

# 2019



# JEFFCOM 911

## ANNUAL REPORT

JEFFERSON COUNTY COMMUNICATIONS CENTER AUTHORITY

JEFFCOM911.ORG

📍 JEFFCOM911

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# FROM THE EXECUTIVE DIRECTOR



## OUR AGENCY EXISTS TO SERVE YOU, OUR MEMBERS AND USER AGENCIES AND THE JEFFERSON COUNTY COMMUNITY.

In 2019, we worked diligently to advance our mission, “*Jeffcom is the lifeline between emergency services and the community.*” The hiring of exceptional staff, enhancement of the highest standards in training, and organizational focus on quality service, has endeared Jeffcom to responders and the community. As a newer agency (est. 2018), the organization achieved increased levels of performance. We take pride in delivering this level of service day in, day out. We are proud to serve with the men and women of our Law, Fire and EMS agencies throughout Jefferson County who also uphold the highest standards of professionalism and commitment to public service.

Jeffcom and its partners have the ability to shape the future of emergency dispatch and response services throughout the industry. We continue to grow by working collaboratively throughout Jefferson County to become a tier one organization. Our core values of *Encouragement, Innovation, Ethics and Professionalism* serve as our foundation. As industry leaders, we strive to be bold in our approach and remain open minded to the dynamic changes faced by all first responders. The dedication of our staff and the commitment of all of our partners will drive our organization and our profession as we continue to advance in all service-based metrics and continuous development through innovation.

## JEFFCOM WILL CONTINUE TO GROW, DEVELOP, AND MAKE CHANGES.

In 2019, a strategic plan was developed for Jeffcom embracing the key elements of “*Agency Partnerships, Community Relations, Staff Training and Development, Operational Excellence and to serve as a State-of-the-Art Facility and Technology Innovation.*” As 2019 concludes, with just twenty-one short months of operations behind us, we have achieved many notable accomplishments as Team Jeffcom, though the most notable achievement is simply proof of concept. The agency was established with the primary objective of increasing operational efficiency and to become a force multiplier for first responders. Major critical incidents occurring over the past year have tested Jeffcom, and with each incident, Jeffcom has proven that the regional model has reduced response time and improved coordinating efforts among the agencies we serve.

Jeffcom has processed a vast number of calls while providing exceptional service to the Jefferson County community. “Answering a high volume of calls is only one daily contribution from the men and women of Jeffcom, a testament to their dedication to the community and public safety.” Their perseverance through the litany of obstacles associated with the start-up of an organization of this magnitude, let alone the very real challenges of their profession dealt with on a day-to-day basis, continue to inspire me and motivate me to ensure Jeffcom is a true leader within the emergency communications industry.

I encourage you to read through the annual report and, more importantly, consider the quality work that goes into each call for service as we continue to grow and develop as an agency.

## I AM VERY PLEASED TO PRESENT TO YOU OUR 2019 ANNUAL REPORT.

You will find that 2019 proved to be a very strong year for our agency.

A handwritten signature in black ink, appearing to read "Jeff Streeter".

**Jeff Streeter**

Executive Director | Jeffcom 911

## MISSION

Jeffcom is the lifeline between our community and emergency services.

## VISION

To be the leader in emergency communications by providing excellence in service to our community, responders, and employees.

## STRATEGY

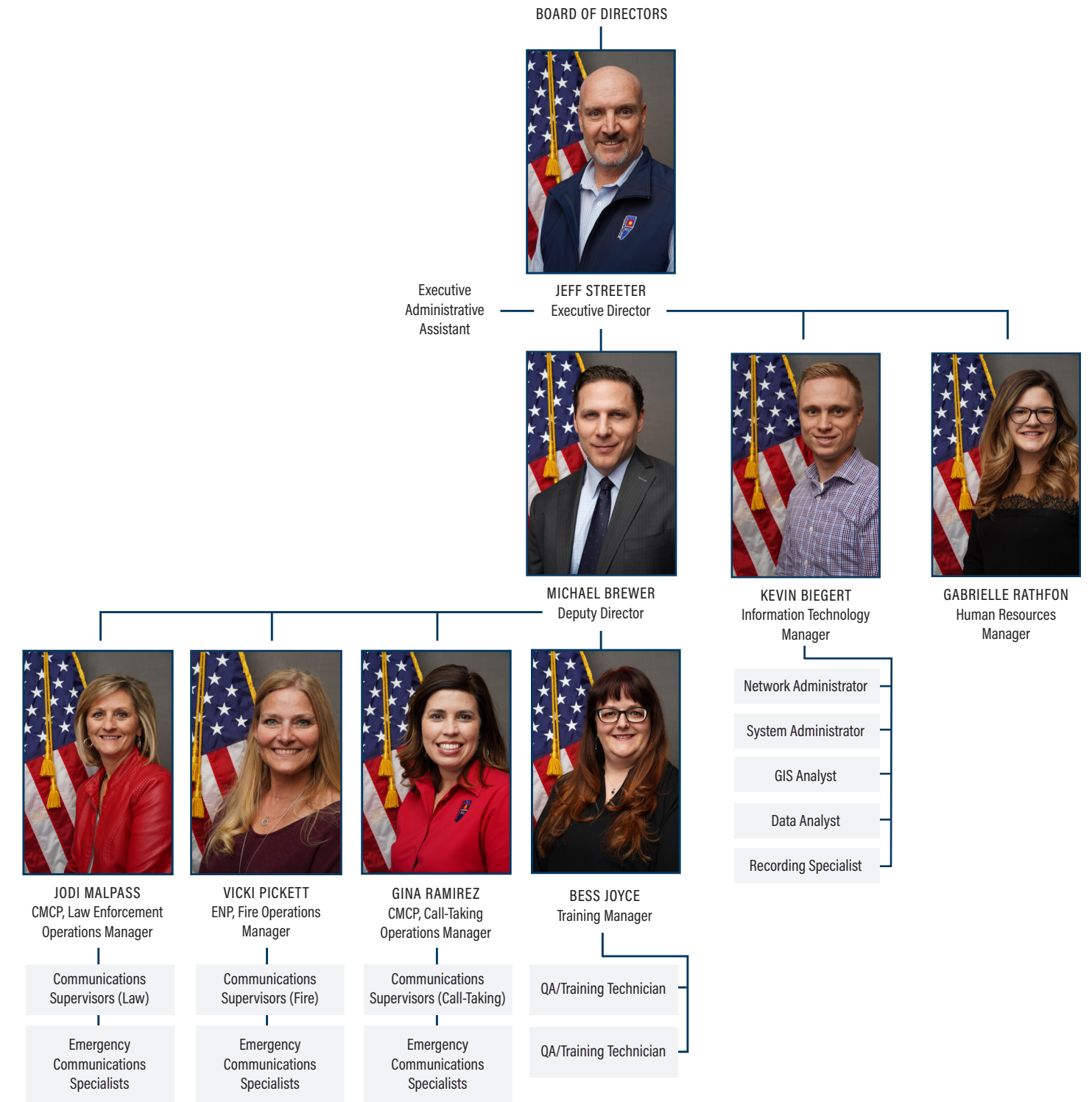
Deliver superior (Tier 1) operational execution. Build diverse teams, strong leadership, and sustainable expertise at every level. Lead the Jefferson County emergency service brand through partnership and community relations

## ETHICS

As an Emergency Communications Specialist, I regard myself as a member of an important and honorable profession. I will recognize that I am a public servant with a duty to serve. I will obey all laws and regulations and avoid any conduct unbecoming of my profession. I will contribute to our agency culture and respect our Core Values. I will establish and maintain honorable relationships with those who rely on our professional skills and judgment. I will give the most efficient and impartial service of which I am capable of at all times.

ETHICS • INNOVATION  
ENCOURAGEMENT  
*Professionalism*

# ORGANIZATIONAL STRUCTURE



# AGENCY PARTNERSHIPS

## Member Agencies

Arvada Police  
 Arvada Fire  
 City of Golden Police & Fire  
 Jefferson County Sheriff's Office  
 Lakewood Police  
 Evergreen Fire  
 West Metro Fire  
 Wheat Ridge Police

## User Agencies

Colorado School of Mines Police	Indian Hills Fire
Edgewater Police	Inter-Canyon Fire
Elk Creek Fire	Lakeside Police
Fairmount Fire	North Fork Fire
Foothills Fire	Morrison Police
Genesee Fire	Mountain View Police
Golden Gate Fire	Pleasant View Fire
Highland Rescue Team	



The Jefferson County Communications Center Authority's governing board is comprised of eight representatives, one from each member agency as defined in the intergovernmental agreement.

