



## **Record of Proceedings**

Jefferson County Communications Center Authority

Board of Directors

January 21, 2021, 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 (Jeffcom) was called to order by Mike Weege 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) | Not Present    |
| <i>Proxy Dean Davis</i>                          | <i>Present</i> |
| Vice President Don Lombardi (West Metro Fire)    | Not Present    |
| <i>Proxy Mark Krapf</i>                          | <i>Present</i> |
| 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)               | Not Present    |
| <i>Proxy Joe Harvey</i>                          | <i>Present</i> |
| Member Dan McCasky (Lakewood PD)                 | Not Present    |
| <i>Proxy Ed Loar</i>                             | <i>Present</i> |

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 of Collins, Cockrel & Cole, P.C.  
Angie Kelly of Community Resource Services, LLC  
Jeff Irwin of JCECA

Darrel Guadnola of Wheat Ridge PD  
Alan Fletcher of Fairmount Fire Protection District  
Steve Davis of Mountain View PD  
Kirk Lock of Wheat Ridge PD

Chris Malmgren of Pleasant View Fire Station  
Dustin Olson of Colorado School of Mines  
Alan Anderson of Foothills Fire Protection District  
Candace Harris with Arvada PD

## **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 Joe Harvey to approve the record of proceedings of the board meeting for December 17, 2020. The motion was voted upon and approved unanimously.**

## **IV. REPORTS**

- A. Financial and Budget Update – (CRS) Community Resource of Colorado Ms. Angie Kelly
- December 2020 Financial Statements - Angie Kelly presented the December financial statements and reviewed with the Board the comparison of budget to actual revenue and expenditures. Jeffcom is trending as expected for the year. CRS will true up the numbers for the end of the year and make sure costs are allocated to the correct line item and will have the final numbers presented with the audit in May.
- B. Executive Director Update
- General Update and Overview – Jeffcom completed their mock assessment and will be conducting their virtual onsite assessment the second week of April. Jeffcom received very positive feedback from the state assessors.
  - Strategic Plan Update (3YRM) Presentation – (Mike Brewer)  
Update on Jeffcom’s vision, mission and strategy and meeting those goals. Reviewed the five core elements for Jeffcom to achieve their strategic goals and the planned and tracked actions. Actions are tracked on a weekly basis in the staff meeting, published weekly for staff with a full quarterly review. A major initiative for 2021 is a social media branding strategy. CodeRed is actively being pursued and coordinated with JCECA and other county partners. Jeffcom is currently participating with an initiative with RAVE on a program called Collaborate. It is a robust application to manage events but currently does not have the capability to launch events to multiple polygons. JCECA was able to negotiate a substantial discount to test drive RAVE Alert and Collaborate during the first quarter of 2021. PowerPoint presentation is attached hereto and incorporated herein.
  - Mobile Communication Vehicle Presentation – (Jeff Streeter and Kevin Biegert)  
Jeffcom is looking at a mobile communication vehicle as an asset to the county during major events. This will be a partnership with Jeffcom and all the members and

users throughout the county. Jeffcom has tactical dispatchers, but this would be enhanced training where they could stand up and boost communications at major critical events. Jeffcom is looking at a Ford Transit 250 van that will meet their needs. The vehicle will be operated by the Incident Dispatch Team (IDT) and will absorb the current SWAT dispatch team. The Incident Dispatch Team will respond out to major wildfires, structure fires, natural disasters and SWAT events. The van can be utilized as a mobile disaster recovery station. Jeffcom's intent is to expand this program and become part of the Colorado Telecommunicators Emergency Response Taskforce (TERT). Funds have been allocated from the Capital Improvement Plan fund for this vehicle and Jeffcom are pursuing some grant opportunities. Jeffcom has engaged a company that specializes in both state and federal level grant writing. Jeffcom is hoping to get the vehicle in the early part of this year, then will need to build out the vehicle and is tentatively aiming for the end of quarter 3 to have full functionality of the vehicle. Jeff Irwin with JCECA suggested approaching the JCECA Board for funding for the vehicle. There being no objection or concern from the Board, Jeffcom was advised to keep moving forward with this project. The PowerPoint is attached hereto and incorporated herein.

