



Record of Proceedings

Jefferson County Communications Center Authority

Board of Directors

July 18, 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 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)	Not Present
<i>Proxy Del Kleinschmidt</i>	<i>Present</i>
Member Kirk Lock (Arvada Fire)	Present
Member Chris Murtha (Wheat Ridge PD)	Present
Member Ed Brady (Arvada PD)	Present
Member Phil Smith (Lakewood PD)	Present

Also in attendance were:

Jeff Streeter, Michael Brewer, Gabrielle Rathfon, Jen Sandoval, Jen Gustin, Ethan Honaman, Laurel Strandberg, Jessy Hapgood, David Mahan, Kara Beston, Shane Palmer and Gayle Johnston.

Kathryn Winn of Collins, Cole, Flynn, Winn & Ulmer, PLLC
Isuri Lawson of Collins, Cole, Flynn, Winn & Ulmer, PLLC
Brian Wilkerson of Talion Defense
Cathy Fromm with Fromm & Company LLC
Hannah Shelter of Haynie and Company
Jeff Irvin of JCECA
Bob Norton of Tenzinga

Jim Lorentz with Wheat Ridge Police Department
Matt Osier with Arvada Fire Protection District
Chris Malmgren with Pleasant View Fire Protection District

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 June 20, 2024 Regular Meeting

MOTION: It was moved by Chris Murtha and seconded by Phil Smith to approve the record of proceedings of the regular board meeting for June 20, 2024. The motion was voted upon and approved unanimously.

- Minutes of the July 9, 2024 Study Session

MOTION: It was moved by Chris Murtha and seconded by Mike Weege to approve the record of proceedings of the study session for July 9, 2024. The motion was voted upon and approved unanimously.

V. REPORTS

A. Financial and Budget Update – Fromm and Company LLC

- Audited Financial Statements for 2023 – Ms. Hannah Shelter with Haynie and Company presented the audit for the year ending December 31, 2023 and gave an overview of the financial highlights and financial statements. The report on the audit is an unmodified opinion on the financial statements. There were no new or usual accounting policies and there were two corrected misstatements to the financial statements.

MOTION: It was moved by Joe Harvey and seconded by Kirk Lock to accept the 2023 audit report subject to final review from the auditors and file it before the July 31st deadline. The motion was voted upon and approved unanimously.

- June 2024 Financial Statement – Cathy Fromm with Fromm and Company LLC presented the unaudited June financial statements and reviewed with the Board the comparison of budget to actual revenue and expenditures. Revenues are slightly ahead of budget at 53% primarily due to the 401A forfeitures that were received earlier in the year. Total operational expenditures are above budget at 55% at the end of June. Total salaries and benefits are slightly under budget at 48%. Total operational and employee expenditures are right on budget at 49%. There are strong interest earnings on the contingency and capital fund.

MOTION TO APPROVE THE JUNE 2024 FINANCIAL STATEMENT.

It was moved by Ed Brady and seconded by Joe Harvey to approve the June 2024 financial statement. The motion was voted upon and carried unanimously.

B. Executive Director Update

- General Updates
 - The fireworks report was emailed out last week. The academy that just graduated worked the fireworks hotline at the backup center.
 - The next academy is starting July 23 with nine candidates. The following academy is planned for September 17th. The last hiring process Jeffcom was fortunate to receive exceptional candidates and was able to get two academies out of one hiring process.
 - Jeffcom is currently in the testing phase of Carbyne, go live is scheduled for July 30th.
 - The new building at 440 Indiana St. is making progress. Demolition is complete, framing is happening now.
 - Budget planning for next year is under way. Jeffcom does salary surveys every year to stay relevant in the market.
 - The CEBT conference was attended this week and Jeffcom is waiting to hear what the renewal rate for 2025 will be for medical, dental and vision. The preliminary increase range is 5.5% - 23.5% depending on utilization.
 - Jessy Hapgood the QA Training Technician has unfortunately submitted her resignation. She has been with Jeffcom through the transition and was a long-time employee for JCSO. She has been instrumental in the QA program and achieving the ACE certification.
 - Gabrielle Rathfon the HR Manager has resigned. She will be getting married and moving back to Pennsylvania. The position will be posted internally.

Legal Update

- Kathryn Winn introduced to the board Isuri Lawson. She is an associate with Collins, Cole, Flynn, Winn & Ulmer and has been with the firm for one year.