## CURRENT BOARD OF DIRECTORS

**President - Sheriff Jeff Shrader**  
 Jefferson County Sheriff's Office

**Vice President - Fire Chief Don Lombardi**  
 West Metro Fire Rescue

**Secretary/Treasurer - Fire Chief Mike Weege**  
 Evergreen Fire Rescue

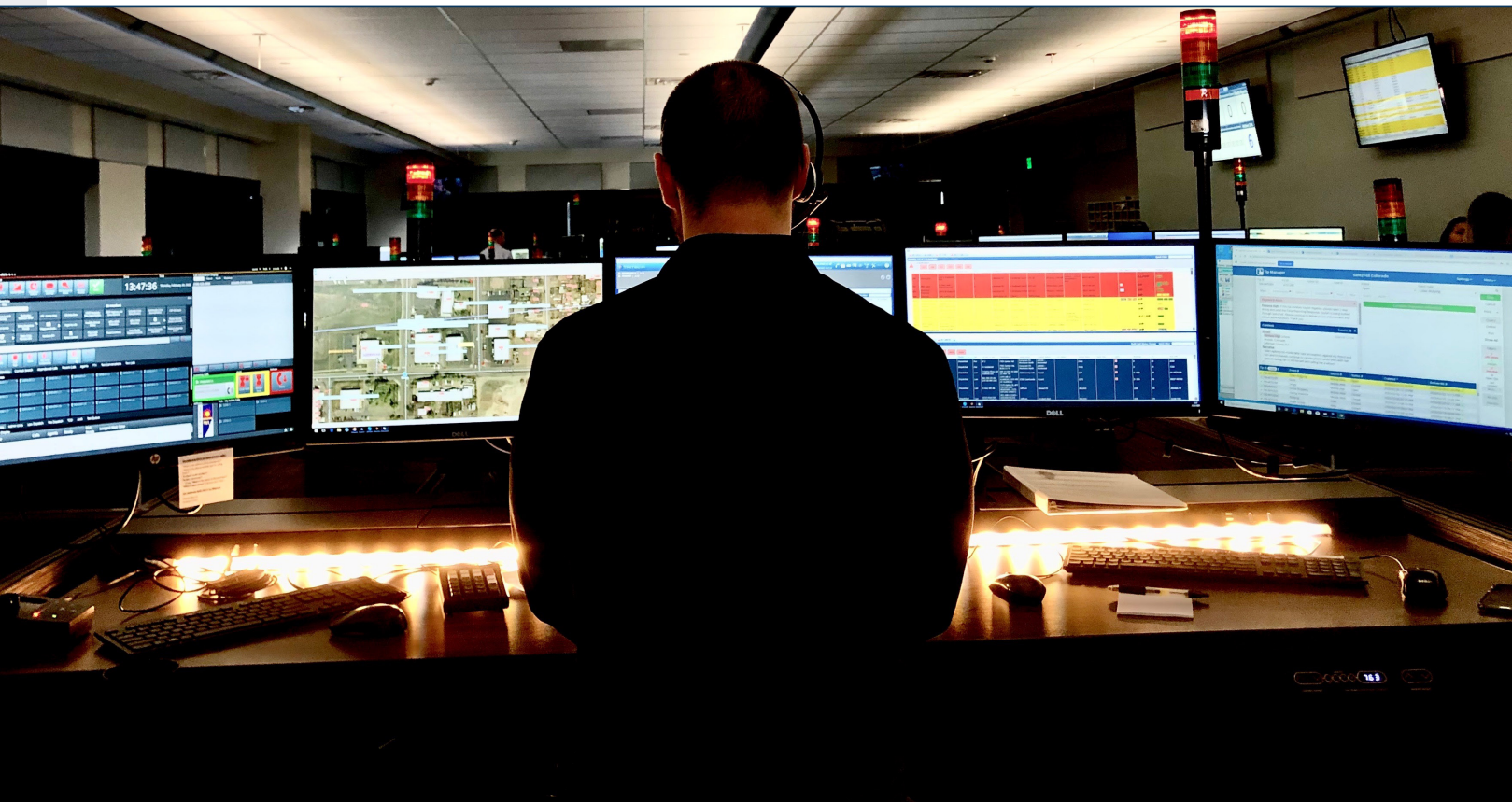
**Member - Chief Chris Murtha**  
 Wheat Ridge Police Department

**Member - Chief Link Strate**  
 Arvada Police Department

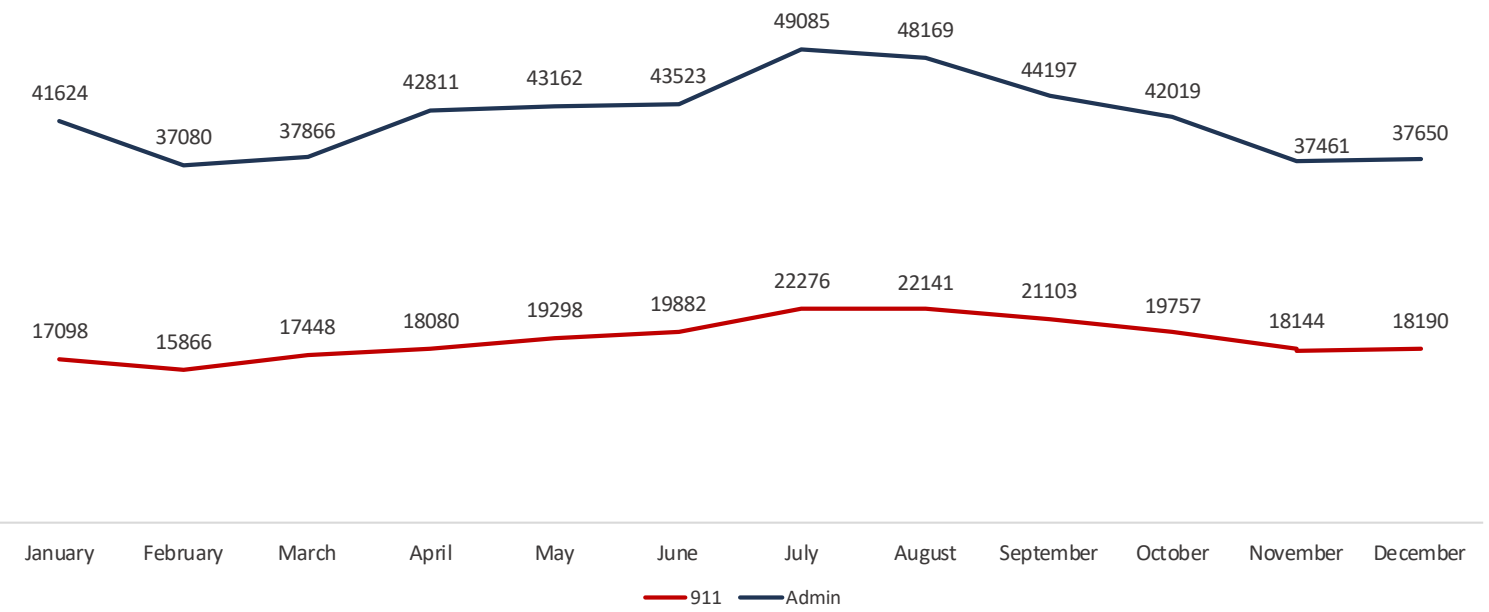
**Member - Chief Bill Kilpatrick**  
 City of Golden Police and Fire

**Member - Chief Dan McCasky**  
 Lakewood Police Department

**Member - Fire Chief Mike Piper**  
 Arvada Fire Rescue



Incoming Call Volume



Similar to prior years, call volume peaked during summer months.

TOTAL INCOMING CALLS **733,930**

Total 911 Calls  
**229,283**

Average 911 Calls Per Day  
**628**

Average 911 Calls Per Month  
**19,107**

Total Non-Emergency Calls  
**504,647**

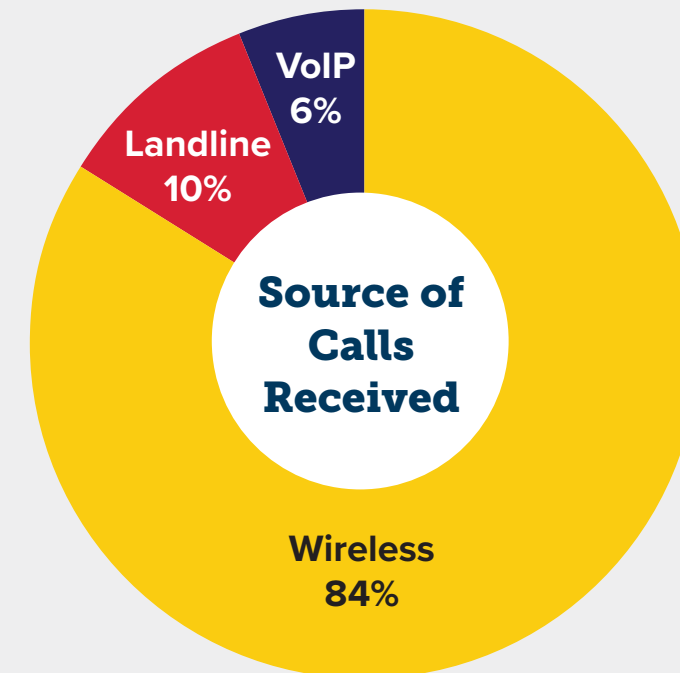
Average Non-Emergency Calls Per Day  
**1,383**

