

**SALT LAKE VALLEY EMERGENCY COMMUNICATIONS CENTER**

**JOINT BOARD OF TRUSTEES/OPERATIONS MEETING**

*June 15, 2016 Meeting Minutes*

*VECC Board Room*

*5360 S Ridge Village Dr, West Valley City*

**MEMBERS PRESENT:**

Mr. Randy Fitts; Holladay  
Mr. David Dobbins; Draper  
Ms. Jan Wells; Murray  
Mr. Mike Shelton; Cottonwood Heights  
Mr. Kyle Kershaw; South Salt Lake  
Mr. Ryan Carter; Riverton  
Mr. Layne Morris; West Valley City  
Mr. John Guildner; Alta  
Mr. Carlton Christensen; SLCO  
Mr. Mark Reid; Bluffdale  
Mr. Warren James, UFA

**MEMBERS ABSENT:**

Sheriff Jim Winder; UPD; Chairman  
Mr. Scott Harrington; Taylorsville  
Mr. Brett Wood; Herriman

**OTHERS PRESENT:**

Mr. Brian Allred; South Jordan  
Mr. K. Shepherd; West Jordan  
Ms. Gina Chamness; Holladay  
Mr. David Church; VECC Attorney  
Mr. John Inch Morgan, Executive Director  
Mr. Jeff Monson; Human Resources Manager  
Mr. Mark Whetsel; VECC Tech. Services  
Ms. Gigi Smith; Police Operations Manager  
Ms. Beth Todd; Fire Operations Manager  
Ms. Chris Dunn; VECC Supervisor  
Ms. Leslie Devey; VECC Supervisor  
Ms. Andrea Partridge; Administrative Manager

**APPROVAL OF MINUTES OF APRIL 16, 2016 AND MAY 12, 2016 BOARD OF TRUSTEES MEETING**

**Motion –**

**. . . by Mr. Randy Fitts; that the minutes of the April 16, 2016 and May 12, 2016 meeting of the Board of Trustees be approved as written; the motion was seconded by Mr. Carlton Christensen; the motion carried unanimously.**

**EXECUTIVE DIRECTOR'S REPORT**

**Financial Report**

John Inch Morgan reported that over the past several months, it has been brought to the attention of the Boards that the \$0.61 fee that is assessed on everyone's phone line and then conveyed to the PSAP has been declining monthly. He commented that just a year ago, the phone lines in Salt Lake County alone were at 3,333,000. As the lines increased, the revenue was decreasing. The very next year, these lines dropped by almost 1 million and the revenues dropped even more. As he was comparing year to year, he looked at the revenues for this year and they were far lower than they were in the past. This has been causing consternation with the budgets. Last month John reported that Verizon had not paid their taxes at all and because of this, it went down for everyone in the State. The good news is while we normally receive about \$290k, this last month we received \$405k. Verizon paid, which is part of this, but it appears that the trend has started to turn around. Working with the State Auditor and the Legislative Auditor General, they have been pushing the State Tax Commission to do more. They receive about \$20K monthly just to do the bookkeeping and auditing of these firms and we are asking them to be accountable for that. Hopefully, the upward trend will continue. If there is

a turn-around in this, there could be a request to open the budget back up and make adjustments in member assessments, if the Board of Trustee chooses to do this. There has been in the past year, repackaging of products, although it wouldn't reduce the revenue source coming in, which makes it confusing. The telecoms haven't been held accountable in the past. The Legislative Auditor General has been pushing them, as John has as well. So far this year, we are ahead of last year by about \$349K. These numbers are all located in the Dropbox for anyone wishing to review them. Mark Reid expressed his appreciation to John for looking into this.

