2022

JEFFCOM 911

JEFFERSON COUNTY COMMUNICATIONS CENTER AUTHORITY

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FROM THE EXECUTIVE DIRECTOR

Jeffcom has achieved five years of emergency dispatch services and operations for the citizens of Jefferson County. The vision of a regional communication center was created from early discussions by many of the leaders throughout Jefferson County in 2015. Over the next few years, through extensive planning and development, Jeffcom went live with operations in March 2018. Jeffcom provides quality emergency dispatch services to 24 agencies, fire, law, and EMS throughout Jefferson County. Over the past five years, the original plan and vision has gone through numerous renditions, and in many cases has adapted with community and agency needs and advances in technology along the way. This has allowed Jeffcom to develop and grow into one of the larger premier Emergency Communications Centers (ECCs) in the country!

Currently, Jeffcom is the second largest ECC in the State of Colorado and our service area is very diverse, encompassing urban, suburban, and rural mountainous terrain. This presents a wide spectrum of challenges for public safety operations. Jeffcom entered 2022 with the same challenges that ECCs across the nation were encountering, such as staffing shortages, increased call volume, disparate systems creating barriers between adjacent jurisdictions, increased expectations from the community, greater cyber threats and need for improved systems resiliency, and overall increases in severity of both crime and fire events. To address the shifting environment, Jeffcom has leaned into leveraging technology to revolutionize emergency communications for the betterment of our employees and enhancing the citizen experience to meet the demands of today.

Key technology initiatives Jeffcom has undertaken and evaluating further will have impact throughout our service area to both citizens and first responders. Many of those current and future technology programs will be addressed throughout this report.

From inception, Jeffcom has adapted through initial planning models to addressing industry changes, all the while faced with working through and overcoming the impacts the pandemic presented the last three years. These years have been challenging, but also very rewarding. We have a very strong professional staff that continues to work diligently to provide the best service possible. We were faced with staffing challenges that most agencies in the first responder industry experienced. We know that our culture continues to develop, and we must remain steadfast as transformation throughout the organization takes place. For Jeffcom, this is a long-term commitment. We will continue to invest in our staff at all levels. We must support their physical and mental wellness, providing room for professional growth. Celebrating and recognizing the many outstanding achievements of employees. It is imperative we continue to open the lines of communication and provide tools and training necessary for their jobs. We will continue to evaluate our culture organizationally through ongoing assessments. Evaluation of our recruiting, hiring, retention and training standards to meet the changing times will keep Jeffcom at the forefront of opportunity.

As Jeffcom continues to explore new ways to leverage technology, we will advance the way we evaluate our data related to call taking abilities, processing efforts, and overall service response to our customers. Collecting and leveraging data from various internal and external systems will provide insights and context to information that can drive awareness, advancements and possible changes in how we conduct day-to-day business within the center. We are excited and committed to being an industry leader for ECCs across the nation.

I would be remiss if I failed to recognize our fellow first responders. As we move into 2023, we must reflect and remain mindful of the first responders that have made the ultimate sacrifice keeping communities safe throughout America. In 2022, our local community experienced the tragic loss of Officer Dillon Vakoff with the Arvada Police Department. We celebrate the life of Officer Vakoff and his many contributions to the citizens of Arvada. His heroic actions saved the lives of others, and we shall never forget. We keep all first responders in our thoughts and prayers.

Jeff Streeter
Executive Director | Jeffcom 911

MISSION

Jeffcom is the lifeline between our community and emergency services.

VISION

To be the leader in emergency communications by providing excellence in service to our community, responders, and employees.
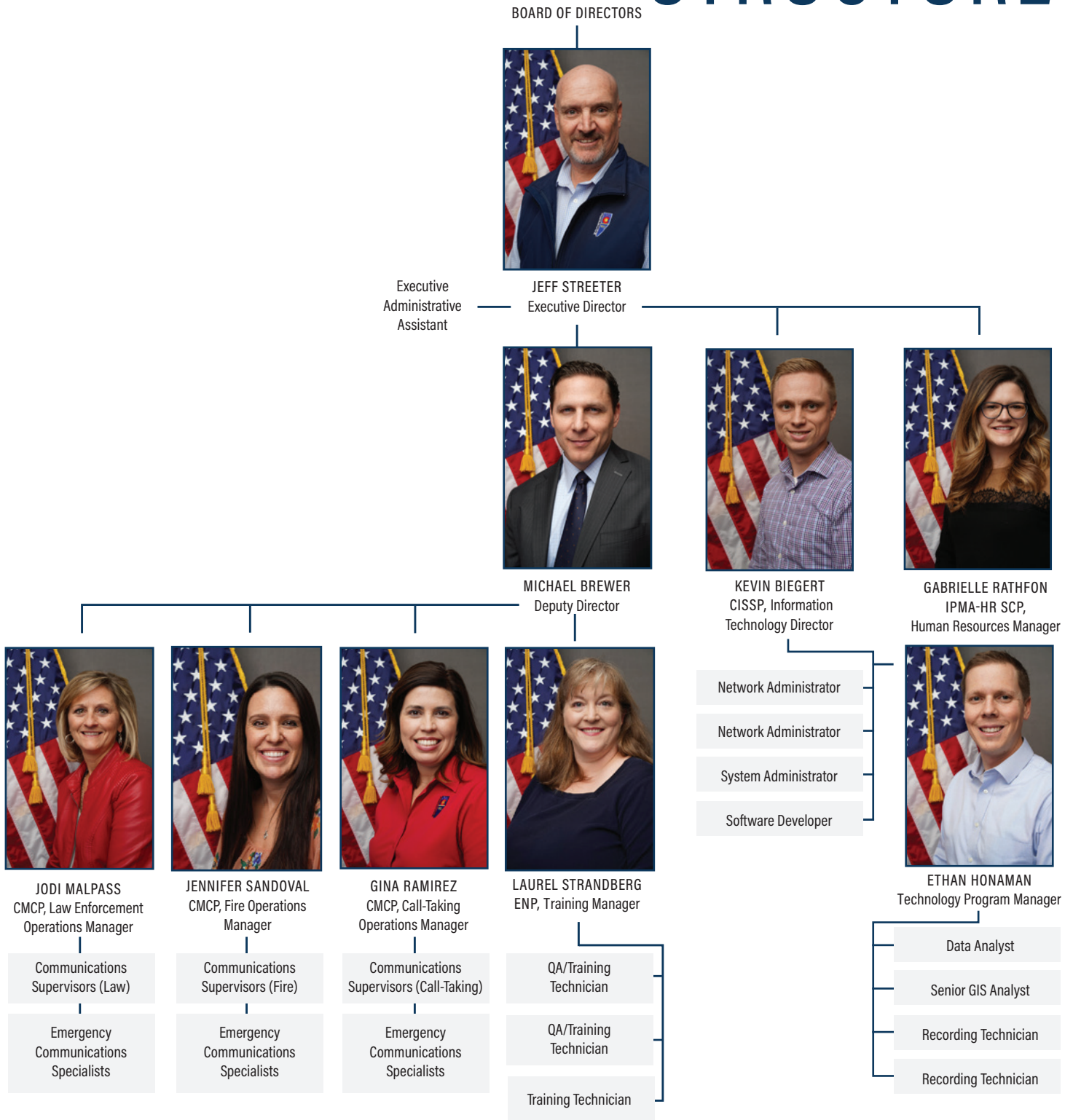
STRATEGY

Deliver superior (Tier 1) operational execution. Build diverse teams, strong leadership, and sustainable expertise at every level. Lead the Jefferson County emergency service brand through partnership and community relations.

ETHICS

As an Emergency Communications Specialist, I regard myself as a member of an important and honorable profession. I will recognize that I am a public servant with a duty to serve. I will obey all laws and regulations and avoid any conduct unbecoming of my profession. I will contribute to our agency culture and respect our Core Values. I will establish and maintain honorable relationships with those who rely on our professional skills and judgment. I will give the most efficient and impartial service of which I am capable of at all times.

ETHICS INNOVATION
ENCOURAGEMENT
Professionalism

2022 ORGANIZATIONAL
STRUCTURE

BOARD OF DIRECTORS

JEFF STREETER
Executive Director

Executive Administrative Assistant

MICHAEL BREWER
Deputy Director

KEVIN BIEGERT
CISSP, Information Technology Director

GABRIELLE RATHFON
IPMA-HR SCP, Human Resources Manager

Network Administrator

Network Administrator

System Administrator

Software Developer

JODI MALPASS
CMCP, Law Enforcement Operations Manager

Communications Supervisors (Law)

Emergency Communications Specialists

JENNIFER SANDOVAL
CMCP, Fire Operations Manager

Communications Supervisors (Fire)

Emergency Communications Specialists

GINA RAMIREZ
CMCP, Call-Taking Operations Manager

Communications Supervisors (Call-Taking)

Emergency Communications Specialists

LAUREL STRANDBERG
ENP, Training Manager

QA/Training Technician

QA/Training Technician

Training Technician

ETHAN HONAMAN
Technology Program Manager

Data Analyst

Senior GIS Analyst

Recording Technician

Recording Technician

AGENCY
PARTNERSHIPS

Member Agencies

Arvada Police

Arvada Fire

City of Golden Police & Fire

Jefferson County Sheriff's Office

Lakewood Police

Evergreen Fire

West Metro Fire

Wheat Ridge Police

User Agencies

Colorado School of Mines Police

Edgewater Police

Elk Creek Fire

Fairmount Fire

Foothills Fire

Genesee Fire

Golden Gate Fire

Highland Rescue Team

Indian Hills Fire

Inter-Canyon Fire

Lakeside Police

North Fork Fire

Morrison Police

Mountain View Police

Pleasant View Fire

The Jefferson County Communications Center Authority's governing board is comprised of eight representatives, one from each member agency as defined in the intergovernmental agreement.

