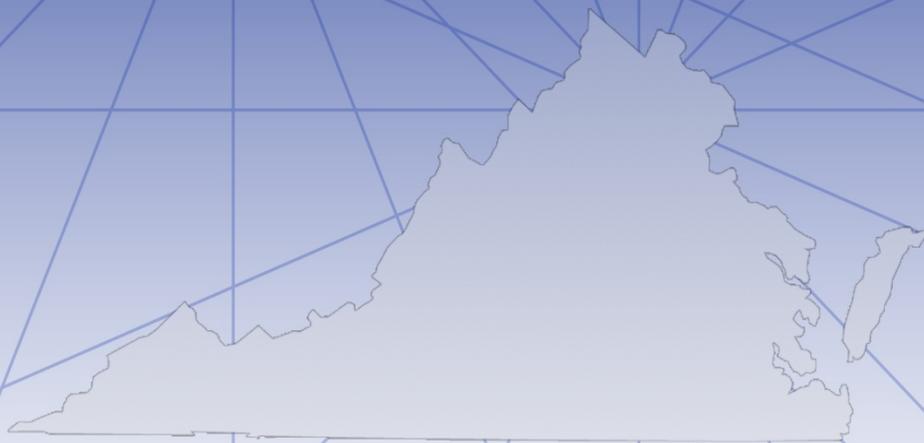


Virginia Information Technologies Agency



# Commonwealth of Virginia Next Generation 9-1-1 Communications Plan



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## Purpose

The purpose of the 9-1-1 Services Board's (the "Board's") Communications Plan (the "plan") is to articulate the policy and process through which Next Generation 9-1-1 (NG9-1-1) specific communications will be provided to the identified stakeholder groups. This plan is intended to be a living document and will be reflective of the evolving communications process throughout the deployment of NG9-1-1. The Virginia Information Technologies Agency's (VITA's) Integrated Service Program (ISP), is responsible for carrying out this plan. The statewide deployment of NG9-1-1 involves a number of stakeholder groups with varying informational needs. The commonwealth's ability to implement NG9-1-1 in the most efficient and cost effective manner possible is dependent upon transparent and open communications. This includes the formulation and dissemination of thorough pertinent information from the ISP to all stakeholders, and partnering with stakeholder groups such as the Regional Advisory Council (RAC) to assist with message dissemination and receiving and considering feedback. Communications is a cycle; information from all directions needs to be accurate and timely.

## Goals and Objectives for NG9-1-1 Specific Communications

This communications plan supports the goals and objectives of the Board's NG9-1-1 Deployment Plan. A well thought-out communications plan, managed by the ISP, will result in more organized and effective collaboration among the Board and identified NG9-1-1 stakeholder groups. The primary goals of this plan are three-fold. First is to identify stakeholders, their role in communications, and the value that will add to NG9-1-1 deployment. Second, is to identify channels of communication, the content of that communication and the responsible parties with an emphasis in the two-way nature of the communication. And third, is to document a communications action plan citing specific tasks for information output and feedback, and corresponding timeframes. It is the intention that this plan will help ensure good communications. As the NG9-1-1 deployment project evolves across the commonwealth, it may become necessary to modify this plan to keep pace with changing situations.

## Stakeholders and Roles

The ISP will initiate extensive communications in support of NG9-1-1 deployment across the commonwealth. A well developed and well-executed communications strategy will help improve all relevant communications. The RAC has an important role to play in assisting the ISP with this effort. Supporting NG9-1-1 is included in the organization’s charter, and its membership represents several stakeholder groups. The stakeholders involved in the deployment of NG9-1-1 and their roles in developing, delivering and/or receiving communications are defined in the following section. Information regarding how this will happen can be found in the communications tasks and action items section of this document.