C. Legal Update – Ms. Kathryn Winn

## **VI. OLD BUSINESS**

## **VII. EXECUTIVE SESSION**

## **VIII. ADJOURNMENT**

**MOTION:** There being no further business to be presented it was moved by Mike Weege 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 10:08am.**

Prepared by Gayle Johnston



# Jeffcom911 Board of Directors

January 21, 2021

## Personnel Update



## UPDATE: Vision, Mission, Strategy

|          |   |
|----------|---|
| Vision   | To be the leader in emergency communications by providing excellence in service to our community, responders, & employees.  |
| Mission  | Jeffcom is the lifeline between our community & emergency services.   |
| Strategy | <ul style="list-style-type: none"><li>• Deliver superior (Tier 1) operational execution.</li><li>• Build diverse teams, strong leadership, &amp; sustainable expertise at every level.</li><li>• Lead the Jefferson County emergency service brand through partnership &amp; community relations.</li></ul> |

| Elements:                       | ★ Agency Partnership  | ★ Community Relations  | ★ Staff Training & Development  | ★ Operational Excellence  | ★ Technology & Innovation   |
|---------------------------------|---|--|---|---|---|
| Communications                  | ★ External Stakeholders - Agencies & Community  |  | ★ Internal Stakeholders - Employees   |   |   |
| Strategic Objectives            | <ul style="list-style-type: none"> <li>• Reputation conveys service, trust, &amp; expertise across all agencies</li> <li>• Recognized by agencies as the leading consolidated emergency communications center</li> <li>• Agency operational consistency</li> </ul>  | <ul style="list-style-type: none"> <li>• Strong positive community development &amp; branding</li> <li>• Positive media engagement &amp; connected citizens</li> <li>• Lead cross agency in community engagement &amp; relations</li> <li>• Proactive communications with stakeholders</li> </ul>  | <ul style="list-style-type: none"> <li>• Culture of staff engagement, success, &amp; leadership</li> <li>• Employer of choice</li> <li>• Best-in-Class staff training &amp; leadership development</li> <li>• Build skills &amp; capabilities to optimize schedule</li> <li>• Robust employee awards &amp; recognition program</li> </ul>   | <ul style="list-style-type: none"> <li>• Industry leading service-level performance</li> <li>• Culture of continuous improvement</li> <li>• Sustain optimal staffing, financial, &amp; operational levels</li> <li>• Manage &amp; optimize operational objectives through scheduling solutions</li> <li>• Operational consistency</li> </ul>  | <ul style="list-style-type: none"> <li>• Plan for facilities &amp; infrastructure needs as service &amp; staffing grows</li> <li>• Culture of innovation &amp; technology ownership</li> <li>• Invest in technology &amp; innovation that more than offset costs</li> </ul>   |
| Enabling Objectives (1-3 Years) | <ul style="list-style-type: none"> <li>• Establish agency training integration: 1) Jeffcom Staff shadowing with LE/FD/EMS &amp; 2) Jeffcom Instructors training in Academies &amp; 3) Promoting sit-a-longs for officer development</li> <li>• Identify &amp; partner with agencies in community events or volunteer events</li> <li>• Communicate &amp; share Jeffcom.org, status</li> <li>• Host classes and share facility as a regional 911 education center</li> <li>• Develop Responder portal on website to enhance agency knowledge and data sharing</li> </ul> | <ul style="list-style-type: none"> <li>• Identify better ways to provide reports and data to our community</li> <li>• Develop &amp; deliver Jeffcom 911 Citizen Academy</li> <li>• Enhance website and create social media strategy to promote Jeffcom's story</li> <li>• Communicate success stories through PR</li> <li>• Define volunteer program, identifying time to volunteer within our community</li> <li>• Research models of successful community programs within established peer agencies</li> </ul> | <ul style="list-style-type: none"> <li>• Jeffcom 1-Year Anniversary Celebration for employees &amp; open house for their families</li> <li>• Evaluate exit surveys &amp; evaluate for retention data to improve candidate screening</li> <li>• Enhance employee work environment, benefits, compensation, &amp; recognition</li> <li>• Benchmark on Industry Surveys (e.g., Mountain States, etc.)</li> <li>• Deliver quality training</li> <li>• Strengthen CTO Program</li> <li>• Standardization of training and evaluation process</li> </ul> | <ul style="list-style-type: none"> <li>• Visit &amp; benchmark against other successful peers</li> <li>• Look for opportunities to standardize operating procedures</li> <li>• Eliminate service-level gaps through achieving full-staffing &amp; training levels across agencies</li> <li>• Participated in training for Mass Casualty Incidents &amp; other reality-based exercises</li> <li>• Establish pre-shift briefings</li> <li>• Revisit organizational design to fit maturity (yr. 3)</li> <li>• Identify fit-for-purpose Scheduling software</li> <li>• Develop and review SOPs &amp; Workflows</li> </ul> | <ul style="list-style-type: none"> <li>• Produce &amp; deliver 2-Minute training videos on technology, education, &amp; operational practices</li> <li>• Identify &amp; develop IT improvement &amp; innovation roadmap</li> <li>• Study &amp; define technology workforce plan &amp; future talent needs</li> <li>• Establish Technology Roadmap Governance &amp; Implementation Team</li> </ul> |

