



Record of Proceedings

Jefferson County Communications Center Authority

Board of Directors

June 29, 2023, 9:00 am

This meeting was held in person and by Zoom video conference. It was accessible for the public to listen via phone conference.

I. CALL TO ORDER

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

II. ROLL CALL

President Don Lombardi (West Metro Fire)	Present
Vice President Joe Harvey (Golden PD)	Present
Secretary/Treasurer Mike Weege (EFD)	Present
Member Reggie Marinelli (Jeffco Sheriff's Office)	Not Present
<i>Proxy Del Kleinschmidt</i>	<i>Present</i>
Member Mike Piper (Arvada Fire)	Present
Member Chris Murtha (Wheat Ridge PD)	Present
Member Ed Brady (Arvada PD)	Present
Member Phil Smith (Lakewood PD)	Present

Also in attendance were:

Jeff Streeter, Michael Brewer, Kevin Biegert, Gabrielle Rathfon, Jen Sandoval, Gina Ramirez, Laurel Strandberg, Ethan Honaman and Gayle Johnston.

Kathryn Winn of Collins, Cole, Flynn, Winn & Ulmer, PLLC

Javon Quarles of Collins, Cole, Flynn, Winn & Ulmer, PLLC

Brian Wilkerson of Talion Defense

Cathy Fromm with Fromm & Company LLC

Jeff Irvin of JCECA

John Sattler of Diversified Consulting Solutions

Mark Reeves of Lakewood Police Department

Kirk Lock of Arvada Fire Department

Edna Hendershot of Arvada Police Department

Jim Lorenz of Wheat Ridge Police Department

Dave Montesi of Evergreen Fire Department
Michelle Archuleta of Arvada Police Department

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

No public comment

IV. APPROVAL OF RECORD OF PROCEEDINGS

MOTION: It was moved by Chris Murtha and seconded by Mike Piper to approve the record of proceedings of the board meeting for May 18, 2023. The motion was voted upon and approved unanimously.

V. REPORTS

A. Financial and Budget Update – Fromm and Company LLC

- May 2023 Financial Statement – Cathy Fromm with Fromm and Company LLC presented the May financial statements and reviewed with the Board the comparison of budget to actual revenue and expenditures. Miscellaneous income is up, we received a large dividend check from CEBT, that is a dividend refund from 2021 and 2022. Consultants and professional services are slightly above budget at 68%. Software is at 78% of budget as the contracts are paid earlier in the year. Phone system is below budget at 25%. Facility costs are right on budget and overall total expenditures are right on budget at 41%. ColoTrust investment continues to earn good interest.

MOTION TO APPROVE THE MAY 2023 FINANCIALS

It was moved by Joe Harvey and seconded Ed Brady to adopt the May 2023 financials. The motion was voted upon and carried unanimously.

B. Executive Director Update

- General Updates
 - Hiring update – June 28th eleven people graduated from the academy. That is the third academy Jeffcom has hosted this year. Jeffcom currently has 15 new employees in various stages of training, 8-10 will be signed off in the next week or two and a few may have their training extended. As of today, Jeffcom is staffed at 117 ECS and CS. The next academy will start August 28th and Mr. Streeter will come to the board in July on over hiring.
 - Jeffcom will have the July 4th hotline again this year to report fireworks. The backup center will be activated for the fireworks hotline and the trainees will be answering the phones, getting some different experience.
 - Jeffcom has been awarded the APCO International Emergency Communication Center of the Year Technology in Leadership Award for a Large Agency.

- Update on the Cultural Assessment, the Healthy Dispatcher sent a survey out to all employees. The survey closes July 5th. Adam Timm and staff will be at Jeffcom the week of July 17th for in person meetings and will attend the Jeffcom Board of Directors meeting on July 20th and will give an update.
- ACE Accreditation – on June 16th the onsite assessor was at Jeffcom. He met with the physician advisors, EMS chiefs and staff. They are currently finishing up the file review and Jeffcom should receive the ACE accreditation in 4-6 weeks.
- CALEA will start their file review the week after July 4th, 2023.
- Budget preparation has started for 2024. Mountain States will be conducting a salary survey for all positions.

