



STRATEGIC PLAN

Public Safety Communications



2024

Five Year Strategic Plan

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Introduction

California Governor's Office of Emergency Services (Cal OES), Public Safety Communications (PSC) is proud to share its 2024 Strategic Plan. PSC is dedicated to the preservation and protection of human life and safety by delivering reliable and dependable communication services. It allows California's public safety agencies to keep connected during times of crisis and members of the public to reach first responders during times of emergency.

Public safety communication service is a crucial tool for officers responding to a burglary, firefighters performing interior attacks during structure fires, paramedics providing advanced life support, 9-1-1 first responders at Public Safety Answering Points (PSAPs) that coordinate requests for help, and a variety of other disciplines that are part of the public safety communication eco-system. The ability of emergency responders to communicate between and across disciplines, agencies, and jurisdictions is critical to establishing command and control at an incident scene while maintaining situational awareness and ensuring public safety.

The Cal OES vision, mission, and values serve as guiding principles and influence the strategic direction and goals for PSC.



Cal OES's Values

- **Integrity** – We maintain trust by fulfilling our mission with honesty, accountability, and transparency.
- **Service** – We are dedicated to carrying out the duties and responsibilities entrusted to us and upholding a shared and principled commitment to our mission.
- **Respect** – We recognize and value the diversity that exists within our organization, throughout our communities, and among our partners while

demonstrating concern and compassion for all.

- **Resiliency** – We promote safe and prepared communities with the strength to withstand or rebound from any event or emergency.

Strengths, Weaknesses, Opportunities, and Threats

Strengths, weaknesses, opportunities, and threats (SWOT) were considered by PSC when developing the 2024 Strategic Plan. SWOT allows PSC to determine the best opportunities to pursue and strengths to develop to achieve PSC's future goals.

Strategic Goals and Objectives

Strategic goals are practical manifestations of PSC's mission and vision. Some encompass a multi-year scope while others are more immediate. Strategic objectives are tangible targets for efforts or activity areas that are intended to be the means of achieving strategic goals. They may be specific enough to be applicable to only one area of activity or may be applicable across multiple areas.

Public Safety Communications

California citizens and government agencies depend upon state telecommunications systems to conduct routine business and obtain assistance during emergencies. With excellent customer service in mind, about 500 dedicated people statewide in PSC work behind the scenes in its three branches to ensure that these essential systems are available when needed.

Vision

- To see quality government through successful telecommunications.

Mission

PSC's mission is to ensure that quality telecommunications services and commodities are provided to all state agencies in the most cost-effective, efficient, and timely manner possible. This includes maximizing the use of state resources, and the consolidation and joint use of telecommunications systems and services where operationally, technically, and economically feasible.

PSC is comprised of three branches as follows:

- **Radio Communications Branch** - is responsible for the design, installation, maintenance, and repair of public safety radio communications systems and networks used by the State of California's public safety agencies.
- **Technical Services Branch** - oversees the California Public Safety Microwave Network (CAPSNET), licensing of public safety radio spectrum,

and a host of ancillary services that support PSC's service delivery. The Branch creates an open forum for public safety agencies to influence the implementation of public safety communications systems that facilitate interoperability through the Public Safety Radio Strategic Planning Committee (PSRSPC).

- **California 9-1-1 Emergency Communications Branch** - is to enable PSAPs to provide the fastest, most reliable, and cost-effective access to emergency services for any 9-1-1 caller in California from any communications device.

Radio Communications Branch

The Radio Communications Branch is the primary provider of public safety communications used by public safety agencies within California. The Branch consists of Client Engineering, Operations, and Program Management. While having distinct responsibilities, all groups work in unity with responsibility for planning, design, engineering, and installation, providing maintenance 24 hours/7 days a week/365 days a year, repairing and maintaining the State's public safety agencies' radio systems as well as CAPSNET.

- Program Management Division serves as an interface between client agencies and PSC. The Division oversees service intake, project management, and the organizational processes that facilitate PSC's service delivery.
- Client Engineering Division provides system expertise and consultation to public safety agencies, as well as planning system design, modification, and implementation. They support the field technicians with technical assistance, training, and testing standardization.
- Operations Division provides front-line collaboration with all state agencies to understand their communications needs, ensure optimization of their systems, and to meet their mission-critical communications goals. In addition, they specialize in installing and maintaining public safety communications systems and are available 24 hours/7 days a week/365 days per year to respond to system outages and restore communications.