**Table 1 Current and Future NG9-1-1 Stakeholders and Roles**

Stakeholder	Role in Communications	Value Added
9-1-1 Services Board <ul style="list-style-type: none"> <li>• Policy Committee</li> <li>• Finance Committee</li> <li>• PSAP Grant Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Provide guidance and decisions on NG9-1-1 communications, relevant policies, and funding</li> </ul>	<ul style="list-style-type: none"> <li>• Governance</li> </ul>
VGIN Advisory Board	<ul style="list-style-type: none"> <li>• Provide guidance and legislative support on NG9-1-1 communications, relevant policies.</li> </ul>	<ul style="list-style-type: none"> <li>• GIS, legislative and industry experts who provide feedback and advice</li> </ul>
ISP <ul style="list-style-type: none"> <li>• Public Safety Communications (PSC)</li> <li>• Virginia Geographic Information Agency (VGIN)</li> <li>• Regional Outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures NG9-1-1 communications and related messaging are timely, as well as consistent and congruent with policy</li> <li>• Prepare and distribute all NG9-1-1 communications</li> </ul>	<ul style="list-style-type: none"> <li>• Furnish leadership and management</li> <li>• Makes sure that communications are planned and executed</li> <li>• Responsible for creating and executing communication strategies for NG9-1-1 milestones</li> </ul>
Local Government <ul style="list-style-type: none"> <li>• Public safety answering point (PSAP)</li> <li>• Geographic information system GIS</li> <li>• Information Technology (IT)</li> <li>• Other (administrator, procurement)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide stakeholder feedback and perspective on NG9-1-1 issues</li> <li>• Identify stakeholder NG9-1-1 communication needs</li> </ul>	<ul style="list-style-type: none"> <li>• Validates that specific information has been received and that intended message has been conveyed</li> </ul>
Virginia Municipal League (VML) Virginia Association of Counties (VACo)	<ul style="list-style-type: none"> <li>• Provide stakeholder feedback and perspective on NG9-1-1 issues</li> <li>• Identify stakeholder NG9-1-1 communication needs</li> </ul>	<ul style="list-style-type: none"> <li>• Validates that specific information has been received and that intended message has been conveyed</li> </ul>

Stakeholder	Role in Communications	Value Added
VA Association of Public Safety Communication Officials (APCO), Va National Emergency Number Association (NENA), Virginia Local Government Information Technology Executives (VaLGITE), Virginia Association of Mapping and Land Information Systems (VAMLIS)	<ul style="list-style-type: none"> <li>• Provide stakeholder feedback and perspective on NG9-1-1 issues</li> <li>• Distribute formal NG9-1-1 communications</li> </ul>	<ul style="list-style-type: none"> <li>• Increase messaging capability</li> </ul>
State Corporation Commission (SCC)	<ul style="list-style-type: none"> <li>• Provide guidance on regulatory issues impacting NG9-1-1 deployments</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory oversight</li> </ul>
Virginia Department of Emergency Management (VDEM), Interoperability Office, Virginia State Police (VSP)	<ul style="list-style-type: none"> <li>• Receive and provide accurate and timely information on current operational issues</li> <li>• Help determine impact of these issues on NG9-1-1 deployments</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory and subject matter expertise</li> </ul>
Chiefs of Police, Sheriffs', and Fire Chiefs Associations	<ul style="list-style-type: none"> <li>• Provide association feedback and perspective on NG9-1-1 issues</li> <li>• Distribute NG9-1-1 communications to membership</li> </ul>	<ul style="list-style-type: none"> <li>• Validates that specific information has been received and that intended message has been conveyed</li> <li>• Increase messaging capability</li> </ul>
Legacy 9-1-1 Service Providers <i>Providers of the current E9-1-1 network and databases that take the call from the OSP and deliver to the PSAP</i>	<ul style="list-style-type: none"> <li>• Provide accurate and timely information on current operational PSAP issues</li> <li>• Help determine impact of these issues on NG9-1-1 deployments</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory and subject matter expertise</li> </ul>
Originating Service Providers (OSP) <i>The local exchange carrier, VoIP provider, or CMRS provider serving the end user over which a 9-1-1 call is made</i>	<ul style="list-style-type: none"> <li>• Provide accurate and timely information on area of responsibility for NG9-1-1 deployments</li> <li>• Advise on technical/GIS NG9-1-1 deployment issues</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory and subject matter expertise</li> </ul>
NG9-1-1 Solutions Providers <i>Entities that provide 9-1-1 networking and call delivery over an IP network</i>	<ul style="list-style-type: none"> <li>• Provide accurate and timely information on area of responsibility for NG9-1-1 deployments</li> <li>• Advise on technical/GIS NG9-1-1 deployment issues</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory and subject matter expertise</li> </ul>
Transitional Partners Those entities that are not	<ul style="list-style-type: none"> <li>• Provide accurate and timely information on area of</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory and subject matter expertise</li> </ul>

