



Record of Proceedings

Jefferson County Communications Center Authority

Board of Directors

October 19, 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
Member Mike Piper (Arvada Fire)	Not Present
<i>Proxy Kirk Lock</i>	<i>Present</i>
Member Chris Murtha (Wheat Ridge PD)	Not 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, Gina Ramirez, Ethan Honaman, Jessy Hapgood 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

Mike Hendershot with Golden Police Department
Anita Koester of Lakewood Police Department
Del Kleinschmidt of Jeffco Sheriff's Office
Jim Lorenz of Wheat Ridge Police Department
Bill Vinelli of Morrison Police Department

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

No public comment

IV. OATH OF OFFICE FOR NEW BOARD MEMBER

- Chief Lombardi administered the oath of office to Division Chief Anita Koester who was appointed to serve as proxy for Lakewood Police Department.

V. APPROVAL OF RECORD OF PROCEEDINGS

- Minutes of the September 21, 2023 Regular Meeting

MOTION: It was moved by Chris Murtha and seconded by Kirk Lock to approve the record of proceedings of the regular board meeting for September 21, 2023. The motion was voted upon and approved unanimously.

VI. REPORTS

A. Financial and Budget Update – Fromm and Company LLC

- September 2023 Financial Statement – Cathy Fromm with Fromm and Company LLC presented the September financial statements and reviewed with the Board the comparison of budget to actual revenue and expenditures. Member agencies and user groups have been billed for the fourth quarter. Misc. revenue is reflected with additional money that came in from the closing of the new building. Facility costs are running slightly ahead of budget at 85%. Employment costs, salary and benefits slightly under budget at 70%. Total expenditures for the general fund at the end of September are under budget at 73%. The interest on the contingency and capital fund continues to grow. The rent money from 440 Indiana is in a separate account and there will be a true up mid-November once the tenants are out.

MOTION TO APPROVE THE SEPTEMBER 2023 FINANCIALS

It was moved by Ed Brady and seconded Chris Murtha to adopt the September 2023 financials. The motion was voted upon and carried unanimously.

- 2023 Budget Amendment
 - Resolution 23-09 to Amend the 2023 Budget
This Resolution is to record the purchase of 440 Indiana St, Golden. Due to accounting changes, when the property is obtained it needs to be recorded in the budget. The property needs to be recorded in the 2023 budget as an expenditure and a revenue.
 - Public Hearing (Notice published October 12, 2023)
No comment for public hearing

MOTION TO APPROVE RESOLUTION 23-09 TO AMEND THE 2023 BUDGET

It was moved by Joe Harvey and seconded by Kirk Lock to approve Resolution 23-9 to Amend the 2023 Budget. The motion was voted upon and carried unanimously.

- 2024 Budget Discussion, Review and Consideration for Approval

- Resolution 23-10 to Adopt the 2024 Budget

This is the seventh year with no increase in contributions to the member agencies. At the last board meeting it was agreed to increase user fees 4.9% for 2024 and they have all been notified.

JCECA will be contributing more than initially anticipated. JCECA board has agreed to increase the PUC for next year to the cap of \$2.05. Total revenues are just over \$23 million dollars. The new building is not factored into any of these costs, this is just the operational costs for 433 S Allison Parkway.

Software – the biggest increase is Amazon Web Services, that is the AI phone answering technology. Mindbase is a new wellness program for employees. Replay is new for the QA program to review the law calls. Carbyne is the new phone system that was approved by the board. Property insurance is up \$15,000.

Total salaries and benefits are just over \$17 million. A salary survey is conducted every year to stay relevant in the marketplace.

Jeffcom continues to put money into the capital projects and contingency funds.

This 2024 budget has been reviewed by Chief Harvey and Chief Weege.

The Capital fund has a line for the new building of \$5 million. Any expenditures for the new building will come out of this capital line. The money in the contingency fund will remain as a reserve balance.

On Resolution 23-10 there is one correction, the General Fund amount should be \$23,114,694.

- Public Hearing (Notice published October 12, 2023)

No comment for public hearing

MOTION TO APPROVE RESOLUTION 23-10 TO ADOPT 2024 BUDGET WITH THE CORRECTION OF THE GENERAL FUND BALANCE BEING \$23,114,694.

It was moved by Chris Murtha and seconded by Reggie Marinelli to approve Resolution 23-10 to Adopt the 2024 Budget with the correction of the general fund balance being \$23,114,694. The motion was voted upon and carried unanimously.