Vision

- Promote and foster collaboration within PSC for the services the Branch provides.
- To be at the forefront of public safety radio communications for the State of California's public safety agencies.
- Create a collaborative environment with public safety radio users to deliver technological solutions that benefit the entire state.
- Employ a workforce trained in new and existing technologies and support employee development through formal training.

- Provide effective response and restoration time to system outages.

Mission

The Radio Communications Branch delivers innovative and reliable public safety communications solutions to the State of California's public safety agencies. The Branch works to develop strategic relationships with the State's public safety agencies and to understand their mission-critical communications needs.

Strengths, Weaknesses, Opportunities, and Threats

Strengths:

- Qualified, dependable, capable, hard-working team members.
- A collaborative work environment.
- Strategic placement of field technician resources.
- Ability to rapidly respond to emergency outages.
- In depth technical knowledge of the state's communications systems.
- Government Code that delineates PSC responsibility in state service.

Weaknesses:

- Time and cost to perform radio implementation or modification services.
- Workflow process between units within PSC.
- Ability to maneuver and complete radio tower population projects while adhering to the Essential Service Act requirements.
- Reliance on inaccurate site documentation and drawings.

Opportunities:

- Building a statewide radio system that promotes interoperability for first responders and transition the system to support daily use.
- Utilization of the Technician Trainee Program to "farm" PSC's technician workforce.
- Separation of long-tenured staff creates opportunity to bring new talent into the workforce with knowledge and education of new technology and industry best practices.

Threats:

- Loss of institutional knowledge from long-tenured staff retirements.
- The encroachment of other agencies performing work designated to PSC through Government Code.
- Rising cost of labor, central admin services, and overhead which increases PSC cost for service.

Strategic Goals and Objectives

Goal 1:

Build a statewide public safety interoperable radio system, allowing all agencies the ability to communicate seamlessly internally as well as interagency without developing their own system.

- Objective 1.1: Ensure availability and integration of all trunked system master controllers to improve the reliability, efficiency, and availability of the statewide interoperable radio system.
- Objective 1.2: Upgrade radio sites in California to accept trunked radios and master controllers, following the 2018 Public Safety Grade Site Hardening Requirements.
- Objective 1.3: Identify and implement efficient, sustainable connections to existing local agency trunked radio systems.
- Objective 1.4: Leverage the Public Safety Radio Strategic Planning Committee to develop system governance, lifecycle replacement, and assist with system planning.
- Objective 1.5: Create a Multi-Agency Dispatch Center.

Goal 2:

Migrate state agencies from the current disparate radio systems to the statewide interoperable radio system and improve the capacity and coverage of the statewide system to support daily use for each individual agency.

- Objective 2.1: Ensure that the statewide interoperable radio system has the capacity and coverage to support daily use for all state public safety agencies such as the California Highway Patrol, California Department of Forestry and Fire Protection, California Department of Parks and Recreation, California Department of Fish and Wildlife, California Department of Transportation, California Department of Water Resources, and other agencies that have a public safety mission.
- Objective 2.2: Identify and secure funding and resources needed to support the daily use for each individual agency.
- Objective 2.3: Update and improve PSC processes to support the transition from the existing legacy disparate radio systems to a statewide interoperable radio system.

Goal 3:

Incorporate new and innovative technologies into the statewide interoperable radio system that will improve reliability, coverage, and capacity of the system.

- Objective 3.1: Work collaboratively with state and local stakeholders to test and research private Long-Term Evolution (LTE), public LTE, 5G, and other technologies that can be integrated with the statewide

interoperable radio system.

- Objective 3.2: Identify viable technologies from Objective 3.1 that can be scaled and sustained for statewide deployment.
- Objective 3.3: Identify and secure funding and resources needed to incorporate new technologies into the statewide interoperable radio system.

Goal 4:

Identify and implement strategies that will attract, retain, and train engineers, project managers, technicians, and support personnel in promotion of a sustainable workforce.

- Objective 4.1: Recruit and fill all vacant positions and maintain less than a five percent vacancy rate at any given time.
- Objective 4.2: Implement succession planning by identifying candidates for cross training and knowledge transfer.
- Objective 4.3: Continue to build and expand PSC's Telecommunications Technician Trainee Program.

Goal 5:

Identify and implement strategies to provide operational support for state and local agencies throughout California.

