



Record of Proceedings

Jefferson County Communications Center Authority

Board of Directors

January 16, 2020, 9:00 am

433 S. Allison Pkwy, Lakewood, CO 80226

I. CALL TO ORDER

The board meeting of the Jefferson County Communications Center Authority (Jeffcom) was called to order by Jeff Shrader at 9:00am. This meeting was held in accordance with the applicable statutes of the state of Colorado, at 433 S. Allison Parkway, Lakewood, Colorado.

II. ROLL CALL

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

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

IV. APPROVAL OF RECORD OF PROCEEDINGS

MOTION: It was moved by Dan McCasky and seconded by Link Strate to approve the record of proceedings of the board meeting for November 21, 2019. The motion was voted upon and carried.

V. REPORTS

- A. Financial and Budget Update – (CRS) Community Resource of Colorado Ms. Angie Kelly
- December Financial Statement
 - Will bring another set of December 31 financials in March once 2019 books are officially closed. There are a few outstanding invoices.
 - Revenues are in at 100%. Overage in interest and overage in miscellaneous revenues is the reimbursement from JCECA.

- Consultants and professional services are a little over, that was the \$100,000 approved expense for radios. It is coded to the Harris Radio Shop support line. We wanted to keep all the radios items together.
- Dues and memberships, the Mountain States salary survey is the reason that is over, and we have a partial payment on the salary survey to make. The Colorado Info Sharing Consortium is over as we paid two years in 2019.
- Software, we had budgeted \$20,000 for Cisco, if you add the headquarter and backup together, we are not over. The total line is 86% expended, we are doing well there. We don't see any major expenditures coming in.
- Phone system, IT system and hardware is at 64% on the year. The Century Link support is 137% of budget, that is the reimbursed monies in the revenue from JCECA. The \$11,000 overage was paid back by JCECA.
- Meetings and office expenses, the overage here is for building out the records request and IT office. In order to keep it out of capital, it is in these line items. The total line is still at 95%.
- Facility costs are at 100%, we have the overage for facility, maintenance and upgrades. That was building out the office and other upgrades upstairs. This won't be a consistent expense that we see year to year.
- Total operational expenditures are at 89% on the year.
- Employment expenses, we are at 82% for salaries and benefits on the year. Other employment expenses, recruiting is the big overage as that continues to be a major focus.
- Total expenditures is at 82% on the year. The \$100,000 has been transferred to the capital fund. Year to date ending fund balance of 4.6 million. A little higher than what we thought it would be in our forecast. Once we close 2019 books, will bring back a better number.
- The Capital fund, no expenditures out of here, you see the \$100,000 transferred in and the \$2,000 in interest that was made. Year to date ending fund balance of \$848,393.
- Cash position, this outlines the checking account, the payroll account (JCECA monies) and the capital fund. Restricted balance of \$848,699 is the capital. Total unrestricted cash balance of \$3.9 million is the other two accounts.

B. Executive Director Update – Executive Director Jeff Streeter

- General Update and Overview

3 year Strategic Plan Update – Deputy Director Michael Brewer

- We presented this last April, it was in a green format. Made some adjustments, but the Mission, Vision and Strategy remains the same.
- Here today to show you what we have been doing. Guidance for the organization, building a culture and a lexicon based on our mission and vision.
- Here to discuss the process, and how the processes fit into a complete system and what some of the actions and benefits are on a daily and weekly basis.

- The vision has not changed, we are the lifeline between our community and emergency services.
- Under our strategy we have created five categories, and then further broke them down to external and internal. The five categories are agency partnerships and community relations, both external categories. Staff training and development, operational excellence and state of the art facilities, and technology innovation all being internal categories.
- In each category are the actions we are specifically taking to achieve those elements. What are we doing on a day to day basis to achieve these goals, what are our line level employees doing and how does their job and what they are tasked with translate into achieving our long-term objectives?
- We are accounting for everything we do and keeping this out in front of all our employees to build that culture and the framework. All employees understand what the strategy is and building on that. Employee support is another important element, supporting our employees, what we are doing to help them, support them and making their lives better. The e-suggestion box is in place for employee feedback, where they can offer suggestions anonymously if they wish. Received 72 suggestions in the last year and 40 of them have been actionable responses.
- The processes we have put in place include weekly staff meetings, accounting for our actions that week. We publish that every week in our Friday update across the board. We have a weekly project status update, the managers track what projects and tasks they are working on, prioritize and categorize. Everything we are doing is aligned to a category and that is published weekly to the management team. Everyone knows where their task is aligned in a category and the long-term objective.
- We have 6 APT teams, employee engagement, community, strategic, training, communication and scheduling team. The tasks they are working on are also tied to those elements. We are all operating towards a common goal.
- We do a quarterly update, we get together as a management team and update an excel spreadsheet and use it for benchmarks to assess how we are progressing and reaching our goals. It gives us the opportunity to assign responsibility and align tasks. It is easy to look back daily, weekly, monthly, quarterly and yearly and see what we achieved over the last year.
- Annual update to our stakeholders and an end of year report.

