeting, Chief Petersen would like to entertain a motion that the Board of Trustees adopt the standard identified by Scott by end of fiscal year 2021, we will meet those standards. He believes it would be an important step to take and adopt this as a requirement for the Center to maintain immediately. Next month, we will discuss what can be done in the next fiscal year, and what Scott will need financially to complete the job. Chief Petersen believes that showing commitment to a standard and making significant progress is reasonable and good. Brett Woods agreed with Chief Petersen. He believes the Trustees will have to step up and make some critical decisions to keep us moving forward. Scott also

commented that UCA has reached out and they are fully committed to seeing that we succeed in achieving our goals and helping to meet these standards and they will do everything they can and provide any necessary assistance as we move things forward. As Scott and Clint work through the bigger picture, Scott is hyper-sensitive to the fact that based on the previous way things were done at VECC, money is not always the answer. He does not want to come back to the Board and request money and bodies and still fail. There are many contributing factors to this, which he has briefed Chief Petersen on, and as we dig deeper on a lot of these things, with the new phone system and CAD system, and stabilizing the platforms, we will get more consistent data and Scott believes we are closer to meeting the standard than we are further away. Scott is asking for the Board's confidence in that approach as he builds the recommendations from a capital project perspective in our personnel and overall outlook of the organization. We will look at this from every angle. Kyle Kershaw asked if with the systematic changeover to Versaterm, will this help or become a problem meeting these goals. Will the whole process of converting the agencies over create an added challenge to meeting these goals by June 2021? Scott commented that it creates a challenge in the sense that he is not comfortable with committing that we will hit the standard before the end of the fiscal year. It creates a challenge today, but he is taking that into consideration. Gary Whatcott asked if in adopting this today, is it a political move and is it premature before we understand what the route looks like and how much money it really costs to complete the goal. It seems there would be more dialogue and understanding about how to reach the goal and maybe before it is adopted, there should be more understanding of how we are going to get there. It has always been difficult when it comes to money and funding these different ideas. And then there is the political layer on top of Trustees that must deal with the increases that come forward as well. Chief Petersen commented that with regards to current funding, Scott believes we can adopt the standard. With the current funding, he can meet these standards and then he will come to the Board next month to have the additional dialogue. He believes if we do not adopt a standard that we can meet today, we will be subject to some political challenges through Sen. Harper and through others. We are basically coming to them and saying under today's budget, we will get to this standard by the end of the fiscal year, and then we'll be able to identify a new target at the first of the fiscal, or even before, but we are acting quickly. We do not currently have an adoption of these standards. Chief Petersen believes there's significant value in taking this step as a Board of Trustees in conjunction with our Director to demonstrate commitment to what the auditor said. Brett Wood agreed with Gary, and Gary commented that he is just a bit worried; everyone is fighting in some interesting times with budgets. There will be a fiscal ramification for it, and he is just trying to understand what that might look like in the future. Chief Petersen said the intent of this, with current funding, Scott is saying this is what he can do; he is not currently asking for money. The next ask would be whatever other efficiencies he can find and the money the Board must decide if it can be done or not. This is about adopting what we think we can do under the current budget. We are adopting it based on what we authorized for funding this year. The proposal included receiving the directors report, talk about the achievable standards based on existing budget limitations. Scott created what current performance is and what he believes he can meet with existing budget. The proposal here is the first phase of the adoption, which would be adopting what Scott believes his performance can be by the end of the year using existing funds. Scott will also bring proposals for whatever it takes to meet the full standard and then through the budget process, the Trustees decide what they are willing to do to meet the full standard 100%. This simply streamlines the organization in meeting these standards. The Trustees can then share with the Legislature, Sen. Harper, and UCA that we have adopted this standard now and our next phase will be coming back with the additional potential of meeting the standard in the future. Chief Petersen believes that this will show good faith effort and will show progress and will be received favorably those key players sitting in the Legislature. Brett Wood believes this is a huge step as there is a lot of political movement on this discussion about the audit throughout the state and in the report given to the auditor. Significant changes have been made at VECC, and they are watching us; this will build confidence in that. It was asked if there was a commitment made as to when this would be adopted. Scott commented that under SB130, the NENA standards are already incorporated; we are just reinforcing that we are acknowledging the shortfalls as it relates to the standards and we are committing to meeting those standards. Chief Petersen mentioned what was adopted at the last Trustee meeting: first, that Scott was given direction by September 2020 to provide what he has given to the Board. The expectation of the Board was to receive the report on national standards and adopt an achievable standard based upon existing budget limitations. In October, Scott will bring the Board the financial requirements to meet each of the identified national standards and then the Board will take action, which could include putting it into the budget process, or vote on an increase in payment; it could be a number of things. If this is adopted today, this will be reported back to the Legislature. The Legislature wants to see good faith, which Chief Petersen believes this adoption will do. All PSAP's are being held to this same standard,