Average Non-Emergency Calls Per Month  
**42,054**

Total Outgoing Calls  
**230,254**

Average Outgoing Calls Per Day  
**631**

Average Outgoing Calls Per Month  
**19,188**

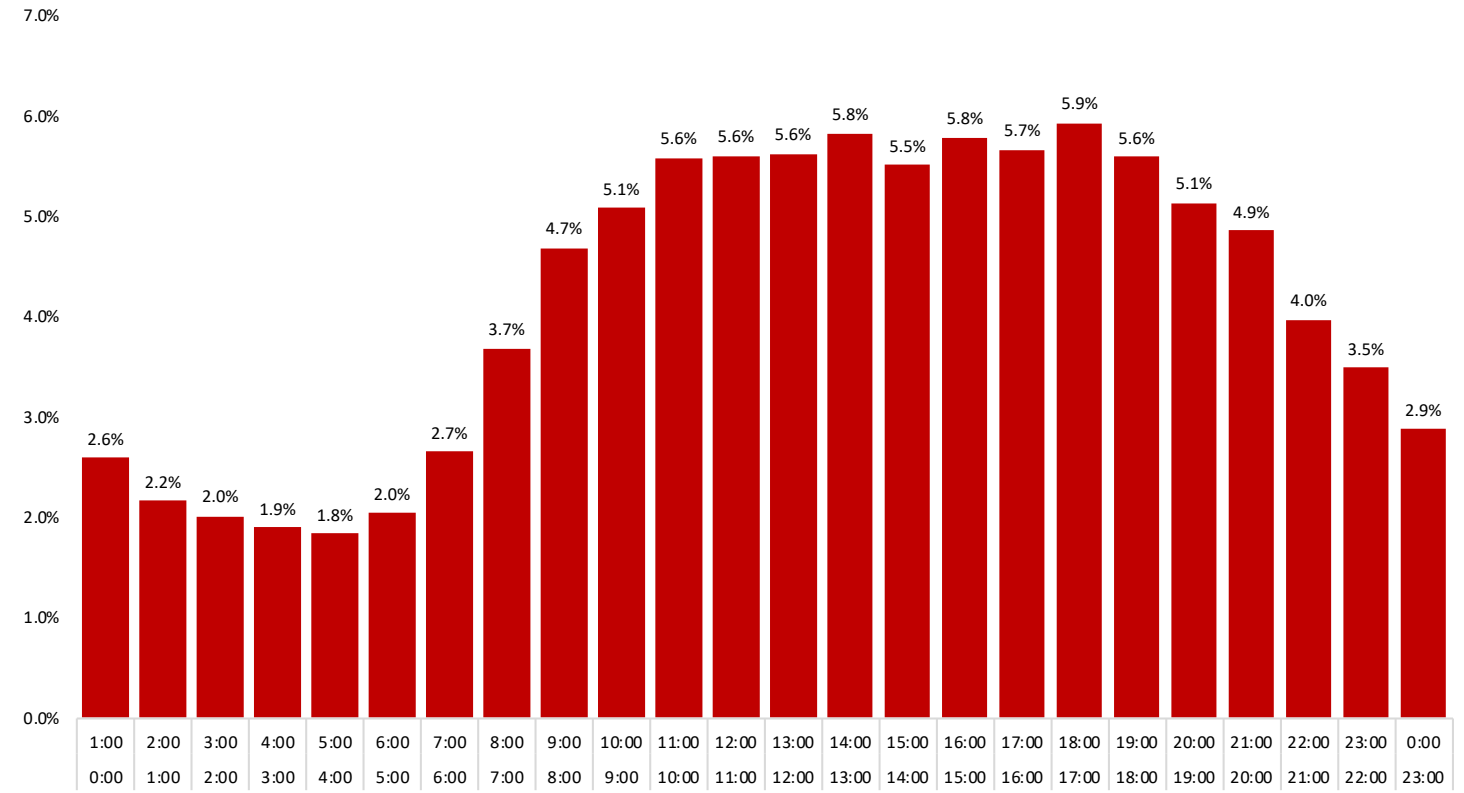


The number of emergency calls placed from a wireless phone continue to increase year-over-year.

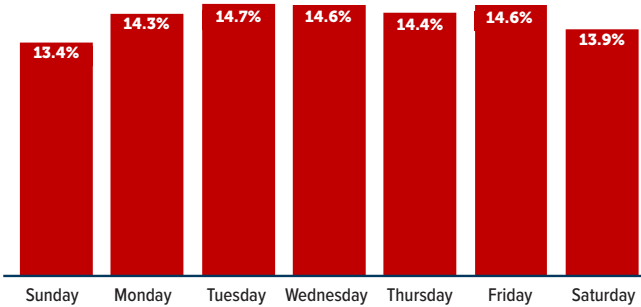
Jeffcom provides dispatch services for 14 fire and emergency medical agencies, spanning both urban, rural and mountainous areas of Jefferson County. Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD) calls received, processed and dispatched represent 21.7% of Jeffcom's total call volume. Fire dispatch includes 34 trained Emergency Communications Specialists who operate six dispatch positions. As a consolidated dispatch center, Jeffcom's ability to relay information and dispatch mutual aid to large incidents improves efficiencies and service for first responders and the citizens of Jefferson County.

Total Fire Calls Taken, Processed and Dispatched	Average Monthly Fire Calls Taken, Processed and Dispatched	Average Daily Fire Calls Taken, Processed and Dispatched
<b>53,983</b>	<b>4,499</b>	<b>148</b>

**Fire Calls per Time of Day**



**Call Volume Per Day of Week**

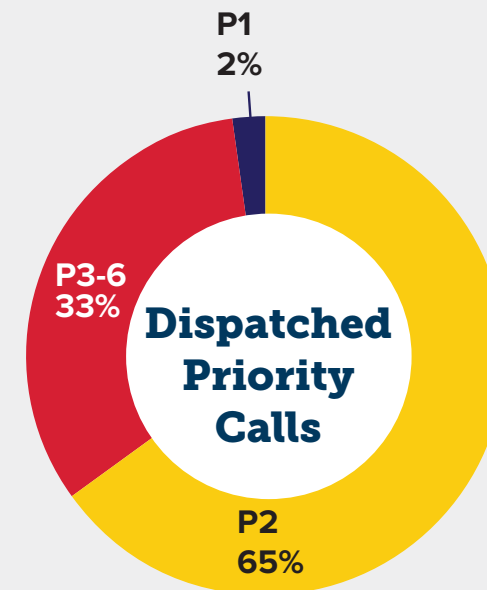


**6,881 FALLS**  
12.8% of Fire Calls

**6,589 SICK PERSON**  
12.2% of Fire Calls

**5,389 ALARMS**  
10% of Fire Calls

Fire Agency	Totals	% of Fire Calls
West Metro Fire	31,889	59.1%
Arvada Fire	13,760	25.5%
Golden Fire	2,585	4.8%
Evergreen Fire	2,050	3.8%
Elk Creek Fire	1,095	2.0%
Fairmount Fire	648	1.2%
Highland Rescue	591	1.1%
Pleasant View Fire	508	0.9%
Inter Canyon Fire	318	0.6%
Genesee Fire	135	0.3%
North Fork Fire	134	0.2%
Indian Hills Fire	125	0.2%
Foothills Fire	88	0.2%
Golden Gate Fire	57	0.1%



Priority 1 and 2 calls are typically severe enough to warrant an emergent response. All other priorities typically result in a routine response from field crews.

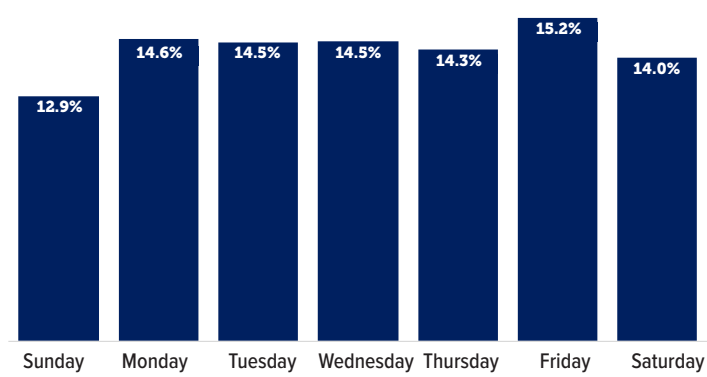
Jeffcom provides dispatch services for 10 different law enforcement agencies. Law enforcement calls for service account for 78.3% of total calls taken, processed and dispatched by Jeffcom. There are 67 Emergency Communications Specialists trained to work at least one of the ten law channels operated daily. During critical and large-scale incidents, Jeffcom is able to coordinate and assign resources and, in some cases, provide a closest unit response even if it will be cross-jurisdictional.

