2021

JEFFCOM 911
ANNUAL REPORT

JEFFERSON COUNTY COMMUNICATIONS CENTER AUTHORITY

JEFFCOM911.ORG
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FROM THE EXECUTIVE DIRECTOR

Jeffcom is a large Emergency Communications Center (ECC). There are more than 6100 emergency call centers in the United States. Due to Jeffcom's call volume, geographical area, and service population, we are in the top 150 in size. We provide dispatch services for Law, Fire and EMS for 24 agencies throughout Jefferson County. Through our regionalization in 2018, we have employed enhanced emergency call take and dispatch efficiencies that have aided in day-to-day services to our community and partnering agencies. Our staff is committed to providing the highest quality of service possible. Our goal is to continue to make this a safe community for residents and visitors. We do this by focusing on maintaining high standards in hiring, training programs, enhanced technology, and most importantly, our partnerships with the agencies in which we serve.

2021, not unlike previous years, brought about many challenges. Staffing through the pandemic, all the while maintaining our business standards as call volume continued to increase, was an everyday process. Staff remained focused and worked together both internally and with all our agency partners in anticipating challenges and proactively collaborating to identify and implement solutions.

This past year, Jeffcom took an active role supporting our regional and local partners with critical tragic events that had taken place along the front range.

- The large-scale active shooter incident in Boulder Colorado on March 22, 2021 in which 10 people lost their lives including a First Responder, Boulder Police Officer Eric Talley. Jeffcom staff assisted in coordinating response and provided dispatch services to the outside agencies that responded.
- A second critical shooting incident took place on June 21, 2021, in which 2 people lost their lives one of which was a First Responder, Arvada Police Officer Gordon Beesley. Jeffcom was the primary center in charge of all calls received and dispatch services for this event.
- The Marshall Fire in Boulder County that burned over 6,000 acres and destroyed over 1,000 structures. Jeffcom assisted in calls for service and coordinating additional response units brought in to aid the adjoining county agencies.

I can only express the profound sadness each one of these events had not only on the families and communities impacted, but also the region, state, and nation. I could not be more proud of the professionalism, dedication, and perseverance demonstrated by all our staff during and after these critical events. The teamwork, caring attitudes, and willingness to think of others during these tragic times became the standard of operations that displaying the strength of Jeffcom.

Throughout all the outstanding work done at Jeffcom, our team focused on opportunities to leverage technology to assist staff in doing their jobs better. We are excited about a number of initiatives that will aid in this endeavor and ultimately provide an even higher level of service in the future.

We have developed partnerships with vendors this past year yielding enhanced collaboration with our customers by providing citizens making certain types of calls for service the opportunity to complete a survey detailing our performance. These surveys are used to identify training needs for our staff, but equally important, offers the opportunity to hear feedback directly from our community to identify areas for improvement, as well as where we are succeeding.

In July of 2021 Jeffcom became one of few communications centers in the country to become an accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA). This process ensured our policies and procedures, along with our operating standards, meet industry requirements.

Jeffcom has positioned itself to take advantage of emerging technology as one of our key initiatives during 2021. Looking for opportunities to enhance both efficiencies and effectiveness is our driving goal. We have developed the capability to conduct remote call taking away from the communications center, which will provide employees with the ability to answer and process calls for service from home as a force multiplier during the initial phases of major incidents, and is a contributing capability which enhances our continuity of operations in the event of a catastrophic failure. As this program advances in 2022, we anticipate gaining flexibility for how employees are scheduled to work without compromising service.

We continue to evolve to ensure we are meeting the needs of this growing diverse community. We have established organizational goals that take into consideration the high standards of service all the while looking for new ways to partner with our first responder agencies. Jeffcom will continue to support and help sustain a vision for a peaceful, safe community.

Jeff Streeter
Executive Director | Jeffcom 911

MISSION

Jeffcom is the lifeline between our community and emergency services.

VISION

To be the leader in emergency communications by providing excellence in service to our community, responders, and employees.

STRATEGY

Deliver superior (Tier 1) operational execution. Build diverse teams, strong leadership, and sustainable expertise at every level. Lead the Jefferson County emergency service brand through partnership and community relations.

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

ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS

JEFF STREETER
Executive Director

Executive Administrative Assistant

MICHAEL BREWER
Deputy Director

KEVIN BIEGERT
CISSP, Information Technology Manager

GABRIELLE RATHFON
IPMA-HR SCP, Human Resources Manager

JODI MALPASS
CMCP, Law Enforcement Operations Manager

- Communications Supervisors (Law)
- Emergency Communications Specialists

VICKI PICKETT
ENP, Fire Operations Manager

- Communications Supervisors (Fire)
- Emergency Communications Specialists

GINA RAMIREZ
CMCP, Call-Taking Operations Manager

- Communications Supervisors (Call-Taking)
- Emergency Communications Specialists

LAUREL STRANDBERG
ENP, Training Manager

- QA/Training Technician
- QA/Training Technician
- Training Technician

- Network Administrator
- Network Administrator
- System Administrator
- Software Developer
- CAD Administrator
- Data Analyst
- GIS Analyst
- Recording Technician
- Recording Technician

AGENCY PARTNERSHIPS

Member Agencies

Arvada Police
Arvada Fire
City of Golden Police & Fire
Jefferson County Sheriff's Office
Lakewood Police
Evergreen Fire
West Metro Fire
Wheat Ridge Police

User Agencies

Colorado School of Mines Police
Edgewater Police
Elk Creek Fire
Fairmount Fire
Foothills Fire
Genesee Fire
Golden Gate Fire
Highland Rescue Team
Indian Hills Fire
Inter-Canyon Fire
Lakeside Police
North Fork Fire
Morrison Police
Mountain View Police
Pleasant View Fire

BOARD OF DIRECTORS

The Jefferson County Communications Center Authority's governing board is comprised of eight representatives, one from each member agency as defined in the intergovernmental agreement.

CURRENT BOARD OF DIRECTORS

President - Fire Chief Don Lombardi
West Metro Fire Rescue

Vice President - Chief Link Strate
Arvada Police Department

Secretary/Treasurer - Fire Chief Mike Weege
Evergreen Fire Rescue

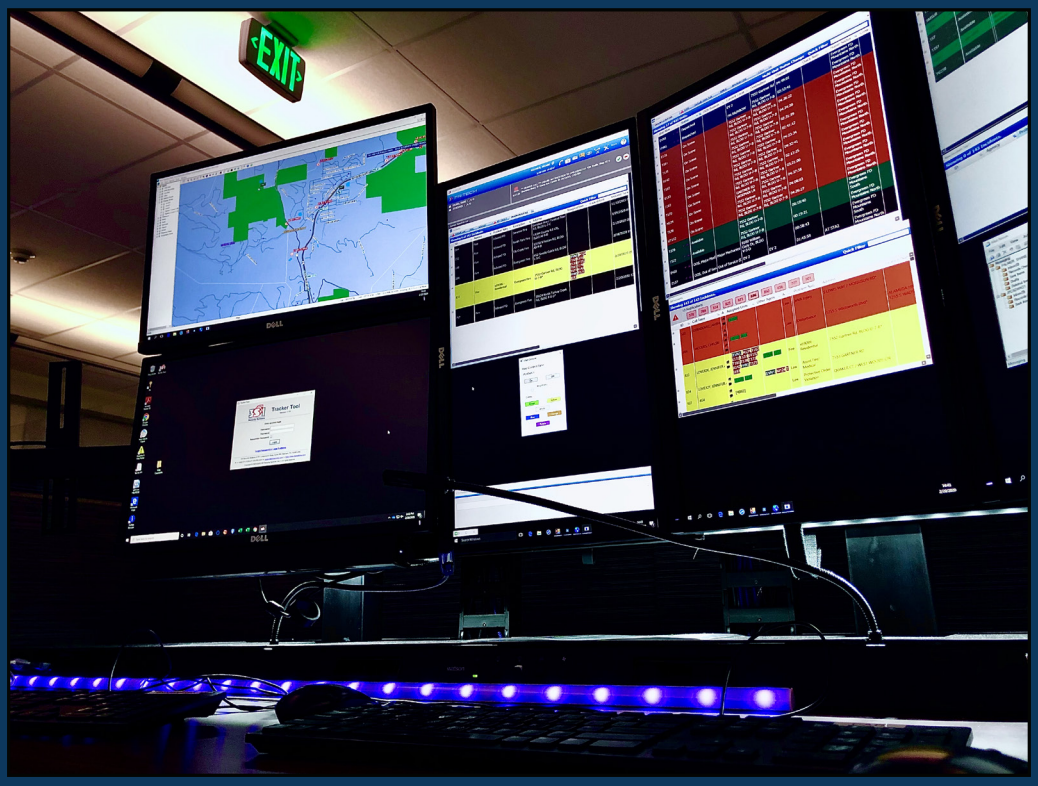
Member - Sheriff Jeff Shrader
Jefferson County Sheriff's Office

