



ADAMS COUNTY COMMUNICATIONS

CENTER AUTHORITY

2025

ANNUAL REPORT

HONESTY - INTEGRITY - SERVICE
POSITIVITY - HONOR



MISSION

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

VISION

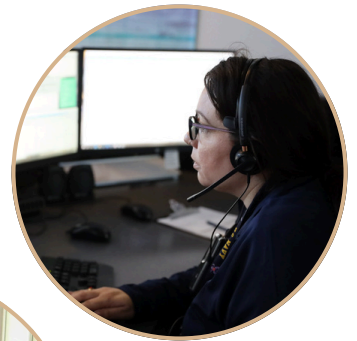
ADCOM's vision is to become the premier, public-safety communications center in the State of Colorado.

CORE VALUES

**HONOR
INTEGRITY
POSITIVITY
HONESTY
SERVICE**

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Introduction

If 2024 was “The Year of the Projects,” 2025 can be described as “The Year of Progress.” While several projects initiated in 2024 were delayed due to construction challenges associated with the Administration Building, progress toward resolution was made in 2025. Challenges included inadequate cooling in the electrical room, a roof that initially failed inspection, and multiple deficiencies within the HVAC system. Although some issues will carry over into 2026, decisive steps were taken to address them.

Beyond progress on the Administration Building, ADCOM completed a key compensation objective in 2025, moving the organization closer to becoming an even more attractive employer. A consulting agency was engaged to conduct a comprehensive compensation study, which laid the foundation for a formal compensation philosophy. This multi-year philosophy was adopted by the Board of Directors in August 2025 and now provides clear, strategic guidance for employee compensation moving forward.

In addition to the challenges related to the Administration Building, ADCOM implemented multiple Radio, IT, and Operations projects in 2025. All projects remain focused on enhancing ADCOM’s ability to deliver the highest possible level of service to the community and partner agencies we serve.

None of this progress would have been possible without the dedication, expertise, and hard work of our talented staff. Their commitment to problem-solving, collaboration, and excellence enabled us to overcome complex challenges, keep projects moving forward, and lay the groundwork for lasting improvements across the organization.



BOARD OF DIRECTORS



Sheriff Gene Claps
Adams County Sheriff's Office



Chief Mark Daugherty
North Metro Fire Rescue District



Chief Matt Domenico
Brighton Police Department



Chief Clinton Garner
Adams County Fire Protection District



Chief Brycen Garrison
Brighton Fire Rescue District



Chief Darrel Guadnola
Commerce City Police Department



Chief Jim May
Northglenn Police Department



Chief Bob Olme
South Adams County Fire Department

Facilities

Administration Building

The largest project undertaken by ADCOM in the past twenty-five years was the \$9 million construction of the Administration Building. The project began in the spring of 2022 and was originally scheduled for completion in the summer of 2023. However, multiple delays extended the completion timeline to the beginning of 2024. As the project neared completion, additional large-scale issues were identified that required further attention, including a complete tear-down and rebuild of the north stairwell, inadequate cooling in the electrical room, an initial roof inspection failure, and multiple HVAC deficiencies.

The remediation of the failed roof inspection represented the most significant initiative undertaken by Facilities and Executive staff in 2025. This process included substantial coordination with the Board of Directors, a full evaluation conducted by a third-party engineering firm, and a formal mediation process, which concluded with an agreement to replace the existing roof with an overlay. The overlay installation was completed in December 2025.

An additional critical concern involves deficiencies associated with the original HVAC installation. The cooling systems do not consistently maintain acceptable indoor temperatures during elevated outdoor temperatures, and system operation produces excessive noise levels throughout the building. In 2025, a third-party contractor conducted a comprehensive inspection of the HVAC system and identified design deficiencies, construction issues within the supply air distribution system, and errors in the building automation system that must be remedied. A cost estimate for corrective work is anticipated Q1 2026.

