



Arizona 9-1-1 Program Communications Plan

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FOR ARIZONA DEPARTMENT OF ADMINISTRATION
9-1-1 PROGRAM

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1 Introduction

The Arizona Department of Administration (ADOA) 9-1-1 Program operates from the following vision and mission:

Mission

To provide exceptional statewide 9-1-1 services to the people of Arizona through the use of modern and emerging technologies, national best practices and industry standards, and by acting as responsible stewards of 9-1-1 funding.

With its vision and mission in mind, this Communications Plan charts the 9-1-1 Program's strategy for engaging stakeholders and communicating about its 9-1-1 goals and responsibilities. The Arizona 9-1-1 Program must employ communication tactics and send messages that help speak to the current state of 9-1-1 statewide while also addressing the progress being made in transitioning to Next Generation 9-1-1 (NG9-1-1).

The 9-1-1 Program's two primary communication goals are to increase stakeholder engagement and improve stakeholder understanding of the State's priorities, funding, and statutes governing the 9-1-1 Program.

The 9-1-1 Program is responsible for:

- Adopting rules and procedures for administering and distributing 9-1-1 revenue
- Reviewing and approving requests for payment for 9-1-1 system operations
- Making recommendations to the legislature regarding the amount of the telecommunication services excise tax
- Coordinating and overseeing state-level 9-1-1 contracts
- Communicating with stakeholders
- Conducting Federal- and State-level reporting
- Planning for NG9-1-1

2 Arizona 9-1-1 Stakeholders

Because Arizona's 9-1-1 community has been engaged for years, the state 9-1-1 Program is already strongly positioned for engaging stakeholders with whom it should communicate. Arizona's 9-1-1 stakeholders generally can be broken into three primary categories: internal, public safety external, and external. Stakeholders can be further divided into subcategories depending on the message. It is worth noting that members of public safety may sometimes be internal or external, depending on the issue, information, or message.

Internal Stakeholders

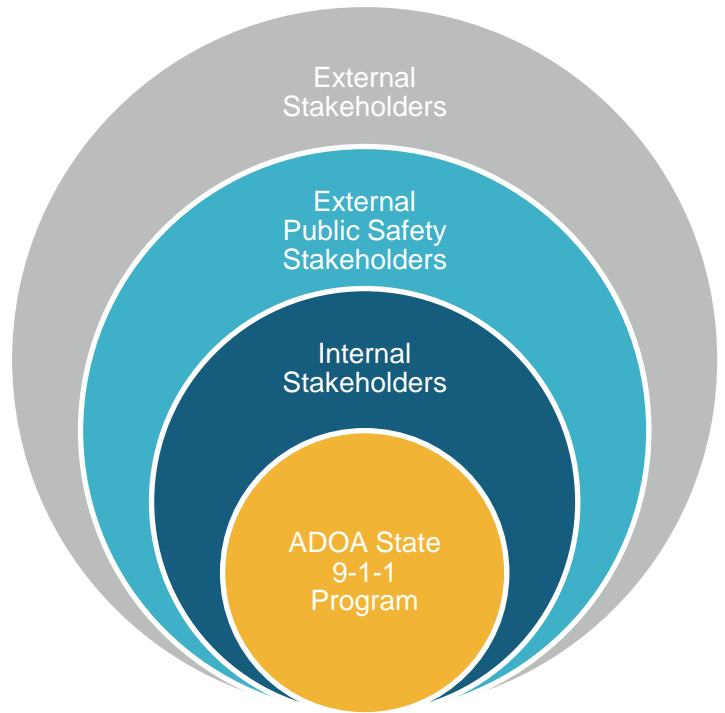
These stakeholders regularly engage with the state 9-1-1 Program and/or the public on 9-1-1 issues in the state. Internal stakeholders share their input and experience to help inform the 9-1-1 Program's actions. The ADOA 9-1-1 Program, though, has ultimate decision-making authority in executing on its communications plan activities.

External Public Safety Stakeholders

These stakeholders are members of public safety and rely on the 9-1-1 Program for 9-1-1-related information and to understand the impacts of future technology on their organizations.

External Stakeholders

These stakeholders may benefit from the knowledge but are not directly part of the public safety community.