Member - Chief Chris Murtha
Wheat Ridge Police Department

Member - Chief Joe Harvey
City of Golden Police and Fire

Member - Chief Dan McCasky
Lakewood Police Department

Member - Fire Chief Mike Piper
Arvada Fire Rescue

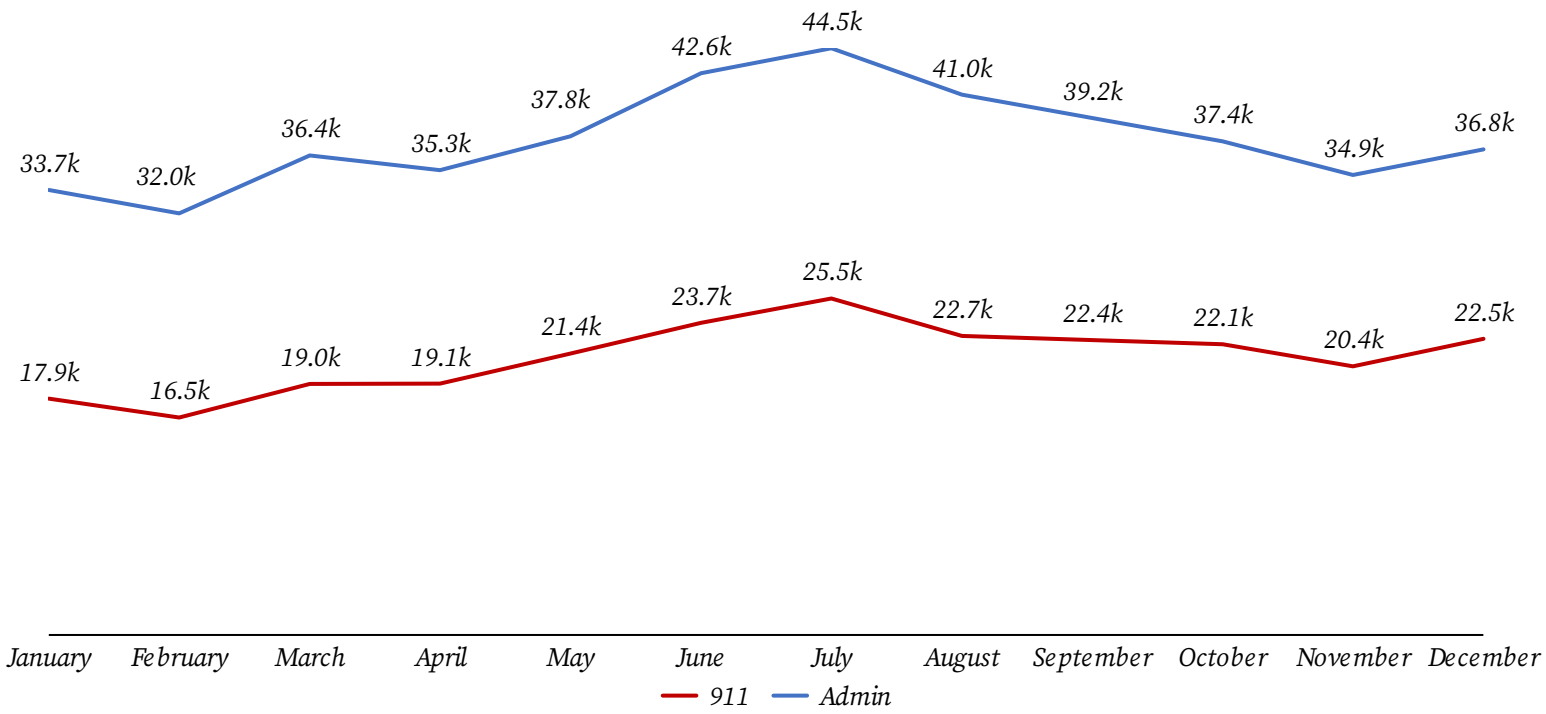


TOTAL INCOMING CALLS **704,804**

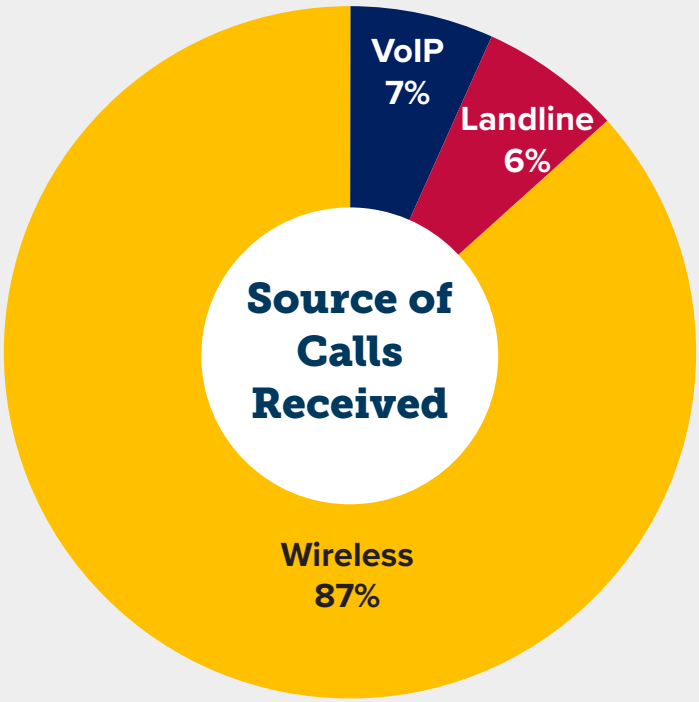
Total 911 Calls	Total Non-Emergency Calls	Total Outgoing Calls
253,082	**451,722**	**231,708**
Average 911 Calls Per Day	Average Non-Emergency Calls Per Day	Average Outgoing Calls Per Day
693	**1,238**	**635**
Average 911 Calls Per Month	Average Non-Emergency Calls Per Month	Average Outgoing Calls Per Month
21,090	**37,644**	**19,309**

Text-to-911 **870**

Incoming Call Volume



Similar to prior years, call volume peaked during summer months.

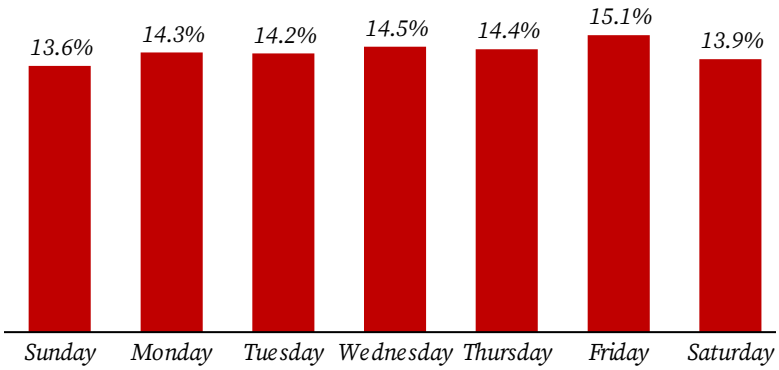


The number of emergency calls placed from a wireless phone continue to increase year-over-year.

Jeffcom provides dispatch services for 14 fire and emergency medical agencies spanning urban, rural, and mountainous areas of Jefferson County. Emergency Medical Dispatch (EMD) and Emergency Fire Dispatched (EFD) calls represent 21.8% of Jeffcom's total call volume. The fire dispatch operation is made possible by 36 trained Emergency Communication Specialists supported by six Communications Supervisors. When a major incident occurs, such as the Bear Creek or Marshall fires, fire dispatchers rely on their extensive training to dispatch the proper apparatus, monitor radio traffic, and ensure efficient communication across multiple jurisdictions.

