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IDENTITY

Mission Statement
Jeffcom is the vital link between emergency services and the community.

Vision Statement
To be a leading example of a consolidated communications center by providing excellence in service to our community, responders, and employees.

Code of 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 judgement.
I will give the most efficient and impartial service of which I am capable of at all times.

Encouragement • Innovation • Ethics • Professionalism
LETTER FROM THE EXECUTIVE DIRECTOR

2018 was a very exciting and challenging time with the new consolidation of emergency dispatch services for Jefferson County called Jeffcom911. This was a project that began in planning and discussion as early as 2014 among the Sheriff and Chiefs representing the current dispatch centers operating in the county. The creation of Jeffcom was to promote the safety of the residents and public within Jefferson County. A single point of communication creates better efficiencies and provides improved services throughout the county. This planning and vision was not only for the community in which it serves but also the first responders of law enforcement personnel, firefighters, and emergency medical services.

Jeffcom is a consolidation of eight pre-established, Public Safety Answering Points (PSAP’s). These included Arvada PD, Golden PD, Jefferson County Sheriff’s Office, Lakewood PD, Wheat Ridge PD, Arvada Fire, Evergreen Fire and West Metro Fire. Overall, we provide dispatch services for 23 law and fire agencies throughout all of Jefferson County. This is a very busy center and in volume of calls since the final transition April 4, 2018 through December 31, 2018, we average nearly 62,000 calls a month into the center, average nearly 19,000 911 calls each month.

Jeffcom’s established 2018 goals were:

1. Enhance Jeffcom’s deep, active commitment to safety
   - Responsive educated, trained and respected staff
   - Robust recruitment
   - Develop a diverse workforce and leaders throughout the organization

2. Provide the highest possible level of customer service to citizens
   - This is an attitude about customer service that guides employees’ daily interactions with the public. It challenges employees to provide a level of service that exceeds the expectations of the citizens through interactions that demonstrate a high level of compassion, communication skills, fairness and respect.

3. Create a three-year strategic plan for the organization

We have streamlined our emergency services between Police and Fire dispatch throughout Jefferson County. Jeffcom is built on the foundation of efficient and effective 911 services. Through this center we have improved accountability for communication systems, and emphasize quality training, exceptional skills and work ethics.
ORGANIZATIONAL STRUCTURE
AGENCIES WE SERVE

Arvada Police
Colorado School of Mines Police
Edgewater Police
Golden Police
Jefferson County Sheriff’s Office
Lakeside Police
Lakewood Police
Morrison Police
Mountain View Police
Wheat Ridge Police

Arvada Fire
Elk Creek Fire
Evergreen Fire
Fairmount Fire
Genesee Fire
Golden Fire
Golden Gate Fire
Highland Rescue Team
Indian Hills Fire
Inter-Canyon Fire
North Fork Fire
Pleasant View Fire
West Metro Fire
BOARD OF DIRECTORS

PRESIDENT
Fire Chief Jon Greer
Arvada Fire

VICE PRESIDENT
Sheriff Jeffrey Shrader
Jefferson County Sheriff’s Office

TREASURER
Chief Daniel Brennan
Wheat Ridge Police

Chief Daniel McCasky
Lakewood Police

Fire Chief Donald Lombardi
West Metro Fire

Fire Chief Michael Weege
Evergreen Fire Rescue

Chief William Kilpatrick
Golden Police

Chief Link Strate
Arvada Police
JEFFCOM 911 GOES INTO OPERATION

March 12, 2018: Golden Police Department
- Golden Fire
- Colorado School of Mines Police

March 13, 2018: Jefferson County Sheriff’s Office
- Lakeside Police
- Morrison Police
- Edgewater Police
- Mountain View Police
- Golden Gate Fire
- Pleasant View Fire

March 14, 2018: West Metro Fire Rescue
- Fairmount Fire

March 20, 2018: Arvada Fire Protection District

March 21, 2018: Arvada Police Department

March 22, 2018: Wheat Ridge Police Department

April 3, 2018: Evergreen Fire Rescue
- Elk Creek Fire
- North Fork Fire
- Inter-Canyon Fire
- Indian Hills Fire
- Genesee Fire
- Highland Rescue Team

April 4, 2018: Lakewood Police Department
CALL TAKING OPERATIONS

Jeffcom serves as the public safety answering point (PSAP) for nearly all of Jefferson County. Consolidating eight separate dispatch centers into one greatly reduces the number of calls necessitating a transfer, as well as a reduction in the time to dispatch. As a result, the citizens of Jefferson County receive an increased level of service in faster response.

Average Monthly 911 Calls 19,358
Average 10-digit Calls 45,644
Average Outbound Calls 18,232

* Chart begins with May of 2018 being the first full month of operations.
FIRE DISPATCH OPERATIONS

Jeffcom’s consolidation eliminates the need to transfer emergency calls of a fire or medical nature to a separate center. These calls can now be received and processed for both fire and police simultaneously. Jeffcom dispatches for all Jefferson County fire agencies apart from the City of Westminster and some portions of Unincorporated JeffCo.