Internal	Public Safety External	External
ADOA leaders	State Interoperability Executive Committee ¹ (SIEC)	General public
Arizona Governor's Office	Arizona GIS ² community	County, Municipal and Tribal Governments
74 primary PSAPs ³ and 9 secondary PSAPs (including Tribal, federal, and state PSAPs, as well as private ambulance agencies)	AZ APCO ⁴ chapter/National Emergency Number Association (NENA) local chapter	Legislators
	Arizona Department of Homeland Security (AZDOHS)	Public health
	Department of Emergency and Military Affairs (DEMA)	Special-needs communities
	Arizona Department of Public Safety (AZDPS)	Chief information officers (CIOs)
	Arizona FirstNet ⁵ Single Point of Contact (SPOC)	Media
	Arizona Statewide Interoperability Coordinator (SWIC)	City, town, and county associations
	Fire associations	NG9-1-1 service providers/vendors
	Law enforcement associations	

¹ The Arizona SIEC is currently in the planning stages and is not yet an existing body.

² Geographic information system.

³ Public safety answering points.

⁴ Association of Public-Safety Communications Officials International.

⁵ First Responder Network Authority.

3 Communication Strategy

One of the hallmarks of a strong communication strategy is consistency. While a clear message is critical, without consistency and regular touchpoints, both message and the impact are easily lost.

In both the near- and long-term, the state 9-1-1 Program should keep its stakeholders aware of all 9-1-1-related activities and initiatives. These include legislative or governance changes, funding opportunities, Geospatial Information Systems (GIS) efforts, text-to-9-1-1 progress, training opportunities, and the purpose, timeline, and impacts of the transition to NG9-1-1. By establishing a formal communication rhythm around its initiatives and activities, the 9-1-1 Program will further build rapport, trust, and a reputation for transparency with its stakeholders.

This plan will help the state 9-1-1 Program drill down to specific messages, audiences, timing, and communication methodologies to use in each instance. Below is a snapshot of a high-level communication calendar for the state 9-1-1 Program to consider in order to maintain its messaging cadence.

Table 1: 9-1-1 Program Communication Cadence

Communication Tool	Ad hoc	Weekly	Monthly	Quarterly	Annually	Bi-Annual
Social Media	X					
Regional Meetings				X		
Statewide Meeting					X	
Survey						X
Annual Reports					X	
Website			X			
Webinars			X	X	X	
Email Update/Communique	X		X			
Newsletters and Infographics				X		
One Pagers	X					

Whatever the message, the state 9-1-1 Program must remember that two-way communication with stakeholders is critical for success.

3.1 Two-way Communication

Establishing a mechanism for two-way communication with stakeholders is an important task that benefits both the state 9-1-1 Program and its constituents. Two-way communication fosters understanding, provides an outlet for feedback, increases stakeholder buy-in by building trust, and ideally results in improved outcomes that benefit 9-1-1 services and constituents statewide. Stakeholders should feel that the opportunity exists to provide feedback and insights about the state 9-1-1 Program, either face-to-face or through an established process. Many tools and approaches can be used to foster two-way communication—including stakeholder interviews, focus groups, town hall meetings, and surveys.

As the state 9-1-1 Program pushes messages out to stakeholders, incorporating stakeholder input and feedback will ensure that all perspectives are represented.

3.2 Crisis Communications

No amount of planning can ever fully prepare an organization for communicating during a crisis, whether it be a natural disaster, or a pandemic like the COVID-19 event. However, having a crisis communications plan with specific protocols in place certainly helps to manage the message during chaotic times.

The state 9-1-1 Program Administrator should serve as the liaison to ADOA's Assistant Director of Statewide Communications. The 9-1-1 Program Administrator would coordinate the messages that stakeholders should receive and would serve as the Assistant Director's single point of contact. The state 9-1-1 Program Administrator would disseminate essential information and assist the ADOA Director of Statewide Communications however necessary.

The ADOA Assistant Director of Statewide Communications is situated within the Office of the Director⁶. At the time of publication, the contact information is as follows:

Megan Rose, Assistant Director – Statewide Communications
(602) 542-1681, megan.rose@azdoa.gov

The Assistant Director and the state 9-1-1 Program Administrator should work together to address the three specific stakeholder audiences that will need to receive messages, and to monitor social media, emails and phone lines for questions and input. The 9-1-1 Program should develop a statement regarding the crisis, and then work with the ADOA Assistant Director of Statewide Communications to ensure its delivery. Following any emergency, the 9-1-1 Program should conduct a post-mortem review of how the crisis was handled (e.g., what was done right, what can be improved) and then update the plan accordingly.

⁶ <https://azdirect.az.gov/administration-department>

4 Communication Initiatives

4.1 Transition to NG9-1-1

The state 9-1-1 Program is overseeing the state's transition to NG9-1-1. The transition is occurring in phases, requiring NG9-1-1 messages to be catered to the right audiences at the right time and distributed in a way that will meet their needs. It will be especially important to develop and maintain a communications rhythm throughout the transition. The 9-1-1 Program understands the importance of stakeholder input and recognizes that progress can slow without it.