Total Law Calls Taken, Processed and Dispatched **194,355**

Average Monthly Law Calls Taken, Processed and Dispatched **16,196**

Average Daily Law Calls Taken, Processed and Dispatched **532**

Call Volume Per Day of Week



**13,343** WELFARE CHECK  
7% of Law Calls

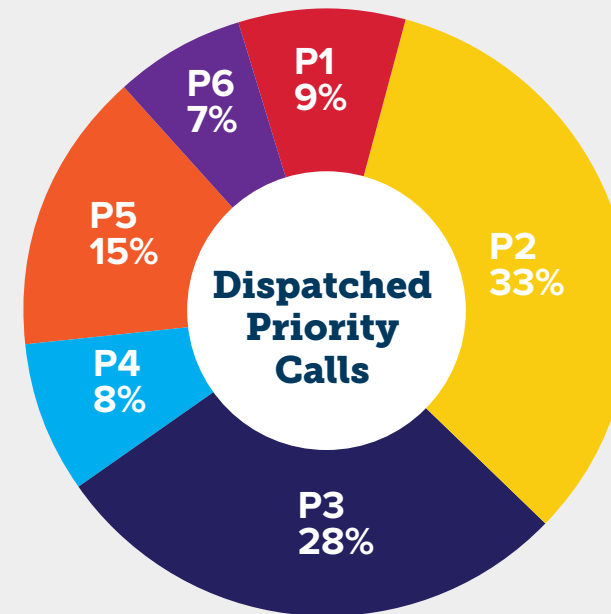
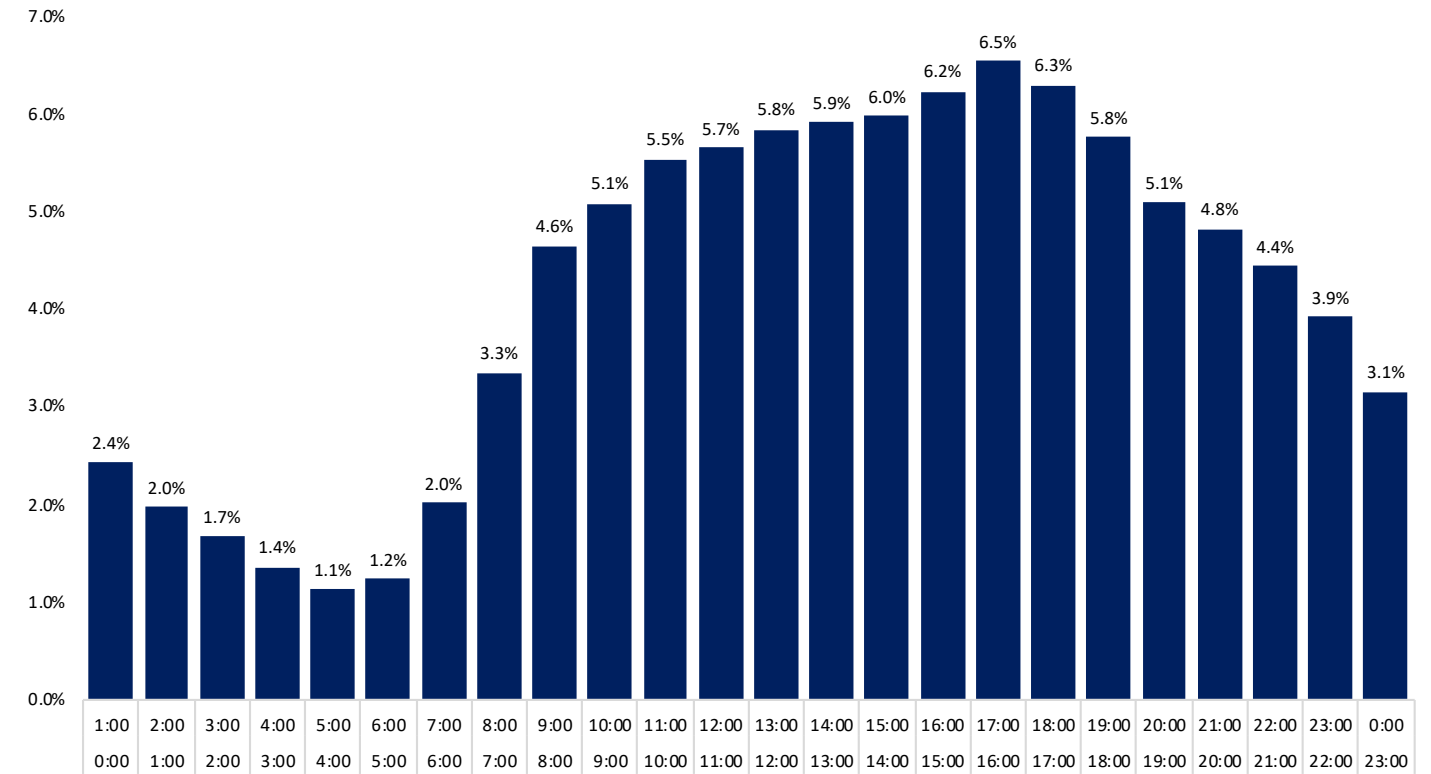
**10,448** DISTURBANCE  
5% of Law Calls

**9,052** THEFT  
5% of Law Calls

Law Agency	Totals	% of Law Calls
Lakewood PD	71,281	36.7%
Jefferson County Sheriff	44,568	22.9%
Arvada PD	41,311	21.3%
Wheat Ridge PD	21,946	11.3%
Golden PD	9,242	4.8%
Edgewater PD	3,425	1.8%
Lakeside PD	1,205	0.6%
Morrison PD	636	0.3%
Colorado School of Mines PD	496	0.3%
Mountain View PD	245	0.1%



Law Calls Per Time of Day

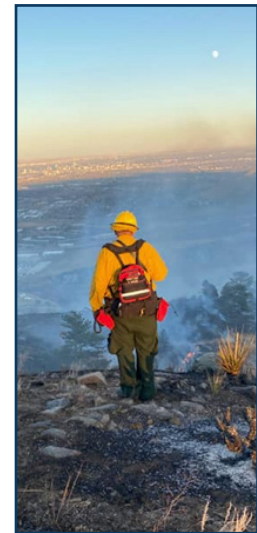


P1 calls are those which are in progress whereas P2 calls have usually just occurred. The majority of calls for service are classified as P3 meaning they are “cold” in nature.

## » APEX FIRE November 9, 2019 – 13:00:00 – 938 Top 911 Call Day

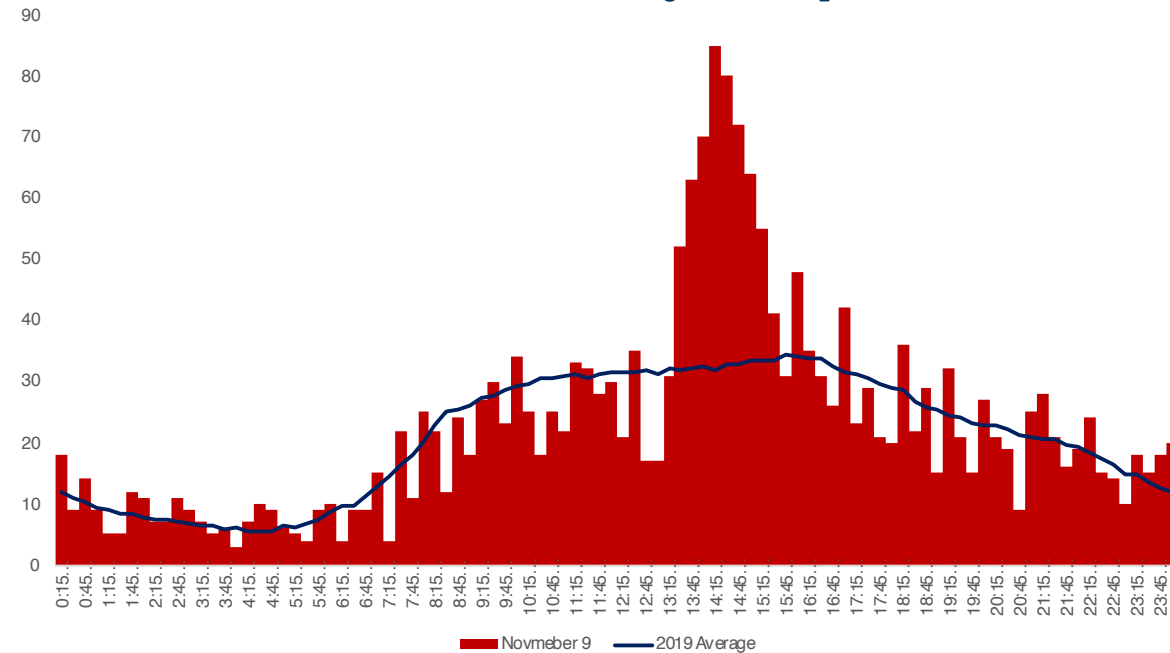
On November 9 at 1:00 pm, Jeffcom began receiving calls of smoke being reported near Apex Park in the Foothills Fire Jurisdiction. A wildland fire had sparked, immediately generating high call volume. Over the next two and a half hours, 22 trained Emergency Communication Specialists (ECS) answered 614 incoming phone call placed to the communications center. At the same time, 96 other calls were dispatched while 17 total agencies responded to the Apex Fire. On the day of the Apex Fire Jeffcom answered 938 total emergency calls, the highest emergency call volume of a single day in 2019.