2022
BOARD OF DIRECTORS

President - Sheriff Jeffrey Shrader
Jefferson County Sheriff's Office

Vice President - Fire Chief Don Lombardi
West Metro Fire

Secretary/Treasurer - Fire Chief Mike Weege
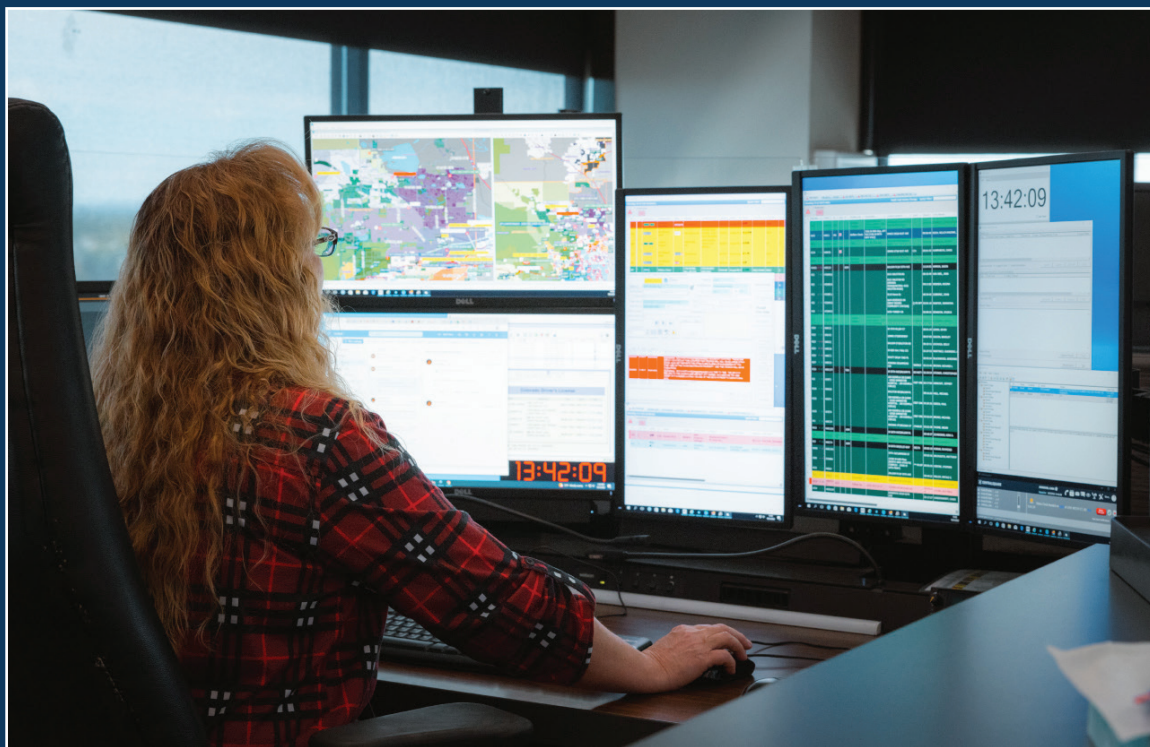Evergreen Fire Rescue

Member - Chief Joe Harvey
City of Golden Police and Fire

Member - Chief Chris Murtha
Wheat Ridge Police Department

Member - Acting Chief Edward Brady
Arvada Police Department

Member - Acting Chief Ed Loar
Lakewood Police Department

Member - Fire Chief Mike Piper
Arvada Fire Rescue

2022 TOTAL INCOMING CALLS 681,278

Total 911 Calls	Total Non-Emergency Calls	Total Outgoing Calls
241,887	**439,391**	**194,547**
Average 911 Calls Per Day	Average Non-Emergency Calls Per Day	Average Outgoing Calls Per Day
663	**1,204**	**533**
Average 911 Calls Per Month	Average Non-Emergency Calls Per Month	Average Outgoing Calls Per Month
20,157	**36,616**	**16,212**

Text-to-911 **1,014**   Admin Call Bot **15,102**

Incoming Call Volume

	January	February	March	April	May	June	July	August	September	October	November	December
Admin	33.9k	32.2k	36.4k	37.2k	40.8k	42.1k	43.5k	39.6k	37.6k	35.4k	32.0k	28.7k
911	20.1k	17.6k	19.3k	19.8k	20.9k	20.7k	23.1k	21.1k	20.5k	19.1k	18.5k	21.3k

— 911 — Admin
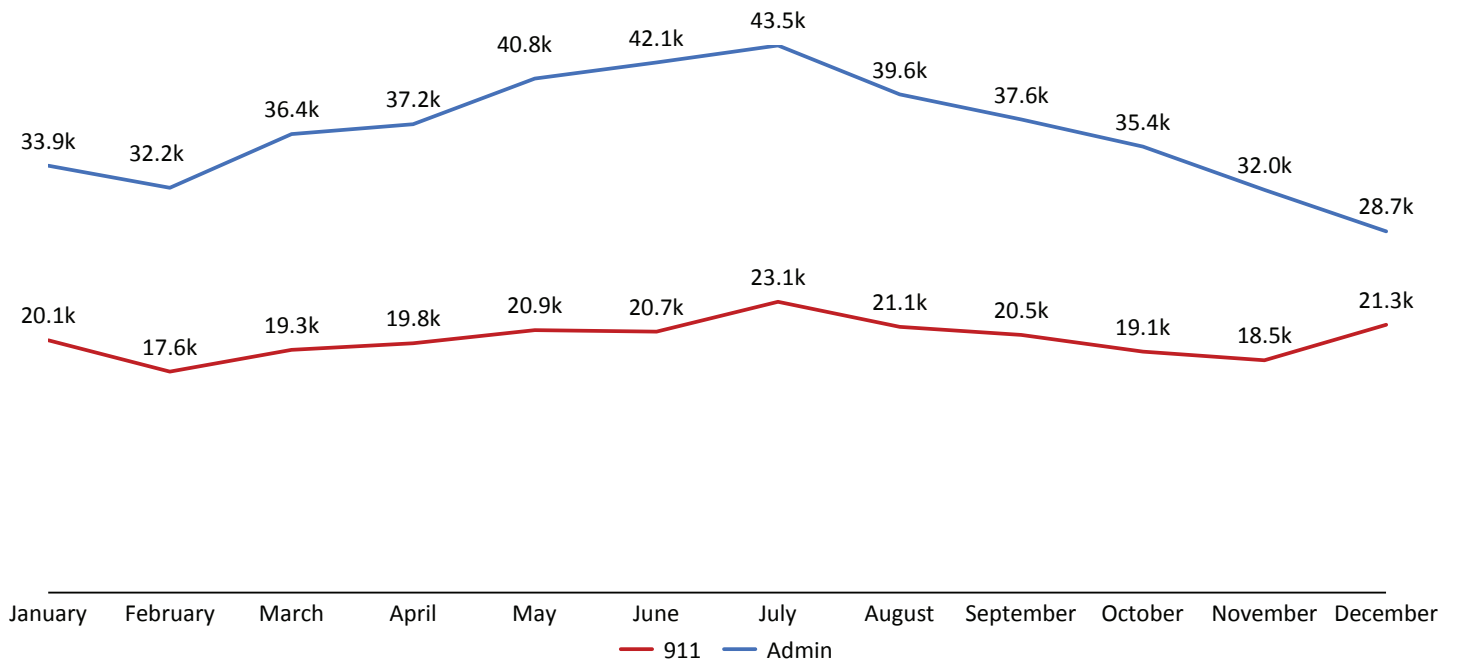
Similar to prior years, call volume peaked during summer months.

Source of Calls Received

- VoIP 7%
- Landline 6%
- Wireless 87%
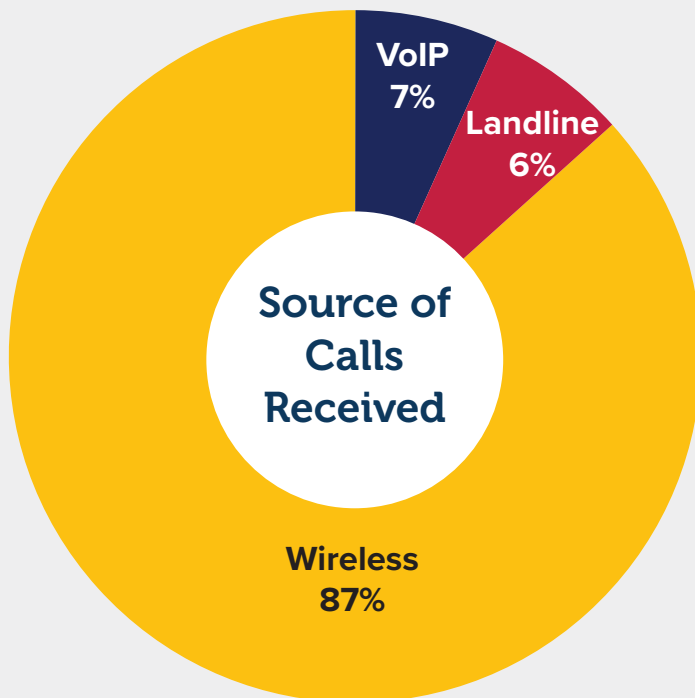
The number of emergency calls placed from a wireless phone remained steady from last year.

