



Record of Proceedings

Jefferson County Communications Center Authority

Board of Directors

January 21, 2021, 9:00 am

This meeting was held by Zoom only and accessible for the public to attend and listen via phone conference.

CALL TO ORDER

The board meeting of the Jefferson County Communications Center Authority (Jeffcom) was called to order by Mike Weege at 9:00am. This meeting was held in accordance with the applicable statutes of the state of Colorado.

I. ROLL CALL

President Jeff Shrader (Jeffco Sheriff's Office)	Not Present
<i>Proxy Dean Davis</i>	<i>Present</i>
Vice President Don Lombardi (West Metro Fire)	Not Present
<i>Proxy Mark Krapf</i>	<i>Present</i>
Secretary/Treasurer Mike Weege (EFD)	Present
Member Mike Piper (Arvada Fire)	Present
Member Chris Murtha (Wheat Ridge PD)	Present
Member Link Strate (Arvada PD)	Present
Member Bill Kilpatrick (Golden PD)	Not Present
<i>Proxy Joe Harvey</i>	<i>Present</i>
Member Dan McCasky (Lakewood PD)	Not Present
<i>Proxy Ed Loar</i>	<i>Present</i>

Also in attendance were:

Jeff Streeter, Michael Brewer, Kevin Biegert, Jodi Malpass, Vicki Pickett, Gina Ramirez, Bess Joyce, Ethan Honaman, Gabrielle Rathfon and Gayle Johnston.

Brian Wilkerson of Talion Defense
Kathryn Winn of Collins, Cockrel & Cole, P.C.
Angie Kelly of Community Resource Services, LLC
Jeff Irwin of JCECA

Darrel Guadnola of Wheat Ridge PD
Alan Fletcher of Fairmount Fire Protection District
Steve Davis of Mountain View PD
Kirk Lock of Wheat Ridge PD

Chris Malmgren of Pleasant View Fire Station
Dustin Olson of Colorado School of Mines
Alan Anderson of Foothills Fire Protection District
Candace Harris with Arvada PD

II. PUBLIC COMMENT – (Limited to 3 minutes each)

No public comment

III. APPROVAL OF RECORD OF PROCEEDINGS

MOTION: It was moved by Mike Piper and seconded by Joe Harvey to approve the record of proceedings of the board meeting for December 17, 2020. The motion was voted upon and approved unanimously.

IV. REPORTS

- A. Financial and Budget Update – (CRS) Community Resource of Colorado Ms. Angie Kelly
- December 2020 Financial Statements - Angie Kelly presented the December financial statements and reviewed with the Board the comparison of budget to actual revenue and expenditures. Jeffcom is trending as expected for the year. CRS will true up the numbers for the end of the year and make sure costs are allocated to the correct line item and will have the final numbers presented with the audit in May.
- B. Executive Director Update
- General Update and Overview – Jeffcom completed their mock assessment and will be conducting their virtual onsite assessment the second week of April. Jeffcom received very positive feedback from the state assessors.
 - Strategic Plan Update (3YRM) Presentation – (Mike Brewer)
Update on Jeffcom’s vision, mission and strategy and meeting those goals. Reviewed the five core elements for Jeffcom to achieve their strategic goals and the planned and tracked actions. Actions are tracked on a weekly basis in the staff meeting, published weekly for staff with a full quarterly review. A major initiative for 2021 is a social media branding strategy. CodeRed is actively being pursued and coordinated with JCECA and other county partners. Jeffcom is currently participating with an initiative with RAVE on a program called Collaborate. It is a robust application to manage events but currently does not have the capability to launch events to multiple polygons. JCECA was able to negotiate a substantial discount to test drive RAVE Alert and Collaborate during the first quarter of 2021. PowerPoint presentation is attached hereto and incorporated herein.
 - Mobile Communication Vehicle Presentation – (Jeff Streeter and Kevin Biegert)
Jeffcom is looking at a mobile communication vehicle as an asset to the county during major events. This will be a partnership with Jeffcom and all the members and

users throughout the county. Jeffcom has tactical dispatchers, but this would be enhanced training where they could stand up and boost communications at major critical events. Jeffcom is looking at a Ford Transit 250 van that will meet their needs. The vehicle will be operated by the Incident Dispatch Team (IDT) and will absorb the current SWAT dispatch team. The Incident Dispatch Team will respond out to major wildfires, structure fires, natural disasters and SWAT events. The van can be utilized as a mobile disaster recovery station. Jeffcom's intent is to expand this program and become part of the Colorado Telecommunicators Emergency Response Taskforce (TERT). Funds have been allocated from the Capital Improvement Plan fund for this vehicle and Jeffcom are pursuing some grant opportunities. Jeffcom has engaged a company that specializes in both state and federal level grant writing. Jeffcom is hoping to get the vehicle in the early part of this year, then will need to build out the vehicle and is tentatively aiming for the end of quarter 3 to have full functionality of the vehicle. Jeff Irwin with JCECA suggested approaching the JCECA Board for funding for the vehicle. There being no objection or concern from the Board, Jeffcom was advised to keep moving forward with this project. The PowerPoint is attached hereto and incorporated herein.

