



MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE EVERGREEN FIRE PROTECTION DISTRICT FEBRUARY 9, 2016

The regular meeting of the Board of Directors of the Evergreen Fire Protection District was held on February 9, 2016 at the Administration/Training Building, 1802 Bergen Parkway, Evergreen, Colorado.

MEETING CALLED TO ORDER Director Christensen called the meeting to order at 5:30 pm.

TIME OF REMEMBRANCE AND REFLECTION: The pledge of allegiance was recited and a moment of silence was observed.

ATTENDANCE

DIRECTORS IN ATTENDANCE: Mike Gregory, John Anderson, Dave Christensen, Jeff deDisse. Director Kling joined the meeting in progress at 6:03 pm.

ALSO IN ATTENDANCE: Connell O'Brien, Kevin Gilbert, Brendan Campbell, Bob Walter, John Putt, Bill Cronk, Mason Duncan, Frank Dearborn, Doug Saba, Nate Walowitz, Greg Grotke, Danae Early, Jeff Bunge, Mike Weege, and Carol Hucker. Judith Weshinsky-Price joined the meeting at 6:00 pm, Jenny Jesmer joined the meeting at 7:02 pm.

APPROVAL OF AGENDA: Accepted as presented.

PUBLIC COMMENT: None

APPROVAL OF MINUTES:

- January 12, 2015 Regular Meeting Minutes: Director deDisse made a motion to accept and place on file; seconded by Director Gregory; motion carried.

PRESENTATIONS:

- December 2015 Financial Report: Brendan Campbell of Pinnacle presented the year end unaudited financial report. We will be entering our audit period over the next few months so there will be adjustments/ shifts made at that time. Operating revenue ended the year with more than was anticipated. Specific ownership tax for the year was higher than what was anticipated in the budget by \$73,000. This was an increase than what was collected in 2014. There is also an increase of \$290,264 in ambulance billing over what was budgeted but this number will adjust based on the increased operating costs for more calls, what has to be written off, and what will go into collections. For 2015 we have had about \$500,000 in mandatory write-offs and have about \$57,000 in collections. Chief Weege commented that looking back to 2008 our write-offs have doubled. Mr. Campbell pointed out that the EMS division is only 45% self sustaining for 2015 which means the district covers the other 55% of the cost of this service to the community. For 2015 the EMS receivable was \$1,071,470 but the EMS allowance of \$682,348 will be adjusted once the audit is completed. The item Dispatch Service Revenue appears as a negative because the fourth quarter payments have not been received yet. The agencies were billed and once payment is received it will be accounted for in that line item. In the 2016 budget the JCECA line item changed for how it is shown with only what we pay showing and not what we are reimbursed for on these expenses. In 2015 expenditures came in under budget by \$257,838 but this is still being adjusted with call credits still to be paid at an amount around \$100,000. Director Christensen commended the department for coming in under budget. Chief Weege thanked the managers for their efforts on another tight budget. Mr. Campbell noted that we will have the 2015 final audit in June for review. Director deDisse made a motion to accept and place on file the December 2015 Financial Report; seconded by Director Gregory; motion carried.
- JeffCom Consolidated Dispatch Center: Chief Weege presented a report on the status and plans for the regionalization of 911. This report was given to the county commissioners, and the city boards of the participating members. (The presentation is attached at the end of the minutes as part of the record of the meeting.) After the presentation Chief Weege called for questions and comments for him or Judith. Director deDisse asked Judith how the presentation to the Arvada

council went the night before. Judith replied that she felt it was positive with good questions and that the council was eager to see the IGA. Arvada held a combined meeting for fire and police to hear the presentation. Golden City Council has also had the presentation. Director Christensen asked the volunteers and EMS staff present for their feelings.