- 22 ECS who answered a 911 call within the first 2.5 hours
- 96 Calls Dispatched in 2.5 hours of first report
- 614 Incoming Calls in 2.5 hours of first report
- 938 Total Incoming Emergency Calls, highest single day in 2019
- 17 Agencies Involved



Member of Foothills Fire Rescue working the Apex Fire

Calls Received the Day of the Apex Fire



## » MOTOR VEHICLE ACCIDENT ON I-70

**April 25, 2019 – 16:52:26 – Calls in the First 30 Minutes**

On April 25, 2019, Jeffcom dispatched responders to a crash involving a bus near I-70 and Ward Rd. This crash caused major backups and brought traffic to a halt. As a result, at 4:52 pm Jeffcom received a separate call that a semi-truck failed to recognize stopped traffic and collided with several vehicles at I-70 and Denver West causing an explosion.

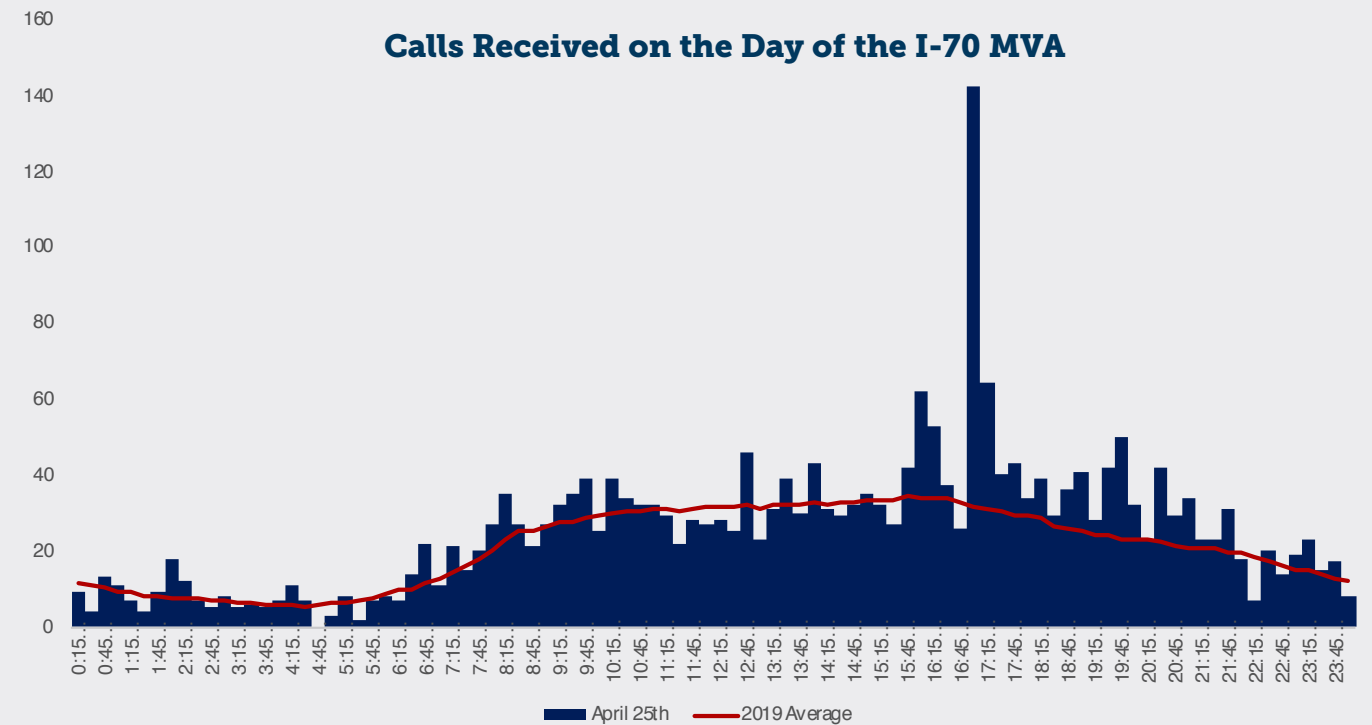
**Over the next 30 minutes, twenty-five trained ECS answered 203 incoming calls.** Jeffcom coordinated the response of 104 units, from 10 separate agencies who performed fire suppression, patient care and hazardous materials response.

- 25 Emergency Communications Specialists answered incoming calls within the first 30 minutes
- Jeffcom answered 128 incoming calls in the first ten minutes. 86 of them were 911 calls



Aerial image showing the immediate aftermath of the I-70 motor vehicle accident.

Calls Received on the Day of the I-70 MVA



## » INDEPENDENCE DAY

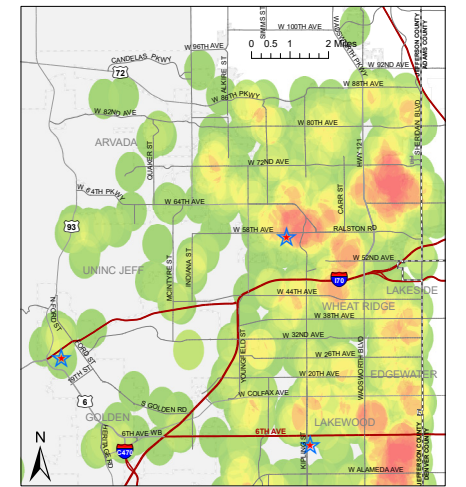
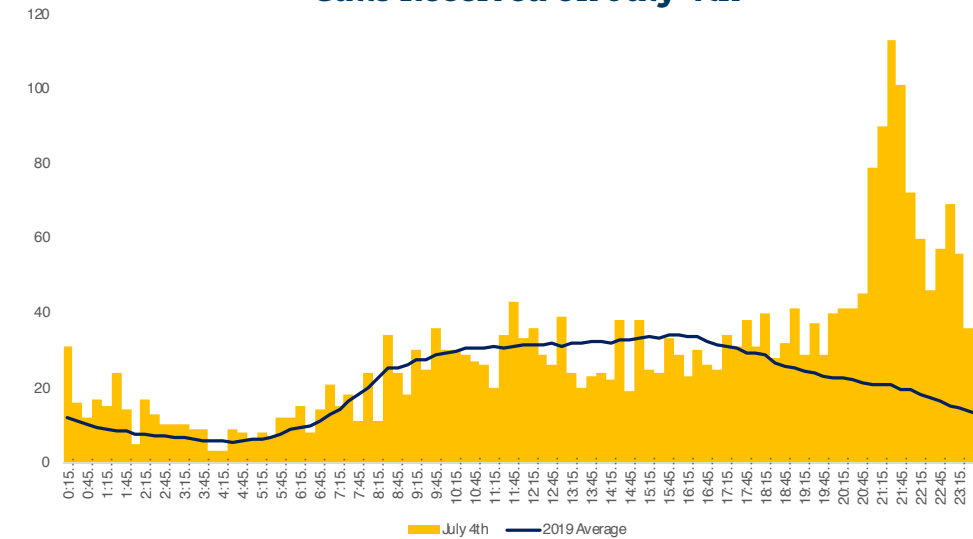
**July 4, 2019 – 2831 Total Incoming Calls**

On July 4, 2019, Jeffcom personnel prepared for a traditionally busy Independence Day holiday. Throughout the day, 50 ECS answered over 2,831 total incoming calls, the highest single day total of both emergency and non-emergency calls throughout 2019. One ECS, answered a total of 226 total calls, the top mark for the day. As expected, 773 Firework calls were reported to Jeffcom throughout the 24-hour period.

