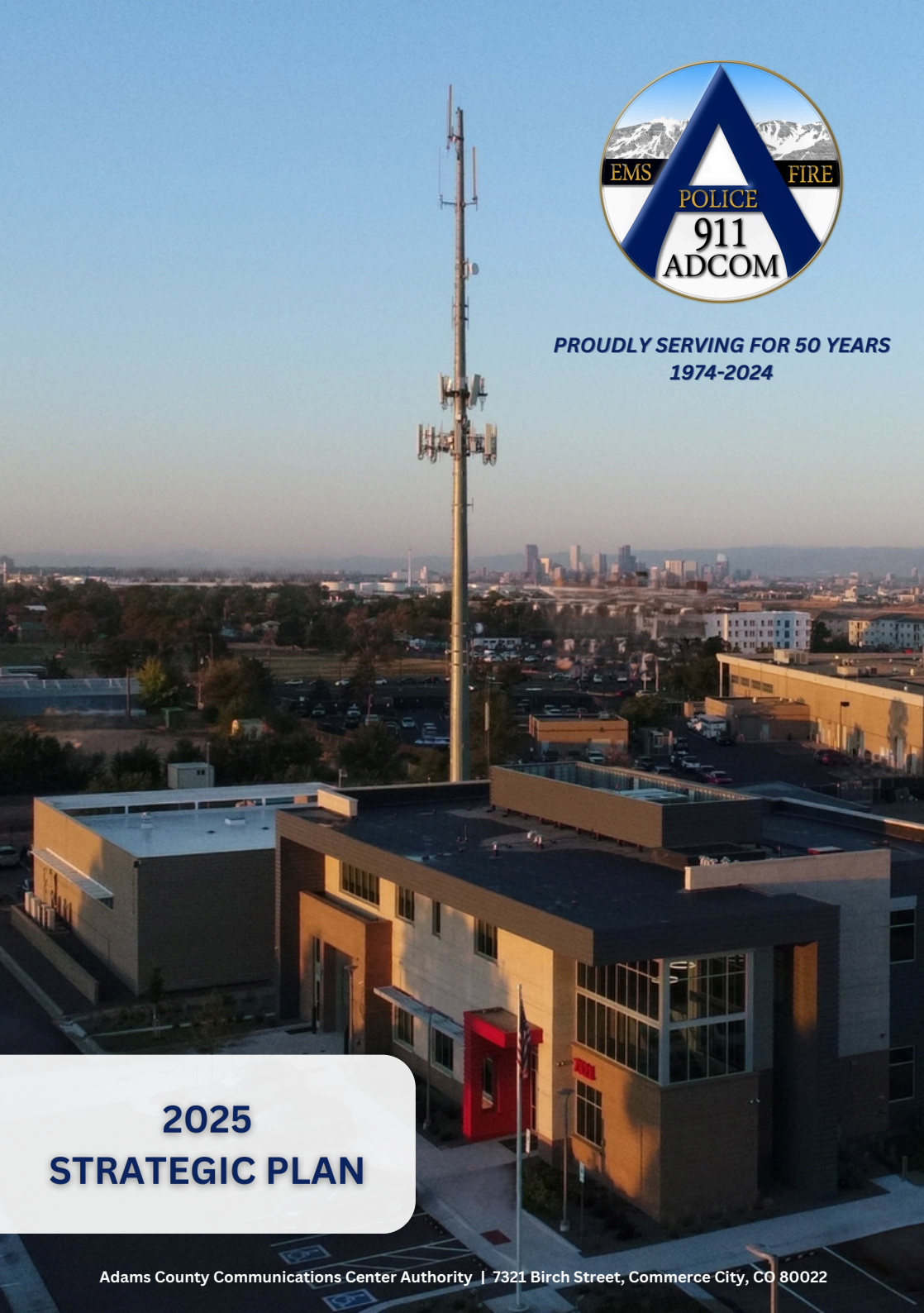


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1974-2024

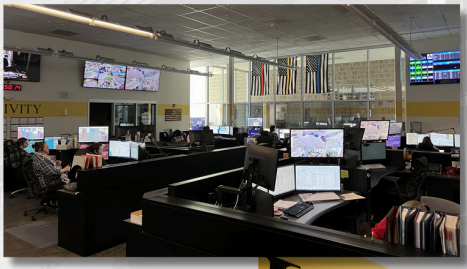
2025
STRATEGIC PLAN

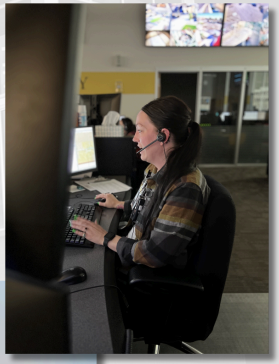
Adams County Communications Center Authority | 7321 Birch Street, Commerce City, CO 80022

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MISSION

ADCOM's mission is to provide high-quality emergency communications, dispatch, and data services to its member agencies, the citizens it serves, and to any who call on ADCOM for help.