C. Legal Update – Ms. Kathryn Winn

VI. OLD BUSINESS

VII. EXECUTIVE SESSION

VIII. ADJOURNMENT

MOTION: There being no further business to be presented it was moved by Mike Weege to adjourn the board meeting of the Jefferson County Communications Center Authority board of directors. The motion was voted upon and carried.

Meeting was adjourned at 10:08am.

Prepared by Gayle Johnston



Jeffcom911 Board of Directors

January 21, 2021

Personnel Update



UPDATE: Vision, Mission, Strategy

Vision	To be the leader in emergency communications by providing excellence in service to our community, responders, & employees.
Mission	Jeffcom is the lifeline between our community & emergency services.
Strategy	<ul style="list-style-type: none">• Deliver superior (Tier 1) operational execution.• Build diverse teams, strong leadership, & sustainable expertise at every level.• Lead the Jefferson County emergency service brand through partnership & community relations.

Elements:	★ Agency Partnership	★ Community Relations	★ Staff Training & Development	★ Operational Excellence	★ Technology & Innovation
Communications	★ External Stakeholders - Agencies & Community		★ Internal Stakeholders - Employees		
Strategic Objectives	<ul style="list-style-type: none"> Reputation conveys service, trust, & expertise across all agencies Recognized by agencies as the leading consolidated emergency communications center Agency operational consistency 	<ul style="list-style-type: none"> Strong positive community development & branding Positive media engagement & connected citizens Lead cross agency in community engagement & relations Proactive communications with stakeholders 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Industry leading service-level performance Culture of continuous improvement Sustain optimal staffing, financial, & operational levels Manage & optimize operational objectives through scheduling solutions Operational consistency 	<ul style="list-style-type: none"> Plan for facilities & infrastructure needs as service & staffing grows Culture of innovation & technology ownership Invest in technology & innovation that more than offset costs
Enabling Objectives (1-3 Years)	<ul style="list-style-type: none"> Establish agency training integration: 1) Jeffcom Staff shadowing with LE/FF/EMS & 2) Jeffcom Instructors training in Academies & 3) Promoting sit-a-longs for Officer development Identify & partner with agencies in community events or volunteer events Communicate & share Jeffcom org. status Host classes and share facility as a regional 911 education center Develop Responder portal on website to enhance agency knowledge and data sharing 	<ul style="list-style-type: none"> Identify better ways to provide reports and data to our community Develop & deliver Jeffcom 911 Citizen Academy Enhance website and create social media strategy to promote Jeffcom's story Communicate success stories through PR Define volunteer program, identifying time to volunteer within our community Research models of successful community programs within established peer agencies 	<ul style="list-style-type: none"> Jeffcom 1-Year Anniversary Celebration for employees & open house for their families Evaluate exit surveys & evaluate for retention data to improve candidate screening Enhance employee work environment, benefits, compensation, & recognition Benchmark on Industry Surveys (e.g., Mountain States, etc.) Deliver quality training Strengthen CTD Program Standardization of training and evaluation process 	<ul style="list-style-type: none"> Visit & benchmark against other successful peers Look for opportunities to standardize operating procedures Eliminate service-level gaps through achieving full-staffing & training levels across agencies Participated in training for Mass Casualty Incidents & other reality-based exercises Establish pre-shift briefings Revisit organizational design to fit maturity (yr. 3) Identify fit-for-purpose Scheduling software Develop and review SOPs & Workflows 	<ul style="list-style-type: none"> Produce & deliver 2-Minute training videos on technology, education, & operational practices Identify & develop IT improvement & innovation roadmap Study & define technology workforce plan & future talent needs Establish Technology Roadmap Governance & Implementation Team

Agency Partnership



2020

- Leadership ride alongs
- COVID-19 Case Dashboards
- COVID-19 protocols
- Engagement events: Training, Briefs, Meetings, etc.
 - 222 documented events
- Supported initiatives, i.e.
 - Stadium Medical
 - First Due notification
 - After-Hours Records support
- Radio enhancement (JCECA supported)

2021

- EFD 7.1 Upgrade
- 4th of July hot line center
- Mobile communication capability
- JFON initiatives

Community Relations



2020

- Transitioned to online records request services
- Website upgrades:
 - Jurisdiction look-up tool
 - Citizen survey form
- Virtual events
- Developed social media strategy

2021

- Implement social media strategy
- Enhanced linking and resource sharing capability on website

Staff Training & Development



2020

- Training placed on hold for extended period
- Significant growth in professionalism of programs
 - APCO P33 Certified
- Moved training materials to digital (remote access)
- Transition to on-line environment

2021

- Continue to Hire/Train/Crosstrain
- Continue to refine curriculum and assessment content
- Build organic CTO course
- Training Tech
- Present QA/Training relationship at APCO Conference*
- Develop required training programs for mobile communications

Operational Excellence



2020

- SLA Metric Improvements
- CALEA application and mock assessment
- Back up center activations
- Standardization efforts
- Incentive Bonus
 - Supported by several efforts
- Declaration of Emergency
 - Recouped \$128,000

