



Record of Proceedings

Jefferson County Communications Center Authority

Board of Directors

January 18, 2024, 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 Kirk Lock (Arvada Fire)	Not Present
<i>Proxy Matt Osier</i>	<i>Present</i>
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, Gina Ramirez, Jen Gustin, Ethan Honaman, Jessy Hapgood, Laurel Strandberg, Jen Sandoval, Kellie Vaughan, Brian Schilly, Taylor Groth, and Gayle Johnston.

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

Javon Quarles of 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

Jim Lorenz with Wheat Ridge Police Department

Anita Koester with Lakewood Police Department

Chris Malmgren Pleasant View Fire Department

Eric Sonstegard with Edgewater Police Department
Kasey Beal with Golden Fire Department

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

No public comment

IV. OATH OF OFFICE

- Chief Lombardi administered the oath of office to Battalion Chief Matt Osier who was appointed to serve as proxy for the Arvada Fire Department.

V. APPROVAL OF RECORD OF PROCEEDINGS

- Minutes of the November 16, 2023 Regular Meeting

MOTION: It was moved by Joe Harvey and seconded by Ed Brady to approve the record of proceedings of the regular board meeting for November 16, 2023. The motion was voted upon and approved unanimously.

VI. REPORTS

A. Financial and Budget Update – Fromm and Company LLC

- December 2023 Financial Statement – Cathy Fromm with Fromm and Company LLC presented the October financial statements and reviewed with the Board the comparison of budget to actual revenue and expenditures. Revenues are at 108%, the interest income continues to surpass the budgeted amount. Consultants and professional services are above budget at 129% with one special project still ongoing. Dues and memberships are running below budget at 83%. The phone system, IT system and hardware is under budget at 59% and meeting and office expenses are at 79% of budget. Facility costs are at 104%. Total operational and employment expenditures under budget at 93%. Transfers have been made to the Capital and Contingency funds. The contingency and capital fund continues to earn interest. The 440 Indiana St facility is shown separately to show revenue and expenditures.

MOTION TO APPROVE THE DECEMBER 2023 FINANCIALS

It was moved by Ed Brady and seconded by Mike Weege to adopt the December 2023 financials. The motion was voted upon and carried unanimously.

B. Executive Director Update

- General Updates
- Welcome the board to the new facility and tour the building before construction starts. The new facility was purchased with the office furniture currently in it, and it has been offered to all the member agencies and user groups for free.

- Representative Brittany Petersen will do a congressional read recognizing Jeffcom 911. The congressional read will take place at the board of county commissioners meeting on Tuesday 1/23/2024 at 9am for board members wishing to attend.
- An academy of nine people started on 1/16/2024 and will be hosted at the new facility. IT has been working hard to get the new facility setup.
- Representative Sheila Lieder introduced House bill 24-1016, The bill defines “emergency communications specialist” as a first responder whose duties involve emergency and nonemergency dispatch services. This bill also clarifies that the currently authorized use of the emergency charge tariffs can be used for training for public safety answering point (PSAP) personnel, technical support, emergency notification services and emergency medical dispatch. There is no fiscal impact. The tentative hearing for this bill is scheduled for 1/31/2024 at 1:30pm. Looking for support from agency stakeholders and this ties into the 911 Saves Act which has been introduced into both the House and the Senate. The 911 Saves Act requires the Office of Management and Budget to reclassify dispatchers as a protective service occupation instead of administrative.
- The go live date for Clear Creek is 2/21/2024 to start dispatching for them. We are working with their employees on the transition to Jeffcom and training our current staff. It will be a stand-alone channel and processed the same as it is today.
- Jen Gustin was introduced as the newly promoted operations manager at Jeffcom. Her focus is currently on Clear Creek and the transition to Jeffcom.
- Technical Review Response/Presentation by Michael Brewer
- Michael Brewer presented findings and recommendations in response to the Technical Report by Talion Defense. The report looks at areas of improvement for the quality assurance program, the training program, scheduling, agency relations and management dynamics.
- The PowerPoint presentation is attached hereto and incorporated herein.
- In response to the presentation the SLA agreement needs to be redeveloped and make sure they are clear, specific, and attainable. Management dynamics are management driven and there is a leadership absent portion. It was recognized that the Technical and Cultural review was conducted when Jeffcom was trying to get caught up after Covid and the great resignation.