4.1.1 NG9-1-1 Talking Points

By crafting and sharing the narrative around the state's journey toward NG9-1-1, the state 9-1-1 Program has the opportunity to promote consistent understanding of NG9-1-1 and help local PSAPs understand how to tell "the story" of the transition. With access to concise, clear, and consistent information about NG9-1-1 available to them, they will be better equipped to explain it to local political leaders. Strong messaging may help them build stronger relationships, and possibly result in greater success when pursuing 9-1-1 funding.

Below are both a technical synopsis of NG9-1-1 and a list of some of the benefits of NG9-1-1, which could be shared with jurisdictions for their use.

Technical Synopsis of NG9-1-1

Next Generation 9-1-1 (referred to as NG9-1-1) is an initiative aimed at updating the 9-1-1 service infrastructure in the United States to improve public emergency communications services in an ever-increasing wireless mobile society. NG9-1-1 is a standardized, Internet Protocol (IP)-based system that enables the transport of emergency call voice and data to public safety answering points (PSAPs) to support emergency response. NG9-1-1 systems will process all types of emergency calls and related information—including voice, text, data, and multimedia—for coordinated incident response and management. Critical components of NG9-1-1 will include:

- Next Generation Core Services (NGCS), such as legacy network gateway/legacy selective router gateway (LNG/LSRG), emergency service routing proxy/policy routing function (ESRP/PRF), border control function (BCF), emergency call-routing function/location validation function (ECRF/LVF), and legacy PSAP gateway (LPG).
- Geographic information system (GIS) data, which will support NG9-1-1 validation databases used to pre-validate civic addresses, as well as the geospatially controlled call-routing function. The state 9-1-1 Program has developed a GIS Strategic Plan to help guide data preparation for use in the NG9-1-1 environment.
- An Emergency Services IP Network (ESInet), which is a broadband-enabled, standards-based "network of networks" that supports the transmission of voice, video, images, and other data files

between PSAPs. A public safety-grade ESInet is designed with a high level of redundancy and resiliency to ensure that 9-1-1 calls still can be delivered, even if some parts of the ESInet no longer are functioning.

Benefits of NG9-1-1

Some of the benefits of Next Generation 9-1-1 (referred to as NG9-1-1) include:

- Improved location accuracy of 9-1-1 wireless callers because of additional location information provided through geographic information system (GIS) technology.
- Calls automatically geographically routed to the correct 9-1-1 center (public safety answering point, or PSAP) based on the location of the caller.
- Internet Protocol (IP) network that is not proprietary to one vendor and interoperates with all other communication systems.
- Improved reliability and resiliency, so less chance of 9-1-1 calls going unanswered or the system failing.
- Added flexibility to support and back up other PSAPs during a large-scale emergency (pandemic, natural disaster, etc.) from anywhere else in the state.
- Added security that protects against cyber-attacks.
- Meets the expectations of public users operating in a wireless, high-tech society by providing capabilities for voice, text, and ultimately video and images; improves coordinated emergency response.
- Equal access for individuals with special needs (texting).
- Interconnectivity with personal safety devices such as Advanced Automatic Collision Notification (AACN) systems, medical alert systems, and sensors.
- Reduced costs because interconnected systems and networks mean that each PSAP no longer has to pay for and maintain all software and hardware individually; they can be shared regionally.

To further assist in keep messaging consistent and up to date, the state 9-1-1 Program can develop one-pagers on a variety of topics relevant to its most important initiatives, like NG9-1-1. Figure 1 (right) represents an example of a NG9-1-1 one-pager used by the Tennessee Emergency Communications Board (TECB) to keep stakeholders informed on the progress the State is making toward NG9-1-1 implementation. It is one of four one-pagers the TECB produces, updates, and posts to its website quarterly. One-pagers like this could be made available as PDFs on the 9-1-1 Program’s website to download and print, providing PSAPs with another important resource to share with decision makers.

4.1.2 NG9-1-1 Transition Dashboard

To aid in its communication on the progress of the Arizona’s transition to NG9-1-1, the state 9-1-1 Program will develop a NG9-1-1 transition dashboard. The dashboard, or graphic, is a simple way to keep stakeholders up to date on the state’s NG9-1-1 status, while also presenting a holistic snapshot of progress. The image should be front and center on the 9-1-1 Program’s website landing page and should be updated at least quarterly for accuracy.



Figure 1: NG9-1-1 One Pager

Additionally, while unintentional, a graphic that depicts progress across a state often inspires late adopters to explore their reasons for moving at a slower pace and can potentially speed up adoption rates and timelines.