Total Fire Calls Taken, Processed, and Dispatched	Average Monthly Fire Calls Taken, Processed, and Dispatched	Average Daily Fire Calls Taken, Processed, and Dispatched
59,320	**4,943**	**163**

Call Volume Per Day of Week



TOP FIRE CALL TYPES

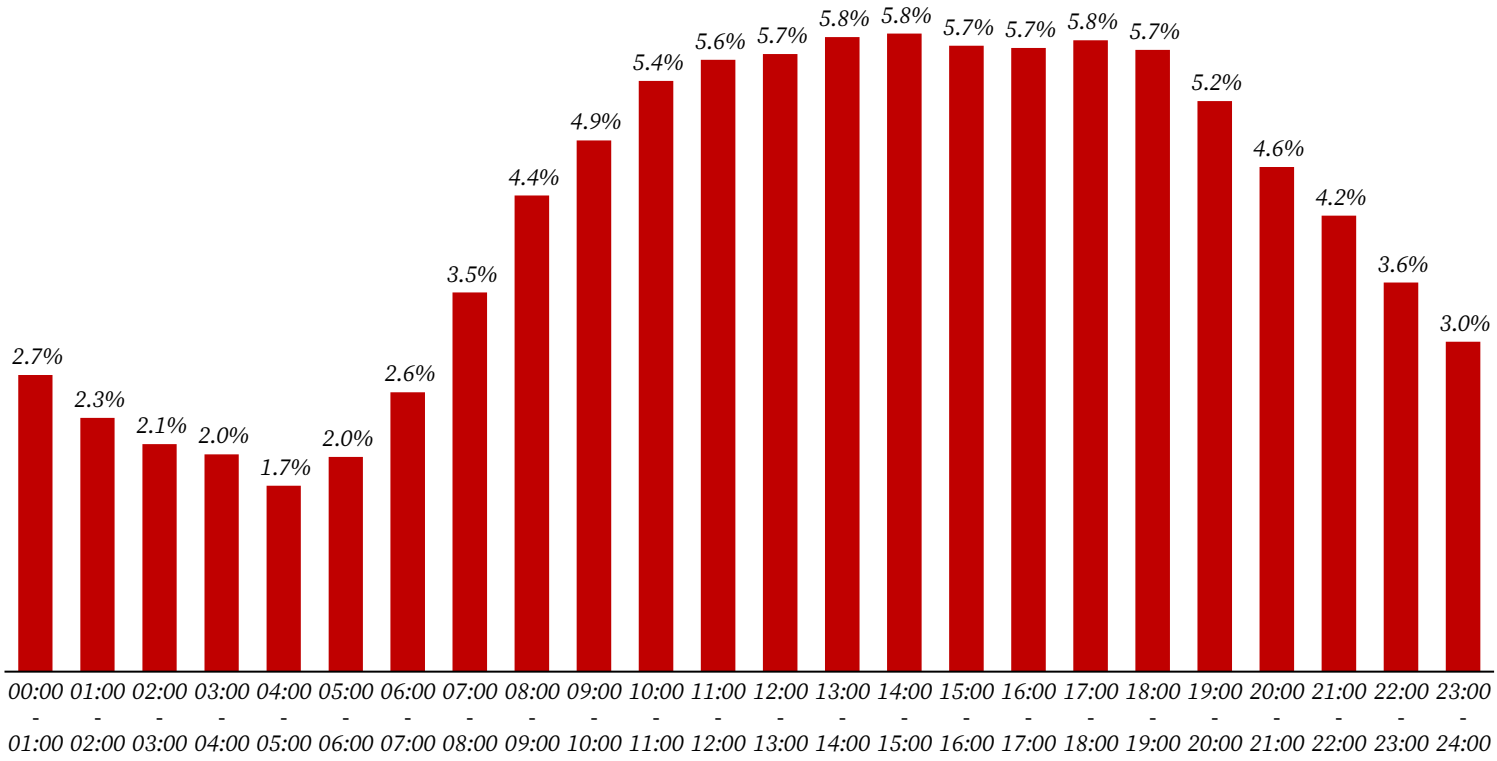
7,984 SICK PERSON
13.5% of Fire Calls

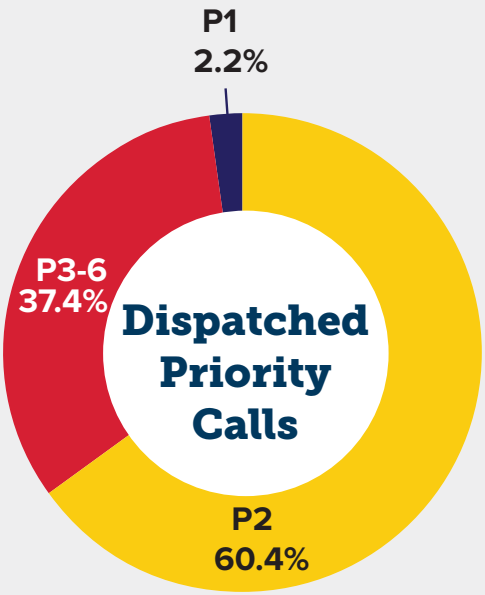
7,330 FALLS
12.4% of Fire Calls

4,938 ALARMS
8.3% of Fire Calls

Fire Agency	Totals	% of Fire Calls
West Metro Fire	35,093	58.5%
Arvada Fire	15,284	25.5%
Golden Fire	2,830	4.7%
Evergreen Fire	2,134	3.6%
Elk Creek Fire	1,051	1.8%
Fairmount Fire	876	1.5%
Highland Rescue	689	1.1%
Pleasant View Fire	638	1.1%
Foothills Fire	472	0.8%
Inter-Canyon Fire	379	0.6%
Genesee Fire	173	0.3%
Indian Hills Fire	150	0.3%
North Fork Fire	112	0.2%
Golden Gate Fire	76	0.1%

Fire Calls Per Time of Day



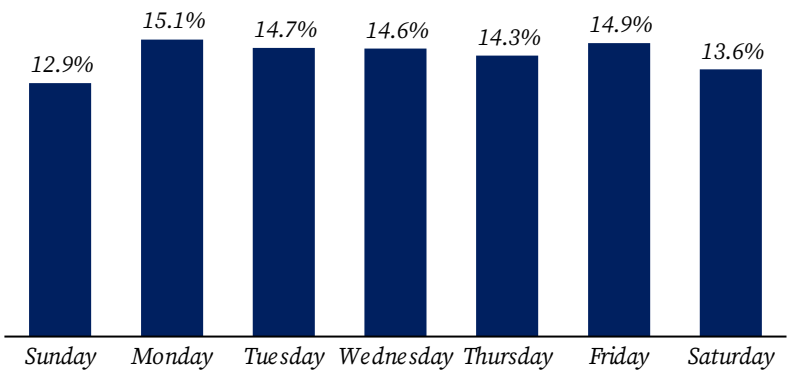


Priority 1 and 2 calls are typically severe enough to warrant an emergent response. All other priorities typically result in a routine response from field crews.

Jeffcom provides dispatch services for 10 law enforcement agencies in Jefferson County. Law calls for service make up 78.7% of Jeffcom's total call volume. The law dispatch operation is made possible by 28 trained Emergency Communication Specialists supported by 6 Communications Supervisors. Law dispatchers draw upon their extensive training to multitask and manage numerous calls for service and prolonged incidents. Jeffcom utilizes resources across Jefferson county to provide the highest standard of service.

Total Law Calls Taken, Processed, and Dispatched	Average Monthly Law Calls Taken, Processed, and Dispatched	Average Daily Law Calls Taken, Processed, and Dispatched
212,675	**17,723**	**584**

