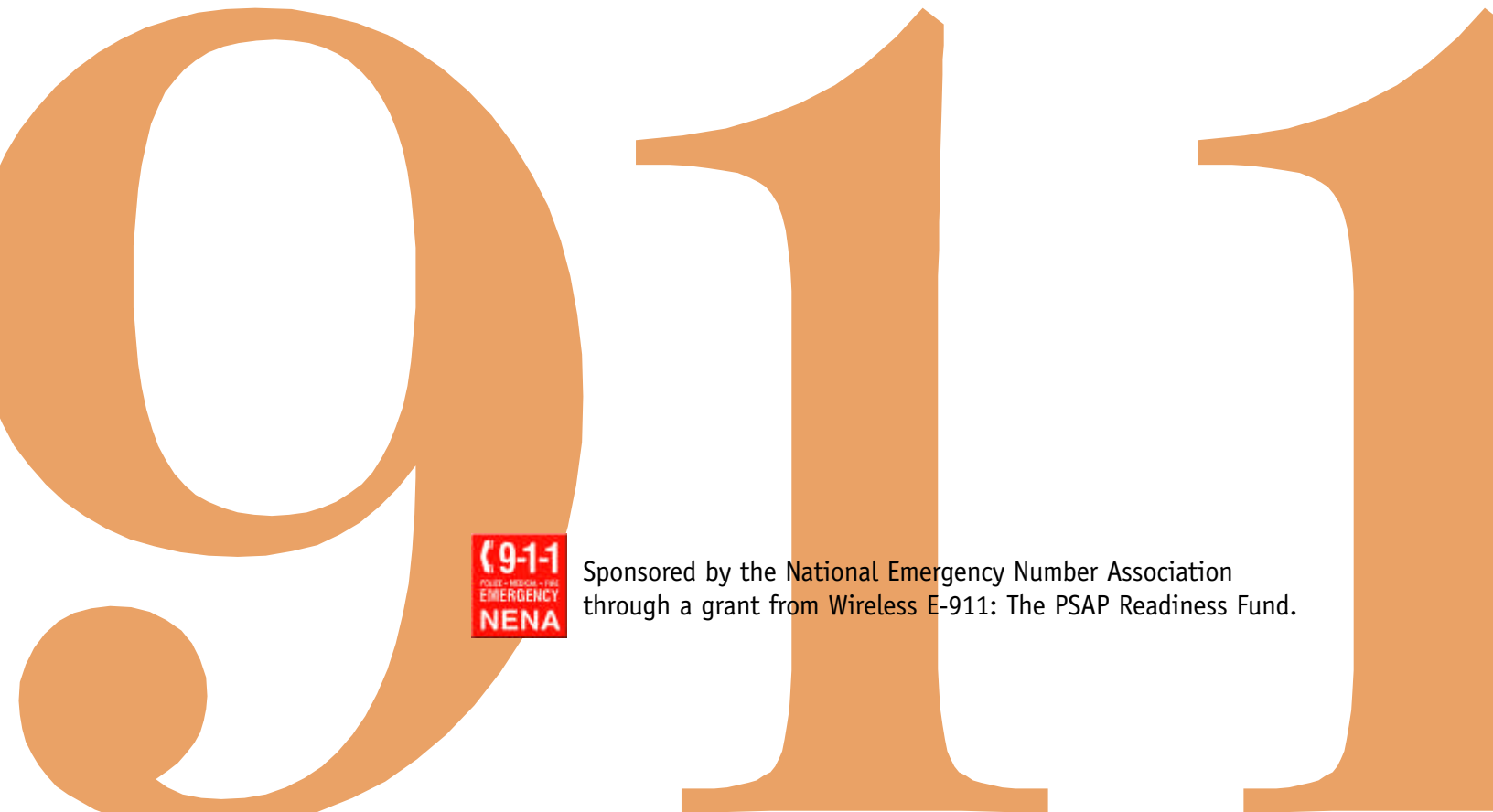


Accelerating Deployment of Nationwide E9-1-1:

Summary Findings of the
NENA SWAT E9-1-1 Stakeholders' Initiative

December 2003

Prepared by **MONITOR GROUP**



Sponsored by the National Emergency Number Association
through a grant from Wireless E-911: The PSAP Readiness Fund.