### **Public Safety Software Suite Timeline**

John mentioned he was bringing a Resolution to the Board today for the Interlocal Agreement between SLC, SLCO and VECC to purchase the CAD products that brings us together and authorizes the purchase. The County is involved because that provides the vehicle or the \$1.77 million to be conveyed to VECC. This agreement also appoints VECC to be the lead agency in signing the contract in behalf of everyone else and then the obligation for VECC to allocate the site licenses to all of the users that are part of SLC911, the County and VECC. So far, everyone has been very cooperative in putting this together. The next step is the Implementation Team Draft. John Morgan and Scott Freitag will take on the roll of Project Sponsors; they will keep the ball rolling. The Management Team is the team who put together the RPF and the selection process, which is something that can be changed as the Board directs John. These are just recommendations that were put in there. These people have known what was going on and are good to continue that aspect of it. Right now, John had a placeholder for Citcom, who was the consulting firm helping assist us all the way along. There is an additional charge there which needs to be discussed and whether they want to continue this or delegate someone within the group to become the Project Manager. There are pluses and minuses going each way. John will put their fee into the grant request so that it won't be an additional cost that neither SLC or VECC will bear, but it will be part of that CAD restricted account that the State will cover. John isn't certain if we can do this internally, and he feels we would be better off having a Project Manager and someone who knows what's going on. But, we will need to discuss and negotiate their fees. They have given John several options to work with and a negotiation of price. John has encouraged the Operations Board to identify some of the working groups. John would like to see users from each of the groups participating to identify what their needs are, to facilitate the implementation and at some point in time, every person will need to go through some training. The first 6 months of this process is where Hexagon will come in and identify how we do business. One thing John wants to try and avoid is to try and make this new product look like our old product and do the same things we used to do. John wants to use the new technology in a way that facilitates better, quicker responses of our public safety professionals. The first 6 months, we will be looking back and forth and seeing what we can customize and configure. He would like users be on these focus groups to help guide the whole process so that it does fit in with the way we do things here in the SL Valley. John asked the Board of Ops to provide names but he's asking the Trustees to encourage their Chiefs' and others to participate so that this becomes a success. The Technical Committee includes staff, however, John would like to add to this the Trustees Technical people as well and their input. There is a Tech Users group, but the attendance has been very low. Please encourage your technical people to attend.

### **PUBLIC SAFETY SOFTWARE RESOLUTION T16-5**

This Resolution fronts the Interlocal Agreement itself. It's very simple; it recites the agreements that we have had in the past, the initial agreement where we were jointly pursuing the possibility of purchasing a common CAD. The First Amendment explained that believing it was now feasible, they would go ahead and select a vendor. The third one is, after doing all the work, let's go ahead and purchase based on a lead agency, that they will then be the point agency with Hexagon and coordinate everything. The Trustee Board directs John with the steps he is going to take, and representing VECC and SLC, their Board, too, will have input into the decisions being made. What's behind the Resolution is the Interlocal Agreement itself. John indicated that it's been perfected for the past 2 years now. From what John has disseminated earlier, he has made some changes because in looking at this, there has been some inconsistencies. There have been 2 different terms used to mean the same thing. In most of the document, they have identified those parties to the agreement and continue to use the word "party". There were times where John used the word "member" in and so it's been modified. These are the only changes made and this is located in the Dropbox for anyone wanting to look at it. John explained the costs associated with the CAD for their information. He is trying to get the Interlocal agreements signed this month. It is subject to adequate funding and UCA won't have the funding prior to July, but they are meeting next week and John doesn't feel that there is anything that will hold this up. Mayor

McAdams has budgeted with the County Council since 2013, and John wants to be sure that it's going to happen. As far as any additional costs, especially for this year, there will be none to any of the cities. It is expected to come on line 17 months from the time funding is received and the contract has been solidified. David Church asked John to discuss the cash flow and cash outlay to VECC and how we anticipate it will work with UCA. It won't be a grant all at once. John mentioned that the fund that was set up generates about \$2.1 to \$2.5 million per year. This is the \$0.06 placed on every phone line. Some of the same problems we see with the \$0.61 we will see here. After the first allocation of these funds, when it was first passed, the UCA Board has spent about \$1.2 million. \$500K was spent on CAD2CAD for the State. \$500k was spent on the Weber CAD. And they have maintenance on the CAD2CAD they have already paid. This leaves about \$1 million from the first year and about \$2.5 million for the second year, and by the time we are ready there will be another \$2.5 million in the bank. The total cost of this project right now is \$7.8 million. \$1.377 will come from the County and the remainder will be paid over 2 – 3 years depending on how UCA wants to configure it.

There may be some word changes to the Resolution, but for the most part, the resolution is ready to be passed. There were a few agencies missing off John's list, which he added. John mentioned that we can, and probably will make some changes. After Salt Lake County comes, and the Resolution is accepted, the Interlocal can be adopted and then it can be advanced.