Stakeholder	Role in Communications	Value Added
providers but who interface with the 9-1-1 system.	responsibility for NG9-1-1 deployments <ul style="list-style-type: none"> <li>• Advise on technical/GIS NG9-1-1 deployment issues</li> </ul>	
CHE Vendors and Maintenance Providers	<ul style="list-style-type: none"> <li>• Provide accurate and timely information on area of responsibility for NG9-1-1 deployments</li> <li>• Advise on CHE and maintenance issues impacting NG9-1-1 deployments</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory and subject matter expertise</li> </ul>
Deaf and Hard of Hearing Community	<ul style="list-style-type: none"> <li>• To be defined through outreach with the community</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory and subject matter expertise</li> </ul>
Regional Advisory Council (RAC)	<ul style="list-style-type: none"> <li>• Assist ISP</li> <li>• Offer suggestions for improvement or change with communications plan</li> <li>• Read/review communications related to NG9-1-1 Deployment Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Endorsement of ISP formal communications</li> <li>• Increase messaging capability</li> <li>• Provide constituent feedback</li> </ul>

## Communications Policy and Objectives

The 9-1-1 Services Board’s policy regarding NG9-1-1 deployment communications is as follows:

- Timely and informational communications must take place to aid in assuring NG9-1-1 deployment is carried out in the most effective and cost efficient manner possible, while considering the needs of all stakeholders. The plan details the stakeholders that need to receive communications, when these communications need to occur and who needs to deliver the communications.

The following objectives will help to streamline the implementation and maintenance of the plan throughout the commonwealth’s deployment of NG9-1-1:

- Coordinated communications – NG9-1-1 specific communications are developed and coordinated by ISP staff, therefore messages will be consistent and delivered in accordance with this plan
- Practice full stakeholder engagement – Communications will involve many channels and may be both formal and informal. This plan is responsible for ensuring that proper channels and levels of detail are applied to each type of communications and that effective means of communications are used to respect the time of all involved.

## Communication Channels, Targets and Frequency

This section of the plan details the stakeholders that need to receive communications, the frequency with which these communications will occur and who will deliver the communications. The following table serves as a guide and will be followed to ensure consistency.

**Table 2 Communications outlets, content and timeframes**

Channel	Target Stakeholders	Content	Frequency	Responsible Party
9-1-1 Services Board meetings	All NG9-1-1 Stakeholders	NG9-1-1 informational presentations; NG9-1-1 policy and financial decision packages impacting all stakeholders	Every other month	PSC Coordinator
9-1-1 Services Board's committee meetings	All NG9-1-1 Stakeholders	NG9-1-1 informational presentations; Preview of NG9-1-1 policy and financial decision packages impacting all stakeholders	As identified in communication strategy for specific milestone and as needed	ISP Director, PSC Coordinator
VGIN Advisory Board	All NG9-1-1 Stakeholders	NG9-1-1 informational presentations; NG9-1-1 policy and financial decision packages impacting	Quarterly	VGIN Coordinator
ISP maintained listservs	PSAP , GIS, IT and other local government communities; VML/VACo	Critical NG9-1-1 information or updates to NG9-1-1 milestone	As identified in communication strategy for specific milestone and as <i>needed</i>	ISP Director, PSC Coordinator, VGIN Coordinator
ISP Newsletter	Local Government, VA APCO and NENA	NG9-1-1 updates	Quarterly	ISP Staff
ISP webinars	All NG9-1-1 Stakeholders	Critical NG9-1-1 information or updates to NG9-1-1 milestone	As identified in communication strategy for specific milestone and as needed	ISP Staff

Channel	Target Stakeholders	Content	Frequency	Responsible Party
ISP website	All NG9-1-1 Stakeholders	Critical NG9-1-1 information or updates to NG9-1-1 milestone	As identified in communication strategy for specific milestone and as needed	Program Manager
ISP regional meetings	PSAP , GIS, IT and other local government communities; VA APCO and NENA; VML/VACo	Critical NG9-1-1 information or updates to NG9-1-1 milestone	As identified in communication strategy for specific milestone and as needed	ISP staff
Constituent meetings	All NG9-1-1 Stakeholders	Critical NG9-1-1 information or updates to NG9-1-1 milestone	As identified in communication strategy for specific milestone and as needed	ISP staff
GIS Steering Committee	Local Government GIS community	Critical NG9-1-1 GIS information or updates to NG9-1-1 milestone	As identified in communication strategy for specific milestone and as needed	VGIN Coordinator, PSC Coordinator
RAC meetings	Local Government, VA APCO and NENA	NG9-1-1 information presentations	Twice a month	PSC Coordinator, RAC Chair
RAC member updates	Local Government, VA APCO and NENA	Critical NG9-1-1 information or updates to NG9-1-1 milestone	As identified in communication strategy for specific milestone and as needed	PSC Coordinator, RAC Chair

## Communications Plan Activities

This section details the **current short term communications items** and is intended to serve as a guide for what information will be disseminated by whom and received by whom, the timeframe in which the communication needs to occur, and the purpose for the communication.