- Objective 5.1: Provide training needed for technicians to support all public safety technologies.
- Objective 5.2: Develop competitive cost model that can be used for technicians to support local agencies.
- Objective 5.3: Identify and implement resource tracking and access management solutions that will improve operational efficiency.
- Objective 5.4: Identify gaps in operational support for state and local agencies and identify viable solutions to provide the support.
- Objective 5.5: Provide training needed to support 9-1-1 system equipment at the state's PSAPs.

Goal 6:

Identify and implement strategies to improve the Incident Base Team.

- Objective 6.1: Continue training new team members.
- Objective 6.2: Adopt new technologies to improve cohesion among team members responding to an incident.

Technical Services Branch

The Technical Services Branch provides a variety of services to PSC and the public safety agencies it serves. The Branch oversees CAPSNET, Federal Communications Commission (FCC) licensing of public safety radio spectrum,

and a host of ancillary services that support PSC's service delivery.

- Microwave and public safety network engineering sets the strategic direction for CAPSNET and implements innovative technology to meet the performance needs of public safety agencies.
- Engineers interface with the FCC to manage and license public safety radio spectrum.
- Specialized engineers conduct environmental and compliance testing of radio equipment.
- Support Services staff manage vault space agreements, cost recovery, employee development training, procedure documentation, and materials management.

Vision

- Promote and foster collaboration within PSC for the services the Branch provides.
- Support PSC and the State's public safety agencies as a source for public safety networking expertise.
- Build a workforce trained in new and existing technologies and support employee development through formal training.
- Ensure compliant usage of public safety radio spectrum and mitigate radio interference within shared communications facilities.
- Provide a source of expertise in specification, environmental, and compliance testing of new communications technologies.

Mission

The Technical Services Branch strives to provide resilient and reliable network solutions and ancillary services that support PSC and the public safety agencies it serves.

Strengths, Weaknesses, Opportunities, and Threats

Strengths:

- Qualified, dependable, capable, and dedicated personnel at all levels.
- A collaborative work environment that fosters teamwork.
- Organizational processes that ensure quality standards are kept and the timely execution of work orders or tasks.
- Accuracy of billing detail and timeliness of invoice distribution.
- Vast institutional knowledge of CAPSNET.

Weaknesses:

- High cost and an antiquated billing method for CAPSNET services.
- State public safety agencies relying on E&M technology and not taking full advantage of an IP-based microwave network (CAPSNET) and applications-based approach to network management.

- Ability to maneuver and complete radio tower population projects while adhering to the Essential Service Act requirements and state space agreement processes.
- Site drawing and documentation accuracy, out of date files.
- Recruitment of credentialed staff with microwave, Multiprotocol Label Switching (MPLS), and public safety network expertise.

Opportunities:

- Upgrading the State's public safety microwave network to provide a stable, modern platform that will allow for a fully meshed network, high-speed data backhaul, and greater capacity to support 9-1-1 PSAPs.
- Separation of long tenured staff create opportunity to bring new talent into the workforce with knowledge and education of new technology and industry practices.
- Training of existing staff with knowledge of legacy systems to add network competencies to better support MPLS technology.
- Utilization of the PSC Technician Trainee Program, Foundation CA Community College contract, and participation in high school and college outreach events in effort to build a qualified technical workforce.

Threats:

- The cyber threat that comes with deploying new IP-based microwave network technology.
- Loss of institutional knowledge from tenured staff separations.
- Rising cost of labor, central admin services, and overhead which increases PSC cost for service.
- Decline in demand for services as hourly rates price PSC clients out of the market.
- The point-to-point application of an IP-based microwave network that creates a single point of failure rather than leveraging MPLS routing capabilities.
- Supporting antiquated Time Division Multiplex (TDM) infrastructure that is becoming less available in the industry.

Strategic Goals and Objectives

Goal 1:

Implement a workforce planning strategy.

- Objective 1.1: Align personnel, position recruitments, and job classifications consistent with the strategic direction of the Branch.
- Objective 1.2: Recruit and fill vacant positions to maintain five percent or less vacancy rate at any given time.
- Objective 1.3: Implement succession planning by identifying candidates

for cross training and knowledge transfer.

- Objective 1.4: Leverage new media and outlets to recruit high-qualified staff with expertise in needed fields.
- Objective 1.5: Identify gaps in expertise and fill vacancies with candidates that have skillsets needed so support strategic mission.