Jeffcom provides dispatch services to 14 fire and emergency medical agencies that serve the urban, suburban, rural, and mountainous areas of Jefferson County. Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD) calls make up 15.2% of Jeffcom's total call volume. Fire dispatchers use their extensive training to dispatch the appropriate equipment, monitor radio communications, and ensure efficient communication across multiple jurisdictions. Dispatchers are furnished with cutting-edge technologies and mapping solutions to enhance decision-making and deliver exceptional service to the people of Jefferson County.
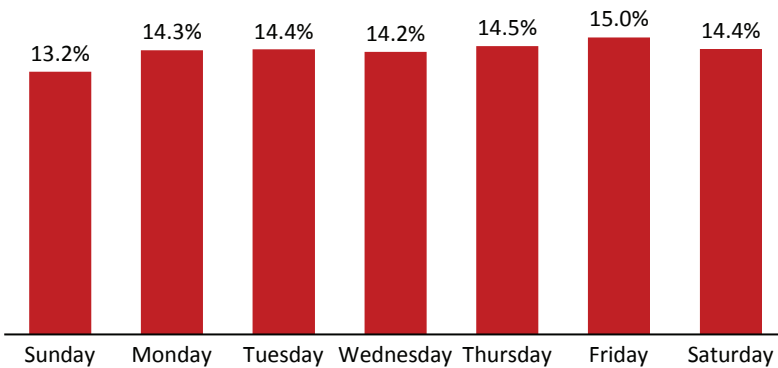
Total Fire Calls Taken, Processed, and Dispatched	Average Monthly Fire Calls Taken, Processed, and Dispatched	Average Daily Fire Calls Taken, Processed, and Dispatched
63,937	5,328	175

Call Volume Per Day of Week

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
13.2%	14.3%	14.4%	14.2%	14.5%	15.0%	14.4%

TOP FIRE CALL TYPES

8,909 SICK PERSON
13.9% of Fire Calls

8,252 FALLS
12.9% of Fire Calls

5,094 ALARMS
8.0% of Fire Calls

Fire Agency	Totals	% of Fire Calls
West Metro Fire	37,950	59.4%
Arvada Fire	15,916	24.9%
Golden Fire	2,851	4.5%
Evergreen Fire	2,334	3.7%
Elk Creek Fire	1,190	1.9%
Fairmount Fire	878	1.4%
Highland Rescue	776	1.2%
Pleasant View Fire	610	1.0%
Foothills Fire	529	0.8%
Inter-Canyon Fire	357	0.6%
Genesee Fire	195	0.3%
Indian Hills Fire	150	0.2%
North Fork Fire	129	0.2%
Golden Gate Fire	72	0.1%

Fire Calls Per Time of Day

Time	%
00:00–01:00	2.6%
01:00–02:00	2.2%
02:00–03:00	2.0%
03:00–04:00	1.9%
04:00–05:00	1.9%
05:00–06:00	2.0%
06:00–07:00	2.5%
07:00–08:00	3.5%
08:00–09:00	4.4%
09:00–10:00	5.3%
10:00–11:00	5.5%
11:00–12:00	5.7%
12:00–13:00	5.8%
13:00–14:00	5.6%
14:00–15:00	5.6%
15:00–16:00	5.7%
16:00–17:00	5.7%
17:00–18:00	5.7%
18:00–19:00	5.6%
19:00–20:00	5.1%
20:00–21:00	4.7%
21:00–22:00	4.1%
22:00–23:00	3.7%
23:00–24:00	3.2%

Dispatched Priority Calls

P1 1.9%

P3-6 38.1%

P2 60.0%
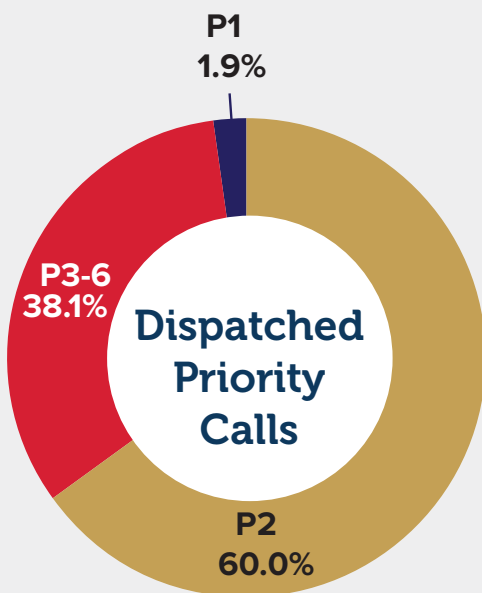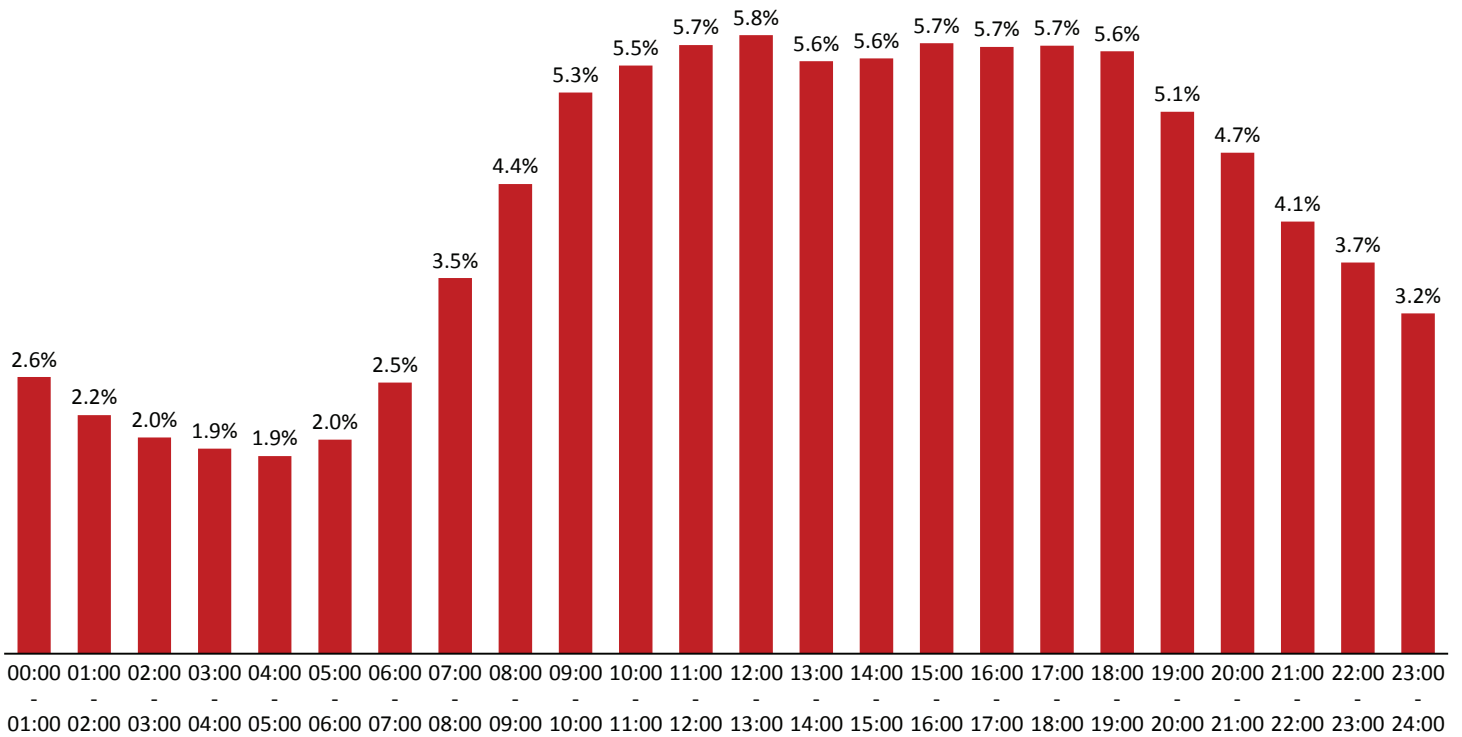
Priority 1 and 2 calls are typically severe enough to warrant an emergent response. All other priorities typically result in a routine response from field crews.

Jeffcom is responsible for dispatching services for 10 different law enforcement agencies within Jefferson County. Law-related calls constitute the majority of Jeffcom's total call volume, accounting for 84.8%. Dispatchers working for Jeffcom must possess exceptional communication skills, be able to multitask and operate effectively under pressure, and demonstrate strong problem-solving abilities. Additionally, a successful dispatcher must remain composed and level-headed during high-stress situations and possess a solid understanding of geography and direction.
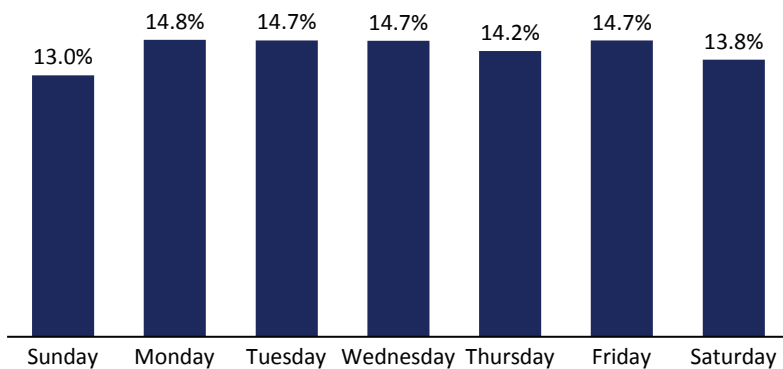
Total Law Calls Taken, Processed, and Dispatched	Average Monthly Law Calls Taken, Processed, and Dispatched	Average Daily Law Calls Taken, Processed, and Dispatched
197,395	**16,450**	**541**

Call Volume Per Day of Week

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
13.0%	14.8%	14.7%	14.7%	14.2%	14.7%	13.8%

TOP LAW CALL TYPES

15,344 WELFARE CHECK
7.8% of Law Calls

13,616 FOLLOW UP
6.9% of Law Calls

13,390 UNWANTED PARTY
6.8% of Law Calls

Law Agency	Totals	% of Law Calls
Lakewood PD	77,652	39.3%
Arvada PD	41,255	20.9%
Jeffco Sheriff	39,682	20.1%
Wheat Ridge PD	23,378	11.8%
Golden PD	8,436	4.3%
Edgewater PD	4,627	2.3%
Lakeside PD	1,237	0.6%
Morrison PD	422	0.2%
Mountain View PD	374	0.2%
Colorado School of Mines PD	332	0.2%

Law Calls Per Time of Day

Time	%
00:00–01:00	2.6%
01:00–02:00	2.1%
02:00–03:00	1.8%
03:00–04:00	1.5%
04:00–05:00	1.3%
05:00–06:00	1.4%
06:00–07:00	2.2%
07:00–08:00	3.4%
08:00–09:00	4.8%
09:00–10:00	5.3%
10:00–11:00	5.6%
11:00–12:00	5.8%
12:00–13:00	5.9%
13:00–14:00	5.7%
14:00–15:00	6.0%
15:00–16:00	6.0%
16:00–17:00	6.4%
17:00–18:00	5.8%
18:00–19:00	5.3%
19:00–20:00	4.8%
20:00–21:00	4.6%
21:00–22:00	4.3%
22:00–23:00	4.1%
23:00–24:00	3.2%