VISION

ADCOM's vision is to become the premier, public-safety communications center in the State of Colorado.

CORE VALUES

HONOR
INTEGRITY
POSITIVITY
HONESTY
SERVICE

>> Message from the Executive Director

Welcome!

I am pleased to share ADCOM's updated Strategic Plan, the roadmap that lays out the strategy for moving our organization forward! ADCOM has come a long way since the first Strategic Plan was developed in 2018, with many significant accomplishments:

- *Now consistently meeting national standards, a significant improvement from 2018, when we failed to meet them in any month.*
- *Implemented measures to improve our Cybersecurity posture.*
- *Completion of Weld Backup Site*
- *Completion of Disaster Recovery site*
- *Completion of new Administration building, doubling our capacity*

All of these accomplishments were only possible because of ADCOM's extraordinary team and the support of our Board of Directors. The heart of any successful organization is its people, and ADCOM's talented employees demonstrate their commitment to delivering the highest level of service to the public, our agency partners, and each other every day. It is this commitment that will continue to drive our efforts as we continue to improve our delivery of public safety communications services to the people of Adams County.

Looking to the future, we see tremendous opportunities with the advent of AI technology, Next Generation 911, and our expanding radio system footprint. However, we also recognize that with opportunities come challenges, and we will continue to meet those challenges head on as we push forward with our vision of becoming the premier public safety communications center in Colorado!



Joel Estes
Executive Director



>> Strategic Plan Process

In 2018, Adams County Communications Center Authority (ADCOM) staff collaborated with the Board of Directors to evaluate all aspects of the organization and identify five guiding principles for developing future strategic goals. These principles remain central today and were integral to the creation of our 2025 Strategic Goals.

Guiding Principles:

- Timely Processing and dispatching of emergency calls.
- First responder safety must share an equal status to timely call processing and dispatching goals.
- Invest in stable, proven, reliable software and hardware technologies; focus on the proven reliability of a product vs. being the leader in onboarding new technology still in beta production.
- ADCOM's focus will be on 911 dispatching. Avoid expanding service to non-emergency areas.
- Focus on building and maintaining positive relationships between member agencies.

In the summer of 2024, the ADCOM Leadership Team actively engaged all staff through a systematic approach that included a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. This effort aimed to build upon previous strategic planning documentation while specifically focusing on future goals which are detailed in this plan.

The leadership team and ADCOM staff ensure this plan will remain a focal point while balancing ongoing initiatives in each department. In line with previous strategic plans, progress toward achieving goals is communicated monthly at each Board Meeting and annually through the Executive Director's Annual Report. Frequent communication — both internally and with all stakeholders, including the ADCOM Board of Directors — is crucial for ADCOM's success.

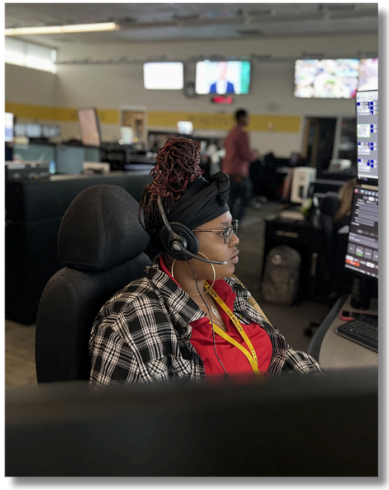


The SWOT analysis took place in the summer of 2024, and all ADCOM staff were involved in its development. Since 2016, this analysis has been included in prior planning documents; however, conducting an updated SWOT analysis is essential to the strategic planning process, as it helps the leadership team evaluate the organization's current dynamics while considering the workforce perspective.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• Training/Development • Culture/Leadership • Adaptability • Talented staff • Innovation/Technology	• Limited financial resources • Retention • Non-Competitive pay • Documentation/Succession planning • Internal communication	• Grant funding • Greater Innovation • Professional networking (involvement & visibility) • Improve interoperability • Better collaboration between agencies	• Compensation • Cost of benefits • Stress/burnout (retention) • Competing with remote/hybrid roles • Loss of member agencies • Legislation/politics • Cybersecurity







>> 2025 Strategic Goals

Considering the complete SWOT analysis, the leadership team convened additional meetings to further develop ADCOM's seven strategic goals. This plan outlines an approximate two-year action strategy designed to achieve the strategic goals detailed below:

Strategic Goal 1	**Meet or Exceed NENA/ NFPA /APCO/ANSI Standards for Receiving and Processing 911 Calls**
Strategic Goal 2	**Reduce Non-Emergency Calls Received and Processed by ADCOM**
Strategic Goal 3	**Recruit, Develop, and Retain a Strong Workforce**
Strategic Goal 4	**Develop and Maintain Robust Interoperability of Regional Communication and Technology Systems**
Strategic Goal 5	**Ensure Mission-Critical Systems Remain Operational 24/7**
Strategic Goal 6	**Remodel Operations Building to Address Our Growing 911 Call Load and Space Needed for Additional Employees**
Strategic Goal 7	**Maintain a Comprehensive Plan to Ensure Continuity of Operations During any Situation**

The next section provides more detailed information on our seven strategic goals, including our current status, an overview of ADCOM's strategy for improvement, and the challenges we may face in achieving these goals.

Strategic Goal 1

Meet or Exceed NENA/ NFPA /APCO/ANSI Standards for Receiving and Processing 911 Calls

This section is broken into two subheadings, Call Answering and Call Processing

NENA and NFPA Standards for 911 Call Answering

In 2019, the National Emergency Number Association (NENA) and the National Fire Protection Association (NFPA) established a joint standard:

- 90% of all 911 calls handled in the PSAP shall be answered in 15 seconds or less and 95% shall be answered within 20 seconds.

Progress Made Since 2022 Strategic Plan

Thanks to the dedication of our talented workforce, ADCOM made significant progress in consistently meeting the national standard of answering 90% of all 911 calls within 15 seconds. In 2022, we met the standard 81.2% of the time, and in 2023 we met the standard 89.3% of the time.

Where We Are Today

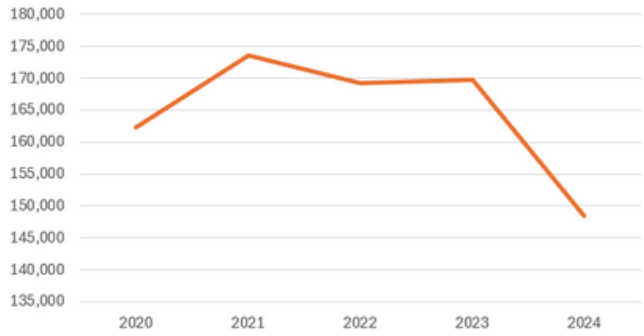
ADCOM has experienced a yearly decline in total calls processed since peaking in 2021, a trend that continues today (see Graph A). It is important to note that we have accurate data through September of 2024; the last quarter of 2024 is projected by taking the average of total calls per month from the first three quarters of the year.

Graph A



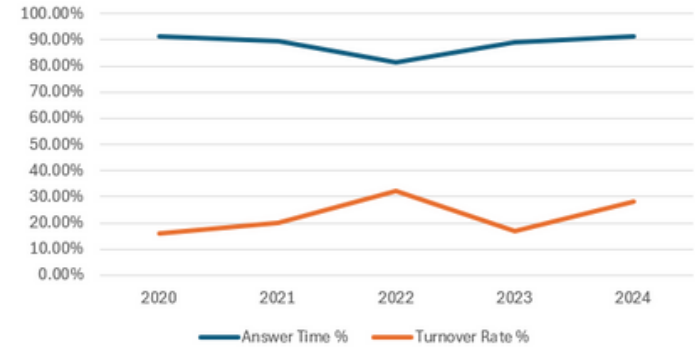
Total 911 calls have sharply decreased approximately 13.4% from 2023 to 2024 (see Graph B). It is important to note that we have accurate data through September of 2024; the last quarter of 2024 is projected by taking the average of total 911 calls per month from the first three quarters of the year.

Graph B Total 911 Calls Processed



In 2023, ADCOM's answer times fell just short of the national standard with 89.3% of 911 calls being answered in 15 seconds or less (standard is 90%) and our turnover rate was 17%. As you can see in the graph below, from 2020 to 2023, our ability to meet the national standard was directly related to staffing levels and turnover (see Graph C).

Graph C Answer Time % vs Turnover Rate % 2020-2024



As shown in the graph above, ADCOM's turnover rate has been trending upward through September 2024 (28%), yet we have still met the national standard (91.49%); however, this trend diverges from historical patterns observed in previous years. Historically, an increase in our turnover rate has been associated with a decline in our ability to meet national standards. We can attribute this anomaly to several key factors:

- Ability to Meet the National Standard:
  - The 2024 data reflects a higher-than-average turnover rate among Administrative and IT employees compared to 2023. This turnover does not impact ADCOM's ability to meet the national standard.
  - ADCOM has implemented mandatory overtime for all Operations staff, which is allowing us to meet national standards despite high turnover. This means that our talented employees are stepping up to cover vacancies and maintain high performance levels, but it comes at the expense of their work-life balance. Relying on mandatory overtime is not sustainable, as it increases the risk of employee burnout and could ultimately affect our long-term effectiveness.

