



Record of Proceedings

Jefferson County Communications Center Authority

Board of Directors

May 16, 2024, 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 Joe Harvey 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)	Not Present
<i>Proxy Jeremy Metz</i>	<i>Present</i>
Vice President Joe Harvey (Golden PD)	Present
Secretary/Treasurer Mike Weege (EFD)	Present
Member Reggie Marinelli (Jeffco Sheriff's Office)	Not Present
Member Kirk Lock (Arvada Fire)	Present
Member Chris Murtha (Wheat Ridge PD)	Not Present
<i>Proxy Jim Lorentz</i>	<i>Present</i>
Member Ed Brady (Arvada PD)	Present
Member Phil Smith (Lakewood PD)	Present

Also in attendance were:

Jeff Streeter, Michael Brewer, Kevin Biegert, Gabrielle Rathfon, Gina Ramirez, Jen Gustin, Jen Sandoval, Ethan Honaman, Laurel Strandberg, Shane Palmer 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

Anita Koester with Lakewood Police Department

Chris Malmgren with Pleasant View Fire Department

Bob Fager with Highland Rescue

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

No public comment

IV. APPROVAL OF RECORD OF PROCEEDINGS

- Minutes of the April 18, 2024 Regular Meeting
- Minutes of the April 24, 2024 Special Meeting

MOTION: It was moved by Kirk Lock and seconded by Mike Weege to approve the record of proceedings of the regular board meeting for April 18, 2024 and the record of proceedings of the special board meeting for April 24, 2024. The motion was voted upon and approved unanimously.

V. REPORTS

A. Financial and Budget Update – Fromm and Company LLC

- April 2024 Financial Statement – Cathy Fromm with Fromm and Company LLC presented the unaudited April financial statements and reviewed with the Board the comparison of budget to actual revenue and expenditures. Revenues are 44% of the budget. General operating expenses are 35% of budget. Software is 73% of budget, with most of the items paid at the beginning of the year. Total operational expenditures are at 44% and total employment expenses are right on budget at 33%. The contingency and capital fund continue to gain interest each month.

B. Executive Director Update

- General Updates
 - The contract has been signed with GTC, the general contractor for the 440 Indiana St project. The demolition is tentatively scheduled to start the last week of May.
 - Nine new recruits started in the Academy on May 14th. There is a process open now for the next academy starting in August. Jeffcom currently has 117 ECS.
 - There will be an annual Lookout Alert test on May 29th at 1030.
 - The Jeffcom Annual Report is complete and will be distributed to the board members and an electronic copy will be sent out to all the proxies and user groups.

C. Legal Update

VI. OLD BUSINESS

- The Healthy Dispatch report has been submitted to the board president, vice president and legal. They are in the process of reviewing it and have a meeting scheduled next month to discuss it. It will be presented to the board in the June meeting.

- Cost and service analysis review by Brian Wilkerson.
- The presentation was sent out with the board packet for review. The areas of discussion included objectives and approach, actions taken to date, updated analysis, observations, and next steps.
- The objective was to look at the current funding formula, the different agency contributions and what are the potential options and alternatives.
- Sixty-nine percent of call activity cannot be attributed to an individual agency.
- Any change to the funding formula would require moving away from the philosophy of sharing equally in savings from the original agency baseline.
- The board asked Mr. Wilkerson to come back to the board next month with at least two formula options and a strategy to address the administrative calls that cannot be attributed to an individual agency.
- Jeffcom has completed staffing studies and can make a projection on staffing numbers. The final number would be subject to board approval.
- The PowerPoint presentation is attached hereto and incorporated herein.

VII. NEW BUSINESS

VIII. EXECUTIVE SESSION

IX. ADJOURNMENT

MOTION: There being no further business to be presented it was moved by Ed Brady and seconded by Kirk Lock 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 9:53am.



JEFFCOM COST AND SERVICE ANALYSIS

Board of Directors Update
May 16, 2024

DISCUSSION AREAS

- Objectives and Approach
- Actions Taken to Date
- Updated Analysis
- Observations and 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

REMINDER: 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-related PTT. 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.