C. Legal Update

VII. NEW BUSINESS

- Resolution 2024-01 Designing a Posting Location

MOTION TO APPROVE RESOLUTION 2024-01 DESIGNATING A POSTING

It was moved by Mike Weege and seconded by Joe Harvey to approve Resolution 2024-01 Designating a Posting Location. The motion was voted upon and carried unanimously.

- Resolution 2024-02 Setting Schedule of Regular Meetings

MOTION TO APPROVE RESOLUTION 2024-02 SETTING SCHEDULE OF REGULAR MEETINGS

It was moved by Ed Brady and seconded by Mike Weege to approve Resolution 2024-02 Setting Schedule of Regular Meetings. The motion was voted upon and carried unanimously.

- Resolution 2024-03 Adopting A&R Employee Handbook

MOTION TO APPROVE RESOLUTION 2024-03 ADOPTING THE A&R EMPLOYEE HANDBOOK.

It was moved by Mike Weege and seconded by Matt Osier to approve Resolution 2024-03 Adopting the A&R Employee Handbook. The motion was voted upon and carried unanimously.

VIII. OLD BUSINESS

IX. EXECUTIVE SESSION

- Executive session pursuant to §24-6-402(4)(f), C.R.S. for discussion of the Executive Director's annual review.

MOTION: At approximately 10:11am it was moved by Chris Murtha and seconded by Joe Harvey to move into executive session pursuant to §24-6-402(4)(e), C.R.S. for discussion of the Executive's Director annual review. The motion was voted upon and carried.

MOTION: At approximately 10:36am it was moved by Joe Harvey 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.

No motions were made, and no votes were taken during Executive Session.

MOTION TO APPROVE JOE HARVEY TO MEET WITH EXECUTIVE DIRECTOR JEFF STREETER TO DISCUSS HIS EVALUATION AND COMPENSATION REVIEW

It was moved by Chris Murtha and seconded by Mike Weege to approve Joe Harvey to meet with Executive Director Jeff Streeter to discuss his evaluation and compensation review. The motion was voted upon and carried unanimously.

X. ADJOURNMENT

MOTION: There being no further business to be presented it was moved by Ed Brady and seconded by Joe Harvey 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 11:00am.

Prepared by Gayle Johnston

STRATEGY TO ADDRESS IDENTIFIED CHALLENGES AND OPORTUNTIES



Report Categories

OPPORTUNITY FOR IMPROVEMENT	PRELIMINARY RECOMMENDATIONS	OBSERVATIONS OF NOTE
1. QA	1. Schedule Processes and Outcomes	1. Interpreter Services
2. Training	2. Focus on Agency Relations	2. Floor Configuration
3. Scheduling	3. Supervisor and Manager workloads	3. Use of Premise History
4. Agency Relations	4. Enhanced Radio Dispatch Capabilities and Cross-Training	4. Paging Requests
5. Management Dynamics	5. Training Processes	5. Call Management
	6. QA Processes	6. LPD Volume Issues
	7. Application of Tech on Call-Take/Dispatcher	7. PSAP Call Transfers
	8. Tech change management & Customer Feedback	8. LE Dispatched to Fire/EMS Calls