Staffing update – Deputy Director Mike Brewer

- Staffing update for 2019, how many people did we hire and how many did we lose. We lost 30 people in 2019. We conducted a deep dive analysis to see what happened to those 30 people. Of the 30 people, 5 were promoted within Jeffcom. Three people were promoted to supervisors, one supervisor resigned, and we promoted one to management. Four people that were hired in 2019 that didn't make it through initial training.
- Twelve of the individuals were people that came from one of the PSAP's that stood up Jeffcom. Five of the twelve went to work for an agency in a non-dispatch

- role. Another five left to go do something completely different. Two left to go dispatch for other agencies, one still works at Jeffcom part time.
- We do exit interviews with every person that leaves, and they provide a written feedback form.
 - The final nine people, one person went part time but had already requested to go back to full time. Three went to work for other agencies in non-dispatch roles. Those were 2018 hires that joined Jeffcom. Two were not meeting Jeffcom standards and were let go. Two left to go dispatch somewhere else, they wanted something closer to their house that was less volume. One person moved out of state.
 - Forty percent of our losses went to work for another agency in a non-dispatch role. The true losses were twenty, lost fifteen people that were qualified to work a channel.
 - We currently have 93 ECS, eight of those are in training. Currently operating the floor with 85 employees and 7 part time employees. We have an academy starting next week of 7, that will get our numbers back up to 100. We are already processing people for a March class with 15 people in the process now. Generally, we will end with half that number. Trending in the right direction.
 - The 3 % bonus that was authorized last year was put in place as a retention bonus. It has been paid out, but it is tied through the first quarter.
 - Plan on 5 academy's this year, continue to aggressively hire and build up our numbers.

Law Enforcement Standardization Efforts – Jodi Malpass LE Operations Manager

- At the November meeting we were asked about what efforts we are doing on standardization. Considerable efforts have been made through the law operations group. Jodi has put together a few key issues.
- The goal at the beginning was to standardize as much as we can, realizing we will not reach 100% standardization due to the size, demographics and resources of the different agencies.
- Back in 2016 we asked all the Chiefs of Police and the Sheriff to identify a representative from their agency to help us come together and develop one standard operating policy and procedure. They were the voice for your agencies. That happened and we met consistently for the first year and then we continue to meet quarterly to address issues as they come up. We have had a lot of successes and come a long way however, we continue to be presented with challenges.
- It has been validated that there is certainly a need to sometimes have multiple policies on separate situations. The first example is the airing of fire and medical calls. Initially, we decided as a law operations group that we would air all fire and medical calls on all law channels. Quickly realized that was not feasible, current policy is JCSO we air all fire and medical calls. For the other agencies we will air life threatening, calls that involve children and anything suspicious in nature. We realize with the Sheriffs office, especially in the mountain communities, it is more

lightly there could be a deputy closer to a fire or medical call and they can start to render aid quicker. Not asking for any changes.