Asst. Chief Gilbert spoke of his experience with his career fire department and their dispatch and that he feels that it will reduce the quality of service being received. Chief Weege responded to a question about the towers and its related equipment that they are still the responsibility of the agency. Judith expressed that many agencies have that concern at the start regarding the quality of the service. This is the 4th consolidated center that she has been involved with. It is the agencies responsibility to tell the 911 center what they need and then the 911 center can respond whether they can or cannot meet the need and what alternatives might be available. The one on one relationship may be reduced but feedback is still important. The people that will be dispatching for the mountains at the start are the same people we have now if they choose to transition into the JeffCom. The responder's involvement needs to be kept and a plan is in place to have user groups with the responders to address questions and issues. Any new hires that fill a mountain dispatch position will undergo the same familiarization with the districts and the needs of a volunteer system. This was not the original intention for the center to be a co-location but the more it was studied the more it is evident that this will be the best option for cross/new training of dispatchers and making the transition with policies and procedures.

It was asked if there would be one dispatcher for the mountains and Judith replied that it will be dictated by call volume eventually. Until others are trained to provide overflow assistance to the mountain calls there would be 2 unless there are times of day that only one is needed. There will be dedicated call takers so that task gets removed. Big events get people called in to handle the overflow. Radio traffic standards and the amount of work each handles dictates how many dispatchers are in place. Our cost for dispatching would be based on call volume not on the number of dispatchers assigned to the mountain position. Chief Weege explained that our cost as one of the participants in the governance of the center would be 4.9% of the total cost of the operation of the communications center in the model that has been developed. If the center costs rise then our cost rises relative to that. Dispatcher/Paramedic Danae Early related her experience with a consolidated center in two previous medic cities when may-day was activated. Doug Saba expressed that he felt the presentation was not taking in the other agencies in to the discussion. Chief Weege pointed out that he serves as the spokesperson for the agencies we dispatch as do other participants in the development of the IGA, the agencies are being kept involved in the process. Chief Duncan expressed that he does not feel that it is certain that the service will be an improvement. He additionally expressed that he will bring this before the volunteer fire department to determine their support or opposition to the consolidation and that he feels this should not be a decision based solely upon the cost savings. Firefighter Walowitz talked about the previous Jefferson County dispatch model versus the level of service we have been able to provide to the agencies we dispatch for at present in the unique situations faced in the mountain fire departments. Chief Weege said that none of the chiefs participating in the consolidation discussion wants their service to decrease, the service level has to increase and improve and not lose sight of the special needs of that district.

Director Kling asked about the culture of the organization when it is consolidated. Judith explained that the relationships with the responder agencies was kept in the last one and that when something goes wrong it is a systems issue not a specific agency issue. It is not the job of the dispatcher to tell the agency how to do their job. Director Christensen pointed out that our level of participation in the governance of the center will dictate our level of ability to determine the direction of the center. Judith explained that with the Amarillo consolidation it was a supportive relationship culture. In Green Bay it was turned around to make it a better culture while she was there. Director Christensen asked Bob Walter for his perception. Mr. Walter then asked Judith about her experience with a region such as this and she said Chief Weege and others are teaching her about the difficulties faced in this type of terrain. Mr. Walter expressed that he had to acclimate to the geographical restraints when he joined this district and he feels our current dispatch operation is very unique from what he has previously seen in 30 years. As a flight medic the management team moved them to a dispatch center to Texas and after 3-4 years they moved it back because of the loose of community knowledge and familiarity. The distance can create a