## Agency Partnership



### 2020

- Leadership ride alongs
- COVID-19 Case Dashboards
- COVID-19 protocols
- Engagement events: Training, Briefs, Meetings, etc.
  - 222 documented events
- Supported initiatives, i.e.
  - Stadium Medical
  - First Due notification
  - After-Hours Records support
- Radio enhancement (JCECA supported)

### 2021

- EFD 7.1 Upgrade
- 4<sup>th</sup> of July hot line center
- Mobile communication capability
- JFON initiatives

## Community Relations



### 2020

- Transitioned to online records request services
- Website upgrades:
  - Jurisdiction look-up tool
  - Citizen survey form
- Virtual events
- Developed social media strategy

### 2021

- Implement social media strategy
- Enhanced linking and resource sharing capability on website

## Staff Training & Development



### 2020

- Training placed on hold for extended period
- Significant growth in professionalism of programs
  - APCO P33 Certified
- Moved training materials to digital (remote access)
- Transition to on-line environment

### 2021

- Continue to Hire/Train/Crosstrain
- Continue to refine curriculum and assessment content
- Build organic CTO course
- Training Tech
- Present QA/Training relationship at APCO Conference\*
- Develop required training programs for mobile communications

## Operational Excellence



### 2020

- SLA Metric Improvements
- CALEA application and mock assessment
- Back up center activations
- Standardization efforts
- Incentive Bonus
  - Supported by several efforts
- Declaration of Emergency
  - Recouped \$128,000

### 2021

- Call process time analysis
- CALEA on-site assessment and final certification
  - Full time accreditation manager
- Drive to ACE accreditation
- 4-10 Schedule (off 12 hr shifts)
- Denver 9-1-1 Contingency plans
- Mountain Fire comms improvements at JBUC
- JFON Development

• APCO Telecommunicator of the Year •  
 • NG9-1-1 Public Safety Professional of the Year •  
 • Colorado NENA/APCO Team of the Year •

## Technology & Innovation



### 2020

- Enterprise CAD & Mobile upgrades
- Mobile Court Utility
- COVID Screening Tool
- ASAP-to-PSAP
- Mobile Backup radios installed at consoles
- Major VESTA upgrades
- Wireless capability at JBUC
- CAD custom Solution
  - Clock
  - Lightbar

### 2021

- JFON Development
  - R-1
  - Fiber based mobile connectivity
- CAD-to-CAD projects
- NICE recording upgrades
- Mobile Communications
- Possible CAD 'Light' software development

## Employee Support



### 2020

- First Responder Status
- Awards Instruction
- Sponsor Program
- COVID-19 protection initiatives
  - PPE & Cleaning
  - Screening methods
  - Physical
  - Administrative (policy)
  - Telework program
- eSuggestions: 26/38 entries initiating improvements
- Advisory Planning Teams

### 2021

- Mentor Program
- Training Tech position
  - Temp. ECS position
- Salary & benefits survey
- Consideration of adding full-time HR Tech

