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.