breakdown in communication when dispatch is moved out of the community. Judith said she feels it is possible to give the dispatchers the knowledge and exposure to the geography and the responders to fill the need. Director Christensen asked Chief Weege what he needed from the board on this topic at this meeting. Chief Weege explained the he wanted the board to see the presentation the other agencies are seeing and to have a chance to ask questions of Judith and that this does not require an action from the board. The Board will need to review the IGA in the near future and determine their response to it. Director Gregory asked what the causes are of failures of consolidated centers. Judith's personal experience shows that most of the failures are due to not having the governance distributed for equal influence over the decision making, another reason is being underfunded so that they are not able to meet the pay and benefits to enable retention and training, and the biggest cause is a lack of communication between the agencies involved. Mr. Walter asked if these consolidated centers typically lean toward the law enforcement side. Judith replied that this is often the case and that you have to be aware of the culture for negativity and burn out of the dispatchers. Chief Weege explained that for the other agencies we dispatch they will become service users of JeffCom or find another source if they prefer and they may choose to leave us and go to JeffCom even if we don't. Asst. Chief Gilbert asked if users can leave the consolidated center at any time. Judith explained that there are provisions in the IGA to accommodate this reduced resources and call volume. Director Kling asked a question about the funding model for service users. Judith replied that the question was brought up at the last governance meeting and discussion is ongoing. Director Anderson clarified that the cost of this project and the potential savings need to be clearly understood for effective discussion. He explained that the option also exists that we let them take our calls and we continue to dispatch then our costs increase. Chief Weege emphasized that this is not solely hinged on financial considerations, it has to be a service improvement. Chief Duncan asked if he could have further discussion with Chief Weege prior to the next volunteer business meeting. Director Anderson asked what the red flags are for this consolidation. Judith explained that for JeffCom the governance will require a super majority on specific kinds of votes which will mean that of the three fire/ems agencies involved one will always have to be favor of the vote, funding is being set up to prevent it from being an issue. Director deDisse said that he appreciated Judith attending and that open communication has begun between the different divisions and that the board of directors has not made a decision at this time.

- Director Christensen requested a change in the agenda to allow for Jeff Bunge of E² solar to go over the current solar proposal rather than keep him present in the meeting until Unfinished Business. The other directors were in agreement. Director Christensen and Mr. Bunge presented a proposal to do 170 kw at station 2 campus with the installation cost to be borne by an outside source. This will defer our return on investment as someone else will benefit until the system is paid for. Director deDisse asked for some information that more specifically addresses the costs of this model. Mr. Bunge explained that the Letter of Intent will allow the vendor that was chosen to move forward with energy efficiencies and with searching for the outside funding source. Director Kling questioned the age of the roof on station 2 and the cost of replacement before it reaches the end of its life expectancy. Mr. Bunge responded that the reason for the push to complete this now is while the energy incentives are still available from Xcel and federal. Director Anderson made a motion to proceed with a Letter of Intent pending legal advice and approval from Linda Glesne of Collins Cockrel Cole LLC regarding the PPA bids. Director deDisse seconded the motion. Motion carried.

DIVISION REPORTS:

Administration / HR / IT:

- Interviewing for the Admin. Assistant position
- Revisions of the Handbook under review by Mountain States Employers Council
- The 2014-2015 Annual Report is near completion. Return to a single year annual report in 2017.
- IT projects underway include a back-up system for billing/accounts receivable and a study involving the need for new EMS Toughbooks.
- Community Para-medicine Bill and the "Evergreen" Bill – Chief and Bob met with SDA today to discuss. There is a current bill that has passed committee now so our bill becomes more about cleaning up Title 32 special district definitions to be sure it complements the other bill.

Communications:

- Dispatcher interview results
- Welcome Nelson Parrish to full time
- Emergency management activities
- Response time data collection automation through South Metro/ JACC

Fire Operations:

- Forest Estates Fire
- Active Shooter drills at Clear Creek High School

Fire Prevention:

- Evergreen Middle School fire alarm system issues resolved and back on line
- Redesign of wildland information on the website upcoming
- Wildland Forum April 28th in our auditorium

Emergency Medical Services:

- Strategic implementation update - Mr. Walter deferred until March due to the lateness of the hour

Maintenance Division:

- Bear Mountain Cistern
- Demolition of cabins on Troutdale Scenic property
- Survey of Station 1 property
- New tender remote throttle issues

Safety / Community Education:

- No presentations

Strategic Planning Implementation:

- No presentations

Regionalization Update:

- See attached presentation at the end of the minutes.

