



## Record of Proceedings

Jefferson County Communications Center Authority

Board of Directors

January 19, 2022, 9:00 am

This meeting was held 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
Ed Brady (Arvada PD)	Present
Secretary/Treasurer Mike Weege (EFD)	Present
Member <i>Proxy Scott Pocsik</i> (Jeffco Sheriff's Office)	<i>Present</i>
Member Mike Piper (Arvada Fire)	Present
Member Chris Murtha (Wheat Ridge PD)	Present
Member Joe Harvey (Golden PD)	Present
Member Ed Loar (Lakewood PD)	Present

Also in attendance were:

Jeff Streeter, Michael Brewer, Kevin Biegert, Gabrielle Rathfon, Jodi Malpass, Gina Ramirez, Ethan Honaman, Jessy Hapgood, Joelle Brehm, Laurel Strandberg, David Mahan and Gayle Johnston.

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

Jeff Irvin of JCECA

Brian Wilkerson of Talion Defense

Cathy Fromm with Fromm & Company LLC

Mike Hendershot of Golden Police Department

AJ DeAndrea of Arvada Police Department

Kirk Lock of Arvada Fire Department

Chris Malmgren of Pleasant View Fire Department

Eric Sonstegard of Edgewater Police Department

Bob Fager of Highland Rescue

Candace Harris of City of Arvada

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

No public comment

**IV. OATH OF OFFICE FOR NEW BOARD MEMBERS**

- A. Chief Lombardi administered the oath of office to Chief Ed Brady who was appointed to serve as board member for Arvada Police Department.

**V. APPROVAL OF RECORD OF PROCEEDINGS**

**MOTION: It was moved by Joe Harvey and seconded by Mike Weege to approve the record of proceedings of the board meeting for November 17, 2022. The motion was voted upon and approved unanimously.**

**VI. REPORTS**

- A. Financial and Budget Update – Executive Director Jeff Streeter
- December 2022 Financial Statement – Cathy Fromm with Fromm and Company LLC had some technical problems and was unable to attend the meeting, Mr. Streeter presented the December financial statements and reviewed with the Board the comparison of budget to actual revenue and expenditures.

**MOTION TO APPROVE THE DECEMBER 2022 FINANCIALS**

**It was moved by Mike Piper and seconded by Mike Weege to adopt the December 2022 financials. The motion was voted upon and carried unanimously.**

- B. Executive Director Update
- General Updates
  - Lookout Alert update that was sent out December 18, 2022 – Jeffcom released a statement to the press and Mr. Streeter was interviewed by several media outlets. After internal reviews and working with RAVE a follow up press statement was released. Safeguards have been put in place to ensure this does not happen again. A small number of citizens did withdraw from the Rave Lookout Alert program, and it also motivated a large number of citizens to register for alerts.
  - An urgent email was sent out on January 10<sup>th</sup>, 2023 informing our member agencies and user groups that a vendor not working for Jeffcom had cut 50 phone lines. No 911 calls were lost due to the redundancy that is built into the center. Calls did not need to be diverted. Through the technology advancements that IT has in place with

AWS and call bots, the admin lines were able to come in and staff did a tremendous job. Safeguards have been put in place for future.

- Hiring, staffing, SLA review and key initiatives update by Mike Brewer and Kevin Biegert
- Mike Brewer presented to the board the personnel gains and losses for 2022. He reviewed the new communications specialist position that was created in the fourth quarter of 2022 to help with admin calls. Jeffcom is authorized 118 ECS and 18 Supervisors, those numbers are based on a study completed in 2015. Jeffcom currently has 88 qualified ECS and overtime is required of all ECS and supervisors.
- Call volume was reviewed year over year and the implementation of abandon call back was discussed. Training is provided to all employees, but it takes multiple months before a call taker is proficient at taking calls. The first 8-9 months is dedicated to training. EMD stay on the line call requirements further reduces the amount of available call takers. A voice activated bot was introduced in December and that is helping with 10-12% of non-emergency call volume per day. More access is provided to our community through online reporting, a demonstration was given by Mike Brewer and Kevin Biegert.
- The PowerPoint presentation is attached hereto and incorporated herein.
- Jeffcom still does not have standardization across the agencies and that creates a strain on training and operational continuity.
- The call volume continues to rise, and the required number of personnel has increased along with the number of supervisors needed to run the center at an optimal level to reach the SLA.
- Retention is an area of concern and it was requested to hire an independent third party and conduct a deeper dive into hiring practices, retention and culture.
- The benchmarks need to be reviewed, along with standardization across the agencies.
- Chief Lombardi will reach out to the board members and this topic will be put on the agenda for the next Board of Directors meeting.