VI. OLD BUSINESS

- Cost and service analysis review by Brian Wilkerson.
 - Mr. Wilkerson summarized for the board the data along with some additional formulas. All the calls for service can be directly attributed to an agency.
 - Jeffcom can't directly measure the relative volume of Admin calls between agencies and the effort per agency to handle those calls. That is one of the goals with the new phone system to be able to attribute the admin calls to a specific agency.
 - Calls for service formulas were discussed along with three-year average of calls for service. Increased volume drives costs up but so does lack of standardization, call complexity and increased radio channels.
 - The calls for service models are most reflective of activity.
 - The board agreed to wait until next year to decide on the funding formula. Once Carbyne is installed, Jeffcom will be able to attribute the administrative calls to a

specific agency. In March 2025 Jeffcom will have 6 months of data and the board will have better data to make a decision on a funding formula for long term.

- The PowerPoint presentation is attached hereto and incorporated herein.

VII. NEW BUSINESS

VIII. EXECUTIVE SESSION

- Executive session pursuant to §§24-6-402(4)(b), and 24-6-402(4)(e), C.R.S. for a conference with Jeffcom 911's general counsel to received legal advice on, and for contract discussions related to the Services Agreement with the Healthy Dispatcher for the 2023 Cultural Assessment.

MOTION: At approximately 10:15am it was moved by Ed Brady and seconded by Joe Harvey to move into executive session pursuant to §§24-6-402(4)(b), and 24-6-402(4)(e), C.R.S. for a conference with Jeffcom 911's general counsel to received legal advice on, and for contract discussions related to the Services Agreement with the Healthy Dispatcher for the 2023 Cultural Assessment. The motion was voted upon and carried.

MOTION: At approximately 11:46am it was moved by Del Kleinschmidt and seconded by Mike Weege to reconvene the regular meeting of the Jefferson County Communications Authority board of directors. The motion was voted upon and carried.

No motions were made, and no votes were taken during the Executive Session.

Chief Smith departed the executive session at 11:15 for another meeting and his absence was excused.

MOTION WAS MADE TO NOT ACCEPT THE DRAFTASSESSMENT FROM THE HEALTHY DISPATCHER DUE TO DEFICIENCIES IN METHODOLOGY AND TO MOVE FORWARD WITH TENZINGA TO PREPARE A CULTURAL ASSESSMENT REPORT AND PLAN FOR THE BOARD'S CONSIDERATION.

It was moved by Joe Harvey and seconded by Chris Murtha to not accept the draft assessment from The Healthy Dispatcher due to deficiencies in methodology, and to move forward with Tenzinga to prepare a cultural assessment report and plan for the Board's consideration. The motion was voted upon and carried.

The Board discussed that Tenzinga can use the data collected during the cultural analysis for their analysis, summary and action plan. Bob Norton of Tenzinga agreed that the data was available, and the approach was acceptable.

IX ADJOURNMENT

MOTION: There being no further business to be presented it was moved by Joe Harvey 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.

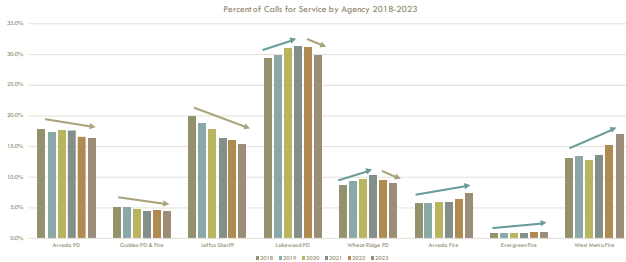
Meeting was adjourned at 11:49am.

Prepared by Gayle Johnston



JEFFCOM FUNDING FORMULA ALTERNATIVES

Board of Directors Update
July 15, 2024



PERCENTAGE OF CALLS FOR SERVICE

BASELINE EFFORT AND COST ANALYSIS

What drives cost for Jeffcom?

- Personnel are 88% of the Jeffcom's \$19.2M Budget
- Call Taking, Dispatch, and Supervisors are 136 staff, the vast majority (97%) of Jeffcom's \$16.9M personnel budget; JCECA pays 76% of these costs
- Member Agency contributions make up nearly 97% of the costs not paid by JCECA

What drives Staffing?