Task	Timing	Target Audience	Purpose	Responsible Party
<b>Deployment Plan Communications</b>				
<b>Publish Draft Plan</b>	Dec 2017	All stakeholders Specifically RAC, 9-1-1 Board, OSPs and carriers	Provide access to the draft plan through posting on ISP website	PSC Coordinator; Program Manager
<b>Discuss Plan with RAC</b>	Dec 5, 2017	Regional Advisory Council (RAC)	Gain feedback from RAC representatives as initial stakeholder audience	ISP Director
<b>Provide Plan to NG9-1-1 Solution Providers</b>	Dec. 5, 2017	AT&T and West project team	Educate them on the plan and gain feedback on ATT specific information included	ISP Director
<b>Webinars</b>	Dec 6 & 20, 2017	NG9-1-1 Stakeholders	Provide overview of Deployment Plan	ISP Director
<b>Webinar</b>	Dec 13, 2017	OSPs, Wireless Carriers	Provide overview of Deployment Plan; Get feedback on legislative agenda	ISP Director
<b>Release final deployment plan draft</b>	Dec 22, 2017	9-1-1 Services Board, All Stakeholders	Final draft plan for consideration and vote by the board	PSC Coordinator
<b>Advise VML &amp; VACo</b>	Dec – January	VML & VACo = local government representative associations	To inform the associations of planned action, and their potential impact on localities, gain their feedback, and have them serve as a messaging source to local governments	ISP Director
<b>Advise state gov stakeholders</b>	End Dec – January	Sec. of Technology, SCC, Dept. of Taxation, VDEM, Interoperability, VSP	Educate these agencies on the plan and gain feedback; Provide them final plan after board action	ISP Director; PSC Coordinator
<b>Advise professional associations</b>	End Dec – January	Chiefs of Police; Sheriffs’ Assoc.; Fire Chiefs; APCO; NENA; VaLGITE	Educate these groups on the Plan and gain feedback	ISP Director; PSC Coordinator; RAC Members; Leadership of

				Associations
<b>Inform elected/appointed 9-1-1 reps of messaging responsibilities</b>	Dec & Jan	RAC Members Board Members	To have those members well educated on the plan(s) so they can provide another channel for information dissemination to stakeholders	ISP Director
<b>Present Deployment Plan to 9-1-1 board</b>	Jan. 11, 2018	9-1-1 Services Board	To inform them of the plan, ISP recommendation to proceed and current status of the project. Have Board vote on intent for the plan.	ISP Director
<b>Publicize Board action</b>	Jan 11 or 16, 2018	Stakeholders	To inform all stakeholders of the board's action regarding the deployment plan and our path forward.	ISP Director PSC Coordinator Regional Coordinators; RAC Members
<b>Education to Constituents through various means</b>	Dec – Jan	Local government stakeholders; Represented assocs.	Provide another channel for information dissemination to stakeholders	ISP Staff; RAC Members; Board Members; Board Committee Members
<b>Organize and conduct town hall meetings</b>	End Jan – Early Feb (meeting target dates are week of Feb 19th and/or 26th)	Local government stakeholders (PSAP, GIS, IT, contractors)	Hold informational & educational town hall meetings that invoke feedback and build consensus and understanding on path forward and action items with responsible party(ies)	ISP Director; PSC Coordinator; VGIN Coordinator Regional Coordinators

