



ANNUAL BUDGET AND FINANCIAL PLAN 2020-2021

Denco Area 9-1-1 District

www.denco.org

1075 Princeton Street
Lewisville, Texas 75067



Denco Board of Managers



Jack Miller, Board Chairman

Denton County Commissioners Court Representative

Sue Tejml, Board Vice Chairman

Participating Cities Representative

Assistant Chief Terry McGrath, Board Secretary

Denton County Fire Chiefs Association Representative

Bill Lawrence

Denton County Commissioners Court Representative

Jim Carter

Participating Cities Representative

Rob McGee

Verizon Advisory Representative

Gregory S. Ballentine

Executive Director

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Section 3: Budget Process and Financial Policies

Section 3 describes the process for preparing, reviewing, and adopting the budget. It also describes the procedures for amending the budget after adoption. District financial policies governing budget preparation and management are described.

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Section 4 presents a summary of the major revenue sources and amounts anticipated in fiscal year 2021.

Section 5: Expenditures

Section 5 includes a summary of anticipated costs to be incurred by the District for equipment, services and payment of recurring expenses necessary to achieve the mission and goals of the agency.

Section 6: Budget Summary

Section 6 provides the summary of both anticipated revenues and proposed expenditures in a single table, reflecting the percentage distribution of budget across the major budget categories, as well as the estimated Fund Balance.

Section 7: Five-Year Projections

Section 7 includes the five-year projection summary depicting both the growth and decline of the District's fund balance and a graph reflecting the actual fund balance for the past five years and projected for the next five.

Section 8: Reference Materials

Section 8 includes reference material that provides guidelines under which the District operates. Included are copies of resolutions defining the budget approval process, House Bill 1984 that provides the statutory requirements for budget approval, legislation under which Denco operates and the Denco Strategic Plan. It also provides background information about the 9-1-1 system, its terminology and the benefits it provides.

Denco Area 9-1-1 District

**Fiscal Year 2021
Annual Budget**

Section 1

Budget Message



Denco Area 9-1-1 District

1075 Princeton Street ▪ Lewisville, TX 75067

Phone: 972-221-0911 ▪ Fax: 972-420-0709 ▪ Denco.ORG

To: Denco Area 9-1-1 District Board of Managers

Date: July 9, 2020

Subject: Denco Area 9-1-1 District Fiscal Year 2021 Financial Plan

In accordance with state statutes and Denco governing resolutions, I am pleased to present the proposed budget to the Board of Managers for fiscal year 2021. This proposed budget includes anticipated revenues in the amount of \$5,344,000. Expenses are projected at \$5,443,557 reflecting Denco's continued commitment to provide a state-of-the-art, high availability, emergency 9-1-1 system to the citizens of the district, while preserving our long term financial viability.

This budget proposes the most realistic projection of revenue and expenses possible given the level of uncertainty created by the Coronavirus outbreak over the last half of fiscal year 2020. Current predictions expect the virus spread to continue well into the next fiscal year with unknown impacts on both operations and finances. Due to the sources of Denco's revenue, we expect the current economic crisis to have less of an impact on our agency than on many of our partner local governments. However, the actual impact is uncertain as the increased unemployment rate may accelerate the already decreasing landline subscriber counts.

Denco has significantly reduced current fiscal year spending in discretionary areas as part of a comprehensive balancing strategy to mitigate the potential impacts of both declining revenues and rising costs. These short-term reductions focus on a temporary suspension of classroom training for public safety personnel and by reducing the number of public event engagements in our district that provide opportunity for citizen interaction in addition to suspension of the annual school campaign.

Budget highlights for fiscal year 2021 include:

- Simplification of the service fee structure by eliminating the trunk service fee and expanding the definition of the business service fee to include trunks.
- Relocation of host site from Carrollton City Hall to another suitable location within the district.
- Reduction of public education program expenses. While we anticipate the public education programs will eventually resume at previous levels, this is largely out of our hands. Management will constantly evaluate opportunities to resume public engagement.
- Delayed implementation of NG9-1-1 spatial routing core services based on lack of wireless carrier readiness. We project the implementation of IP emergency call routing functions in the 2023 fiscal year through a subscription service rather than on-site hardware, pending implementation of technological advancements by wireless service providers.

- Carryforward analysis of network operations security options.
- Downgrade of an executive assistant position to administrative assistant.
- Associated 9-1-1 equipment, software, network and microwave modifications to support expansion of the City of Denton Emergency Communications Center.
- Continuation of the indoor mapping project at public schools to enhance location information received and displayed in the emergency communications center (ECC).
- Continuation of software, training, certification and quality assurance for emergency medical dispatch programs at emergency communications centers in the district.
- Employee compensation adjustments, included at 3.2%, as recommended by an independent job-market assessment.
- Enhancement of technology and addition of laptop computers required to support medical dispatch training and other courses in the training academy.
- Upgrades and replacement of network server environment and data storage technologies.
- Certified Public Safety Executive program for Denco training coordinator.
- Delayed addition of GIS specialist originally scheduled for fiscal year 2021 to fiscal year 2023.

Due to shifting of some programmatic expenses from fiscal year 2020 into fiscal year 2021, the proposed budget anticipates spending slightly more than projected revenue. The District's current fund balance supports this approach and the spending plan is in line with the overall priorities established by the Board of Managers through the strategic planning process and previous budgets. The budget includes continued emphasis on 9-1-1 system survivability and emergency communications center support. The budget proposes simplification of the service fee structure. The 9-1-1 service fee rates used in preparation of the proposed budget are unchanged from the fiscal year 2020 service fee rates.

This proposed budget does not contain significant non-recurring capital expenditures. The proposed budget includes insignificant recurring expenditures for technology replacement such as servers, firewalls and employee used computer equipment.

Thank you for your continued support of the Denco Area 9-1-1 District.



Gregory S. Ballentine, Executive Director

Denco Area 9-1-1 District

Fiscal Year 2021 Annual Budget

Section 2

District Overview

DENCO AREA 9-1-1 DISTRICT

District Overview

Formation of the Denco Area 9-1-1 District

Legislation

During its 1985 session, the 69th Texas Legislature passed Article 1432e (Section 772, Texas Health and Safety Code), Emergency Telephone Number Act, which provided for the creation, administration, expansion, funding and dissolution of emergency communication districts in certain counties in Texas. The Emergency Telephone Number Act is the legislation under which the Denco Area 9-1-1 District operates.

Purpose

Section 772.302, Texas Health and Safety Code, states the purpose of the Act to be the following:

“To establish the number 9-1-1 as the primary emergency telephone number for use by certain local governments in this state and to encourage units of local governments and combinations of those units of local government to develop and improve emergency communication procedures and facilities in a manner that will make possible the quick response to any person calling the telephone number 9-1-1 seeking police, fire, medical, rescue and other emergency services.”

Creation of Denco Area 9-1-1 District

In the 1980's citizens in Denton County were using a myriad of seven-digit phone numbers for Police, Fire, and EMS assistance. The Emergency Telephone Number Act (established 1985) laid the foundation for a better method. The purpose of the act was to establish the number 9-1-1 as the primary emergency telephone number to improve emergency communication and response. The act allowed for the creation of districts to counties with a population of more than 75,000.

In order to establish the District, an election was required within the proposed district jurisdiction. The election would allow for the establishment of the District and authorize the collection of a 9-1-1 emergency service fee. The election occurred on August 8, 1987, voters approved the emergency communication district with 81% of votes cast, and 9-1-1 service began three years later, on August 8, 1990.

Over the past several years, the District has experienced many internal and external influences that have changed the way it conducts business. For example, the Telecommunications Act of 1996 led to multiple new telephone companies entering the area. The explosion in the popularity of wireless telephones significantly affected call volume in virtually every area of the District. Identified needs for joint training and educational programs resulted in development of robust, cooperative activities on a district level and the evolution of technology has paved the way for implementation of Next Generation 9-1-1 services to include text-to-911. Denco continues to build and maintain reliable 9-1-1 systems as technologies, populations, and public communication practices evolve. Denco Area 9-1-1 District provides:

- A fully redundant telecommunications network
- 24/7 support of call processing equipment
- Multiple 9-1-1 location databases
- Enhanced functionality to accommodate cell phones, hearing-impaired callers, and text-to-911
- Training for emergency telecommunicators, supervisors, trainers, and responders
- Resource tools for hiring and retaining 9-1-1 telecommunicators
- Provide Texas licensure testing services for telecommunicators, peace officers, and jailers
- Digital mapping and addressing of rural areas to display caller's location
- Community education to promote appropriate use of 9-1-1
- Legislative and industry advocacy for 9-1-1 matters at local, state, and national levels

District Overview

The District supports seven primary emergency communications centers operated by local government and two secondary emergency communications centers serving university campuses in the Denton Area. Emergency communications centers supported by the District include: City of Denton, County

of Denton, Town of Flower Mound, City of Highland Village, City of Lewisville, City of Roanoke, City of The Colony, Texas Woman’s University and University of North Texas.

Major Accomplishments

- 1995: First Digital 9-1-1 Tandem in Texas
- 1999: Interconnected ECCs with Frame Relay
- 1999: First in Texas for Phase I Wireless Location
- 2001: Began Tier 1 Support for 9-1-1 Equipment
- 2002: First (or Second) in Texas for Phase II Wireless
- 2006: Use of Microwave Network for Path Diversity
- 2010: Facility Addition to host Expanded Training
- 2014: First ESInet routed 9-1-1 call in Texas
- 2016: Implemented Text-to-911
- 2019: Constructed Denco Annex for Enhanced Survivability

Partner Jurisdictions

The participating jurisdictions of the District are the following:

<i>Argyle</i>	<i>Hackberry</i>	<i>Northlake</i>
<i>Aubrey</i>	<i>Hebron</i>	<i>Oak Point</i>
<i>Bartonville</i>	<i>Hickory Creek</i>	<i>Pilot Point</i>
<i>Copper Canyon</i>	<i>Highland Village</i>	<i>Ponder</i>
<i>Corinth</i>	<i>Justin</i>	<i>Providence Village</i>
<i>Cross Roads</i>	<i>Krugerville</i>	<i>Roanoke</i>
<i>Denton</i>	<i>Krum</i>	<i>Sanger</i>
<i>DISH</i>	<i>Lake Dallas</i>	<i>Shady Shores</i>
<i>Double Oak</i>	<i>Lakewood Village</i>	<i>The Colony</i>
<i>Draper</i>	<i>Lewisville</i>	<i>Trophy Club</i>
<i>Flower Mound</i>	<i>Little Elm</i>	<i>Unincorporated Denton County</i>

Governance Structure

The Board of Managers is the governing body for the Denco Area 9-1-1 District. The county, participating cities and the Denton County Fire Chiefs Association appoint members to the board. Members serve staggered two-year

terms and are eligible for reappointment. The following members currently sit on the Board of Managers:

<u>Board Member</u>	<u>Represents</u>
Mr. Jack Miller, Chair	Denton County Commissioners Court
Ms. Sue Tejml, Vice Chair	Participating Municipalities
Asst. Chief Terry McGrath, Secretary	Denton County Fire Chiefs' Association
Mr. Bill Lawrence	Denton County Commissioners Court
Mr. Jim Carter	Participating Municipalities
Mr. Rob McGee	Verizon Business, Advisory

The Emergency Telephone Number Act states, "...the board shall manage, control and administer the District. The board may adopt rules for the operation of the District." The legislation also allows the board to appoint a director of communications for the District who serves as its general manager. The director, with approval from the board, manages the services necessary to carry out the purposes of the Emergency Telephone Number Act.

Agency Services, Programs and Organization

The Denco Area 9-1-1 District has established organizational units or program areas that support the overall mission of the agency. The organizational units include administrative services, technical services, geographic information services/data integrity, public education/outreach, emergency communications center support and the public safety training academy. Each of the organizational units require personnel and operational expenditures to provide all of the elements of the 9-1-1 system. The proposed budget provides for fourteen full-time staff positions who provide the planning, operations, and maintenance functions of the District. The organizational structure of the District includes program areas that serve the citizens, 9-1-1 emergency communication centers and emergency service providers within the district. As a small governmental agency with a lean staffing model, several personnel overlap support of more than one organizational unit. Therefore, within the budget framework, personnel services are not allocated to specific functions.

Administrative Services

The administrative services activity includes agency governance, management and oversight, legislative and regulatory advocacy, legal services, human resources, financial coordination, strategic planning, inter-agency

coordination and records management. The administrative services function includes establishing internal controls to ensure compliance with all agency policies, legal obligations, contractual requirements and accreditation standards. In addition to overseeing program effectiveness across the agency, administrative services is responsible for the following strategic goals:

- Ensure adequate technical and financial planning to support continuous enhancement of the systems to leverage technology advancements and integrate emerging communications methods.
- Actively participate in local, state and Federal legislative and regulatory processes to ensure that 9-1-1 service integrity focuses on the needs of citizens and public safety response agencies remain a priority.
- Maintain a leadership role in the Texas 9-1-1 Alliance, Association of Public Safety Communications Officials, National Emergency Number Association and other industry associations and standards setting bodies to support policy development and maintenance in accordance with the Denco Area 9-1-1 District mission, values, goals and objectives.
- Establish stakeholder communications opportunities to ensure partner agencies are engaged on relevant 9-1-1 industry trends and public safety service issues. Provide mechanisms for active engagement by partner agencies.
- Ensure the long-term financial stability of the Denco Area 9-1-1 District as a state-of-the-art communications network serving citizens and partner agencies through effective long-term financial planning.
- Ensure consistent service and financial equity throughout the district contributing to an enhanced quality of life for all citizens of the district.
- Maintain a conservative approach to establishment of service fees at a level to maintain the 9-1-1 systems and programs, and funding of capital investments.
- Establish a competent and stable workforce of industry leaders in order to achieve the Denco Area 9-1-1 District mission, goals, vision and objectives.

