



## **Record of Proceedings**

Jefferson County Communications Center Authority

Board of Directors

May 21, 2020, 9:00 am

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

### **I. CALL TO ORDER**

**The board meeting of the Jefferson County Communications Center Authority (Jeffco) 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.**

### **II. ROLL CALL**

President Jeff Shrader (Jeffco Sheriff's Office)	Present
Vice President Don Lombardi (West Metro Fire)	Present
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)	Present
Member Dan McCasky (Lakewood PD)	Present

### **III. APPROVAL OF RECORD OF PROCEEDINGS**

**MOTION: It was moved by Mike Weege and seconded by Mike Piper to approve the record of proceedings of the board meeting for April 16, 2020. The motion was voted upon and approved unanimously.**

### **IV. REPORTS**

- A. Financial and Budget Update – (CRS) Community Resource of Colorado Ms. Angie Kelly
- April Financial Statement
    - The audit is almost complete and will be presented at the June meeting.
    - Trending well with revenues, JCECA continues the monthly transfer. Records requests are high and that comes with some expense. We are at 33% for revenues on the year.
    - Expenditures, Consultants and Professional Services are at 37%.

- Dues and memberships are at 58% on the year. Again, those are one-time payments throughout the year.
- Software, we have paid the Cisco FirePower for the year. Nice annual software maintenance is done for the year and the scheduling software. That is at only 12% but that is timing of when they trigger.
- Phone system we are at 43% expenditure of the year.
- Employment expenses are trending at 24% right now with salary savings.
- Insurance, workers comp is paid for the year. CALEA and Dispatch Pro subscription are paid for the year. Those are high but won't go up. Total employment expenses are at 25% for the year.
- Total operational and employment expenses are at 26% for the year.
- Year to date ending fund balance as of April 30<sup>th</sup> was a little over \$3.2 million.
- The contingency fund, the \$2.1 million has been transferred over to gain interest.
- The Capital fund, no expenditures just gaining interest. Year to date on that is \$852,522 as of April 30<sup>th</sup>.
- We have been tracking the COVID expenses and they are just over \$14,000. When the time comes, we will apply for reimbursement.
- Question was asked about the capital reserve monies, which are intended to be restricted. Those funds are currently in the checking account; Angie Kelly explained that the funds would be transferred at end of year. Following discussion, the Board directed CRS to transfer the capital reserve monies to the restricted capital reserve fund account.
- The money for the contingency fund was transferred and is gaining interest.

**MOTION: It was moved by Mike Piper and seconded by Dan McCasky to approve the April 30<sup>th</sup> financials. The motion was voted upon and approved unanimously.**

**B. Executive Director Update**

- General Update and Overview
  - **Mark Nava – APCO International Telecommunicator of the Year Award**  
Mark came to Jeffcom 911 from West Metro Fire during the transition. Two weeks ago we received notice that Mark has been the recipient of the APCO Telecommunicator of the Year Award. It is a very prestigious coveted award. Mark is a true team player and is involved in many different elements at Jeffcom. Mark has been the recipient of commendation awards internally from fellow co-workers and external awards from some of our partners. It is not only his quality of work, but also his great attitude.

Mark Nava addressed the Board. He is very thankful to receive this award. No greater service than to serve and love our people at Jeffcom. If we are putting our

people first, they will have the tools they need and the support to do the job well. Firm believer that presence is never wrong.

○ **COVID update here at Jeffcom.**

- Over the last two weeks we had two employees test positive. We had very limited exposure at Jeffcom, as they were coming off their days off. We have done our due diligence with cleaning. They are both on the path to recovery.

- We are doing daily cleanings, wearing masks and, taking temperatures as you come in the door.

- We have a company called Protech that is coming in 5/22/2020 at 3am and they are going to do a complete decontamination of the third floor. We will be utilizing the backup center as a result of that, the managers have worked very hard with a plan in place. We are not “making busy” to Denver, it will be a very systemic fallout.

○ **Hiring/ Academy update**

- We just graduated eleven people out of our academy. This academy was very unique with the majority of it being online. They are currently in their CTO phase on the floor.

- Staffing is up to 106 ECS, that includes the 11 currently in training. We have 18 supervisors bringing our staff total up to 124 out of the authorized 136.

Next academy starts June 8<sup>th</sup>, and we have sent out 7 offer letters for that academy.

- Currently under a large hiring process, this past week we tested 100 applicants. We are prepping for our September academy.

