

**SALT LAKE VALLEY EMERGENCY COMMUNICATIONS CENTER**

**BOARD OF TRUSTEES MEETING**

*April 15, 2015 Meeting Minutes  
VECC Board Room  
5360 S Ridge Village Dr, West Valley City*

**MEMBERS PRESENT:**

Mr. Gary Whatcott, South Jordan; Vice Chairman  
Mr. Mike Shelton; Cottonwood Heights  
Mr. Bryce Haderlie; West Jordan  
Mr. Kyle Kershaw; South Salt Lake  
Mr. Brett Wood; Herriman  
Mr. Michael Jensen; UFA  
Mr. Mark Reid, Bluffdale  
Mr. Kane Loader; Midvale  
Mr. Randy Fitts; Holladay  
Mr. Patrick Leary; SL County  
Mr. Blair Camp; Murray

**MEMBERS ABSENT:**

Mr. Jim Winder; UPD; Chairman  
Mr. John Guldner; Alta  
Mr. Layne Morris; West Valley City  
Mr. Ryan Carter; Riverton  
Mr. David Dobbins; Draper  
Mr. Patrick Leary; SL County  
Mr. Brad Christopherson; Taylorsville

**OTHERS PRESENT:**

Chief Andy Butler; West Jordan; Operations Vice-Chairman  
Mr. Shane Hudson; UPD  
Mr. Dean Waters; Murray  
Mr. John Inch Morgan, Executive Director  
Mr. Jeff Monson; Human Resources Manager  
Ms. Beth Todd; Fire Operations Manager  
Ms. Geana Randall; Quality Assurance  
Mr. Mark Whetsel; TS Manager  
Ms. Leslie Devey; Operations Supervisor  
Ms. Chris Dunn; Operations Supervisor  
Mr. Terry Shaw; Operations Supervisor  
Ms. Andrea Oldham; Administrative Services Manager

**APPROVAL OF MINUTES OF MARCH 18, BOARD OF TRUSTEES MEETING**

**Motion –**

**. . . by Mr. Mike Jensen; that the minutes of the March 18, 2015 meeting of the Board of Trustees be approved as written; the motion was seconded by Mr. Mark Reid; the motion carried unanimously.**

**BOARD OF OPERATIONS REPORT**

Chief Andy Butler reported that the Board of Operations met on April 9, 2015. The Fire and Police user groups made their reports. Fire Users discussed that the call taker call times were down a little bit. They discussed accreditation and that in March, they were at 9%. There are 3 months left to meet the accreditation deadline and they felt they were working hard to meet this. They also discussed some of the turnover issues, with it being over 30% last year. Hopefully the budget additions this year will assist with this. Zulu codes were discussed, and the problem with them not being properly coded, but it has been resolved. In Police Users, they talked about training hours for dispatch and possibly partnering with some police agencies to get training. They discussed impound and state taxed fees on stolen vehicles, and they are doing further research to see if

changes can be made. Chief Diamond indicated that there might be legislative action to be taken on this. They also talked about the 10-33 code and whether it should be 3-beeped out or not. The User group made a decision to make the change to discontinue the 3-beep, but Operations were not comfortable with this change. The 3-beep will continue to occur as they felt it was important. Also, code 4 checks on officers every 5 minutes was changed to every 4 minutes. The Operations Board also went over call volume and call handling as well as the budget. Finally, he mentioned the BBQ being held this Friday for the dispatchers. All agencies are welcome.

## **EXECUTIVE DIRECTORS REPORT**

### **CAD Consultant Update**

John provided the Board a link to get further information on the CAD process. There were 6 vendors who attended the Pre-Proposal meeting, which was not mandatory, so there are likely others who have indicated interest. New World withdrew their proposal. The Consultant received over 100 questions from vendors coming in. The questions have been consolidated and answers have been posted at the link given. Also, the vendors have requested an extension of the time, which shows interest above and beyond. As a group, it was decided to extend the deadline by about 10 days. Initially, April 21<sup>st</sup> was the due date, and it's been extended to May 1<sup>st</sup>. The identification of semi-finalists will be announced on May 14<sup>th</sup>. Demonstrations will be scheduled for the first week in June. Finally, the anticipated contract award date will be June 26<sup>th</sup>. It's been asked of the vendors if they can implement and transition within 12 months. The vendors said it would depend on what is being asked of them. For basic CAD without a lot of adjustments, it will take about a year. If a third party comes in, it will likely be longer than 12 months.