C. Legal Update

- No update

VI. NEW BUSINESS

VII. OLD BUSINESS

- Cost Allocation Update and Technical Review – Brian Wilkerson
 - Mr. Wilkerson looked at the cost allocation from an overall funding perspective and how funding works. Core activities for the center are emergency 911 calls, admin calls, outbound calls, radio and special duty assignments.
 - Jeffcom funding is 58% paid directly by agencies and the balance from JCECA. Of the portion paid by agencies, 97% is member agencies and 3% is user agencies. Looking at that split, question was asked if that is still a valid split.
 - Less than 30% of the call volume can be attributed to a specific agency. Due to technology limitations, administrative and outbound calls cannot be attributed to a specific agency. The implementation of the AI BOT has shifted the dynamics for 2023.
 - Mr. Wilkerson looked at call volume, radio traffic and CAD hours and looked at it from what percentage does each agency consume versus what is it's IGA contribution. There is some variation from the IGA contribution, but they are not seeing large variations.
 - Funding formula trends are focused towards an activity based approach. They are trying to lessen the complexity of the funding formulas and not make it an annual discussion.
 - Data does indicate a need to shift some costs to user agencies and adjust per call costs. Any changes to costs would not happen before 2025.
 - Mr. Wilkerson asked the board if they want to move away from the philosophy of sharing the savings equally.
 - Next steps would include enhancing the approaches to data collection and how to track the data better. Some would require replacing systems and they are items that Jeffcom is already considering replacing. User fees adjustment and what the impact would be to the agencies and associated policy. Forecast for the next three years.
 - No changes will be made for the 2024 budget, all board members agreed that any changes made would be for the 2025 budget. It was asked to further analyze the administrative calls, and the philosophy of the funding formula will not change.

- Mr. Wilkerson will have time to conduct the user analysis before the July board meeting but will not have time to complete the administrative analysis. He will be able to review the administrative analysis at the August board meeting.
- The PowerPoint is attached hereto and incorporated herein.
- Technical Assessment – the initial data collection is complete, and areas have been identified to conduct a deeper dive. Scheduling overlaps with the cultural assessment and the plan is to coordinate with them when they are at Jeffcom in July.

VIII. EXECUTIVE SESSION

- Executive Session pursuant to §§24-6-402(4)(a), (b) and (e) C.R.S., for discussion on potential purchases and leases of real property, developing strategies for negotiation and instructing negotiators on real property purchases and leases, and legal advice on financing options.

MOTION: At approximately 10:18am it was moved by Chris Murtha and seconded by Mike Piper to move into executive session pursuant to §§24-6-402(4)(a), (b) and (e) C.R.S., for discussion on potential purchases and leases of real property, developing strategies for negotiation and instructing negotiators on real property purchases and leases, and legal advice on financing options. The motion was voted upon and carried.

MOTION: At approximately 11:19am it was moved by Chris Murtha and seconded by Ed Brady to reconvene the regular meeting of the Jefferson County Communications Authority board of directors. The motion was voted upon and carried.

IX. ADJOURNMENT

MOTION: There being no further business to be presented it was moved by Ed Brady and seconded by Mike Piper 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 11:20am.



TALION
DEFENSE CORP

JEFFCOM COST AND SERVICE ANALYSIS

Board of Directors Update
June 29, 2023

DISCUSSION AREAS

- Objectives and Approach
- Funding Overview
- Activity Analysis
- Observations and Implications
- Next Steps

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OBJECTIVES AND APPROACH

Objectives:

- Determine to the extent possible the true cost of serving each agency that is part of Jeffcom
- Examine alternative cost allocation models for consolidated centers
- Examine implications for the legacy Funding Formula

Approach

- Analyze call, dispatch, and radio activity over Jeffcom's 5-year history
- Examine other services provided (IT support, special duty, etc.)
- Look at staffing and costs
- Determine relationships to service levels
- Examine correlations to current funding formula and potential implications
- Compare to alternative models and methods