- Reasons for a High Turnover Rate:
  - With compensation currently 10-17% below Denver Metro market rates, we have observed a decline in the number of qualified applicants. Although those who successfully complete the training academy tend to perform at a high level, we have also noticed an increasing number of applicants who struggle to meet ADCOM's standards during the academy, leading to a higher failure rate.
  - The inherent demands of the job, coupled with mandatory overtime, can take a toll on employees, prompting them to seek opportunities elsewhere.

Strategies for Improvement

- Adopt AI tools, such as CentralSquare's CitizenLink, to reduce the workload on call-takers and enable ADCOM to consistently meet national standards.
- Per the Adams County Comprehensive Plan published in September 2022, Adams County's population is projected to reach approximately 600,000 by 2030—a 13.7% increase from 527,575 in the 2022 Census. We must continue to focus on recruiting and retaining exceptional talent in order to meet the community's growing needs.
- Bring our total complement of call-takers from 24 to 28.
- Continue to promote public awareness about using 911 for emergencies only, and the 10-digit lines for non-emergency situations.
- Collaborate with the Board of Directors to develop a compensation philosophy that attracts and retains the most capable and qualified staff, thereby reducing the turnover rate.

Challenges

- Securing funding to purchase an AI tool.
- Costs associated with recruiting and retaining a talented workforce by offering competitive pay and benefits comparable to those in the Denver Metro market.



NENA and NFPA Standards for 911 Call Processing

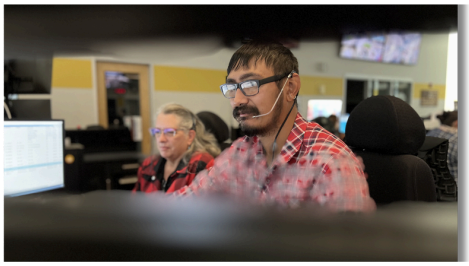
**It is important to note, this call processing metric is only applied to Fire/EMS calls due to Law Enforcement having many calls that are non-emergent in nature*

Call processing times differ from call answering times. This metric takes into account the total time required to process a call from the time it hits our call-handling equipment to the moment a unit is dispatched on the call.

- Total call processing time equals:
  - Call-taker answers the call
  - Receives necessary information as to the nature of the call
  - Enters information into the CAD system
  - Dispatcher assigns a unit to the call

The National Fire Protection Association (NFPA) established the following call processing standards:

- Answer to Dispatch Queue = 60 seconds or less
- Dispatch Queue to Unit Assigned = 30 seconds or less (for all Priority 1 Fire/EMS calls).
- Combining both metrics above establishes the standard for a total call processing time of 90 seconds.





Progress Made Since 2022 Strategic Plan

ADCOM's goal for call processing fire incidents was set at 90 seconds. In 2023, our average processing time was 93 seconds, a significant improvement over our 2022 average time of 103 seconds. Due to the COVID pandemic in 2022, ADCOM was forced to add a new line of questioning to our protocols, thus increasing call processing times. However, even with additional questioning, as noted below, ADCOM has shown improvement almost every year since 2020:

- 2020: 118 seconds
- 2021: 100 seconds
- 2022: 103 seconds
- 2023: 93 seconds

The goal of 90 seconds is being continued into 2025.

Where We Are Today

Along with 911 call-answering times, ADCOM has continued to show improvement in call processing times. In 2020, it was necessary for ADCOM to adjust protocols and begin asking more questions due to the COVID-19 pandemic. In spite of that, ADCOM continued to improve in this metric to 118 seconds.

- In 2019, the average call processing time was 146 seconds.
- ADCOM's lowest yearly average to date was 93 seconds in 2023.
- Through September 2024, ADCOM's average 911 call processing time is 99 seconds.

Strategies for Improvement

- Achieve full staffing.
- Utilize the QA program established in 2023 to track and address possible training issues.
- Continue to conduct monthly analysis on data to recognize and address negative trends.

Challenges

- Funding, recruiting, hiring and retaining qualified personnel
- Space limitations within the Operations Center



Goal Attainment: 2026



Strategic Goal 2

Reduce Non-Emergency Calls Received and Processed by ADCOM

There is no current industry standard for this goal

Progress Made Since 2022 Strategic Plan

The 2022 Strategic Plan did not establish a specific timeline for achieving this goal. As a result, this goal will continue into the 2025 Strategic Plan.

Where We Are Today

ADCOM continues its efforts to educate the public regarding the use of the 911 system by utilizing social media outreach and attending various public safety and community events.