Goal 2:

Continue to enhance PSC's Technician Trainee Program.

- Objective 2.1: Ongoing development of technical curriculum in support of PSC's Technician Trainee Program.
- Objective 2.2: Leverage consultant contracts to expand training modules and curriculum to a modern platform.

Goal 3:

Review, and keep current, the existing web content in preparation for the migration to the new web platform.

- Objective 3.1: Update PSC's external web content and design to coincide with organizational updates.
- Objective 3.2: Maintain periodic checks of web content for accuracy.
- Objective 3.3: Use external web content as a platform to keep PSC clients and project stakeholders apprised of major developments within the organization.

Goal 4:

Upgrade CAPSNET from a microwave based backhaul system to a highly available multi-mode IP-based system that routes and delivers all public safety communications based on quality of service for all public safety applications.

- Objective 4.1: Design, deploy, and install digital MPLS to replace analog interface infrastructure at 300 plus CAPSNET locations.
- Objective 4.2: Deploy the new CAPSNET Phone System (decommission the "Green Phone") that provides a modern Voice Over IP (VOIP) phone system where CAPSNET MPLS infrastructure is present.
- Objective 4.3: Implementation of CAPSNET MPLS capability to provide backhaul for 9-1-1 PSAPs.
- Objective 4.4: Support California's Earthquake Early Warning system by providing high-speed, public safety grade, data backhaul for seismic sensors connected to CAPSNET.
- Objective 4.5: Incorporate recommendations from a network improvement study to improve the reliability and availability of CAPSNET.
- Objective 4.6: Deploy multi-mode technologies such as fiber, multi-carrier LTE, and other backhaul technologies to improve the throughput and capacity of CAPSNET.

Goal 5:

Implement the migration of client services from legacy, backhaul technology to modern, MPLS technology.

- Objective 5.1: Migrate client services from analog interface to full MPLS CAPSNET (all points of the circuit carried on IP technology).
- Objective 5.2: Explore expanding bandwidth capability, plan, and analyze potential bandwidth upgrades (repurpose legacy frequencies for MPLS expansion, East Sierra Route for example) to accommodate a fully meshed network.

Goal 6:

Continue to improve PSC's warehouse operations and storage practices.

- Objective 6.1: Update the Telecommunications Division Manuals (TDMs) and develop written procedures for all processes related to PSC-Enterprise System Warehouse module, including employee desk manuals.
- Objective 6.2: Develop written equipment storage standards for staff to refer to and that follow safety codes and regulations.
- Objective 6.3: Perform a physical inventory of all client material stored within the warehouse and reconcile business application data.
- Objective 6.4: Survey and discard unneeded material to consolidate warehouse space.
- Objective 6.5: Reduce lease costs by identifying cost saving relocation and consolidation activities.

Goal 7:

Apply the Site Management Unit's expertise to key projects in support of PSC's mission.

- Objective 7.1: Develop a database, or build upon existing platforms, to establish a centralized location, accessible to all PSC staff, of telecommunications site information.
- Objective 7.2: Support PSC's key projects by managing external resources to accommodate site needs, i.e., site electrical upgrades.
- Objective 7.3: Identify and fill gaps in personnel needed to support Site Management Unit.

California 9-1-1 Emergency Communications Branch

The California 9-1-1 Emergency Communications (CA 9-1-1) Branch's strategy and goals were completed in collaboration with the Long Range Planning Committee, 9-1-1 Regional Coordinators, and CA 9-1-1 Branch staff. The purpose is to improve CA 9-1-1 Branch's identifying goals that can be implemented, measured, and refined.

California 9-1-1 Emergency Communications Branch Overview

- The primary 9-1-1 system customers are the 440 statewide PSAPs.
- The 9-1-1 system must follow policy, statute, and regulation while designing, implementing, and maintaining a reliable 9-1-1 system.
- Advanced and emerging technologies will be validated in the Next Generation (NG) 9-1-1 lab, then deployed in the most secure, interoperable, cost-effective manner possible.
- The primary Emergency Communication customers are the public safety first responders and professionals that use broadband, land mobile radio (LMR), and interoperable communications.
- The disaster and emergency communication needs of California demand the use of leading-edge technology that is reliable and can be rapidly deployed.
- The State Emergency Telephone Number Account (SETNA) is the primary funding source for the CA 9-1-1 Branch. It is an FCC mandate that SETNA be administered responsibly.