Fire Calls by Agency
Jeffcom provides dispatch services for all law enforcement agencies within Jefferson County apart from the City of Westminster. Calls for law enforcement assistance make up 76% of all requests for service. Consolidation has provided new opportunities for cross-district mutual aid assistance and cooperation.
**STAFFING**

**Administrative Staff**

Jeffcom’s administrative staff support training and quality assurance, maintenance of the organization’s budget, information technology systems, and planning alongside all agencies served.

<table>
<thead>
<tr>
<th>Administrative Staff</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeff Streeter</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Gabrielle Rathfon</td>
<td>Human Resources Manager</td>
</tr>
<tr>
<td>Karyn Kretzel</td>
<td>Fire Operations Manager</td>
</tr>
<tr>
<td>Bess Joyce</td>
<td>Training Manager</td>
</tr>
<tr>
<td>Jessica Hapgood</td>
<td>Quality Assurance Specialist</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amanda Adams</td>
<td>Executive Assistant</td>
</tr>
<tr>
<td>Jodi Malpass</td>
<td>Law Operations Manager</td>
</tr>
<tr>
<td>Vicki Pickett</td>
<td>Call Taking Operations Manager</td>
</tr>
<tr>
<td>Kevin Biegert</td>
<td>Systems Administrator</td>
</tr>
<tr>
<td>Lauren DiGiovanni</td>
<td>GIS Analyst</td>
</tr>
<tr>
<td>Jessica Gunn</td>
<td>Recording Technician</td>
</tr>
</tbody>
</table>

**Emergency Communications Personnel**

All employees of the consolidating PSAPs were offered positions working at Jeffcom 911. Full authorized staffing for Emergency Communications Specialists (ECS) and Communications Supervisors is 136 personnel.

<table>
<thead>
<tr>
<th>Month</th>
<th>ECS</th>
<th>Supervisors</th>
<th>Part Time</th>
<th>Separations</th>
<th>New Hires</th>
<th>Total Full Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>91</td>
<td>16</td>
<td>13</td>
<td>5</td>
<td>3</td>
<td>105</td>
</tr>
<tr>
<td>Jun</td>
<td>89</td>
<td>16</td>
<td>13</td>
<td>3</td>
<td>0</td>
<td>102</td>
</tr>
<tr>
<td>Jul</td>
<td>86</td>
<td>16</td>
<td>11</td>
<td>3</td>
<td>0</td>
<td>99</td>
</tr>
<tr>
<td>Aug</td>
<td>83</td>
<td>16</td>
<td>14</td>
<td>4</td>
<td>6</td>
<td>101</td>
</tr>
<tr>
<td>Sep</td>
<td>86</td>
<td>16</td>
<td>16</td>
<td>0</td>
<td>7</td>
<td>109</td>
</tr>
<tr>
<td>Oct</td>
<td>93</td>
<td>16</td>
<td>15</td>
<td>4</td>
<td>6</td>
<td>111</td>
</tr>
<tr>
<td>Nov</td>
<td>95</td>
<td>16</td>
<td>14</td>
<td>2</td>
<td>11</td>
<td>120</td>
</tr>
<tr>
<td>Dec</td>
<td>104</td>
<td>16</td>
<td>12</td>
<td>1</td>
<td>0</td>
<td>119</td>
</tr>
</tbody>
</table>
TRAINING

Jeffcom emergency communications specialists take part in a comprehensive training plan on their path to becoming skilled servants of the community. Training sessions include call taking essentials, geography, policy and procedures, CPR, emergency medical and fire dispatch protocols, systems, scenario-based training, and more. The combination of formal training classes and on-the-job training prepares new and experienced dispatchers for all emergency and non-emergency situations they may encounter.

2018 Training Statistics

<table>
<thead>
<tr>
<th>Dispatch Academies Conducted</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Academy Training Hours</td>
<td>1120</td>
</tr>
<tr>
<td>New Hire Trainees</td>
<td>39</td>
</tr>
<tr>
<td>Total On-The-Job Training Hours</td>
<td>6720</td>
</tr>
</tbody>
</table>

Cross Training

Nearly all Emergency Communications Specialists are cross-trained on at least one other dispatch position. The following dispatchers have completed all cross training within the fire discipline:

Rebecca Fuller
Mark Nava
Lisa Kruse
QUALITY ASSURANCE

Jeffcom’s dedicated Quality Assurance Specialist and training team review calls for law enforcement, fire, and medical assistance on a monthly basis. In preparation for consolidation, transitioning Emergency Communications Specialists who did not already possess Emergency Medical Dispatch and Emergency Fire Dispatch certifications were trained and certified in 2018. Quality assurance for fire and medical calls are measured based on standards established by the National Academy of Emergency Dispatch. Law enforcement quality assurance is graded using an internal quality assurance process.