A relatively new technology, ASAP-to-PSAP, reduces non-emergency calls from alarm-monitoring centers, which can heavily impact emergency communications. Since 2022, ADCOM has handled over 25,000 alarm calls, many of which were accidental activations, and this technology aims to alleviate much of the call burden.

- The Automated Secure Alarm Protocol (ASAP) improves the efficiency and reliability of emergency signals from alarm monitoring stations to emergency communication centers. It uses ANSI (American National Standards Institute) standard protocols to deliver critical life safety data directly to CAD systems within seconds via the NLETS (National Law Enforcement Telecommunications System) network.
- Despite delays caused by the pandemic in 2020 and a platform issue in 2023, CBI's platform became available to ADCOM in August 2024. Our Operations and IT teams are now working together to implement ASAP-to-PSAP.

ADCOM is also exploring new call-taking technology. AI-assisted automated non-emergency call-taking software can significantly reduce the call load on emergency communications centers by automatically handling routine or non-emergency inquiries, such as low-priority requests. This allows call-takers to focus on true emergencies, improving response times and reducing staff stress. The software can quickly triage calls and provide more efficient call routing, leading to better resource allocation and a smoother workflow within the center, ultimately enhancing public safety and service quality.

Strategies for Improvement

- Continue the 911 public awareness campaign
- Deploy the ASAP-to-PSAP solution in Fall/Winter 2024
- Implement an AI solution to best triage calls

Challenges

- Funding: In order to implement an AI solution, the funding will need to be made available.

Goal Attainment: 2026



Strategic Goal 3

Recruit, Develop, and Retain a Strong Workforce

According to the Association for Public Safety Communications Officials (APCO) 2018 comprehensive research entitled "Project RETAINS", the national average turnover rate for large PSAPs is 17% and can be as high as 56%. ***ADCOM's goal is to reduce turnover to 12% or less.***



Progress Made Since 2022 Strategic Plan

ADCOM's goal in 2022 was to reduce turnover to 12% or less. Due to challenges listed below, this goal will continue into 2025.

Where we are today

Historically, large PSAPs have struggled to retain key personnel for a variety of reasons, including compensation, required shift work, an unforgiving work environment, and the perception among some employees that public safety dispatching is a steppingstone to other careers in public safety (law enforcement, fire, and EMS). ADCOM is not immune to similar issues, and as of September 2024, the turnover rate stands at 28%. ADCOM has implemented the following strategies to increase the applicant pool and reduce turnover:

- Developed a Mentor Program.
- Improved Recruitment and Selection Processes: In September 2022, ADCOM hired a Human Resources Specialist whose focus is on recruitment. We continue to utilize testing designed specifically for public safety dispatchers.
- Human Resources has implemented APCO's strategic employment best practices and engaged in various training sessions focused on employee engagement and retention.
- Our staff is attending job fairs, offering employee referral bonuses, and reaching out to area high schools and explorer groups to engage and develop relationships to increase the applicant pool.
- Improved Training: The Call Take Academy is now six weeks instead of three, providing more opportunities for classroom learning that coincide with on-the-floor training.
- Developed a Peer Support Program.
- Conduct employee surveys to enhance workplace culture.





Strategies for Improvement

In addition to building upon the strategies mentioned above, ADCOM adds the following:

- Become More Competitive with Compensation: In 2024, we determined our Operations positions are 10%-17% below the Denver Metro market. Therefore, we will meet with ADCOM's Board of Directors to create a compensation philosophy that keeps us competitive in the future.
- ADCOM's IT and Operations teams will begin exploring the establishment of a remote call-taking program that would enable call-takers to work from various locations outside our main facility. This initiative aims to attract and retain a broader pool of talent by offering flexible work environments and mitigating the challenges posed by geographic limitations. Additional benefits include enhanced disaster recovery capabilities, greater resilience during issues at our physical location, and the ability to scale our workforce without increasing infrastructure.





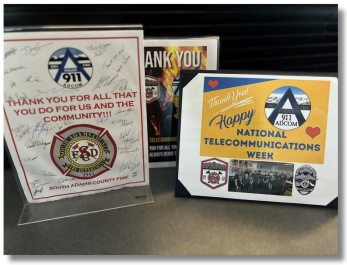


Challenges

- To be competitive in the Denver Metro market, it will require paying market rates for salaries *and* benefits.
- Conducting internal surveys require a time commitment that ADCOM's busy HR staff has found difficult to accommodate.
- Funding a remote call-taking program can vary from tens of thousands to several hundred thousand dollars. To obtain a more accurate estimate, ADCOM will need to consult with vendors and conduct a cost analysis that is tailored to our specific needs.
  - Ensuring that the program and systems comply with legal and regulatory requirements for emergency communications is essential.
  - There will be costs associated with training staff to effectively use the new systems and protocols.
- The stressful nature of the job, including the 24/7 environment and the requirement to work on weekends and holidays, along with the challenges of successfully completing training, all contribute to low retention rates among newly hired staff.