The following larger-scale Facilities projects were completed in 2025:

- Electrical room cooling issue was resolved in May 2025 with the installation of two mini-split systems.
- South Building roof membrane corrections were implemented to address flooding caused by improper placement during the Administration Building construction.
- ADCOM's Board of Directors approved the engagement of an independent owner's representative, allowing executive leadership and facilities staff to shift their focus from day-to-day larger-scale project oversight to broader organizational priorities.

Many construction issues remain and will be addressed with our general contractor, GTC, such as:

- Documented issues with asphalt chipping and concrete cracking throughout the parking lot and the vehicle bay.
- Numerous cracks and deficiencies in perimeter masonry wall.
- Drainage issues throughout the parking lot.
- Numerous smaller warranty-type issues.

ADCOM remains committed to bringing this project to completion but will not do so without viable solutions that fully address all outstanding concerns. Legal counsel remains involved and is working toward an acceptable resolution for all parties.



Operations Building Remodel

To accommodate organizational growth, the Administration Building was constructed to house the Administrative, IT, and Radio departments. Following its completion, the focus shifted to remodeling the Operations Building with the long-term goal of providing space for future Operations staff expansion. In 2025, ADCOM issued a request for proposals (RFP) for architectural services, and design plans were developed. Ultimately, the project was placed on hold in 2025 due to budgetary constraints and a strategic shift toward the installation of a critical geo-redundant prime site for the radio system. The intent is to resume this project in 2027 to support ADCOM's strategic objective of addressing increased call volume and the need for additional Operations staff.

Remote Sites

In early 2025, several remote sites were identified as having significant deficiencies related to deferred preventative maintenance, aging HVAC units operating beyond their intended service life, and vulnerabilities within critical power systems. These issues posed substantial operational and continuity risks, including the potential for equipment failure, service interruptions, increased emergency repair costs, and reduced system reliability during peak demand or severe weather events. Given that these remote sites support essential communications infrastructure, any prolonged outage could directly impact public safety operations and mission readiness.

Responsibility for maintaining these sites was subsequently transferred to Facilities staff to ensure focused oversight, standardized maintenance practices, and long-term asset management planning.

Under the direction of ADCOM's Deputy Director, Facilities immediately implemented a series of proactive and corrective measures designed to stabilize and strengthen site reliability, including:

- HVAC replacements at the Bennett and Cherokee sites to address end-of-life systems and mitigate overheating risks to sensitive equipment
- Comprehensive mechanical assessments of HVAC systems at all sites to identify emerging failures, efficiency losses, and compliance gaps
- Full generator servicing at all sites to ensure dependable backup power capability during power outages
- Establishment of formal load bank testing for ADCOM generators to validate real-world performance, confirm rated capacity, and reduce the likelihood of failure under emergency load conditions

These actions represent the first phase of a broader reliability and risk-reduction strategy. Continued attention to lifecycle management, preventative maintenance compliance, and system modernization remains critical to protecting infrastructure investments and ensuring uninterrupted operations.

As a further proactive measure, ADCOM will partner with a qualified vendor in 2026 to conduct a comprehensive audit of all radio sites. This audit will provide a detailed assessment of mechanical, electrical, structural, and environmental systems; identify deferred maintenance and capital replacement needs; prioritize risk-based improvements; and establish a multi-year roadmap for sustained reliability and resilience.





Technology



In May 2025, ADCOM combined its Radio and IT teams into a single Technology Department, led by a Technology Manager and supported by Assistant Technology Managers for IT and Radio. This integration created a more unified and collaborative approach to serving our internal and external partners. The changes marked a pivotal moment for the department, making 2025 a truly transformative year.

ADCOM's Technology team continued to deliver critical infrastructure upgrades, enhanced operational resilience, and implemented innovative solutions that strengthen service delivery across all agencies. From modernizing core systems and improving cybersecurity posture, to advancing interoperability and disaster recovery capabilities. These accomplishments reflect ADCOM's commitment to efficient and forward-thinking technology that anticipates future needs while strengthening current operations.