but the Legislature was very clear that in the last 16 months, VECC has not hit the NENA standard for call answering times. SLC has made significant improvements over the past few years, but prior to this, they hit the mark approximately 53% of the time. The additional PSAP's around the state have missed a month here and there. We are all being held to the same standard and we are all working together to make sure we are successful. Wayne Pyle asked who the key legislatures were. Chief Petersen said the most important one was Senator Harper; he is the most focused and aware and has treated this as a core issue. Korban Lee mentioned that Scott has made a lot of improvements at VECC and without additional financial resources, he wondered what Scott anticipated doing differently to improve performance against these standards. Scott commented that he is constantly making changes to personnel and shifts and the biggest issue he is tying his successes to is the improvements in the technology, the CAD project and new phone system. It will really make things more efficient and streamline and will give us a lot more flexibility, especially with the new phone system. Right now, everything that rings into VECC stays in VECC. With the new phone system, we can better manage the incoming 911 calls, balance the load between us and SLC and improve our answer times. We are working with the police agencies to look at the non-emergency calls and work that the dispatch center does and remove some of the administrative clerical stuff that should be handled by the agencies.

Motion –

. . . By Mr. Wayne Pyle, to approve, within existing budget constraints, the standard, as an interim standard, as explained and illustrated for the purposes of moving VECC forward in pursuit of fulfilling the needs politically and the actual performance improvement of the organization; the motion was seconded by Mr. Korban Lee; the motion carried unanimously by roll call vote.

CAD PROJECT UPDATE

Scott reported that the CAD project is moving along rapidly and on track and within budget. The Fire EMS teams from all the agencies have been working hard; their proposed go-live date is Tuesday, September 29th for all fire rescue to move over to Versaterm. Next week, we begin the engagement with South Jordan Police and the kickoff meeting to begin their transition to Versaterm, quickly followed by Murray, West Jordan, West Valley, South Salt Lake and somewhere in there, the University of Utah, and provided nothing changes, in the Spring, the new Taylorsville Police Department. The Fire departments have all been great to work with and we have been working through a lot of issues. The team here at VECC; Lin Shaffer, Jonathan's team, Ambir Widdison, have worked tons of hours making sure everything is working correctly. We are happy to report, thanks to the Fire Chiefs', along with leadership from Chief Petersen, Chief Lee and Chief Cline, there has been a commitment by all 10 fire agencies in the valley to move to automated vehicle recommendations, or AVL, which is closest unit responses regardless of jurisdiction to improve efficiencies and response times. The anticipated go-live will be the same time we go live with the system and deploy that technology immediately. Chief Petersen commented that between Scott, Lisa at SLC and Kim at Versaterm, they have been able to keep everyone focused on the right areas. It has been a challenge to meet the timelines, but it is amazing that we are talking about month and year for implementation for the CAD. Chief Evans thanked everyone and feels it will be a good move for the entire valley.