Dispatched Priority Calls

- P1 8.0%
- P2 30.9%
- P3 29.6%
- P4 7.1%
- P5 18.6%
- P6 5.6%
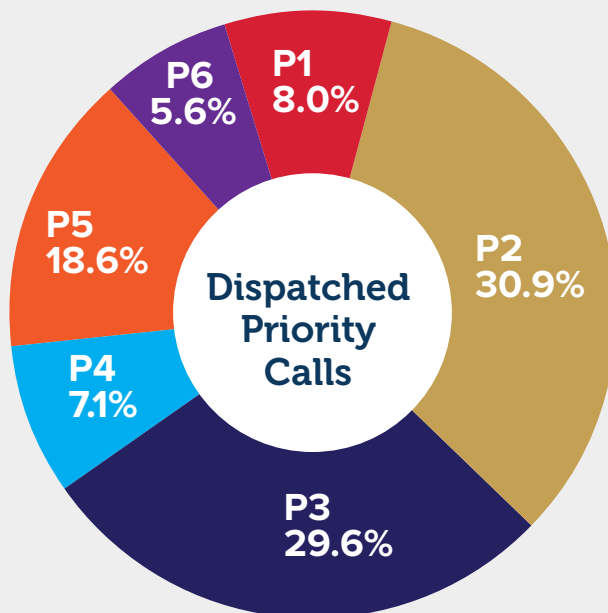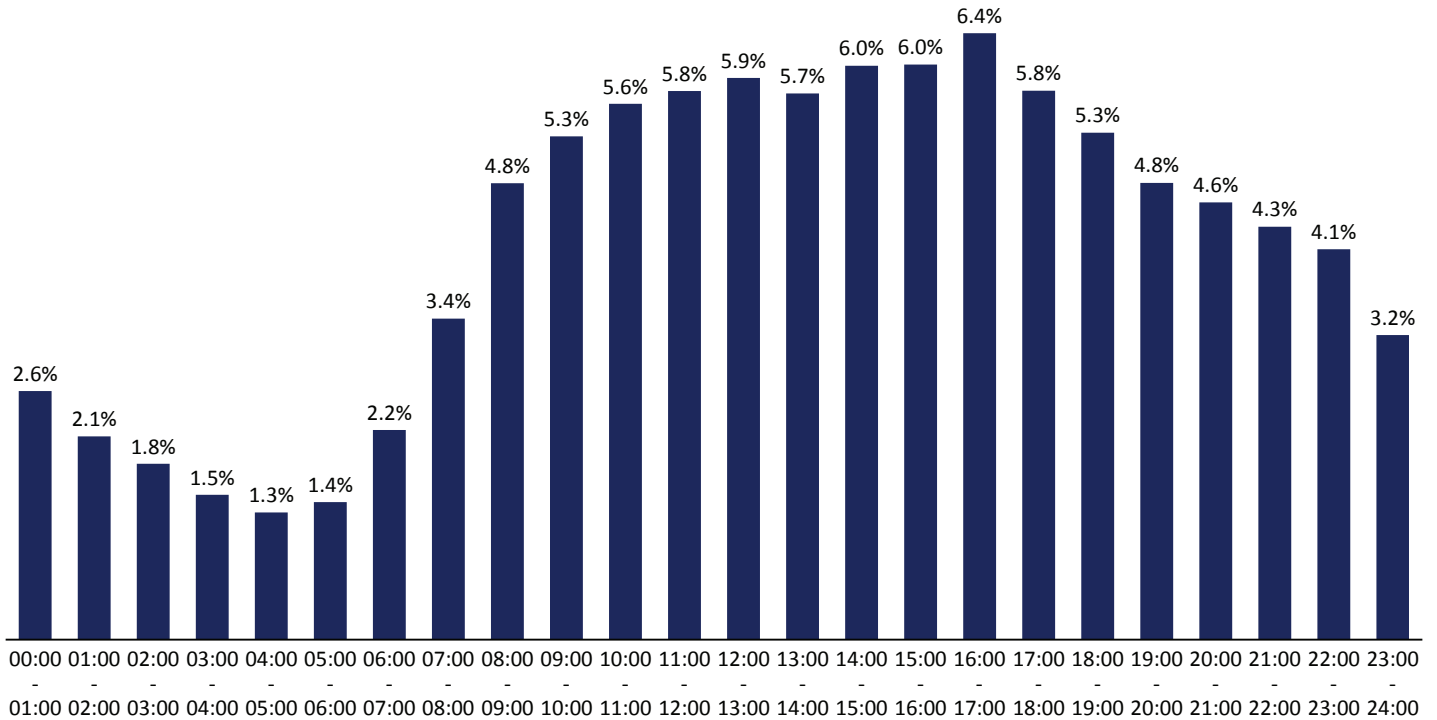
P1 calls are those which are in progress whereas P2 calls have usually just occurred. The majority of calls for service are classified as P3 meaning they are "cold" in nature.

» DOMESTIC INVOLVED SHOOTING

September 11, 2022

On September 11th, officers were responding to a domestic incident when a man opened fire injuring a woman and killing Arvada officer Dillon Vakoff. The shooter has been arrested and charged 11 counts including first-degree murder with extreme indifference, criminal attempt to commit murder in the first degree, possession of a weapon by a previous offender, and child abuse. 42 personnel recorded 739 comments on this call with a response of 135 vehicles. Our hearts are with Officer Vakoff's family and with the Arvada Police Department.

» TIFFANY SQUARE APARTMENT FIRE

October 31, 2022

The Tiffany Square Apartment building caught fire in the early morning of October 31, 2022. 617 comments were recorded for the incident (the most fire comments for the quarter) by 31 personnel, with 69 fire and law vehicles responding. 10 residents were injured in the fire. Tragically, two lives were lost. Two juveniles have been charged with first-degree murder and first-degree arson.

» FOURTH OF JULY AND FIREWORKS HOTLINE

3,469 Total Incoming Calls

Jeffcom activated a unique ten digit calling number dedicated to a "Fireworks Hotline". This hotline rang to the activated Jeffcom backup center where 8 personnel answered 1,398 calls between July 2 and July 4, from 18:30-00:30. This was an increase of 67 from the previous year. The top Emergency Communication Specialist answered 125 calls on July 4th. This successful program reduced fireworks calls on 911 lines for the second year in a row, allowing 911 calls to continue to be answered in a timely manner.

Calls Received on July 4th

— Average Call Volume   ■ July 4, 2022
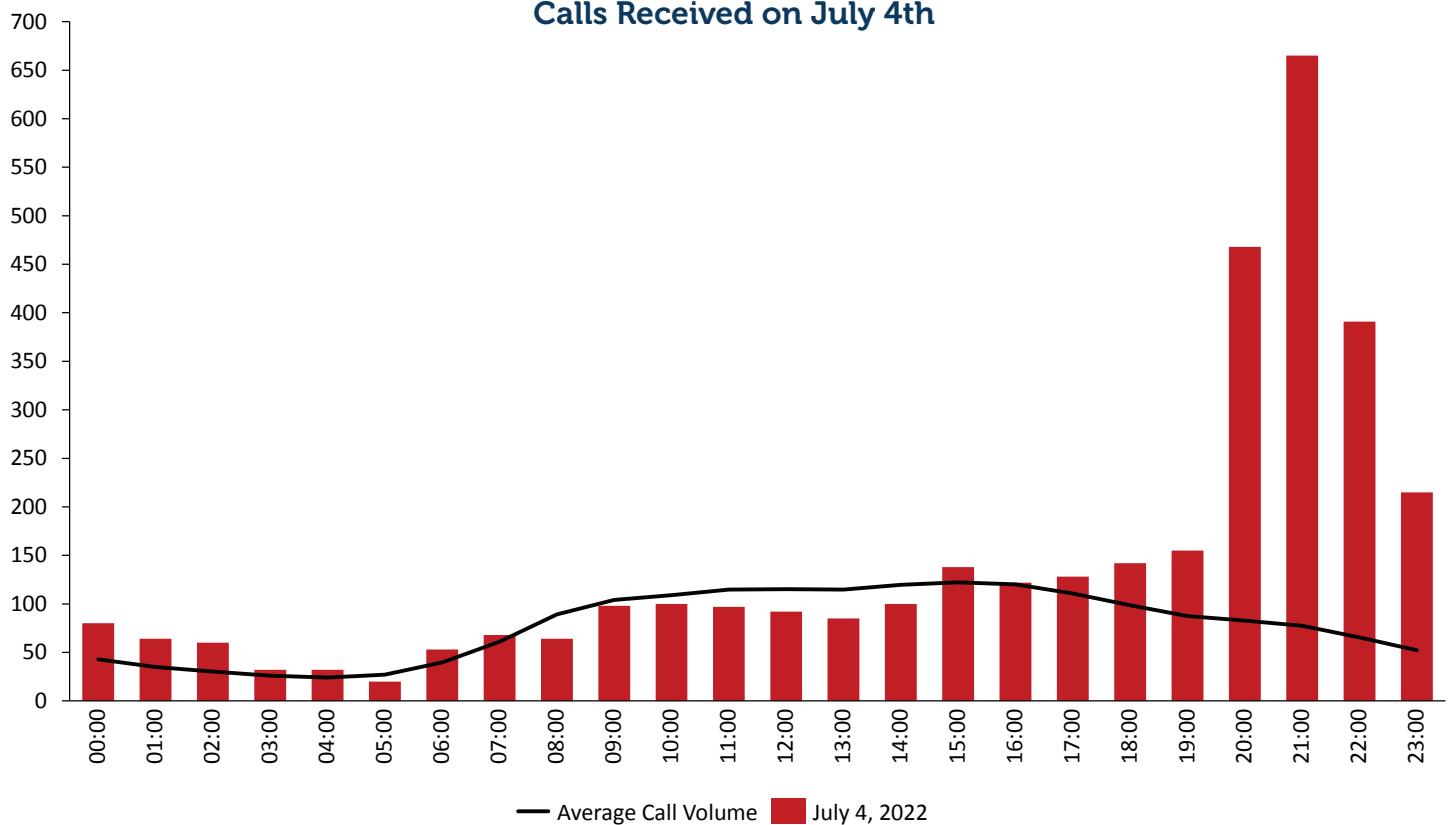
OUR TEAM