B. Executive Director Update

- General Updates
 - Letter received October 4th, 2023 from Clear Creek County Manager to take on the dispatch services for Clear Creek County. This will be discussed in detail in Executive Session.
 - Letter from ACE Accreditation – Jeffcom received ACE accreditation for Emergency Medical Dispatch. Jeffcom will be recognized at the Navigator conference in 2024.

- The Community College of Denver reached out the Jeffcom 911 to create a dispatch program. They want to create a dispatch certification program within their Criminal Justice curriculum. The Community College of Denver has also agreed to recognize Jeffcom staff with 16 credit hours for being certified in the program and they can apply that to an associate degree in criminal justice.

C. Legal Update
No update

VII. NEW BUSINESS

VIII. OLD BUSINESS

- Jeffcom Operations and Technical Review – Talion Defense, Brian Wilkerson
 - Mr. Wilkerson discussed the project objectives and the finding of the operations and technical review. There is an ongoing Cultural review and they tried to coordinate with the Healthy Dispatcher to not overlap data.
 - The areas of focus for this project were policy and procedure, opportunities for improvement, staffing and workload, disaster recovery, process improvements and the impacts of lack of standardization and operational staffing levels. Each area was reviewed for strengths and weaknesses as well as their impact on service to the community and agencies.
 - Core operations were reviewed looking at strengths and opportunities for improvement. The QA process needs significant focus for improvement as they are not meeting standards.
 - Lack of standardization across the agencies impacts performance and floor operations. This is compounded by staffing challenges and cross-training employees with the different radio procedures.
 - Technology is a strong area of focus but there are opportunities to improve coordination between operations and IT on priorities and projects.
 - The new hire academy is a strength for Jeffcom but the post academy training is not best practice and had gaps.
 - Scheduling is the area that needs to be the highest priority for improvement.
 - It was requested by the board for Mr. Wilkerson and Mr. Streeter to come back with areas for standardization on both the fire and law side that would have the maximum impact.
 - There is a need to have a concentrated focus on agency relations at all levels and improving those.
 - The PowerPoint is attached hereto and incorporated herein.
 - Mr. Streeter added that Jeffcom is in the process of enhancing the training department with several new positions including two training technicians and a supervisor to support the training manager. Scheduling is an issue and Jeffcom will be adding a second scheduler to balance workload.
 - The board was asked to review the findings and recommendations and there will be further discussion at the next meeting.

IX. EXECUTIVE SESSION

- Executive session pursuant to §24-6-402(4)(e), C.R.S. for determining positions relative to matters that may be subject to negotiation, developing strategy for negotiations, and instructing negotiators related to a request for service from Clear Creek County.

MOTION: At approximately 10:57am it was moved by Chris Murtha and seconded by Phil Smith to move into executive session pursuant to §24-6-402(4)(e), C.R.S. for determining positions relative to matters that may be subject to negotiation, developing strategy for negotiations, and instructing negotiators related to a request for service from Clear Creek County. The motion was voted upon and carried.

MOTION: At approximately 11:51am it was moved by Joe Harvey and seconded by Kirk Lock to reconvene the regular meeting of the Jefferson County Communications Authority board of directors. The motion was voted upon and carried.

Mr. Streeter and Mr. Wilkerson were given direction from the board regarding services for Clear Creek County to negotiate services based on them being a stand-alone channel. The board asked that they look at the financial stability of the organizations and what the benefits are for Jeffcom both short term and long term. If this will affect the technical assessment and what the plan is for those items.

X. ADJOURNMENT

MOTION: There being no further business to be presented it was moved by Joe Harvey and seconded by Ed Brady 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 11:54am.



JEFFCOM OPERATIONS & TECHNOLOGY REVIEW

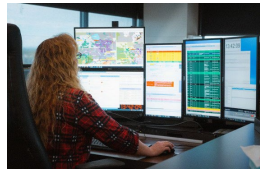
Executive Summary
October 10, 2023

PROJECT OBJECTIVES

- Conduct an operational and technical assessment of Jeffcom's 911 and support operations and identify potential issues and improvements. Like many 911 centers, Jeffcom has experienced challenges in recent years with staffing and operations including turnover in management, reduced staffing levels, and other issues. The focus areas for this project were:
 - Policy & Procedure Review
 - Operational and Technical Opportunities for Improvement
 - Technology Interface, particularly impact on staffing/ workload
 - Disaster Recovery
 - Process improvements on agencies including identifying the impact of lack of standardization
 - Operational Staffing Levels
- Each area was reviewed for strengths and weaknesses, as well as their impact on service to the community and the agencies. Relevant best practice comparisons were also conducted.