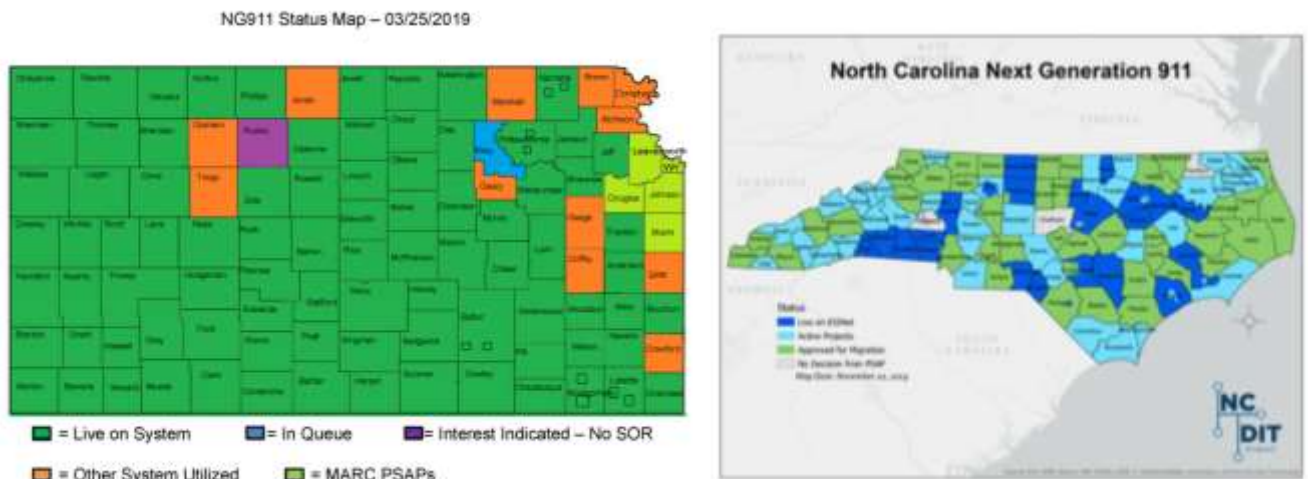


Figure 2: Kansas and North Carolina NG9-1-1 Migration Status Dashboards

4.1.3 NG9-1-1 Data Collection

In spring 2020, the state 9-1-1 Program procured a management information system (MIS) tool to accurately capture, manage, and analyze 9-1-1 call data from all PSAPs operating within the state. The biggest benefits of a single statewide 9-1-1 data aggregator is that it generates easy-to-access, concise, and descriptive reports in near-real-time. That harvested information will help the state 9-1-1 Program better understand PSAP performance, recognize trends, assess gaps, and make actionable decisions that are supported by data.

In addition to communicating about the purpose of the MIS tool, and when it will be deployed, the state 9-1-1 Program must clearly explain what types of data it is interested in understanding. The MIS tool would be able to analyze a variety of metrics, including:

- Where 9-1-1 calls originate
- Where 9-1-1 calls are sent
- How many calls must be transferred
- How long callers wait for a response
- Call duration
- Busiest hours
- Circuit utilization

The metrics collected using the MIS tool would help local PSAPs and the state 9-1-1 Program measure compliance with standards and better understand how things like peak times and staffing levels impact performance.

4.1.4 Importance of GIS in NG9-1-1

The rapid evolution of communications technology used by the public has far outpaced improvements to the 9-1-1 system in the United States. On average nationally, 81 percent of all 9-1-1 calls are being generated from wireless devices, which are notoriously more difficult to locate when calling 9-1-1 because the caller is not tied to a fixed address. Many of these wireless calls are received by 9-1-1 systems incapable of processing mobile, dynamic location information. GIS is the foundation of NG9-1-1. As Arizona upgrades to a NG9-1-1 environment, GIS will provide improved, highly accurate call routing from the 9-1-1 caller to the correct 9-1-1 center and will more precisely validate the caller's exact location.

In NG9-1-1, the entire 9-1-1 call process is spatially enabled using GIS. For this to work properly, every community in Arizona must have accurate and robust geospatial data. GIS data must be standardized across the state and interoperable between PSAPs, between NGCS providers, and coordinated with neighboring PSAPs in other states to realize a seamless, statewide 9-1-1 system.

Across Arizona, there are disparate GIS capabilities. Some jurisdictions are further along the NG9-1-1 readiness continuum, while others have limited understanding about the importance of GIS and have few capabilities. To ensure accurate and continuously maintained statewide GIS data, the state must carry the responsibility of communicating frequently and in great detail with these jurisdictions. The state 9-1-1

Program developed a *Next Generation 9-1-1 GIS Strategic Plan*⁷, which should be referenced for specific details and initiatives.