The following information details the numerous projects managed by ADCOM's talented IT and Radio staff:

Network Engineering

- **Network Hardware Refresh:** In 2025, the team replaced 37 end-of-life devices. Remaining back-ordered hardware has been received, configured, and is scheduled for deployment in Q1 2026, reducing failure and security risks while ensuring a reliable and supported core infrastructure.
- **Disaster Recovery Site:** The disaster recovery site has been tested and is functioning internally but still requires a full failover test to validate expected functionality. Vendor coordination for backup VPNs is underway and expected to be complete in 2026, further supporting rapid service restoration and continuity during a primary site outage.
- **Radio Redundancy:** The network team has redesigned the network to add routing redundancy. Hardware redundancy at radio sites will be evaluated in 2026, further strengthening resilience and protecting mission-critical radio communications from outages.
- **Dual ISP Failover:** Automatic failover between two internet providers has been implemented and tested, with remaining external configuration planned for Q1 2026. This dual-provider setup ensures continuous connectivity for CAD, radio, and inter-agency systems by protecting against single-carrier outages.
- **Out-of-Band Management:** A management solution is being implemented to ensure reliable access to remote devices, using out-of-band management to support troubleshooting during network outages at geographically distant sites. This improves network resiliency, reduces downtime, and strengthens incident response. The project is 65% complete, with remaining installations planned for Q1 2026.

Systems Administration

- **Backup & Recovery:** Updated backup and recovery policies to meet retention standards, ensuring reliable restoration of mission-critical systems after incidents or data loss.
- **Endpoint Management:** All ADCOM devices were enrolled in a centralized management system, enabling consistent security enforcement, faster deployment, and centralized control across all endpoints, including dispatch workstations.
- **Infrastructure & Virtualization:** The team upgraded ADCOM's virtual environment and optimized storage. This work improves system performance and stability for CAD, RMS, and other critical applications.
- **Mobile Transition:** Successfully migrated all agencies from Classic Mobile to the modern platform, improving system reliability, user experience for field units, and ensuring long-term vendor support.
- **RMS Upgrade:** Edited backup and recovery policies and configurations to meet retention standards, ensuring reliable restoration of mission-critical systems after cyber incidents, system failures, or data corruption.
- **Automated Alarm Processing:** Implemented ASAP-to-PSAP integration, enabling automated alarm data delivery into CAD to reduce call handling time, minimize human error, and support faster, more accurate dispatch.
- **Inventory & Service Desk:** Improved helpdesk workflows and expanded Knowledge Base documentation, increasing accountability, reducing resolution times, and ensuring critical equipment is properly supported and available when needed.

Cybersecurity Infrastructure

Advanced Security Integrations

Collaborated with Arctic Wolf and internal teams to configure the platform, deploy scanners, and integrate log sources for CrowdStrike and Microsoft environments, enhancing centralized monitoring, threat detection, and protection across ADCOM systems.

Patch Management Optimization

Used a management system to automate cyber updates and security patches, achieving 100% compliance, reducing vulnerabilities, and maintaining consistent security without disrupting dispatch operations.

Governance, Risk & Compliance (GRC)

Updated the Disaster Recovery Plan and cybersecurity policies to meet industry standards, distributed security awareness resources, and maintained ADCOM email and directory records, enhancing compliance, accountability, and overall organizational security.

Representation & Training

Participated in IT Tabletop Exercises and represented ADCOM at regional cybersecurity meetings to refine emergency response protocols, enhance partner coordination, and maintain alignment with regional security best practices.

Geographic Information Systems



BPD New District Project: Successfully completed the new BPD district setup with no major issues, ensuring accurate call routing, proper unit assignment, and clearly defined jurisdictional boundaries to support timely and correct emergency response.

Real-Time Incident Awareness Dashboard: Implemented a dashboard that provides employees quick visibility into active calls without requiring CAD login, improving situational awareness and response speed.



ACSO Radio Coverage Troubleshooting: ADCOM analyzed radio coverage issues in eastern Adams County, identifying that scheduled preventative maintenance is needed. Maintenance planned for 2026 is expected to improve coverage for field units.