METHODOLOGY

- Data Review
- Process and Procedure Review
- Technology Review
- Staff and Management Interviews*
- Floor Observations
- Benchmarks
- Agency Interviews
- Validation
- Analysis
- Coordination with Culture / Staff Study



* Focus groups were not conducted because of parallel culture study

OVERALL OBSERVATIONS

- Jeffcom has built a national reputation as a leading 911 center and has won a number of organization and individual awards; It is also one of the few 911 centers with CALEA accreditation. These are all significant accomplishments for an organization that is just 5 years old.
- Based on the Operational & Technical Assessment, this reputation is in many ways deserved. While Jeffcom has several areas for improvement, its operations are best practice in many areas when compared to centers around the country. Jeffcom is clearly an innovator in technology and their perspective is sought out by other centers.
- Jeffcom benefits from highly dedicated staff who genuinely cares about their work and focuses on providing a high level of service to its agencies and communities.
- While several agencies report a high level of satisfaction with the services that Jeffcom provides, there are several areas for potential improvement in agency relations.
- Jeffcom is not immune to many of the issues that currently plague the industry including staffing shortages; while there have been improvements in staffing levels at Jeffcom, they have not yet solved some of the broader operational issues including mandated overtime.
- Jeffcom has not consistently met its target service levels over the past 2 years; turnover in key disciplines such as radio dispatchers and a lack of standardization have impacted performance in this area.
- Several additional opportunities for improvement exist including management dynamics, technology change management, scheduling processes, ongoing training and others.

CORE OPERATIONS

Strengths

- High community satisfaction with service provided
- Strong performance in incidents, numerous documented saves
- Good teamwork and collaboration on the floor
- Focus on continuous improvement and application of technology to improve operations
- Floor positions well-designed and promote efficiency
- Call takers come out of academy / field training with strong proficiency
- Strong Disaster Recovery capability that is regularly tested



Opportunities

- High utilization of supervisors (50-80% reported) on consoles inhibits effectiveness of supervision
- QA process is not performing at the same standard of other processes in Jeffcom – not meeting standards
- Lack of standardization impacts performance – extensive SOPs required, on-floor complexity, training impacts
- Inconsistency in premise history usage on calls, difference in access protocols for Law vs. Fire
- Concerns about interpreter services (speed, specifics not being translated)
- Change fatigue and information overload commonly reported
- Some concerns about impacts of floor configuration (separation of disciplines) on effectiveness of collaboration – some changes made, additional planned for new facility

TECHNOLOGY

Strengths

- Strong focus on innovation and improving floor operations through technology solutions
- Pushing boundaries on new solution deployment (AI, ATAK, etc.)
- Cyber Security is industry leading
- Floor technology is comprehensive and generally works well
- Generally high satisfaction on support to agencies
- One of the largest dedicated technology teams among similar size centers

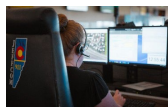
Opportunities

- Opportunity to improve coordination between Operations and IT on priorities and projects
- Improved Change Management around technology rollouts – widely varying perceptions on the floor of goals, impact, and effectiveness of technology (service vs. efficiency)
- Lack of regular customer feedback mechanisms
- Some incidents of perceived lack of response to agencies

STAFFING

Strengths

- Authorized staffing levels set based on 2016/17 volumes. Since then:
 - 911 call volume up 5% over 2019
 - Non-Emergency calls up 7% over 2019
 - Outbound call volume down more than 15% over 2019
- AI Implementation is reducing Non-Emergency Call Volume
- Admin-only and remote call-taking capabilities have been implemented to enhance staffing and flexibility



Opportunities

- Turnover of experienced resources (particularly radio dispatch) negatively impacts staffing and scheduling
- Still significant mandated overtime, primarily based on skills gaps
- Authorized staffing levels need to be recalibrated based on volume changes (parallel study to address in more depth)
- Multi-tasking and pace of calls for Call-Taker position makes the position challenging - Opportunities to improve efficiency such as double entry on tow/rep; load and pace causes issues
- Morale issues reported based on scheduling and perceived lack of support from management
- Lack common staffing support mechanisms such as part-time and per-diem positions

TRAINING

Strengths

-  New Hire Academy has done a good job of developing qualified staff who have strong proficiency after completion of floor training
-  Programs have had to flex to accommodate high volumes of trainees
-  Quality of training generally reported as high