Technical Services

Technical services is Denco's most mission critical activity; simply defined, as keeping the 9-1-1 system operational. Technical services monitors and maintains network reliability, security and performance; software functionality, hardware preventive maintenance, critical repair, and a number of other activities such as facility, user, and dial plan maintenance. Technical services staff support the following strategic goals:

- Ensure the 9-1-1 system is comprised of industry leading redundancy, diversity, security, and failover systems to achieve maximum availability to citizens and partner agencies.
- Ensure as close to 100% up-time for all critical components of the 9-1-1 system by properly planning, managing and performing system monitoring, maintenance and repair activities.
- Rapidly and effectively respond to emergency communications center requests for 9-1-1 system technical support.
- Maintain Denco equipment and facilities to ensure asset accountability and long-term functionality.
- Ensure Denco's security practices are continually enhanced and responsive to emerging threats, by applying the principles and best practices of risk management to improve the security and resilience of Denco's NG9-1-1 critical infrastructure and administrative systems. Establish and maintain procedures for real-time network monitoring, threat analysis, and early warning notifications of cyber threats or attacks.

Geographical Information Services/Data Integrity

The Denco Area 9-1-1 District is responsible for the overall integrity of the public safety GIS data used for mapping and routing 9-1-1 calls in ECCs in the district. Denco obtains local GIS data from a variety of sources including directly from local government partner agencies. Staff reviews and aggregates the data into a single district public safety dataset distributed to all emergency communications centers for both 9-1-1 call mapping and Computer Aided Dispatching, if requested. The Denco GIS staff maintains the accuracy of all location data used for 9-1-1 call routing and issues addresses for unincorporated Denton County. GIS/Data Integrity staff support the following strategic goals:

- Ensure that 9-1-1 calls, from all sources, are quickly and accurately routed to ECCs and that ECCs have the most accurate, reliable, and useable data at all times.
- Ensure GIS data preparation for spatial routing by aggregating each partner jurisdiction's GIS data into a seamless district dataset to maximize use of clean data and superior geometry.

Public Education and Outreach

The Denco Public Education and Outreach program educates the public about the District's 9-1-1 system. Denco has long believed that an informed caller leads to a more successful 9-1-1 call. The public education and outreach staff

engage citizens through a number of strategic approaches, which together constitute the integrated education and outreach program. Denco has developed a variety of materials to educate the public on specific 9-1-1 related topics and materials directed to specific audiences. Materials are distributed to citizens at public events, fairs and festivals and are provided to local partner agencies for distribution. Educational materials are placed in governmental lobby brochure racks and many other public facilities. Denco coordinates media campaigns locally on jurisdiction specific information such as texting and with regional partners in metropolitan-wide broadcast media activities. The Denco Public Education and Outreach staff support the following strategic goals:

- Establish and maintain education programs for all demographics to contribute to educated 9-1-1 callers in the district; leading to more successful emergency calls.
- Establish and maintain awareness activities focusing on fast-changing technologies, such as mobile applications, SMS messaging, Real-Time-Text, wearable biometric devices, and the growing “Internet of Things” (IoT) that seek to connect to emergency services, and to mitigate public confusion and manage expectations.
- Participate in general awareness and education activities to promote citizen confidence in the 9-1-1 system as the most effective method to summon emergency help.

Emergency Communications Center Support

The Denco Area 9-1-1 District provides important support services to partner jurisdictions to enhance the ability to respond to calls for emergency assistance including support of the Emergency Medical Dispatching activities, recruitment and pre-employment testing, licensure testing, and analytics support. Denco staff support the following ECC support goals:

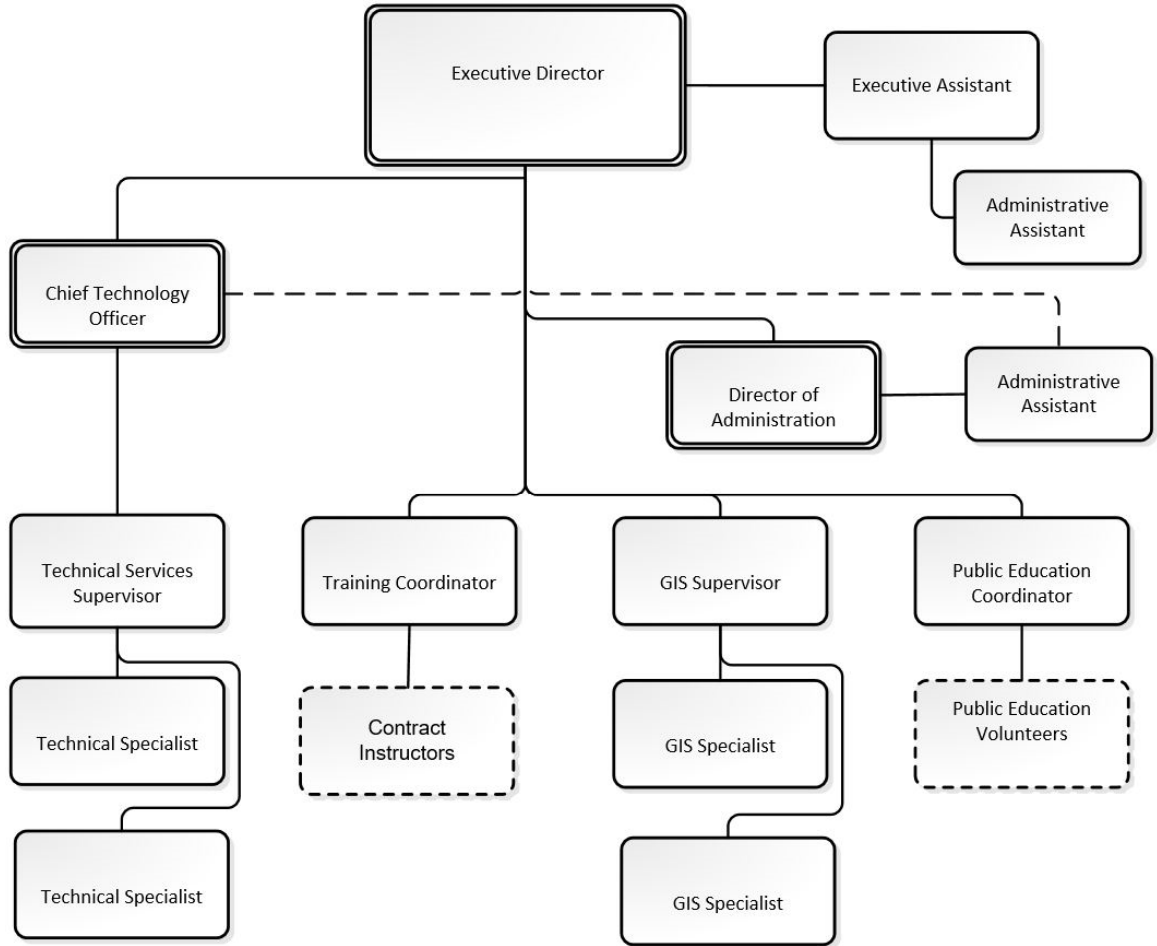
- Maintain support for Emergency Medical Dispatch activities of partner agencies to include providing the latest version of operating and quality assurance software and program support. Assist partner agencies to recruit and test telecommunicator candidates.
- Enhance and support opportunities to assist partner agencies retain high quality 9-1-1 staff and to minimize the adverse impact of telecommunicator turnover.

Public Safety Training Academy

Denco operates one of the most robust 9-1-1 training academies, utilizing resources of both staff and contract instructors. The training academy offers high quality basic, intermediate and advanced training courses to public safety personnel along with specialized training for Fire, emergency medical dispatch and supervisor/managers. Denco's public safety training academy operates as a TCOLE licensed training provider and is one of a very few nationally accredited 9-1-1 academies through the Commission on Accreditation of Law Enforcement Agencies (CALEA). The Denco training academy staff support the following strategic goals:

- Ensure high quality training programs and courses are available locally for telecommunications personnel of partner agencies to achieve all required basic licensing requirements and continuing education.
- Enhance basic training opportunities by providing high quality, industry relevant advanced training opportunities for partner agencies.
- Conduct continual training needs analysis to ensure training curricula remain contemporary and relevant.

Staff Organizational Chart



Denco Area 9-1-1 District

**Fiscal Year 2021
Annual Budget**

Section 3

**Budget Process and
Financial Policies**

DENCO AREA 9-1-1 DISTRICT

Budget Process

Texas statute requires that the District Executive Director prepare an annual budget for the District under the direction of the Board of Managers. The District fiscal year begins on the first day of October and ends on the last day of September of each calendar year. The budget process occurs over a seven-month period through the collective efforts of Denco staff members, supervisors/managers, the executive director and Board of Managers. Preparation of the budget is composed of six steps.

Step #1 - Preliminary Analysis, Planning and Forecasting

The executive director formally initiates the annual budget process in March by engaging all managers, supervisors, and employees of the district. Denco notifies partner agency representatives responsible for overseeing the emergency communications centers of budget preparation and deadlines for notification of projects involving Denco's equipment or services. Initial submissions are due in April. The management team reviews the strategic plan and goals for the current fiscal year to determine initiatives that will complete and any that need to be carried forward. An examination of the current year budget is conducted to examine actual revenue trends, expenditure needs for the remaining period and a reforecast of end of year position.

Staff are challenged to consider activities and enhancements proposed for the following fiscal year, including identification of equipment, vehicle, software, facilities or other items needed over the next 5-year period of longer-term financial planning. Denco desires to identify all major expense items as far in advance as possible to allow accurate multi-year cost projections.

Staff identifies any program areas that will likely experience significant growth or activity reduction, and the potential cost impact associated with the change in activity. Additionally, Denco considers any program enhancements or new investment (tied to the mission statement and strategic plan goals) and develops revenue/cost detail. Finally, each year staff is challenged to consider

opportunities to reduce costs within current programs and operations without significantly degrading service quality.

Step #2 - Budget Development

During May, the executive director, working with management, reviews all revenue trends, re-forecasted revenues and expenditures, planned projects and program requests from step #1 to prepare the proposed budget and recommended service fees for presentation to the Board of Managers.

After assessing relevant information, the executive director prioritizes proposed expenses and reviews all revenue sources to compile the proposed budget recommendations and draft document. If necessary, a budget workshop may be scheduled with the Board of Managers in advance of the formal proposed budget presentation.

Step #3 - Adoption of Draft Budget and Setting of Service Fees

The executive director presents the proposed budget to the Board of Managers at the July board meeting. Board members discuss policy objectives and the spending plan in relation to strategic plan, statutory and contractual obligations and Board priorities. The board makes any modifications to the proposed budget prior to considering a resolution to adopt the draft budget and set the wireline 9-1-1 service fee for the following fiscal year.

Step #4 - Adoption of Draft Budget and Setting of Service Fees

Following adoption of the draft budget, the executive director, on behalf of the Board of Managers, submits the draft budget to each of the governing bodies of the partner jurisdictions. In a transmittal letter accompanying the draft budget, the executive director will include a statement requesting that the governing bodies of each of the participating jurisdictions review the draft and submit any comments to the Board prior to or on the date the budget is scheduled for final consideration and adoption by the Board.

Denton County and the municipalities approving the draft proposed budget by resolution will submit a copy of the resolution to Denco. If the governing body of a municipality does not approve or disapprove the budget before the sixty-first day after the date the body received the proposed budget for review, the budget is approved by operation of law.

Step #5 - Final Adoption of Budget

The Board of Managers will consider final adoption of the draft budget at its regular meeting in September, occurring at least forty-five days after the July meeting. The executive director informs the Board of partner agencies approving, disapproving and commenting on the draft budget along with presenting any comments received. The Board makes any modifications to the proposed budget and passes a resolution adopting the final budget.

Step #6 - Implementation

Within three business days of the Board meeting, the executive director on behalf of the Board will:

- send a letter to each of the governing bodies of the partner jurisdictions stating that the Board adopted the proposed budget without any changes, or
- send a copy of the budget adopted by the Board and include, in a letter, the differences between the proposed and adopted budget. If the adopted budget is different than the draft proposed budget the executive director will include a statement requesting approval of the Board's adopted budget by the governing bodies of the partner jurisdictions within sixty days of receipt.

Step #7 – Budget Amendment

Texas statute permits the Board of Managers to amend the budget at any time during the fiscal year. If the budget amendment results in an increase in the bottom line, the Board of Managers will follow the same process for amendment approval as for adoption of the approved budget.

Budget Calendar

The schedule for the budget approval process this year is the following:

March 2020: Preliminary Analysis, Planning and Forecasting.

April 2020 – June 2020: Budget Development.

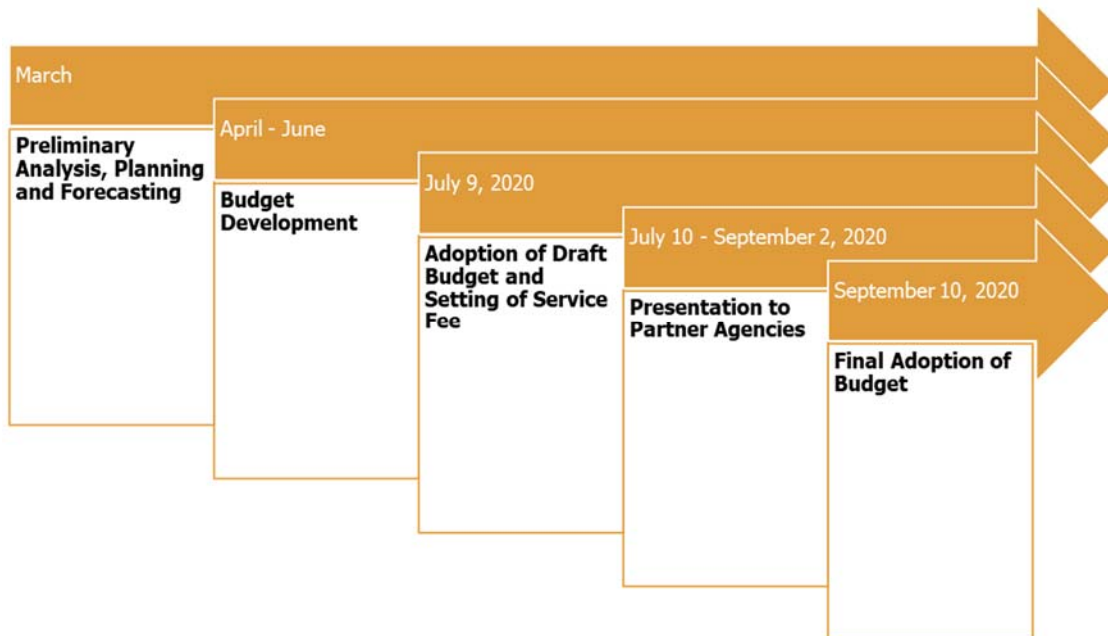
July 9, 2020: The Board of Managers considers approval of the Draft Denco Area 9-1-1 District Fiscal Year 2021 Budget and Financial Plan and sets 9-1-1 service fees.