<table>
<thead>
<tr>
<th>Medical Calls Reviewed</th>
<th>870</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Calls Reviewed</td>
<td>74*</td>
</tr>
<tr>
<td>Law Enforcement Calls Reviewed</td>
<td>306</td>
</tr>
</tbody>
</table>

* EFD Quality Assurance certification achieved November of 2018

Frequently Reviewed Employees Achieving Greater Than 95% Compliance

<table>
<thead>
<tr>
<th>Amy Anderson</th>
<th>Kelsey Bonsante</th>
<th>Raegan Bostrom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carol Burciaga-Kirchner</td>
<td>Daniel Ehrlich</td>
<td>Cody Frye</td>
</tr>
<tr>
<td>Karin Griffis</td>
<td>Yasmine Hernandez</td>
<td>Jessica Kunz</td>
</tr>
<tr>
<td>Kevin Norman</td>
<td>Marie Sanchez</td>
<td>Ivonne Sierra</td>
</tr>
<tr>
<td>Nina Stringham</td>
<td>Danielle Vargas</td>
<td>Angela Widick</td>
</tr>
</tbody>
</table>
Jeffcom Information Technology supports and maintains key systems and networks used by emergency communications personnel to locate callers and dispatch appropriate resources. IT also completes internal and external requests to update system information, extract reporting data, and provide assistance expertise on the mobile technologies used by first responders.

### Service Request Statistics

**Average Requests Completed Per Month**

<table>
<thead>
<tr>
<th>Request Type</th>
<th>Requests Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAD</strong></td>
<td>57</td>
</tr>
<tr>
<td><strong>Accounts Request</strong></td>
<td>39</td>
</tr>
<tr>
<td><strong>GIS</strong></td>
<td>38</td>
</tr>
<tr>
<td><strong>Mobile</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>IT General</strong></td>
<td>15</td>
</tr>
</tbody>
</table>

### Geographic Information Systems (GIS)

- Jeffcom hired a dedicated GIS Analyst, providing faster data updates and services
- Created and deployed three new custom data layers
- Digitized 2600 preplan documents, including over 11,000 points, making them easily available in both CAD and Mobile CAD
RECOGNITIONS

Life Saving Award

Daniel Ehrlich
Hailey Gessner (x2)
Kaycee Hinrichs
Kevin Norman
Makenzie Northern
Angela Scadden
Angela Widick

Babies Delivered via Phone

Paige Wilson (x2)

Personnel Recognized by Agencies We Serve

Joseph Samuels
Megan Schlager-Reyes
Jennifer Pyles-Lepro
Crystal Clement
Heather Azbill
Thomas Taylor
Karin Griffis
Sarah Franz

... and many other accolades commending the entire team
PUBLIC RELATIONS

Jeffcom employees attended a number of public education and recruitment events in 2018. In addition, many tours of the new center were conducted showcasing the advanced technology and operations of Jeffcom.

2018 Events Attended
- Reliant Law Enforcement Job Fair
- Arapahoe Community College Law Enforcement Job Fair
- Colorado Law Enforcement Hiring Expo
- Boulder All Campus Fair
- West Metro Fire Muster
- Columbine HS Future Leaders
- National Night Out
- Golden Fire Safety Day
- Golden Police Citizen’s Academy
- Safety in Faith Summit
- Evergreen Health and Safety Day

Practice Calling 911 at the West Metro Fire Muster

Jeffcom 911 and Lakewood Police at a Recruitment Event
PROJECTS COMPLETED

Warren Tech Dispatch Program

Warren Tech, in partnership with Jeffcom 911, this year introduced an education program dedicated to emergency dispatch. Warren Tech’s computer-aided dispatch system is based on Jeffcom’s own system, providing students the opportunity to train on a true-to-life system. Jeffcom also provided access to thirty different Emergency Communications Specialist mentors and facilitated over 100 hours of sit-a-long time on the communications floor.

Read more about Warren Tech’s program at:
http://www.warrentech.org/our_programs/health_sciences__public_safety_programs/emergency_dispatch/program_information

Mobile CAD ArcGIS Runtime 100 Upgrade

Mobile mapping technologies used in law enforcement vehicles and fire apparatus have been upgraded providing improved capabilities, a simplified update process, and faster performance.

RapidSOS NG911 CAD Interface

Jeffcom completed integrating the computer-aided dispatch system with RapidSOS, providing emergency communications specialists the ability to more accurately locate many caller’s location. RapidSOS location requires iOS 12.0 and above, and Android 4.0 and above.
ORGANIZATIONAL GOALS
The Jeffcom Board of Directors has set the focus areas as a part of the strategic plan for 2019.

Staffing/Retention
Continue current successful hiring practices and reduce turnover.

Training
Improve upon the already successful new hire training program, standardize training across radio channels, and participate in agency-facilitated, large-scale exercises.

Public Outreach
Participate in public education events to promote Jeffcom and further our brand, regularly attend agency leadership meetings, and improve regularly produced reports.

Transparency
Review and improve current communications strategies, both internal and external, and continue development of employee Advisory Planning Teams (APT).

Service Levels
Spearhead achieving consistency of practices, define measurements for customer satisfaction, and begin working towards Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation.

Technology
Assist in improving interface functionality and function as the model of a center with advanced and reliable systems.
JEFFERSON COUNTY COMMUNICATIONS CENTER AUTHORITY

433 S ALLISON PKWY
LAKEWOOD, CO 80226

Emergencies: 911
Non-emergencies: 303.980.7300

www.jeffcom911.org