Call Volume Per Day of Week



TOP LAW CALL TYPES

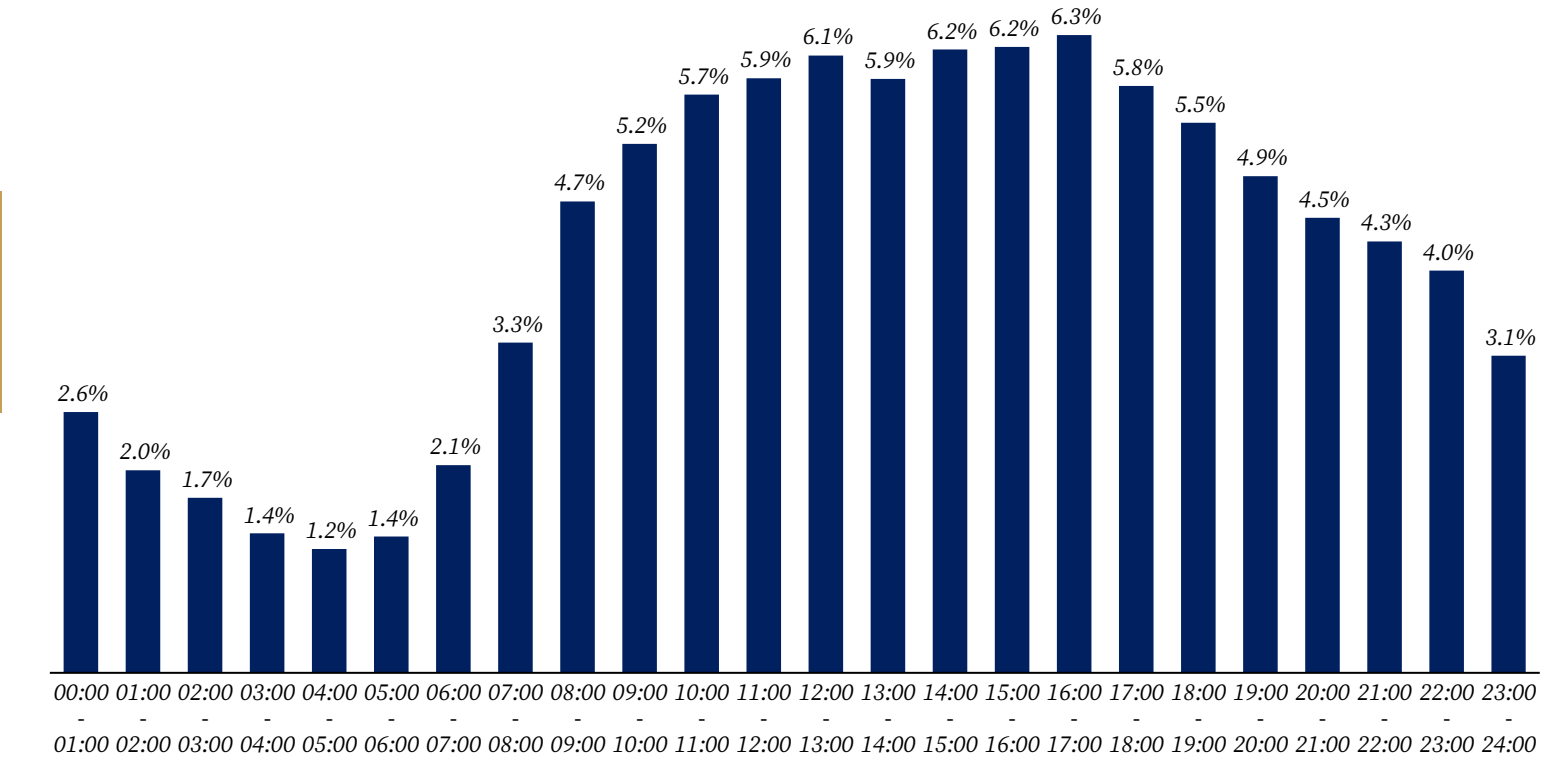
16,132 WELFARE CHECK
7.6% of Law Calls

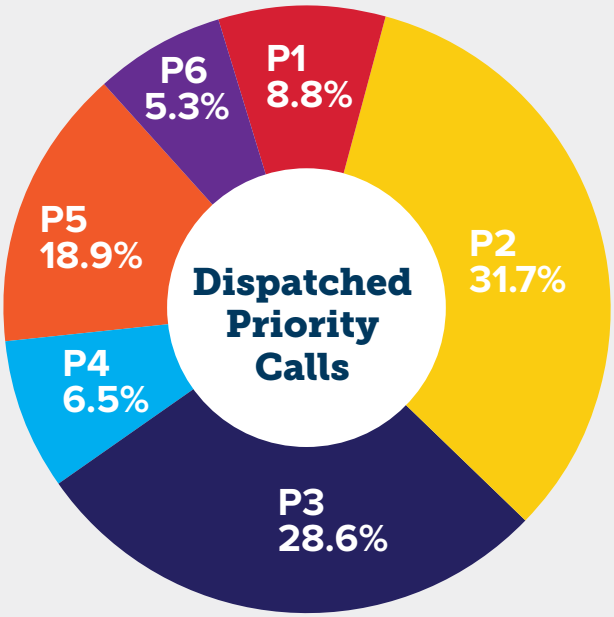
14,210 FOLLOW UP
6.7% of Law Calls

12,494 UNWANTED PARTY
5.9% of Law Calls

Law Agency	Totals	% of Law Calls
Lakewood PD	81,738	38.4%
Arvada PD	45,829	21.5%
Jeffco Sheriff	42,309	19.9%
Wheat Ridge PD	26,678	12.5%
Golden PD	8,722	4.1%
Edgewater PD	4,594	2.2%
Lakeside PD	1,283	0.6%
Morrison PD	828	0.4%
Colorado School of Mines PD	377	0.2%
Mountain View PD	318	0.1%

Law Calls Per Time of Day





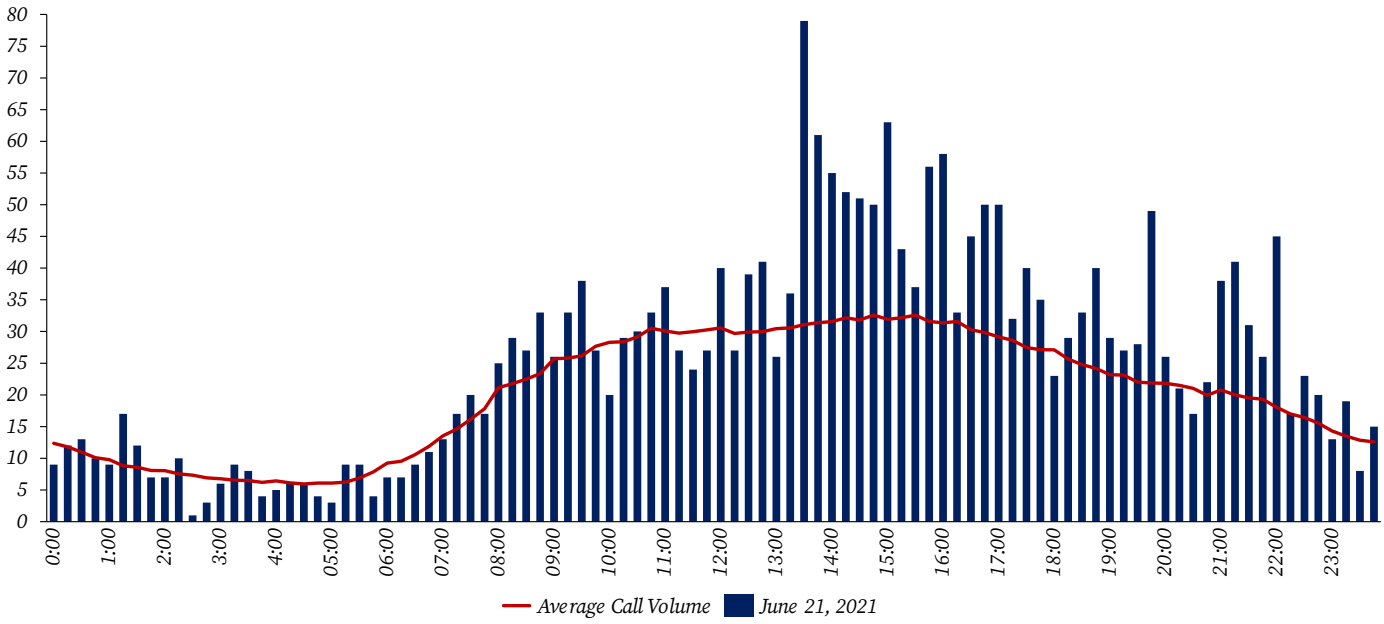
P1 calls are those which are in progress whereas P2 calls have usually just occurred. The majority of calls for service are classified as P3 meaning they are “cold” in nature.

» OLDE TOWN ARVADA SHOOTING

June 21, 2021 – 2,488 Total Incoming Calls

On June 21, a call was received at 13:35:53 reporting Shots Fired near the Arvada Library. Over the next 30 minutes, 61 emergency calls were answered by 21 Jeffcom Personnel. The center also received 89 administrative calls for a total of 149 calls in 30 minutes. Throughout the duration of the incident, 41 Jeffcom personnel contributed to managing 123 law units from 9 law jurisdictions within Jefferson County, while also receiving support from outside jurisdictions. In addition, there were 14 Fire units assigned to the call. A total of 790 comments were entered into the incident, the highest total for the Q2.

Calls Received on June 21, 2021

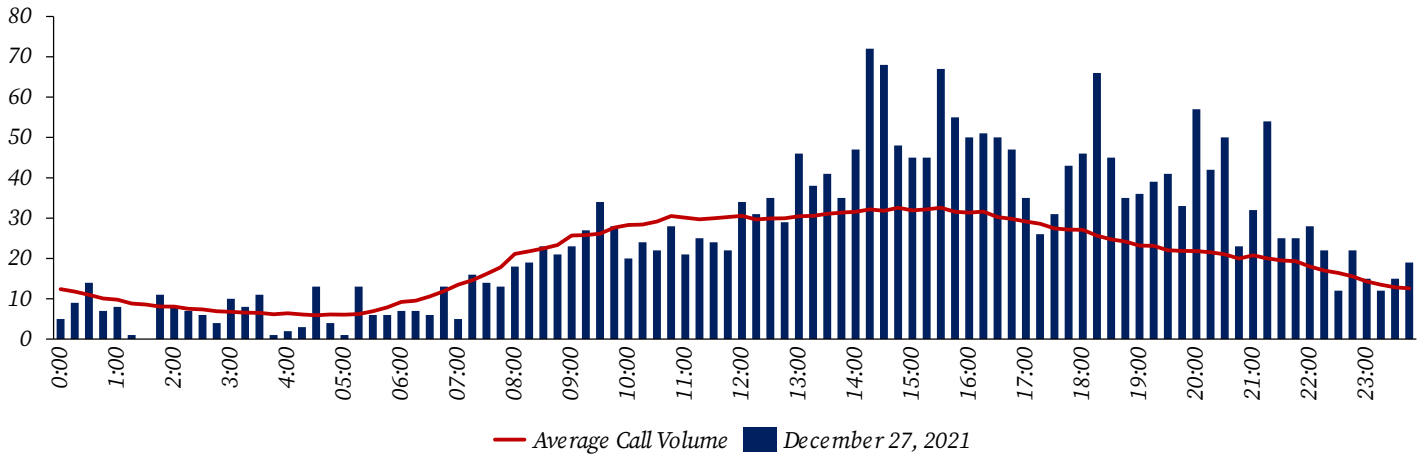


» BELMAR SHOOTING

December 27, 2021 – 2,481 Total Incoming Calls

On the evening of December 27th, 2021, the Lakewood and Denver communities faced an unimaginable tragedy when a gunman opened fire in both cities, killing five and injuring others. Among those injured was a Lakewood Police Agent. Jeffcom handled call taking and dispatching for the situation in Lakewood, with 38 personnel managing call taking and dispatching for 110 emergency response vehicles. The call recorded 600 comments.