- Second example is something we agreed upon in the law operations group is what event types should we alert tone. We agreed as a group we would alert tone the following in progress or just occurred calls. Those involving weapons, hold-up alarms, burglary in progress, officer in trouble, mass casualty situations, violent crimes and any incident involving physical force of a serious nature. The issue is feedback from the street has created variances by agency. Not all of those type of events are toned by all agencies. Specific to this is any incident involving physical force of serious nature. Currently the JSCO and GPD will alert tone all in accordance with this policy. APD traditionally uses dispatcher discretion. LPD alert tones with higher thresholds (those involving weapons). We have strayed from what we agreed upon in our law operations meeting.
- Third example is what event types receive a code 1. We agreed in the law operations group that those in progress or just occurred calls involving weapons, hold-up alarms, burglary in progress, officer in trouble, officer in pursuit, mass casualty, violent crimes, any incident involving physical force of serious nature. Feedback direct to the floor have created variances by agency to hold up alarms and incidents involving physical force of a serious nature. Not all types receive a code one by all agencies. JSCO, WRPD and APD alert tone in accordance with the policy. LDP does not give a code 1 on hold up alarms or incidents involving physical force. That is due to the sheer volume they receive on a daily basis. GPD typically asks the officer assigned if they want a code 1 or not. They take the direction from the street.
- In addition is when to initiate a code 1. It was agreed in the law operations that we would initiate the code 1 when the first officer was on scene. Some of the dispatchers have reverted back to how they used to do it at there prior agency. WRPD and APD, they give a code 1 upon initial dispatch of that call. LPD and JSCO initiate that code with the first officer on scene or in the area. GPD will ask the officer if they want the code 1.
- Finally, a situation that we currently do not have an SOP for but is having an impact on our operations is the reclassification of calls. Some officers that make a request to dispatch to change the event type. This is having an impact on our workflow.

Example: we send APD to a motor vehicle accident, they get on scene and determine it is Wheat Ridge jurisdiction. They clear and we dispatch Wheat Ridge and now Arvada is asking us to change that event type to an Assist other Agency. In reality we need to keep it as a Motor Vehicle Accident. Another impact is situational awareness alerts. We have a few problem natures that will launch a situational awareness alert in a geographic area for officer awareness.

Example: Dispatch an officer to a theft. They get on scene and they are talking to the RP and realize it is really a robbery. They reclassify the call to a robbery and now we have an erroneous launch of the situational awareness and it is not needed.

Lastly, the spawning of fire calls when it is not needed. An officer is dispatched to a welfare check. They get on scene and find it is a DOA, they request for it to be reclassified as a death investigation and now that spawns a call to fire for echo level cardiac response which is unnecessary.

- We continue to make efforts in the law operations group and continue to try to accommodate the agencies as best we can. The one offs are causing complications for the dispatchers. They are cross training and working multiple channels throughout the day and work week and it is causing some issues. We are asking for continued support of standardization of where we can and what we have already standardized. Making sure that gets communicated down in the field.
- In addition, when dispatchers do make errors, we ask for your support in realizing the complexity of this. The examples today are from the law operations group. Feedback from the street is the dispatchers are accommodating. If they get a call from a deputy asking why they are getting all the alert tones, that it is not necessary. They will halt and do what the officers on the street tell them to do. This is how we have diverted away from some of the policies that we agreed on as a law operations group. Request is when we make these decisions is make sure we are communicating them all the way down and supporting them.
- Requested that the decisions from the law operations group are brought back to the board and presented. Come back with proposed solutions that they can support in their organizations.
- Jeffcom solution is to abide by what the law operations group has decided and follow the policies regardless of the feedback from the street.
- Original plan was the floor can move anywhere. We may need to reevaluate that. We are hiring dispatchers, someone that can multitask and dispatch. We may need to isolate; it is under evaluation.
- The minutes from the law operations meetings are emailed out after every meeting to all the representatives.
- Jeffcom is happy to come in and do a presentation how we are training dispatchers, review the master dispatch guide that was agreed upon and share some of the procedural items. Suggestions to make a video and share it in roll calls.
- Wheat Ridge will take a Jeffcom representative on February 12th at 1530 for a supervisors meeting.

NICE Recording Systems Updates and Planning – Kevin Biegert IT Manager

- We have been working on NICE consistently since go-live, Vicki has been very involved with lots of the tickets that have been placed. There has been a lot of refinement.
- On September 3rd the State DTR started upgrades across the board. This was something that effected every PSAP, this is what was detailed in that memo. For many Colorado PSAP's from September 3rd to September 18th there was a total loss of Motorola audio traffic for those that were using the NICE system. Luckily for Jeffcom we have a redundancy built in with Jeffco Sheriff, we have a

redundant Motorola logger. Even though our logger was impacted earlier, we had that redundancy in place with Jeffco Sheriff. Ultimately, we lost traffic between September 12th – 17th. We were able to minimize it with the other logger.