### **CALL VOLUME AND CALL HANDLING**

John would like to focus on call volume and call handling in more detail this meeting. Beth Todd presented the last 11 months of incoming call volume on a spreadsheet. The NENA standard is that 95% of calls should be answered in less than 20 seconds. VECC is currently running around 94% on this and runs about 60,000 calls per month, depending upon the time of year. On the 40+ second column VECC runs about 2%. These calls tend to occur in the afternoon where there is a higher call volume. Abandoned calls require a phone call back once or twice to verify if they have an emergency. This runs about 1 to 1.5%. One of the big problems is getting multiple calls on the same issue. Another problem is calls coming in on the emergency line that are not emergencies. Beth gave some stats on calls that came in during yesterday's storm. From 1445 to 1500, they took 51 calls, 16 were answered in less than 10 seconds, 4 were answered in less than 20 seconds, 4 in less than 30 seconds, 3 were answered between 30 – 40 seconds and 24 calls held for more than 40 seconds. Beth pointed out that VECC is taking approximately 2000 calls more per month than they were last year. The CAD 2 CAD volume shows that between VECC and UPD, there were over 82,000 incidents created between the 2 centers. Between VECC and Salt Lake City, in 2014, SLC sent VECC 3,872 calls. VECC sent SLC 15,112 calls. The split is about 80%/20%. This trend is also continuing into 2015. On March 23, 2015 the CAD between VECC and UHP was brought up and in 15 days, there were 704 calls handled between the 2 centers. John mentioned that this has been treated as mutual aide, but when there is such an imbalance, he feels it's time to start talking about compensation going back and forth. It affects staffing and answer times when looking at the call volume. Beth anticipated that the call volume answered for Sandy's jurisdiction would be higher than Salt Lake City, but it's actually opposite of this. VECC took around 700 more calls for SLC than for Sandy in the transfers back and forth. One of the members asked, if there is a common CAD, will the call be handled at VECC instead of being transferred. The first step in the process is getting Standard Operating Procedures and Policies so that there isn't a discrepancy in how things are handled. If calls were evenly distributed, it probably wouldn't be a huge deal, but it is an impact on the Center, and to answer calls efficiently, it is a cost as well. John feels that going forward, there needs to be candid conversations between Salt Lake City and Sandy on call volumes and call handling. Beth continued by explaining there is a coordination meeting group with all the dispatch centers in Salt Lake County, who meets quarterly to discuss the call handling between each other. Until the next meeting, there is an email conversation going on about how calls are handled at Trax stations where UTA is potentially involved in. Another issue being discussed is the search and rescue calls. There are 2 different messages going out to the public in these back country areas. One says to call 9-1-1 for assistance, however, there is signage all throughout the back country to call Alta Marshal directly. Mark Whetsel reported that he has been in contact with Utah Valley Dispatch to establish a Cad 2 Cad with them. His recommendation is to get something set up and operational and then modify it accordingly once the

State decides how they want to do things. With Highway Patrol and the other connections, VECC has a private pipe running between the servers to deliver the calls on, but there isn't one with Provo. The internet could be secured and used, but Provo doesn't have a security certificate on their Spillman server, currently, to do this. Once they get this, the process can begin. Hopefully a preliminary Cad 2 Cad will be up and running by mid-June or early July. Beth also mentioned that UCA has created a common talk group for the 4 main dispatch centers here in Salt Lake County. It's a radio talk group which is only available at the console, field units do not have access to this. It is being monitored by everyone in the event of a telephone or Cad 2 Cad problem. The more calls handled for other dispatch centers, the more our call takers are keeping busy on those calls which leads to longer queue times for VECC citizens as well. It will also add to the overall call volume, which may mean additional staffing in the future. Internally, VECC policies are being looked at and created in anticipation of the merger with UPD. One of those policies being worked on are duplicate calls and how they are handled. Currently, the afternoon shift is the shortest in staffing. One of the things found is that afternoons are short because they tend to be the newest employees. It is the last shift that is usually chosen with the shift bid. Approximately 30% of people hired will not make it past training; they will leave or will not be able to perform the duties. Of those that make it past training, about 30% of those will leave between one and three years. Turnover is a problem throughout the industry. Because the afternoon shift is so busy, the call takers and dispatchers don't have any decompression time between phone calls. The busiest hours are between 10:00 a.m. and 9:00 p.m. with the highest call volume between 2:00 p.m. and 6:00 p.m. Some ideas to deal with this is possibly job sharing, utilize a common hiring pool or have a Telecommunicator Academy. These ideas are being discussed in trying to address staffing issues. Mike Shelton requested seeing the turnover rate each month to look for possible trends.