4.2 NG9-1-1 RFP Process

The ADOA has begun the process of soliciting bids from vendors to procure a statewide evolution of its public safety communications infrastructure from the Enhanced 9-1-1 (E911) network to an NG9-1-1 emergency services Internet Protocol (IP) network (ESInet).

Below are some of the most important points to communicate about the request for proposals (RFP) process:

- Today, in Arizona, there are two regional ESInets (the Maricopa Region 911 ESInet and the CenturyLink Managed Services ESInet). These networks—and, consequently, the PSAPs they serve—are not connected to each other in a way that realizes the full potential of either network. (Imagine if someone couldn't call an AT&T cellular user from their Verizon cell phone, nor vice versa.) Consequently, the public is not realizing the full potential of their tax dollars investment in these two substantial infrastructure buildouts.
- Additionally, there is a significant portion of the state which is still limited to an E911-level of service (or even less, in some extremely rural areas). Above all, ADOA is committed to “leveling the field” for the unserved and under-served communities of the state by providing the highest quality NG9-1-1 services to all residents of, and visitors to, Arizona.
- Equally important is ADOA's goal to create a single, statewide NG9-1-1 network. This will allow all Arizona public safety agencies to support their communities—as well as each other—seamlessly and effortlessly, under any circumstances. A single statewide network would also provide inter-state interoperability for Arizona PSAPs that share borders with other states like California, Nevada, New Mexico and Utah. By defining and adhering to a common set of requirements (based on industry standards and best practices), the public we serve experiences the full potential of the investments ADOA makes on their behalf while executing our fiduciary responsibilities in the allocation of tax dollars for 9-1-1 communications projects throughout the state.
- Once transparent interoperability is realized, intelligent applications may be layered on the NG9-1-1 ESInet, making it possible to connect callers in distress to the exact emergency services they need more quickly and intelligently. As a result, more lives and property may be saved with less effort and fewer errors, protecting the public and first responders with ever-increasing efficiency and precision.

⁷ Draft document currently under review as of April 29, 2020.

4.3 9-1-1 Outage Notifications

It is critical that PSAPs and local 9-1-1 jurisdictions plan for service disruptions and develop mitigation strategies. It is equally important for the state 9-1-1 Program to be kept advised of service disruptions affecting 9-1-1 service to citizens of Arizona. Two-way communication on this topic is critical. To aid in the two-way communication, the state 9-1-1 Program developed new policies and procedures around reporting system outages and disruptions and must communicate those expectations to local jurisdictions.

Messages, sent by email and/or posted to the website, should include information on the following:

- The process for reporting outages or disruptions
- Requirements for documenting that this policy has been received, read, and understood by the receiving agency
- Responsibilities of the state 9-1-1 Program vs. those of the local PSAP or 9-1-1 jurisdiction, for example:
 - The state 9-1-1 Program should have a state-level crisis communications plan
 - PSAPs will be responsible for training their personnel on their Continuity of Operations Plan (COOP) and local crisis communications plan

4.4 9-1-1 Policy and Procedure Changes

As policies and procedures change, the state 9-1-1 Program must ensure that stakeholders hear about, understand, and adhere to those changes.

The state 9-1-1 Program has created a template that will be used to draft all policies in order to ensure consistency and uniformity. All policies will have these same components, and the state 9-1-1 Program should communicate about each policy's components every time it shares policy or procedure updates with stakeholders.

Messages about policies or procedures should include the following information:

- The state 9-1-1 Program's responsibilities and stakeholder's responsibilities
- Operational and technical considerations
- How the policy impacts stakeholders (fiscally, technically, or operationally)
 - For example, does the policy or procedure have any financial impacts or repercussions on the PSAP? (i.e., failure to submit 9-1-1 county plan could jeopardize grant funding)
- Reporting requirements
- Communication or training requirements

4.5 9-1-1 Statute/Administrative Code Changes

As the state 9-1-1 Program fully transitions Arizona to NG9-1-1, it will inevitably have to make changes to state statutes and Administrative Code in order to update the legal authority and requirements. Some of

the minor changes to statutes and Administrative Code will address procedures for doing things related to 9-1-1 in the state, while other changes—like those addressing the allowable uses of 9-1-1 funds—are more significant. Any changes will require communication with the system administrators and PSAPs. PSAPs and system administrators will need to understand the impact these changes may potentially have on their operations (training, policies, procedures, and protocols), their budgets, or their technology. Strong, clear communication on these topics is critical to ensuring both local understanding and compliance with any changes.