**Motion –**

**. . . by Mr. Randy Fitts; that the Resolution T16-5 be adopted with the contingency that there is the ability to put more input to it if necessary; seconded by Mr. Layne Morris; the motion carried unanimously.**

**COMPENSATION ADJUSTMENT RESOLUTION T16-6**

John mentioned that at the last joint meeting as well as a past meeting, the turnover rate was discussed and has been complicated by SLC having an allocation where they are able to bring people over laterally. VECC lost 6 people to SLC because of this. John has brought some of these issues forward and what he is seeing is the cost of dispatching not only here but across the nation increasing. We can either match what is going on or try to modify some of the services provided, or we can do something more in the middle. To continue to keep people and to recruit so that there are sufficient people to answer phones, John believes we need to pay a little bit more. He also feels we can be more efficient in the services provided by modifying or streamlining some of the services being provided. John has focused on Police but there are Fire things going on as well. Beth Todd is working with the Fire Chiefs' to streamline that process. An example on the Police side is there are different agencies using dispatch differently. Some use it for records, some use it for running searches on license plates, or other things like that. Sometimes the dispatchers are doing this on their own, and writing the report for the officers, and this should not be happening. By working on this, John feels we can reduce some of the time that people are spending and we can be more efficient on the number of people we have dispatching on the Police Side, so we are actively pursuing that. On one side, it is looking at the costs. Jeff Monson has been looking at market surveys, looking at where we are at, where we have been and where we need to be in order to retain the individuals we have.

Jeff Monson commented that he goes out every year and speaks with different centers in the area and gets information on their pay. In the past few years there have been quite a few departments or Centers that have increased their entry wages. Some have been significant, such as Tooele at 13%. SLC recently increased their wages and their Council has also given them some additional money to help with lateral moves. As a result, we have lost some very good employees. There are a few things that can be done and in doing the wage survey and talking with other Centers that we are not doing which might help. Just throwing money isn't going to help, but we need to streamline services and look at other types of things. Looking at a small adjustment in wages and in a differential we would like to implement, Jeff believes it will help us be more competitive and help maintain those employees that we do have. He put together a chart which is included in the Dropbox. Currently, we pay \$15.19 for new hires. Jeff proposes to raise the entry level position up to \$15.51. This is right in the middle of where a lot of the Centers are paying at this point. In going down through the years of service, we find the 3 – 8 year time period more challenging. These are the employees who are leaving for SLC and making \$3 to \$4 more an hour. We also looked at increasing our top-out range to SLC. SLC currently pays their topped out employees \$23.93 per hour where VECC pays \$23.23. In speaking with the Board of

Operations further on this, it's not the topped out employees that we are losing, and so it was decided to scale back a little bit and not give the topped out an increase at this point. There are approximately 5 employees in the 13 year and up that are not quite topped out and so they would get a bit of an increase. This plan estimate would cost around \$113,900 to fund. Jeff's prior plan cost around \$128,600, but taking the topped out employees out and maintaining where we are currently at, Jeff was able to save a little bit. With these adjustments, Jeff feels it moves VECC a little more in the middle of the market, a little more competitive with those agencies competing against us. John commented that there is 2.5% built into the budget which was adopted and built into the assessments. Utilizing those funds plus some of the funds initially allocated to some of those employees we lost, there is no increase above and beyond what has already been passed for this year. The caveat is for a subsequent year, the increased cost will be built in. Another thing we are working on is when our dispatchers and call takers are staying on the line with callers where nothing is happening and they are on the line for 30 – 45 minutes. We are working on things like this. Mark Reid asked if UPD was still merging with VECC. John said it would be after the CAD is implemented and it would be less than the 17 months. One reason this has been delayed is because in looking at the new CAD coming in, it doesn't make sense to bring people in and run 2 different CADs under the same building, or training one group and then training again after they move over. Carlton Christensen commented that he is supporting of the compensation adjustment but he asked if there were non-compensation items that are being looked at from the employees perspective that make the experience better for them. John said it was very tough but he feels that VECC has some very excellent benefits which extend beyond the compensation and insurance. But those have to be a driving factor in people making a determination as to whether they stay or not. As our workforce is stabilized, that reduces the stress. The calls they are taking are not easy calls in most cases. Reducing the stress is by adequately staffing so that there is some breathing time between the calls themselves. This is one of the goals we are trying to look at is how to make the employees lives better while they are here. We are also trying to streamline the operations, not just adding more employees and money, so that we aren't inefficient in handling the calls.