Quality Assurance

TOPIC	ISSUE/BACKGROUND	ACTION(S)
<ul style="list-style-type: none"> Sampling Standard 	<ul style="list-style-type: none"> IAED recommends QA reviews 2% of call volume 2018-2021, JEFFCOM adjusted agency goal to 1.5% Reduced staffing/focus on operations (1.5 personnel) Q-team disbanded due to mandatory OT 	<ul style="list-style-type: none"> Increase staffing allowed to recall QA personnel (3 personnel) Outsourcing Replay for Law calls Retain QPR for EMD/EMD calls Supervisors Q each team member monthly Reactivate Q-Team Integration of AI review capability though IAED for some call types
<ul style="list-style-type: none"> Information Feedback Loop 	<ul style="list-style-type: none"> Focus of energy within training primarily on 'new hire' academy 	<ul style="list-style-type: none"> Increase staff Updated internal guidance QA reporting requirements with trend analysis
<ul style="list-style-type: none"> Enhance QA-training-SOP improvement cycles 	<ul style="list-style-type: none"> In Q3 of 2023, operations managers implemented a special purpose team to focus on SOP development and incorporated a system for tracking SOP changes, which includes a trouble ticket system, assignment of resources, and publishing updated content without creating version control issues Increased QA reviews coupled with increased supervisor engagement 	



Training

TOPIC	ACTION(S)
<ul style="list-style-type: none"> Dedicated staff 	<ul style="list-style-type: none"> Three positions have been added in training: <ol style="list-style-type: none"> Training Supervisor Training Technician (Full-Time) Training Technician (ECS one-year rotation)
<ul style="list-style-type: none"> Post-academy training improvements 	<ul style="list-style-type: none"> Added capacity to provided regular performance assessments and training for CTOs and improve standards of training and oversight to identify deviations and provide corrective actions Installed new LMS in 2023, working through the development of the system with content
<ul style="list-style-type: none"> Ongoing training and evaluation of instructors 	<ul style="list-style-type: none"> An initiative for 2024 is to develop metricbased criteria for instructors to be assessed against with a system of regularly reoccurring evaluations Use of lesson plans, delivery of course objectives and learning objectives, as well as overall curriculum assessments will be included in assessments A system of documentation and reviews will be incorporated for trend analysis and feed into training plans for improvement at both the organizational level, as well as rapid corrective actions for individual instructors



Training

TOPIC	ACTION(S)
<ul style="list-style-type: none"> Lack of diverse paths 	<ul style="list-style-type: none"> JEFFCOM feels strongly that all hired personnel shall qualify in call-taking first
<ul style="list-style-type: none"> Alternative initial training paths for experienced dispatchers and lateral hires 	<ul style="list-style-type: none"> Candidates hired with experience in call-taking and/or radio dispatching is evaluated individually: <ul style="list-style-type: none"> Amount of experience (months/years) Type of experience (primary PSAP, call volume, activity, etc.) Individual comfort level with learning new processes Varied experience levels impact/instructor capacity Capacity of JEFFCOM's staff must also be considered and a decision made regarding the greatest value provided with limited resources The goal is to provide training and 'fast-track' candidates where possible
<ul style="list-style-type: none"> Specialty paths for ECS 	<ul style="list-style-type: none"> High number of skillsets IDT, QTeam, Training Team, QA and Training rotator positions + Lead ECS



Training

TOPIC	ACTION(S)
<ul style="list-style-type: none"> Dedicated capacity and focus in this area until critical mass is achieved 	<ul style="list-style-type: none"> Q4 academy was cancelled to address needed training in radio skills A training plan was developed to continue into 2024 with assigned training in radio skillsets Assigned training is a continuing activity that is reviewed weekly by management
<ul style="list-style-type: none"> Geographic knowledge 	<ul style="list-style-type: none"> Agency ride-alongs Review of current curriculum and delivery methodology for new hire academies Goal to develop curriculum that will be cultivated specifically for inservice training