5.25 YEARS
Average years of service for ECS

EMERGENCY COMMUNICATIONS SPECIALISTS

74% > 1 YEAR
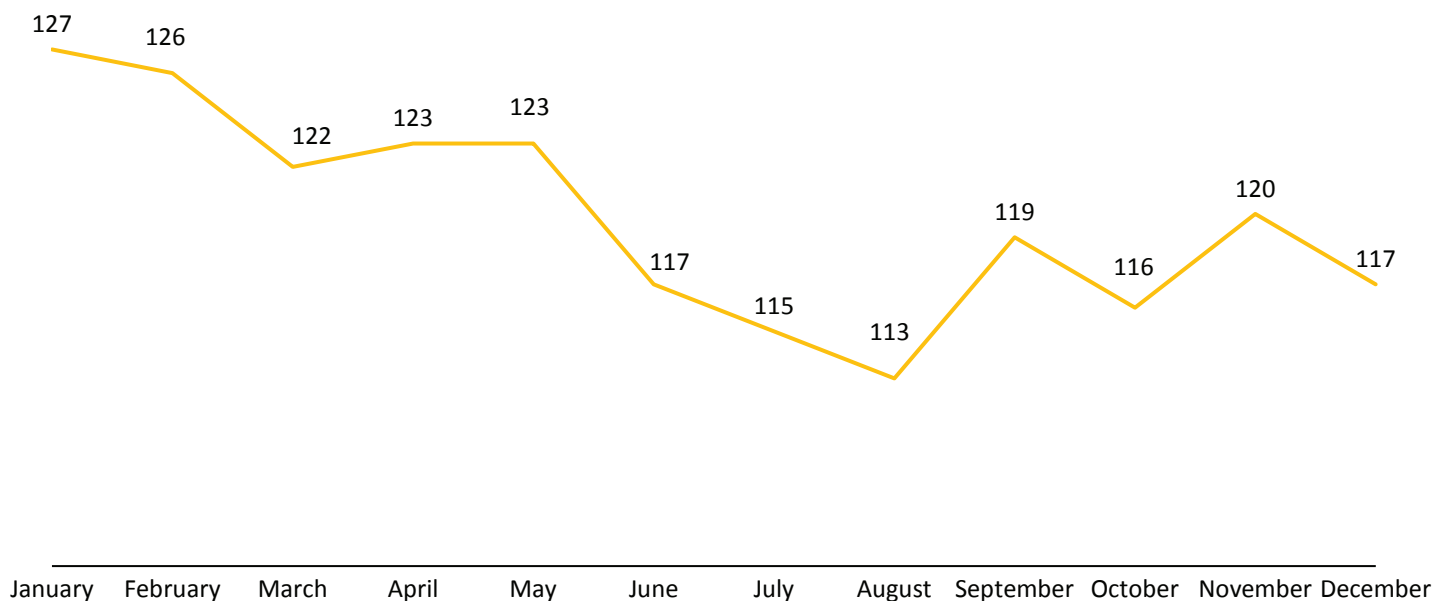## 27% > 5 YEARS
16% > 10 YEARS

SUPERVISORS

13 YEARS
Average years of service

Supervisors: 15 • Administrative Staff: 21

Total Staffing Levels - Supervisors and Emergency Communication Specialists

January	February	March	April	May	June	July	August	September	October	November	December
127	126	122	123	123	117	115	113	119	116	120	117

AWARDS

» Professional Achievement <2 Years:
Josh Nielsen

» Emergency Communicator of the Year (Law):
Maria Vigil

» Emergency Communicator of the Year (Fire):
Rebecca Fuller

» Emergency Communicator of the Year (Call Taking):
Kim Dunmeyer

» Communications Supervisor of the Year:
Paul Wagner

» Trainer of the Year:
Miguel Alvarado

» Incident Response of the Year:
Arvada Officer Involved Shooting

Carol Burciaga-Kirchner, Kevin Garcia, Cherish Moon, Kellie Vaughan, Nancy Burckhalter, Josh Burnett, Jennifer Cantrall, Nicole Dewey, Michelle Doescher, Kim Dunmyer, Elier Escarcega, Karina Gibbs-Berlinski, Mardelle Harris, Paige Johnson, Brooke Manning, Bailey Naylon, Kolton Roark, Raegan Robertson, Emily Zehrung

»Quarterly Outstanding Performers:
Miguel Alvarado

Nancy Burckhalter

Gavin Prejean

TRAINING UPDATE

In 2022, Jeffcom's Training Technician Mark Nava reorganized the academy class structure to ensure new employees follow an adult learning plan that allows them to build a foundational knowledge of the basic skills needed to become an Emergency Communication Specialist. Changes of note include updated curriculum and adjustments in length and overall organization to improve the quality of instruction and enhance the learning experience. 79% of the newly hired Emergency Communication Specialists hired in 2022 completed training.

- 38 personnel hired (30 ECS and 8 CS)
- 7 academies conducted (2,240 instruction hours)
- On-the-Job Training Hours completed
- Hosted 4 APCO Communications Training Officer Course
- Additional training completed online and offsite

QUALITY ASSURANCE

Medical Calls Reviewed – 1,421
Fire Calls Reviewed – 1,092
Law Calls Reviewed – 523

APCO INTERNATIONAL SUPERVISOR OF THE YEAR : CHERISH MOON

Cherish Moon was selected for the Association of Public Safety Communications Officials (APCO) International's Supervisor of the Year award in Anaheim, CA. National recognition is an honor and doesn't come easy, and this recognition is so well deserved. Congratulations, Cherish!

The Jeffcom Information Services team aims to redefine the technology strategy for all Emergency Communications Centers. As a result, Jeffcom has successfully implemented numerous innovative and transformational technology solutions to better serve our agencies and community..

Phone App and Web Reporting

As a result of technology advancements, such as location-based routing in apps such as Door Dash and Uber, citizens increasingly expect similar location accuracy in the event of an emergency. Additionally, there are a growing number of citizens who prefer alternative ways to communicate with and request assistance from public safety services.

Jeffcom 911 recently became the first emergency communications center in the country to offer to offer citizens the ability to create a call for service in the computer-aided dispatch (CAD) application through the Jeffcom website and Jeffcom 911 phone app. This solution leverages numerous application programming interfaces and cloud technologies to generate a CAD incident. The citizen receives a text message confirming their report was received and that their information will be reviewed and acted on by an emergency services dispatcher. After the citizen's report is reviewed, a nature type is assigned and the call is routed to the most appropriate service. A secondary text message is then sent to the citizen, providing them with a reference number, the problem nature and assurance that their request for service will be addressed. This reporting process grants quick access to emergency services for non-emergency calls, provides a new tool which can be used by external agencies, and decreases non-emergency call volume to the 9-1-1 center. This allows the emergency communication specialists to focus on emergency call volume.

Remote Call Answering

Jeffcom 911 continuously analyzes staffing, recruitment, and retention. Through these efforts, it was determined there were opportunities to help supplement call takers on high call volume days. While the primary focus is to hire additional personnel and achieve "full staffing", prospective employees are limited and those hired endure extensive training which can take up to four months. The industry also struggles from historically high turnover rates. Compounding the issue, the post-COVID workforce now possesses a different perspective and expectations of what a working environment should be, including working from home. To combat these issues, Jeffcom 911 created a new position, enabled by available technology, which is provided the opportunity to work remotely. Access to the computer-aided dispatch system and call processing equipment is achieved through a secure connection which meets data speed standards. The remote call taker program

is designed to answer only non-emergency calls, which accounts for 64% of daily call volume. By adding the Communication Specialist position, training timelines are reduced by 50% compared to Emergency Communications Specialists, and job applications doubled due to reaching a new applicant pool.

Remote Call Taking Kits

The Jeffcom Information Services team worked to engineer a technology solution which made it possible for non-emergency call takers to work from home. This was achieved by creating a "kit" which includes: an all-in-one computer with multiple displays, connectivity (with FirstNet and Verizon Frontline), a central hub and docking station, and headset. Using this kit, the telecommunicator initiates a virtual private network connection which provides access to Jeffcom's computer-aided dispatch system. The call taker also logs into Jeffcom's cloud telephony environment to receive calls. Non-emergency calls are answered and information entered into the dispatch system, just as if the telecommunicator were working at Jeffcom's physical location. During major spikes in call volume, those with an issued kit can log on and help supplement staffing until the abnormality has subsided, allowing for better customer service, and addressing incidents faster.

AI Phone Answering

Through existing AWS products and Jeffcom911's venture into the cloud with online reporting, Jeffcom 911 implemented an artificial intelligence "bot" capable of answering administrative phone calls. In its current state, the call bot has been a significant 'force multiplier' allowing the agency to meet citizen needs and achieve benchmark metrics (call answering times and call processing times) consistently by clearing between 25-30% of citizen needs without a need to transfer the call to a human to service their administrative request for information or service. This allows highly trained public safety professionals to focus their expertise in areas of need, improving the employee experience as well as providing more efficient service to the public. Jeffcom's roadmap for artificial intelligence aims for continued development with call flows and analytics to help improve the overall experience of calling into the non-emergency line.

Cloud-Based ESRI ArcGIS Server

At the start of 2023, Jeffcom began providing contracted geographic information system (GIS) services to 9-1-1 and first responder organizations across the county. This contract required the stand-up of a new technology resource in the form of an ESRI ArcGIS Server. The Information Services team deployed these resources in the cloud, in keeping with the team's overall strategy of "cloud first".

