



Record of Proceedings

Jefferson County Communications Center Authority

Board of Directors

May 18, 2023, 9:00 am

This meeting was held in person and 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
Vice President Joe Harvey (Golden PD)	Present
Secretary/Treasurer Mike Weege (EFD)	Present
Member Reggie Marinelli (Jeffco Sheriff's Office)	Present
Member Mike Piper (Arvada Fire)	Present
Member Chris Murtha (Wheat Ridge PD)	Present
Member Ed Brady (Arvada PD)	Not Present
<i>Proxy Edna Hendershot (Arvada PD)</i>	<i>Present</i>
Member Phil Smith (Lakewood PD)	Present

Also in attendance were:

Jeff Streeter, Michael Brewer, Kevin Biegert, Gabrielle Rathfon, Jen Sandoval, Gina Ramirez, Laurel Strandberg, Jessy Hapgood, David Mahan and Gayle Johnston.

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

Brian Wilkerson of Talion Defense

Cathy Fromm with Fromm & Company LLC

Jeff Irvin of JCECA

Ed Loar of Lakewood Police Department

Mark Reeves of Lakewood Police Department

Del Kleinschmidt of Jeffco Sheriff's Office

Mike Hendershot of Golden Police Department

Kirk Lock of Arvada Fire Department

Bob Fager of Highland Rescue

Kasey Beal of Golden Fire Department

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

No public comment

IV. OATH OF OFFICE FOR NEW BOARD MEMBERS

Chief Lombardi administered the oath of office:

Chief Phil Smith was appointed to serve as board member for Lakewood Police Department.

Deputy chief Edna Hendershot was appointed to serve as proxy for Arvada Police Department.

V. APPROVAL OF RECORD OF PROCEEDINGS

MOTION: It was moved by Chris Murtha and seconded by Mike Piper to approve the record of proceedings of the board meeting for April 20, 2023. The motion was voted upon and approved unanimously.

VI. REPORTS

A. Financial and Budget Update – Fromm and Company LLC

- April 2023 Financial Statement – Cathy Fromm with Fromm and Company LLC presented the April financial statements and reviewed with the Board the comparison of budget to actual revenue and expenditures. Member contributions and user fees are at 50%. Miscellaneous income is up, we received a large dividend check from CEBT, that is a dividend refund from 2021 and 2022. CEBT is the health insurance provider and as they are a nonprofit organization, they return dividends. As the interest rates continue to rise, higher yields are received on the investments accounts. Consultants are slightly ahead of budget at 48% due to the RFP's for the cultural and technical assessments. Total expenditures overall are right on budget at 34%.

MOTION TO APPROVE THE APRIL 2023 FINANCIALS

It was moved by Mike Weege and seconded Mike Piper to adopt the April 2023 financials. The motion was voted upon and carried unanimously.

B. Executive Director Update

- General Updates
 - Welcome to our new members Chief of Police Phil Smith and Deputy Chief Edna Hendershot.
 - Mr. Streeter recognized it is Law Enforcement Appreciation week. Jeffcom had two employees attend the Fallen Officer memorial in Washington DC to recognize Officer Vakoff and K-9 Officer Graffit.
 - A printed copy of the Jeffcom 2022 Annual report was given to Board members. An electronic version was sent out a couple weeks ago.

- Jeffcom annual awards ceremony will be June 14th at 3pm at Lakewood Police Department.
- IDT vehicle may be down for a couple days, an email will be sent out to the agencies in advance.
- Hiring Update – first time in 6 years Jeffcom is overstaffed by two employees. Jeffcom currently has 25 employees training. Last week 15 members of the academy graduated and started on-the-job training. Monday May 15th another new academy starts with eleven new hires. Jeffcom is taking advantage of the increase in applications, the current application process has been open 13 days and we have received over 1000 applications. The current application process will be for an academy in August. Brian Wilkerson is currently looking at staffing numbers as part of the RFP process.
- Jeffcom is being recognized by Central Square and will be awarded the Excellence in Innovation Award at the Central Square ENGAGE conference in Nashville in June.
- The Cultural Assessment kickoff meeting is planned for June 24th at Jeffcom. Chief Piper and Chief Harvey will attend the kickoff meeting.
- ACE Accreditation – Jeffcom has hit all the metrics for emergency medical dispatching for the last six months. Jeffcom applied last month and the review process takes 6-8 weeks. There are 20 points Jeffcom is required to meet within the accreditation process. Upon completion of review, they will schedule an onsite visit.

C. Legal Update

- The contract with the Healthy Dispatcher has been signed along with the contract for Talion Defense.
- The public health emergency has ended. Some grants will no longer be available for Covid expenditures. Employees have 30 days after May 11 to use PHEL and then it goes away. The PHEL policy will remain in the Handbook as it is still part of the law.
- There was a change to open records that may impact Jeffcom. The bill states that an organization can't require people to show ID to request records. If credit cards are accepted for payment for other items, they need to be accepted for records requests as well. Jeffcom does have a CORA policy and legal will review the policy to see if any of these changes need to be specifically stated.