- In October we placed a ticket with NICE because one of our QA specialists noticed that we were starting to lose phone audio traffic. It was starting to fall off the back side from go live quicker than what was anticipated. NICE informed us that an event occurred, that started a chain reaction where we started losing some of that phone data. As a result, we lost all phone traffic from November 3rd 2018 to January 10th 2019.
- These have been the two major outage periods that we have experienced. NICE, having recognized the event that occurred, offered to upgrade our system from version 6 to version 9 for free. They sent out an engineer for two weeks the early part of December where they did a complete upgrade of our system to version 9 and at the same time did some work on both Motorola loggers. The retention schedule was not 3 years plus current like what we had articulated to Motorola. That was completed. Jeffcom had some minimal outage times as the result of the upgrade.
- Finally, the last outage period, as a result of the encryption of Jeffco and Golden radio channels on December 30th. We have a few hours that we lost air and that was due to a configuration mismatch. It is a check box that needed to be checked for that encryption. When the Motorola loggers got rebuilt, that got missed.
- We are still struggling with the DTRL logger, which is the Harris radio logger that was in place and we inherited at go-live. The hardware is old, it is running an older version of Microsoft Windows server and we are seeing speed and performance impacts as a result of that. If we have two recording techs in the system at the same time, trying to pull Harris radio traffic, one person gets the spinning wheel. We don't have the ability to have simultaneous retrieval on that logger specifically, we do with Motorola. We know we need to upgrade that server. The problem is we don't have the same redundancy on the Harris logger like we do with the Motorola logger. Any action that we perform will be a loss of that traffic. Even if it is just an upgrade of the operating system.
- We are still looking to complete refinement of the system with the Harris DTRL logger. We may be making a presentation to the Board to put redundancy in place. Probably a separate DTRL at our backup site, once that is in place, we can do the work to the logger that we already have in place and not lose any audio traffic.
- For a significant event the Board requests notification when the system is down. That is months of phone traffic that is not available. We have put a request in with NICE to get a loss of audio letter from their legal team. We are waiting to receive that letter. Request to send a letter to the Board members for their records department that states the dates and times of the outage.

Commission on Accreditation for Law Enforcement Update – Executive Director Jeff Streeter

- Prepared to complete the application and have the application in the mid to end of February for CALEA.

- Spoke to Mark Mosier our regional program manager, there are a multitude of contracts we will need to work through, but once the contracts are signed that starts the clock.
- Elected not to hire an individual FTE to conduct this task. Will rely on Cathy Schultz. She is very well versed and has done a considerable amount of work helping us build our files up to this point. We have created a comprehensive plan of action with milestones.
- Involved in this project will be, Bess Joyce, our training manager. A floor supervisor Jenny Lovejoy, who has express great interest in completing the CALEA accredited training. Cathy Schultz we will contracted with on a part time basis, 20 hours a week. Jeff Streeter will serve as the project manager.
- After reviewing plan of action and milestones, we feel comfortable about 18 months. We will continue to communicate with your accreditation managers across the board.

C. Legal Update – Bob Cole

- Letter from JCECA
 - We sent out the letter that was received by JCECA in response to your request for a funding agreement. The letter indicates the board felt that it would be inappropriate to enter into that funding agreement. They are open to starting their budget process on an earlier timeline and developing a funding policy.
 - Concern expressed with the tone of the letter and the attitude it took. The letter didn't seem to recognize the link between the 911 authority's mission and Jeffcom mission. They are very closely tied together.
 - Mr. Cole received a question of what it would take in creating our own 911 authority. If we wanted more control over the 911 surcharge, that would require our agencies to withdraw from JCECA, then impose our own 911 surcharge.
 - That poses some potential uncertainties, you end up with overlap of agencies and that leads to the possibility of overlap of surcharges. The statute does not prohibit that.
 - It is the IGA that elects members to the 911 authority board.
 - There is a State 911 initiative to go in front of the legislature to fix some issues. Their promise is that it will offset local expenditure. The scope is smaller, it is for infrastructure mainly of the 911. When we put in the ESI net, the IP network, that will be funding that as well as a couple of other statewide initiatives.
 - They did make a few concessions in the letter, at this point would like to continue to work with JCECA and continue to talk with them. They are starting to see their capital grow and revenues come in.

VI. OLD BUSINESS

VII. EXECUTIVE SESSION

A. Executive session pursuant the Section 24-6-402(4)(f), C.R.S. for personnel matters for the annual review of the Executive Director.

MOTION: At approximately 10:30am it was moved by Dave Pickett and seconded by Link Strate to move into executive session pursuant the Section 24-6-402(4)(f), C.R.S. for personnel matter for the annual review of the Executive Director. The motion was voted upon and carried.

VIII. ADJOURNMENT

MOTION: There being no further business to be presented it was moved by Jeff Shrader 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.

This meeting is open to the public.