FEBRUARY BOARD MEETING TOPICS:

Topic	Initiated	Scheduled/ Completed	Recommendations / Actions
Energy Audit	April-14	Mar-16	Update on-going project
Revise Chiefs Review Process	Jun-15	Mar-16	
Budget Committee	Feb-16	Apr-16	To meet quarterly for review of Financial report and provide update to board
Financial Health	Nov-15	May-16	

BOARD COMMITTEE REPORTS:

Budget Committee: Director DeDisse and Director Christensen
 Personnel Committee: Director Kling and Director Anderson – schedule a meeting in the next 2 weeks.
 401a Pension Board: Director Gregory and Director Christensen
 Construction Committee: Director Gregory and Director deDisse
 911 Regionalization IGA Committee Review: Director Kling and Director Anderson

UNFINISHED BUSINESS:

- Solar and energy efficiency proposals: This presentation was moved up in the agenda

NEW BUSINESS:

- Financial Health: Chief Weege reminded the board that he had presented to them a proposal for a mill levy increase at the last meeting. He requested the Directors take time to think about the proposal and come to the meeting tonight to provide further direction and support. Director Anderson made a motion for Chief Weege to begin the process of informing the public through communications group regarding the need for a mill levy increase; seconded by Director Christensen; discussion Director Christensen requested it be made clear to the public why this is needed with presentations so that it is not a surprise in August when the board signs a resolution to go forward with the November election. Director Anderson clarified that the board is authorizing Chief Weege to seek out assistance and begin the process of informing the public but at this time

the board has not officially authorized the mill levy to be placed on the November ballot. Motion carried.

- 401a Forfeiture Funds for 2015: Director deDisse made a motion to request the 401a forfeiture funds for 2015 be applied to the 2016 plan expenses; seconded by Director Anderson; motion carried.

BOARD MEMBER COMMENTS:

Director Christensen: Appreciated the comments about the 911 consolidation conversation and the real experiences shared. His concern is about the loss of quality but that the 400k plus in revenue is a big issue.

Director Anderson: Two meetings ago DPD Tony Lopez had been shot and now Deputy Geer for Mesa County. He is in critical condition. The arrival of our ballistics gear is timely. Please keep him and his family in your thoughts and prayers.

Director Gregory: Way to go volunteers on that save in Forest Estates. Also thank you Judith for attending tonight. And thank you volunteers for the presence tonight, its appreciated.

Director Kling: Thank you Judith for coming and pointed out that she impressed him with her professional answers, that isn't an endorsement of the project, just an appreciation of her efforts and professionalism.

Director deDisse: Appreciate everyone's comments tonight and he takes them to heart.

MEETING ADJOURNED: Director deDisse made a motion to adjourn the meeting; seconded by Director Gregory; motion carried. The meeting adjourned at 8:18 pm.

NEXT MEETING DATES:

Volunteer Pension Board Meeting Tuesday, March 8, 2016 at 5:00 pm in Training Rooms A & B

Regular District Board Meeting Tuesday, March 8, 2016 at 5:30 pm in Training Rooms A & B

Respectively Submitted,
Carol Hucker
Recording Secretary

JeffCom Regional 911 Center

Project Overview

January 2016



Why did we look at 911 Consolidation for Jefferson County?

- Desire to Enhance Service Levels, including improved response time and reduced 911 call transfer
- Some centers in the County struggle to keep staffing above critical levels
- Enhance resource utilization across jurisdictions
- Increasing costs duplicated across centers as volume increases and technology requirements evolve
- Increasing concern about capacity that could be required for Mass Events (terrorism, natural disaster, etc.)



“(Consolidation) has been a clear trend over the last 20 years. ...the result has been greater economies of scale, more efficient use of resources, and improved interoperability”

Communications Security, Reliability and Interoperability Council (CSRIC) Working Group 1A in its October 2010 final report to the U.S. Federal Communications Commission (FCC).