Scheduling

TOPIC	ACTION(S)
<ul style="list-style-type: none"> Undertake process optimization and redesign 	<ul style="list-style-type: none"> Redesign of positions and levels of authority/responsibility implemented in Q1
<ul style="list-style-type: none"> Enhance dedicated resources for the process 	<ul style="list-style-type: none"> 2nd FT Scheduling coordinator placed in Q1 to provide 7-day coverage
<ul style="list-style-type: none"> Address technology gaps in scheduling software 	<ul style="list-style-type: none"> JEFFCOM has received demos from multiple vendors actively sought out at conferences/trade displays Continue to work with vendor for improvements
<ul style="list-style-type: none"> Reduce mandated overtime through scheduling improvements 	<ul style="list-style-type: none"> Utilization of personnel and shifts have been analyzed annually (staff, data analysts, outside consultants); other factors such as training and employee satisfaction are also taken into consideration
<ul style="list-style-type: none"> Implement pass-on time at the beginning and end of each shift (off console time) 	<ul style="list-style-type: none"> Striving to have capacity to implement by Q3



Scheduling

TOPIC	ISSUE	ACTION(S)
<ul style="list-style-type: none"> Dedicated staff 	<ul style="list-style-type: none"> Several ECS provide support in scheduling functions causing confusion and gaps in accountability 	<ul style="list-style-type: none"> FT scheduling coordinator added in Q1 (2 total); schedules provide 7-day coverage and access
<ul style="list-style-type: none"> Accountability for OT mandates 	<ul style="list-style-type: none"> Due to lack of 7-day coverage, 18 supervisors and 1 FT scheduling coordinator 'share' responsibility for filling gaps in schedule 	<ul style="list-style-type: none"> Primary solution is added capacity through hiring/training Additional FT scheduling coordinator providing 7-day coverage isolates 'responsibility'
<ul style="list-style-type: none"> Instant-on scheduling 	<ul style="list-style-type: none"> No time provided for passdown of information/ briefs for operations, supervisor guidance, and systems log-in/out, etc. 	<ul style="list-style-type: none"> Added staffing will allow proactive scheduling time at the beginning/end of shift for information transfer and systems management



Agency Relations

TOPIC	ACTION(S)
<ul style="list-style-type: none"> Agency feedback varied widely in perception of JEFFCOMs ability to provide operational support and level of investment in building meaningful partnerships with the agencies we support Continue in-process efforts focused on collaboration with front lines Regular interactions with multiple layers with the agencies Identify mechanisms for more effective communication across a broader spectrum of agency stakeholders 	<ul style="list-style-type: none"> JEFFCOM is committed to improving and maintaining valued partnerships that result in the best operational outcomes possible Each agency is assigned an operations manager as a primary liaison and are expected to be proactive in engaging with agency partners Existing forums and communication methods Operations Managers oversee/participate in collaborative forums
<ul style="list-style-type: none"> Address agencies with critical issues 	<ul style="list-style-type: none"> JEFFCOM will establish a regular and reoccurring tracking and assessment of agency issues, with "critical" issues prioritized for allocation of resources
<ul style="list-style-type: none"> Re-emphasize ride-along/sit-along, and onsite visits post academy 	<ul style="list-style-type: none"> Post-training ride-alongs are being considered in 2024 to occur at regular intervals in post training



Management Dynamics

TOPIC	ISSUE	ACTION(S)
<ul style="list-style-type: none"> No level of management feels truly supported Inability to fill the third Operations Manager position Newer supervisors need more development/support Communications breakdowns among layers of management 	<ul style="list-style-type: none"> Reduced staffing at the ECS level has required Supervisors to be deployed as dispatchers to fill the operational gap This has stunted their growth as Supervisors This creates a void that Managers have to fill No one is truly 'supervising' the ECS on the floor, which allows opportunity for negative and toxic behaviors to occur without appropriate checks in place which significantly impacts employee morale 	<ul style="list-style-type: none"> Increased capacity has been restored to allow supervisors to act in their intended role Continued development of Supervisors is a management priority Proactive focus on consistent employee engagement opportunities