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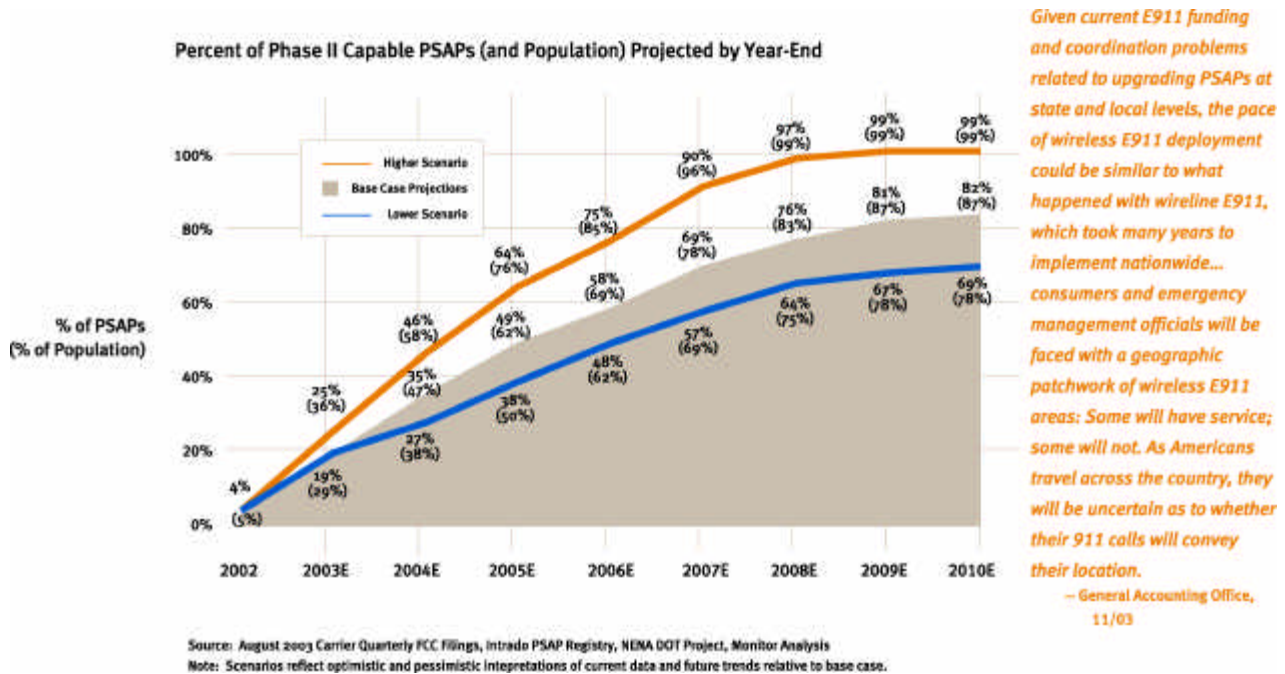
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INTRODUCTION

The participants in the E9-1-1 Stakeholders' Initiative, representing the public and private sector organizations and professionals responsible for the delivery of 9-1-1, collectively urge policy-makers to help close a significant gap in the nation's safety net by making the timely deployment of E9-1-1 a critical national priority.

Despite ongoing efforts and substantial progress to date, and without a fundamentally new approach to closing the gap, less than 80% of the nation's population will have access to wireless Phase II coverage by year end 2007.¹ This represents a critical vulnerability in the nation's public safety capability, particularly salient in a post-9/11 environment, and is manifest on three levels: the personal safety of our citizenry; the assistance citizens provide *to others* in emergencies; and our collective national and homeland security. The general public shares this assessment, with fully 98% believing that E9-1-1 is at least as important as, or more important than, other public safety priorities.²



1 Monitor Group analysis, "Analysis of the E9-1-1 Challenge", December 2003.
 2 Ibid, April 2003 Monitor Group Public Views Survey. This survey also found that 71% of respondents who had called 9-1-1 from a wireless phone were not directly involved in the emergency.