Calls Received on December 27, 2021

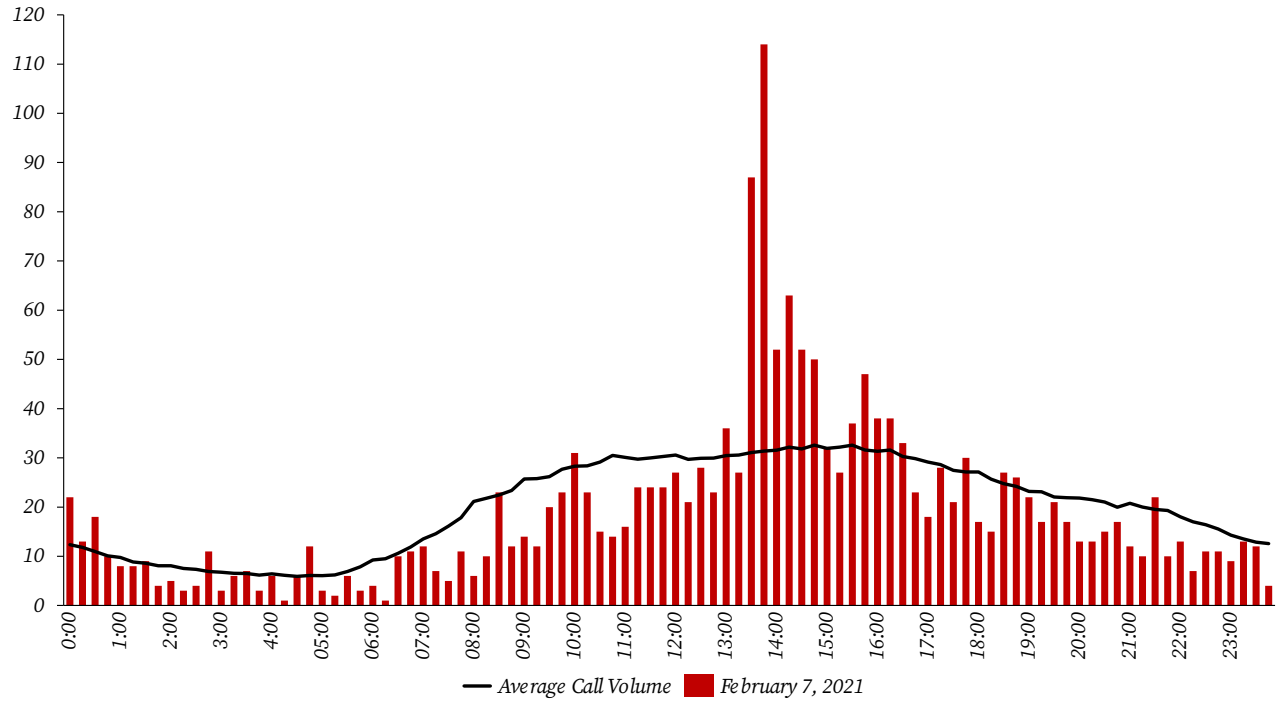


» BEAR CREEK FIRE

February 7, 2021 – 1,831 Total Incoming Calls

The Bear Creek Fire ignited on February 7th, 2021. The first call came in at 13:29. Jeffcom personnel managed call taking and dispatch for 45 emergency vehicles. The CAD call recorded 1,142 comments by 51 personnel. Approximately 535 acres burned over the course of the day in this human-caused fire.

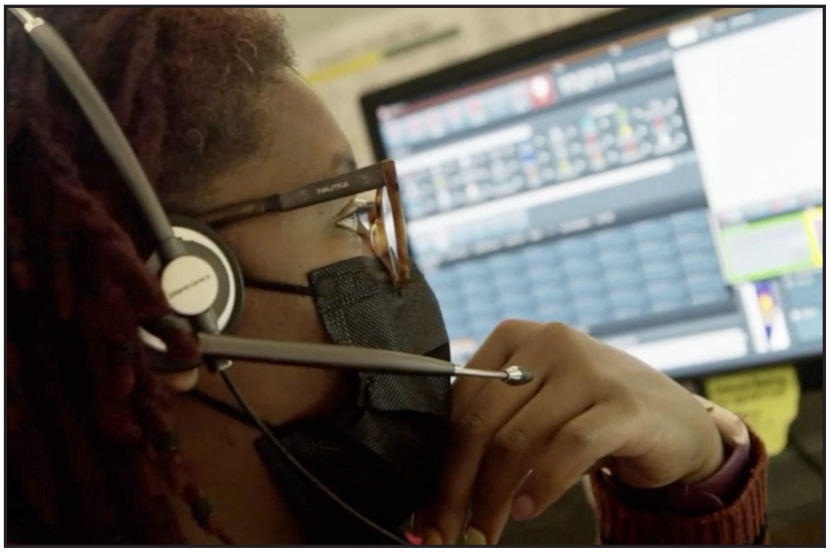
Calls Received the Day of the Bear Creek Fire



OUR TEAM

6 YEARS

Average years of service



79% > 1 YEAR
29% > 5 YEARS
19% > 10 YEARS

EMERGENCY COMMUNICATIONS SPECIALIST I

52% of ECS Personnel

EMERGENCY COMMUNICATIONS SPECIALIST II

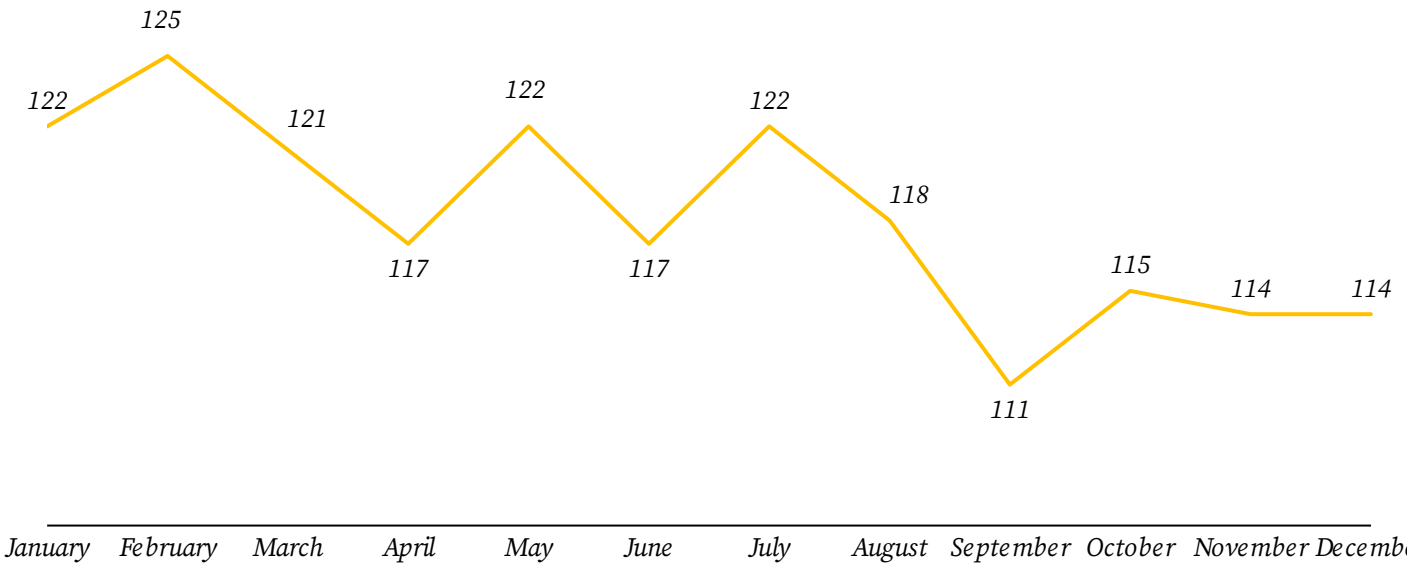
25% of ECS Personnel

EMERGENCY COMMUNICATIONS SPECIALIST III

23% of ECS Personnel

Supervisors: 18 • Administrative Staff: 17

Total Staffing Levels - Supervisors and Emergency Communication Specialists



AWARDS

» Professional Achievement <2 Years:
Michelle Young, ECS I

» Emergency Communicator of the Year (Law):
Heidi Ford, ECS II

» Emergency Communicator of the Year (Fire):
Branson Ruble, ECS III

» Emergency Communicator of the Year (Call Taking):
Jeanna Aijala, ECS I

» Communications Supervisor of the Year:
Cherish Moon

» Trainer of the Year:
Sam Young, ECS II

» Team of the Year:
Peer Support Team

- Kevin Garcia, Geena Gomez, Jennifer Gustin, Kelly Vaughan, Courtney Wolschlager, Nicole Dewey, Heidi Ford, Chelsie Jacques, Renee Napoli, Gretchen Friesen