July 10, 2020: Staff mails letter notifying participating jurisdictions the Draft 2021 Budget and Plan is located on the Denco website for consideration.

July 10 through September 2, 2020: As required by statute, participating jurisdictions have 45 days to review the draft budget and provide comments to the Board of Managers for consideration.

September 10, 2020: The Board of Managers considers comments on the Draft 2021 Budget and adopts a final budget for fiscal year 2021.

September 11, 2020: If changes are made to the draft budget, Denco sends the approved budget to participating jurisdictions with a letter outlining the changes. If the draft budget is approved without changes, a letter is sent to member jurisdictions advising them of its approval.



Financial Policies

The Denco Area 9-1-1 District budget is constructed and managed consistent with the policy framework of the Board of Managers. Current financial policies include:

Financial Standards

The fiscal year of the District shall begin on October 1 and end on September 30 of each year. The operating budget will be balanced with current, and projected, revenues and prior year surpluses greater than or equal to expenditures. The District, generally, should not in any given fiscal period, spend more than it reasonably expects to receive in income for routine expenses. Excess cash balances are reserved for unforeseen emergencies and capital expenditures of a non-recurring nature.

Routine replacement of capital equipment is treated as an operating expense for purposes of this standard but may be funded from accumulated balances identified through the budgeting process.

The District will make all capital improvements in accordance with an adopted multi-year plan for revenues and expenses, updated annually.

Basis of Budgeting and Accounting

The budgetary and accounting policies contained in the budget document conform to generally accepted accounting principles (GAAP) as established by the Governmental Accounting Standards Board (GASB). During the fiscal year, financial records and reports are developed on a cash accounting basis; revenues are recorded as they are received and expenses are recorded as disbursements are actually made.

The formal audit at the end of the fiscal year transitions the method of reporting to a modified accrual basis of accounting in which revenues are recorded when susceptible to accrual and expenses are recorded when incurred. Expenditures represent a decrease in net financial resources and are recorded when the fund liability is incurred, if measurable. Based on this transition from cash to accrual reporting, there are slight differences in the end of year financial statements consistent with GAAP. These modifications are fully disclosed by the auditor.

Independent Audit and Report

Texas statute requires the Board of Managers to have an independent financial audit of the district performed annually. The audit is performed as soon as practicable after the end of each District fiscal year. Upon completion of the audit, the executive director presents to the Board and to each partner jurisdiction in writing a sworn statement of all money received and expended by the District during the preceding fiscal year.

Pension Plan Funding

Denco always contributes its actuarially determined contribution (ADC) as a minimum. Recognizing the inherent uncertainties surrounding public sector pensions, Denco desires to manage and smooth the volatility of its required ADC by maintaining the previous year's rate in years that the ADC rate drops. This excess contribution is evaluated annually and generally is kept within a range of 0 to 1 percentage points above the upcoming year's ADC. The Board of Managers, as part of its annual budget deliberations, will determine where in the range contributions will be made taking into consideration overall funded status, recent trends in both the ADC and funded status and other budgetary needs.

Contingent Budget Planning

The revenues and expenditures are monitored and reported on a monthly basis to both management and the Board of Managers including an analysis of whether projected revenues and expenditures are forecast to end the year within budget. The executive director is ultimately responsible for determining when a projected shortfall requires corrective action.

Budgetary Controls

The executive director and authorized management staff exercise budgetary control. A system of internal controls safeguard assets and ensure timely, accurate financial reporting. These controls are reviewed annually as part of the annual financial audit. Revenues and expenditures are reported to the Board of Managers on a monthly basis, to include whether projected revenues and expenditures are within budget. The executive director is responsible to determine when a projected shortfall requires corrective action, which may include a variety of measures to produce short-term savings to the district. With approval of the responsible manager and the executive director, expenditure allocations are transferred between line items, provided the line item adjustment does not exceed the total approved budget.

Budget Amendments

Texas state statute permits the Board of Managers to amend the budget at any time during the fiscal year. If the budget amendment results in an increase to the bottom line, the Board of Managers will follow the same process for the amendment as for adoption of the approved budget.

Service Fee Revenue

Texas statute authorizes the District to establish a monthly per-line fee from each telephone customer of up to six percent of the principal telephone service provider's base rate. Annually, the board establishes the service fee rate for the following fiscal year as part of the budget process. Texas Statute Sec. 772.314. Subsection D (e) requires the Board of Managers to "attempt to match the district's revenues to its operating expenditures and to provide reasonable reserves for contingencies and for the purchase and installation of 9-1-1 emergency service equipment." In addition to the fee established by the Board of Managers, the District also receives a portion of the statewide surcharge on wireless telephone service. The surcharge is assessed at the statutory rate per activated handset, and is distributed to authorized 9-1-1 jurisdictions based upon population.

Investments

Investments shall be made in conformance with the District's Investment Policy, with the primary objectives of:

1. Safety – preservation of capital in the investment portfolio;
2. Liquidity – portfolio remains sufficiently liquid to meet operating requirements;
3. Yield – earn the maximum rate of return allowed on investments within the policies imposed by safety and liquidity objectives, investment strategies, and state and federal laws governing the investment of public funds.

Grants

The District will pursue grant opportunities based on financial need. Each grant is evaluated on the financial need and the long-term sustainability of the project. The District will only accept grants for one-time or capital items or when the continued funding of the program is incorporated into future budgets. All grants and other federal and state funds are managed to comply with the laws, regulations, and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.

Reserve Fund Balance

When making multi-year projections in the annual budget, accumulated funds are allocated to one of the following categories:

- **Committed Fund Balance:** Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority should be reported as committed fund balance. Those committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same type of action it employed to previously commit those amounts.
- **Assigned Fund Balance:** Amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed, are reported as assigned fund balance.
- **Unassigned Fund Balance:** This classification represents a fund balance that is not assigned to other funds and has not been restricted, committed, or assigned to specific purposes within the general fund.

The District does not have any non-spendable, restricted, or committed fund balances at the end of fiscal year 2020.

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balances are available, the District considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the District considers amounts to have been spent first out of committed funds, then assigned funds, then unassigned funds.

The Government Finance Officers Association recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating expenditures. Therefore, for FY2021, the GFOA recommendation would result in an end of year unrestricted fund balance of \$907,260 (16.67%). The projected end of year fund balance is \$2,824,260 or 52%. This amount includes surplus reserve needs anticipated for future equipment and technology upgrades. The current assigned reserves for future equipment needs is \$1,500,000 leaving a projected unassigned fund balance at the end of fiscal year 2021 of \$1,324,260 or 24%.

Workforce Compensation

To achieve Denco's mission and vision, the agency must attract, motivate, and retain highly qualified and dedicated employees. Employee compensation shall be externally competitive in the metropolitan area, following budgetary guidelines and financial responsibility. The District shall also strive for internal organizational equity in employee compensation.

The compensation philosophy provides a broad framework in order to understand and guide decisions that affect pay and benefits. It reflects the importance District employees play in the delivery of public safety related services and programs that support partner agencies and directly serve the community. Denco's compensation philosophy establishes the commitment and necessity to maintain comparability with jurisdictions that are most likely to affect recruitment and retention of the District's highly skilled workforce.

The small workforce of specialized personnel results in an extreme adverse impact when staff turnover occurs. The highly technical nature of systems, equipment and processes, limits the recruiting pool from which to fill personnel vacancies in specific classifications. All compensation factors drive recruitment and retention. Denco strives to maintain an excellent benefits package as part of its overall compensation program.

The District's pay classifications are competitive at a midpoint with the average pay of comparator organizations in the primary labor market. The primary labor market is Texas 9-1-1 Districts, other 9-1-1 districts, and public/private Information Technology agencies for management and technical staff. For administrative and GIS staff, the Counties of Denton, Collin, Dallas and Tarrant are considered the primary labor market.

At least every three years, the District conducts a market study utilizing a qualified independent contractor to establish benchmark positions based on job descriptions. The contractor will recommend the competitive posture of the organization and propose a plan of action. Each year, an independent source will establish whether market adjustments are warranted based on assessment of pay competitiveness through reliably published compensation survey data.

Annually, the executive director will recommend a budget for general salary adjustments based upon the overall competitive posture of the organization, market rate adjustments, comparator organizations in the primary labor market and financial affordability. The executive director may propose a salary increase pool for the application of performance-merit increases in recognition of performance that meets and exceeds expectations. Merit increases are not automatic.

Assets, Technology Enhancements and Replacement

Infrastructure, technology, and major equipment are the material foundation for providing services and meeting statutory obligations. The procurement, design, construction, maintenance, and operation of capital assets are a critical activity of the District and therefore require careful planning. Technology planning is extremely dynamic given the rapid pace of change in technologies used by the public to call for help, location and call delivery enhancements, uncertain fiscal resources and other external influences. The equipment replacement strategy serves as a planning tool; structured to present a meaningful, multi-year perspective of equipment needs.

The District defines capital assets as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year. Denco records such assets at cost when acquired or constructed and estimated lifecycle is determined for planned replacement purposes. The District maintains its physical assets at a level adequate to protect the District's capital investment, to minimize future maintenance and replacement costs, and to continue service levels.

The equipment replacement strategy is a five-year or longer forecast of equipment replacement needs. The plan alerts the Board and partner agencies of equipment replacement projects needed to maintain the efficiency of the 9-1-1 system and Denco services. The adopted budget becomes the first year of the plan. The remaining four years represents estimated replacement needs and the related funding.

Each year staff re-evaluates the equipment needs and adjusts the schedule accordingly. The proposed budget includes five-year projections for Board consideration. The time-periods specified for the strategies, projects and actions in the projections reflect the best estimates possible, but the District will modify timelines in response to changing priorities and economic conditions. The results of actual equipment refurbishments, extended life expectancy and more precise cost estimates will be included in the annual budget.

Within the multi-year plan, funding requirements vary from year to year in order to maintain a consistent budget and to ensure adequate reserves for equipment needs. The year-to-year requirements to fund the plan are subject to market-price fluctuations, technological churn, and expansion or contraction of projected needs. As the District does not issue debt for capital projects, the reserve fund balance will experience dramatic movement as Denco continues its save-spend-save cycle.

Denco Area 9-1-1 District

**Fiscal Year 2021
Annual Budget**

Section 4

Revenue

DENCO AREA 9-1-1 DISTRICT

Revenue

The district has several revenue sources with 9-1-1 services fees accounting for the largest percentage. The 9-1-1 service fees are derived from wireline and wireless phone service in the district. Other sources of revenue include interest income, training course registrations, service contracts, disposal of surplus equipment, and grants.

The Board of Managers is required by Texas statute to assess and adjust the wireline 9-1-1 service fee, at least annually, to insure that current revenue streams are sufficient to support current and future operational needs, as well as save for future capital improvement needs that deliver enhanced mission critical services.

The authority and parameters for levying the 9-1-1 service fee in the district are also statutorily defined. The Board of Managers set the service fee rate annually as part of the budget process. The service fee, as derived through this assessed rate, is based on a percentage of the "base rate charge," or its equivalent. The fee may not be imposed on more than 100 local exchange access lines or their equivalent for a single business entity at a single location, unless residents of the location use the lines.

The statutory definition of a base rate charge is the "rate or rates billed by a service supplier, as stated in the service supplier's charges approved by the appropriate regulatory authority, that represent the service supplier's recurring charges for local exchange access lines or their equivalent, exclusive of all taxes, fees, license costs, or similar charges."

With telecommunications deregulation, base rates are becoming antiquated from the rate-regulated system of the Texas Public Utilities Commission, but have not disappeared completely. While local exchange carriers may still file tariffs, they are not subject to approval in deregulated areas. Most wireline Competitive Local Exchange Carriers (CLECs) and Voice over Internet Protocol (VoIP) providers do not have filed rates.

The wireline service fees per access line for fiscal year 2020 are:

- \$1.32 for residential
- \$1.59 for business
- \$1.92 for trunk users

Annually, as part of the rate setting process, Denco identifies the principal service supplier by query into the 9-1-1 database and identification of the entity that provides the most central office lines within the district. Denco identifies the official base rate of the principal service supplier for both residential and business service. This budget recommends the historical fee for trunk lines be phased out and the business fee apply to the number of access lines, or equivalents.

For Fiscal Year 2021, the principal supplier for the district is Frontier Communications with 99,727 access lines. Frontier Communications' general exchange Schedule of Rates is \$31.00 monthly for residential service and \$49.99 for Business Line/Trunk service.

The 9-1-1 service fee may be any amount set by the Board of Managers up to a maximum of six percent of the monthly base rate charged a service user by the principal service supplier in the district. Once the fee is set, it is applied districtwide to all residential and business classifications regardless of CLEC or signaling (i.e., VoIP) provisioning.

Based on these rates and the fee cap in Texas statute, the maximum allowable fees for FY2021 are \$1.86 per month for residential service and \$3.00 per month for business service. The FY21 budget is prepared anticipating no changes in 9-1-1 service fees rates for residential and business lines.

Wireline Service Fee Assumptions

Frontier, AT&T and CentryLink will continue to experience a decline in line count, as seen over the past year. CLEC counts will remain relatively flat, with only a slight increase. Based on these assumptions, with no change in the service fee rate, total wireline revenues anticipated for fiscal year 2021 are \$2,097,000.

Wireless 9-1-1 Service Fee

The revenue associated with wireless 9-1-1 service is authorized in Texas Statute 771. The statute establishes the statewide emergency service fee for wireless telecommunications connections to provide for automatic number identification and automatic location identification of wireless 9-1-1 calls. The fee is imposed on each wireless telecommunications connection and the statute

prohibits political subdivisions from imposing another fee on a wireless service provider or subscriber for 9-1-1 emergency service.