ACTIONS TAKEN TO DATE

- Focus on Call Taking and Dispatch Activity (~100+ personnel average)
 - Emergency / 911 Inbound Calls
 - Non-Emergency Inbound Calls
 - Outbound Calls
 - CAD Hours
 - Radio Activity
 - Special Duty (IDJ, Dedicated Dispatch for Events, etc.)
- Analyzed User Volumes and Re-Calibrated Cost per Call for Users based on data since Jeffcom stand up
- Several attempts were made to gain further insight into Administrative (Non-Emergency) calls but none were successful; in addition, new CPE implementation was delayed so additional data is not available
- Analyzed Help Desk (1+ FTE) and Records Requests (~1.5 FTE) but did not find compelling differences that would drive contribution differences
- Refreshed analysis from prior Board discussion with 2023 Year-End Data

UPDATED ANALYSIS

2023 Full-Year Data

OVERVIEW OF CALL VOLUME

Call Volume Analysis April 2018- December 2023

	Emergency	Percent 911	Administrative	Percent Admin	Outgoing	Percent Out	Total Calls
2018 (partial)	172,746	33%	410,202	55%	166,818	23%	749,766
2019	229,283	24%	504,647	52%	230,254	24%	964,184
2020	232,007	26%	450,117	50%	224,744	25%	906,868
2021	253,082	27%	451,722	48%	231,708	25%	936,512
2022	241,887	28%	439,391	50%	194,547	22%	875,825
2023	251,051	31.0%	343,952	42.5%	214,456	26.5%	809,459

Issues and Notes

- Only 31% of the call volume can be attributed to a specific agency. Administrative and Outbound calls cannot
- Emergency Call Volume does not include SMS traffic (1,212 in 2023)
- Implementation of the AI BOT has shifted the dynamics for 2023; 283,865 of the 343,952 admin calls (82.5%) were handled by a call taker, resulting in a 36% reduction in volume to the floor over 2022

MEMBER AGENCIES: CALL VOLUMES AND CAD HOURS

	2018 *		2019		2020		2021		2022		2023	
	Calls	Hours	Calls	Hours	Calls	Hours	Calls	Hours	Calls	Hours	Calls	Hours
Arvada Fire	8,955	820	11,625	1,132	13,492	1,289	12,005	1,176	12,752	1,035	15,882	1,542
Arvada PD	31,466	2,300	43,243	3,338	43,582	3,643	43,335	3,678	39,351	3,444	35,580	3,782
Bevergreen Fire	1,310	138	1,878	216	1,828	248	1,984	254	2,272	277	2,218	252
Golden Fire	8,854	766	7,615	774	8,810	766	7,311	674	7,238	730	3,202	212
Golden PD	8,300	311	9,132	713	9,762	713	8,411	610	8,188	713	6,780	651
Jeffco Sheriff	10,912	2,779	43,213	3,714	49,068	3,882	40,332	3,668	37,915	3,408	33,577	4,242
Lakewood PD	10,725	611	66,144	6,212	73,001	6,939	77,301	7,414	77,108	7,024	65,371	12,217
West Metro Fire	20,728	1,882	27,016	2,618	25,422	2,772	28,311	2,818	30,189	3,132	37,212	2,382
Wheat Ridge PD	15,768	1,218	21,012	1,778	22,544	2,074	24,771	2,184	22,224	2,001	19,481	3,500
	174,879	14,060	226,632	19,985	228,535	21,747	228,045	21,877	212,513	21,826	45,270	28,132

OVERVIEW OF RADIO ACTIVITY

78.4% OF ACTIVITY IS LAW AGENCIES
21.6% OF ACTIVITY IS FIRE AGENCIES

ROUGHLY 97% OF ACTIVITY IS MEMBER AGENCIES

5 HEAVIEST USERS COMPRISE OVER 84% OF PPT ACTIVITY (LAKEWOOD, ARVADA PD, WEST METRO FIRE, WEST PINE PD, ARVADA FIRE)

	Full Year Duration (Hours)	% of Total
Lakewood	8,052.66	30.0%
Arvada PD	6,687.03	25.4%
West Metro	3,074.53	11.7%
Wheat Ridge	2,840.20	10.8%
Arvada Fire	1,989.32	7.4%
JCSO, Lakewood, Mountain View, Edgewater, Morrison	1,939.20	7.4%
JCSO Only	438.30	2.4%
Golden PD	461.20	1.8%
Golden Fire, Pleasant View, Fairmount, Golden Gate	287.00	1.1%
All Fire Interop (DTES and VHF)	108.90	0.4%
Foothills, Centessa, Highland	78.00	0.3%
JC Elk Creek I	52.72	0.2%
Evergreen Fire (J&T Channels)	48.75	0.2%
JC Indian Hills	10.63	0.0%
JC Highland TAC	5.38	0.0%
Foothills Only	2.80	0.0%
Centessa Only	2.00	0.0%
Highland Only	2.00	0.0%
JC New Canyon	1.94	0.0%
JC North Fork	0.30	0.0%
	26,284.86	

