



Grand Traverse County 911 Board of Directors  
March 20th, 2025 @ 10:00am  
Commission Chambers, Governmental Center

**AGENDA**

1. Approval of Agenda
2. Approval of Minutes (February 20th, 2025)
3. Director Report
4. Annual Report Presentation
5. Committee Reports
  - a. Technical
    - i. 28 Rescue Talkgroups
  - b. Law Enforcement
  - c. Fire/EMS
    - i. Discussion Pending EMS calls
    - ii. MFR responses
6. Old Business
  - a. Project Alpha Update
  - b. Cybersecurity Recovery
    - a. NCIC
    - b. MSP
  - c. City & County IT Separation
  - d. Dispatch Leadership change process report
7. New Business
  - a. Mental Health Diversion
8. Roundtable
9. Adjournment

## GRAND TRAVERSE COUNTY 911 BOARD OF DIRECTORS

### MEETING MINUTES OF February 20<sup>th</sup>, 2025

#### COMMISSION CHAMBERS – GOVERNMENTAL CENTER

##### PRESENT:

Gregg Bird  
Nick Lemcool  
Brandon Brinks  
Chief Paul Mackin  
Fern Spence

##### AGENCY:

GT County Emergency Management  
East Bay Ambulance  
GT County Sheriff's Department  
GT Metro Emergency Services  
GT County Board of Commissioners

##### ABSENT:

Jason Torrey  
Andy Down  
Adam Gray  
Chief Jim Tuller  
Roger Craig

GT 911/Central Dispatch  
Long Lake Township Emergency Services  
Traverse City Police Department  
Traverse City Fire Department  
Michigan State Police

##### OTHERS IN ATTENDANCE:

Corey LeCureux  
Chris Wilkes  
Joshua Way  
Tony Posey  
Daryl Case  
Bill Parker

GT 911/Central Dispatch  
GT County Emergency Management  
GT 911/Central Dispatch  
GT Metro Emergency Services  
Green Lake Township Emergency Services  
Blair Township Emergency Services

#### CALL TO ORDER

Meeting was called to order at 10:01 am. A quorum was present.

#### APPROVAL OF AGENDA:

Motion by Down. Support by Lemcool. Motion passed.

## **APPROVAL OF MINUTES:**

Motion by Mackin. Support by Brinks. Motion passed.

## **DIRECTORS REPORT:**

### **Staffing Update:**

- Staffing has stabilized after recent challenges.
- Three trainees in progress, one recently graduated.

### **Community Engagement & Training:**

- Participation in **VASA event (Feb 8-9)** and **Downtown Recess** for public outreach.
- Upcoming **NMC Career Fair (March 6)** for recruitment.
- Hosting **EMD Training & Refreshers** for staff.
- Staff attending **911 Homicide Call Analysis** training.
- Presentation at **Michigan Interoperability Conference** in early March.

### **Project & Technology Updates:**

- **New 911 Phone System:** Researching replacements for outdated system.
- **Radio Console Issues:** Current system (Motorola 7500E) is unsupported. Seeking solutions, including surplus units.
- **CMH Partnership:** Working with Sheriff's Office to reinstate in-house mental health clinician.
- **CAD Outages:**
  - **Unplanned CAD outage on Feb 19** due to county network failure.
  - **Planned CAD outage on Feb 25 (7:00-10:00 PM)** for network upgrades. Concerns raised over timing and contingency plans.

### **SMART 911 Renewal & Promotion:**

- Renewal approved for another year.
- Planned outreach to increase participation.

## **SUBCOMMITTEE REPORTS:**

### **Technical**

- Reviewing radio equipment replacement options.
- Discussing encryption and long-term equipment support with Motorola.

## Law Enforcement

- **CCH (Criminal History Check) Storage Issues:** Investigating CAD as a secure storage solution with CJIS compliance.

## Fire and EMS

- Drafting **policy for pending non-emergent EMS calls** to licensed facilities.
- Proposal to be reviewed at March Chief's meeting, with expected board approval in April.