The wireless service provider collects the fee in an amount equal to \$0.50 a month for each wireless telecommunications connection from its subscribers and remits the money collected, minus an allowed one percent administrative fee, to the Texas State Comptroller not later than the thirtieth day after the last day of the month during which the fees were collected.

The Comptroller distributes wireless service fees collected to each emergency communication district that does not participate in the state program [*Denco does not participate*]. The amount distributed is the pro rata share of total service fees collected, that bears the same proportion of population of the area served, as the pro rata population of the state.

A prepaid wireless 9-1-1 emergency service fee of two percent of the purchase price of each prepaid wireless telecommunications service purchased, by any method, shall be collected by the seller from the consumer at the time of each retail transaction of prepaid wireless telecommunications service occurring in this state and remitted to the Comptroller. A seller may deduct and retain two percent of prepaid wireless 9-1-1 emergency services fees that it collects under this section to offset its costs in administering this fee. The Comptroller distributes prepaid wireless service fees consistent with the procedures in place for wireless emergency services fees.

Distribution Percentage

According to Texas Administrative Code, the State Commission on Emergency Communications (CSEC) shall use the most recent annual population estimates from the Texas Demographic Center to determine the proportionate amount of wireless and prepaid wireless emergency service fees remitted attributable to each emergency communication district. In the Dallas/Ft. Worth metroplex, due to the number of overlapping jurisdictions, CSEC modifies the adopted distribution percentages to account for changes in 9-1-1 service boundaries not reflected in the state demographer's population estimates. Denco Area 9-1-1 District, North Central Texas 9-1-1 and Tarrant County 9-1-1 District collaborate and reach consensus on this calculation to ensure its accuracy.

Because of separating the City of Carrollton from the Denco Area 9-1-1 District, and population adjustments throughout the State of Texas, the District's population percentage adjusted from 2.7341% in November 2019 to 2.20704%.

Wireless Service Fee Assumptions

The amount of wireless service fee collected at the state level has continued to increase slightly over the past few years and is expected to remain constant, with perhaps a slight increase. Based on this assumption, no change in the wireless service fee rate and the above noted modification to the distribution percentage, total wireless revenues anticipated for fiscal year 2021 are \$3,162,000.

Non-Service Fee Revenue

Non-service fee revenue includes grant income, investment income, charges for services and sale of surplus property.

Non-Service Fee Assumptions

- Denco will continue to charge a nominal fee to training program participants from outside the district. Fiscal year 2021, training program revenue is estimated to decrease slightly due to the continuing impacts of COVID-19.
- Denco and Denton County have a long-standing agreement for District staff to coordinate the issuance of addresses in unincorporated Denton County. This agreement will be continued at the previously established rate of \$20,000 per year.
- Estimated interest earned on investments is projected to be slightly lower due to a slightly lower fund balance and miniscule interest rates.

Based on the noted assumptions, non-service fee revenues anticipated for fiscal year 2021 are \$85,000.

Revenue Summary

Total revenues anticipated for fiscal year 2021 are \$5,344,000 with 98.4% being derived from 9-1-1 service fee revenue.

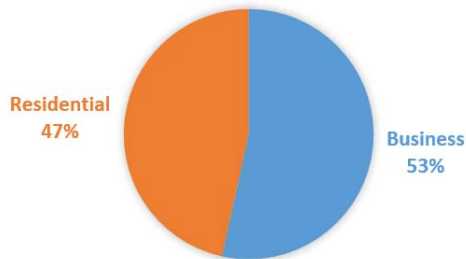
DENCO AREA 9-1-1 DISTRICT FINANCIAL PLAN

Anticipated Revenues

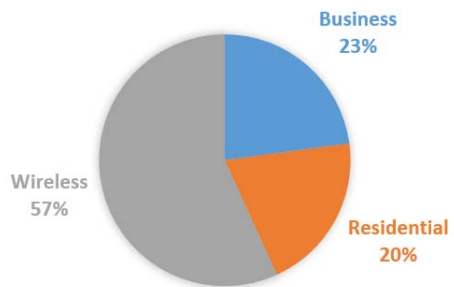
Fiscal Year 2021

	Proposed	Percent of Total Revenue
Wireline Service Fee Revenue		
Frontier	\$ 565,000	10.6%
AT&T	\$ 247,000	4.6%
CenturyLink	\$ 96,000	1.8%
Other Local Exchange Carriers (CLECs)	<u>\$ 1,189,000</u>	22.2%
Net Wireline Service Fee Revenue	\$ 2,097,000	39.2%
Wireless Service Fee Revenue	<u>\$ 3,162,000</u>	59.2%
Total Service Fee Revenue	\$ 5,259,000	98.4%
Non-Service Fee Revenue		
Interest Revenue	\$ 30,000	0.6%
Contract Service Revenue	\$ 20,000	0.4%
Miscellaneous Revenue (Expenses)	<u>\$ 35,000</u>	0.7%
Total Non-Service Fee Revenue	\$ 85,000	1.6%
Total Anticipated Revenues	<u>\$ 5,344,000</u>	100.0%

Wireline Service Fee Revenue



Total Service Fee Revenue



Denco Area 9-1-1 District

**Fiscal Year 2021
Annual Budget**

Section 5

Expenditures

DENCO AREA 9-1-1 DISTRICT

Expenditures

Expenses

The total expenditures proposed in the fiscal year 2021 budget reflect a \$160,761 decrease in spending when compared to the estimated expenditures for fiscal year 2020; and a \$671,724 decrease in spending compared to the fiscal year 2020 approved budget. The COVID-19 outbreak had a significant impact on fiscal 2020 expenditures. Fiscal 2021 anticipates a return to normal operations, anticipating flexible management based on actual events.

Administrative Services

Administration expenditures reflect organizational functions that support the overall operation of the agency. Expenses include business software, contract services, office equipment, travel and professional development for administrative functions. Expenditures proposed for fiscal year 2021 are \$363,500 or 6.7% of the total budgeted expenditures. Proposed spending is \$74,000 more than estimated fiscal year 2020 spending due to the impact of COVID-19, increased utility and maintenance/repair costs, and realignment of expenses due to agency reorganization.

Personnel

Total personnel expenditures proposed in 2021 is \$1,562,707, or 28.7% of the total budget, representing a decrease in this budget section of \$37,364 when compared with the approved fiscal year 2020 budget. Salaries, while less than fiscal year 2020, reflect 3.2% for potential merit-based pay increases and skills-based (certification) pay. The independent compensation market study conducted by WINGS HR Inc. reports, "the weighted average range of compensation changes for categories of employees in the Dallas-Fort Worth, TX-OK CSA for 2019 are a low of 2.9% to a high of 4.2%. The average overall direct compensation changes for 2019 was 3.2%." The compensation study indicates all Denco employees are currently paid within the market range for the position based on the external value weighting experiences, competencies, qualifications, and fit.

Total benefit expenditures proposed in fiscal year 2021 are \$12,694 more than approved in the current fiscal budget, due to a modest increase in health insurance premiums. Increases for employees are funded by Denco; increases in family coverage are funded by employees with families. Benefits represent 28.7% of the total personnel budget.

There are no additional personnel included in the fiscal year 2021 budget proposal. The proposed budget reflects a reorganization resulting in downgrade of an executive assistant and deputy executive director.

Personnel Summary	2018-19	2019-20	2020-21
Executive Director	1	1	1
Deputy Executive Director	1	1	0
Chief Technology Officer	0	0	1
Director of Administration	1	1	1
Technical Services Supervisor	0	1	1
GIS Supervisor	1	1	1
Technical Specialist	3	2	2
GIS Specialist	2	2	2
Training Coordinator	1	1	1
Public Education Coordinator	1	1	1
Executive Assistant	2	2	1
Administrative Assistant	1	1	2
Total	14	14	14

Direct Services

Direct Services expenditures are the core mission of the District and include 9-1-1 technical and operational elements, Geographic Information Systems, database, rural addressing, the training academy, public education, and supporting capital projects. These services account for \$3,517,350 or 64.6% of the fiscal year 2021 budget.

Technical Services

Technical services is Denco's most mission critical activity; simply defined, as keeping the 9-1-1 system operational. Technical services monitors and maintains network reliability and performance; software functionality, hardware preventive maintenance, repair, and a number of other activities such as facility, user, and system configuration maintenance.

Cybersecurity continues to be a high priority for the District's technical team. The security and reliability of the 9-1-1 system and related networks are crucial to public safety in the district. There are both financial and terroristic motives to disrupting essential public safety services. With these growing threats, District staff remain vigilant by continually monitoring changing threats and vulnerabilities, utilizing Federal and non-profit information and system security resources, to react and respond to emerging threats.

During fiscal year 2021, the District will relocate the 9-1-1 host (controller) equipment currently installed at the Carrollton City Hall to a secure location in the district. The city is removing the water tower that currently serves as a microwave tower site and renovating the basement of city hall where the 9-1-1 equipment is located. The fiscal year 2021 budget includes relocation costs, network costs and microwave system expenses to complete the move.

The City of Denton is planning a major renovation and expansion of the emergency communications center in FY2021 to support agency workload growth and potential expansion plans. The project will involve a relocation of District servers and microwave equipment, and increase in the number of call handling workstations from seven (7) positions to fifteen (15) positions. More than doubling the call handling capabilities will have a proportionate impact on bandwidth needs within the Emergency Services IP network (ESInet).

Geographic Information and Database Integrity Services

During FY2020, Denco transitioned emergency communications centers in the district to a new industry leading call mapping platform from Motorola, called Vesta Map Local. This platform includes integration with supplemental caller location data through a third-party NG9-1-1 clearinghouse. To evaluate the best use of this enhanced location data, Denco initiated an indoor mapping project in FY2020 to evaluate the challenges and costs of locating 9-1-1 callers indoors, utilizing 2D floorplan maps.

The goals of the project were to validate:

- Better situational awareness for responders
- Visual representation for key buildings
- Improved emergency response times

The FY2021 budget includes funding to continue indoor mapping of public schools that were not part of the initial project. Staff will continue to develop plans and recommendations for adding other key facilities to the indoor mapping program such as private schools, hospitals, event venues, shopping centers, transportation hubs, churches, etc.

The District has been receiving x and y location coordinates of 9-1-1 callers for several years. Current Federal Communications Commission (FCC) rules require wireless carriers to provide vertical, so called “z-axis” information (height or elevation) that meets an accuracy metric of plus or minus three meters for eighty percent of wireless E9-1-1 calls from capable handsets in the top 25 markets by April 2021. The District expects to receive some level of height/elevation data within the next fiscal year.

There is still debate within the industry concerning how to present the z-axis location information to emergency communications systems and how to display it in a usable format. Currently, organizations such as the Emergency Services Interconnection Forum (ESIF) are leaning toward standards that would require providers to deliver data as Height Above Ellipsoid (HAE). However, raw HAE data must be converted into usable and actionable values and it is currently unknown how that will occur. The FCC may require the carriers to conduct conversion to a dispatchable address but there is currently no national database to support this requirement. Emergency communications centers may be required to convert data using call handling equipment or local mapping platform. If this is the case, there will likely be additional costs incurred at the local level by 9-1-1 administrative agencies, like Denco, to develop building specific height data to locate a wireless caller dialing 9-1-1, as there is no integrated product or tool readily available—or scheduled for release before April 2021—that would convert z-coordinate and z-uncertainty data into usable information at the ECC.

Denco will continue to advocate that public agencies not be responsible for making the conversions necessary to obtain usable data while also maintaining that there should be no further delay in implementation of the potential life-saving benefits of the FCC's vertical location requirements. While the regulatory and technology issues continue to evolve, Denco has budgeted a modest contingency amount to begin modification of call handling and mapping platforms to receive z-axis data beginning in April 2021 if the current FCC requirement remains valid.

Public Education and Outreach

The Public Education and Outreach program educates the public and public officials about the District's 9-1-1 system. As stated above, Denco believes that an informed caller leads to a more successful 9-1-1 call. For this reason, the public education and outreach staff actively engage citizens through a number of strategic approaches, which together constitute the integrated education and outreach program.

Denco has developed several audience specific materials to educate the public on 9-1-1 related topics. During normal times, materials are distributed to citizens at public events, fairs and festivals and are provided to local partner agencies for distribution. The COVID-19 pandemic has significantly reduced the number of in-person public education opportunities in the district.

The fiscal year 2021 budget includes projected expenses to ramp-up the public education program to previous levels as soon as the environment is safe to do so and agencies in the district resume scheduling of public events. Until such time as public events resume, the program will continue to focus on social media education, Denco's website presence, and distribution of materials through community organizations such as chambers of commerce and publicly accessible

brochure racks. Denco continues to stock a public education kiosk enabling a continuous presence at Golden Triangle Mall in Denton and Music City Mall in Lewisville. These carts include signage, flyers and photographs to promote the proper use of 9-1-1 and educate the public of its capabilities.

Denco conducts both paid and earned media campaigns to educate the public. Media campaigns are conducted locally on District-specific information such as texting, and with regional partners in metropolitan-wide broadcast media activities.

Emergency Communications Center Support

The District provides several operational support services to partner jurisdiction ECCs to enhance the ability to respond to calls for emergency assistance, including enhanced support of the Emergency Medical Dispatching (EMD) activities, recruitment and pre-employment testing, licensure testing, and data analytics support.

Staff continues to provide its long-standing support for training, maintenance and quality assurance of the EMD program. Denco serves as a designated licensure testing facility for the Texas Commission on Law Enforcement; and, as a testing facility, Denco administers state-required licensing examinations for telecommunicators, police officers, and jailers.

The proposed budget includes costs associated with continued support of Vesta 9-1-1 data analytics, recruiting activities, and the multivalent pre-employment testing support provided to emergency communications centers.

Public Safety Training Academy

The District operates a Texas Commission on Law Enforcement contract training facility and a nationally recognized and accredited 9-1-1 training academy. Operating one of the most robust 9-1-1 training academies in the nation, the District uses subject matter expert resources of both its professional staff and contract instructors. The training academy offers high quality basic, intermediate and advanced training programs to public safety personnel, along with specialized training for Fire, EMD and supervisor/managers.