- 50 ECS answered Emergency or Non-Emergency Call
- 894 Emergency Calls
- 1937 Non-Emergency Calls
- 2831 Incoming Calls
- 773 Calls reporting firework activity



Calls Received on July 4th



July 4th firework call concentration



## OUR TEAM

### 5 YEARS

Average years of service

### <1 YEAR

EMERGENCY COMMUNICATIONS SPECIALIST I

52% of ECS Personnel

### 8 YEARS

EMERGENCY COMMUNICATIONS SPECIALIST II

28% of ECS Personnel

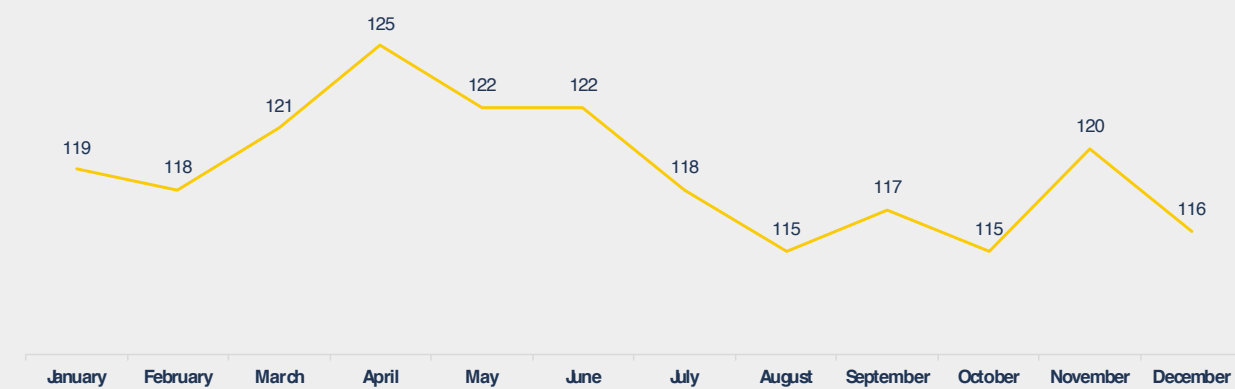
### 12 YEARS

EMERGENCY COMMUNICATIONS SPECIALIST III

20% of ECS Personnel

**Supervisors: 17 • Administrative Staff: 15**

**Total Staffing Levels - Supervisors and Emergency Communication Specialists**



## TRAINING STATS

- 352 hours of Ride Along in the Field
- 28 Hired
- 6 Academies
- 1,520 Training Instruction Hours
- 15,060 on the Job Training Hours
- 2,225 Training Hours
- 14 Hosted Courses
- 66 Personnel Sent to Courses and Conferences



## HIGH COMPLIANCE EMPLOYEES

- Mark Nava – 100%
- Chelsie Jacques 100%
- Lindsay Ainge – 100%
- Jennifer Gustin – 100%
- Jillian Reyes-McCarthy – 100%
- Laura Simonds – 100%
- Scott Rose – 100%
- Kevin Norman – 92.86%
- Hailey Gessner – 81.82%



## QUALITY ASSURANCE

- Medical Calls Reviewed – 905
- Fire Calls Reviewed – 585
- Law Enforcement Calls Reviewed – 806



## HONORS & AWARDS

- **PSAP of the Year from NICE Public Safety** - Received award at APCO conference in August
- **APCO Trainer of the Year – Bess Joyce** – Received award at APCO conference in August
- 10 CPR Saves
- 7 Birth/Stork Pins
- Governor Jared Polis presented Jeffcom with a Colorado state flag to commemorate the first year of operations
- Jeffcom was recognized by the Lakewood Police Department for support provided during the I-70 multi-vehicle crash and fire which occurred in April
- A Certificate of Appreciation was received from South Metro Fire for support provided during the STEM school shooting in May
- The Chief’s “Special Recognition Award” was received from Lakewood Police Department for dispatcher’s actions during an active shooter incident in September
- Commendation Letter from Mountain View Police Department for actions taken during an assault on a peace officer in December 2019



The Jeffcom Information Technology team supports and improves mission critical systems required to sustain emergency communications. In addition to the telephone systems, computer-aided dispatch (CAD), dispatch consoles, and network infrastructure, technology personnel assist with the configuration of mobile CAD software and maintain interfaces for records transfers to agency-managed systems.

**Computer-Aided Dispatch (CAD)**

In addition to performing two major upgrades to the CAD system, Jeffcom’s combined support and software development resources provide enhanced features and capabilities to all users. A data and paging server, developed entirely in-house, is now deployed providing improved data points, system health monitoring, and response information to fire crews in the field.

**Mobile Data Terminals (MDT)**

Committed to providing cutting edge technology, CAD and mobile system upgrades performed in 2019 made available the newest MDT user interface. Providing a new look in feel as well as ease of usability, this new mobile version saves responders time by improves workflows.

**Radio**

To support the security needs of Jeffcom’s dispatched agencies, the center purchased and programmed new portable radios. These new radios are capable of communicating on all needed channels, simplifying the backup procedure and paving the way for future dispatch initiatives.

**911 Phone Systems**

Jeffcom, partnering with CenturyLink, integrated text-to-911 messaging with the existing call processing equipment (CPE). Previously Emergency Communications Specialists

were required to log into a separate client application to receive these important requests for assistance. With the new workflow any dispatcher on the floor can easily respond to text-to-911.

**Networks and Security**

Updated, secure wireless access points were installed to provide business network connectivity throughout the building. A Network Administrator position was also added, which will maintain Jeffcom’s networks as well as provide support to the county-wide public safety fiber network.

**Website**

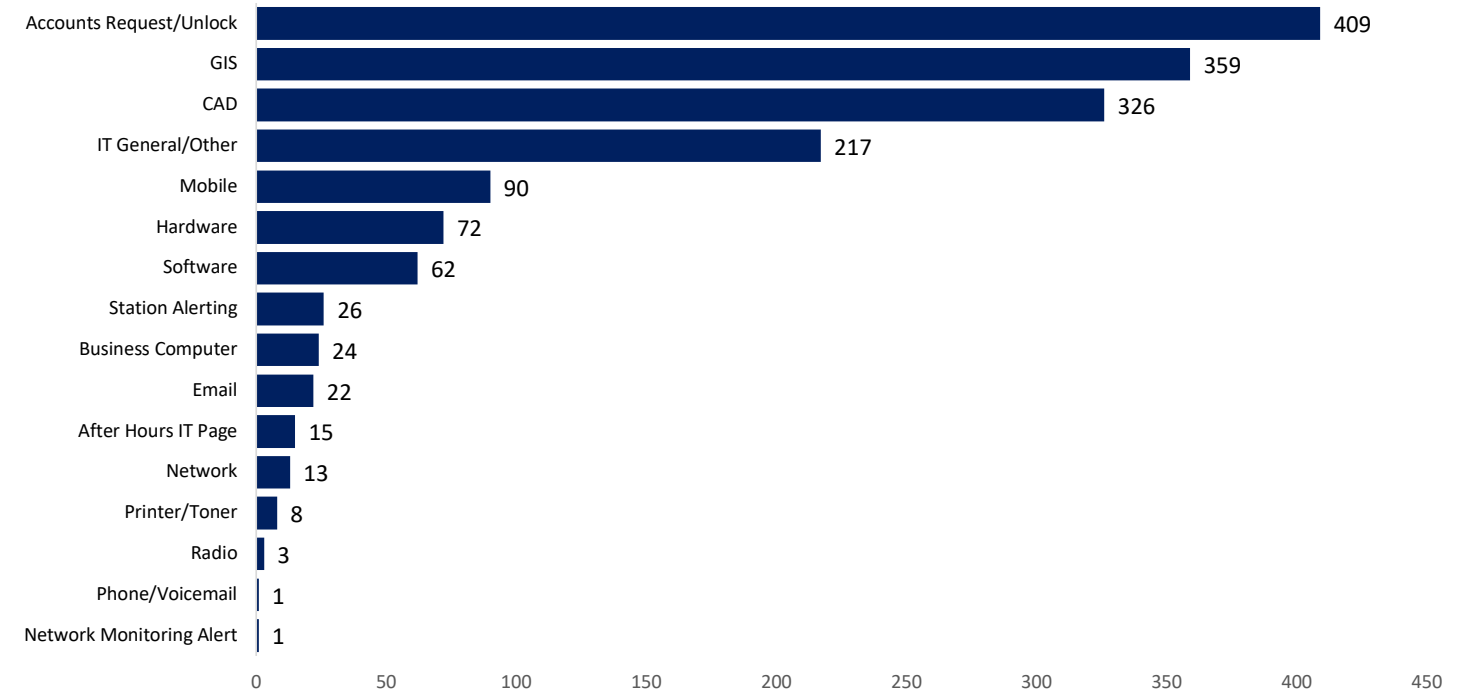
Jeffcom911.org was redesigned with the primary goal of providing community members with easier access to key information. Additionally, in December Jeffcom began offering online records requests and payment, eliminating the need for citizens to make their request in person.