Goal Attainment: 2027







Strategic Goal 4

Develop and Maintain Robust Interoperability of Regional Communication and Technology Systems

Progress Made Since 2022 Strategic Plan

In 2022, ADCOM's goal was to add new members to the FRCC to improve radio interoperability, connect to Denver via the Inter Radio Frequency (RF) Subsystem Interface (ISSI) connection, pursue a Next Generation 911 (NG911) solution, and implement a CAD-to-CAD solution. All four goals were achieved and we continually seek ways to enhance interoperability across all aspects of the agency.

Where we are today

Radio

The most widely accepted standard related to public safety interoperable radio systems is Project 25 (P25). It is a suite of standards that identifies service and facility specifications, ensuring that any manufacturers' compliant subscriber radio has access to the services described in the standard. P25 also provides an open interface to the radio frequency (RF) subsystem to facilitate interlinking of different vendors' systems that is referred to as an ISSI connection.

- ADCOM continues to operate a P25 radio system with its partners in the Front Range Communications Consortium (FRCC). Westminster is expected to join FRCC in November 2024.

911

NENA has developed the standard for interconnecting PSAPs and public safety agencies: *The NENA i3 (Standard for Next Generation 911) solution supports end-to-end IP connectivity; gateways are used to accommodate legacy wireline and wireless originating networks that are non-IP as well as legacy Public Safety Answering Points (PSAPs) that interconnect to the i3 solution architecture. NENA i3 introduces the concept of an Emergency Services IP network (ESInet), which is designed as an IP-based inter-network (network of networks) that can be shared by all public safety agencies that may be involved in any emergency and a set of core sevices that process 9-1-1 calls on that network. The i3 PSAP is capable of receiving IP-based signaling and media for delivery of emergency calls conformant to the i3 Standard.*

(NENA-STA-010.3e-2021 -currently under review)

- In August 2021, ADCOM connected to Colorado's ESInet, enhancing interoperability by allowing different agencies and jurisdictions to communicate on a single network.

- In 2023, ADCOM began using a 1st edition NG911 solution, which allows for a 25% reduction in outbound calls by enabling dispatchers to send outgoing text messages instead of making phone calls. The system also improves interoperability between agencies by enabling the real-time exchange of media, including live video and pictures, between the caller and ADCOM, as well as from ADCOM to first responders in the field. Interoperability is a critical requirement to providing effective communication and coordination between ADCOM and our fire and police agencies.
- In April 2024, ADCOM upgraded our Operations call handling system which uses IP-based technology. This will allow for a fully integrated NG911 solution which will replace the 1st edition solution currently in use.
- The fully integrated NG911 technology that ADCOM is exploring offers several advantages, including real-time data sharing (such as GPS locations and call data), improved caller location accuracy, a secure cloud-based infrastructure, enhanced communications (with multimedia capabilities between citizens and 911 dispatchers, as well as between dispatchers and first responders), seamless integration with existing software, and improved interoperability through better coordination and communication among agencies.

CAD

ADCOM successfully launched the CAD-to-CAD solution in June 2022. This software enables fire agencies, mutual aid partners, and emergency communications centers to share real-time data and coordinate responses more effectively across different jurisdictions. It enhances communication and collaboration by allowing seamless transfer of incident details, resources, and status updates between dispatch centers. This improves response times, resource allocation, and overall situational awareness during emergencies, ultimately leading to more efficient and coordinated public safety efforts. One additional PSAP is expected to join in 2025.

Network

ADCOM's network team works very closely with member agencies and vendors on a wide range of projects that improve interoperability, centering around using products with standardized protocols, building interfaces, and streamlining network routing. This approach fosters improved interoperability by enabling seamless communication between disparate systems that would otherwise be siloed. It also enhances the resilience of the radio network, allowing agencies to maintain critical communications even when certain parts of the network are affected. Additionally, it enhances data-sharing capabilities, ensuring that information reaches first responders as efficiently as possible and empowering ADCOM and its member agencies to make better-informed decisions.



Strategies for Improvement

Radio

- Continuing to add new members to the FRCC is the easiest way to improve radio interoperability, but cost and political considerations make this challenging. Westminster will join the FRCC in November 2024.
- With no ISSI slots available in the FRCC to assist in connecting disparate radio systems, ADCOM is exploring a cloud solution in Motorola's Critical Connect, which allows for interoperability between disparate systems. It would require the purchase of a subscription and software, but would enable any subscriber to connect with another, regardless of location. ADCOM will continue to monitor Motorola's progress as it improves the solution and plans to adopt it, as traditional ISSI support will be discontinued by Motorola by 2030.