Based on the comprehensive training needs analysis, the District implemented a new Basic Telecommunicator Academy in 2019. The Academy satisfies minimum TCOLE training requirements for newly employed dispatchers. It introduces the skills and knowledge to work in an emergency communications center in a productive and professional manner. The academy format is a 6-week block of instruction allowing a new hire attendee to participate in basic courses and

includes several call scenario labs, putting the material learned to practical application in the training environment. On the last day of the academy, participants are given the opportunity to sit for their state licensing examination. The proposed budget continues the practice of an annual training needs analysis.

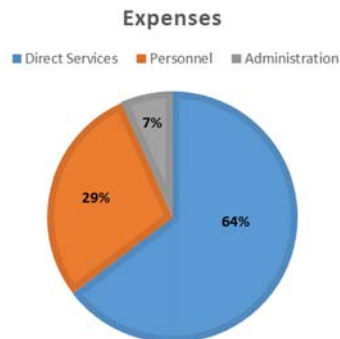
Annually, the Board of Managers conducts a competitive scholarship process in the name of former board member, Dr. Alan Groff. The Groff Scholarship provides resources for two telecommunicators to attend the Priority Dispatch Navigator conference to enhance their EMD training. The District also provides scholarships for telecommunicators to attend the Texas Public Safety (APCO/NENA) conference. Both of these events were canceled in fiscal year 2020 so expenses were reprogrammed in fiscal year 2021.

Included in this fiscal budget, is the purchase of laptop computers for use by students in the Denco training academy. Priority Dispatch (EMD provider) has modified distribution of class materials to a software license format that must be opened on a computer, via Adobe Digital. This requirement provides the opportunity for the District to transition other courses to electronic delivery of course materials. This technology will support electronic delivery of class handouts, PowerPoint® presentations and will enable electronic interaction with students during course sessions.

DENCO AREA 9-1-1 DISTRICT FINANCIAL PLAN

**Proposed Expenditures
Fiscal Year 2021**

	Proposed	Percent of Budget
Personnel		
Salaries	\$ 1,113,498	20.5%
Benefits	\$ 449,210	8.3%
Total Personnel	\$ 1,562,707	28.7%
Administration		
Office Expenses	\$ 48,600	0.9%
Contract Services	\$ 133,250	2.4%
Facilities	\$ 124,000	2.3%
Memberships/Subscriptions	\$ 5,900	0.1%
Professional Development	\$ 17,700	0.3%
Travel	\$ 34,050	0.6%
Total Administration	\$ 363,500	6.7%
Direct Services		
Operations	\$ 1,079,350	19.8%
Network Services	\$ 1,984,500	36.5%
Equipment	\$ 332,000	6.1%
Facilities — Annex	\$ 121,500	2.2%
Total Direct Services	\$ 3,517,350	64.6%
Capital Projects Expenditures	\$ -	0.0%
Total Proposed Expenditures	\$ 5,443,557	100.0%



Denco Area 9-1-1 District

**Fiscal Year 2021
Annual Budget**

Section 6

Budget Summary

DENCO AREA 9-1-1 DISTRICT FINANCIAL PLAN

Summary of Anticipated Revenues and Proposed Expenditures Fiscal Year 2021

	Proposed	Percent of Budget
Beginning of Year Estimated Fund Balance	\$ 2,923,818	
Anticipated Revenues		
9-1-1 Service Fee Revenue	\$ 5,259,000	98.4%
Interest Revenue	\$ 30,000	0.6%
Contract Services Revenue	\$ 20,000	0.4%
Miscellaneous Revenue (Expense)	<u>\$ 35,000</u>	0.7%
Total Anticipated Revenues	\$ 5,344,000	100.0%
Proposed Expenditures		
Personnel	\$ 1,562,707	28.7%
Administration	\$ 363,500	6.7%
Direct Services	\$ 3,517,350	64.6%
Capital Projects	<u>\$ -</u>	0.0%
Total Proposed Expenditures	\$ 5,443,557	100.0%
Increase (Decrease) in Fund Balance	\$ (99,557)	
End of Year Estimated Fund Balance	<u>\$ 2,824,260</u>	

Denco Area 9-1-1 District

**Fiscal Year 2021
Annual Budget**

Section 7

Five-Year Projections

DENCO AREA 9-1-1 DISTRICT

Five-Year Projections

Five-Year Projections

This multi-year budget projection provides financial projections for the Board of Managers to plan future expenses in an attempt to avoid wide swings in service fee rates and ensuring sufficient fund balances are in place when necessary expenditures are projected. Staff identifies major capital expenditures as far in advance as possible. The goal of the Five-Year Financial Plan is to introduce greater stability in the financial planning and budgeting process and prioritize spending for major expenses that cannot be funded with a single year of revenues.

While there are many variables that will affect the Plan over its lifespan, it includes revenue and expenditure projections, fund balance reserves, and anticipated economic drivers. The Five-Year Financial Plan will quantify the policies set by the Board of Managers. The Five Year Projections table depicts the long-term financial position and stability of the District.

Summary of Significant Projections

The multi-year projections identify cost associated with ongoing operations and significant one-time investments in the near future. Expenses to continue existing programs and activities reflect a modest inflationary factor. The specific, one-time costs projected for the next four fiscal years, are as follows:

Fiscal Year 2022

- Fleet Vehicle Replacement (1)

Fiscal Year 2023

- Addition of NG9-1-1 Core Services for Spatial Routing
- Addition of GIS Specialist Position
- Service Van Vehicle Replacement (2)
- Vesta Feature Upgrade – Heads-up Display

Fund Balance Projections

Denco's fund balance is an accumulation of revenues minus expenditures. Denco projects the final fund balance in the budgeting process and reports the total at the end of the fiscal year. The actual fund balance is audited annually. As Denco's ability to issue debt is severely limited, Denco utilizes fund balances to permit anticipated major expenditures that exceed the agency's single year revenue. Therefore, the agency experiences dramatic movement in fund balance reserves while it progresses through the planned save-spend-save cycles.

Denco estimates ending fiscal year 2020 with a significant increase in the fund balance due to drastic spending cuts in response to the COVID-19 pandemic. Denco projects to end fiscal year 2020 with revenue of approximately \$458,000 more than expenses, resulting in a net fund balance of approximately \$2.9 million.

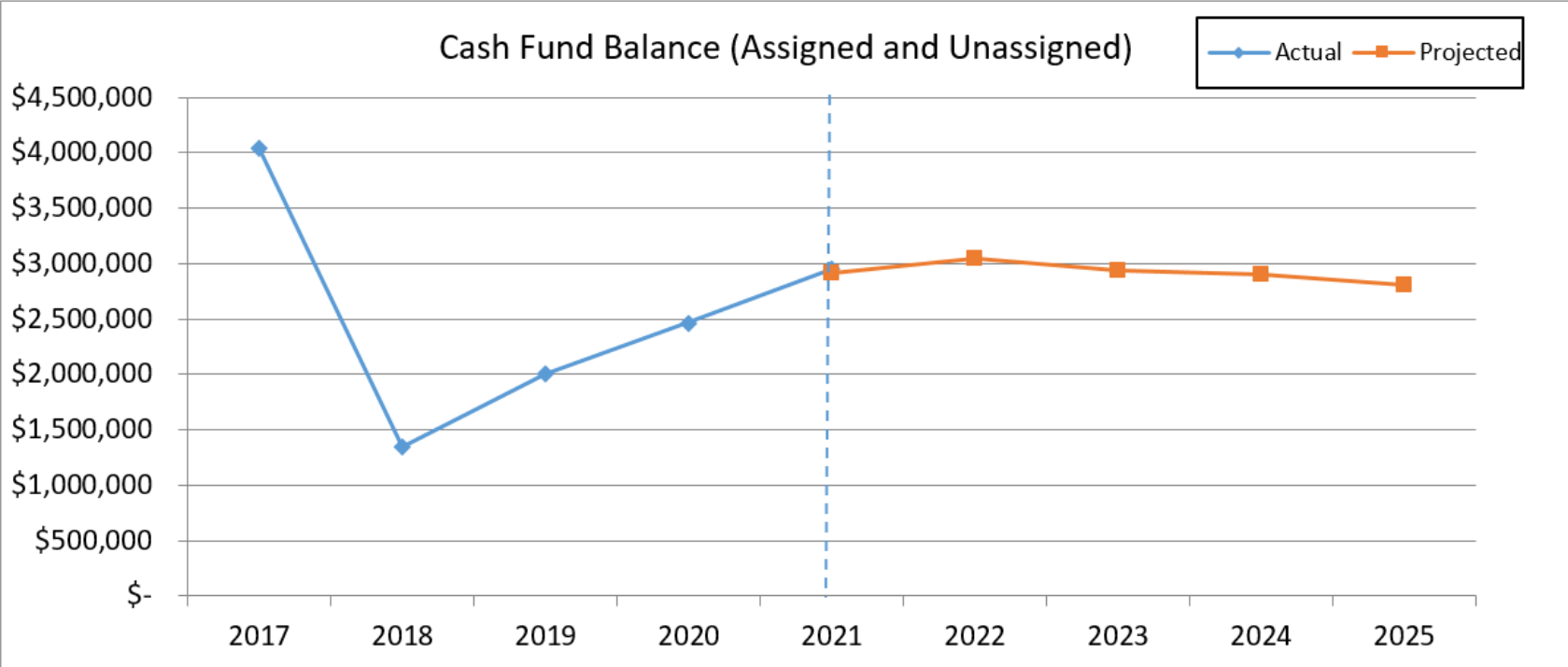
In fiscal year 2021, we will take a conservative approach to addressing the 9-1-1 service fee as we use the year to evaluate the new revenue flow resulting from both the Carrollton separation and the COVID-19 pandemic. The service fee rates may be increased or decreased in fiscal year 2022 if a fee adjustment is necessary to align revenues to operational needs and to set aside reserve funds for future system enhancements.

DENCO AREA 9-1-1 DISTRICT FINANCIAL PLAN

Five Year Projections

Fiscal Year 2021

	FY 2020 Estimated	FY 2021 Proposed	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Beginning of Year Fund Balance	\$ 2,465,538	\$ 2,923,818	\$ 2,824,260	\$ 2,892,779	\$ 2,695,010	\$ 2,571,964
Revenue						
Net Service Fee Revenue	\$ 5,495,750	\$ 5,259,000	\$ 5,279,000	\$ 5,301,000	\$ 5,331,000	\$ 5,365,000
Interest Revenue	\$ 26,848	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Contract Services Revenue	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Miscellaneous Revenue (Expense)	\$ 520,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Total Revenue	\$ 6,062,598	\$ 5,344,000	\$ 5,364,000	\$ 5,386,000	\$ 5,416,000	\$ 5,450,000
Expenditures						
Personnel	\$ 1,424,693	\$ 1,562,707	\$ 1,614,081	\$ 1,667,175	\$ 1,807,049	\$ 1,866,613
Administration	\$ 289,500	\$ 363,500	\$ 376,512	\$ 390,010	\$ 404,014	\$ 418,541
Direct Services	\$ 3,890,125	\$ 3,517,350	\$ 3,304,889	\$ 3,526,584	\$ 3,327,984	\$ 3,352,810
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 5,604,318	\$ 5,443,557	\$ 5,295,481	\$ 5,583,769	\$ 5,539,046	\$ 5,637,964
Increase (Decrease) In Fund Balance	\$ 458,280	\$ (99,557)	\$ 68,519	\$ (197,769)	\$ (123,046)	\$ (187,964)
End of Year Total Fund Balance	\$ 2,923,818	\$ 2,824,260	\$ 2,892,779	\$ 2,695,010	\$ 2,571,964	\$ 2,384,000



Denco Area 9-1-1 District

Fiscal Year 2021 Annual Budget

[Section 8](#)

Budget Resolutions

House Bill 1984

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9-1-1 Basics & Glossary

Strategic Plan

DENCO AREA 9-1-1 DISTRICT

RESOLUTION

DEFINING PROCEDURES FOR CONSIDERATION AND APPROVAL OF A BUDGET

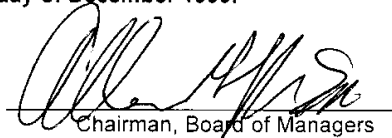
WHEREAS, Sections 772.309(b)&(c), Texas Health and Safety Code have been amended by the Texas Legislature to specify certain procedures for the consideration and approval of a budget by the Board and governing bodies of participating jurisdictions.


NOW, THEREFORE BE IT RESOLVED BY THE DENCO AREA 9-1-1 DISTRICT BOARD OF MANAGERS:

The Board's procedures for consideration and approval of a budget shall include the following:

1. Not later than the 45th day before the Board adopts a budget, the Executive Director on behalf of the Board will submit a draft of the proposed budget to each of the governing bodies of the participating jurisdictions. In a transmittal letter accompanying the draft of the proposed budget, the Executive Director will include a statement requesting that the governing bodies of each of the participating jurisdictions review the draft of the proposed budget and submit any comments to the Board prior to or on the date the budget is scheduled for consideration and adoption by the Board.
2. Once the Board adopts the budget, the Executive Director on behalf of the Board will within three days either 1) send a letter to each of the governing bodies of the participating jurisdictions stating that the Board adopted the proposed budget without any changes or 2) send a copy of the budget adopted by the Board and include in a letter the differences between the proposed and adopted budget. In the letter to the governing bodies of the participating jurisdictions, the Executive Director will include a statement requesting approval of the Board's adopted budget by the governing bodies of participating jurisdictions within sixty days of receipt.

APPROVED and ADOPTED on this 2nd day of December 1999.


Chairman, Board of Managers


Secretary, Board of Managers

An Act relating to the consolidation of emergency communication districts and to the approval of proposed budgets of certain emergency communication districts.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF TEXAS:

SECTION 1. Section 771.001(3), Health and Safety Code, is amended to read as follows:

- (3) Emergency communication district" means:
 - (A) a public agency or group of public agencies acting jointly that provided 9-1-1 service before September 1, 1987, or that had voted or contracted before that date to provide that service; or
 - (B) a district created under Subchapter B, C, ~~(D)~~ D, or F, Chapter 772.