Public Safety Radio Systems



- **Interagency Connectivity:** Collaborated with Broomfield and RTD to connect Broomfield's second router (project ongoing), enhancing redundancy, interoperability, and regional communications resiliency.

- **Geo-Redundant Prime Site:** ADCOM is in the initial phases of this project, which will ensure continuity of operations by enabling a geographically separate prime site to assume control during outages, preventing radio downtime and improving safety, resilience, recovery time, and overall operational risk in line with public safety best practices.

- **Microwave Lifecycle Maintenance:** Initiated a vendor service contract for regular preventative maintenance on microwave hardware, enabling early issue detection and improving the reliability of critical radio and 911 communications.

- **Infrastructure Enhancements:** RTD fiber was connected to the State DTB site to enable ISSI interoperability, expanding cross-system communications and ensuring responders can communicate effectively during multi-agency and large-scale incidents.

- **Process Improvement:** Adopted standardized radio programming procedures and improved documentation, reducing errors, increasing consistency, and supporting faster onboarding and troubleshooting for critical radio services.

Operations

Training Division

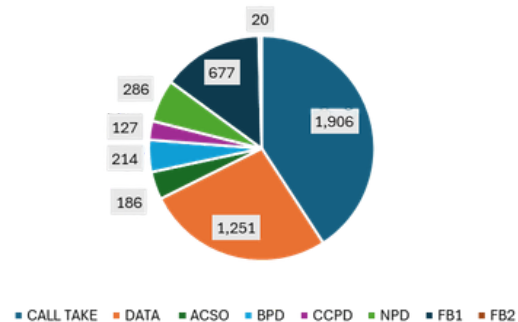
To support employee growth and retention, ADCOM added a Learning & Development Manager in January 2025, further strengthening the Training Division alongside the Training Supervisor. This role focuses on expanding training initiatives, overseeing the New Hire Academy, and working directly with Call Takers to promote continuous professional development.

In 2025, the Training Division conducted four academies and onboarded a total of thirteen (13) new hires. Performance and progression throughout the training program remained strong, with all trainees successfully advancing through the academy and the majority (85%) completing on-the-floor training. Dispatch cross-training also experienced notable growth, with several employees training on additional radio channels, resulting in increased operational coverage.

The objective for the Training Division in 2026 is to achieve a New Hire training completion success rate exceeding 85%, while continuing to expand channel-specific and cross-training opportunities for dispatchers to further enhance operational coverage. With the addition of five new Communications Training Officers (CTOs), this goal is attainable. Additionally, the number of training academies will increase to five in 2026, supporting progress toward full staffing levels, improving performance consistency, and promoting long-term employee retention.

4 Call Taker Academies
13 Graduates **85%** Success Rate
28 Dispatchers trained on channels
3,557 Total training hours
4 Additional Communications Training Officers APCO certified

2025 OPERATIONS DIVISION TRAINING HOURS



Quality Assurance Program

ADCOM continues to utilize our vendor, Moetivations, to provide comprehensive quality assurance (QA) services. In 2025, Moetivations audited 1.5% of all incoming phone calls, completing a total of 4,735 call reviews over the course of the year, with an agency-wide average score of 99.84%. In addition to these audits, Moetivations delivers a monthly quality improvement learning tool, which is distributed to Operations staff alongside the monthly QA performance statistics.

In 2026, ADCOM will increase the QA audit rate to 2% of incoming calls. Additionally, ADCOM will begin a phased transition to an AI-based quality assurance solution. As the AI tool matures, learns, and demonstrates reliability, Moetivations will gradually assume a reduced role in the audit process, with the transition expected to be largely complete by the end of the year.

High-acuity call reviews are conducted by dispatch supervisors following qualifying high-priority incidents. During the year, 399 high-acuity reviews were completed, with an average performance score of 99.88%.