VII. NEW BUSINESS

- Sheriff Marinelli stated that the Emergency Management Director at Jeffco submitted their resignation. The position has been posted and they are hoping to fill the position fairly quickly. They will be working with open space and the county commissioners to grow that position to meet the goals and standards the new executive management staff have set for emergency management.

VIII. OLD BUSINESS

- Cost Allocation Update – Brian Wilkerson
 - Technical Assessment update – working with the team to gather data on technical and operational components within Jeffcom. Next week they will start to interview staff.
 - Cost and Service Analysis – Mr. Wilkerson is doing a five-year review of the cost analysis and what it truly costs to service each agency and the implications this would have to the current funding formula. Jeffcom has never been fully staffed and that needs to be considered when looking at the costs and services being provided.
 - When the original funding formula was developed, they looked at 11-12 different models. The original formula for the member agencies was based on the personnel they were contributing to the organization. It is important to note that the formula was adjusted so that every agency was saving about the same amount from a percentage perspective. The formula is not a pure percentage model based on one objective set of data.
 - To date they have focused on the CAD data. They have focused on trends in call volume, duration and percentage of work that the calls require. Looked at what percentage does each agency comprise versus what they pay from an IGA formula perspective. They have not yet looked at radio activity, inbound administrative calls and outbound calls and any other specialties. The challenge with outbound calls is that it is difficult to attribute those to a specific agency. There are some channels where multiple agencies are using that channel, so you can't single out the data.
 - The CAD data is an important element, but the next element is the radio traffic. The radio traffic and volume is the piece that has the most chance to significantly influence the effort associated with this analysis. This same analysis needs to be completed for the user agencies.
 - Mr. Wilkerson will be looking at the split between what the user agencies and the member agencies pay is correct. A projected outcome is that the user fees will probably change as the duration and time it takes to service the calls is much higher now than when we looked at the data in 2015. There are procedures in the IGA on how that works.
 - The plan is to present the final findings at the June 15th Board meeting, the goal is to have the findings to everyone no later than June 12th. If any of the agencies want to sit with Mr. Wilkerson to discuss their data and trends, he is happy to do that.
 - The PowerPoint is attached hereto and incorporated herein.

IX. EXECUTIVE SESSION

Executive Session pursuant to §24-6-402(4)(a), C.R.S., for discussion on potential purchases and leases.

MOTION: At approximately 10:03am it was moved by Chris Murtha and seconded by Reggie Marinelli to move into executive session pursuant to §24-6-402(4)(a), C.R.S., for discussion on potential purchases and leases. The motion was voted upon and carried.

MOTION: At approximately 10:34am it was moved by Mike Weege and seconded by Mike Piper to reconvene the regular meeting of the Jefferson County Communications Authority board of directors. The motion was voted upon and carried.

X. ADJOURNMENT

MOTION: There being no further business to be presented it was moved by Mike Weege and seconded by Chris Murtha 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 10:35am.



JEFFCOM COST AND SERVICE ANALYSIS

Board of Directors Update
May 17, 2023

DISCUSSION AREAS

- Objectives and Approach
- Activity to Date
- Data Elements and Challenges
- Inbound Call and Dispatch Analysis (CAD)
- Next Steps

OBJECTIVES AND APPROACH

Objectives:

- Determine to the extent possible the true cost of serving each agency that is part of Jeffcom
- Examine alternative cost allocation models for consolidated centers
- Examine implications for the Legacy Funding Formula

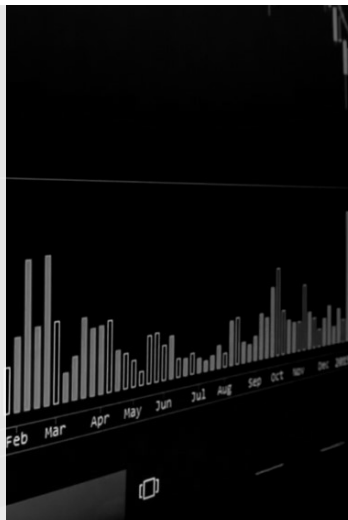
Approach

- Analyze call, dispatch, and radio activity over Jeffcom's 5-year history
- Examine other services provided (IT support, special duty, etc.)
- Look at staffing and costs
- Determine relationships to service levels
- Examine correlations to current funding formula and potential implications
- Compare to alternative models and methods

It is important to keep in mind the history and spirit of the funding formula...