Messages about operational impacts should include:

- Adequate background and detail for PSAPs to understand their role and responsibilities compared to those of the state 9-1-1 Program
- Compliance requirements for new policies and procedures
- Operational standards adopted by the state
- Technical standards adopted by the state
- Information for local governing boards or response agencies

Messages about financial impacts should include:

- Fiscal impact to local 9-1-1 jurisdictional budgets
- Required changes to NG9-1-1 service plans
- Updates that PSAPs should make to local planning documents
- Amendments to spending plans that governing boards should prepare for
- Acceptable uses of 9-1-1 funds

Messages about technology impacts should include:

- Updates to any technology or equipment that will now be funded or no longer funded
- Inter-operational and connectivity requirements that might impact the PSAP
- Compliance requirements or standards that locally funded technology must meet

4.6 State Funding to PSAPs

When communicating about the application process for PSAPs to obtain state-level 9-1-1 funding, the state 9-1-1 Program should convey these important pieces of information:

- Annual changes to 9-1-1 funding priorities
- Where to find helpful information about 9-1-1 grants located on the 9-1-1 Grant Program page⁸ of the state's website
- Timeframes for grant periods opening and closing

⁸ <https://az911.gov/funding/9-1-1-grant-program>

- Date that funding will be awarded
- Answers to Frequently Asked Questions (FAQs)
- Training on how to use e-Civis, the portal used to apply for grants
- Reporting forms
- Next steps after grant funds are awarded
 - Awarded grant funding will be paid to grant recipients as a reimbursement of actual allowable project costs in approved budget categories
- Statutory requirements (administrative procedures) grantees must follow⁹

4.7 Quarterly Newsletter

When used effectively, newsletters can still be one of the most effective ways to communicate with your stakeholders. The key to an effective newsletter is good content, which usually takes between 10–20 hours to create.

The state 9-1-1 Program would use the quarterly newsletter to:

- Enhance relationships with stakeholders
- Strengthen stakeholder understanding of the Program’s vision and initiatives
- Bring more visitors to the 9-1-1 Program’s website content
- Communicate about important 9-1-1 milestones and requests



Figure 3: Sample Newsletters

Today, newsletters are easier than ever to create. Marketing platforms—for example, Mailchimp¹⁰—make it easy to drop content into pre-designed templates that align with your brand, upload your contacts for distribution, and track readership trends using analytics. Many marketing platforms also provide 24 hours a day, 7 days a week (24 x 7) support in case of any issues. Pricing usually comes in tiers—from free to several hundred dollars per month, depending upon vendor and capabilities desired—but for a minimal monthly cost, the state 9-1-1 Program can create email newsletters like those featured here (Figure 3).

⁹ Arizona statutes that pertain to this policy or the Program’s requirements for developing the policy include:

- Revolving Fund Administration (A.R.S. § 41-704)
- Telecommunication Service Excise Tax - (9-1-1 Title 42, Chapter 5, Article 6, A.R.S. § 42-5252) Levy of tax
- Emergency Telecommunication Service Revolving Fund (A.A.C Title 2, Chapter 1, Article 4, R2-1-401 through R2-1-411)
- Arizona Procurement Code A.R.S. 41-2501 et. Seq.
- Arizona Executive Order 2013-09

¹⁰ <https://mailchimp.com/>

Newsletter content could include:

- NG9-1-1 status (a recurring theme)
- Graphics to show status of efforts like NG9-1-1, text deployment, automatic location identification (ALI) transition
- Strategic plan implementation and status
- Satisfaction survey
- Training opportunities
- Industry updates on FirstNet, technology provided by RapidSOS and RapidDeploy, etc.
- General praise for Arizona’s 9-1-1 community
- Committee or SIEC updates
- National conference highlights (e.g., 9-1-1 Goes to Washington, NENA, APCO, etc.)
- Legislative updates
- State 9-1-1 grant program
- Grant information
- “Day in the life” spotlights on PSAP employees

4.8 State 9-1-1 Program Office Website Updates

While the state 9-1-1 Program Office’s website¹¹ is a good start for sharing important information, there are content and cosmetic changes to be made that would improve its consistency, value, visual appeal, and impact:

- Information should remain timely and up to date
- Pages should include text with hyperlinks so that pages are not text-heavy, but users can still obtain additional insight and direction
- All pages should be consistent in font usage and size
- Ensure consistent use of terminology—for example, “Text to 9-1-1” vs. “Text to 911”
- Where possible, share information graphically using a timeline or map to demonstrate progress (see Figure 4)
- Include a Frequently Asked Questions (FAQ) section
- Offer access to one-pagers (see Figure 1), updating them quarterly so they remain relevant



