



Record of Proceedings

Jefferson County Communications Center Authority

Board of Directors

November 19, 2020, 9:00 am

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

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.

I. 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

Also in attendance were:

Jeff Streeter, Michael Brewer, Kevin Biegert, Jodi Malpass, Vicki Pickett, Gina Ramirez, Bess Joyce, Ethan Honaman, Gabrielle Rathfon and Gayle Johnston.

Brian Wilkerson of Talion Defense

Kathryn Winn and Peggy Rupp of Collins Cockrel & Cole, P.C.

Angie Kelly of Community Resource Services, LLC

Jeff Irwin of JCECA

Dean Davis of Jeffco Sheriff's Office

Darrel Guadnola of Wheat Ridge PD

Mark Krapf of West Metro Fire Protection District

Alan Fletcher of Fairmount Fire Protection District

Chris Malmgren of Pleasant View Fire Station

Damian DiFeo of Golden Gate Fire Protection District

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

No public comment

III. APPROVAL OF RECORD OF PROCEEDINGS

MOTION: It was moved by Mike Piper and seconded by Dan McCasky to approve the record of proceedings of the board meeting for October 15, 2020. The motion was voted upon and approved unanimously.

IV. REPORTS

- A. Sheriff Shrader administered the oath of office to Division Chief Darrel Guadnola who was appointed to serve as proxy for Wheat Ridge PD.
- B. Financial and Budget Update – (CRS) Community Resource of Colorado Ms. Angie Kelly
- October 2020 Financial Statements - Angie Kelly presented the October financial statements and reviewed with the Board the comparison of budget to actual revenue and expenditures. Jeffcom is trending as expected for the year. It was noted that Jeffcom has been approved to received reimbursement for Covid related expenses through DOLA.
 - 2021 Budget Presentation – Angie Kelly presented the 2021 budget with zero increase in contributions to the member agencies and a slight decrease in user fees to the user agencies. IT was able to combine services to keep costs down. There is a radio upgrade that is included for next year. Employment expenses are budgeted as fully staffed. Funds have been moved to both the capital and contingency fund as according to policy. Capital improvement plan was included in the packet which proposed \$400,000 in expenditures that Jeffcom will come to the Board for formal approval.
Jeffcom has budgeted 3% across the board for pay increases to allow them to remain competitive. The pay increases do not increase the contributions from members or users and the proposed budget is not on the net increasing from prior year budgets.
- **Public Hearing (Notice published November 11,2020)**
No public comment
 - Resolution 20-05 to Adopt 2021 Budget

MOTION TO ADOPT THE 2021 BUDGET

It was moved by Don Lombardi and seconded by Dan McCasky to adopt Resolution 20-05 to Adopt the 2021 Budget. The motion was voted upon and carried unanimously.

- C. Executive Director Update

- Update on DOLA COVID relief funds – Jeffcom has been awarded the money but does not have a payout timeline at this time. Will continue to track expenses for this second round of COVID. Employees are out due to the protocols and the positions need to be filled creating overtime expenses. Temperature kiosk is in place that employees check in at the start of their shift. Jeffcom has spread operations out across the floor and the surge area to increase social distancing.
- ASAP to PSAP – ADT is officially on board as of 11/10/2020 and is one of the largest alarm companies and security providers. Jeffcom was the first agency in the state to go live. Jeffcom receives 50 calls a day that come through from the ASAP, that is 50 less admin calls a day freeing up the dispatchers to answer emergency calls.
- Hiring Update – the attrition rate at Jeffcom has slowed down. Currently have 99 fully trained ECS with 7 in training bringing the total to 106 ECS. Next academy starts November 30th with 5 new hires. Currently hiring and testing for the February academy.
- CALEA – The week of December 7th- 21st, Jeffcom will be conducting their mock assessment. Made application with CALEA to have the on-site assessment the second week of March with approval for the Fall meeting of 2021.
- Staffing Analysis Study – Ethan Honaman and Bess Joyce presented the Staffing Analysis, a copy of which is attached hereto and incorporated herein. This was based on the boards direction to move to 10 hour shifts and looked at both the staffing and volume. Both analyses conducted used similar data points and concluded that 128 employees would be sufficient to cover call volume and allow for flexibility with call offs, vacations and training. Sheriff Shrader commented that it is the Directors call regarding the structuring of the schedule. If staff are being added there would be an offset based on the amount of overtime that would be reduced.
- NICE recording, upgrades and redundancy. Request for action. Kevin Biegert presented to the Board a proposal to replace servers at life end and implement redundancy at the backup center. The copy of the presentation is attached hereto and incorporated herein. Asking for approval from the board to move forward with action and will come back to the board with a resolution. Board approval to proceed with action