Opportunities

- Post-academy training is not best practice; limited cycles of ongoing assessment and training offerings to address gaps
- Limited capacity for training in specialties and radio
- Limited ongoing training, evaluation, and coordination among instructors
- Opportunities to better differentiate training paths to accelerate lateral hire deployment and radio skills training
- Agencies report geography knowledge as the most significant gap for new dispatchers; ride-alongs have not been consistent part of training post-COVID

SCHEDULING

Strengths

- While the work is being covered, the scheduling process overall would not be considered a strength in its current form
- Current approach relies on strong partnership between scheduling resources and supervisors, and that interface is challenging
- Jeffcom is implementing some changes to the process and resourcing that should help
- Lack of radio qualified staff aggravates this problem, as do heavy training requirements (experienced dispatchers are often radio resources but they are also trainers, few call takers are trainers)

Opportunities

- Mandated overtime and last-minute scheduling scrambles are too common
- Structure of and accountability for overtime mandates further exaggerate the issue
- Perceived lack of support for / lack of adherence to scheduling processes and policies
- "Instant On" scheduling (Immediately on console from start of shift) is not best practice; ideally have time for updates, pass-on, etc. (9 hours of 10-hour shift on console)
- Jeffcom has not been able to identify a system to support scheduling that can address current technology gaps

1

AGENCY RELATIONS

Strengths

- Generally the feedback from member agencies was positive with a consensus that Jeffcom does well at day-to-day operations
- Support for Critical Incidents was cited as a strength
- Issue resolution was generally seen as positive, both with supervisors and operations managers
- IT support was seen as positive and responsive
- Command staff generally reported higher levels of satisfaction than front line supervisors
- Knowledge of processes and policies within the agencies was inconsistent in some cases; staff within the same agency disagreed in the interview; also incorrect perceptions that Board had directly mandated several policies
- Combination of new staff in agencies and new staff at Jeffcom can sometimes cause challenges

Opportunities

- Primary concerns expressed:
 - Inconsistency in dispatch quality (especially newer staff)
 - Turnover and its impact
 - Relationship between front line and dispatch / supervision
 - Geographic knowledge
 - Premises history usage
 - Role sergeants need to play (reporting significant intervention, all the way down to calling RPs)
 - Lack of staffing being used to push standardization
 - Interaction around day-to-day ops has declined over time and input is less sought
- Two agencies reported much more negative experiences, including:
 - Mistakes made / adherence to protocols
 - Lack of responsiveness in issue resolution
 - Perception that concerns are brushed aside, always attributed to a "training issue"
 - Lack of responsiveness from IT
 - "Can't Do" attitude; felt they had to resign themselves to poor service
- Some agencies expressed a desire for higher service levels in some areas, but were hesitant to ask due to Jeffcom staffing challenges

11

MANAGEMENT DYNAMICS

Strengths

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Dedication of supervisors and managers is high, many are working very hard to cover the workload
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Several supervisors observed as being highly effective on the floor, particularly during incidents / busy times
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Disciplined approach to strategic / action planning and tracking follow-up

Opportunities

- No level of management feels truly supported – time spent on "production" takes away from management / supervisory time
- Communications breakdowns among layers of management observed
- Perception that senior management cares more about the metrics than the quality of outcomes
- Many newer supervisors that need more development and support, but limited ability for managers and other supervisors to support due to workload
- Unfilled Operations Manager position has impacted manager effectiveness and workload
- Lack of supervisor and manager pipeline

11

IN-PROCESS INITIATIVES

- Focus on increasing standardization where possible – file / change submission standards, radio operations procedures, line officer working group (in some cases receiving agency pushback)
- Not conducting Q4 academy to focus on radio training
- Additional resources being added to training, QA, and scheduling to shore up these processes including both permanent and rotational staff
- Rotational program for Assistant Operations Managers to help shore up capability
- Implementation of an ECS Lead position to shore up supervisors
- Reinvigorating Law / Fire Ops groups and focus on front line interaction; also renewed focus on manager interaction with agencies
- Focused efforts to improve coordination between Technology and Operations (prioritization, project status, etc.)
- Floor reconfiguration to enhance collaboration across disciplines
- New application to streamline process for tows / repos

11

PRIORITY FOCUS AREAS

- Radio Dispatch Capabilities and Cross-Training
- Scheduling Process and Outcomes
- Reducing Mandated Overtime
- QA Process
- Enhanced focus on Improving Agency Relations
- Post-Academy Training
- Ongoing Training and Evaluation of Instructors
- Technology Change Management
- Supervisor / Management production loads and support across levels
- Additional areas to be discussed in Culture / Staff Study

NEXT STEPS

- Address follow-up issues and concerns from Board of Directors
- Develop Action Plans and secure Board approval for plans

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11