The shifts were discussed as well as the last several hiring groups and it was noted that there has been a dynamics shift in the individuals who have come in and applied. People don't have the work ethic they once had. Many of the calls coming in are not appropriate 9-1-1 calls. The State needs to do a better job of educating the citizens as to when it is appropriate to call in. Calls are answered in the order they come in which may push those emergency calls further back. Also, when multiple calls come in on one incident, it can cause problems. John said that VECC is developing an Administrative Call Taking position. Those calls that come in that are determined to not be an emergency can be taken by these individuals. There are logistics being worked out but this is one of the first steps getting into a 3-1-1 program is establishing that position. Beth also explained that to assist in the staffing problems, particularly in the afternoon, is hiring every 2.5 months and between those 2 groups, there is a 2 week period of time of overlapping. Because staffing has been short, VECC has had to come up with creative ways to continue hiring the same amount of people, keeping in mind there aren't enough trainers in Call Taking to be able to train them. New hires have been trained straight onto a radio channel first. Training has been split into 2 phases, training on a channel first and then a few months later, moving them over to Call Taking. By then, they have enough experience to be able to shorten the amount of training time that's needed to get them proficient in answering calls. The Call Taking training would then be about 5 weeks instead of the normal 13 weeks. Personnel have also been moved from different shifts onto afternoon shifts to help with staffing. With the upcoming shift bid, some shifts were blocked to balance out the openings. Incentives have also been offered and internal working groups have been created to give the employees input in coming up with solutions. Staffing is also analyzed daily and occasionally a premium is offered during critical staffing hours. Chief Jensen commented that from a budget perspective, VECC takes almost all its discretionary money inside the budget and putting it into the new hires between training costs and recruitment. He wondered if it might be advantageous to have a college student do a research project and look at quantifying what the savings would be by rolling the money into salaries and other benefits to keep employees longer. John will look into this further. On the Administration Call Taking, there will be a screening layer where they don't have to have the amount of certifications that 9-1-1 call takers would have. These Call Takers would answer calls that have already been screened by the 9-1-1 Call Takers. Callers would be transferred into a pre-screened queue. Admin. Call Takers will only be responsible for these calls, to include animal control calls, case number calls or leaving messages. This queue is the responsibility for everyone and dispatchers will be able to assist with these phone calls. Hiring can take place more frequently and potentially have a more robust part time program as well. There are a few technical details being finalized right now and it is in the testing process.

**Legislation**

John reported that SB237, Wayne Harper's bill, calls for an audit of the state 9-1-1 funds and a functional audit on how those funds have been used as they have been allocated through the state 9-1-1 Advisory Committee. It also calls for a long term strategic plan, looking at where the 9-1-1 system is going and future technology. Finally, it looks at future funding for 9-1-1 centers. There have been suggestions that a bigger part of the 9-1-1 system have a general fund component to it. HB343, initially had \$0.70 attached to each phone line, which decreased, and then funding was taken out all together. This would have helped build the backbone radio system. There was an executive appropriation of about \$19,500,000 which starts the process and calls for a study of the radio system in the state. One of the hesitations was there wasn't a comprehensive plan of how the money would be spent. There needs to be a good plan in place. It involves defining the plan and starting with some of the consoles throughout the state being purchased with the new phase 2 technology. An additional fee on phone lines is planned in order to reduce the radio costs to zero or \$5.00.

**2016 BUDGET MEMBER ASSESSMENTS**

Because the budget was passed last month, John just wanted to mention agencies assessments. John will send a personal letter out to each agency identify what the final budget and assessment is, and then he will come meet with everyone to go over how everything is calculated.

**ROUND TABLE/TOPICS FOR FUTURE MEETINGS**

Chief Jensen asked if there has been discussion on the retirement for the dispatchers. It was discussed in the Operations Board a bit. John said that he has reached out to the URS, they have been unable to tell him exactly what the impact will be. He has calculated that VECC's cost would be right around \$437,000 per year, taking into consideration the 70 employees in tier 1 and the 25 in tier 2. It is an increase of about 13.5% for the tier 1 and only about 5% for tier 2 employees. Part of the issue is when there are people in 2 different systems and they accrue credits in each system, the credits won't be equal. If Trustees pass a resolution to move the VECC employees into the Public Safety system, they begin earning credits as of the effective date of the resolution. Until there is a more firm figure, John doesn't know how to budget for this. It has not been reflected in the budget.

There was nothing to discuss from the Board members.

The meeting adjourned at 4:19 p.m.