Vision

- 9-1-1 Division: Provide the most reliable and effective 9-1-1 network and services that support the accurate delivery of 9-1-1 communications from any device to ensure PSAPs can provide life-saving resources using the most advanced technology.
- Emergency Communications Division: Provide support, technology, and resources that improve the reliability, throughput and security of broadband, land mobile radio, and interoperable communications to support statewide emergency communications.

Mission

- 9-1-1 Division: Enable PSAPs to provide the fastest, most reliable, and cost-effective access to 9-1-1 services for California.
- Emergency Communications Division: Facilitate the availability of broadband and land mobile radio communications to maximize statewide integration.

Strengths, Weaknesses, Opportunities, and Threats

Strengths:

- Qualified, dependable, capable, hard-working team members.
- Expertise in the areas of 9-1-1 and emergency communications.
- Great relationships and collaboration with clients that are supported.
- PSC has laid the foundation that can be used to integrate new technologies.

Weaknesses:

- Today, vendors are unable to deploy call processing equipment that can interface with NG 9-1-1.
- Difficulty recruiting qualified candidates as positions open, due to legacy telecom experience requirements.
- Significant deployment time for new technologies.

Opportunities:

- New technologies emerge each day. The challenge is to identify realistic and beneficial emerging technologies that will enhance the 9-1-1 operations at the PSAP.
- The SETNA funding model is stable and provides the resources needed for success.
- PSAPs are willing to embrace emerging technologies, cloud native solutions, and other technologies provided they are reliable, do not disrupt the workflow, and that they receive training on the technology.

Threats:

- Cybersecurity risks.
- New technologies can introduce risk to the reliability, security, and operation of the 9-1-1 system, if they are not properly tested and validated.
- Current operational tempo is creating a strain on personnel.
- Need to balance the actions of the CA 9-1-1 Branch as not to be perceived as a “power grab”.

Strategic Goals and Objectives**Goal 1:**

Improve 9-1-1 system reliability and call routing for California PSAPs.

- Objective 1.1: Deploy NG 9-1-1 by December of 2024 to improve location accuracy, 9-1-1 call routing, and the reliability of the 9-1-1 network for California.
 - Strategy 1.1.1: Build a NG 9-1-1 testing facility to validate the reliability and location accuracy of the NG 9-1-1 system prior to deployment.
 - Strategy 1.1.2 Award contracts to selected vendors that can provide the NG 9-1-1 services.
 - Strategy 1.1.3: Ensure Project Managers are trained and equipped to manage the NG 9-1-1 deployment project.
 - Strategy 1.1.4: Ensure PSAP dispatchers and supervisors are trained on the use of the NG 9-1-1 system.
- Objective 1.2: Connect CAPSNET to PSAPs throughout California by December 2026 to provide increased reliability for the delivery of 9-1-

- 1 calls and data.
- Strategy 1.2.1: Complete the upgrade of CAPSNET backbone from analog to MPLS.
 - Strategy 1.2.2: Identify the priority PSAPs that should be connected to CAPSNET.
 - Strategy 1.2.3: Connect a minimum of 10 PSAPs to CAPSNET by December 2024.
 - Objective 1.3: Maintain the Geographic Information System (GIS) data needed to support NG 9-1-1.
 - Strategy 1.3.1: Provide the tools, software and training needed to support the GIS effort.
 - Strategy 1.3.2: Ensure the GIS unit works in collaboration with 9-1-1 County Coordinators, NG 9-1-1 service providers, telecommunication carriers, PSAPs, state GIS representatives, and local GIS representatives.
 - Objective 1.4: Complete the transition from legacy call processing equipment (CPE) to cloud based CPE by December 2027 to support improved location accuracy and reliability.
 - Strategy 1.4.1: Complete the cloud-based CPE testing for a minimum of six (6) vendors by June 1, 2024.
 - Strategy 1.4.2: Complete the deployment of cloud-based CPE for a minimum of 100 PSAPs by March 2025.
 - Strategy 1.4.3: Work with the cloud-based CPE providers to ensure the solution supports the operational needs of the PSAP.

Goal 2:

Support the 9-1-1 operational needs of California PSAPs.