KEY ACTIVITIES

- Call Taking and Dispatch ~100+ personnel average
- Emergency / 911
- Administrative
- Outbound
- Radio
- Special Duty (IDT, Dedicated Dispatch for Events, etc.)
- Help Desk ~ 1+ FTE
- Records Requests ~ 1.5 FTE

JEFFCOM FUNDING

Total Budget \$19,242,067

- Operating \$2,347,059
- Personnel \$16,895,008

56.8% or \$10,921,081 is paid directly by Agencies (Member or User); vast majority of the remainder is from JCECA funding

Of the portion paid by Agencies, 96.9% is paid by Member agencies (9) and 3.1% is paid by User agencies (15)



IS MEMBER:USER SPLIT STILL VALID?

Total Calls	2018	2019	2020	2021	2022	2023
Member	174,679	226,632	228,535	239,045	232,533	45,270
User	7,092	8,667	9,301	9,582	9,379	1,248
Combined	181,771	235,299	237,836	248,627	241,912	46,518

Percent of Calls	2018	2019	2020	2021	2022	2023
Member	96.1%	96.3%	96.1%	96.1%	96.1%	97.3%
User	3.9%	3.7%	3.9%	3.9%	3.9%	2.7%

Total CAD Hours	2018	2019	2020	2021	2022	2023
Member	14,060	19,985	21,747	21,877	21,826	4,792
User	529	834	969	1,026	956	200
Combined	14,589	20,819	22,716	22,903	22,782	4,992

Percent of CAD Hours	2018	2019	2020	2021	2022	2023
Member	96.4%	96.0%	95.7%	95.5%	95.8%	96.0%
User	3.6%	4.0%	4.3%	4.5%	4.2%	4.0%

Examining 4 Full Years (2019-2022)
 Member Agencies have averaged 96.2% of calls and 95.8% of CAD hours

User Agencies have averaged 3.8% of calls and 4.2% of CAD hours

Close to the funding split of 96.9% and 3.1% though some adjustment could be made





OVERVIEW OF CALL VOLUME

Call Volume Analysis April 2018- April 2023							
	Emergency	Percent 911	Administrative	Percent Admin	Outgoing	Percent Out	Total Calls
2018 (partial)	172,746	23%	410,202	55%	166,818	22%	749,766
2019	229,283	24%	504,647	52%	230,254	24%	964,184
2020	232,007	26%	450,117	50%	224,744	25%	906,868
2021	253,082	27%	451,722	48%	231,708	25%	936,512
2022	241,887	28%	439,391	50%	194,547	22%	875,825
2023 (partial)	60,296	32%	71,135	38%	56,109	30%	187,540

- Issues and Notes
- Less than 30% of the call volume can be attributed to a specific agency, Administrative and Outbound calls cannot
 - Also don't have complete data on Special Duty assignments
 - Emergency Call Volume does not include SMS traffic
 - Implementation of the AI BOT has shifted the dynamics for 2023; without the BOT, the split of calls for Q1 would be 23% 911, 57% admin and 21% outbound

OVERVIEW OF RADIO ACTIVITY

ROUGHLY 26% OF RADIO ACTIVITY IS ON SHARED CHANNELS

ROUGHLY 89.7% OF TRAFFIC IS FROM MEMBER AGENCIES (ASSUMING 75% OF SHARED JCSO CHANNEL IS THE SHERIFF'S OFFICE)

PTT Usage (Hours) By Agency - 1 Year Equivalent		
Agency or Operation	Usage (Hours)	% Usage
Lakewood PD	2,126.21	22.38%
JCSO, Lakeside, Mountain View, Edgewater, Morrison	2,008.50	21.14%
Arvada PD	1,362.96	14.35%
West Metro Fire	1,254.19	13.20%
Wheat Ridge PD	780.21	8.21%
Golden PD	566.13	5.96%
Arvada Fire	537.49	5.66%
JCSO Only	352.75	3.71%
Golden Fire, Pleasant View, Fairmount, Golden Gate	328.38	3.46%
Foothills, Genesee, Highland	73.00	0.77%
Evergreen Fire	32.81	0.35%
Fire Toning and Interop	24.68	0.26%
Elk Creek	21.22	0.22%
Inter Canyon	8.45	0.09%
Highland	7.88	0.08%
Foothills Only	4.00	0.04%
Indian Hills	3.50	0.04%
Morrison Only	3.04	0.03%
Genesee Only	2.63	0.03%
Edgewater Only	0.75	0.01%
Mountain View Only	0.50	0.01%
North Fork	0.45	0.00%
Lakeside Only	0.33	0.00%
School of Mines Only	0.17	0.00%
TOTAL	9,500.21	

