

2026-2028

Strategic Plan

Our Commitment to 9-1-1

This strategic plan reflects a deliberate commitment by the Board of Directors to lead NENA with purpose during a time of significant change for the 9-1-1 community.

We recognize that the environment in which our members operate continues to evolve, driven by advancing technology, workforce challenges, and increasing demands on the system. The professionals who answer the call every day carry a responsibility that is both critical and deeply human. Their work, and the communities they serve, remain at the forefront of every decision we make.

Together we are shaping the future of 9-1-1, and the direction outlined in this plan reflects where we believe NENA can have the greatest impact. By strengthening the organization, advancing the profession, and championing 9-1-1 through advocacy and engagement we continue raising the bar.

Together we will continue to listen to our members, adapt to emerging challenges, and remain accountable for turning this strategy into meaningful progress. This is a responsibility we take seriously and are proud to carry out on behalf of the 9-1-1 community.

Together we stand with those under the headset and are committed to supporting them and the public who depend on them every day.

Our Strategic Direction

NENA's Vision

A public made safer by 9-1-1 services delivered by highly trained emergency-communications professionals and powered by the latest technologies.

NENA's Mission

NENA: The 9-1-1 Association empowers its members and the greater 9-1-1 community to provide the best possible emergency response through standards development, training, thought leadership, outreach, and advocacy.

Strategic Pillars Overview

NENA's Board of Directors has identified three strategic pillars that will guide the association's work through 2028. These pillars reflect where NENA can make the greatest impact: strengthening the organization, advancing the profession, and championing 9-1-1 through advocacy and engagement.

Each pillar is supported by a set of goals that define the outcomes NENA seeks to achieve, providing a clear and focused framework for the association's work in the years ahead.

Operational Excellence

Together we elevate operations and governance for a stronger, more sustainable member organization.

Strengthening NENA's foundation through strategic growth, operational excellence, and increased member value.

GOAL 1

Ensure NENA's long-term sustainability and growth through diversified revenue and responsible financial stewardship.

GOAL 2

Increase membership, member value, and engagement.

GOAL 3

Build a strong, values-driven organizational culture that emphasizes customer service, teamwork, and accountability to deliver exceptional member experiences.

GOAL 4

Strengthen relations with other domestic and international organizations.

GOAL 5

Execute exemplary conference programming.

GOAL 6

Maintain a respectful and professional work environment.

Standards and Education

Together we develop industry-leading standards and deliver high-quality education.

Preparing 9-1-1 systems and professionals for the future through standards, training, and professional certification.

GOAL 1

Provide best-in-class educational offerings, meeting the needs of our members – wherever they are.

GOAL 2

Strengthen and advance NENA's leadership in developing the standards that ensure 9-1-1 operates effectively today and evolves to meet the needs of tomorrow.

GOAL 3

Provide the foundation for NG9-1-1 readiness and deployment nationwide.

GOAL 4

Develop necessary training, standards, and resources to enable a healthy work environment for PSAP professionals.

GOAL 5

Strengthen NENA's Emergency Number Professional (ENP) Certification Program to support professional excellence across the 9-1-1 community.

Public Affairs

Together we champion emergency communications as one voice for 9-1-1.

Ensuring 9-1-1 priorities are understood, supported, and advanced through advocacy, awareness, and data-driven insight.

GOAL 1

Develop necessary congressional and administration support for NENA's priorities.

GOAL 2

Increase awareness of NENA and the 9-1-1 profession.

GOAL 3

Establish NENA as the trusted national repository for reliable 9-1-1 data to support the industry's evolving needs.

GOAL 4

Increase advocacy engagement with, and empowerment of, NENA chapters and affiliates.