**Geographic Information Systems (GIS)**

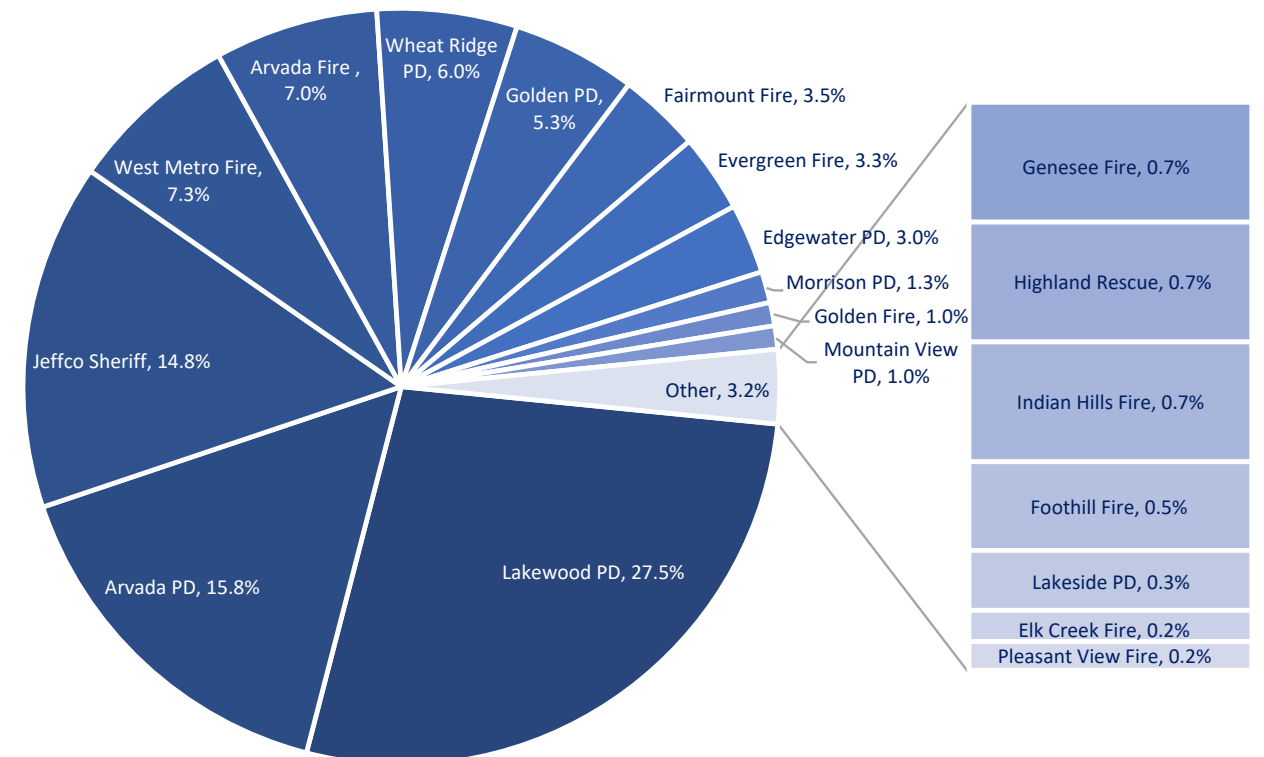
In addition to the over 350 data entry and correction tickets closed, Jeffcom’s dedicated GIS Analyst produced quarterly major mapping updates deployed to all mobile data terminals connected to the CAD system. Regular updates were also made to the CAD map used by dispatch personnel, and physical maps produced on an as-needed basis for training and other purposes.

**Team members resolved over 1,600 support requests from both internal and external users.**

**IT Help Desk Problem Natures**



**Help Desk Tickets by Jurisdiction Served**



**573 – Citizen Requests**

External requests are requests made by citizens, private attorneys, public defenders or media outlets.

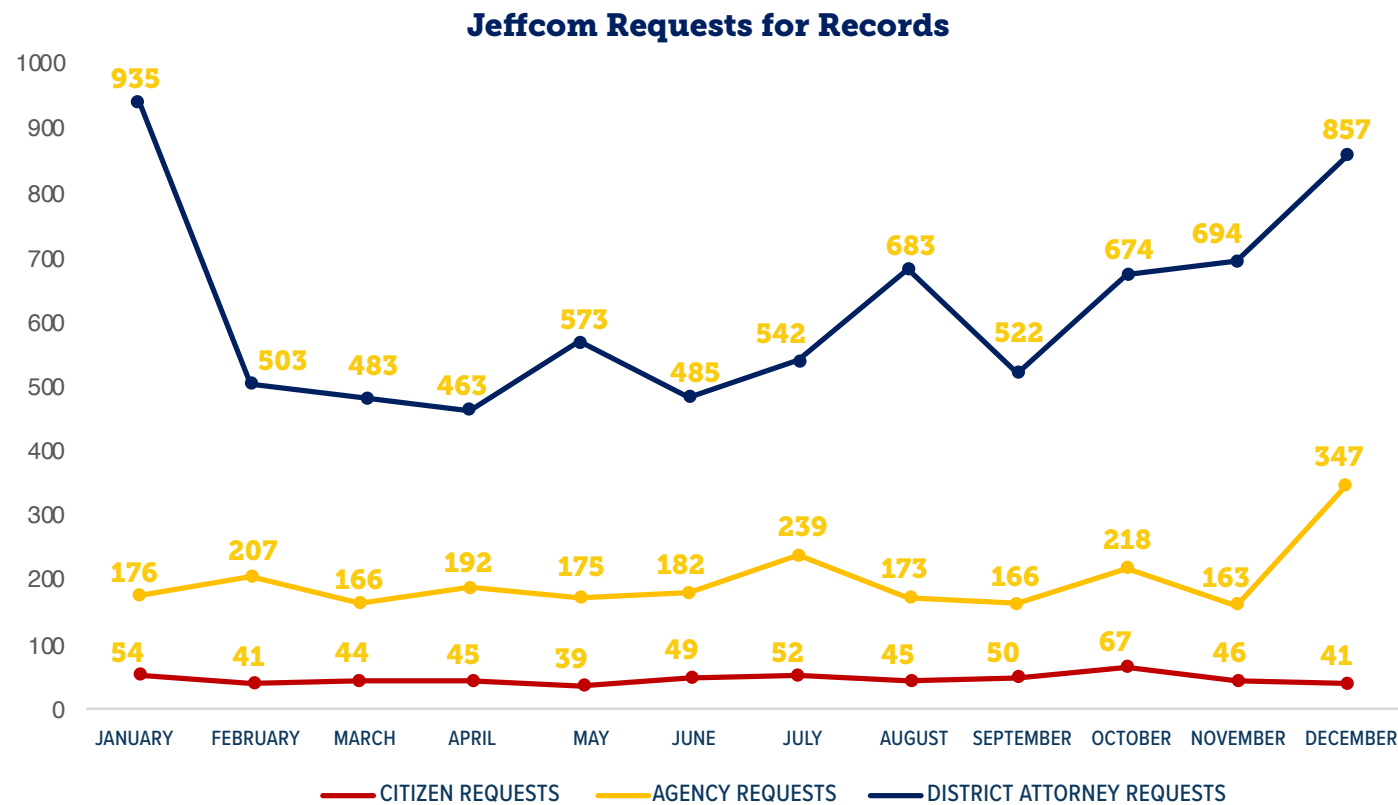
**2,404 – Agency Requests**

Internal Requests are requested by agencies/investigators on specific cases and typically assist in an investigation (pending charges, pursuit and use of force issues, IA investigations). Internal requests can also be used for training and debriefings of major incidents.

**7,414 – District Attorney Requests**

Discovery Requests are requests that are made by the Jefferson County District Attorney’s office. A request is made for each case in which someone has been charged through the county court.

**10,391 – Total Jeffcom Records Requests**



**SMART911, CODERED, SAFE2TELL**

**Safe2Tell**

Jeffcom, working directly with P3 software, now receives Safe2Tell anonymous tips at a designated call-taking console, where a trained Emergency Communications Specialist enters the information for dispatch. Jeffcom dispatchers then make the correct agency or school resource officer aware of the situation. This is a significant process improvement and more quickly provides School Resource Officers with these critical reports. Prior to 2019, all Safe2Tell submissions were faxed and not conducive of real time updates or included attachments with the call for service. This year Jeffcom averaged 254 Safe2Tells during months in which school was in session.



Jeffcom uses CodeRED for reverse notifications, alerting the public of critical events and potentially dangerous situations occurring nearby.



Smart911 provides Emergency Communications Specialists with live saving information any time 911 is dialed.

CodeRED and Smart911 services are free for all residents of Jefferson County. For more information visit [www.jeffcom911.org](http://www.jeffcom911.org)

## ADVISORY PLANNING TEAMS

### Communications

The Communications team worked to develop ways to improve internal communications at Jeffcom. Areas of focus have included communicating the reasoning behind changes to Standard Operating Procedures (SOP) and developing a Jeffcom Wiki page. These suggestions, received through an Employee Engagement survey, help drive decision making based on known gaps in communication.