911

- Intergrate a fully capable Next Generation 911 (NG911) solution.

CAD

- Further enhance the benefits of improved interoperability and systems integration within CAD-to-CAD by adding new member agencies from the Denver Metro area. Additionally, explore the possibility of linking CAD-to-CAD hubs that share borders with our existing member fire agencies.

Network

- Create an additional full-time network engineer position for ADCOM to support the rapidly growing workload of network-based projects, collaborations, upgrades, and maintenance requirements. Currently, the network team consists of one full-time network engineer and one remote part-time network engineer contractor. The creation of the second position will alleviate the need for contracted external help and allow ADCOM the flexibility to support more concurrent projects with our member agencies.

Challenges

- Funding and political issues continue to be the greatest challenges. Jurisdictions are often reluctant to "give up control" or allow other jurisdictions access to their resources. Having to fund additional interfaces can also be a significant impediment. For example, ADCOM estimates that a move to Critical Connect would run approximately $225,000 in initial setup costs and anywhere from $10,000-$30,000 in annual subscription costs.

Goal Attainment: 2026



Strategic Goal 5

Ensure Mission-Critical Systems Remain Operational 24/7

There is no national standard for mission-critical systems, but most in the industry set a goal of 99.999% uptime. This equates to approximately 5.5 minutes of unplanned downtime per year. This does not include planned downtime for system maintenance and upgrades.

Progress Made Since 2022 Strategic Plan

Our goal is 99.999% uptime for critical systems (CAD, Radio, 911). We continue our efforts to identify and eliminate single points of failure.

Where we are today

Radio

The radio system experienced no system-wide outages in 2023 and has remained stable throughout 2024. There have been outages at specific sites due to generator failures, unexpected fiber cuts from work conducted outside ADCOM's purview, or other issues, but these have caused minimal disruptions. ADCOM has a geo-redundant DSR which is located in Weld County and includes redundant network paths to all sites. We continue to hold an agreement with Motorola that guarantees our system will be kept current with the latest software. In 2024, ADCOM has replaced end-of-life (EOL) routers, old microwave hardware and has upgraded UPS systems.

CAD

In May 2023, CAD was down for approximately 24 hours due to a cyber-attack on ADCOM's systems. The monitoring software that tracks CAD's availability was offline for weeks because it resided on a server that was not considered critical at the time. As a result, we lacked an accurate way to report CAD's availability. This issue has since been addressed, and the server is now being replicated at our disaster recovery site.

911

ADCOM's 911 system has experienced no systemwide outages since 2018.

Cybersecurity

In May 2023, ADCOM experienced a ransoware attack. Since that event, ADCOM has taken the following steps to improve our security posture:

- Hired a Cybersecurity Analyst.
- MFA (Multi-Factor Authentication) has been implemented on all devices and accounts with remote access, and will soon be extended to all devices with access to CJI (Criminal Justice Information), even those in physically secure locations.
- A SIEM (Security Information and Event Management) system has been implemented to monitor, manage, and analyze log data from our environment for threat detection and regulatory compliance.
- Subscribed to weekly Cybersecurity and Infrastructure vulnerability scans to remediate any vulnerabilities as they are discovered.
- Identity Services Engine (ISE), a security policy management platform, has been implemented to provide centralized access control, device profiling, and network visibility, enabling secure network access for users and devices.
- Conduct customized security awareness training for all ADCOM staff on a quarterly basis.
- Revised and improved the Incident Response Plan and IT security policies.

Strategies for Improvement

Radio

- Our Radio team will continue to identify and eliminate single points of failure, with the ultimate goal of adding a redundant prime site to ensure operational continuity in the event that our primary site unexpectedly goes down.

CAD

- ADCOM is planning a major upgrade to our CAD system in Spring 2025. This upgrade will ensure the system continues to operate in a way that best supports the agencies we serve, while also providing the latest tools for our Operations staff. The addition of a redundant internet connection will also assist in achieving 100% uptime.

911

- Continue working with our vendors to maintain 100% uptime.

Cybersecurity

- Implement a secure data management platform that consolidates and simplifies the backup, recovery, storage, and management of data, ensuring efficient protection, disaster recovery, and archiving.

Challenges

- Identifying and eliminating single points of failure and the cost of adding another layer of redundancy, such as a redundant internet connection at ADCOM, to prevent outages.
- The costs associated with upgrading our network to strengthen cybersecurity measures and minimize security gaps.