E9-1-1 Stakeholders have therefore convened since September 2002, under the auspices of NENA SWAT,³ to identify, evaluate and recommend specific ways to accelerate the ubiquitous deployment of wireless E9-1-1. The primary founding principle of the Stakeholders' Initiative has been that the ultimate goal of ubiquitous deployment can be achieved only through a coordinated and systematic effort by *all* parties responsible for E9-1-1 delivery. This sentiment is echoed in FCC Chairman Powell's recent remarks: "... *the FCC cannot make E911 happen — we need carriers, public safety, ILECs, equipment vendors, and state and local governments to be full partners if the 'Era of Cooperation' is to yield a lasting 'Era of Accomplishment'.*"⁴

The Stakeholders' Initiative builds and amplifies upon the findings of several E9-1-1 related initiatives, including the Hatfield Report⁵, the DOT Secretarial Initiative, the FCC's E9-1-1 Coordination Initiative and existing legislation such as the Wireless Communications and Safety Act of 1999 (911 Act). The Initiative is also meant to provide complementary perspectives to policy-makers as they contemplate the November 2003 GAO report⁶ and pending E9-1-1 legislation, including the current proposed House and Senate bills.⁷

During the previous 12 months there have been four face-to-face roundtable discussions among Stakeholders, hundreds of one-on-one interviews with both Stakeholders and other professionals involved in 9-1-1 policy making and delivery, and the creation of a robust body of data and analysis to inform decision making. Through a dialog rich with ideas and debate and a singular focus on advancing the public good, what has emerged is an improved understanding of different parties' perspectives, a continued commitment to engage in cooperative efforts, and, significantly, a set of findings and implications to help accelerate deployment of E9-1-1.

What follows is a summary of the Initiative's guiding principles, key findings, and related implications.

GUIDING PRINCIPLES

The findings of the E9-1-1 Stakeholders' Initiative have been shaped by a jointly developed set of guiding principles. On the one hand are a set of six ideal public policy goals: (i) *ubiquity*, (ii) *efficient use of scarce resources*, (iii) *fairness*, (iv) *timely deployment*, (v) *future proofing* and (vi) *maintenance of service quality*. On the other hand, these goals are bounded by *constraints* which reflect the fundamental issues that must be dealt with in order to successfully make progress on E9-1-1. As such, they circumscribe the degrees of freedom and implications for achieving the ideal policy goals in a real-world environment. The three constraints are: (a) the need for a coordinated set of incentives (consisting of *both* "carrots" and "sticks") across all system participants, (b) the need to manage and respect the diversity and complexity of the PSAP and service provider environment, and (c) the need to work within the confines of political and economic reality.

3 The National Emergency Number Association (NENA) launched the Strategic Wireless Action Team (SWAT) initiative in the fall of 2002, bringing together a wide range of professionals involved in the deployment of E9-1-1. SWAT is designed to deploy appropriate resources, and to provide guidance to identify technologies, tools, and expertise needed to assure consistent delivery of 911 throughout the country.

4 Remarks by FCC Chairman Michael Powell at the Association of Public Safety Communications Officials (APCO) International 69th Annual Conference, Indianapolis, Indiana, August 11, 2003.

5 "A Report on the Technical and Operational Issues Impacting the Provision of Wireless Enhanced 911 Services", Dale N. Hatfield, October 2002, FCC WT Docket No. 02-46.

6 GAO Report to the Chairman, Subcommittee on Communications, Committee on Science, Technology, Transportation, US Senate, November 2003; entitled, "Uneven Implementation of 911 Raises Prospect of Piecemeal Availability for Years to Come".

7 See Senate bill, S.1250, "The Enhanced 911 Emergency Act of 2003" (pending) and House bill, H. R. 2898, "E-911 Implementation Act of 2003" (passed November 4th, 2003).

KEY FINDINGS

With the above principles in mind, six overarching findings emerge from the Initiative:

- 1 States should bear an increasing responsibility for E9-1-1 implementation, distribution of funds, and motivating progress state-wide. Moreover, efforts to accelerate full availability of E9-1-1 would benefit from state accountability for deployment, together with an increased federal role in providing leadership and aligning incentives to motivate ubiquity.
- 2 As reflected in pending legislation, significant system-wide funding gaps are a barrier to E9-1-1 deployment. These gaps, which total more than \$1Bn per year,⁸ must be addressed while facilitating recovery of costs for all parties. Any funding injection should be specifically targeted to wireless E9-1-1, including wireline upgrades where wireline E9-1-1 is lacking.⁹ Recipients of federal funding should be required to adhere to a set of conditions and penalties designed to motivate compliance, ensure accelerated deployment, and provide clear accountability for use of existing as well as incremental E9-1-1 funding sources.
- 3 More effective coordination at all levels, with a focus at the state level, is essential to forward progress and should be broadly encouraged. Any state opting to receive federal E9-1-1 funding should specifically be required to have state-wide coordination (whose form should be left to local discretion), vested with sufficient responsibility, authority, and resources to effectively drive and coordinate deployment.¹⁰
- 4 Performance requirements for wireless service providers are best focused on near-term handset and network cell site activation targets, and efficiently resolving readiness disputes. Enforcement actions should guard against unintended consequences which are not in the public good, such as forced handset replacement, and should allow for legitimate factors outside of providers' control, provided that good faith efforts have been demonstrated.
- 5 Deploying wireless E9-1-1 in rural areas presents unique challenges with respect to accuracy and costs; the resolution of these challenges warrants the FCC's and policymakers' continued review and attention.
- 6 Future proofing E9-1-1 is a critical and urgent matter, from a technology, economic, and policy perspective. Many new issues pertaining to features, infrastructure and devices already exist. While wireless Phase II E9-1-1 deployment has been the immediate focus of this Initiative, further review of and attention to future proofing is warranted. In the meantime, decisions and investments made in support of Phase II deployment should be mindful of and seek to advance the near and longer term evolution of 9-1-1.

Despite ongoing efforts and substantial progress to date, and without a fundamentally new approach to closing the gap, less than 80% of the nation's population will have access to wireless Phase II coverage by year end 2007.

⁸ Monitor Group and NENA SWAT Technical Team Analysis. An estimated \$2.3 billion is collected annually from dedicated funding sources while the annualized system cost is estimated to be at least \$6.1 billion for wireline and wireless E9-1-1. For Wireless E9-1-1 only, the funding gap is \$835 million.

⁹ Any targeted incremental funding would not be intended to include staffing.

¹⁰ Other initiatives such as the FCC's E9-1-1 Coordination Initiative, DOT Secretarial Initiative and previous legislation such as the Wireless Communications and Safety Act of 1999 (911 Act) also cite the benefits of state-wide coordination.

IMPLICATIONS

Based on the above findings and in accordance with the guiding principles outlined earlier, a set of specific implications have emerged which are designed to complement and enhance existing legislative proposals and other ongoing E9-1-1 initiatives and programs:

- **Best Practices**—Review “model” state and local government programs, drawing substantially from previous initiatives and ongoing programs with a view to replicating best practices¹¹ for:
 - State and local funding and cost recovery models;
 - State coordination mechanisms;
 - Technology and operations solutions.
- **Wireless E9-1-1 Funding**—Address critical funding gaps across the 9-1-1 system, ensure accountability for and effective use of scarce 9-1-1 resources, and drive compliance consistent with the need to motivate accelerated E9-1-1 deployment, through the following:
 - Explore the importance of E9-1-1 to other public (e.g., DHS SHSGP, NHTSA EMS) or private funding initiatives, and develop a rationale for participating in such programs as a means of closing the overall funding gap.
 - For state or federal level grants, direct any authorized and appropriated funds specifically to wireless E9-1-1 related expenditures,¹² including wireline upgrades where wireline E9-1-1 is lacking, again helping to reduce the impact of broader 9-1-1 related system pressures that hamper wireless E9-1-1 spending.
 - Where federal grants are made available, they should be channeled through states to ensure appropriate coordination and accountability.
 - Avoid creation of any “national surcharge” on rate paying wireless and wireline customers.
 - In gauging the size of any authorizations, recognize the systemic nature of the funding gap and recognize the core principle that all parties in the 9-1-1 system are entitled to recover costs.
 - ◆ Recognize SSPs’ capital outlays to date and affirm their right to recover costs.
 - ◆ Affirm that WSPs are entitled to recover costs, with several appropriate options available, including, but not limited to, participation in state-provided cost recovery and self-recovery with “safe harbor” from legal challenges.
 - Encourage all states, and require for those that opt to receive federal funds, to account for states’ usage of existing 9-1-1 funds, and to ensure prospectively that all 9-1-1 funds are used for their intended purposes.
 - ◆ Consistent with the pending federal legislation,¹³ diversion of 9-1-1 funds should be actively discouraged and subject to Federal penalties. In general, for states receiving federal funds, misuse of any targeted 9-1-1 funds (state or federal), or breach of any of the conditions

As reflected in pending legislation, significant system-wide funding gaps are a barrier to E9-1-1 deployment. These gaps, which total more than \$1Bn per year, must be addressed while facilitating recovery of costs for all parties.