CAD-to-CAD

Early in 2022, Jeffcom 911 began utilizing a CAD-to-CAD solution along with South Metro Fire Rescue, who Jeffcom 911 shares a jurisdictional boundary with. Utilizing this CAD-toCAD 'hub', the two agencies are systematically connected and able to send and receive automated assignment and dispatching of resources that ultimately results in improved turnout and response times. Shared incidents can be tracked from both centers and details can be added from either communications center, improving communication. The collaborative effort has been a significant success that is now encouraging other Colorado jurisdictions to join the hub, which is expected to grow over the coming years. This interoperability provides better opportunities for collaboration and information sharing as a region.

## Network Resiliency and Cyber Security

Jeffcom is focused on the development of network resources, including utilization of the cloud for consolidated management, improved security, and resiliency of systems. The team collaborated with external state and county partners to continue to advance the Jefferson County fiber network, as well as initiate 'hybrid' redundancies with cloud resources. These enhancements have created operational efficiencies which have allowed the Jefferson County School District (R-1) dispatch to share Jeffcom911's computer-aided dispatch system, resulting in improved communication between first responder agencies. In addition the shared CAD has improved collaboration on safety programs, such as the Colorado 'Safe2Tell' program.

Team Awareness Kit (TAK)

In May 2022, Information Services deployed a cloud-based Team Awareness Kit (TAK) server. Originally developed by Raytheon for military operations, the software was released as open source intended to provide tactical-level resource tracking and mapping capabilities. Jeffcom recognizes there are numerous use cases in emergency services, such as tracking fire crews/personnel on a wildfire, SWAT teams throughout an operation, and more. Jeffcom TAK (jTAK) is the first known TAK server to be deployed in Colorado by an ECC for use in conjunction with a field-based Incident Dispatch Team (IDT), allowing dispatchers to view and communicate real-time locations to incident command. As this tool is still new in the public sector, Jeffcom anticipates continued future developments and use cases for TAK.

Tableau Server and Data Analytics

Making data driven decisions is a key component to the overall strategy for organizational success of Jeffcom911. In 2022, Jeffcom initiated a program that is built around the capability of a Tableau server to be able to conduct 'next level' analysis and display of data in meaningful and engaging ways. These results have extended to areas of the organization that were not even considered when the program initiated. Data dashboards have enabled line-level supervisors to have a greater understanding of how to effectively manage resources, but also highlight areas of personnel needs through the displays of their near-real-time activity. This powerful tool will only grow in its usage and influence on process improvement and increased organizational efficiencies.
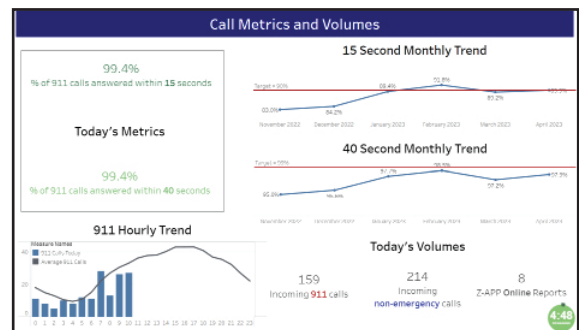
GIS and Z-Axis

In 2022, Jeffcom911 became the first ECC in Colorado to receive Z-axis location data in CAD. Jeffcom911 is collaborating with a third-party vendor to utilize Z-axis information in a meaningful way that is also NENA i3 compliant. This revolutionary project will improve how maps are viewed in public safety by illustrate the caller location in a 3D rendering, allowing an expedited response to citizens.

IDT1 MOBILE COMMUNICATIONS VEHICLE

In May, the Jeffcom Information Services (IS) team completed the build-out of a custom mobile emergency communications vehicle. This project was completed entirely by the Information Services Department, advised by representatives from the Operations Department and Incident Dispatch Team (IDT). The result is a state-of-the-art communications vehicle boasting satellite connectivity, FirstNet, Verizon Frontline, a radio repeater and gateway, three (3) mobile data terminals, two (2) unmanned aerial systems (UAS), a large externally mounted briefing/information television, Wi-Fi, 300 amp hour battery bank, and 3000W generator.
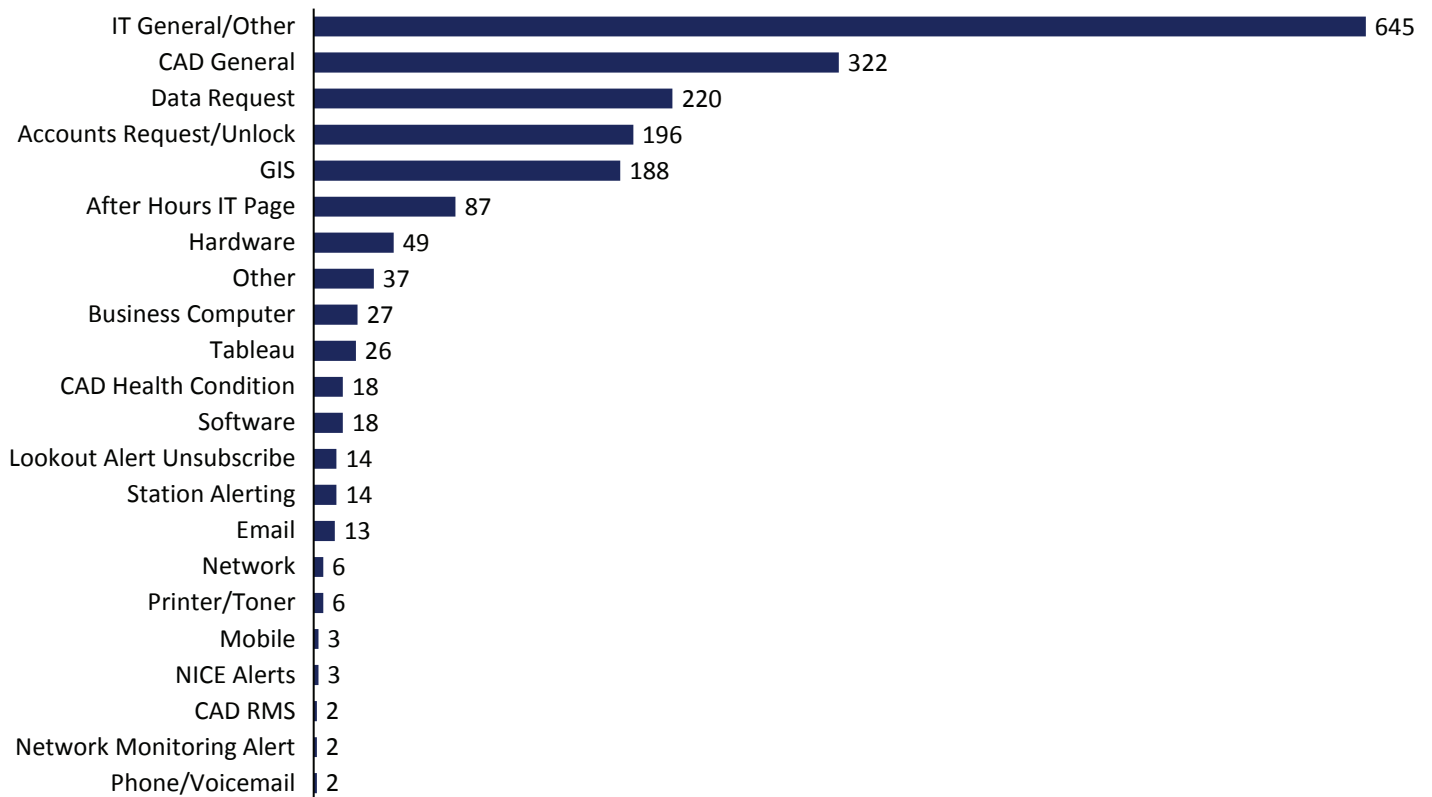