4,735 @ 99.84%

Accreditation

ADCOM's application for APCO Agency Training Program recertification was submitted in November 2024. In March 2025, ADCOM was notified that it had been awarded recertification, with the formal award presented at the National APCO Conference in Baltimore, Maryland, in July 2025.

Following completion of the APCO Agency Training Program recertification, ADCOM began pursuing CALEA (the Commission on Accreditation for Law Enforcement Agencies) accreditation. CALEA's scope includes quality assurance, interoperability, emerging technologies, risk analysis, asset security, training, and other critical operational areas. Progress on this initiative was temporarily paused in 2025 due to turnover within the Operations Manager group. Additionally, CALEA requires the purchase of a policy management system, which has been incorporated into the 2026 budget. ADCOM's Law Enforcement Operations Manager is now leading this effort, with progress anticipated in 2026.

Continuity of Operations Plan (COOP)

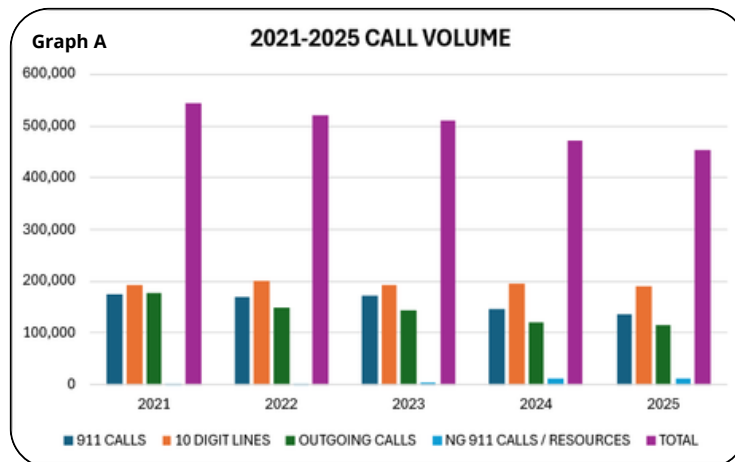
The Continuity of Operations Plan (COOP) was regularly evaluated and updated throughout the year as needed. In 2025, the HipLink application was integrated into the employee notification process. While CodeRED previously served as the primary notification system, it has now been designated as a backup. The COOP was also expanded to include response procedures for critical system outages, due to departments outside of Operations being added to the notification process.

During the year, Weld County began a remodel of its dispatch center and operated primarily out of its training center, which also serves as ADCOM's designated backup center. The remodel is expected to be completed in Q1 of 2026. As a result, ADCOM was unable to access the backup center, and full COOP testing could not be conducted in its entirety.

Additionally, ADCOM serves as a backup center for Thornton911. While Thornton911 conducted site visits to ADCOM during 2025, live testing of their backup systems at ADCOM did not occur.

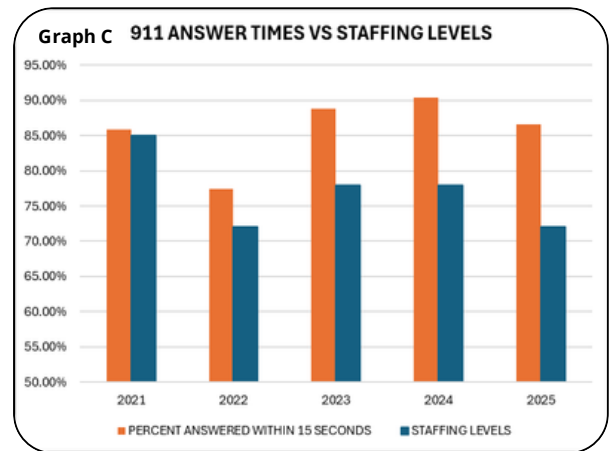
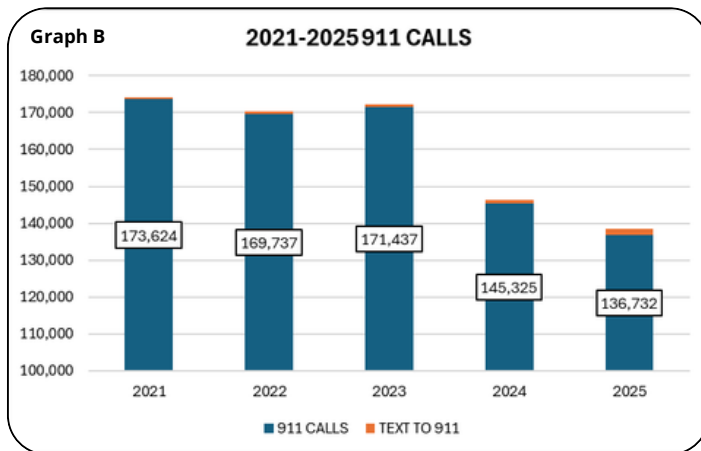
Call Processing Metrics