D. Legal Update – Ms. Kathryn Winn

VI. OLD BUSINESS

VII. EXECUTIVE SESSION

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

MOTION: At approximately 10:50am it was moved by Don Lombardi and seconded by Dan McCasky to move into executive session pursuant the Section 24-6-402(4)(f),

C.R.S. for discussion of the Executive Director's annual review. 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 10:51am.

Prepared by Gayle Johnston



Jeffcom Internal Staffing Analysis vs APCO RETAINS Staffing Analysis

Jeffcom Board of Directors
November 2020

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Jeffcom Internal Analysis



- Based on the board's direction to move to a 10-Hour shift schedule, Jeffcom conducted a staffing/volume analysis to determine efficient personnel levels.
- Analysis was conducted to cover call volume and meet minimums on radio channels and included data from March 2018 – March 2020.
- The original analysis conducted as a part of Jeffcom's creation concluded that 118 ECS personnel would be able to handle the incoming call volume. This conclusion assumed that all personnel would be qualified to work all fire or law channels.

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Jeffcom Internal Analysis



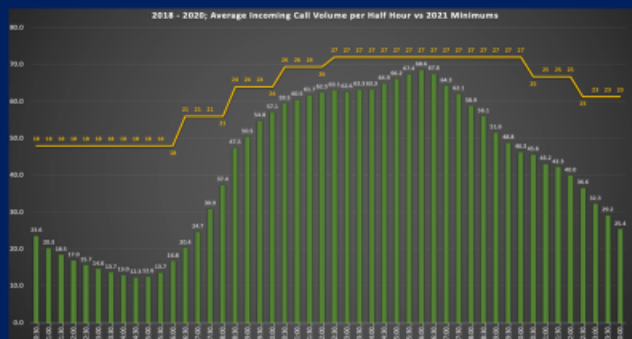
- Analysis accounted for Average:
 - Call Volume per half hour – Emergency, Non-Emergency and Outbound/Transfers
 - Call Taker talk duration per call type
 - Call Taker talk duration per hour
 - Minimums to cover all radio channel based on time of day
- Also considered day of week and seasonal volume.

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Jeffcom Internal Analysis



- A 10 Hour Shift Schedule is possible with a fully-staffed 118 ECS personnel. Unfortunately this schedule does not account for:
 - Call outs or vacation time.
 - Turnover
 - Trainings
 - Personnel qualifications (or lack thereof)



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Analysis Findings



- Jeffcom's currently authorized 118 ECS personnel will meet staffing minimums under perfect conditions. However, it does not account for call outs, vacation time, trainings or turnover and assumes full staffing.
- Jeffcom's internal analysis concluded it would take **128 personnel** to cover staffing minimums, vacation time, call outs and turnover.

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APCO RETAINS Background



- APCO Project RETAINS was created to provide managers with tools and strategies to increase the effectiveness of their own management practices, thereby improving staffing, retention and employee satisfaction in public safety communications centers throughout the country.
- A study was conducted in 2018 to find out if staffing and retention issues were different in large centers (using the CALEA definition, a large center has 76 or more employees).

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How is it Calculated



Help - How Is This Calculated?

Estimate Staffing Needed for Coverage Positions

Note: Coverage positions must be covered regardless of call volume or level of activity.