2021

- Call process time analysis
- CALEA on-site assessment and final certification
 - Full time accreditation manager
- Drive to ACE accreditation
- 4-10 Schedule (off 12 hr shifts)
- Denver 9-1-1 Contingency plans
- Mountain Fire comms improvements at JBUC
- JFON Development

- APCO Telecommunicator of the Year
- NG9-1-1 Public Safety Professional of the Year
- Colorado NENA/APCO Team of the Year

Technology & Innovation



2020

- Enterprise CAD & Mobile upgrades
- Mobile Court Utility
- COVID Screening Tool
- ASAP-to-PSAP
- Mobile Backup radios installed at consoles
- Major VESTA upgrades
- Wireless capability at JBUC
- CAD custom Solution
 - Clock
 - Lightbar

2021

- JFON Development
 - R-1
 - Fiber based mobile connectivity
- CAD-to-CAD projects
- NICE recording upgrades
- Mobile Communications
- Possible CAD 'Light' software development

Employee Support



2020

- First Responder Status
- Awards Instruction
- Sponsor Program
- COVID-19 protection initiatives
 - PPE & Cleaning
 - Screening methods
 - Physical
 - Administrative (policy)
 - Telework program
- eSuggestions: 26/38 entries initiating improvements
- Advisory Planning Teams

2021

- Mentor Program
- Training Tech position
 - Temp. ECS position
- Salary & benefits survey
- Consideration of adding full-time HR Tech

Personnel Update

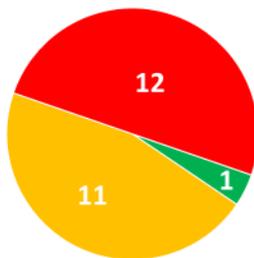


2020 Personnel Analysis

2020 ECS Losses



24 Total Losses



- Promotion
- Fail to Complete Training

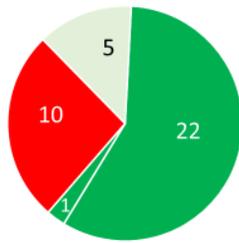
Where did they go?

- 1 – Retired
- 1 – Medical Separation
- 1 – Terminated
- 4 – Resign to pursue non-dispatch opportunity
- 2 – Pursue 'Sworn' position with agency
- 3 – Dispatch opportunity (Pueblo, Cherry Creek Schools, Westminster PD)

2020 ECS Gains



16 ECS Net Gains



What's the Net Gain?

- 37 Total New Hires
- 1 Part-time transition to Full-Time
= **38 Hires in 2020**
- **10 Hires Failed to Complete training**
(+1 2019 Hire)
- **12 'True' losses**
= **16 Net Gain Qualified ECS**

■ Completed Training
 ■ Transition from PT to FT
■ Failed to Complete Training
 ■ Remain in Training

EOY 2019 – 2020 Comparison



■ Qualified ECS
 ■ In Training
 ■ Supervisors

Hiring Snapshot



January 1 – December 31		
924	Applications Received	100%
487	Invited for Criticall Testing	52%
290	Completed Criticall Testing	31%
109	Moved to interview	18%
60	Passed interview	7%
	<ul style="list-style-type: none"> • Background Investigation • Psychological Testing • Polygraph • Hearing/Drug screening 	
23	Hired	2.4%
19	Completed training (14) or remain in training (5)	2%

Mobile Communications



Mobile Communications Vehicle



Mobile Communications Vehicle



- Vehicle will be operated by the Incident Dispatch Team (IDT) – a program currently being developed as a part of this initiative.
 - The Incident Dispatch Team will absorb the current SWAT dispatch program and become a component of the IDT.
- Jeffcom’s capital improvement plan includes funds for the acquisition and build-out of the communications vehicle, but grants are still being pursued via a dedicated grant writer.
- Jeffcom’s intent is to continue to expand this program long-term, potentially becoming a part of the Colorado Telecommunicator Emergency Response Taskforce (TERT).

Capabilities



Uses

- Tactical dispatch
 - Jefferson County SWAT teams
 - Structure fires
- Response to major/critical incidents
 - Wildfires
 - Natural disasters
- Mobile command post for small to medium scale incidents
- Mobile disaster recovery
- Special response teams
- Public education events
- Mutual aid assistance

Capabilities

- Enterprise CAD and Mobile
- Radio gateway (bridge)
- Mobile repeater for VHF/P25
- Limited radio programming abilities
- Cellular/satellite connectivity
- On scene resources:
 - Printing of maps/incident action plans
 - Generator power
 - Incident command workstation
- Other future programs/initiatives...

Ford Transit-250/AVC Rig



- January/21: Vehicle ordered directly from Ford with 3 to 4-month lead time
- Q1/21: Development of Incident Dispatch Team (IDT) program for personnel.
- Q2/21: Jeffcom takes delivery of vehicle which is then provided to AVC Rig (Berthoud, CO) for design and build-out
 - Jeffcom, through AVC Rig, designs vehicle interior including layout, furniture, storage, etc.
- Q3/21: Jeffcom completes installation of all technology hardware.
- Q3/21: Program go-live