The cad-to-cad aggregator ties back to the original topic of things that came up in a previous audit that is at the top of Senator Harper's list, which is 911 transfers around the state. This aggregator will be live in December of this year. It is mainly being done for DPS and UHP with their TOC here in SL County. Between VECC and SLC, there are thousands of transfers to DPS each year. This will be a bi-directional system and we will be able to move the information between the CAD systems and eliminate the transfers. Because of the way it is designed and its cloud and web-based, any PSAP in the state could choose to join it. Davis County and Bountiful have reached out as has Tooele County to join the hub. Scott has not engaged Utah County yet, but they have been made aware that technology will be made available should they choose to participate. As we bring others online, we will engage other partners in the area to be able to encourage them.

QUARTERLY JOINT OPERATIONS BOARD BRIEFING

Chief Jacobs commented they talked with the PD Users group and they are continuing their efforts to standardize some of the processes that are different between the different agencies, realizing that this would help VECC with their efficiency. There is a list they are going through to try and streamline how they respond. There was no Tech Users meeting since they meet often with the CAD project. Chief Harris also reported that

90% of their efforts right now are on the CAD project. Fire is going through their MDT training and dispatchers have been trained and they are beginning some testing as well. There are a few changes they are looking into on the fire side to include looking into making sure the appropriate units are being sent on fire calls. With US Digital paging, there are a few bugs they are working out. Finally, on rotating helicopter companies, medical managers are looking into making a helicopter rotation.

DIRECTORS REPORT

Scott reported he is constantly making changes. A few weeks ago, he hired 5 new operations personnel and another 6 employees will start this week; with another class being started in early October. Our staffing is looking well. This will all feed into the issues we discussed earlier with call answering times and doing things within the budget and improving efficiencies. Some were made aware that we are beginning a process to go in and revamp the either Commander or Supervisor level on the Operations side. By next month, he hopes to have this wrapped up and be able to announce a new command personnel and Operations Supervisors. It goes a long way to what we are trying to achieve and getting people out of their comfort zone and doing what is in the best interest of VECC. It also feeds into the culture of the organization and what we are doing there. Scott is hoping to announce the new Commanders and Supervisors very soon.

By way of technology, we have already discussed the CAD project; we have the new phone system, and we are evaluating radio resources, which are ongoing conversations. The biggest one is the phone system, which we are hoping to complete within the next 30-60 days. The Center upgrade is tied to the motion made earlier and Clint and Scott will be presenting a full-blown high-level recommendation for the Board to consider as we move into the new fiscal budget process. This will also feed into a building that is over 20 years old, employee retention and moral. This will be presented at the meeting next month.

There have been a lot of demos with the different user groups. Last year, we transitioned away from EPD and in the spring, we moved away from EFD. We are currently in the transition process with EMD. We are not getting rid of protocols, we are changing vendors which will give us a lot more local control on the processes, and it allows us more flexibility in our calls to dispatch and our call processing times while still maintaining the same if not better levels of service to the community and first responders. We have a team working on this project with their initial completion date to bring to the Medical Director in October. We have also engaged SLC911 to be part of this process as their plan is to follow suit with us, as well as 4 or 5 other PSAP's around the state to transition to the APCO Intelicom protocols. It also gives us local control for doing in-house training and having that flexibility and it will also provide us with significant fiscal savings, allowing us to reallocate those funds towards training and other efficiencies. Chief Petersen shared a discussion he had with SLC911 and their desire to move with us and transition at the same time; this is their intent. Both Police and Fire operations have been very supportive of this transition, and this will also assist Scott in meeting the call processing times that are being worked on. The cost in subsequent years will be a huge reduction. Scott mentioned that this feeds into what he and Clint will be presenting next month of all the money savings with all the technology savings. He believes we will be in a good position to leverage that savings, achieve what we need to achieve and be able to save hits to the assessments. We are in a good place and Scott believes everyone will be very pleased with the projections. The new protocols are APCO Intelicom, sponsored by APCO in partnership with IBM and Watson. What it does is provides AI on the front end, in real world, scenarios, and gives us immediate feedback, not only to the dispatch center and supervisors/commanders, but also the field units and it allows us to track things like under the pandemic, and various hot spots. It can be for Police, Medical or Fire; we get all of the components under this umbrella, so we are looking and Police and Fire more as a resource for dispatch and call takers but really utilizing the protocols for EMD. Within a matter of minutes, it gives us a snapshot of the incident including recordings, CAD information, weather, and anything we might need to make operational decisions in real time. The Chiefs are happy with some of the components in seeing what is available.