SECTION 2. Sections 772.309(b), (c), and (d), Health and Safety Code, are amended to read as follows:

- (b) the board shall submit a draft of the proposed budget to the governing bodies of the participating jurisdictions not later than the 45th day before the date the board adopts the budget. The participating jurisdictions shall review the proposed budget and submit any comments regarding the budget to the board.
- (c) if the governing body of a county, municipality, or other participating jurisdiction does not approve or disapprove the budget before the 61st day after the date the body received the proposed budget for review, the budget is approved by operation of law.
- (d) A revision of the budget must be approved in the same manner as the budget.
- (e) ~~(c)~~ As soon as practicable after the end of each district fiscal year, the director shall prepare and present to the board and to each participating jurisdiction in writing a sworn statement of all money received by the district and how the money was used during the preceding fiscal year. The report must show in detail the operations of the district for the fiscal year covered by the report.
- (f) ~~(d)~~ The board shall have an independent financial audit of the district performed annually.

SUBCHAPTER D. EMERGENCY COMMUNICATION DISTRICTS: COUNTIES WITH POPULATION OVER 20,000

§ 772.301. Short Title

This subchapter may be cited as the Emergency Telephone Number Act.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.302. Purpose

It is the purpose of this subchapter to establish the number 9–1–1 as the primary emergency telephone number for use by certain local governments in this state and to encourage units of local government and combinations of those units to develop and improve emergency communication procedures and facilities in a manner that will make possible the quick response to any person calling the telephone number 9–1–1 seeking police, fire, medical, rescue, and other emergency services. To this purpose the legislature finds that:

- (1) it is in the public interest to shorten the time required for a citizen to request and receive emergency aid;
- (2) there exist thousands of different emergency telephone numbers throughout the state, and telephone exchange boundaries and central office service areas do not necessarily correspond to public safety and political boundaries;
- (3) a dominant part of the state's population is located in rapidly expanding metropolitan areas that generally cross the boundary lines of local jurisdictions and often extend into two or more counties; and
- (4) provision of a single, primary three-digit emergency number through which emergency services can be quickly and efficiently obtained would provide a significant contribution to law enforcement and other public safety efforts by making it less difficult to notify public safety personnel quickly.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.303. Definitions

In this subchapter:

- (1) "Board" means the board of managers of a district.
- (2) "Director" means the director of communication for a district.

(3) "District" means an emergency communication district created under this subchapter.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.304. Application of Subchapter

(a) This subchapter applies only to a county with a population of more than 20,000 or to a group of two or more contiguous counties each with a population of 20,000 or more in which an emergency communication district was created under Chapter 288, Acts of the 69th Legislature, Regular Session, 1985, before January 1, 1988, or to a public agency or group of public agencies that withdraws from participation in a regional plan under Section 771.058(d).

(b) This subchapter does not affect the authority of a public agency to operate under another law authorizing the creation of a district in which 9–1–1 service is provided.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

Amended by Acts 1999, 76th Leg., ch. 1405, § 32, eff. Sept. 1, 1999.

§ 772.305. Additional Territory

(a) If a municipality that is part of a district annexes territory that is not part of the district, the annexed territory becomes part of the district.

(b) A public agency located in whole or part in a county adjoining the district, by resolution adopted by its governing body and approved by the board of the district, may become part of the district and subject to its benefits and requirements.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.306. Board of Managers

(a) A district is governed by a board of managers.

(b) If the most populous municipality in the district has a population of more than 140,000, the board consists of:

(1) one member for each county in the district appointed by the commissioners court of each county;

(2) two members appointed by the governing body of the most populous municipality in the district;

(3) one member appointed by the governing body of the second most populous municipality in the district;

(4) one member appointed as provided by this section to represent the other municipalities located in whole or part in the district; and

(5) one member appointed by the principal service supplier.

(c) If Subsection (b) does not apply to a district, the board consists of:

(1) the following members representing the county or counties in the district:

(A) if the district contains only one county, two members appointed by the commissioners court of the county;

(B) if the district originally contained only one county but contains more than one county when the appointment is made, two members appointed by the commissioners court of the county in which the district was originally located, and one member appointed by the commissioners court of each other county in the district; or

(C) if the district originally contained more than one county and the district contains more than one county when the appointment is made, one member appointed by the commissioners court of each county in the district;

(2) two members appointed jointly by all the participating municipalities located in whole or part in the district;

(3) one member appointed jointly by the volunteer fire departments operating wholly or partly in the district, with the appointment process coordinated by the county fire marshal or marshals of the county or counties in the district; and

(4) one member appointed by the principal service supplier.

(d) The board member appointed by the principal service supplier is a nonvoting member. If the board is appointed under Subsection (c), the principal service supplier may waive its right to appoint the board member and designate another service supplier serving all or part of the district to make the appointment.

(e) The board member appointed under Subsection (b)(4) is appointed by the mayor's council established to administer urban development block grant funds, if one exists in the district. Otherwise, the member is appointed by the other members of the board on the advice and recommendation of the governing bodies of all the municipalities represented by the member.

(f) The initial board members appointed by municipalities under Subsection (c)(2) are appointed by all the municipalities located in whole or part in the district.

(g) Board members are appointed for staggered terms of two years, with as near as possible to one-half of the members' terms expiring each year.

(h) A board member may be removed from office at will by the entity that appointed the member.

(i) A vacancy on the board shall be filled for the remainder of the term in the manner provided for the original appointment to that position.

(j) Board members serve without compensation. The district shall pay all expenses necessarily incurred by the board in performing its functions under this subchapter.

(k) The board may appoint from among its membership a presiding officer and any other officers it considers necessary.

(l) The director or a board member may be appointed as secretary of the board. The board shall require the secretary to keep suitable records of all proceedings of each board meeting. After each meeting the presiding officer at the meeting shall read and sign the record and the secretary shall attest the record.

(m) Voting members of the board may meet in executive session in accordance with Chapter 551, Government Code.

(n) A majority of the voting members of the board constitutes a quorum.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

Amended by Acts 1995, 74th Leg., ch. 76, § 5.95(82), eff. Sept. 1, 1995; Acts 1995, 74th Leg., ch. 638, § 15, eff. Sept. 1, 1995.

§ 772.307. Powers and Duties of Board

(a) The board shall control and manage the district.

(b) The board may adopt rules for the operation of the district.

(c) The board may contract with any public or private entity to carry out the purposes of this subchapter, including the operation of a 9–1–1 system.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.308. Director of District

(a) The board shall appoint a director of communication for the district and shall establish the director's compensation. The director must be qualified by training and experience for the position.

(b) The board may remove the director at any time.

(c) With the board's approval, the director may employ any experts, employees, or consultants that the director considers necessary to carry out the purposes of this subchapter.

(d) The director shall perform all duties that the board requires and shall supervise as general manager the operations of the district subject to any limitations prescribed by the board.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.309. Budget; Annual Report; Audit

(a) The director shall prepare under the direction of the board an annual budget for the district. To be effective, the budget must:

(1) be approved by the board;

(2) be presented to and approved by the commissioners court of each county in the district;

(3) be presented to and approved by the governing body of the most populous municipality in the district, if that municipality has a population of more than 140,000; and

(4) be presented to the governing body of each other participating jurisdiction and approved by a majority of those jurisdictions.

(b) The board shall submit a draft of the proposed budget to the governing bodies of the participating jurisdictions not later than the 45th day before the date the board adopts the budget. The participating jurisdictions shall review the proposed budget and submit any comments regarding the budget to the board.

(c) If the governing body of a county, municipality, or other participating jurisdiction does not approve or disapprove the budget before the 61st day after the date the body received the proposed budget for review, the budget is approved by operation of law.

(d) A revision of the budget must be approved in the same manner as the budget.

(e) As soon as practicable after the end of each district fiscal year, the director shall prepare and present to the board and to each participating jurisdiction in writing a sworn statement of all money received by the district and how the money was used during the preceding fiscal year. The report must show in detail the operations of the district for the fiscal year covered by the report.

(f) The board shall have an independent financial audit of the district performed annually.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

Amended by Acts 1999, 76th Leg., ch. 1406, § 2, eff. Aug. 30, 1999.

§ 772.310. Establishment of 9–1–1 Service

(a) A district shall provide 9–1–1 service to each participating jurisdiction through one or a combination of the following methods and features:

- (1) the transfer method;
- (2) the relay method;
- (3) the dispatch method;
- (4) automatic number identification;
- (5) automatic location identification;
- (6) selective routing; or
- (7) any equivalent method.

(b) A district shall provide 9–1–1 service using one or both of the following plans:

(1) the district may design, implement, and operate a 9–1–1 system for each participating jurisdiction with the consent of the jurisdiction; or

(2) the district may design, implement, and operate a 9–1–1 system for two or more participating jurisdictions with the consent of each of those jurisdictions if a joint operation would be more economically feasible than separate systems for each jurisdiction.

(c) Under either plan authorized by Subsection (b), the final plans for the particular system must have the approval of each participating jurisdiction covered by the system.

(d) The district shall recommend minimum standards for a 9–1–1 system.

(e) A service supplier involved in providing 9–1–1 service, a manufacturer of equipment used in providing 9–1–1 service, or an officer or employee of a service supplier involved in providing 9–1–1 service is not liable for any claim, damage, or loss arising from the provision of 9–1–1 service unless the act or omission proximately causing the claim, damage, or loss constitutes gross negligence, recklessness, or intentional misconduct.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

Amended by Acts 1995, 74th Leg., ch. 638, § 16, eff. Sept. 1, 1995.

§ 772.311. Primary Emergency Telephone Number

The digits 9–1–1 are the primary emergency telephone number in a district. A public safety agency whose services are available through a 9–1–1 system may maintain a separate number or numbers for emergencies and shall maintain a separate number or numbers for nonemergency telephone calls.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.312. Transmitting Requests For Emergency Aid

(a) A 9–1–1 system established under this subchapter must be capable of transmitting requests for fire-fighting, law enforcement, ambulance, and medical services to a public safety agency or agencies that provide the requested service at the place from which the call originates. A 9–1–1 system may also provide for transmitting requests for other emergency services such as poison control, suicide prevention, and civil defense.

(b) A public safety answering point may transmit emergency response requests to private safety entities.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.313. Powers of District

(a) The district is a body corporate and politic, exercising public and essential governmental functions and having all the powers necessary or convenient to carry out the purposes and provisions of this subchapter, including the capacity to sue or be sued.

(b) To fund the district, the district may apply for, accept, and receive federal, state, county, or municipal funds and private funds and may spend those funds for the purposes of this subchapter. The board shall determine the method and sources of funding for the district.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.314. 9–1–1 Emergency Service Fee

(a) The board may impose a 9–1–1 emergency service fee on service users in the district.

(b) The fee may be imposed only on the base rate charge or its equivalent, excluding charges for coin-operated telephone equipment. The fee may not be imposed on more than 100 local exchange access lines or their equivalent for a single business entity at a single location, unless the lines are used by residents of the location. The fee may also not be imposed on any line that the Advisory Commission on State Emergency Communications excluded from the definition of a local exchange access line or an equivalent local exchange access line pursuant to Section 771.063. If a business service user provides residential facilities, each line that terminates at a residential unit and that is a communication link equivalent to a residential local exchange access line shall be charged the 9–1–1 emergency service fee. The fee must have uniform application and must be imposed in each participating jurisdiction.

(c) The rate of the fee may not exceed six% of the monthly base rate in a service year charged a service user by the principal service supplier in the participating jurisdiction. For purposes of this subsection, the jurisdiction of the county is the unincorporated area of the county.

(d) The board shall set the amount of the fee each year as part of the annual budget. The board shall notify each service supplier of a change in the amount of the fee not later than the 91st day before the date the change takes effect.

(e) In imposing the fee, the board shall attempt to match the district's revenues to its operating expenditures and to provide reasonable reserves for contingencies and for the purchase and installation of 9–1–1 emergency service equipment. If the revenue generated by the fee exceeds the amount of money needed to fund the district, the board by resolution shall reduce the rate of the fee to an amount adequate to fund the district or suspend the imposition of the fee. If the board suspends the imposition of the fee, the board by resolution may reinstitute the fee if money generated by the district is not adequate to fund the district.

(f) In a public agency whose governing body at a later date votes to receive 9–1–1 service from the district, the fee is imposed beginning on the date specified by the board. The board may charge the incoming agency an additional amount of money to cover the initial cost of providing 9–1–1 service to that agency. The fee authorized to be charged in a district applies to new territory added to the district when the territory becomes part of the district.

(g) For the purposes of this section, the jurisdiction of the county is the unincorporated area of the county.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

Amended by Acts 1993, 73rd Leg., ch. 936, § 14, eff. Aug. 30, 1993; Acts 1999, 76th Leg., ch. 1203, § 5, eff. June 18, 1999.

§ 772.315. Collection of Fee

(a) Each billed service user is liable for the fee imposed under Section 772.314 until the fee is paid to the service supplier. The fee must be added to and stated separately in the service user's bill from the service supplier. The service supplier shall collect the fee at the same time as the service charge to the service user in accordance with the regular billing practice of the service supplier. A business service user that provides residential facilities and owns or leases a publicly or privately owned telephone switch used to provide telephone service to facility residents shall collect the 9–1–1 emergency service fee and transmit the fees monthly to the district.

(b) The amount collected by a service supplier from the fee is due monthly. The service supplier shall remit the amount collected in a calendar month to the district not later than the 60th day after the last day of the calendar month. With each payment the service supplier shall file a return in a form prescribed by the board.

(c) Both a service supplier and a business service user under Subsection (a) shall maintain records of the amount of fees it collects for at least two years after the date of collection. The board may require at the board's expense an annual audit of a service supplier's books and records or the books and records of a business service user described by Subsection (a) with respect to the collection and remittance of the fees.

(d) A business service user that does not collect and remit the 9–1–1 emergency service fee as required is subject to a civil cause of action under Subsection (g). A sworn affidavit by the district specifying the unremitted fees is prima facie evidence that the fees were not remitted and of the amount of the unremitted fees.

(e) A service supplier is entitled to retain an administrative fee from the amount of fees it collects. The amount of the administrative fee is two% of the amount of fees it collects under this section.