## OLD BUSINESS:

- Project Alpha (New ECC/EOC Facility):
  - Negotiations ongoing due to space reduction requests.
  - Construction timeline delayed to **late August/early September 2025**, with occupancy projected for **Spring 2027**.
- Cybersecurity Recovery:
  - NCIC Integration Issues:
    - Officers still lack CAD access to NCIC (warrants, license plates, etc.).
    - Requests are reaching the system but not returning results.
  - MSP CAD Access:
    - MSP remains disconnected from CAD due to cloud-based system challenges.
  - Transition to Full GovCloud:
  - Move scheduled for March to restore CAD WebViewer and full reporting functions.
- City & County IT Separation:
  - City is moving forward with its own LEIN server and Multi-Bridge system.
  - Dispatch will no longer maintain TCPD LEIN records once separation is completed.
  - Separation completion expected within 90 days.

## NEW BUSINESS:

- Dispatch Leadership Changes:
  - Director Jason retires April 1st after 27 years.
  - Interim leadership team (Corey, Jway, and Nick) handling duties.
  - Heavy workload due to transition; non-critical projects on hold.

## ROUND TABLE:

- Concerns raised over lack of redundancy in the county network for emergency communications.
- Discussion on backup ISP options and EOC as an alternate site during outages.
- Commissioner Spence to attend a sit-along on February 27 to learn about 911 operations.

Meeting adjourned 10:49 AM

Grand Traverse Central  
Dispatch

# ANNUAL REPORT

2024

March 2025



GRAND TRAVERSE COUNTY





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# Director's Letter

2024 revolved around team perseverance! On the heels of the year in 2023, when we faced a staffing crisis, the team started 2024 by continuing to dig out of that situation through dedication to each other, the mission, and training new Emergency Telecommunicators. We were able to recruit, hire, and retain quality employees, who have contributed significantly, and in an expedited fashion. This is a positive testament of the improvement applied to the hiring process and the Communications Training Officer program.

In June 2024, our staff, along with the entire Grand Traverse County team, experienced an event like no other. As the victim of a ransomware attack, our core critical systems that support the 911 center were compromised. This was the most untimely of circumstances, as our busiest season was upon us, and the National Cherry Festival was just a few weeks away. Having conducted a tabletop exercise of the Continuity of Operations Plan (COOP) just days before, we were quick to enact back up processes to maintain a basic level of functionality. But, as any good laid out plan will teach you, there is always room for improvement. Although we were still able to receive 911 calls and communicate with first responders on the radio, the tools that provide the efficiencies to the process were gone. Lessons were learned, and new back up procedures were developed, on the fly and at the determination and commitment of the 911 center team to make them work. They improvised and leveraged resources both locally and statewide to improve upon the COOP to ease the burdens of the ransomware attack. The team responded well to sudden changes in the work environment, but deserve a huge pat on the back for their positive spirit as we worked through this challenging situation.

As we look forward, we are energized by what the future holds. Project ALPHA, a new facility for a joint Emergency Communications Center/Emergency Operations Center has concluded in the design phase and is moving toward groundbreaking in late summer of 2025. This badly needed space improvement will lay the foundation for a hardened, secure, and survivable operation well into the future. The introduction of Artificial Intelligence (AI) into public safety spaces has also caught our eye. Emergency Telecommunicators will always be the heartbeat of the operation, but leveraging AI for some things such as Quality Assurance and non-emergency tasks will provide that extra layer of efficiency that will allow them to continue their focus on emergency calls and resource management.

Finally, I proudly applaud our entire team for their effort and dedication to our mission. They are the very first first responder, always keeping a calm voice while managing resources, and providing critical life saving instructions. They are that voice on the other end of the radio and phone 24/7, when our community and first responders need us most. All and any of our success belongs to their professional approach to this very important calling.

**Jason Torrey, 911 Director**

2024

## Total Calls

Combined number of calls handled.

**114,442**

## Non Emergent Calls

Administrative calls incoming.

**74,930**

## 911 Emergency Calls

Administrative calls incoming.