Since 2021, ADCOM has experienced a consistent annual decline in total call volume, including decreases in 911, 10-digit, and outgoing calls. In addition to the NG911 solution PreparedLive, which was implemented in 2024, ADCOM deployed two new applications in 2025: ASAP-to-PSAP and RapidDeploy. Collectively, these systems enabled ADCOM to process an additional 11,309 calls (see Graph A).



The national standard for 911 call answer times is that 90% of all incoming calls be answered within 15 seconds. In 2025, ADCOM achieved an average of 86.64% of 911 calls answered within 15 seconds.

In 2024, ADCOM met the standard by achieving a 90.43% average of 911 calls answered within 15 seconds with a staffing average of 78% of allotted positions (per Graph C). As noted in Graph B, 911 call volume in 2025 slightly dropped when compared to 2024, but our staffing average was notably lower at 72%.



In 2025, ADCOM did not meet national performance standards, primarily due to daily operational staffing levels (see Graph C). While overall staffing levels were comparable to those in 2022, performance improved by 11% toward achieving the national benchmark. This improvement was largely driven by a reduction in 911 call volume rather than an increase in staffing capacity or available personnel per shift.

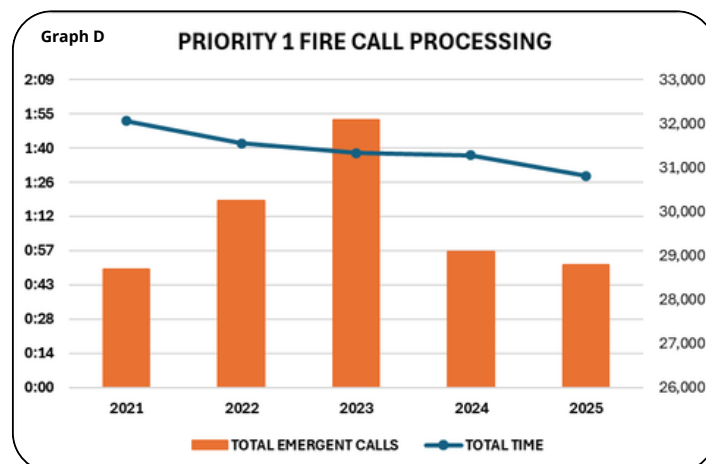
Although staff retention rates were previously believed to be the primary reason for not meeting national standards, further analysis indicates that the more significant factor is daily operational staffing levels – specifically, the number of personnel available on shift at any given time – which directly affects ADCOM’s ability to consistently achieve established performance benchmarks. To address this, the Law and Fire Operations Managers have been directed to conduct a comprehensive scheduling study to evaluate shift coverage patterns and determine the most effective allocation and deployment of call takers moving forward.

Additionally, to ensure a thorough and objective review of all potential contributing factors, the Learning & Development team will conduct a comprehensive, data-driven evaluation of training practices in 2026 to assess whether they are also impacting ADCOM’s ability to meet national performance standards.