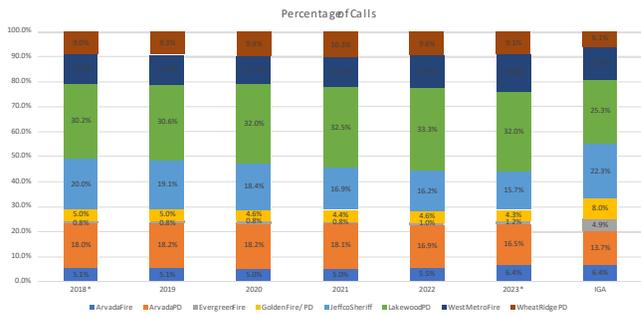
MEMBER AGENCIES: CALL VOLUMES AND CAD HOURS

(ENHANCED SELF-INITIATED SCREEN)

	2018*		2019		2020		2021		2022		2023*	
	Calls	Hours	Calls	Hours								
Arvada Fire	8,951	820	11,625	1,132	11,492	1,285	12,050	1,790	12,752	1,362	2,918	318
Arvada PD	31,465	2,306	41,243	3,338	41,587	3,612	43,320	3,678	39,351	3,447	7,458	756
Evergreen Fire	1,316	138	1,878	216	1,826	248	1,943	258	2,275	272	544	65
Golden Fire	1,843	168	2,153	223	1,870	204	2,133	229	2,236	235	510	55
Golden PD	6,869	518	9,129	713	8,742	715	8,453	699	8,386	715	1,420	143
Jeffco Sheriff	34,951	2,775	43,217	3,754	41,966	3,892	40,322	3,668	37,591	3,598	7,103	783
Lakewood PD	52,725	4,317	69,343	6,212	73,081	6,838	77,769	7,193	77,520	7,074	14,484	1,533
West Metro Fire	20,793	1,802	27,019	2,618	25,425	2,772	28,332	2,181	30,180	3,122	6,693	703
Wheat Ridge PD	15,766	1,216	21,025	1,779	22,546	2,076	24,723	2,181	22,242	2,001	4,140	430
	174,679	14,060	226,632	19,985	228,535	21,747	239,045	21,877	232,533	21,826	45,270	4,792



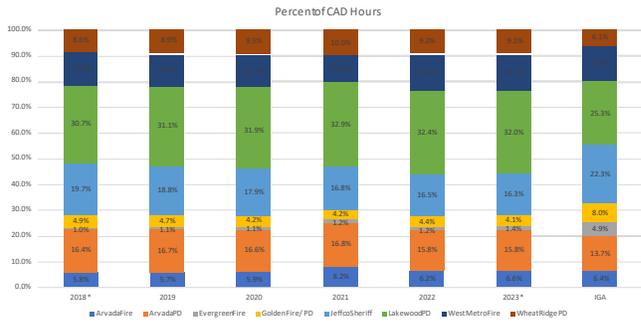
MEMBER AGENCIES: % CALL VOLUME VS IGA



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MEMBER AGENCIES: % CAD HOURS VS IGA



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MEMBER AGENCY CORE ACTIVITIES VS IGA