**39,512**

# ANNUAL EVENTS

## TOTAL CAD EVENTS

**91,977**



### Law Enforcement Events

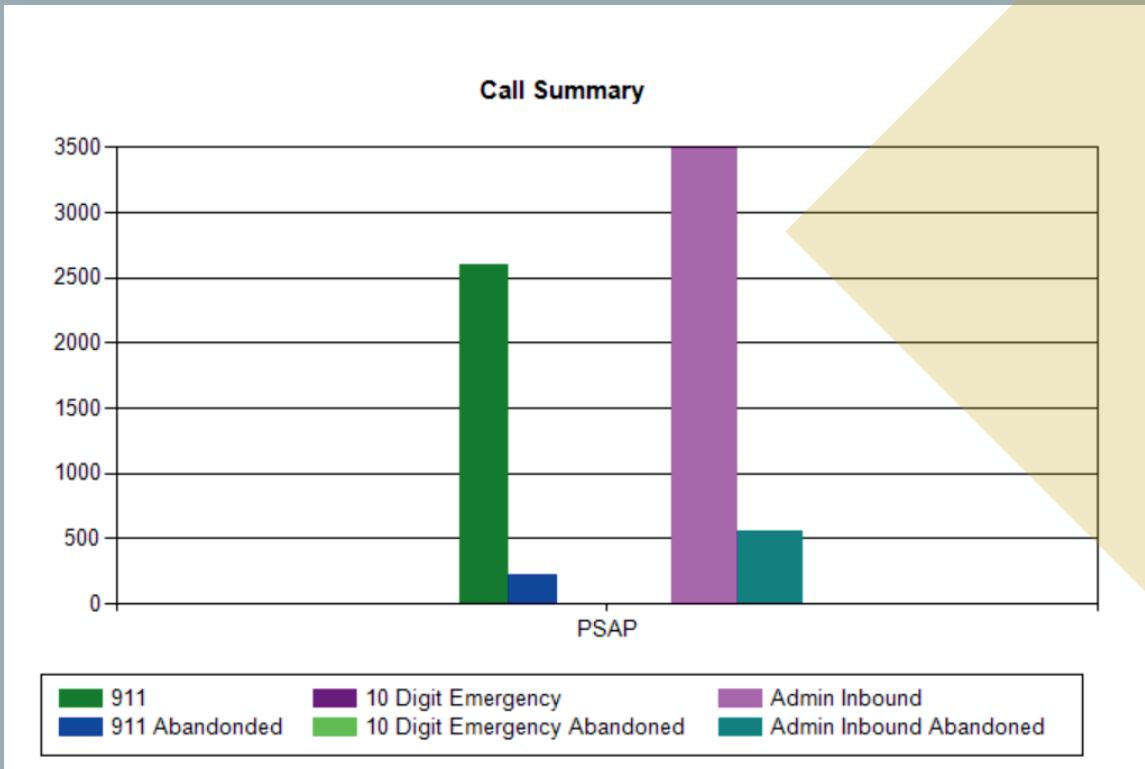
55,541



### Fire and EMS Events

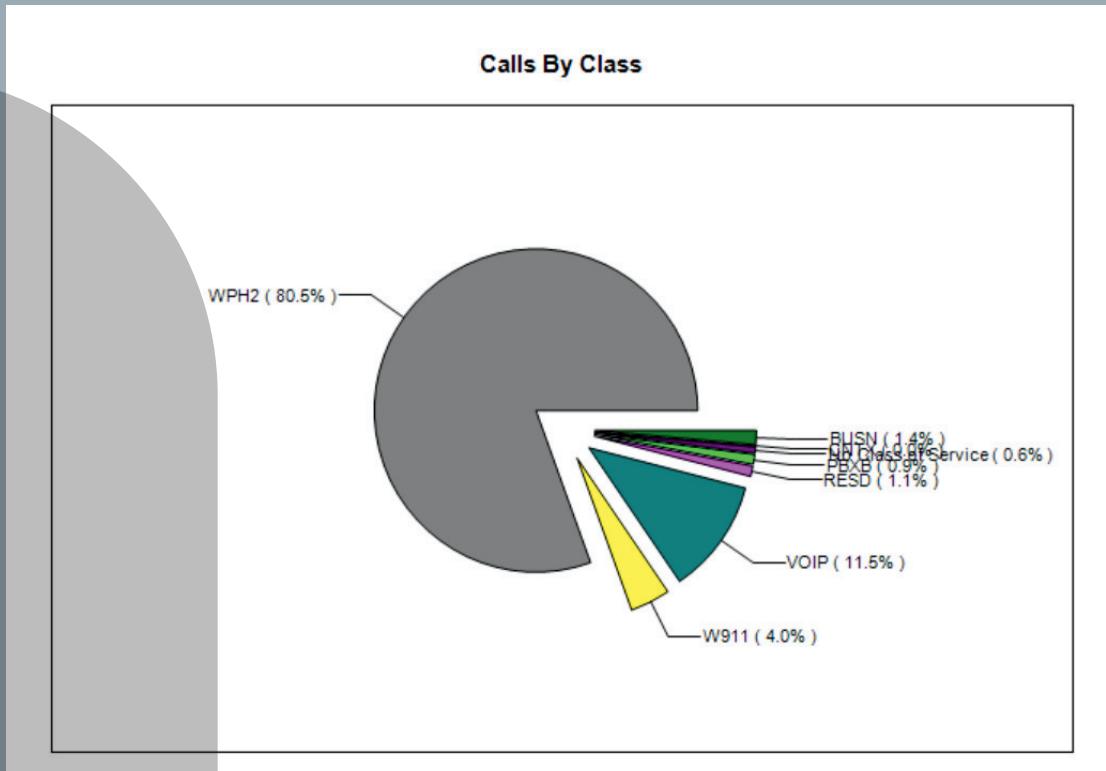
23,490





**2024** Continued a trend of callers moving away from traditional landlines and toward wireless and internet based technologies. Wireless calls continue to be the overwhelming majority of 911 calls.

Overall call volume was down for the year. It is believed that this is due to a noticeable decline in abandoned calls and accidental dials. In 2024, major carriers and mobile software designers curtailed the tools and apps that are standard in most cell phones that automatically call 911. With this curtailment, Central Dispatch saw a noticeable reduction in such calls.



# Measuring Progress



2024 was a year of continued progress for Central Dispatch staff in objective metrics. These accomplishments are a testament to the dedicated professionals that comprise the great team at Central Dispatch.

| Key Indicator                          | Activity / Project  | Data / Outcome  |
|--|---|---|
| Quality Assurance                      | Dispatch leadership reignited dormant QA system                       | <ul style="list-style-type: none"><li>Supervisors completed 170 QAs in 2024</li><li>97.28% of QAs were compliant</li></ul>  |
| Reform Communications Training Program | Certifying new emergency telecommunicators is a struggle nationwide   | <ul style="list-style-type: none"><li>Since changes in 2023, Central Dispatch has certified 87% of new hires</li><li>National avg - 30%</li></ul>                   |