DEPUTY DIRECTOR ADMIN/FINANCE REPORT

Chief Petersen has asked, with Clint Jensen on board, that he share, ongoing, a few specific bullets related to the budget of things he is discovering and planning going forward. This will be a standing agenda item that will allow everyone to focus on finance. Clint Jensen gave feedback on what he has done in the past 3 weeks. He began by diving into the accounting records; there are over 600 general ledger accounts, which has taken him time to figure out what each of these accounts are doing and which ones are useable. Our accounting system is a bit antiquated and we are trying to figure out how to best utilize that. Clint met with Dave Sanderson and

looked to see which accounting functions he is currently doing and how they will be brought back in house. Next week, Clint will sit with Dave and do payroll; he does a lot of payroll processing on the back end. Clint met with the auditors and they have completed a draft of the audit; they are still waiting for a few confirmations to come in, but it should be finished up in a very timely manner. He is hoping to have it to present to the Board in October or November at the latest. He is met with the Wells Fargo Bank representative to establish that relationship and to make sure we have the permissions where they need to be. Currently, Dave has most of those permissions on who transfers money and do wires and those types of things. These will be brought back in-house. Also, Scott completed the Fraud Risk Assessment, which has been filed with the State Auditor. Going forward, Clint will be presenting a 1-page high level summary of the budget to actuals each month so that the Board can see where we are with revenues and expenditures. He will also include a summary check register to see detail coming out of the accounts for VECC. Clint will also be looking to develop some fiscal policies; he will bring them under one roof. He will be looking at payroll processes and some solutions there. On credit cards, Clint would like to transition to the "P" card system rather than having credit cards in the hands of several of our employees. Clint is looking at longer term financial software, something a little more user friendly for VECC. Currently, we use Great Plains, which appears to be more of a private company-type software. He is looking at the possibility of doing a banking RPF as well. And then not too far into the future, we will be discussing budget again. Jake Petersen asked if there were any Trustees who were members of the different committees, such as the RPF or auditing processes. Chief Petersen didn't think there were yet, but it would be discussed shortly. Scott commented that he and Clint put items together to bring to the Board, but there is not a standing Budget or Fiscal Committee. Scott works with the Chair and Vice-Chair and depending on each of the board members expertise, if he needs help or direction, they reach out. Scott will make a recommendation to the Board or let the Board know what they are doing and let them make the final decision.