	Arvada Fire	Arvada PD	Evergreen Fire	Golden Fire / PD	Jeffco Sheriff	Lakewood PD	West Metro Fire	Wheat Ridge PD	IGA
IGA Contribution %	6.4%	13.7%	4.9%	8.0%	22.3%	25.3%	13.3%	6.1%	
5-Year Average CAD Hours	6.4%	16.3%	1.2%	4.4%	17.7%	31.8%	12.9%	9.2%	
Difference from IGA	0.0%	2.6%	-3.7%	-3.6%	-4.6%	6.5%	-0.4%	3.1%	
Recent 3 Full Year Average CAD Hours	6.8%	16.4%	1.2%	4.3%	17.0%	32.4%	12.3%	9.6%	
Difference from IGA	0.4%	2.7%	-3.7%	-3.7%	-5.3%	7.1%	-1.0%	3.5%	
1-Year Radio Activity	5.7%	14.4%	0.4%	7.3%	19.6%	22.4%	13.2%	8.2%	
Difference from IGA	-0.7%	0.6%	-4.6%	-0.7%	-2.7%	-2.9%	-0.1%	2.1%	

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NOTES ON RECORDS REQUESTS AND HELP DESK TICKETS

Total resources associated with both Records Requests and Help Desk Tickets are less than 3 FTEs

For 2022, Help Desk Tickets were 54.2% Jeffcom internal staff with 37.6% coming from Member Agencies and 4.2% coming from User Agencies (~2/3 of an FTE for agencies)

65% of Records Requests are from the DA's Office, with 11.6% coming from external entities who pay for the requests directly; remaining 23.3% are from agencies (~1/3 of an FTE)

FUNDING FORMULA TRENDS

- Benchmark research shows a narrowing in variations of funding formulas being used by consolidated centers
- The prevailing trend is towards an activity-based approach as has been the focus for this analysis
- Small percentage are still using population-based or personnel-based formulas, but this creates imbalances that don't reflect activity levels in Jefferson County
- Some hybrid formulas have started to emerge that include combinations of calls for service, personnel, population, number of vehicles / apparatus, number of units, or other combinations
- The higher complexity of the formula, the more time agencies reported spending on discussing the formula, with increased friction

OBSERVATIONS AND IMPLICATIONS

- The majority of activity in the center is driven by call, dispatch, and radio activity – other activities comprise less than 3% of total resources
- While trends can be analyzed from CAD and Radio data, the inability to attribute administrative or outbound call data to an agency, coupled with the shared radio channel activity does not allow a fully objective conclusion on activity by agency
- Data does indicate a need to shift some costs to User Agencies and adjust per call costs
- There are some differences in IGA funding allocations vs. level of activity in Member Agencies, however, the data gaps do not allow a purely objective adjustment to the funding formula
 - Arvada PD, Lakewood PD, and Wheat Ridge PD seem to have some level of activity above their IGA contribution percentage
 - Evergreen Fire, Golden Fire/PD, and Jefferson County Sheriff seem to have some activity levels below their IGA contribution percentage
 - The largest difference is 7% but most are below 4%
- Any change to the funding formula would require moving away from the philosophy of sharing equally in savings – are the differences in activity levels to IGA contributions enough to warrant the shift, given the unknowns?



USER AGENCY POTENTIAL CALL COSTS

- Previous funding formula was based on 2013 data (10 years old) and attempted to understand relative effort between Fire and Law by analyzing individual data from each of the 8 PSAPs – it was primarily based on FTE allocation between Fire and Law
- At that time, the split was 78% law and 22% fire and this drove the per call costs
- Data from the past 5 years paints a different picture:
 - Law is 59.2% of Calls and 49.9% of Dispatch Hours
 - Fire is 40.8% of Calls and 50.1% of Dispatch Hours
- More recent data also puts User Agencies at 4% of the activity for the Center, which would translate to \$436,843 per year
- Using the previous funding formula approach, this would translate to:
 - Fire at \$64.70 per call (vs. \$43 currently)
 - Law at \$39.55 per call (vs. \$27 currently)
- These would obviously be significant changes from the existing structure and would need to be considered carefully before any actions were taken

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NEXT STEPS AND TIMELINE



Examine approaches for enhancing activity data collection



Examine User Fee adjustments and associated policy



Determine what (if any) changes to the Member Funding Formula should be further explored, including alternative models



Analyze timing of adjustments and other policy impacts

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THANK YOU

Please do not hesitate to let us know if you have any questions

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