Goal Attainment: 2025



Strategic Goal 6

Remodel Operations Building to Address Our Growing 911 Call Load and Space Needed for Additional Employees

There is no national standard for space requirements in a PSAP. However, the industry standard (per NENA) for 911 call-answering times is 90% of 911 calls shall be answered in 15 seconds or less. Sufficient space must therefore be available to accommodate the number of call-takers required to meet the standard while also providing for all Operations staff.

Progress Made Since 2022 Strategic Plan

In January 2024, Administrative, IT, and Radio staff moved into the newly constructed Administrative Building, allowing us to shift our focus to the renovation and expansion of the Operations Building.

Where We Are Today

ADCOM is currently in the Request for Proposals (RFP) phase for Architectural & Design Services and hopes to have an architect onboard by early 2025.

Strategies for Improvement

In the fourth quarter of 2025, ADCOM will collaborate with an architect to secure a construction company and finalize plans.

- The renovation will create more space on the Operations floor, increasing our capacity from four call-taking positions to eight and adding four dispatch consoles.
- The Operations Training Center will be moved upstairs from its current location in the basement to better accommodate ADA requirements and create a more conducive learning environment.
- The renovation will provide increased office space for Operations Managers, Operations Supervisors, the Operations Training team, and the Recording Specialist.

Challenges

- Due to the pandemic and supply chain issues, the cost of construction rose dramatically over the past four years. As a result, the main challenge to accomplishing this goal is funding. ADCOM is currently working with the Adams County E911 Authority to increase revenue via the 911 fee, which will offset some costs.

Goal Attainment: 2026







Strategic Goal 7

Maintain a Comprehensive Plan to Ensure Continuity of Operations During any Situation

FEMA states that Continuity of Operations, as defined in the National Continuity Policy Implementation Plan (NCPIP) and the National Security Presidential Directive51/Homeland Security Presidential Directive20 (NSPD-51/HSPD-20), is an effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies. Primary Mission Essential Functions (PMEFs) are defined as those that enable a public entity to provide vital services, exercise civil authority, maintain public safety, and sustain the economic base.

Progress Made Since 2022 Strategic Plan

In 2023, the Continuity of Operations Plan (COOP) was tested due to a cyber-event that temporarily disrupted many of its systems. Additionally, Operations had to relocate to the Weld Backup Center for two full days while electrical work was conducted for the new Administrative Building. Both events tested the existing COOP and revealed vulnerabilities that needed to be addressed.

Where We Are Today

The COOP has been updated in 2024 to reflect the following:

- Evacuation of both the Admin and Operations buildings
- Detailed process for moving to the Weld County Backup Center (WBC)
- Plans for bringing the Disaster Recovery (DR) site online

Strategies for Improvement

- Continue to implement annual reviews of the document and update as necessary to address the following:
  - Ensure regular testing and upgrades are completed on the WBC and DR site
  - Any other shortcoming or failings of the current document
- Develop and conduct biannual training sessions for all employees
- Research and implement a way for the DR site to come online automatically if/when necessary

Challenges

- Other than cost and time in regard to researching a way for the Disaster Recovery Site to come online automatically, there are no identifiable challenges associated with achievement of this goal.

Goal Attainment: 2026



ADCOM has made tremendous strides since the release of the 2022 Strategic Plan, including:

- Call answering and processing times continue to improve due to the extraordinary resolve of our Operations staff while short-handed.
- Significant improvements in the realm of cybersecurity to better protect our systems and network.
- Completion of the Administrative Building in January 2024.
- The Weld Backup Site and Disaster Recovery site are now fully operational.
- Continuing to reduce single points of failure by adding redundancy and replacing end-of-life equipment.

In addition to the goals outlined in this strategic plan, ADCOM looks to the future by focusing on the following:

- Implement facets of AI to assist in reducing the number of non-emergency calls.
- ADCOM recognizes its staff as its greatest asset, and therefore continues to focus on ways to reduce turnover.
- Continue to improve system and network redundancy.
- Continue to improve upon call-processing times.

Despite the notable progress that has been made, ADCOM recognizes there is still room for improvement and remains steadfast in its mission to become the premier, public-safety communications center in the State of Colorado. Our commitment to excellence is reflected in our ongoing initiatives to enhance operational efficiency and implement cutting-edge technology.









Chief James May
Northglenn Police Department



Chief Dave Ramos
North Metro Fire Rescue District



Sheriff Gene Claps
Adams County Sheriff's Office



Chief Troy Patterson
Adams County Fire Protection District



Chief Darrel Guadnola
Commerce City Police Department



Chief Brycen Garrison
Brighton Fire Protection District



Chief Matthew Domenico
Brighton Police Department



Chief Ken Koger
South Adams County Fire Protection District