## Personnel Update

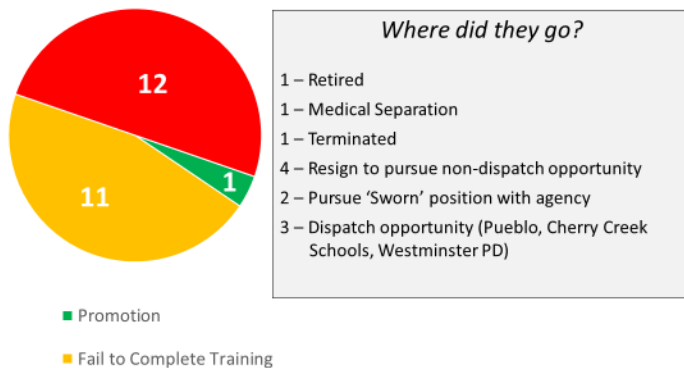


### 2020 Personnel Analysis

## 2020 ECS Losses



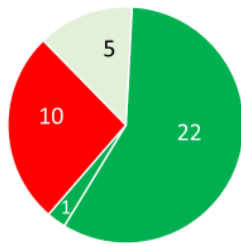
### 24 Total Losses



## 2020 ECS Gains



### 16 ECS Net Gains

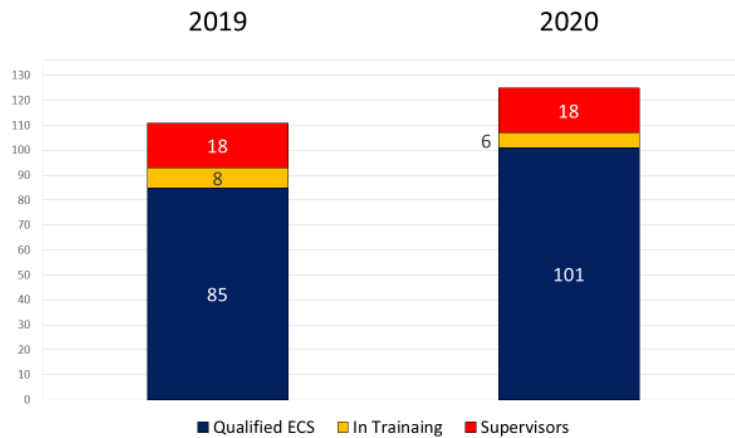


### What's the Net Gain?

- 37 Total New Hires
- 1 Part-time transition to Full-Time  
= 38 Hires in 2020
- 10 Hires Failed to Complete training  
(+1 2019 Hire)
- 12 'True' losses  
= 16 Net Gain Qualified ECS

■ Completed Training    ■ Transition from PT to FT  
■ Failed to Complete Training    ■ Remain in Training

## EOY 2019 – 2020 Comparison



■ Qualified ECS    ■ In Training    ■ Supervisors

## Hiring Snapshot



| January 1 – December 31 |  |      |
|-------------------------|--|------|
| 924                     | Applications Received  | 100% |
| 487                     | Invited for Criticall Testing  | 52%  |
| 290                     | Completed Criticall Testing  | 31%  |
| 109                     | Moved to interview   | 18%  |
| 60                      | Passed interview   | 7%   |
|                         | <ul style="list-style-type: none"> <li>• Background Investigation</li> <li>• Psychological Testing</li> <li>• Polygraph</li> <li>• Hearing/Drug screening</li> </ul> |      |
| 23                      | Hired  | 2.4% |
| 19                      | Completed training (14) or remain in training (5)  | 2%   |



## Mobile Communications



Agency Partnership

Community Relations

Staff Training and  
Development

Operational Excellence

Technology & Innovation

## Mobile Communications Vehicle



## Mobile Communications Vehicle



- Vehicle will be operated by the Incident Dispatch Team (IDT) – a program currently being developed as a part of this initiative.
  - The Incident Dispatch Team will absorb the current SWAT dispatch program and become a component of the IDT.
- Jeffcom's capital improvement plan includes funds for the acquisition and build-out of the communications vehicle, but grants are still being pursued via a dedicated grant writer.
- Jeffcom's intent is to continue to expand this program long-term, potentially becoming a part of the Colorado Telecommunicator Emergency Response Taskforce (TERT).

# Capabilities



## Uses

- Tactical dispatch
  - Jefferson County SWAT teams
  - Structure fires
- Response to major/critical incidents
  - Wildfires
  - Natural disasters
- Mobile command post for small to medium scale incidents
- Mobile disaster recovery
- Special response teams
- Public education events
- Mutual aid assistance

## Capabilities

- Enterprise CAD and Mobile
- Radio gateway (bridge)
- Mobile repeater for VHF/P25
- Limited radio programming abilities
- Cellular/satellite connectivity
- On scene resources:
  - Printing of maps/incident action plans
  - Generator power
  - Incident command workstation
- Other future programs/initiatives...

# Ford Transit-250/AVC Rig



- January/21: Vehicle ordered directly from Ford with 3 to 4-month lead time
- Q1/21: Development of Incident Dispatch Team (IDT) program for personnel.
- Q2/21: Jeffcom takes delivery of vehicle which is then provided to AVC Rig (Berthoud, CO) for design and build-out
  - Jeffcom, through AVC Rig, designs vehicle interior including layout, furniture, storage, etc.
- Q3/21: Jeffcom completes installation of all technology hardware.
- Q3/21: Program go-live