TO DATE

- Analyzed CAD data for the member agencies, reflecting Inbound 911 Calls and Dispatch Activity
- Looked at trends in volume and effort (hours) for each member agency
- Compared percentage of call volume and hours by member agency vs. current IGA contribution percentages
- Analysis to date tells only part of the story- ideally, we would analyze in addition:
 - Radio Activity
 - Inbound Administrative Calls
 - Outbound Calls
 - Other Activities Required to Support the Agencies



DATA ELEMENTS AND CHALLENGES

Data Type	Data Issues
Inbound Calls and Dispatch	Some dispatch records left open for extended periods on low priority calls for service
Outbound Calls	Jeffcom personnel making outgoing calls can only be further broken down if the call was placed from a console with a dedicated duty assignment. Outbound calls cannot be attributed to some fire and law agencies without a static console assignment
Administrative Calls	Any inbound 10-digit phone call cannot be connected to a specific agency
Transfers	Jeffcom can view data based on the destination of a transferred call. Where possible, a range of numbers can be searched to attribute these transfers to a specific agency. Not all agencies represented.
Radio Push-to-Talk	Jeffcom and field-initiated PTT, 90 days of data only for some systems. Missing data for some channels. Some channels shared by multiple agencies.
Support Activity	Incomplete data on Special Assignment requests

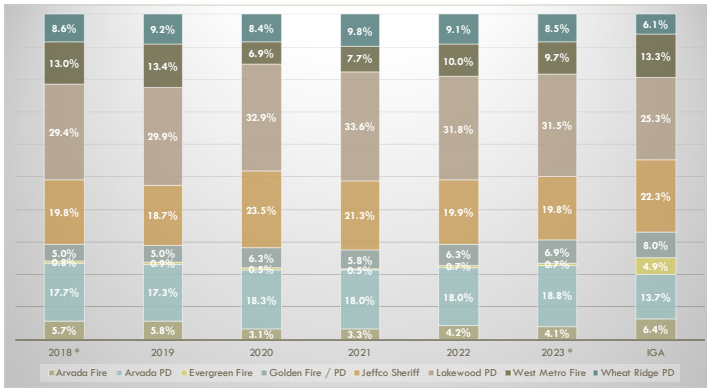
- Jeffcom's phone system, VESTA, is a closed system that does not currently provide Jeffcom the ability to link the phone call itself to a CAD call for a more detailed analysis

MEMBER AGENCY CAD CALL VOLUMES & HOURS

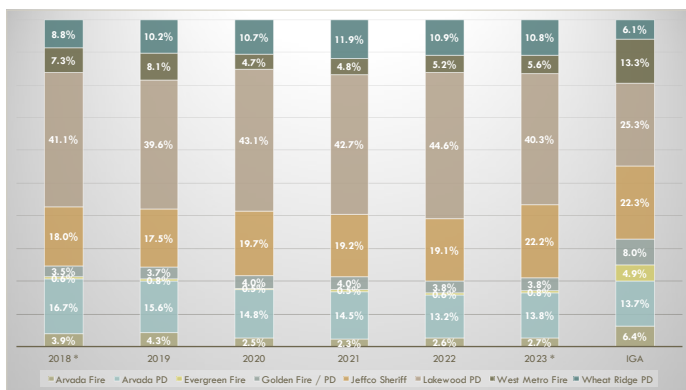
(4,681,788 RECORDS)

	2018*		2019		2020		2021		2022		2023*	
	Calls	Hours	Calls	Hours	Calls	Hours	Calls	Hours	Calls	Hours	Calls	Hours
Anasazi Fire	10,318	7,587	13,760	10,416	13,978	10,258	14,366	10,077	17,242	11,945	3,977	2,833
Anasazi PD	32,179	32,453	41,311	37,360	81,432	60,154	78,097	63,065	74,309	64,256	18,193	14,271
Evergreen Fire	1,481	1,240	2,050	1,971	2,217	2,205	2,317	2,380	2,901	2,913	688	785
Golden Fire	2,073	1,552	2,585	1,918	2,427	1,831	2,689	2,031	3,295	2,454	752	520
Golden PD	7,002	5,289	9,242	6,956	25,813	14,176	22,366	15,110	22,480	15,048	5,914	3,426
Jeffco Sheriff	36,019	34,848	44,568	42,040	104,347	79,710	92,383	83,307	82,027	88,917	19,152	22,973
Lakewood PD	53,339	79,750	71,281	94,930	146,595	174,561	146,159	185,310	131,092	207,130	30,553	41,688
West Metro Fire	23,642	14,210	31,889	19,522	30,808	18,969	33,448	20,749	41,054	24,213	9,432	5,825
Wheat Ridge PD	15,566	17,089	21,946	24,477	37,346	43,317	42,682	51,741	37,514	50,804	8,206	11,209

* Partial Year







PERCENTAGE OF INBOUND 911 CALLS VS IGA CONTRIBUTION



PERCENTAGE OF CAD HOURS VS IGA CONTRIBUTION

NEXT STEPS AND TIMELINE

-  Continue analysis of other elements required to support the agencies (radio activity and other services)
-  Analyze User Fees based on volumes and effort and re-calibrate fee structure
-  Look at alternative cost allocation models
-  Present at June 15 Board Meeting (provided to the Board no later than June 12)