Position:

Hours needing coverage:

- A. ____ Total number of consoles that need to be covered for this position
- B. ____ Number of hours per day that need to be covered
- C. ____ Number of days per week that need to be covered
- D. ____ Number of weeks per year that need to be covered
- E. ____ Total Hours needing coverage = A x B x C x D

Employee Availability:

- F. ____ Net Available Work Hours - enter average NAWH from worksheet

Staff Needed:

- G. ____ Full Time Equivalent base estimate (FTE) = E ÷ F
- H. ____ Turnover Rate - from retention worksheet, convert to decimal
- I. ____ Full Time Equivalent required to accommodate turnover, prior to any adjustments based on quality indicators: FTE = G x (1 + H)

____ = Estimated Staffing Need (in FTEs from Step I above)

FTE = Hours needing coverage ÷ Employee Availability x Turnover Adjustment

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Jeffcom Staffing - Peak



27 Positions =

- 11 law channels
- 5 fire channels
- 11 call takers minimum at peak hours (not including supervisors)

128 ECS needed to run the center at peak times (with 0% turnover)

ECS - Coverage Calculator	
Total Hours Needing Coverage	
<input type="text" value="27.0"/>	How many positions need to be covered?
<input type="text" value="24"/>	How many hours per day does this position need to be covered?
<input type="text" value="7"/>	How many days per week does this position need to be covered?
<input type="text" value="52.14"/>	How many weeks per year does this position need to be covered?
236507.04	Total hours needing coverage
Employee Availability	
1841.00	Net Available Work Hours (NAWH) for this position
128.47	Base Full Time Equivalent (FTE) needed to cover this position
<input type="text" value="0.0"/>	Turnover Rate (%)
<input type="text" value="128.47"/>	Adjusted Full Time Equivalent for the position of ECS
<input type="button" value="Save Calculations"/>	

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Conclusion



- Both analyses conducted used similar data points:
 - Call volume/Time of Day/Day of Week, etc.
 - Channel coverage
 - Employee availability
- Both analyses concluded that:
 - 128 employees would sufficiently cover call volume and allow for flexibility with call offs, vacations and training.

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Request For Action: NICE Recording System

Jeffcom Board of Directors
November 2020

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Status Update: Issues Resolved



- DTRL (Harris) recording retrieval issues
 - **Resolved:** ~16,000 unused resources discovered
- Not receiving system status alerts
 - **Resolved:** Patch applied to "Castle Rock"
- Unable to receive Motorola-specific alerts:
 - **Resolved:** State OIT set up filter/redirection to send Jeffcom alerts to the help desk
- Elements of the system are not redundant
 - Motorola IP Logger: **Redundant (Jeffcom/JCSO Radio)**
 - Harris DTRL: **Not redundant**
 - Phone recording: **Not redundant**
 - Inform Application Server: **Not redundant**

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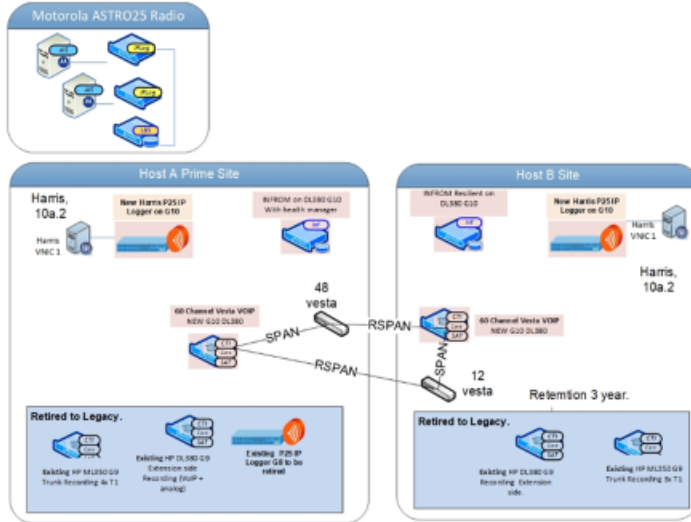
Needed Hardware Replacements



- Inform Application Server: **Out of Warranty, Approaching EOSL**
- 2x HQ Vesta VOIP Recorders: **Out of Warranty, Approaching EOSL**
- 2x DR Vesta VOIP Recorders: **Out of Warranty, Approaching EOSL**
- Harris P25 IP Logger: **End of Service Life**

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Proposed System



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