- Member agencies make up 96.2% of the Call Volume
- Call Volume and associated Patterns determine call taker staffing levels
- Radio Channel coverage needs drive Dispatcher staffing levels
 - Multiple channels per agency drive up required staffing for that agency (each channel generally has to have its own dispatcher, whether there is activity there or not)
 - Each agency's radio protocols are different, so a dispatcher must be trained per channel and only a resource qualified for that channel can work it - this drives up the overall number of required resources (only so much cross-training capacity, only so many channels a dispatcher can reasonably be proficient in)

ADDITIONAL FACTORS

Agency	# of Channels
Arvada PD	2
Golden PD & Fire	1 + Fire Shared
Jeffco Sheriff	3 (2 overnight)
Lakewood PD	4 (3 overnight)
Wheat Ridge PD	1
Arvada Fire	1
Evergreen Fire	Shared
West Metro Fire	2

2023 Incoming Call Volume

Total Handled by Floor Staff: 534,416

- 911: 251,051 (46.9%)
- Non-Emergency (not handled by Bot): 283,365 (53.1%)
- All 911 calls can be directly attributed to a specific agency
- Calls for Service can also be directly attributed to a specific agency

PERSPECTIVE ON THE DISCUSSION TO DATE

We have been looking at several factors intended to essentially estimate what the effort to serve an agency would be:

- Population
- Sworn / Front Line Personnel
- Push-to-Talk
- Radios
- Vehicles / Apparatus
- CAD Hours
- Assessed Tax Values

These are largely unnecessary because we can directly measure the activity and the effort that drives 86% of Jeffcom Costs - Inbound Calls and Calls for Service

We can also evaluate what makes increases or decreases the effort for an agency:

- Protocols (Call Handling, Radio, etc.)
- Use of MDT vs Radio
- Special Duty Requests

What we can't directly measure presently is the relative volume of Admin Calls between agencies and the effort per agency to handle those

- At any given time, Call Takers represent 39% of the staff on the floor
- If 53% of their time is on Admin calls, then these represent roughly 21% of the staff dedicated to Admin calls

CFS-BASED FORMULAS

2023 CFS

	CFS	% of Total	Current %	Change
Arvada Fire	15,949	7.3%	6.4%	0.9%
Evergreen Fire	2,218	1.0%	4.9%	-3.9%
West Metro Fire	37,232	17.0%	13.3%	3.7%
Arvada Police	35,596	16.2%	13.7%	2.5%
Golden Police & Fire	9,663	4.4%	8.0%	-3.6%
Jefferson County Sheriff's Office	33,577	15.3%	22.3%	-7.0%
Lakewood Police	65,375	29.8%	25.3%	4.5%
Wheat Ridge Police	19,483	8.9%	6.1%	2.8%
TOTAL	219,113			

3-Year Average CFS

	CFS	% of Total	Current %	Change
Arvada Fire	15,723	5.8%	6.4%	-0.6%
Evergreen Fire	2,229	0.8%	4.9%	-4.1%
West Metro Fire	36,759	13.6%	13.3%	0.3%
Arvada Police	40,893	15.2%	13.7%	1.5%
Golden Police & Fire	10,833	4.0%	8.0%	-4.0%
Jefferson County Sheriff's Office	74,916	27.8%	22.3%	5.5%
Lakewood Police	65,375	24.2%	25.3%	-1.1%
Wheat Ridge Police	23,180	8.6%	6.1%	2.5%
TOTAL	269,908			

COST MANAGEMENT

What Drives Costs Up?

- Increased Call Volume (911/Admin)
- Lack of Standardization (overall staffing requirements)
- Increased Call Complexity
 - 911 Protocols
 - 911 Severity
 - Admin Protocols
- Increased Radio Channels (volume, protocols drive increased channels)

What Drives Costs Down?

- Increased Standardization
- Reduced Call Volume
- Reduce Call Complexity
- Increased Bot / AI Leverage
- Fewer Radio Channels

PROJECTED PERSONNEL COST SAVINGS FROM CONSOLIDATION

(NON-COMPOUNDED)

	Baseline	2019	2020	2021	2022	2023	Cumulative
CPI	16.2%	1.8%	1.2%	4.7%	8.0%	3.4%	35.3%
ECI	16.2%	2.7%	2.5%	4.0%	5.1%	4.8%	35.3%

- Initial Jeffcom Member Contributions were set to save each agency 16.2% off their 2015 Personnel Cost Baseline
- Consumer Price Index (CPI), measures inflation. The purpose of using CPI is to generally preserve the purchasing power of pay.
- Employment Cost Index (ECI), measures public- and private-sector wage increases.