| Call Taking                            | National Standards for speed of calltaking are exceeded by GTCD staff | <ul style="list-style-type: none"><li>NENA standards: 80% of calls answered within 15 secs</li><li>GTCD answers <b>90%</b> of calls within <b>10</b> secs</li></ul> |

# Projects Brief

GRAND TRAVERSE COUNTY



## Project Overview:

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2024 was a year fraught with challenges. Despite the challenges, the mission remains. Central Dispatch performed superbly despite the technological setbacks and difficult circumstances. Moving forward, Central Dispatch continues to recover from the events of 2024, and also faces acute needs for our agency's future.

### Project Alpha

- Currently in design phase. Estimates and budgetary impact analysis pending.
- Working with vendors and MPSCS to plan on radio communication equipment and infrastructure.
- Conversations ongoing for IT needs, AV needs, and network connectivity.
- Significant challenges with water and sewer connection.

### Portable Radio Replacement

- APX 6000 AN series are reaching end of life.
- Replacement radios will be BN series, but this is a temp solution.
- Encryption requirements for law enforcement will necessitate a new generation of portable radios.
- Enhance brand reputation and awareness as a leader in sustainability.

### Radio Console Replacement

- Motorola MCC7500, no longer sold. New consoles will be needed in new ECC. Looking for solutions.
- Possible used consoles available at a local private agency. Temp solution.

### CAD Recovery

- NCIC integration recovery
- MSP CAD integration recovery
- CAD Web Viewer (Quarantine Migration)

### CPE/911 System RFP

- Current Viper system is not sufficient.
- Attending demos and gathering budgetary quotes.
- Planning on issuing RFP.