- Objective 2.1: By December 2025, work with Department of Finance (DOF), Governor's Office and the Legislature to secure funding and resources needed to support the deployment of master services agreement for cloud native Computer Aided Dispatch (CAD) that utilizes Emergency Incident Data Object (EIDO), EIDO conveyance, and can be integrated with NG 9-1-1.
 - Strategy 2.1.1: Form working groups comprised of representative PSAPs to identify the information that must be shared to facilitate the implementation of master services agreement for CAD.
 - Strategy 2.1.2: Work with vendors to determine their ability to support the implementation of master services agreement for CAD.
 - Strategy 2.1.3 Award master service agreement contracts to selected vendors that can implement the master services agreement for CAD.
 - Strategy 2.1.4: Ensure Project Managers are trained and equipped to manage the master services agreement for CAD.

- Strategy 2.1.5: Develop the testing procedures for the CAD to NG 9-1-1 interface.
- **Objective 2.2:** By July 2024, complete the implementation of the 9-8-8 suicide hotline and ensure that calls and information can be transferred between 9-8-8 and 9-1-1.
 - Strategy 2.2.1: Work with the California Department of Technology (CDT) to complete procurement process to support legislative requirements from Assembly Bill (AB) 988 by July of 2024.
 - Strategy 2.2.2: Collaborate with public health professionals, the 9-1-1 Advisory Board, Long Range Planning Committee, and PSAP professionals to ensure the proper integration of 9-8-8 and 9-1-1.
 - Strategy 2.3.3: Continue to work with the California State Legislature on AB 988 and other legislative initiatives related to 9-8-8 and 9-1-1.
- **Objective 2.3:** By May 2024, implement an enhanced PSAP Training and recruiting effort to support the operational needs of the PSAP.
 - Strategy 2.3.1: Work with Peace Officers Standards and Training (POST) to ensure PSAP training is incorporated into POST courses.
 - Strategy 2.3.2: Hire additional staffing to support the training needs of PSAPs.
 - Strategy 2.3.3: Identify and implement strategies that can improve PSAP training and recruiting.
- **Objective 2.4:** Create the capability to integrate telematics, emerging technologies, and additional 9-1-1 data sources into every PSAP in California by December 2024.
 - Strategy 2.4.1: Work with California Department of Justice to certify the NG 9-1-1 network for the delivery of California Law Enforcement Telecommunications System (CLETS) and Criminal Justice Information Services (CJIS) data.
 - Strategy 2.4.2: Work with telematics providers and NG 9-1-1 service providers to ensure telematics data and audio can be integrated into the PSAP workflow.
 - Strategy 2.4.3: Work with carriers, NG 9-1-1 service providers, and CPE vendors to ensure CPE can support the delivery of Real Time Text.
 - Strategy 2.4.4: Attend conferences, workshops, and other public meetings to gather information and interact with vendors who provide telematics, emerging technologies, and additional 9-1-1 data sources.

Goal 3:

Collaborate with state and federal partners to ensure that policies, procedures, and statutes reflect the needs of California.

- Objective 3.1: On a recurring basis, collaborate with the National Association of State 9-1-1 Administrators (NASNA), National Emergency Number Association (NENA), Association of Public Safety Communication Officials (APCO), and Industry Council for Emergency Response Technologies (iCERT) on 9-1-1 related technologies and initiatives.
 - Strategy 3.1.1: Attend conferences and training sessions for NASNA, NENA, APCO, and iCERT.
 - Strategy 3.1.2: Participate as members and in leadership positions in NASNA, NENA, APCO, and iCERT if possible.
- Objective 3.2: On a recurring basis, collaborate with federal, state, and local policy leaders and legislators on 9-1-1 related technologies and initiatives.
 - Strategy 3.2.1: Participate in conferences and events that provide opportunities to interact with federal, state, and local policy leaders and legislators.
 - Strategy 3.2.2: Meet with federal, state, and local policy leaders and legislators and discuss 9-1-1 related technologies and initiatives.
- Objective 3.3: On a recurring basis, collaborate with police chiefs, fire chiefs, sheriffs, emergency medical response directors, and PSAP leadership as well as the professional associations to which they belong on 9-1-1 related technologies and initiatives.
 - Strategy 3.3.1: Participate in conferences and events that provide opportunities to interact with police chiefs, fire chiefs, sheriffs, emergency medical response directors, and PSAP leadership as well as the professional associations to which they belong on 9-1-1 related technologies and initiatives.
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