Figure 4: Sample Infographic Timeline

¹¹ <https://az911.gov/>

4.9 Quarterly PSAP Manager's Meeting

The state 9-1-1 Program is committed to increasing the 9-1-1 community's awareness and understanding of State initiatives. A quarterly PSAP Manager's meeting is an ideal platform for engaging many stakeholders at once and for creating a two-way dialogue. If an in-person meeting is not realistic, a webinar is a reasonable replacement. Either approach will help cultivate stronger relationships between the state 9-1-1 Program and stakeholders and help ensure that the 9-1-1 community is aware of the progress that the state is making in advancing NG9-1-1 as well as communicating other important 9-1-1 issues.

There are many important and timely topics to address at these meetings, but especially the state's NG9-1-1 progress, milestones, and transition status. Additional topics could include:

- Technology or financial updates
- Annual grants briefing to discuss priorities, timelines, and processes
- Policy and procedure changes and impacts
- Industry updates
- Training opportunities
- Issues that may have occurred in the last quarter, or recommendations for future action

4.10 Annual PSAP Satisfaction Survey

The state 9-1-1 Program will conduct an annual PSAP satisfaction survey for the purpose of collecting feedback on its performance and to understand its stakeholders' expectations and hopes for the future of 9-1-1. Input and feedback from the 9-1-1 stakeholder community is not only valued, it is essential for improvement. Surveys should go to every PSAP Director in the state, and feedback should be anonymous so that respondents feel free to be honest.

The survey can be created using online survey software—for example, SurveyMonkey¹²—that provides all the tools needed to create and brand the survey, solicit responses, and export data for analysis for a low cost. There are also vendors who provide more basic versions that are free, but the features included in free versions of survey software would likely not suffice for this type of communications effort.

The survey should be relatively short (as few as 5 to 10 questions), and should refrain from too many open-ended, fill-in-the-blank questions to avoid a cumbersome data analysis process. Appendix A includes a sample of what a satisfaction survey could look like.

¹² <https://www.surveymonkey.com/>

5 Communication Roadmap

Table 2: Short-Term Goals (Year 1)

Short-Term (Calendar Year 1)			
Timing	Action/Message	Audience	Tools
Year 1 Q1 – Q2	NG9-1-1 RFP: Provide an overview, benefits, goals, process and implementation timeline, stakeholder roles or impacts, and any upcoming steps.	Internal External Public Safety	<ul style="list-style-type: none"> • Introductory webinar • Quarterly webinars or in-person meetings • FAQs
Year 1 Q1 – Q2	Introduce the statewide NG9-1-1 data collection effort.	Internal	<ul style="list-style-type: none"> • Emails
Year 1 Q1 – Q2	Initial communication about GIS Strategic Plan and MAPS ¹³ assessment; describe initial stakeholder actions (i.e., GIS data preparation).	Internal (Initially, only to GIS stakeholder group then to PSAPs)	<ul style="list-style-type: none"> • Emails • Webinar
Year 1 Q2	Refresh 9-1-1 Program website content. Announce refresh via email.	Internal Public Safety External	<ul style="list-style-type: none"> • Email • Website
Year 1 Q3	Develop NG9-1-1 talking points for stakeholders to use.	Internal	<ul style="list-style-type: none"> • One-pager (distributed through email) • Website
Year 1 Q3	Provide detailed overview of FY22 grant process.	Internal	<ul style="list-style-type: none"> • Emails • Webinar • Newsletter article • One-Pager

¹³ Model for Advancing Public SafetySM (MAPSSM). MAPS is a proprietary program of Mission Critical Partners, LLC (MCP) designed to help public safety agencies quantify their risks in the public safety ecosystem to then convert them into an opportunity, while benchmarking themselves against similar public safety agencies. The solution quantifies risks specific to an organization's operation, from cybersecurity assessments to staffing recommendations or detailing the specific needs of a county's GIS program.