¹¹ Refer to previous and ongoing initiatives convened by NENA, the DOT Secretarial Initiative, and APCO Project LOCATE for specific details.

¹² Any targeted incremental funding would not be intended to include staffing.

¹³ See Senate bill, S.1250, “The Enhanced 911 Emergency Act of 2003” (pending) and House bill H. R. 2898 the “E-911 Implementation Act of 2003” (passed November 4th, 2003).

stipulated under “Performance Requirements” below, should result in withholding of future funds and/or a significant penalty that would appropriately motivate deployment goals. Withholding of future funds and/or application of penalties should be assessed on a case by case basis and be mindful of states’ “good faith” efforts.

- **Performance Requirements**—Ensure that performance requirements are appropriately aligned across the principal public and private sector parties involved in wireless E9-1-1 deployment. The purpose is twofold: to establish aligned standards of behavior that warrant receipt of funds and to minimize the inefficiencies and costs of stranded investments by a subset of the necessary parties.

Encourage all states – and require for any state accepting federal E9-1-1 grant funding – compliance with the following conditions that are meant to safeguard appropriate use of E9-1-1 designated funds, provide for appropriately coordinated and flexible performance requirements across all parties, and motivate compliance with the imperative to accelerate deployment:

- Establish a state-wide 9-1-1 coordination function (which should avoid undue bureaucracy or excessive administration costs, but whose form should be left to local discretion), with a specified set of responsibilities and authority to make the most efficient use of scarce public and private sector resources. For states accepting federal funds, statewide coordination functions should be required to:
 - ◆ Demonstrate the need for incremental funding, and meet specified criteria such as preparation of a wireless E9-1-1 budget and state-customized deployment plan, with near-term milestones for efficient scheduling of Phase II deployment and aggressive, yet achievable, timelines for complete roll-out to all citizens within the state;
 - ◆ Provide an annual update on deployment and an accounting of state’s usage of state and federal funds to a designated federal entity (to be determined by policymakers);
 - ◆ Coordinate and schedule intra-state Phase II deployment, and coordinate with national (see below) and adjacent state coordination functions;
 - ◆ As a part of coordinating progress on statewide deployment and to support efficient coordination between PSAPs and carriers, coordinate and monitor PSAPs’ “valid Phase II requests”, doing so in a manner as determined to be appropriate by each state. In addition, consistent with relevant FCC orders, such as that in Richardson,¹⁴ act as a primary mediation point, if requested by any party, between PSAPs and carriers (i.e., as an integral part of a structured escalation process before issues are raised to the FCC);
 - ◆ Build awareness with PSAPs and local governments as appropriate.
- Ensure a minimum level of state contribution to E9-1-1 funding, with the amount to be determined by federal policy makers.
- Motivate compliance with performance requirements by holding states receiving federal funding subject to penalties; i.e., withholding of future federal E9-1-1 funds and/or levying a penalty which sufficiently deters failure to meet the conditions outlined above. Particularly with respect

¹⁴ Revision of the Commission’s Rules to Ensure Compatibility with Enhanced 911 Emergency Calling Systems, Petition of City of Richardson, Texas, CC Docket No. 94-102, Order on Reconsideration, FCC 02-318, 68 Fed. Reg. 2914 (2003).

to penalties associated with the requirement that states meet their near-term and final deployment milestones, enforcement of penalties should be carried out with reasonable flexibility, recognizing the counterproductive aspects of rescinding funding, the good faith efforts of many states, and the legitimate circumstances beyond a state's control which may impede meeting the relevant conditions.