» Incident Response of the Year:

Arvada Officer Involved Shooting

- Kevin Garcia, Megan Schlager-Reyes, Miguel Alvarado, Ryan Beger, Nicole Dewey, Stephanie Forbes, Heidi Ford, Lora Johnson, Kaelee Thomas, Raquel Thompson, Therese Work, Sam Young

TRAINING STATS

- 33 personnel hired (28 ECS)
- 4 academies conducted (1,120 instruction hours)
- 14,655 On-the-Job Training Hours completed
- Hosted one APCO Communications Training Officer Course
- Hosted two, 20-hour Crisis Intervention courses
- Additional online courses completed by staff during COVID

QUALITY ASSURANCE

Medical Calls Reviewed – 1,345
Fire Calls Reviewed – 963
Law Calls Reviewed – 1,219

APCO INTERNATIONAL INFORMATION TECHNOLOGIST OF THE YEAR :
KEVIN BIEGERT

The Association of Public Safety Communications Officials (APCO) International recognized Jeffcom's IT Manager, Kevin Biegert, with the Information Technologist of the Year award! Kevin goes above and beyond with piloting and adopting cutting edge call-taking and dispatching technologies that allow Jeffcom lead the way for Emergency Communications Centers across the nation and we are so proud to have his efforts recognized by APCO.

The Jeffcom Information Technology team works to implement state-of-the-art technology solutions used by the emergency communications center and field responders. In 2021, Jeffcom continued to invest and be a leader in technology by improving upon 9-1-1 telephony, the computer-aided dispatch system, and more.

Custom Software Development

Numerous software solutions were developed for the computer-aided dispatch system by in-house resources, including one which significantly speeds the process of assigning response plans to system call types. Jeffcom's focus on the development of software solutions to meet specific operational needs prompted the hiring of a dedicated Software Developer, who joined the Information Technology team in Q2 of 2021.

Automated Abandoned Callback

A major improvement to call taking operations, Jeffcom added an Automated Abandoned Callback (AAC) module to the 9-1-1 phone system which will automatically attempt to reconnect a caller who has disconnected a 9-1-1 call. Previously, whenever a 9-1-1 hang-up would occur, an Emergency Communications Specialist would be required to spend time attempting to reconnecting the call to determine if there was an actual emergency. AAC performs these actions in the background, connecting callers with a 9-1-1 call taker if they push a button on their device to indicate the call was intentional and there is an emergency.

Network Security Enhancements

The networking and systems team researched and implemented new network security measures including next generation firewalls, advanced endpoint detection/response, and email security. Additionally, the backup system used to protect data files stored on Jeffcom's infrastructure was replaced with a solution better suited for Jeffcom's needs. These hardware and software additions contribute to the overall security posture of Jeffcom's information systems and ensures the emergency communications center's ability to prevent intrusion or otherwise sustain operations in the event of a cyber incident.

Recording System Upgrade

A software upgrade and hardware replacement was completed for the phone and radio logging system central to Jeffcom's records strategy. This upgrade required adding six servers located at two sites, as well as modifying the configurations for additional servers at another geo-diverse site. The improvements to the recording system added additional redundancies in the event of a technological failure or complete unavailability of recording services at the Jeffcom headquarters location.

Backup Center Radio Consoles

Backhaul connectivity and console configurations were completed providing eight "consolette" radio positions for use as a part of backup center activations. These consoles provide additional radio-related capabilities and operational flexibility when compared to the previous solution of using a portable radio.

Public Safety Fiber Optic Network

The Jefferson County Public Safety Fiber Optic Network (JFON) was advanced and further utilized in 2021 thanks to the partnership between Jeffcom and the Jefferson County Emergency Communications Authority (JCECA). With the personnel addition of a dedicated Network Administrator to oversee configurations and usage, computer-aided dispatch and radio network traffic for several of Jeffcom's agencies was removed from internet-based paths and placed onto JFON. These actions provide additional availability and security due to the dedicated nature of this network.

Citizen Engagement Platform

A new citizen engagement and community involvement platform, CueHit, was deployed and began sending text-based surveys to citizens who called 9-1-1 and spoke to an Emergency Communications Specialist. These surveys provide the community with an easy method to provide feedback on 9-1-1 services, the majority of which is overwhelmingly positive when speaking about Jeffcom dispatch.

EFD 7.1 and Response Plan Updates

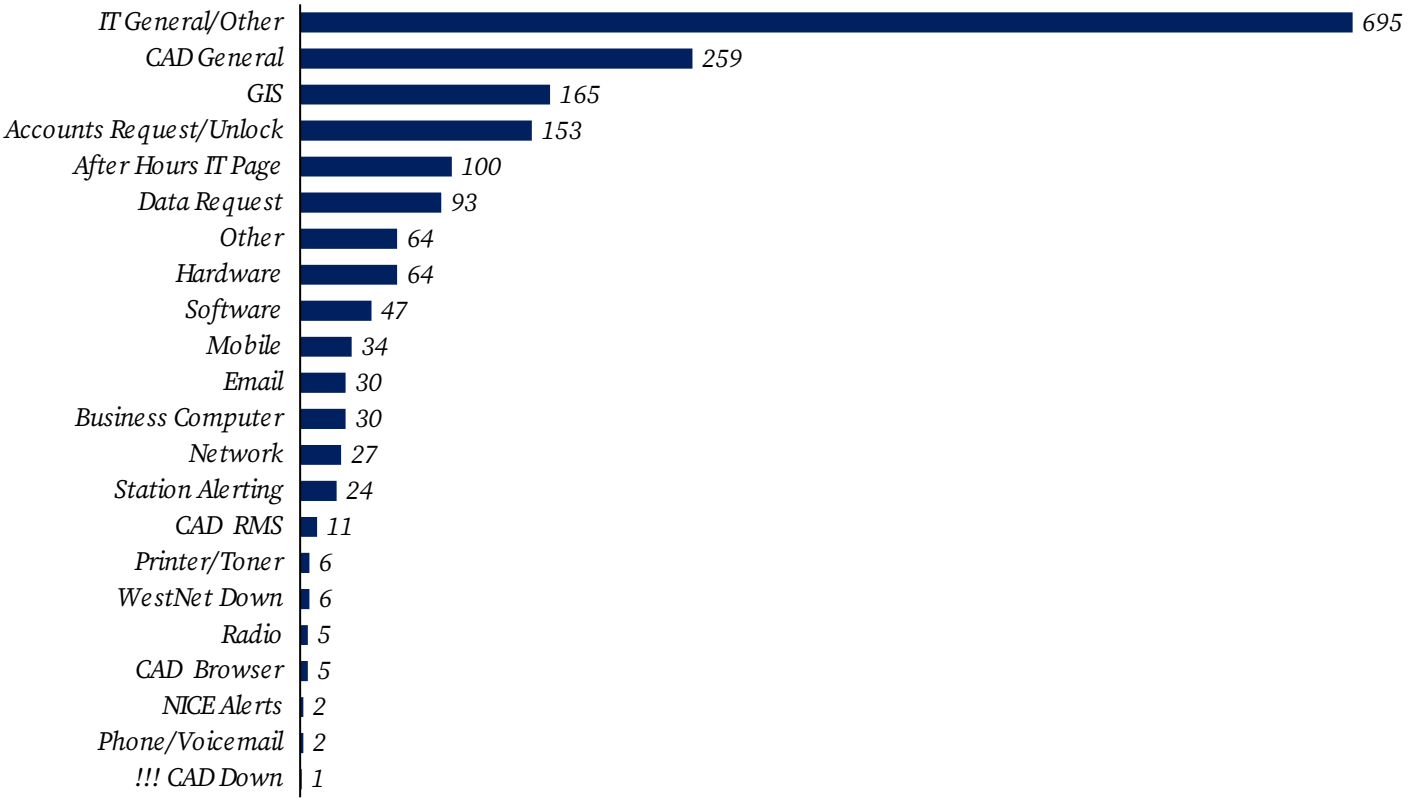
Jeffcom updated the Emergency Fire Dispatch protocols, provided by Priority Dispatch, to the latest version which greatly improves functionality and the flow of information between caller, dispatcher, and field personnel. Around the same time, the fire dispatch operations division worked with the dispatched fire agencies to further standardize responses and improve on the response plans loaded into the computer-aided dispatch system.