(f) A service supplier is not required to take any legal action to enforce the collection of the 9–1–1 emergency service fee. However, the service supplier shall provide the district with an annual certificate of delinquency that includes the amount of all delinquent fees and the name and address of each nonpaying service user. The certificate of delinquency is prima facie evidence that a fee included in the certificate is delinquent. A service user account is considered delinquent if the fee is not paid to the service supplier before the 31st day after the payment due date stated on the user's bill from the service supplier.

(g) The district may institute legal proceedings to collect fees not paid and may establish internal collection procedures and recover the cost of collection from the nonpaying service user. If the district prevails in legal proceedings instituted to collect a fee, the court may award the district court costs, attorney's fees, and interest in addition to other amounts recovered. A delinquent fee accrues interest at an annual rate of 12% beginning on the date the payment becomes due.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

Amended by Acts 1993, 73rd Leg., ch. 936, § 15, eff. Aug. 30, 1993; Acts 1995, 74th Leg., ch. 638, § 17, eff. Sept. 1, 1995.

§ 772.316. District Depository

(a) The board shall select a depository for the district in the manner provided by law for the selection of a county depository.

(b) A depository selected by the board is the district's depository for two years after the date of its selection and until a successor depository is selected and qualified.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.317. Allowable Expenses

Allowable operating expenses of a district include all costs attributable to designing a 9–1–1 system and to all equipment and personnel necessary to establish and operate a public safety answering point and other related answering points that the board considers necessary.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.318. Number and Location Identification

(a) As part of computerized 9–1–1 service, a service supplier shall furnish current telephone numbers of subscribers and the addresses associated with the numbers on a call-by-call basis.

(b) A business service user that provides residential facilities and owns or leases a publicly or privately owned telephone switch used to provide telephone service to facility residents shall provide to those residential end users the same level of 9–1–1 service that a service supplier is required to provide under Subsection (a) to other residential end users in the district.

(c) Information furnished under this section is confidential and is not available for public inspection.

(d) A service supplier or business service user under Subsection (b) is not liable to a person who uses a 9–1–1 system created under this subchapter for the release to the district of the information specified in Subsections (a) and (b).

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

Amended by Acts 1993, 73rd Leg., ch. 936, § 16, eff. Aug. 30, 1993; Acts 1995, 74th Leg., ch. 638, § 18, eff. Sept. 1, 1995.

§ 772.319. Public Review

(a) Periodically, the board shall solicit public comments and hold a public review hearing on the continuation of the district and the 9–1–1 emergency service fee. The first hearing shall be held three years after the date the order certifying the creation of the district is filed with the county clerks. Subsequent hearings shall be held three years after the date each order required by Subsection (d) is adopted.

(b) The board shall publish notice of the time and place of the hearing once a week for two consecutive weeks in a daily newspaper of general circulation published in the district. The first notice must be published not later than the 16th day before the date set for the hearing.

(c) At the hearing, the board shall also solicit comments on the participation of the district in the applicable regional plan for 9–1–1 service under Chapter 771. After the hearing, the board may choose to participate in the regional plan as provided by that chapter.

(d) After the hearing, the board shall adopt an order on the continuation or dissolution of the district and the 9–1–1 emergency service fee.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.320. Dissolution Procedures

(a) If a district is dissolved, 9–1–1 service must be discontinued on the date of the dissolution. The commissioners court of the county in which the district was located or, if the district contains more than one county, the commissioners courts of those counties acting jointly, shall assume the assets of the district and pay the district's debts. If the district's assets are insufficient to retire all existing debts of the district on the date of dissolution, the commissioners court or courts acting jointly shall continue to impose the 9–1–1 service fee, and each service supplier shall continue to collect the fee for the commissioners court or courts. Proceeds from the imposition of the fee after dissolution of the district may be used only to retire the outstanding debts of the district.

(b) The commissioners court or courts shall retire the district's debts to the extent practicable according to the terms of the instruments creating the debts and the terms of the orders and resolutions authorizing creation of the debts.

(c) The commissioners court or courts by order may adopt the rules necessary to administer this section.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.321. Issuance of Bonds

The board may issue and sell bonds in the name of the district to finance:

(1) the acquisition by any method of facilities, equipment, or supplies necessary for the district to begin providing 9–1–1 service to all participating jurisdictions; and

(2) the installation of equipment necessary for the district to begin providing 9–1–1 service to all participating jurisdictions.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.322. Repayment of Bonds

The board may provide for the payment of the principal of and interest on the bonds by pledging all or any part of the district's revenues from the 9–1–1 emergency service fee or from other sources.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.323. Additional Security for Bonds

(a) The bonds may be additionally secured by a deed of trust or mortgage lien on part or all of the physical properties of the district and the rights appurtenant to those properties, vesting in the trustee power to sell the properties for payment of the indebtedness, power to operate the properties, and all other powers necessary for the further security of the bonds.

(b) The trust indenture, regardless of the existence of the deed of trust or mortgage lien on the properties, may include provisions prescribed by the board for the security of the bonds and the preservation of the trust estate and may make provisions for investment of funds of the district.

(c) A purchaser under a sale under the deed of trust or mortgage lien is the absolute owner of the properties and rights purchased and may maintain and operate them.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.324. Form of Bonds

(a) A district may issue its bonds in various series or issues.

(b) Bonds may mature serially or otherwise not more than 25 years after their date of issue and shall bear interest at any rate permitted by state law.

(c) A district's bonds and interest coupons, if any, are investment securities under the terms of Chapter 8, Business & Commerce Code, may be issued registrable as to principal or as to both principal and interest, and may be made redeemable before maturity, at the option of the district, or contain a mandatory redemption provision.

(d) A district may issue its bonds in the form, denominations, and manner and under the terms, and the bonds shall be signed and executed, as provided by the board in the resolution or order authorizing their issuance.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.325. Provisions of Bonds

(a) In the orders or resolutions authorizing the issuance of bonds, including refunding bonds, the board may provide for the flow of funds and the establishment and maintenance of the interest and sinking fund, the reserve fund, and other funds and may make additional covenants with respect to the bonds, the pledge revenues, and the operation and maintenance of any facilities the revenue of which is pledged.

(b) The orders or resolutions of the board authorizing the issuance of bonds may also prohibit the further issuance of bonds or other obligations payable from the pledged revenue or may reserve the right to issue additional bonds to be secured by a pledge of and payable from the revenue on a parity with or subordinate to the lien and pledge in support of the bonds being issued.

(c) The orders or resolutions of the board issuing bonds may contain other provisions and covenants as the board may determine.

(d) The board may adopt and have executed any other proceedings or instruments necessary and convenient in the issuance of bonds.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.326. Approval and Registration of Bonds

(a) Bonds issued by a district must be submitted to the attorney general for examination.

(b) If the attorney general finds that the bonds have been authorized in accordance with law, the attorney general shall approve them. On approval by the attorney general, the comptroller shall register the bonds.

(c) After the approval and registration of bonds, the bonds are incontestable in any court or other forum for any reason and are valid and binding obligations according to their terms for all purposes.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.327. Refunding Bonds

(a) A district may issue bonds to refund all or any part of its outstanding bonds, including matured but unpaid interest coupons.

(b) Refunding bonds shall mature serially or otherwise not more than 25 years after their date of issue and shall bear interest at any rate or rates permitted by state law.

(c) Refunding bonds may be payable from the same source as the bonds being refunded or from other sources.

(d) The refunding bonds must be approved by the attorney general as provided by Section 772.326 and shall be registered by the comptroller on the surrender and cancellation of the bonds refunded.

(e) The orders or resolutions authorizing the issuance of the refunding bonds may provide that they be sold and the proceeds deposited in the place or places at which the bonds being refunded are payable, in which case the refunding bonds may be issued before the cancellation of the bonds being refunded. If refunding bonds are issued before cancellation of the other bonds, an amount sufficient to pay the principal of the bonds being refunded and interest on those bonds accruing to their maturity dates or to their option dates if the bonds have been duly called for payment before maturity according to their terms shall be deposited in the place or places at which the bonds being refunded are payable. The comptroller shall register the refunding bonds without the surrender and cancellation of bonds being refunded.

(f) A refunding may be accomplished in one or in several installment deliveries. Refunding bonds and their interest coupons are investment securities under Chapter 8, Business & Commerce Code.

(g) In lieu of the method set forth in Subsections (a)–(f), a district may refund bonds, notes, or other obligations as provided by the general laws of this state.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.328. Bonds as Investments and Security for Deposits

(a) District bonds are legal and authorized investments for:

- (1) a bank;
- (2) a savings bank;
- (3) a trust company;
- (4) a savings and loan association;
- (5) an insurance company;
- (6) a fiduciary;
- (7) a trustee;
- (8) a guardian; and

(9) a sinking fund of a municipality, county, school district, and other political subdivision of the state and other public funds of the state and its agencies, including the permanent school fund.

(b) District bonds are eligible to secure deposits of public funds of the state and municipalities, counties, school districts, and other political subdivisions of the state. The bonds are lawful and sufficient security for deposits to the extent of their value when accompanied by all unmatured coupons.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

§ 772.329. Tax Status of Bonds

Because a district created under this subchapter is a public entity performing an essential public function, bonds issued by the district, any transaction relating to the bonds, and profits made in the sale of the bonds are exempt from taxation by the state or by any municipality, county, special district, or other political subdivision of the state.

Acts 1989, 71st Leg., ch. 678, § 1, eff. Sept. 1, 1989.

Supplemental Information

What is E9-1-1?

Enhanced Nine-One-One (E9-1-1) is a single, easy-to-remember number used when reporting emergencies to fire, police and emergency medical service providers. The E9-1-1 system, operational in the Denco Area 9-1-1 District, is designed to automatically route any 9-1-1 call, placed from a telephone instrument (including wireless and Internet) within the District's geographical boundaries, to the proper emergency communication center (ECC) responsible for dispatching emergency services to the caller. (At the current time, there are limitations to both wireless and Internet location technologies.)

Benefits of E9-1-1

The E9-1-1 system has enhanced the ability of emergency service providers to save the lives and property of citizens in the Denco Area 9 1 1 District. Some of the direct benefits of the emergency communication system provided by Denco are the following:

- Only one three-digit number to remember in an emergency situation.
- The 9-1-1 call is routed to the proper agency responsible for dispatching help to the caller.
- Trained telecommunicators answer 9-1-1 calls. (In the Denco Area 9-1-1 District, telecommunicators are trained to provide emergency medical dispatch, thus reducing response time for medical emergencies.)
- Telecommunicators have the equipment and training necessary to communicate with hearing/speech impaired callers using TTY equipment as well as via text messages to 9-1-1.
- The caller's name, address and telephone number, as well as the proper fire, police and emergency medical service designated to respond to the caller's address, is automatically provided to the telecommunicator; thus reducing total response time. In the event the caller is unable to speak, the telecommunicator has the ability

to dispatch help to the caller's location that is provided by the E9-1-1 system.

- All ECCs in the Denco Area 9-1-1 District are part of a common network, allowing each to transfer calls, conference multiple ECCs and/or share information within a closed system.
- ANI/ALI information provides a means to control and reduce prank calls.
- The public education programs associated with E9-1-1 promote citizen awareness and involvement with emergency service providers.
- The E9-1-1 system enhances local government's ability to address the ever growing public expectation of emergency services created by the technology vendors, the media and popular television programming.
- The E9-1-1 system is designed to allow ECCs the ability to directly transfer a caller to another public safety agency or poison control center.
- The E9-1-1 system will identify calls from wireless and Internet phones, advising the telecommunicator to ask proper questions to determine the location of the emergency. Phase I provides the caller's telephone number so that the telecommunicator has the ability to reconnect if the call is terminated. Phase II provides additional location information to telecommunicators. Location information for Internet phones (VoIP) is typically entered by the subscriber through a website.
- The system has the ability to identify telephone companies serving 9-1-1 callers, thus streamlining the process.

Glossary of Terms

9-1-1 (Nine-One-One). A designated easy-to-remember, easy-to-call, three-digit emergency telephone number developed to provide citizens with a reliable, fast and convenient way to access fire, police, or medical service in the event of an emergency.

ANI (Automatic Number Identification). ANI is the feature that provides the caller's telephone number on a console at the ECC.

ALI (Automatic Location Identification). ALI provides the caller's name and address on a computer monitor at the ECC along with the name of the correct police, fire and emergency medical services designated to respond to the caller's location.

Callers should always know their location in the event the ALI information is not available because of limited technology.

Database. The 9-1-1 Database is the information accompanying a 9-1-1 call at the ECC. The information provided is the caller's name, address and telephone number, as well as the emergency service providers designated to respond to the caller's address. The database information is not always available from wireless and VoIP callers.

E9-1-1 (Enhanced 9-1-1). The system that is operational in Denton County providing SR, ANI and ALI (defined herein).

ECC (Emergency Communication Center). Formerly known as a Public Safety Answering Point (PSAP), it is the location of the equipment used to answer 9-1-1 emergency calls.

ESInet (Emergency Services IP Network). An ESInet is a managed IP network that is used for emergency services communications, and which can be shared by all public safety agencies. It provides the IP transport infrastructure upon which independent application platforms and core functional processes can be deployed, including, but not restricted to, those necessary for providing NG9-1-1 services. ESInets may be constructed from a mix of dedicated and shared facilities. ESInets may be interconnected at local, regional, state, federal, national and international levels to form an IP-based inter-network (network of networks).

GIS (Geographic Information Systems). The technology used to develop and display the mapped data used to locate 9-1-1 callers.

i3 or i3 ECC (See also NG9-1-1). NENA's Detailed Functional and Interface Standard for NG9-1-1 (i3), which describes an ECC that is capable of receiving IP-based signaling for delivery of emergency calls and for originating calls and is conformant to NENA specifications for such ECCs.

IWS (Integrated Workstation). The computerized 9-1-1 answering equipment provided by Denco that gives telecommunicators, in addition to the 9-1-1 function, additional tools such as mapping, non-emergency and radio communications integration. Also sometimes referred to as "call-handling" or "call-taking" workstation. Denco has 77 integrated call-taking workstations at its nine (9) ECCs.