Focus WSP requirements as follows, in order to ensure that private sector resources are directed toward timely deployment in an efficient manner:

- Adopt an approach to WSP timeline requirements that focuses on driving near-term new Phase II capable handset and network cell site activation requirements within a carrier's control, adherence to existing consent decrees, and responsiveness to PSAP valid requests for both handset and network players. Enforcement of current FCC requirements in a manner that would result in forced replacement of consumer handsets should be avoided.
- Apply an appropriate degree of flexibility in determining requirements and considering waiver requests for carriers serving rural areas. Systematic examination of rural accuracy data for both handset and network solutions would develop a realistic set of guidelines for addressing rural accuracy concerns. Meanwhile, and on a case-by-case basis, grant necessary waiver requests for rural carriers to switch to a handset-based solution upon prospective demonstration through quantitative analysis that a network solution would not meet network accuracy in the service area given topology and network configuration.
- **National Coordination** — Establish a national-level coordination function in order to maintain interstate consistency and drive ubiquity. This national coordination function should be flexible and responsive, should not create undue bureaucracy or excessive administration costs, and should not infringe on states', WSPs', or SSPs' decision rights. Stakeholders leave the choice of locus for the coordination function to policy makers, but this function should have responsibility for:
 - Facilitating nationwide deployment through coordination with states;
 - Convening constituents to resolve issues as they arise;
 - Examining and disseminating best practices;
 - Interfacing with technical standards bodies to promote common standards;
 - Providing a secondary point of escalation in resolving readiness disputes, in conjunction with the FCC's existing framework to resolve disputes, and with state coordinators' role as the first point of escalation.
- **Future Proofing** — To ensure maintenance of service quality and increased functionality in the face of increasing demands placed on the 9-1-1 system over the coming years, and to ensure efficient use of scarce resources, future proofing is of critical importance to address today. A separate dedicated initiative to address future proofing should be established, recognizing that this is a critical and difficult challenge requiring a concerted effort by multiple stakeholders. In the interim, any near-term solutions should not preclude or hamper innovations such as new features, services, and devices.
- **Education and Awareness Building** — Encourage the prioritization of Phase II deployment and the active engagement of all stakeholders in driving implementation, by dedicating federal resources and energy to support public safety and industry efforts to create local political will through consumer education, public awareness, and education of local governments on the importance and benefits of E9-1-1.

- A critical role for both state and national coordination functions is augmenting political will at the local level via grassroots and “grasstops”¹⁵ education and awareness-building. 9-1-1 coordinators, public safety organizations, industry, and other 9-1-1 officials must work at the federal, state, and local levels to educate consumers, legislators, and public safety officials.

THE ROAD AHEAD

The Stakeholders believe a comprehensive implementation of this Initiative’s findings, in conjunction with and complementary to pending federal legislation and the findings of previous and other ongoing E9-1-1 initiatives, would accelerate national deployment of wireless E9-1-1. However, much work remains, and close cooperation is required to plan and effectively convert these findings into effective deployment. Accordingly, this document represents the beginning of a continuing process in which all Stakeholders need to cooperate to identify barriers, develop practical solutions to accelerate wireless E9-1-1 deployment, and add to the growing body of best practices.

Specifically, follow-through on the findings and implications outlined above will require:

- Coordination with current and pending legislation;
- Planning and operational implementation of the findings and implications herein;
- Monitoring of, and reporting on, the resulting progress;
- Developing education and public awareness building campaigns;
- Creating practical tools and drawing on best practices, to aid implementation at the state and local level.

“... the FCC cannot make E911 happen — we need carriers, public safety, ILECs, equipment vendors, and state and local governments to be full partners if the ‘Era of Cooperation’ is to yield a lasting ‘Era of Accomplishment’.”

- Chairman Powell, 8/03

In addition, of the many topics addressed by the Initiative, further work remains to:

- Resolve concerns by some regarding a mechanism for WSPs to recover costs in a manner deemed fair by all parties;
- Address future proofing to ensure continued viability and ongoing evolution of the 9-1-1 system;
- Define rural requirements that drive progress towards E9-1-1 deployment, and appropriately recognize legitimate constraints to deployment in specific situations.

This Initiative was founded on a cooperative process, with full recognition of each party’s interests, and under the belief that an effective solution could only result from the balanced incorporation of these varied interests. Similarly, the effectiveness of any E9-1-1 solution ultimately adopted by policymakers is dependent on the cooperation and support of those most directly impacted, i.e., the Stakeholders in this Initiative. In this regard, the Stakeholders are hopeful that their contribution serves as a valuable addition to the broader public discourse on E9-1-1. Above all, through their efforts over the course of this Initiative, the Stakeholders have demonstrated their sense of urgency and commitment to ensuring that timely, nationwide deployment of E9-1-1 becomes a reality.

¹⁵ “Grasstops” refer to local leaders, politicians, leaders of public safety.