Information Technology Department Growth

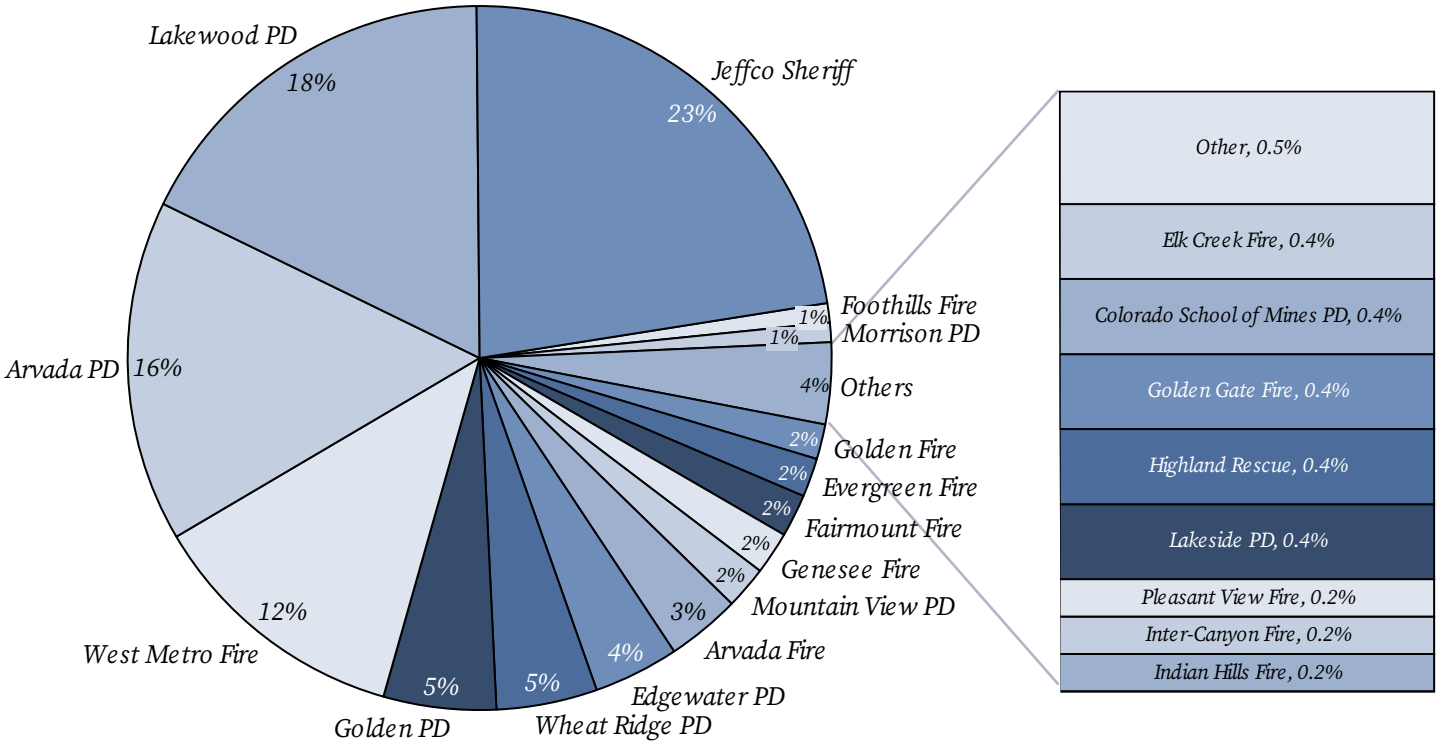
In 2021 Jeffcom Information Technology added an additional Recording Specialist, an additional Network Administrator, a Software Developer, and resurrected the role of CAD Administrator. These added positions demonstrate Jeffcom's commitment to investing in technology and, most importantly, the professionals who make new technology initiatives possible.

Team members resolved 1,823 support requests from both internal and external users.

IT Help Desk Problem Natures



Help Desk Tickets by Jurisdiction Served



1,134 – Citizen Requests

External requests are requests made by citizens, private attorneys, public defenders or media outlets.

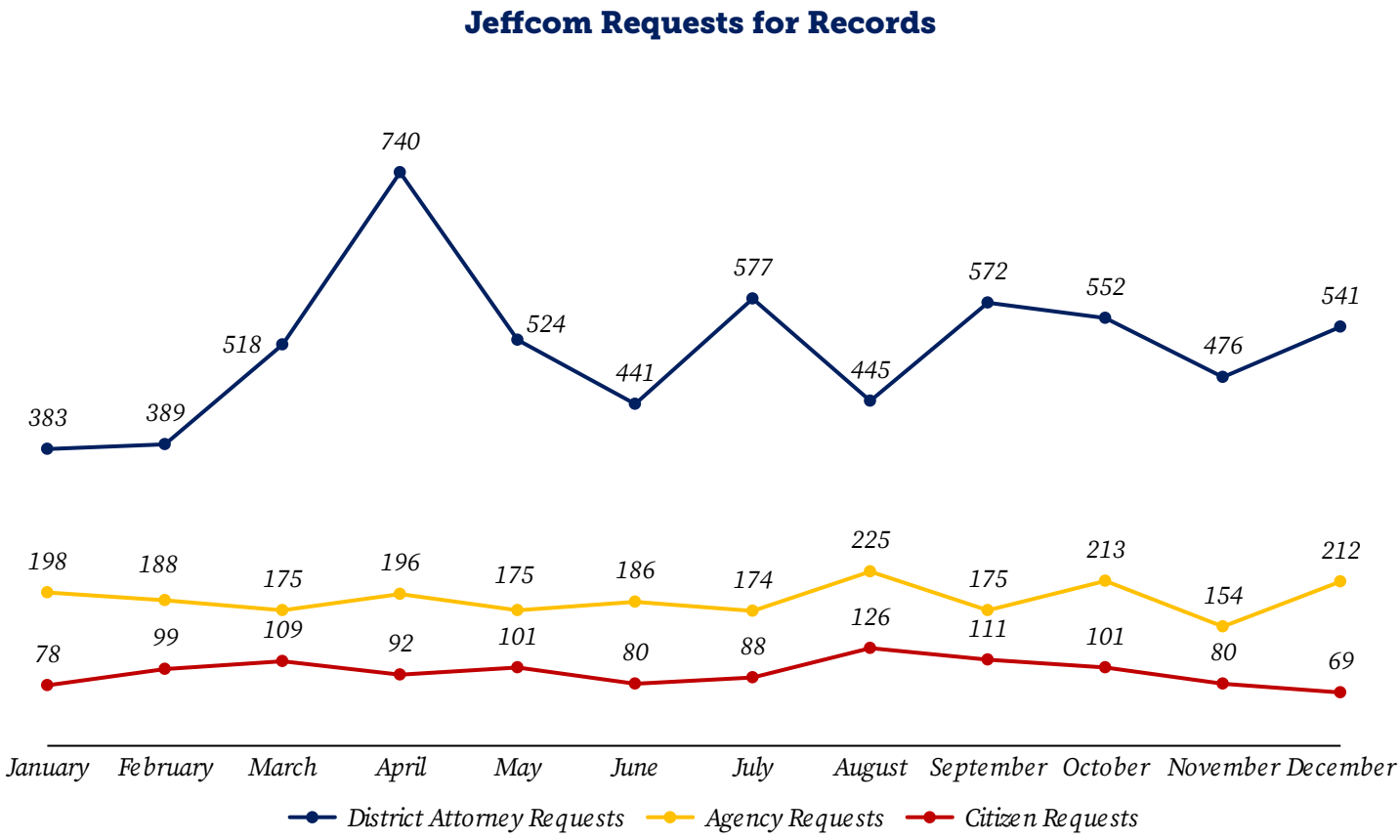
2,271 – Agency Requests

Internal Requests are requested by agencies/investigators on specific cases and typically assist in an investigation (pending charges, pursuit and use of force issues, IA investigations). Internal requests can also be used for training and debriefings of major incidents.

6,158 – District Attorney Requests

Discovery Requests are requests that are made by the Jefferson County District Attorney's office. A request is made for each case in which someone has been charged through the county court.