Journal of Emergency Dispatch Jul/Aug 2014



Regionalization is a National Trend

- Earliest consolidations have been operating successfully for over 40 years
- Major organizations such as FEMA, the International Association of Chiefs of Police (IACP) and others endorse consolidation and provide extensive resources for it
- Both Indiana and Utah have mandated that all 911 Centers be consolidated at the County level and other states are examining similar laws
- Examined 14 consolidations as part of the feasibility study and have examined more than 12 additional since then for best practices, lessons learned, etc.



Summary of Proposed Solution

- JeffCom would be a Single Consolidated Center with Specialized Dispatch Groups for Law Enforcement and Fire respectively, along with a team of dedicated Call Takers for 911 calls. The new center will also take Administrative Calls for participating agencies.
- Housed in current West Metro Fire Communications Center expanded to accommodate full operation (with backup / failover to another metro area 911 center)
- Consolidated Technology and Standard Operating Procedures
- Separate Authority with own Governance Board
- Target Go Live in January 2017
- 911 Centers slated for initial consolidation: Arvada Fire, Arvada Police, Evergreen Fire, Golden Police, Jefferson County Sheriff, Lakewood Police, West Metro Fire, Wheat Ridge Police, as well as the other agencies served by these centers. A total of 21 agencies will be served by the center.



Other Options Examined

- Feasibility study did an in-depth examination of 5 different options for addressing the service level and cost goals of the participating agencies
- Ranged from smaller 911 centers consolidating with larger ones to even greater consolidation within one center
- Other options were determined to be undesirable due to service level impact, costs, and /or risk
- Proposed option deemed to be the best for Jefferson County with optimum benefits to both citizens and jurisdictions

1: Single Center	2: Segregated Co-Location	3: Two Centers	4: 1+2 Centers	5: Consolidation Only
<ul style="list-style-type: none">• One center for call-taking and dispatch for both Law Enforcement and Fire• Single resource pool with Specialization within the center between Law Enforcement and Fire with cross-training	<ul style="list-style-type: none">• One physical center with 3 separate segments - consolidated call-taking, Fire dispatch, and Law Enforcement dispatch• Dedicated staff for each segment	<ul style="list-style-type: none">• One center for Call-Taking for both and Dispatch for Law Enforcement• One center for Dispatch for Fire	<ul style="list-style-type: none">• One center for Call-Taking across Fire and Law Enforcement• One center for Law Enforcement Dispatch• One center for Fire Dispatch	<ul style="list-style-type: none">• Consolidation of smaller agencies into larger agencies only• Not a truly regionalized solution



How will Citizens Benefit?

- Improved 911 Call Answer Time / Reduced Hold Times and Abandon Rate
- Improved Time to Dispatch / Response Time
- Right Resources Being Dispatched with the Right Capabilities
- Ability to Dispatch Resources that Optimize Response Times
- More Seamless Service Across Jurisdictions / Enhanced Coordination
- Reduced Transfers / Misdirected Calls
- Enhanced Coordination in Mass Events



How Will Jurisdictions Benefit?

- Improved Service Levels to Officers and Citizens
- Reduced Costs to Deliver Service Levels
- Increased Resources Across shifts
- Enhanced Coordination / Increased Resources in Mass Events
- Dedicated Support for Training, Technology, etc.
- High Standardization of Processes and Procedures
- Additional Career Paths for PSAP employees
- Decreased Costs for Implementation of NG-911



Personnel Principles for Center Startup

- All current employees will have a position available at the new consolidated center. It may not be the same position that the employee currently holds
- Management and Supervisor positions will need to be applied for
- Tenured salaries will not be cut unless an employee moves into a lower level position – in those cases will have 1 year salary transition
- For personnel with lower salaries, their pay will be raised to match higher-paying PSAP salaries
- Care will be taken to ensure that PSAP staff have the appropriate geographic / jurisdiction knowledge and there is ongoing collaboration with the officers they serve
- Benefits package has been designed to be market leading and ensure that employees suffer no significant reduction in benefits