## **VII. NEW BUSINESS**

## **VIII. OLD BUSINESS**

## **IX. EXECUTIVE SESSION**

## **X. ADJOURNMENT**

**Meeting was adjourned at 11:05am.**



# Jeffcom911 Board of Directors

January 19, 2023

## Personnel Update

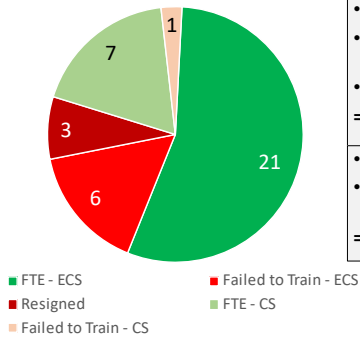


### 2022 Personnel Analysis

## 2022 ECS Hiring Success



28 Net Gains

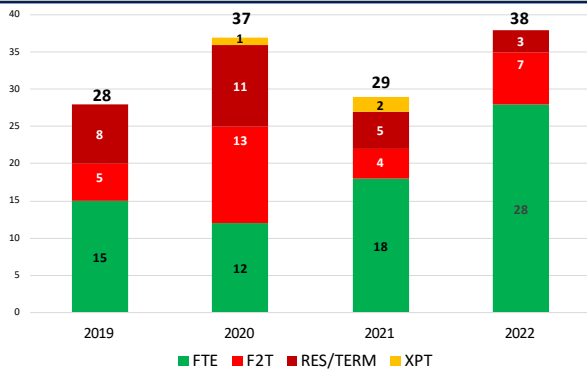


### What's the Net Gain?

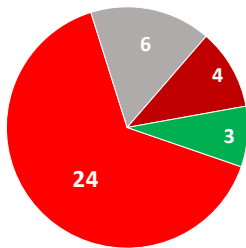
- 30 ECS New Hires
  - 6 Hires Failed to Complete training
  - 3 Resigned post qualification
- = 21 Net Gain Qualified ECS**

- 8 CS New Hires
  - 1 Hires Failed to Complete training
- = 7 Net Gain Qualified CS**

## YOY Hiring



## 2022 ECS Losses



- Employees Resigned
- Fail to Complete Training
- Terminated
- Promoted

### Where did they go?

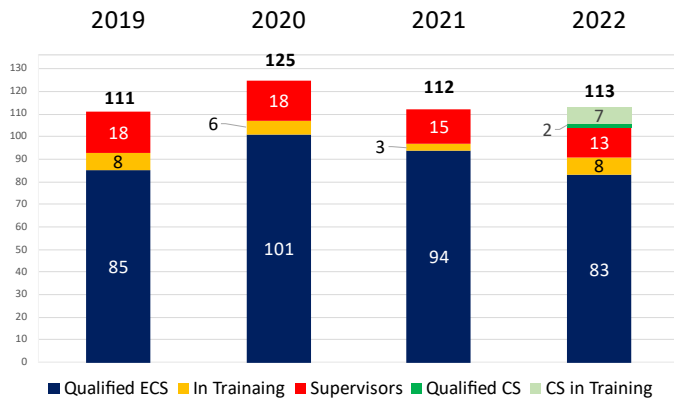
- 14 – Pursue non-dispatch/non-government opportunity
- 5 – Dispatch/Lateral Position  
OK; AZ; CO Springs; RTD; Aurora
- 3 – Promote to Supervisor
- 2 – Pursue 'Sworn' position with agency  
Erie PD; WMFR
- 3 – Pursue non-dispatch agency position  
Olympic Spec. Investigation; JCSCO; Denver

## Hiring Snapshot



January 1 – December 31		
668	Applications Received	100%
384	Invited for Critical Testing	57%
138	Completed Critical Testing/Moved to interview	20%
95	Passed interview	14%
	<ul style="list-style-type: none"> <li>• Background Investigation</li> <li>• Psychological Testing</li> <li>• Polygraph</li> <li>• Hearing/Drug screening</li> </ul>	
28	Hired	4%
24	Completed training (14) or remain in training (5)	3%