NENA SWAT E9-1-1 STAKEHOLDERS' INITIATIVE: OVERVIEW

The findings and implications in this document draw upon multiple contributors: the National Emergency Number Association (NENA) SWAT, comprised of public safety and industry subject matter experts on different aspects of E9-1-1; Stakeholders of this Initiative, made up of the policy-setting representatives from public safety, local exchange carriers, wireless service providers, government, and technology providers; outside experts and policymakers; and research, analysis and integration frameworks from Monitor Group. This document represents the outcome of a nationwide initiative, the E9-1-1 Stakeholders' Initiative conceived of under NENA's leadership. In August 2002 NENA received a grant from Wireless E-911: The PSAP Readiness Fund, a non-profit organization with an independent board of directors created by Nextel Communications, Inc. Through this grant, NENA launched the SWAT effort, and under SWAT's auspices, this E9-1-1 Stakeholders' Initiative. Monitor Group, a global strategy advisory firm, was commissioned by NENA to be an objective third-party expert, researcher, advisor, and facilitator of the multi-party dialogue.

This document represents Monitor Group's interpretation of the findings and implications emanating from the Initiative and resulting from the multi-party discussions. As such, it does not represent Monitor Group's professional recommendations or opinions. Similarly, no explicit or implied endorsement by any of the contributors referred to above should be inferred for any particular finding or implication contained in this document.

ADDITIONAL COMMENTARY ON THE INITIATIVE

Contributors to the Initiative were given the opportunity to elaborate on their positions regarding specific findings and implications in this document. This additional commentary, found on the following pages, represents solely the views of the organizations submitting the commentary, and not that of other contributors, sponsors, or Monitor Group.



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APCO Statement Regarding Summary Findings Of NENA SWAT E9-1-1 Stakeholders' Initiative

The Association of Public Safety Communications Officials (APCO), International is pleased to have been a participant in the National Emergency Number Association (NENA) SWAT consensus process. We applaud NENA for its effort to bring together the various stakeholders to identify ongoing challenges relating to enhanced wireless deployment in America. APCO supports a number of the positions reported in this summary document.

APCO is however unable to support two major positions resulting from this process. First, APCO is not prepared to endorse any specific coordination model at this time and encourages all agencies to continue deployment activities as diligently as possible. Successful deployment has taken place across the Nation based on several, distinct models of coordination and leadership including well managed local, county, regional and state programs. There is no compelling evidence to support the assertion that statewide coordination consistently results in more efficient, more effective or timelier implementation of enhanced 9-1-1. APCO recognizes that there are several examples of effective statewide programs, as there are equal examples of statewide programs that have not resulted in widespread implementation. Further, APCO acknowledges that in several areas of this country implementation of enhanced wireless 9-1-1 services has occurred without statewide coordination and without wireless cost recovery.

Second, APCO is unable to support any suggestion of a return to full wireless carrier cost recovery as a prerequisite for implementation. There is insufficient evidence that full cost recovery for the wireless service providers will accelerate the deployment of enhanced wireless 9-1-1 services.

As noted by the Federal Communications Commission in its cost recovery clarification, wireless service providers have a non-regulated source of cost recovery. The implementation of enhanced wireless 9-1-1 is a cost of doing business and should be treated as such. APCO applauds the FCC for its strength on this issue and is pleased with the current regulatory situation relating to wireless service providers to include cost recovery and timeline mandates. APCO encourages the Commission to hold firm to the regulations in previous orders related to cost recovery and timelines.

The greatest area of opportunity to facilitate wireless enhanced 9-1-1 deployment rests with the Local Exchange Carrier. The importance and impact of the Local Exchange Carrier toward successful deployment continues to be the least defined and controlled aspect of the enhanced wireless 9-1-1 deployment process. Many PSAPs continue to struggle with telephone company readiness and cost issues. Local Exchange Carriers should be required to deliver enhanced 9-1-1 attributed to PSAPs in an effective manner at unbundled, non-discriminatory and reasonable rates.



December 1, 2003

For the past year, NASNA has been an active participant in the NENA SWAT initiative. The E-911 Stakeholders' Initiative brought together many of the players in the delivery of wireless E-911 for an open and candid dialog about how to accelerate the deployment of the service. As President of NASNA, I am providing this commentary to amplify our position on a few of the findings of this initiative.