Current Status

- Regular meetings of heads of each agency to oversee planning efforts and determine direction
- Inter-Governmental Agreement is near completion – to be routed to each jurisdiction for review and approval
- JCECA has hired contract Executive Director with previous successful consolidation experience to lead efforts
- Extensive planning work has been completed
- Multiple committees have been working to resolve key directions such as personnel, technology, and other aspects of operations
- Upon IGA approval, would move into Final Planning and Transition stage



Concerns We Have Heard

Change is always challenging. We have heard a number of concerns expressed and we have tried to address these. For example:

- “These are never successful”
 - As previously mentioned, there is more than 40 years of success to point to and dozens of successful case studies have been examined; best practices and lessons learned are clear – those that fail are generally because of poor execution. The trend in this direction is accelerating across the country.
- “Employees will lose out on x”
 - See the Personnel Principles. The agencies have gone out of their way to ensure that employees do not lose anything significant in this process. The goal is to make it a better place to work with even more training, opportunities for advancement, etc.
- “The cost savings are overestimated”
 - Again the major focus of this effort is on Service Improvement. However, to date, we have found that the actual costs for the center will be even less than what was projected in almost every case. That said, the main focus of the consolidation was not cost savings – there is a significant benefit in terms of future cost avoidance related to implementing Next Gen 911 and other future technologies. In addition, we will be eliminating redundant technology that current exists across the multiple centers.



Concerns We Have Heard (continued)

- “Service to officers and citizens will be compromised.”
 - The entire focus of this work has been to improve service levels for both officers and citizens. Strategies have been developed and will continue to be developed to ensure that the dispatchers have the right jurisdiction knowledge and get to know / interact with the officers that they serve. This concern has been addressed successfully in these types of consolidations across the country. In fact, many consolidations actually serve literally dozens of agencies successfully.
- “I don’t have to pay for dispatch services now and in this model I will”
 - This is true. There are some small jurisdictions served by the current 911 centers who do not pay for dispatch services provided by those centers. In the new center, they will have to pay for those services. However, the fees should be well below the costs to these jurisdictions of having to provide the services themselves and the service levels will be enhanced.



Projected Future Budgets and Funding

Summary of Future Budgets and Funding			
Current Total Cost of Operations (8 Centers)	\$	18,292,349	
Proposed JeffCom TCO	\$	15,249,580	
Overall TCO Savings	\$	3,042,769	TCO Savings % 16.6%
Funding Sources			
911 Fee (JCECA)	\$	4,200,000	
Service Users	\$	261,192	
Current 911 Agencies	\$	10,788,388	
Total Funding	\$	15,249,580	



Question & Answer

THANK YOU



Appendix – Consolidation Articles

- <http://www.iaedjournal.org/content/consolidation-question>
- <http://www.orioncom.com/blog/indiana-finds-success-in-regional-dispatch-program>
- <http://www.theiacp.org/Portals/0/pdfs/LEIM/2012Presentations/EXEC-DispatchConsolidation.pdf>
- <http://www.9-1-1magazine.com/AECOM-Consolidated-Dispatch-Centers>
- <http://www.emergencymgmt.com/next-gen-911/A-Consolidated-Effort-Local-Police-Agencies-Working-Together-More-Than-Ever.html>
- http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=1422&context=urban_facpub
- <https://transition.fcc.gov/pshs/docs/csric/CSRIC-1A-Report.pdf>
- <http://nysac.org/news/nysac-news-winter-2013/consolidating-emergency-response-services-at-the-county-level/>
- http://www.emissourian.com/local_news/county/article_798d9a8a-aaf7-5b1a-9af4-02f9eefb22d2.html?mode=jqm
- https://www.mma.org/resources-mainmenu-182/doc_view/298-regionalization-case-studies-of-success-and-failure-in-massachusetts
- http://www.army.mil/article/55692/9_1_1_phone_service_consolidation_improves_access/