Task	Timing	Target Audience	Purpose	Responsible Party
<b>Legislative Communications</b>				
<b>Develop draft legislation</b>	Apr 2017	Wireless Carriers, VML, VaCo, 9-1-1 Board, RAC members, all stakeholders	Draft legislation written to address significant points for NG9-1-1 deployment: 1) Elimination of cost recovery, 2) Board defines POIs, 3) telcos give access to 9-1-1 at no cost to localities, 4) change in grant funding. Publicized/discussed with stakeholders	ISP Director; PSC Coordinator
<b>Revise Draft Legislation</b>	Nov 2017	Wireless Carriers, VML, VaCo, SCC, 9-1-1 Board, stakeholders	Revised cost recovery section based on carrier feedback.	ISP Director
<b>Meet with Legislators</b>	Dec 6, 2017	Legislators from VGIN Advisory Board	Provide information on the draft legislation and determine a patron of the bill for pre-filing	ISP Director VGIN Coordinator
<b>Publicize revisions of legislation</b>	April 2017 – March 10, 2018	OSPs, wireless carriers, NG9-1-1 solutions providers, RAC members; SCC, all stakeholders	To assure those directly impacted by potential legislative changes are aware of Board intentions and current status of legislation	ISP Director PSC Coordinator
<b>Communicate that pre-filing has happened</b>	Dec 2017	OSPs, wireless carriers, NG9-1-1 solutions providers, SCC, all stakeholders	Keep all informed of legislative progress	ISP Director PSC Coordinator
<b>Inform local PSAP representatives through various means</b>	Jan 16, 2018	ISPs PSAP contacts	Advise PSAP contacts of bill content and status	ISP Director; PSC Coordinator; Regional Coordinators; RAC Members
<b>PSAP and Local representative outreach to Legislators</b>	Jan 2018 – Feb 2018	Local NG9-1-1 Stakeholders	Have representatives support legislation to their legislators (bill is essential to success of deployment).	ISP Director; PSC Coordinator; Regional Coordinators; RAC Members
<b>Communicate progress of bill through legislative session</b>	Jan 10, 2018 – March 10, 2018	OSPs, wireless carriers, NG9-1-1 solutions providers, SCC, RAC members, all	Keep all informed of legislative progress including committee reviews and an update	ISP Director PSC Coordinator

NG9-1-1 COMMUNICATIONS PLAN

	Crossover is Feb 13	stakeholders	at crossover	
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Task	Timing	Target Audience	Purpose	Responsible Party
<b>GIS Specific Communications</b>				
<b>Inform localities of results of GIS data analysis</b>	July – August 2017	Locality GIS staff and/or contractors	To evaluate local GIS data readiness for NG9-1-1 and determine eligibility for FY19 PSAP grant program funding	GIS Analysts; Regional Coordinators
<b>Inform GIS stakeholders on plan for statewide GIS data preparation for NG9-1-1</b>	Dec 2017 – March 2018	Locality GIS staff; GIS contractors; RAC members	This plan will serve as an educational tool as well as a project plan and should be part of the NG9-1-1 Deployment plan. It will detail the role of GIS data in NG9-1-1 and how to ready the data.	VGIN Coordinator
<b>Update localities on 2018 GIS data analysis intent and process</b>	End Jan – February 2018	Locality GIS staff; GIS contractors	To educate GIS stakeholders on the purpose and process of the data analysis that will take place in 2018	VGIN Coordinator Regional; Coordinators; GIS Analysts; RAC Members
<b>Inform GIS stakeholder on work items for completion</b>	Post data analysis	Locality GIS staff and GIS contractors (data maintainers)	To ensure GIS data is updated to meet NENA standards for readiness for NG9-1-1	VGIN Coordinator GIS Analysts; RAC Members

Task	Timing	Target Audience	Purpose	Responsible Party
<b>PSAP/GIS (locality) Specific NG9-1-1 Deployment Plans</b>				
<b>Communicate with RAC on content of plan template to receive feedback</b>	Dec 2017- January 2018	NG9-1-1 Solution Providers; ISP Staff; RAC Members	Provide RAC with plan template to assure it is thorough and provides information to help PSAPs make opt-in/opt-out decision	NG9-1-1 Solution Providers; ISP Staff; RAC Members
<b>Inform localities of upcoming plan development</b>	January – February 2018	Locality PSAP, GIS and IT staff	Allows these stakeholders to know what the purpose of the plan is and how it can help them prepare for	NG9-1-1 Solution Providers; ISP Staff; RAC Members

			deployment	
<b>Update localities on the opt-in / opt-out decision making process</b>	Late February – April 2018	Locality PSAP, GIS and IT staff	Allows these stakeholders to know what the decision making process is	NG9-1-1 Solution Providers; ISP Staff; RAC Members