- Vote to Renew Declaration of Local Disaster Emergency (Resolution 20-02 Approved 3/26/2020)

**MOTION FOR CONTINUANCE TO RENEW THE DECLARATION OF LOCAL DISASTER EMERGENCY. It was moved by Mike Weege and seconded by Dan McCasky to renew the Declaration of Local Disaster Emergency. The motion was voted upon and approved unanimously.**

- Engagement of Auditor/ Auditor Process Approval – Haynie and Company

**MOTION TO RATIFY THE ENGAGEMENT OF AUDITOR (HAYNIE AND COMPANY)**

**It was moved by Dan McCasky and seconded by Don Lombardi to ratify the engagement of the auditor, Haynie and Company. The motion was voted upon and approved unanimously.**

- Approve Purchasing Policy

**MOTION TO APPROVE THE PURCHASING POLICY**

**It was moved by Mike Piper and seconded by Mike Weege to approve the**

**purchasing policy. The motion was voted upon and approved unanimously.**

C. Brian Wilkerson Cost Analysis Presentation

- PowerPoint Presentation and Data Documents were provided as part of the Board packet.
- The goal was to look at how do we get to a true cost of serving each agency that is part of Jeffcom. There have been past discussions about the right way to allocate costs across the agencies. The Board had settled on a modified personnel-based formula. That started by looking at what everyone's personnel costs were and then estimate percent of savings and allocated costs. The reviewed data looked at all the activity from calls for dispatch, radio activity, support tickets for IT needs and records requests that Jeffcom does for the agencies. Staffing was also reviewed recognizing Jeffcom currently is not fully staffed. The data that was reviewed covered from April 2018 to the end of March 2020.
- The presentation evaluated time for the services provided. Time and services were presented for a per-minute view and consideration.
- Brian Wilkerson made a recommendation to wait in making a cost allocation change until Jeffcom gets to full staffing. At that point through consistency of achieving the established service levels, data will be available to further review the cost allocation using a per-minute method. The concern was that these current projections presented may not necessarily be an accurate calculation of what it will take Jeffcom to meet those service levels on a consistent basis in the future.
- One area of data reviewed for this presentation was calls for service and dispatch calls. Other data for future consideration is transfers, admin calls and outgoing calls which takes considerable work on behalf of Jeffcom but obtaining the data may have some limitations in allocating it down to a specific agency. Is looking at just calls for service and dispatch data enough to feel a cost per minute allocation is adequate? Should further consideration be made to transfer, admin and outgoing calls in order to make that determination?
- Following the presentation of the findings, the questions now would be what else does the Board want to see and what does the Board want to do with this? Are there any funding models that the Board would like to consider?
- Consideration of the service user costs at some point based on the data that has been reviewed. Currently it is felt that Jeffcom has a much better sense now of what the service user volumes are going to be as well as the durations and activity associated with those calls. We did not have that kind of data resolution when those costs were initially calculated.

**Comments and Discussions points:**

- Based on the presentation, was the cost to the agencies to run their own communication centers considered in this equation? For the larger agencies there is a cost saving being part of Jeffcom. That has to be a consideration as we move forward. What would it cost each agency to run their own communication center and what is the savings for them to be part of Jeffcom?

- We have to recognize where we came from and the cost savings that we achieved. We all went in with an opportunity to save roughly 24%, and the savings didn't stop there. We all know we would have had cost escalations of probably 3-3.5% for each of our agencies per year since that time, but our contributions to Jeffcom have not increased because we are in this shared model.
- Question was asked as to what is the best practice in the United States on funding formulas for regional communication centers?  
The utilization model is the best practice model. The two that don't work and tend to cause problems is a population-based formula and by geographic area. The allocation model is the best practice model we have right now.
- Lakewood is the biggest user of the minutes and would have the most significant financial impact if and when we change. It would cost more for Lakewood to be part of Jeffcom than to run their own center. The smaller agencies receive the benefit of better service being part of Jeffcom and still save money because they have better staffing from a Jeffcom model.
- If we do a budget based on percentage of minutes, what would that cost each agency based on Jeffcom's overall budget?  
Brian Wilkerson to create a grid of how the contributions would change based on this percentage allocation model.
- Question as to the timeframe and what that might look like.  
Considering the current times and we don't have enough data; it was suggested to continue on the current path and revisit this when we have more data at the 5-year mark.
- The most viable path forward revolves around additional revenue from JCECA that can provide grant funding or an offset. We need to think through what that formula might look like if JCECA were able to contribute more and make it more equitable.
- When we talk about minutes of service, things that aren't noted anywhere are the other items that Jeffcom does day in and day out 24/7. It is monitoring cameras for some of the agencies, monitoring holding cell cameras, monitoring the CBI terminals after 5pm because the records division closed for the day. There is only one records division of this partnering group that has a 24/7.
- The original agreement was signed in 2016 and it says that every 5 years we will reevaluate and analyze. Beginning next year is 2021, it also says that the cost allocation worksheet with the percentages would be developed every year.

#### **IV. OLD BUSINESS**

#### **VI. 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 10:50am.**

This meeting is open to the public.