Jeffcom's Incident Dispatch Vehicle is a cutting-edge Ford Transit mobile command center that has been custom designed to meet the unique needs of incident dispatch teams. Equipped with advanced technology and tools such as Computer-Aided Dispatch, 4x All Band Mobile Radios, and Mobile connectivity through FirstNet, Verizon, or satellite, the vehicle ensures that emergency personnel are always connected and able to communicate effectively. In addition to its communication capabilities, the vehicle also features GIS Mapping and printing, CCIC, a universal radio gateway, two unmanned aerial systems, an external briefing television, and a 3000w generator. With its ability to be pre-requested or requested at a moment's notice, the vehicle can take over communication for the dispatch center, providing critical support during SWAT, wildland fire calls and other high-profile incidents. With its innovative technology and expertly designed features, Jeffcom's Incident Dispatch Vehicle is a powerful resource to agency partners.
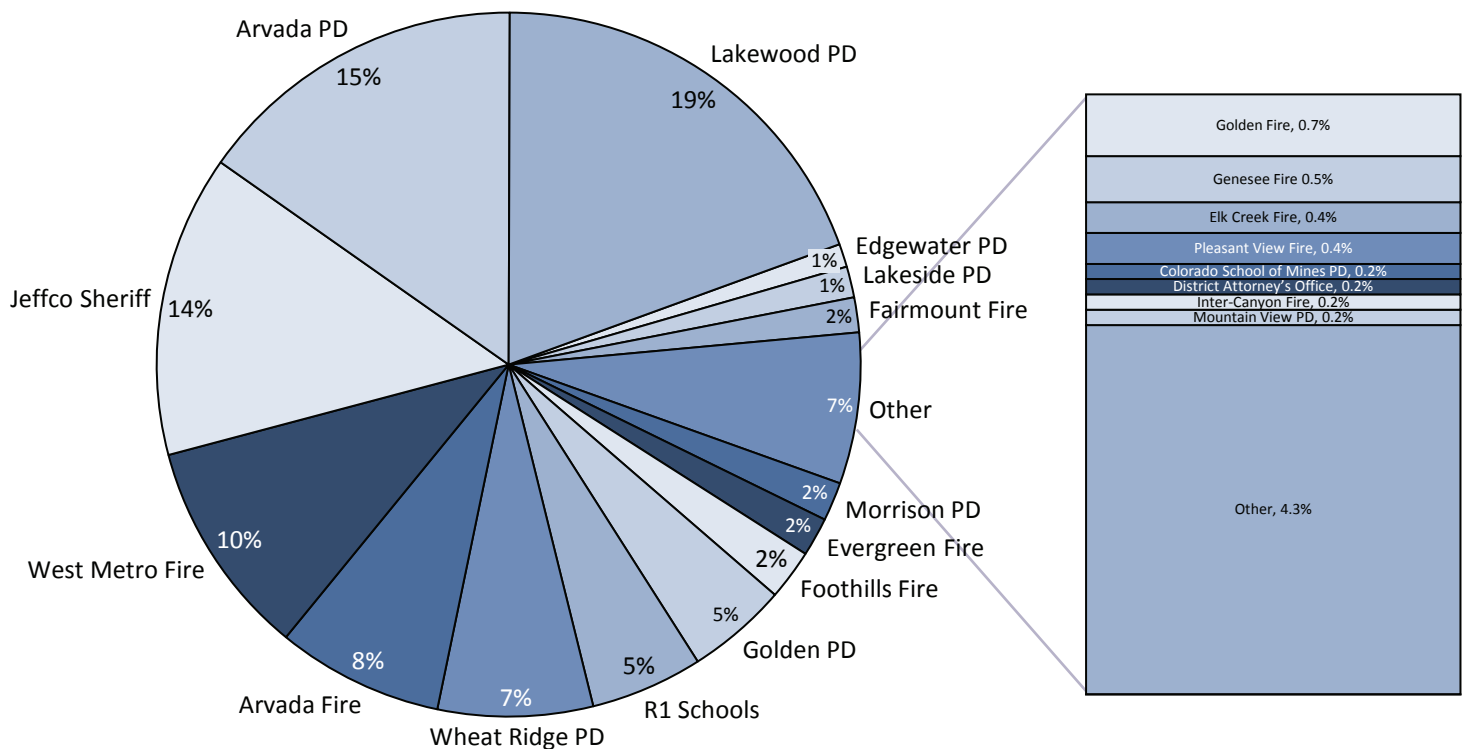
Team members resolved 1,901 support requests from both internal and external users.
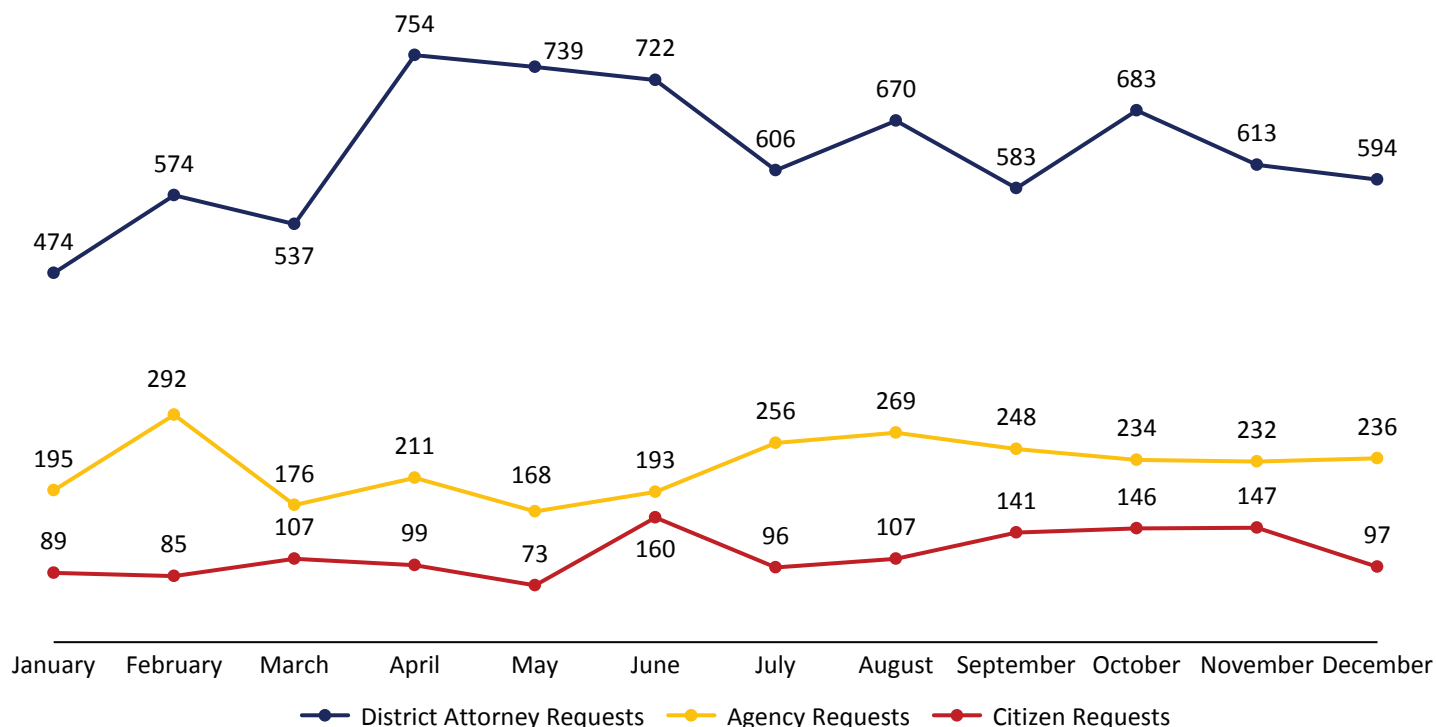
IT Help Desk Problem Natures

Problem Nature	Count
IT General/Other	645
CAD General	322
Data Request	220
Accounts Request/Unlock	196
GIS	188
After Hours IT Page	87
Hardware	49
Other	37
Business Computer	27
Tableau	26
CAD Health Condition	18
Software	18
Lookout Alert Unsubscribe	14
Station Alerting	14
Email	13
Network	6
Printer/Toner	6
Mobile	3
NICE Alerts	3
CAD RMS	2
Network Monitoring Alert	2
Phone/Voicemail	2

Help Desk Tickets by Jurisdiction Served

- Lakewood PD 19%
- Arvada PD 15%
- Jeffco Sheriff 14%
- West Metro Fire 10%
- Arvada Fire 8%
- Wheat Ridge PD 7%
- R1 Schools 5%
- Golden PD 5%
- Foothills Fire 2%
- Evergreen Fire 2%
- Morrison PD 2%
- Other 7%
- Fairmount Fire 2%
- Lakeside PD 1%
- Edgewater PD 1%

Other breakdown:
- Golden Fire, 0.7%
- Genesee Fire 0.5%
- Elk Creek Fire, 0.4%
- Pleasant View Fire, 0.4%
- Colorado School of Mines PD, 0.2%
- District Attorney's Office, 0.2%
- Inter-Canyon Fire, 0.2%
- Mountain View PD, 0.2%
- Other, 4.3%

Jeffcom Requests for Records

District Attorney Requests: January 474, February 574, March 537, April 754, May 739, June 722, July 606, August 670, September 583, October 683, November 613, December 594

Agency Requests: January 195, February 292, March 176, April 211, May 168, June 193, July 256, August 269, September 248, October 234, November 232, December 236

Citizen Requests: January 89, February 85, March 107, April 99, May 73, June 160, July 96, August 107, September 141, October 146, November 147, December 97

Legend: — District Attorney Requests — Agency Requests — Citizen Requests

1,347 – Citizen Requests
External requests are requests made by citizens, private attorneys, public defenders or media outlets.

2,710 – Agency Requests
Internal Requests are requested by agencies/investigators on specific cases and typically assist in an investigation (pending charges, pursuit and use of force issues, IA investigations). Internal requests can also be used for training and debriefings of major incidents.

7,549 – District Attorney Requests
Discovery Requests are requests that are made by the Jefferson County District Attorney's office. A request is made for each case in which someone has been charged through the county court.

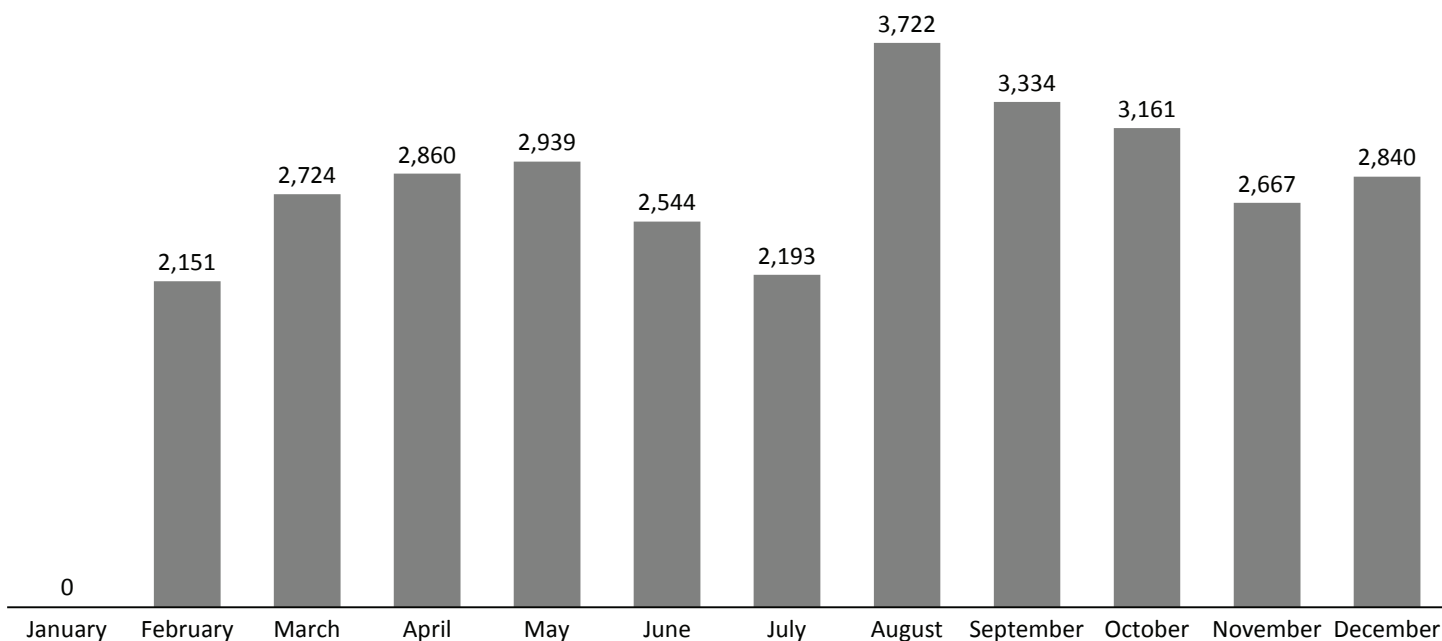## 11,606 – Total Jeffcom Records Requests