Short-Term (Calendar Year 1)			
Timing	Action/Message	Audience	Tools
Year 1 Q3	Announce FY22 grant process.	Internal	• Email
Year 1 Q2 – Q4	Help PSAP Directors prepare for NG9-1-1 transition (detailed)—resource planning, GIS data preparation, financial planning, technical/operational impacts.	Internal	• Emails • Webinar
Year 1 Q1 – Q4	Explain new outage policy and procedures.	Internal	• Email
Year 1 Q1 – Q4	Detail GIS standards, policies, and procedures.	Internal	• Email • Webinar

Table 3: Long-Term Goals (Calendar Years 2–3)

Long-Term Goals (Years 2–3)			
Timing	Action/Message	Audience	Tools
Year 2 Q2	Publish first issue of quarterly newsletter.	Internal Public Safety External	• Newsletter • Website
Year 2 Q2	NG9-1-1 contract signed; offer more detailed explanation of the NGCS/ESInet buildout timeline, implications, and technical/operational impacts.	Internal Public Safety External	• Emails • Webinars
Year 2 Q3	Develop graphic for NG9-1-1 transition dashboard and post to website. Include milestones and progress to date.	Internal Public Safety External External	• Website

Long-Term Goals (Years 2—3)			
Timing	Action/Message	Audience	Tools
Year 2 Q2 – Q3	NG9-1-1 system sustainment (detailed)—funding, future technologies, and security/cybersecurity.	Internal	<ul style="list-style-type: none"> • Presentations to stakeholders • Webinar
Year 2 Q2 – Q3	Conduct a bi-annual satisfaction survey to gauge areas for improvement, and to provide PSAPs with a voice/opportunity to weigh-in.	Internal	<ul style="list-style-type: none"> • Survey • Email • Newsletter article
Year 2 Q2 – Q4	NG9-1-1 system implementation by systems.	Internal	<ul style="list-style-type: none"> • All-hands meetings • Workshop
Year 3 Q1	Refresher communication on sustaining NG9-1-1 (reminders/updates)—budgeting, funding, future technologies.	Internal	<ul style="list-style-type: none"> • Workshop
Year 3 Q1	Geospatial routing progress: successes and/or failures.	Internal	<ul style="list-style-type: none"> • Email • Webinar
Year 3 Q2	Explanation of legislative language that is broadly written to encompass NG9-1-1 and emerging technologies.	External	<ul style="list-style-type: none"> • Education session • Presentation
Year 3 Q1 – Q2	Communicate impacts of changes to Administrative Code and impact on policy and procedure.	Internal	<ul style="list-style-type: none"> • Email • Webinar

6 Implementation

A thoughtful communication strategy is often one of the simplest and most effective ways of strengthening stakeholder relationships and making progress on initiatives in support of a program's vision. The 9-1-1 Program has a variety of initiatives on which to act and many opportunities to communicate with its stakeholders. For each initiative, the 9-1-1 Program must endeavor to deliver the right message—using the most impactful communications channel, at the right time—to the right stakeholder audience to ensure a reliable, accessible, and interoperable 9-1-1 system.

This plan is dynamic and should be evaluated and updated annually, at a minimum, to keep pace with changing technology and priorities.

Appendix A: Sample Satisfaction Survey

1. Please place an “x” in the box that most closely reflects your level of satisfaction with the state 9-1-1 Program’s operations, and the support you have received over the last two years.

#	Question:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	There is adequate opportunity to provide input to state 9-1-1 policy.					
2	There is adequate state-level staff to address PSAP needs and to carry out program initiatives.					
3	The state 9-1-1 Program staff exhibits professionalism.					
4	The state 9-1-1 Program has a clear vision for the future of NG9-1-1 in Arizona.					
5	I agree with the state’s vision for NG9-1-1 in Arizona.					
6	The goals of the state 9-1-1 Program are complimentary to goals of the PSAPs.					
7	The state’s 9-1-1 Program provides adequate direction and support in technical oversight.					
8	The 9-1-1 Program provides adequate direction and support as it pertains to fiscal matters.					

9	Overall, I am satisfied with the support and direction provided by the 9-1-1 Program.					
10	The 9-1-1 Program communicates frequently enough with our PSAP.					
11	The 9-1-1 Program Office is helping us progress toward NG9-1-1 at the right pace.					

2. Choose the **three things** that you believe have made the 9-1-1 Program most effective **over the past two years**:

- Updated policies
- Strong initiatives that address 9-1-1 issues
- Clear vision and planning
- Openness to PSAP input
- Responsiveness to PSAP needs
- Adequate funding
- Other _____

3. Select up to **three things** you think that the state 9-1-1 Program Office should do more of (increase):

- Increase 9-1-1 funding
- Communicate about the progress of the NG9-1-1 transition
- Attend local committee meetings to stay well informed
- Provide training opportunities for PSAPs
- Meet with PSAPs in-person
- Solicit local PSAP input
- Conduct long range strategic planning
- Set policy and procedures
- Nothing
- Other _____

4. Identify up to **three things** you think the state 9-1-1 Program Office should do less of (decrease):

5. What additional support from the 9-1-1 Program Office would be helpful to your PSAP?

6. Is there anything else on your mind that you would like to share?