NG9-1-1 (Next Generation 9-1-1). NG9-1-1 is an Internet Protocol (IP) based system comprised of managed Emergency Services IP networks (ESInets),

functional elements (applications), and databases that replicate traditional E9-1-1 features and functions and provides additional capabilities. NG9-1-1 is designed to provide access to emergency services from all connected communications sources, and provide multimedia data capabilities for ECCs and other emergency service organizations. Denco migrated to NG9-1-1 in April 2014.

Phase I. Wireless Phase I Enhanced 9-1-1 is the Federal Communication Commission (FCC) mandate to the wireless telephone industry and to 9-1-1 requiring the routing of wireless 9-1-1 calls to appropriate ECCs and the provision of the callers' ANI to the telecommunicators.

Phase II. Phase II provides the approximate geographic location of wireless callers, in addition to the FCC's Phase I enhancements.

Public Safety Telecommunicator. The individual answering the 9-1-1 calls; trained to communicate with persons seeking emergency assistance and with agencies and individuals providing such assistance.

SR (Selective Routing). Selective Routing provides automatic routing of 9-1-1 calls, based on the caller's location, to the appropriate ECC. The caller is not required to determine which public safety agency to call. Callers using wireless or VoIP telephones should know their location because the routing technology is not as accurate for these services.

STRATEGIC PLAN

Adopted March 14, 2019

Denco Area 9-1-1 District

1075 Princeton Street
Lewisville, Texas



Introduction

Denco has undertaken this strategic planning process to continue its visionary approach to providing advanced 9-1-1 systems to the citizens and visitors of the district. In partnership with the local government jurisdictions and public safety agencies in the district, Denco is committed to effectively plan, implement and maintain state-of-the-art 9-1-1 systems and support activities to continually and consistently serve citizens. Technological issues continue to be a driving force in public safety and the focal point for improving the quality of 9-1-1 systems. Through implementation and management of this strategic plan, Denco will support evolving public safety activities well into the future.

This plan outlines a foundation to achieve the District's major initiatives, goals, objectives, financial management activities and strategic direction. The financial resources provided by citizens of the District, and entrusted by the board, must be invested wisely to ensure the continual stability of emergency access for citizens and visitors who need public safety services. The strategic plan forms the basis for the tasks and strategies in order to adequately plan for future needs. The process allows the District to identify needs in advance of the traditional yearly budget planning approach. This plan will be a guide over the next several years and has been developed with the understanding that unforeseen circumstances will occur, which would require altering of the plan.

Denco Board of Managers



Jack Miller, Board Chairman

Denton County Commissioners Court Representative

Mayor Sue Tejml, Board Vice Chairman

Participating Cities Representative

Assistant Chief Terry McGrath, Board Secretary

Denton County Fire Chiefs Association Representative

Bill Lawrence

Denton County Commissioners Court Representative

Jim Carter

Participating Cities Representative

Rob McGee

Verizon Advisory Representative

Background

In the 1980's, citizens of Denton County were using seven-digit phone numbers to request emergency assistance from police, fire, and medical (EMS) agencies. The white pages of the telephone directories were filled with dozens of numbers for assistance. Citizens who did not know where they were located or could not access a telephone directory had the option of dialing "0" in an emergency and speaking with a telephone company operator. The operator, usually with little emergency service training, could generally direct the call based on the area code and exchange of the calling party.

The need for a universal, easy to remember number was apparent to the citizens and the public safety community. To help address this need, in 1985 the Texas Legislature created multiple emergency telephone number acts in Title 9, Subtitle B. Chapter 772 of the Health and Safety Code to allow for the creation of emergency communication districts.

On August 8, 1987, by a margin of 81%, the voters favored the creation of the emergency communication district. Confirmation of the district occurred on August 25, 1987, creating the Denton County Area Emergency Communication District, later named Denco Area 9 1 1 District.

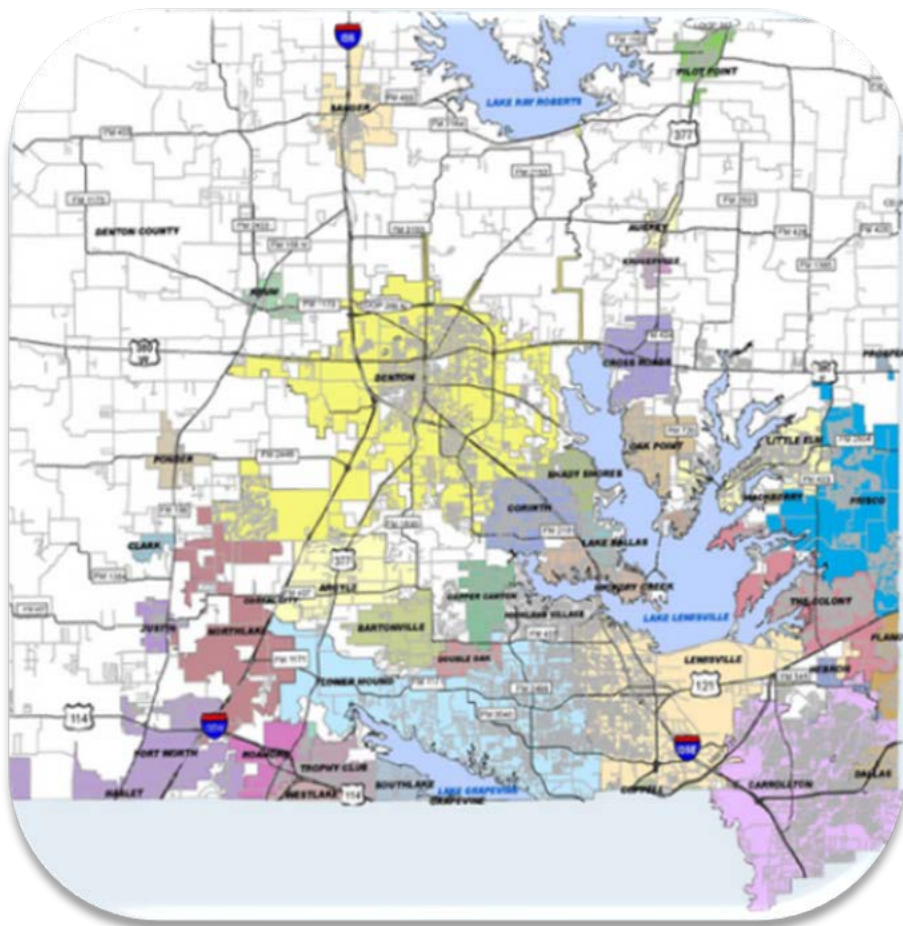
Over the past several years, the District has experienced many internal and external influences that have changed the way it conducts business. For example, the Telecommunications Act of 1996 led to multiple new telephone companies entering the area. The explosion in the popularity of wireless telephones has impacted call volume in virtually every area of the District. Increased interest in joint training and educational programs has resulted in more cooperative activities on a district level and the evolution of technology has paved the way for implementation of Next Generation 9-1-1 services to include text-to-911.

Service Area

The Denco Area 9-1-1 District covers approximately 953 square miles and serves over 836,000 people in 33 jurisdictions throughout North Texas, including suburban and rural populations in and around Denton County.

Partner jurisdictions

- Argyle
- Aubrey
- Bartonville
- Carrollton
- Copper Canyon
- Corinth
- Cross Roads
- Denton
- Dish
- Double Oak
- Draper
- Flower Mound
- Hackberry
- Hebron
- Hickory Creek
- Highland Village
- Justin
- Krugerville
- Krum
- Lake Dallas
- Lakewood Village
- Lewisville
- Little Elm
- Northlake
- Oak Point
- Pilot Point
- Ponder
- Providence Village
- Roanoke
- Sanger
- Shady Shores
- The Colony
- Trophy Club
- Unincorporated Denton County



Mission and Vision

The mission of the Denco Area 9-1-1 District is to provide a highly advanced and efficient enhanced 9-1-1 emergency telecommunications system as the primary emergency access for citizens and visitors in the district to quickly obtain the emergency services needed to protect life, health and property.

The Denco vision is to maintain the highest level of public and partner agency confidence while providing service in a manner that fosters excellence, integrity and accountability. To be a recognized leader in the 9-1-1 profession and a valued partner of the public safety community.

Achieving the Mission

This strategic plan is designed to ensure that the system continues to be responsive to the citizens and local government partners in the District. To achieve its mission, Denco has adopted the following goals.

Goal #1:

Provide and maintain advanced, effective 9-1-1 Systems that are constantly available and compatible with changing communication technologies

Methods:

- Ensure that 9-1-1 calls, from all sources, are quickly and accurately routed to PSAPs and that PSAPs have the most accurate, reliable, and useable data at all times.
- Ensure the 9-1-1 system is comprised of industry leading redundancy, diversity, security, and failover systems to achieve maximum availability to citizens and partner agencies.
- Ensure adequate technical and financial planning to support continuous enhancement of the systems to leverage technology advancements and integrate emerging communications methods.



Goal #2:

Represent the public and partner agencies in ongoing development of 9-1-1 systems technologies and public policy

Methods:

- Actively participate in local, state and Federal legislative and regulatory processes to ensure that 9-1-1 service integrity focused on the needs of citizens and public safety response agencies is prioritized.
- Maintain a leadership role in the Texas 9-1-1 Alliance, Association of Public Safety Communications Officials, National Emergency Number Association and other industry associations and standards setting bodies to ensure policy is developed and maintained in accordance with the Denco Area 9-1-1 District mission, values, goals and objectives.
- Establish stakeholder communications opportunities to ensure partner agencies are engaged on relevant 9-1-1 industry trends and public safety service issues. Provide mechanisms for active engagement by partner agencies.

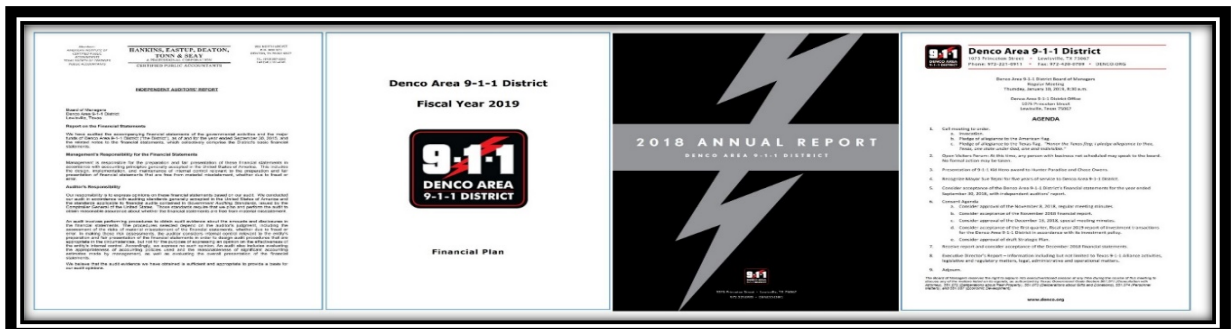


Goal #3:

Manage the Denco Area 9-1-1 District in an objective, efficient, effective and responsive manner ensuring long-term sustainability

Methods:

- Ensure the long-term financial stability of the Denco Area 9-1-1 District as a state-of-the-art communications network serving citizens and partner agencies through effective long-term financial planning.
- Ensure consistent service and financial equity throughout the district contributing to an enhanced quality of life for all citizens of the district.
- Maintain a conservative approach to establishment of service fees at a level to maintain the 9-1-1 systems and programs, and funding of capital investments.
- Establish a competent and stable workforce of industry leaders in order to comply with the Denco Area 9-1-1 District mission, goals, vision and objectives.



Goal #4:

Increase public awareness of 9-1-1 issues and promote the proper use of the 9-1-1 system

Methods:

- Establish and maintain education programs for all demographics to contribute to educated 9-1-1 callers in the district; leading to more successful emergency calls.
- Establish and maintain awareness activities focusing on fast-changing technologies, such as mobile applications, SMS messaging, Real-Time-Text, wearable biometric devices, and the growing “Internet of Things” (IoT) that seek to connect to emergency services, and to mitigate public confusion and manage expectations.
- Participate in general awareness and education activities to promote citizen confidence in the 9-1-1 system as the most effective method to summon emergency help.

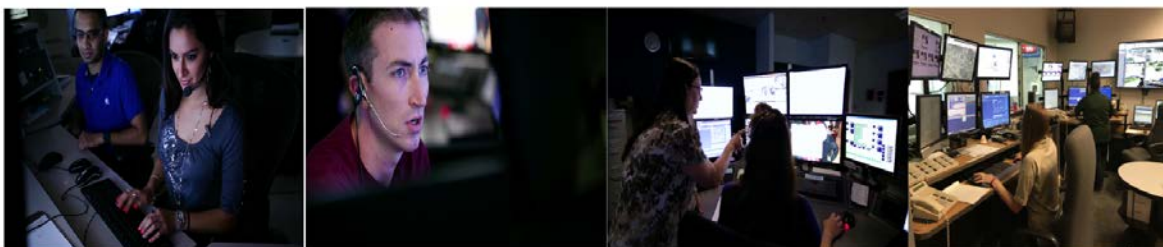


Goal #5:

Provide training and support programs which enable Public Safety Answering Point (PSAP) personnel to effectively process 9-1-1 calls

Methods:

- Ensure high quality training programs are available locally for telecommunications personnel of partner agencies to achieve all required basic licensing requirements and continuing education.
- Enhance basic training opportunities by providing high quality, industry relevant advanced training opportunities for partner agencies.
- Conduct continual training needs analysis to ensure training programs remain contemporary and relevant.
- Maintain support for Emergency Medical Dispatch activities of partner agencies to include providing the latest version of operating and quality assurance software and program support.
- Assist partner agencies to recruit and test telecommunicator candidates.
- Enhance and support opportunities to assist partner agencies retain high quality 9-1-1 staff and to minimize the adverse impact of telecommunicator turnover.



Conclusion

In order to provide crucial support to public safety in the district, consistent with the highest standards of excellence, and to continually enhance Denco's activities supporting 9-1-1 and public safety, the above goals and objectives enable staff to focus efforts on those activities most important to agency mission success. Individual staff goals, while not included in this document, have been developed to support organizational objectives and action plans.