Management Dynamics

TOPIC	ACTION(S)
<ul style="list-style-type: none"> Address supervisor and manager workloads and emphasis on production vs. management tasks; increase support across all levels of management 	<ul style="list-style-type: none"> The goal of achieving maximum efficiency for all positions has been a specific area of focus for the JEFFCOM leadership team As staffing has improved, supervisor radio deployment rates that once were at or above 80% are now below 50% Increased ability to complete 'normal' tasks and projects, also increased capacity for managers to focus on providing support to internal and external stakeholders A new position has been created to provide 'production' support to supervisors; in Q4 four 'Lead ECS' were selected and will provide coverage at peak volume times, seven-days-a-week to supervisors Lead ECS are intended to free up supervisors and directly impact their ability to provide improved oversight of personnel and floor operations.
<ul style="list-style-type: none"> Fill open manager position 	<ul style="list-style-type: none"> Operations Manager process completed and placed in Q4



Application of Technology

TOPIC	ACTION(S)
<ul style="list-style-type: none"> Increased focus on the application of technology to the call taker and dispatch jobs 	<ul style="list-style-type: none"> This recommendation will be incorporated into management strategy assessment and planning cycle Every year increased sources of information are provided to the communications center One key factor in 2024 will be the implementation of a cutting-edge call processing equipment (CPE) that is cloud native, which allows for advanced software development of solutions that is anticipated to reduce the amount of sources/windows/clicks required
<ul style="list-style-type: none"> Enhanced technology change management and customer feedback mechanisms 	<ul style="list-style-type: none"> Emergency communications systems and processes are being developed and implemented at a breakneck pace. How these are implemented at JEFFCOM and communicated to internal stakeholders will be evaluated with every initiative. This recommendation is taken seriously and will be a factor of consideration when developing communications and feedback plans by the management team with focus on inclusion and providing important background information that explains the "why" behind technology initiatives



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Observations of Note

TOPIC	ISSUE	ACTION(S)
1. Interpreter Services	<ul style="list-style-type: none"> Quality of service 	<ul style="list-style-type: none"> Consider alternative vendors Certification of employees Emerging technology included in new CPE (transcription/ translation)
2. Configuration of the floor	<ul style="list-style-type: none"> Physical separation creates barrier for natural communication synergies 	<ul style="list-style-type: none"> Floor "seating chart" updated and implemented in Q4
3. Use of Premise History	<ul style="list-style-type: none"> Inconsistent practices 	<ul style="list-style-type: none"> Supervisors were directed to meet with each ECS on their team to review procedures Implementation of Force Metrics search tool
4. Paging Requests	<ul style="list-style-type: none"> Paging requirements are often dynamic and situational dependent Requirements for paging have changed often for multiple agencies 	



Observations of Note

TOPIC	ISSUE	ACTION(S)
5. Challenges with call takers discerning if a call was the same as another call that was already being dispatched	<ul style="list-style-type: none"> Multiple RPs present different information 85%+ calls received via mobile phone 	<ul style="list-style-type: none"> Standard procedures in place to address these situations in SOP 100-17, which is reviewed in academy training and radio channel OJT
6. LPD Volume Issues	<ul style="list-style-type: none"> Complaints of high/low volume 	<ul style="list-style-type: none"> Contracted Harris radio techs Guidance regarding settings on the bottom of the base set remain on level 3 Adjustments to volume limited to the radio console Microphone on the base set controls the "gain" not the volume and may distort transmissions.



Observations of Note

TOPIC	ISSUE	ACTION(S)
7. PSAP Call Transfers	<ul style="list-style-type: none">• Calls spill over jurisdiction boundaries requiring transfer to another PSAP• Depending on the other PSAP, long wait times and lack of transfer of information provided if receiving	<ul style="list-style-type: none">• Location-Based-Routing is beginning to be accepted by carriers, FCC regulations in process of implementation• CAD-to-CAD information sharing solution
8. LE Dispatched to Fire/EMS Calls		<ul style="list-style-type: none">• Talion Defense report recommends further exploration of the issue, which will be adhered to through standing coordinating working groups, such as the Law and Fire Operations meetings in Q1 2024 and Dispatch-Patrol working group bi-monthly meetings.