First, though the report supports existence of statewide coordination, the report does not go far enough in emphasizing its importance. Time after time, the presence of effective statewide coordination has demonstrated that it has an overwhelmingly positive impact on the broad deployment of wireless E-911. While there is no disagreement that effective local coordination has an equally positive impact on deployment at the local level, appropriate coordination must exist at all three levels of government (local, state and federal) to achieve ubiquitous E-911. Fear of state interference and unnecessary bureaucracy prevented a stronger endorsement in the final document, but these concerns can be addressed through state legislation. The existence of a statewide coordination program does not need to preempt local E-911 programs or decision-making just like the existence of a national coordination program should not preempt state programs.

Second, NASNA opposes any change to the existing WSP cost recovery regulations. The report suggests that additional work is needed to "resolve concerns by some regarding a mechanism for WSPs to recover costs in a manner deemed fair by all parties." This issue has been debated sufficiently with the result that the FCC removed the requirement for WSP cost recovery as a condition of PSAP readiness. This issue is best addressed at the state level, where state legislatures can determine whether public funds, self-recovery or some other method is the best approach for WSP cost recovery. No single approach will work for all areas of the nation. Many states have chosen to provide WSP cost recovery to at least to some extent. Others, by not providing cost recovery, have required the WSPs to self recover their costs. Sufficient mechanisms are already in place, so no additional work is needed on this issue.

Finally, we applaud NENA for its leadership in putting this initiative together, but would submit that now is the time for action. Most of the findings of this initiative are not new. They are very much like those developed through the USDOT Steering Council and other groups that resulted in the current federal legislation making its way through Congress. The two most important things needed to accelerate deployment of nationwide E-911 are leadership at the federal, state and local levels of government and increased funding for PSAP upgrades. Great progress has been made in many areas of the nation where the

leadership and funding already exist. The lessons learned in these areas need to be compiled and disseminated as models or best practices in the other areas of the nation that have not progressed as quickly. Both this report and the USDOT Steering Council Action Plan have recommended this course of action. That is not to say that NASNA thinks that the SWAT initiative yielded nothing new or nothing of value – far from it. We do, however, think that since the SWAT report came to the same conclusions that others have reached, we know what needs to be done and what works. We now need to roll up our sleeves and get to work.

I would like to thank the NENA leadership for allowing NASNA to participate with this initiative. I also welcome a continued partnership with the wireless industry so that we may achieve the lasting “Era of Accomplishment” encouraged by FCC Chairman Michael Powell.

Sincerely,

Steve Marzolf
President



A not-for-profit corporation, the National Emergency Number Association (NENA) is the only educational organization dedicated solely to the study, advancement and implementation of 9-1-1 as America's universal emergency number. NENA's mission is to foster the technological advancement, availability, and implementation of a universal emergency telephone number system, with the objectives of protection of human life and preservation of property and community security.

In carrying out its mission, NENA promotes research, planning, training and education. NENA is currently engaged in several important initiatives:

- **Strategic Wireless Action Team (SWAT):** Designed to resolve the most challenging issues facing deployment of E9-1-1, SWAT brings together the critical parties responsible for delivery of E9-1-1 and provides a constructive venue for multi-party dialogue and design of practical deployment solutions.
- **Report Card to the Nation (RCN):** To understand how well 9-1-1 serves the nation, NENA has evaluated and graded the performance of 9-1-1 on several dimensions. The first results were released on September 11, 2001 with periodic updates forthcoming.
- **NENA PSAP Registry:** The PSAP Registry provides a central database of up-to-date contact information for PSAPs to ensure that accurate, timely, and efficient information is passed to relevant stakeholders in emergency situations.
- **NENA Wireless Implementation Program – USDOT's Wireless E9-1-1 Implementation Support:** A joint NENA – USDOT program in partnership with APCO, NASNA and other stakeholders, helps to stimulate Wireless Phase I and Phase II implementation.
- **Future Planning and standards setting:** Taking into account how people communicate today and tomorrow, NENA is developing a path for the technical evolution of 9-1-1 infrastructure, equipment and operations.
- **Emergency Services Interconnection Forum (ESIF):** In cooperation with ATIS, NENA has jointly convened ESIF to help address interconnection between the many parties that deliver 9-1-1.
- **Public Policy:** NENA provides support to the many state and local public policy efforts to help foster the deployment of ubiquitous 9-1-1.

For more information, please visit www.nena.org.

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