Task	Timing	Target Audience	Purpose	Responsible Party
NG9-1-1 Funding				
Communicate NG9-1-1 cost model and funding methodology	July 2017 - present	PSAPs and GIS staff; All Stakeholders;	Provide stakeholder with information regarding NG9-1-1 deployment funding methodology and receive feedback	ISP Director PSC Coordinator
Inform RAC of staff recommendations to PSAP grant committee	Dec 2017 – March 2018	RAC	Use RAC as a sounding board regarding recommended funding options and path forward	ISP Director PSC Coordinator Program Manager
Inform stakeholders of PSAP grant committee funding recommendations to the board	January – March 2018	RAC and all stakeholders particularly locality PSAP and GIS	Allows stakeholders to know the recommended funding path so they can start planning their funding requests	ISP Staff RAC Members
Inform stakeholders of the overall NG9-1-1 deployment funding approach	July 2017- present	RAC and all stakeholders particularly locality PSAP and GIS	Allows stakeholders to know the recommended funding path so they can start determining local responsibility and planning their funding requests	ISP Staff RAC Members

## Mid to Long-term Communications Activities

- Continual updates on planning, decisions, actions, activities, etc.
- Local governments’ decision on NG9-1-1 Solution Provider (opt-in/opt-out)
- Status of participation agreement

## Communications to Support NG9-1-1 Milestones

Following is a list of the NG9-1-1 milestones that will require regular communications. Each milestone will need to be supported by a specific communication strategy that identifies how each of the following message lifecycle items will be addressed: timing, the person responsible for developing content, distribution channel(s), target audience and measurement.

- Local Government educational packets
- Local government PSAP and GIS implementation plans
- Local governments' opt-in/opt-out decisions regarding use of Fairfax County's contract
- Board approved implementation plans and funding estimates
- Participant agreements signed by local governments
- NG9-1-1 deployment queue
- NG9-1-1 deployment progress

## Educational Communications Strategy

### Local Government Educational Packets Communication Strategy

Timing	Responsible Party and Content Development	Distribution Channels	Target Audience	Measurement
<p>January to April 2018</p> <p>Town Hall Meetings would be conducted on a regional basis</p> <p>Constituent meeting schedule would follow anticipated NG9-1-1 deployment schedule</p>	<p>ISP Leadership to take lead in developing meeting materials in advance of town hall and constituent meetings, with feedback and input from RCs and NG9-1-1 Solution Providers</p> <p>Meeting material will consist of the following: PowerPoint presentation for regional town hall meetings; informational sheet for constituent meetings that summarizes NG9-1-1 Deployment Plan and NG9-1-1 Milestones</p> <p>PSC Coordinator to develop an information email for distribution to PSAP, GIS, IT and other local government community listservs; VML/VACo; VA</p>	<p>Preview meeting materials with RAC</p> <p>RAC members to distribute informational email to constituents</p> <p>Update ISP website</p> <p>Host ISP Webinar(s)</p> <p>Regional meetings for level-setting</p> <p>Constituent meetings to deliver and discuss educational packets with target audience</p> <p>RCs would take the lead in scheduling all meetings</p>	<p>Local Govt (PSAP, GIS, IT, CAO, and Procurement)</p> <p>RCs to develop contact list for target audience for each locality</p>	<p>Hold regional town hall meetings</p> <p>Conduct constituent meetings for each PSAP within region</p>

Timing	Responsible Party and Content Development	Distribution Channels	Target Audience	Measurement
	APCO and NENA; VAMLIS			

## PSAP and GIS Locality Specific Planning

### Local Government PSAP and GIS Implementation Plan Communication Strategy

Timing	Responsible Party and Content Development	Distribution Channels	Target Audience	Measurement
<p>January to May 2018</p> <p>Plans would be distributed on a regional basis</p> <p>Distribution would follow anticipated NG9-1-1 deployment schedule</p>	<p>ISP Leadership to take lead in developing plan template, with feedback and input from RCs, legacy service providers, OSPs, NG9-1-1 solution providers, and transitional partners</p> <p>RCs to complete plans for constituents</p> <p>PSC Coordinator to develop an information email for distribution to PSAP , GIS, IT and other local government community listservs; VML/VACo; VA APCO and NENA; VAMLIS</p>	<p>Preview plan template with RAC</p> <p>RAC members to distribute informational email to constituents</p> <p>Update ISP website</p> <p>Host ISP Webinar(s)</p>	<p>Local Govt (PSAP, GIS, IT, CAO, and Procurement)</p>	<p>Distribute plans to PSAPs that are not participating in the Fairfax contract</p>