## End Strength 2019 - 2022

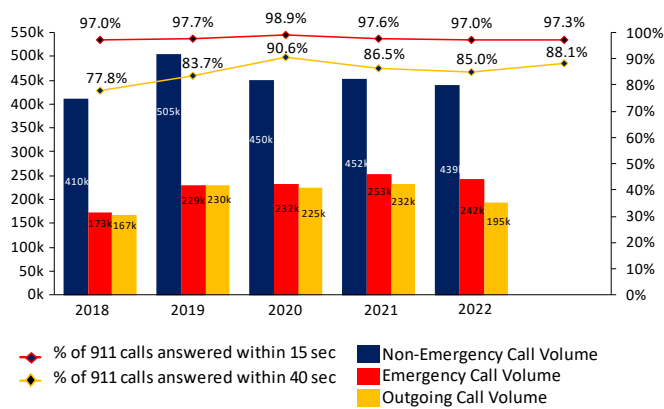


## Managing Staff Shortages

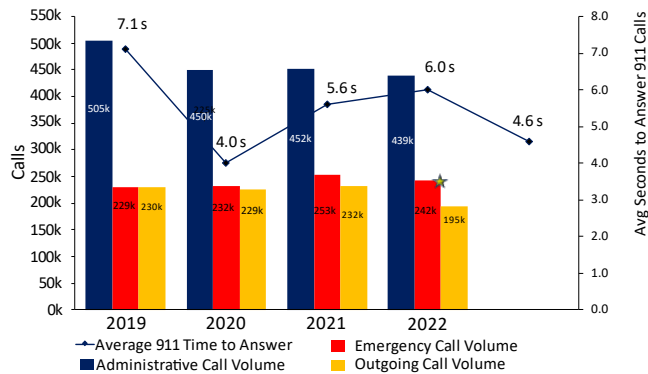


- Required overtime
- Dynamic scheduling
- Deployment of Supervisors
- Deployment and on -hands supervision by managers
- Channel management
- Monetary incentives at critical periods

## YOY SLA / Call Volume



## Call Volume / Avg. Answer Time



## SLA Impact



### Root Causes

- Staffing
  - Proficiency levels
  - COVID Protocols (2,326.75)
- Training
- External agency staffing → longer transfer times
- Increase in Voicance usage
  - 2X 2019 (923 → 1,806)
- EMD Stay on the Line Requirements

### Controlling Measures

- Required overtime
- Dynamic scheduling
- Deployment of Supervisors
- Deployment and onhands supervision by managers
- Channel management
- Monetary incentives at critical periods
- Cold xfers

## Addressing Staffing Shortfalls



### Traditional methods:

- Recruitment
- Signing Bonus
- Salary adjustments
- Contract

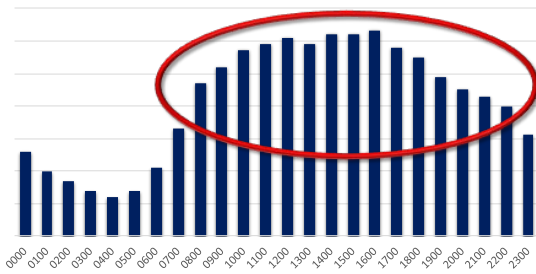
### Innovative methods:

1. Non-emergency 'CS' position designed around emerging tech.
  - 2X applications vs ECS position
  - ½ training timeline (9 weeks vs. 16+ weeks)
2. Voice Bot activated in late December (clearing ~10% non-emergency)
3. Online reporting (various stages)
  - Website (web form has shown demand)
  - Phone Application (live and ready for launch)
  - Chat bot (in development)

# If we can address this...



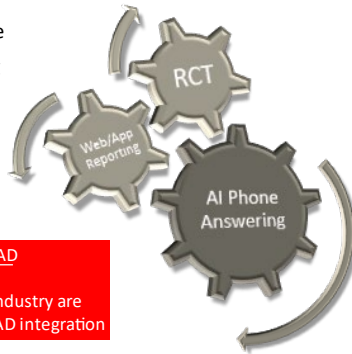
Avg. 2,000 call per day



## Technology Strategy



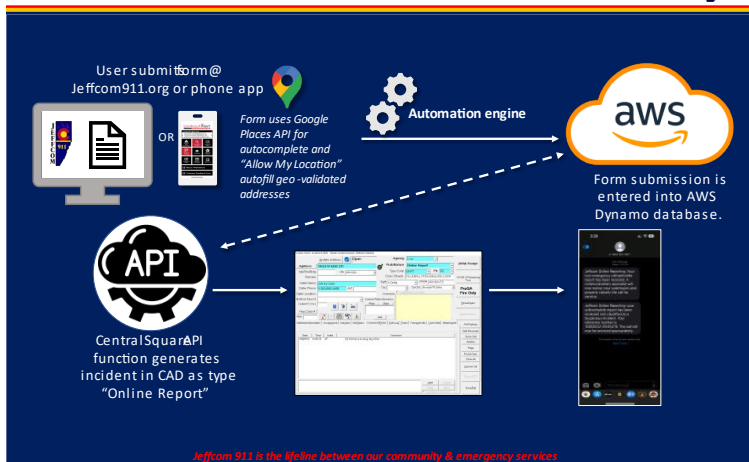
1. Remote Call Taking
  - New position focused on administrative calls for service
2. Direct citizens to online reporting resources
  - website
  - chat bot
  - phone app
3. AI Answering administrative calls



All resources funnel direct into CAD

No existing similar initiatives within the industry are achieving this level of proficiency through CAD integration

## Jeffcom Online Reporting





# Demonstration



- AWS Cloud
  - “Connect” product has allowed development in several areas:
    1. Voice Bot
    2. On-line access (Web reporting)
    3. Phone Application