MEMBER ASSESSMENTS – FINANCE SUB-COMMITTEE FOR FY2022

Chief Petersen commented that in the last budget process we landed on a commitment that he believed was temporary which was a flat increase across the board and then a discussion of assessing members would occur in the future. He believes it's a good time today to look at 2 options; putting a group together to vet a few member fee issues and bring back to the Board for consideration by the end of the year so that we go into the budget cycle with a concept of what member fees look like, or do an even deeper and form a finance sub-committee that helps develop member fee assessments and helps get the budget ready and brings it to the greater Board after it's been walked through. There are many on this Board and if Scott/Clint could work with a smaller number of people to do some initial work before it comes to the full Board, some of the dialog could be streamlined and also help Scott and Clint be successful with such a large Board. Jake Petersen commented that back when he reviewed the auditors training for special districts, it recommended having an auditing budget sub-committee that works with the finance staff and make reports. He wonders if this would be a positive tool and he is in agreeance to have a standing sub-committee. Brett Wood liked the direction of having a finance committee and have it small in dynamics. He recommended having himself, Chief Dan Petersen, and someone like Kyle Kershaw and Bruce Kartchner, having a strong background in finance, just as a thought. Bruce commented that normally with that type of a committee, you want to have at least one person that is designated as a financial expert, such as a CPA, and they are usually the Chair of that committee and leads out on various things. That committee is also the one that hires the auditing CPA firm, so that it takes that reporting role out of normally going to the management team so that it creates that additional independent look from the Board members looking at the Management and then interacting directly with the auditors. Gary Whatcott felt it was 2 different components; an audit committee, who should probably not include Director Ruf. It should stand independently and choose on its own what items and parts of the budget should be audited every year and work with the auditing firm in an independent role. He believes a finance committee is a different component. The other option is working with recommendations to come back to the Board with on the budget itself and financial matters and issues pertaining to future budgets and things of that nature. He commented that auditing is different that we have never had here and based on previous experiences we've had over the past few years that an audit committee standing independent from Board members doesn't have to be large, but should be the committee that chooses the auditing firm and then also works with the auditors to choose which items to be audited outside of the administration of the organization. Chief Petersen did not think a motion was necessary, but if there is a consensus to do this, he can make that decision to frame these sub-committees and then ask for volunteers. Gary added that he thought these seats might rotate every so many years as it gives people a chance to get involved in the organization and understand some of the internal

workings. Chief Petersen would be very supporting of letting the Finance committee propose the policies that would then come back to the Board to agree on, which would include things like rotation, standing positions or any of those components. Clint and Scott can also provide their input to that committee, but this is a Trustee committee. Scott Young mentioned that he did not think a formal motion was required, but he will review the Bylaws. Scott Ruf just pulled the Interlocal up and under the current Interlocal it says that the Board of Trustees may establish procedures for its business and its operations, create committees composed of the Trustees or other persons, allow other governmental entities to join the Center, etc. Under the financial affairs, it calls out specifically that the Board of Trustees shall provide for an audit of the financial records of the Center by an independent Certified Public Accountant firm annually and shall appoint appropriate policies for accounting methods for maintaining the accounts, payment of obligations, etc. Scott Young will go back and check the Bylaws and just make sure it's being handled correctly, but he believes the Board is on the right track and he believes all the other steps can be taken even now or before the next meeting. Kyle Kershaw felt like there was no harm in a motion to create these sub-committees and then how they are composed, and what their membership will be can be determined later at some point. Chief Petersen agreed with this and felt it was safer to do.

Motion –

. . . by Mr. Jake Petersen, to create both an Auditing Sub-Committee, who reports directly to the Board of Trustees and a Budget and Finance Sub-Committee; the motion was seconded by Mr. Gary Whatcott. The motion carried unanimously by roll call vote.

Chief Petersen said if there was interest in these committees, members could speak today, or what might be better is for Scott Ruf to reach out and find out who might be interested in serving in one or the other. The challenge we will have is that if more than half want to be on the Finance Committee, it will have to be a public meeting, but it also doesn't hurt to make it a public meeting. Korban Lee, Scott Harrington, Kyle Kershaw, and Jake Petersen volunteered to be on the Finance Committee. Kyle Kershaw and Jake Petersen also volunteered to be on the Audit Committee. Scott Ruf will send out a copy of the Utah Interlocal Act and our existing Interlocal, so everyone can reference what the requirements might be and then those interested can respond back to that email and he will compile a list and give it to the Chair and Vice Chair on how to proceed next month. The primary goal would be to talk about the member fee assessments and help Clint establish fiscal policies and then the group will define where we go from there.

There was nothing else to discuss at this meeting.

The meeting adjourned at 3:32 p.m.