# Superior Service Award



## Rudy Rakan

Rudy utilizes his experience in public safety to bring excellent services to our stakeholders. He is also a CTO and Peer Support.

## 1st Quarter

## J Way

Josh Way was recognized for his contributions during the aftermath of the cyberattack. His efforts ensured the agency's operation proceeded through this difficult time.

## 2nd Quarter

## Aaron Wright

Aaron serves as a day shift emergency telecommunicator. He utilizes excellent communication skills in interacting with the public and his teammates.

## 3rd Quarter

## Stephanie Ostrom

Stephanie is a night shift emergency telecommunicator and a CTO. She brings experience with two other 911 centers. She also led the agency in volunteer OT for the year.

## 4th Quarter

# Financial Summary

## FINANCIAL STANDING FOR 2024

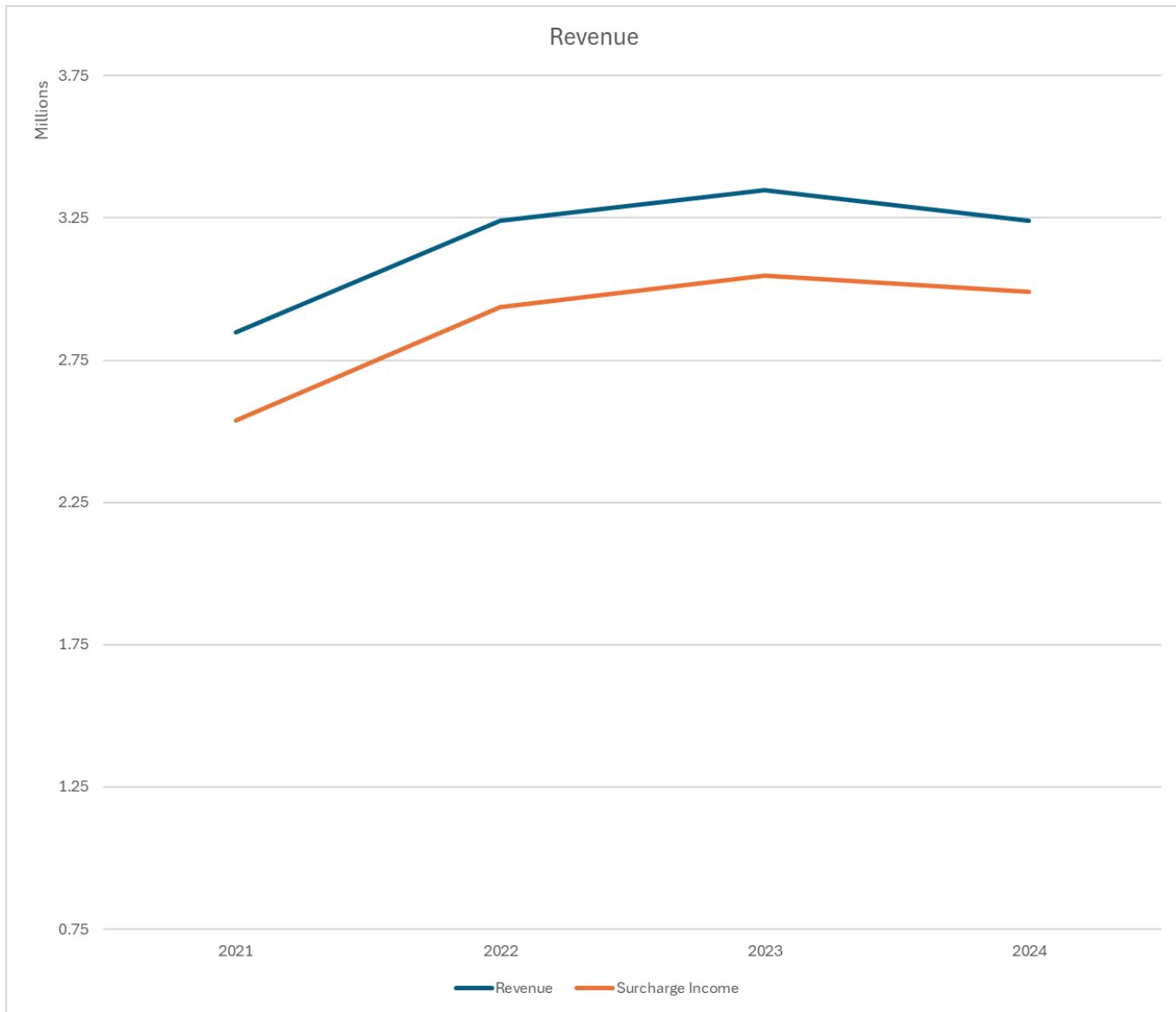
**\$3,241,398**

TOTAL REVENUE

**\$2,990,019**

SURCHARGE REVENUE

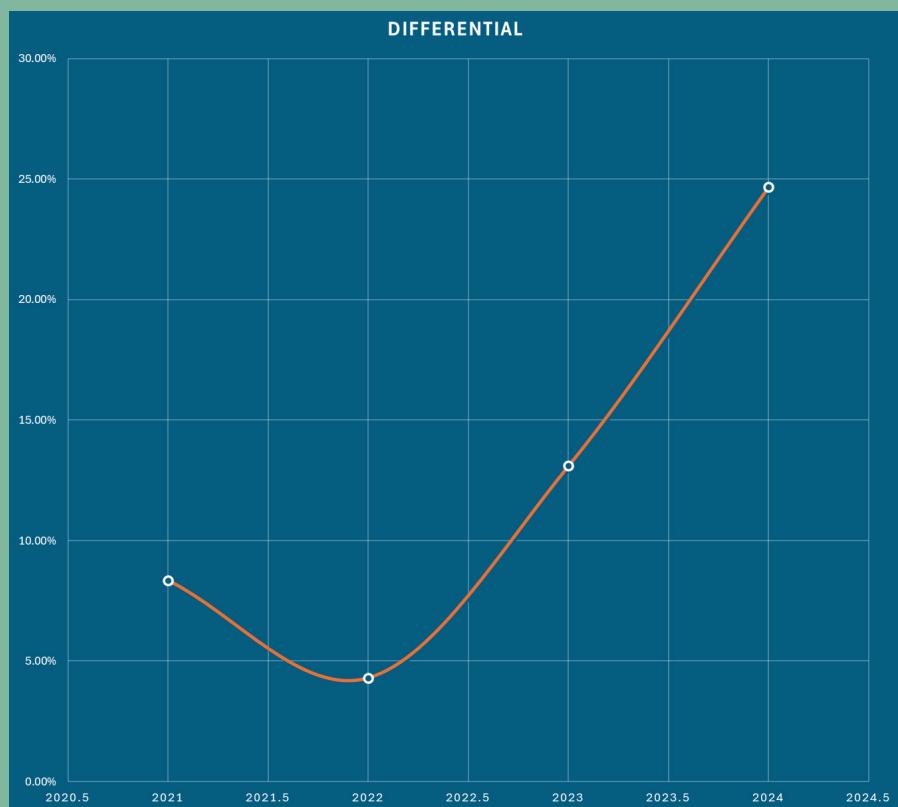
## BREAKDOWN



## Expenditure vs Revenue

In 2024, Central Dispatch administration continued its commitment to controlled spending and expenditures. Through disciplined cost cutting, and the expiration of major project costs, surcharge revenue outpaced spending.

Disciplined spending practices, and outperforming budget projects creates a differential between revenues and expenditures. This differential becomes strategic revenue for long term project investments.





# 27 Years of Service

Director Jason Torrey announced his retirement and his last day will be April 1st, 2025. Mr. Torrey retains an institutional knowledge and a firm leadership style that will be acutely missed by the Dispatch Team.

Jason's first day with Grand Traverse County was June 24th, 1997. He came to GT County after serving in the US Marine Corps. Early on in his career, he was appointed a shift supervisor, and later served as Deputy Director and Acting 911 Director. In 2015, he was appointed 911 Director.

The Central Dispatch team is grateful to Jason for 27 years of faithful service to his teammates, our first responders, and to the citizens of Grand Traverse County. Jason will be moving on to a new industry and new opportunities. We wish him all the best, and recognize an incredible career.



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GRAND TRAVERSE COUNTY



2024

ANNUAL  
REPORT