MEMBER AGENCY PERCENTAGE OF ACTIVITIES VS IGA CONTRIBUTION – FINAL 2023

	Arvada Fire	Arvada PD	Evergreen Fire	Golden Fire / PD	Jeffco Sheriff	Lakewood PD	West Metro Fire	Wheat Ridge PD
IGA Contribution %	6.4%	13.7%	4.9%	8.0%	22.3%	25.3%	13.3%	6.1%
Calls for Service	7.3%	16.2%	1.0%	4.4%	15.3%	29.8%	17.0%	8.9%
Difference from IGA	+0.9%	+0.9%	-3.9%	-3.6%	-7.0%	+4.5%	+3.7%	+2.8%
2023 Full Year CAD Hours	4.1%	13.4%	0.9%	3.0%	15.0%	43.3%	8.0%	12.4%
Difference from IGA	-2.3%	-0.3%	-4.0%	-5.0%	-7.3%	+18.0%	-5.3%	+6.3%
1-Year Radio Activity	7.8%	26.3%	0.2%	2.7%	8.2%	31.6%	12.1%	11.2%
Difference from IGA	+1.4%	+12.6%	-4.2%	-5.3%	-14.1%	+6.3%	-1.2%	+5.1%

CORE ACTIVITIES PREVIOUS ANALYSIS VS 2023

	Arvada Fire	Arvada PD	Evergreen Fire	Golden Fire / PD	Jeffco Sheriff	Lakewood PD	West Metro Fire	Wheat Ridge PD
IGA Contribution %	6.4%	13.7%	4.9%	8.0%	22.3%	25.3%	13.3%	6.1%
5-Year Average CAD Hours	6.4%	16.3%	1.2%	4.4%	17.7%	31.8%	12.9%	9.2%
Difference from IGA	0.0%	2.6%	-3.7%	-3.6%	-4.6%	6.5%	-0.4%	3.1%
Recent 3 Full Year Average CAD Hours	6.8%	16.4%	1.2%	4.3%	17.0%	32.4%	12.3%	9.6%
Difference from IGA	0.4%	2.7%	-3.7%	-3.7%	-5.3%	7.1%	-1.0%	3.5%
	Arvada Fire	Arvada PD	Evergreen Fire	Golden Fire / PD	Jeffco Sheriff	Lakewood PD	West Metro Fire	Wheat Ridge PD
IGA Contribution %	6.4%	13.7%	4.9%	8.0%	22.3%	25.3%	13.3%	6.1%
2023 Full Year CAD Hours	4.1%	13.4%	0.9%	3.0%	15.0%	43.3%	8.0%	12.4%
Difference from IGA	-2.3%	-0.3%	-4.0%	-5.0%	-7.3%	+18.0%	-5.3%	+6.3%
1-Year Radio Activity	7.8%	26.3%	0.2%	2.7%	8.2%	31.6%	12.1%	11.2%
Difference from IGA	+1.4%	+12.6%	-4.2%	-5.3%	-14.1%	+6.3%	-1.2%	+5.1%

OBSERVATIONS AND IMPLICATIONS

- The majority of activity in the center is driven by call, dispatch, and radio activity – other activities comprise less than 3% of total resources
- Based on those 3 factors, some observations:
 - Evergreen, Golden Fire / PD, and JCSO appear to be consuming less resources than their IGA contribution
 - Lakewood and Wheat Ridge appear to be consuming more resources than their IGA contribution
 - Arvada Fire, Arvada PD, and West Metro are open to debate as to their consumption vs. contribution
- However, there are important qualifiers to those observations:
 - 69% of call activity cannot be attributed to an individual agency
 - CAD hours are impacted heavily by low priority calls being left open, which is in turn impacted by agency policy and staffing levels
 - Special Assignment data is very limited but is concentrated across 4 member agencies
- Any change to the funding formula would require moving away from the philosophy of sharing equally in savings from the original agency baseline

THANK YOU

Please do not hesitate to let us know if you have any questions

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