JEFFERSON COUNTY SHARED CAD

Jefferson County R1 School security dispatch is now directly connected to Jeffcom and 911 services by way of a shared computer-aided dispatch (CAD) system. The joint CAD gives Jeffcom 911 and R1's Department of School Safety the ability to share information and coordinate responses in real-time. In the event of a major incident at a school location, R1 Security, fire, and law enforcement resources will be responding with access to the exact same information.
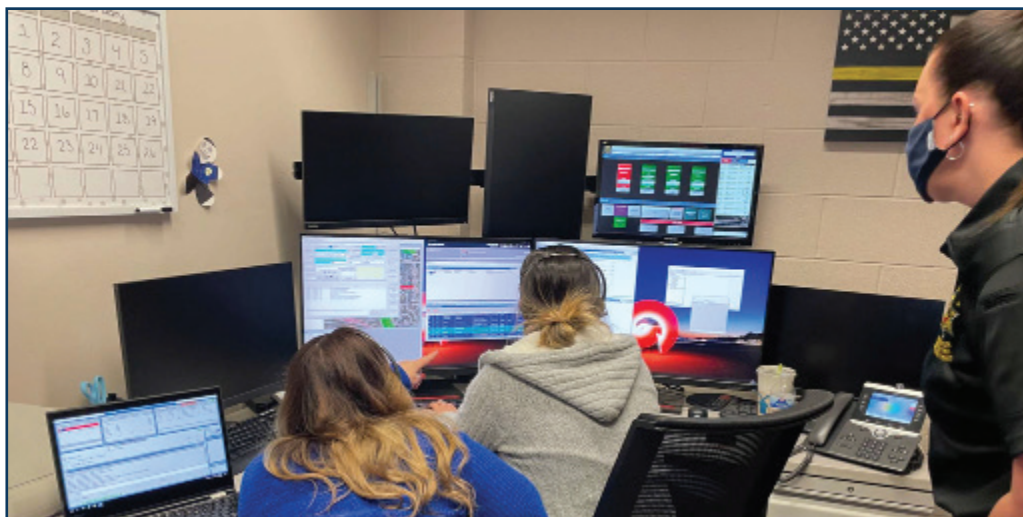
The primary goal of the collaboration between Jeffcom and R1 Security Dispatch is to maximize information sharing for emergency services when responding to calls located on school grounds or calls related to students. Configured as a separate Agency in CAD, R1 Dispatch will be able to carry out day-to-day operations as usual but will also gain the ability to request law enforcement or fire responses to calls via manual intervention and automated call spawning. Conversely, Jeffcom will gain visibility into calls for service entered by R1 and will be able to improve workflows for call types appertaining both centers (Safe2Tell). This capability makes it possible to coordinate a tri-agency response to any major incident involving R1 Schools.

R1 CAD Records

Month	Records
January	0
February	2,151
March	2,724
April	2,860
May	2,939
June	2,544
July	2,193
August	3,722
September	3,334
October	3,161
November	2,667
December	2,840

ADVISORY PLANNING TEAMS

Communications

The purpose of the Communications team is to find solutions to improve messaging and information distribution to Jeffcom personnel. Previously, the Communications team was assigned to creating new resource channels to deliver this documentation. These channels consisted of drives for sharing information and an exclusive Jeffcom wiki page. Now, after four years in operation, Jeffcom has taken steps to enhance accuracy, ease of use, and consolidation of these resources. The objective was to apply lessons learned to boost performance, enabling the Communication team to aid rather than perplex dispatchers and call takers with an overload of data.

Community Engagement & Recruiting

The Community Engagement & Recruiting team attended 21 events during the year, furthering the reach Jeffcom has in the community. Due to COVID-19 the previous year, this was an increase of 18 events. Highlighted events during the year was a Jeffcom hosted Blood Drive, multiple job fairs, career expos, and safety days. Jeffcom also continued in partnership with Restoration Ranch, spending days clearing the grounds and completing projects around the mountain site. Restoration Ranch supports first responders by providing access to opportunities for relaxation, reflection, recreation, health, and wellness. The team will continue to build on the momentum of 2022, integrating into the community through engagements and finding new channels to recruit employees to work at Jeffcom.

Employee Enrichment

The Employee Enrichment team strives to enhance the centers operations, culture, and employee experience through events and initiatives. Examples include providing food for all staff working on a holiday, and health, wellness, and water drinking challenges. The team works year round to plan, coordinate, and execute the National Telecommunicators Week. Throughout this week, the team partners with agencies and businesses to collect donations that include food, raffle prizes, and more. The team also hosted Jeffcom's 1st Trunk or Treat event, which was a tremendous success. Thank you to all who helped support Jeffcom employees through donations and time for employee events.

Scheduling

The Scheduling team works year around to evaluate the current Jeffcom shift schedule and if there can be any improvements. Through this process, the team looks at historical data and analyzes what changes need to be made. This year, the team assessed changing shifts from 10 hour to a different variety of shifts including 12 hours, 8 hours, and a combination of both. Through the process, the team decided to remain on the existing schedule as it best accommodates the health of the employees and covers call volume for Jefferson County citizens.

Strategic Planning

The Strategic Planning team strives to make Jeffcom a successful communications center by looking forward. The team's focus is the next three years for an all-encompassing improvement plan. This year the team began planning to complete a SWOT (Strengths, Weakness, Opportunity, Threat) Analysis in 2023. The team also examined Jeffcom's three-year road map. Through this data, the team will make recommendations on goals and opportunities for overall improvement of Jeffcom.

Training

The Training team spent the year transitioning from video production output to supporting the training academy. This does not mean that the team didn't create education content, the team simply prioritized quality over quantity. Working with Jeffcom's Training Technician, the team developed content to standardize information that is presented during academies. The team also worked on a "Life of a Dispatcher" course, focusing on culture, the responsibilities of a dispatcher, how it can impact home life, and the expectations of the job. The team will continue to look for training opportunities and areas of growth of Jeffcom personnel.

Peer Support

The Peer Support team provides assistance to Jeffcom employees by being readily available to comfort, support, and supply resources should someone seek help. The team continued to encourage and support employees on the dispatch floor through the tree of positivity, a flat tree on the wall with leaves of inspiration. The team also encourages participation from personnel to participate in events to submit photos to hang on the tree, such as family pets and specific holiday photos. Peer support will also provide surprises, such as goodies and popup events, to help encourage the team throughout the year. The team is available should anyone seek help for any reason, creating a culture of employee backed support and consultation.

Legislative

During the month of April, Jeffcom created a new advisory planning team focused on Legislation. This team will concentrate on associated government rules and regulations at the federal and state level to determine potential impacts to the emergency communications industry in general and Jeffcom specifically. For example, the team works with representatives to drive change regarding the importance of classifying 911 Emergency Dispatchers as first responders, not clerical workers. The team will continue to advocate for legislation to fund, support and protect emergency communication centers and first responders.

In the event of an emergency, or major incident occurring in one of the jurisdictions that Jeffcom serves, the center is always prepared to take action.

TACTICAL DISPATCH TEAM

The Jeffcom Tactical Dispatch team is made up of eight highly trained dispatchers who lend support to the Jefferson Country Regional SWAT team and the West Metro SWAT team. This team goes through extensive training to prepare for situations that warrant the most attentive, dedicated response to potential life-threatening situations. The Tactical Dispatch Team also deploys to special events, such as dignitary visits and annual festivals. The team was dispatched out to 30 incidents that required services for 111 hours throughout 2022.

BACKUP CENTER

Jeffcom's disaster recovery site is equipped with 12 answering positions and 12 dispatch positions designed to provide uninterrupted service in case of a major disruption to the primary 911 center. The backup center is equipped with dedicated hardware and software, as well as backup power and communication lines. The center's team performs quarterly activations to test the equipment and ensure that personnel are trained to handle any situation that may arise. By maintaining a well-prepared disaster recovery backup center, Jeffcom can minimize downtime, maintain customer service levels, and safeguard their reputation in the face of unexpected events.

Jeffcom has developed a strategy to support the vision to be the leader in emergency communication. It is Jeffcom's objective to deliver superior operational execution, build diverse teams, foster strong leadership with sustainable expertise at every level. In doing so Jeffcom will lead the Jefferson County emergency service brand through partnership and community relations.

To accomplish this strategy, five focus areas have been defined which contribute to Jeffcom reaching its long-term goals.

AGENCY PARTNERSHIP

- A reputation that conveys service, trust, & expertise across all agencies
- Recognition by agencies as the leader in consolidated emergency communications centers
- Agency operational consistency

COMMUNITY RELATIONS

- Strong positive community development & branding
- Positive media engagement & connected citizens
- Lead Cross agency in community engagement & relations
- Proactive communications with stakeholders

STAFF TRAINING AND DEVELOPMENT

- Culture of staff engagement, success, & leadership
- Employer of choice
- Best-in-Class staff training & leadership development
- Build skills & capabilities to optimize schedule
- Robust employee awards & recognition program

OPERATIONAL EXCELLENCE

- Industry leading service-level performance
- Culture of continuous improvement
- Sustain optimal staffing, financial, & operational levels
- Manage & Optimize operational objectives through scheduling solution
- Operational Consistency

TECHNOLOGY INNOVATION

- Plan for facilities & infrastructure needs as service & staffing grows
- Culture of innovation & technology ownership
- Invest in technology & innovation that more than offsets costs

JEFFFCOM 911

Download the Jeffcom 911 App today!

Scan the QR code below to get started.