Priority 1 Fire Call Processing Times

ADCOM began tracking Priority 1 fire call processing times in 2019 at the request of Adams County Fire Rescue, which committed to pursuing accreditation that requires the establishment of a defined performance goal. That goal was set at 90 seconds. Initial tracking showed significant improvement over the first two years; however, subsequent gains were marginal. In 2024, a slight increase in average processing time was observed, rising from 93 seconds in 2023 to 97 seconds in 2024, as reflected in Graph D.

Despite operating at approximately 72% of authorized staffing levels, ADCOM met the established standard in 2025 through significant effort by Operations staff, dispatching 9,286 Priority 1 fire calls with an average processing time of 89 seconds.



Support Services

In 2025, Support Services staff focused on three key objectives: recruiting, employee retention, and completing a compensation study. These efforts are essential to ADCOM for maintaining staffing levels, reducing turnover, and ensuring consistent, high-quality service to the citizens and agencies we serve.

Recruiting & Retention

Support Services staff implemented the following to improve recruiting and retention practices:

- Revised Pre-Screenings and Interviewing Processes: Ensures stronger candidates are selected, improving quality of hires and reducing early turnover.
- Operations Call Take Academy Extended to 6 Weeks: Provides additional practical training, increasing new hires' readiness and confidence on the job.
- Lateral Hiring: A lateral hiring program allows ADCOM to quickly fill vacancies with experienced professionals, reducing training time and costs while improving operational performance. Lateral hires bring valuable skills, knowledge, and best practices from other agencies, contributing immediately to high-quality service and supporting long-term retention.

Onboarding Program Created: An extensive onboarding program and calendar for new hires was created. The program includes shadowing team members and leadership, hands-on experience in Operations, position-specific learning tracks (e.g., Budget, Personnel Investigations, and Evaluations), and leadership and supervisory training through Employers Council, APCO, and other platforms.



Recruiting

731 total applications processed

75 hours spent in interviews

28 newly hired/promoted employees



Compensation Study

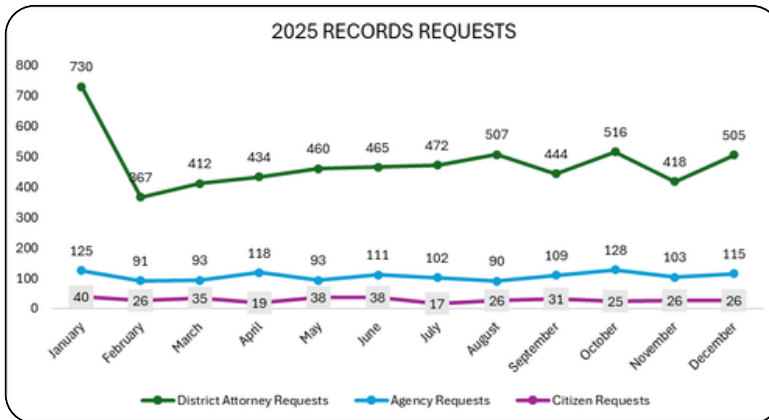
In 2024, an internal compensation analysis determined that ADCOM's wages lagged the Denver-area market by approximately 10%-17% compared to surrounding agencies. This gap placed ADCOM at a competitive disadvantage, negatively affecting recruitment, staffing, and retention. Below-market wages reduced applicant pool size and quality, prolonged vacancy durations, increased overtime reliance, and limited operational flexibility. They also contributed to higher turnover, loss of institutional knowledge, and increased training costs. Collectively, these factors created sustained operational strain and hindered ADCOM's ability to consistently meet national service standards, including call-answer time benchmarks not achieved in 2025.

To address these challenges, in December 2024 Executive Director Estes recommended that the Board authorize a comprehensive compensation study to establish a five-year compensation philosophy and ensure market competitiveness. Following Board approval, ADCOM engaged an external consultant in February 2025.

Completed in July 2025, the compensation study evaluated job classifications, market conditions, cost of living, and time in position, and resulted in proposed market-based pay adjustments scheduled for implementation in 2026. The Board adopted the compensation plan and philosophy in August 2025. The consultant will continue to provide annual consultations through 2027, including full compensation structure refreshes in 2026 and 2027.