### Community Engagement & Recruitment

The Community Engagement & Recruitment team was formed to better educate the community on 9-1-1 processes and to share Jeffcom's role in the emergency response system. In 2019 the team attended events such as Golden Police National Night Out, Evergreen Health & Safety Day and Genesee Fire Open House. The team also works directly with schools, hosting 18 Warren Tech students for a sit-a-long, and partnering with the University of Denver dispatch center to lend support. The group continues to seek opportunities to engage the community and participate in activities and community events.

### Employee Enrichment

The Employee Enrichment team provides activities and resources to Jeffcom employees. The group focuses on initiatives which enhance Jeffcom employee welfare. In April, Jeffcom celebrated National Public Safety Telecommunicators Week. This recognized dispatchers for their commitment to public safety as the first element in the emergency response system. The team's end of year challenge focused on health and wellness including mental, physical and financial well-being. Jeffcom also partners with Denver Pet Partners and Cooper the Therapy Dog for support assistance in coping with tough incidents.

### Scheduling

The Scheduling team was created to improve upon the 12-hour shift schedule currently in place. Members of the scheduling team were tasked with evaluating the bid process and its efficiency. The team worked diligently to examine call volume during an average day and identify areas of concern while also considering staffing levels. As a result, staffing levels and start times were adjusted in the 2020 schedule to better handle the call volume that Jeffcom experiences and eliminate shift changes during peak call volume.

### Strategic Planning

The strategic team was created to help shape Jeffcom's direction and goals from a global perspective. Team members provide recommendations including a summary of issues, historical context, and request for action which includes the financial, staffing and training impact. The team was instrumental in the creation of the five additional Advisory Planning Teams. While performing a Strength, Weakness, Opportunity and Threat assessment, the team identified six main focuses: staffing and retention, training, public outreach, transparency, service levels and technology. These focus areas will be aligned with the organizational three-year strategic plan and used to create goals for each of the other advisory planning teams.

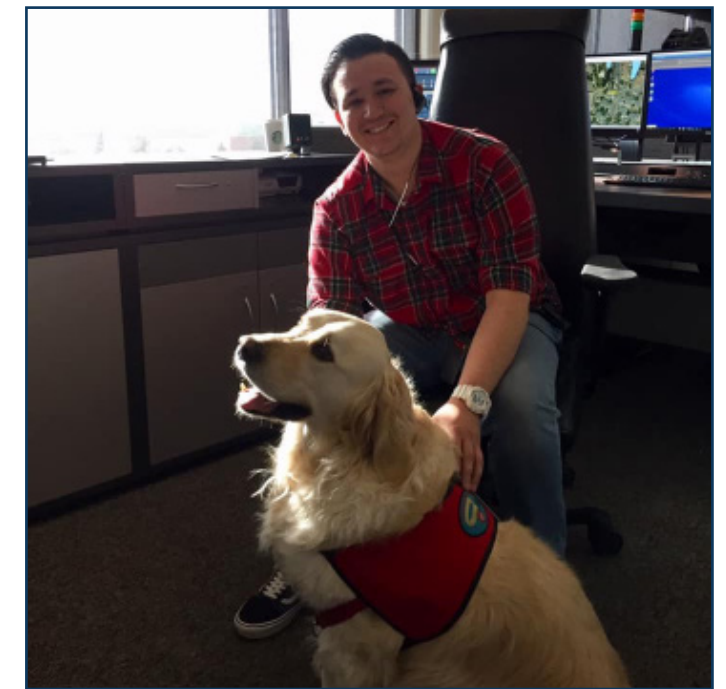
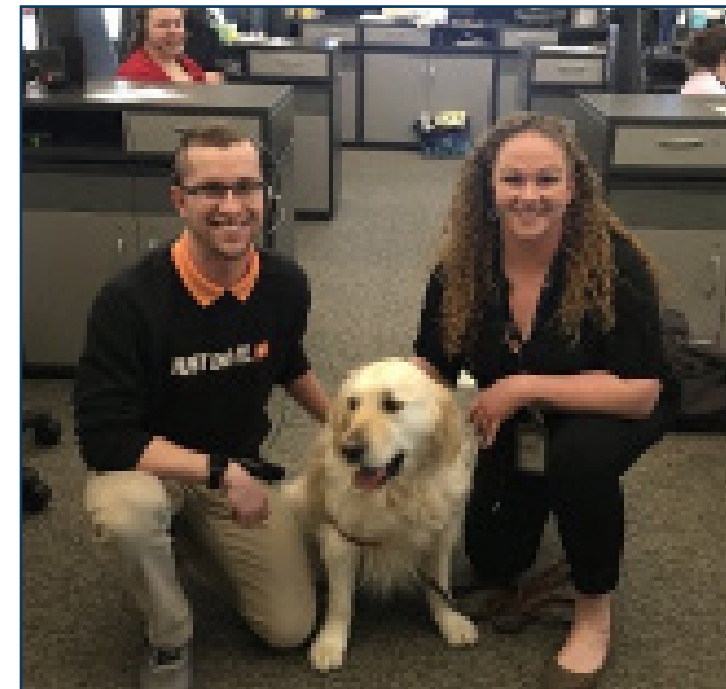


### Training

The Training team was created to develop new training initiatives and drive service level improvements. The team seeks feedback on what can be improved and creates content, tests, and quizzes, and videos. The team also aims to mentor newly hired employees and make them feel comfortable throughout the training pipeline. The team continues to produce materials which better Jeffcom personnel, as well as creating a mentoring program from those who have more tenure in the industry.

### Peer Support

The Jeffcom Peer Support Team exists to provide confidential emotional support during and following times of personal or professional crises. The team has 11 members in addition to a Team Coordinator. Peer Support hosted two Open Houses in 2019 for employees and their families with Dr. Brower from Brower Psychological as a guest speaker. The team also participates in the new hire academy to ensure new hires are introduced to the peer support program at the beginning of their career. The Rocky Mountain Police Chaplain Program complements the Jeffcom's peer support team and frequently sits along with our employees while they are working in order to foster a meaningful, supportive relationship.



In the event of an emergency, or major incident occurring in one of the jurisdictions that Jeffcom serves, the center is always prepared to take action.



Jeffcom employees set up the backup center

## TACTICAL DISPATCH TEAM

The Jeffcom Tactical Dispatch Team is comprised of 9 members who are trained to respond in support of both the Jefferson County Regional SWAT Team and the West Metro SWAT Team. This team participates in regular training with agency SWAT teams responding to critical incidents such as hostage and barricaded situations, apprehension of subjects with felony warrants, and active shooter situations. The Tactical Dispatch Team also deploys to special events, such as dignitary visits and annual festivals. This team responded to 17 incidents during the 2019.

## BACKUP CENTER

If Jeffcom is unable to operate out of its primary site, the center is prepared to move operations to a backup location without disrupting service to Jefferson County. In 2019, Jeffcom conducted two test activations, requiring personnel to respond to the backup location and answer both emergency calls and non-emergency calls. Jeffcom was also able to successfully dispatch on radio channels and manage all criminal justice records requests without incident. These successful tests ensure that personnel are prepared if a situation were to ever occur.

Jeffcom has developed a strategy to support the vision to be the leader in emergency communication. It is Jeffcom’s objective to deliver superior operational execution, build diverse teams, foster strong leadership with sustainable expertise at every level. In doing so Jeffcom will lead the Jefferson County emergency service brand through partnership and community relations.

**To accomplish this strategy, five focus areas have been defined which contribute to Jeffcom reaching its long-term goals.**

### AGENCY PARTNERSHIP

- A reputation that conveys service, trust, & expertise across all agencies
- Recognition by agencies as the leader in consolidated emergency communications centers
- Agency operational consistency

### COMMUNITY RELATIONS

- Strong positive community development & branding
- Positive media engagement & connected citizens
- Lead Cross agency in community engagement & relations
- Proactive communications with stakeholders

### STAFF TRAINING AND DEVELOPMENT

- Culture of staff engagement, success, & leadership
- Employer of choice
- Best-in-Class staff training & leadership development
- Build skills & capabilities to optimize schedule
- Robust employee awards & recognition program

### OPERATIONAL EXCELLENCE

- Industry leading service-level performance
- Culture of continuous improvement
- Sustain optimal staffing, financial, & operational levels
- Manage & Optimize operational objectives through scheduling solution
- Operational Consistency

### STATE-OF-THE-ART FACILITIES AND TECHNOLOGY INNOVATION

- Plan for facilities & infrastructure needs as service & staffing grows
- Culture of innovation & technology ownership
- Invest in technology & innovation that more than offsets costs



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