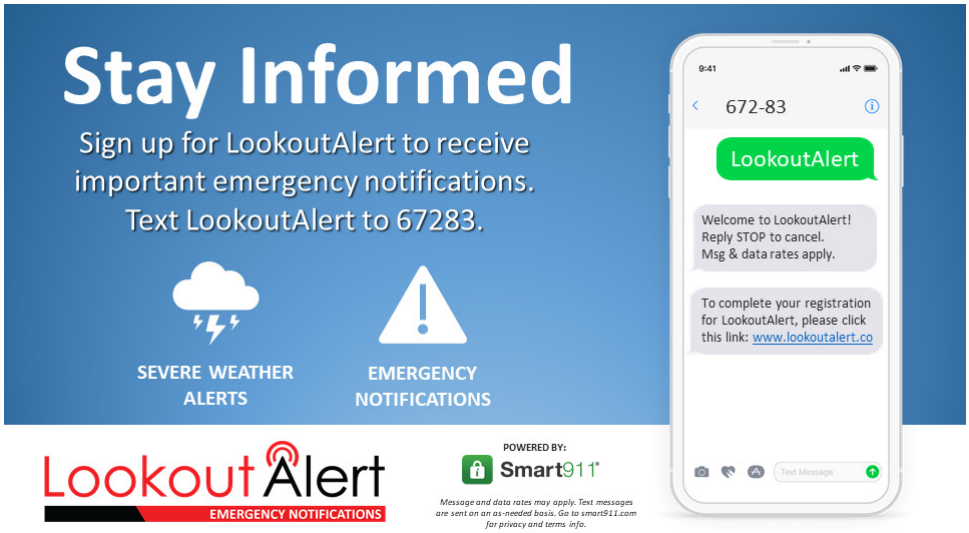
9,563 – Total Jeffcom Records Requests



LOOKOUT ALERT (SMART911) & SAFE2TELL

Jeffcom partners with Lookout Alert and Safe2Tell to enhance services provided to the citizens of Jefferson County. Lookout Alert is the official emergency notification sytem for Jefferson County. Residents signed up for Lookout Alert can receive text, email, and/or voice message alerts for emergency and public safety notifications. Lookout Alert users are also able to create a household profile which includes information about family members, possible medical emergencies, and how responders may access the location. This information is then provided to Emergency Communications Specialists who can guide and advise responders. Lookout Alert is the fastest way to provide actionable, life-saving information directly to 911.

In 2021, emergency and mass notifications were sent to the public through CodeRED. Jeffcom sent a total of 284 CodeRed notifications in 2021, advising residents to shelter in place, evacuate a location, or to be prepared for pending dangerous weather. Subsequent notifications werealso sent when the situation has been resolved.



Safe2Tell is a program which provides students, parents, and school staff a platform to report concerns regarding their safety and the safety of others. Reports cover a broad range of issues including suspicious persons, bullying, child abuse, self injury, and suicide threats. Jeffcom received 1,444 total Safe2Tell's in the past year.

CodeRED and Lookout Alert services are free for all residents of Jefferson County.
For more information visit *www.jeffcom911.org*

ADVISORY PLANNING TEAMS

Communications

The Communication team was tasked with creating a resource that would benefit call takers and dispatchers as a quick reference to information. Through this process, Jeffcom Wiki was created and implemented. This internal webpage was customized to hold information regarding all agencies Jeffcom dispatches out for, including website links, phone numbers and frequently asked questions. The page also can be easily edited with new information as the team is informed of changes. Going live during Q2 2021, this valuable resource was utilized by the center for quick response and better communication to the team and citizens alike.

Community Engagement & Recruiting

The Community Engagement & Recruiting team returned to making appearances at different local events, including a Denver Hiring Expo, Rotary Club Wildfire Ready event, Safety Fairs, Fire Musters, and Open Houses. The team also developed a recruiting video for Jeffcom. In addition, the team hosted a virtual blood drive, sold t-shirts as a fundraiser for Mental Health, Treats for Troops, and St Jude's Card Donations. The team continues to develop ways that can help support and inform the community, while also creating new channels of recruitment for Jeffcom.

Employee Enrichment

The Employee Enrichment team put on many different events and initiatives, highlighted by National Public Safety Telecommunicator Week and a Wellness Challenge. During National Public Safety Telecommunicator Week, the team did a great job working with surrounding businesses to collect many donations for the team to be awarded tickets for raffle prizes. The team also partnered with all agencies that Jeffcom dispatches for, and the turnout was remarkable. During the wellness challenge, a competition was put on for a step challenge and drinking water. The team does a great job to create fun decorations and initiatives throughout the year to keep the center in good spirits and to have fun along the way.

Scheduling

The Scheduling team reviews statistical data to determine if there is a need to be a modification to the schedule. While the team decided it was not necessary to change the shift times or shift duration, the team decided to make a change in the bid process. Previously, the bid occurred one time per year, traditionally around Labor Day weekend, to take affect January 1. However, the team decided to change the bid process for 9 months instead of 12 months. This allows for better planning for vacation schedules, adaptability for the center to fill positions needs and target call volume. The team will continue to evaluate the schedule to ensure it covers call volume from the citizens of Jefferson County.

Strategic Planning

The Strategic Planning team positions Jeffcom for future success of the center. This year, the team took an in-depth look into reclassifications of Emergency Communication Specialists. This included qualifying years to advance and the requirements of becoming a CTO. The team did research reaching out to different centers, looking at original documentation of Jeffcom and presented this to the management team. Although the specific reclassifications weren't accepted, it laid the groundwork for a future reclassification to be accepted by the management team. Without their hard work, this may not have been possible.

Training

The Training team continued the momentum and enthusiasm from video productions from 2020 into 2021, making training videos that included tips on compassion during Mental Health Awareness Month and refreshers to stay in compliance. During APCO 2021, two members of the team presented on Jeffcom's methods of training, which was attended by over 100 people. The Training team continues to seek new ideas to make videos on, as every day is a training day.

Peer Support

The Peer Support team's main objective is to provide resources and care to employees of Jeffcom. Throughout the year, the team engaged the center with a Positivity Tree, thank you notes to the staff, "a little caffeine to espresso our thanks" coffee give-a-way and more. The team also engaged the staff through fun picture sharing opportunities, including past school photos and Halloween photos. The team provide an inclusive and open environment should any team member of Jeffcom need help, someone on the team is there to provide the assistance they need.

In the event of an emergency, or major incident occurring in one of the jurisdictions that Jeffcom serves, the center is always prepared to take action.

TACTICAL DISPATCH TEAM

The Jeffcom Tactical Dispatch team is made up of 8 highly trained dispatchers who lend support to the Jefferson Country Regional SWAT team and the West Metro SWAT team. This team goes through extensive training to prepare for situations that warrant the most attentive, dedicated response to potential life-threatening situations. The Tactical Dispatch Team also deploys to special events, such as dignitary visits and annual festivals. The team was dispatched out to 36 incidents that required services for 142.5 hours throughout 2021.

BACKUP CENTER

In the situation of an emergency that would limit or restrict access to the 911 communication center, Jeffcom is equipped to move operation to a backup center. Throughout 2021, Jeffcom activated the backup center quarterly to test readiness and sanitize the communication center as a precaution for COVID-19. Jeffcom was also able to successfully dispatch on radio channels without incident. These successful tests ensure that personnel are prepared if a situation were to ever occur.

Jeffcom has developed a strategy to support the vision to be the leader in emergency communication. It is Jeffcom's objective to deliver superior operational execution, build diverse teams, foster strong leadership with sustainable expertise at every level. In doing so Jeffcom will lead the Jefferson County emergency service brand through partnership and community relations.

To accomplish this strategy, five focus areas have been defined which contribute to Jeffcom reaching its long-term goals.

AGENCY PARTNERSHIP

- A reputation that conveys service, trust, & expertise across all agencies
- Recognition by agencies as the leader in consolidated emergency communications centers
- Agency operational consistency

COMMUNITY RELATIONS

- Strong positive community development & branding
- Positive media engagement & connected citizens
- Lead Cross agency in community engagement & relations
- Proactive communications with stakeholders

STAFF TRAINING AND DEVELOPMENT

- Culture of staff engagement, success, & leadership
- Employer of choice
- Best-in-Class staff training & leadership development
- Build skills & capabilities to optimize schedule
- Robust employee awards & recognition program

OPERATIONAL EXCELLENCE

- Industry leading service-level performance
- Culture of continuous improvement
- Sustain optimal staffing, financial, & operational levels
- Manage & Optimize operational objectives through scheduling solution
- Operational Consistency

STATE-OF-THE-ART FACILITIES AND TECHNOLOGY INNOVATION

- Plan for facilities & infrastructure needs as service & staffing grows
- Culture of innovation & technology ownership
- Invest in technology & innovation that more than offsets costs

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INCIDENT DISPATCH TEAM
JEFFERSON COUNTY, COLORADO
TRANSIT 350
HONDA