Records Requests

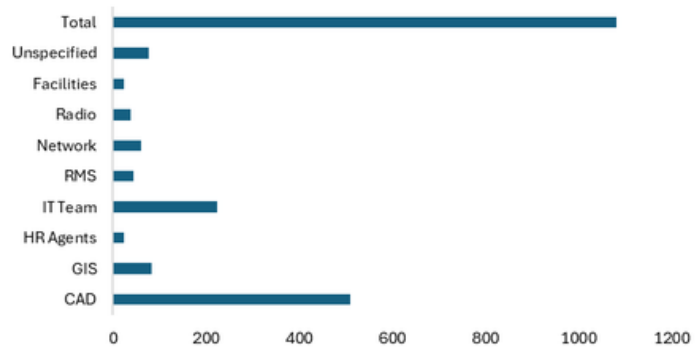
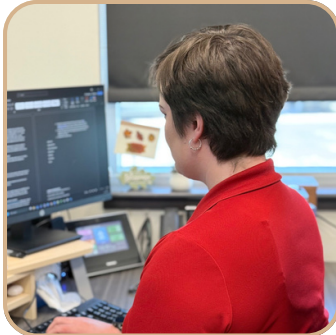
Total Recordings Processed = 7,355



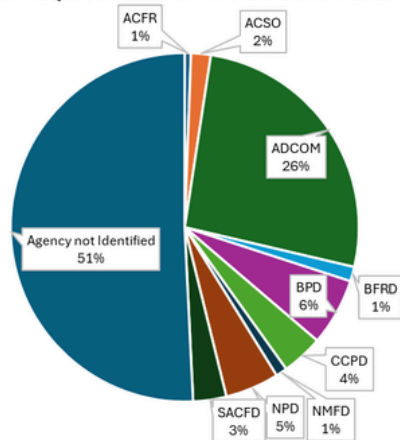
HelpDesk

Total Ticket Count = 1,081

Total Helpdesk Tickets Types by Department



Total HelpDesk Tickets Per Jurisdiction 2025



Summary

2025 was a year of meaningful advancements for ADCOM, marked by operational improvements, long-standing project milestones, and strategic initiatives that strengthened the agency's infrastructure and service delivery. Recognizing the need for clearer communication and stronger alignment around organizational priorities, ADCOM conducted a comprehensive review of its structure in spring 2025. The consolidation of the Radio and IT departments into a unified Technology Department streamlined decision-making, strengthened leadership effectiveness, and improved operational coordination. Broader adjustments across the management team clarified roles and responsibilities, while Support Services refocused on finance, recruitment, and hiring to ensure the agency was equipped with the talent and resources to meet both current and future operational demands.

Building on these structural improvements, Facilities staff addressed critical issues in the Administration Building, including roof repairs, electrical room cooling, and HVAC deficiencies, while also implementing essential preventative maintenance and upgrades at remote sites. The Technology Department delivered major enhancements in network infrastructure, cybersecurity, CAD and RMS systems, radio interoperability, and disaster recovery, reinforcing operational resilience and improving service delivery.

Operational achievements included meeting Priority 1 fire call processing standards despite staffing challenges and maintaining high-quality assurance scores across all calls. Accreditation efforts continued, with APCO Agency Training Program recertification achieved and CALEA preparation underway. Support Services completed a comprehensive compensation study, resulting in a multi-year plan to ensure competitiveness, support retention, and provide long-term operational stability.

As ADCOM enters 2026, the agency is well-positioned to advance critical initiatives while preparing for its next Executive Director. These upcoming initiatives and strategic priorities will further ADCOM's vision of becoming the premier public safety communications center in Colorado, strengthen its capacity to deliver reliable, high-quality service, and lay the groundwork for sustainable growth and continued success.

We thank the Board of Directors, partner agencies, and the citizens of Adams County for their ongoing confidence and support. Your trust empowers ADCOM to maintain the highest standards in public safety communications and inspires the agency to continually innovate and improve service to the community.



Deputy Director