The other side John wanted to discuss is in shift differentials, which has come up a few different times. VECC has never paid a shift differential. Jeff Monson put together a chart to take a look at. SLC does a shift differential where their graveyard is the highest paid. Our biggest stressors are during the afternoon shift. Beth Todd commented that the difference between swing shift and graveyard shift, graveyards are busy until about 0230 in the morning and then it slows down and they have more time in between calls. Our swing shift worker area on the radios and phones their entire shift and they also have calls in the non-emergency queue holding, waiting for someone to assist them. The stress level for the swing shift employees, which is also the shift we are the shortest on right now, is much higher than it is for the graveyard shift. For John, putting a premium on the swing shift makes sense. Jeff Monson mentioned that he feels this is a good plan that really meets our needs. John asks that the Board consider Resolution T16-06 that incorporates both the shift differential and compensation. Jeff came up with the additional \$.50 and \$0.75 cents by reviewing other dispatch centers that pay the differentials and matching closely with what they offer their employees. John would like the Board to pass the Resolution or give him more direction on more information they wish to see. Solving our problems could be money on one hand, hiring more people and more bodies, but will cost more than streamlining services. John has been looking at this for quite some time, streamlining our processes, keeping people on the line waiting for police and fire to arrive when there is no reason to do it. It requires us to staff at a higher level, which John does not want to do. He has found that officers and dispatcher are texting back and forth, and he doesn't want to staff for this. Jeff also mentioned that right now we are down 11 FTE's and down 19 fully trained employees. If we could get up to 16 more trained people, this will reduce stress. Beth explained that when Jeff talks about the number of people we have versus the number of employees available, the current schedule we have calls for 36 call takers and right now we only have 24 trained. We have a few more that have been hired but they are still in training. We are limited to the number of employees we can hire at the same time due to trainers available. For a period there, we were struggling with getting applicants to come in and when the starting wage was bumped up, the number of applicants increased. We usually have 4 to 5 new employees start every other month. Our training program runs about 3 months long, there is quite a bit of training up front and there are only a handful of individuals that can train the new hires. John said the bottom line is not only VECC but almost every PSAP has the same kind of turnover rate and struggles. We are trying to find the optimal balance between adequate pay and the services we provide and

how those services get us the adequate staffing to get people out the door. Our job has to be done right in order to get the Police, Medical and Fire out the door. This is why it's so important to find that balance.

**Motion –**

**. . . by Mr. Carlton Christensen; to approve the resolution; seconded by Mr. Mark Reid; the motion carried unanimously.**

**NEW BUSINESS ITEMS FOR FUTURE MEETINGS**

There was nothing mentioned to bring to the next meeting

**Roundtable Discussion**

Carlton Christensen asked with the upcoming merge of UPD, if there has been analysis on the space available at VECC along with growth potential. John indicated that he has. When the building was designed, it was designed with an Interlocal agreement that had the Sheriff's dispatch as part of this. We have adequate space to accommodate what is currently at the EOC. We might even have room to expand for other agencies in the valley. Some of those agencies we are reaching out to could be housed here are the U of U, the Airport Authority, UTA, and Granite School District. This has been a possibility from the very beginning as they have discussed the CAD. John put out a document a few months back where he outlined what a District would look like, which included everyone in the valley. John would like to get the CAD project done and in around 10 months, he would like to bring these issues back up. This would change funding as well. John is looking along with Senator Harper into increasing the \$0.61 that is assessed on each phone line. John doesn't believe it's adequate to pay for dispatching services throughout the state. It was established 12 years ago and since then everyone's costs have gone up.

Mr. Randy Fitts mentioned that this would be his last meeting here at VECC. He thinks things have come a long way in the past 13 years and there has been tremendous progress made. He thanked John Morgan for all his service to VECC.

The next meeting will be held on Wednesday, July 20, 2016 at 2:30 p.m.

The meeting adjourned at 3:17 p.m.