Commonwealth of Massachusetts
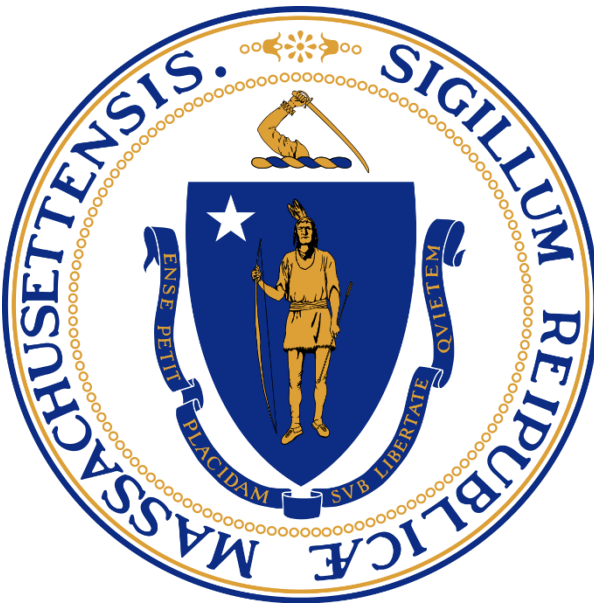# State 911 Department
North Shore Regional 911 Center

2019
ANNUAL REPORT

www.ecrecc.org

Table of Contents

MISSION, VISION, & VALUES

Mission Statement
The mission of the North Shore Regional 911 Center is to serve as the communications link between our member communities' citizens and their public safety agencies.

Our Vision
Its vision is to exceed national standards and best practices by providing high-tech, up-to-date 911 services in the most fiscally reasonable method.

Values

- ❖ Caring
- ❖ Supporting
- ❖ Innovating
- ❖ Serving

Image 1: North Shore Regional 911 Center

INTRODUCTION

North Shore Regional 911 Center (also known as North Shore Regional Emergency Communications Center, or NSR911) is located in Middleton, Massachusetts. NSR911 is a dual Public Safety Answering Point (PSAP, or operation that answers and directs 911 calls and requests for emergency assistance). The center is a component of the State 911 Department operating under the Executive Office of Public Safety and Security for the Commonwealth of Massachusetts. It was formed as a collaborative effort with the communities it serves.

As a wireless PSAP, the NSR911 answers and directs approximately 400,000 wireless 9-1-1 calls for a population of about 1.8 million residents originating in Essex County, most of Middlesex County, six towns in Worcester County and all of Suffolk County, excluding Boston. This division covers over 955 square miles. Additionally, the NSR911 is also the alternate answering point for the State 911 Department PSAP Operations Division 1 – Framingham call center.

On the regional side, the center answers and fully processes 9-1-1 calls for emergency assistance for five communities (Amesbury, Essex, Middleton, Topsfield, and Wenham, Massachusetts). This includes radio dispatching units for police, fire, and EMS (emergency medical services) for these communities. The NSR911 also receive, direct, and otherwise process related non-emergency calls for these communities. The member communities have a combined population of 42,505 and cover 65 square miles.

Four advisory boards provide oversight of the center by member communities – they include Police, Fire, Administrative, and Executive Advisory Board.

GOVERNANCE

The North Shore Regional 911 Center is governed by an Intermunicipal Agreement (IMA). This agreement is between the State 911 Department and each member community. Through the agreement, there are four governing advisory boards: Police, Fire, Administrative, and Executive.

The Executive Advisory Board is comprised of the Chair of Administrative Advisory Board, three (3) at large members from the Administrative Advisory Board, the Chair of the Police Advisory Board, one (1) at large Member from the Police Advisory Board, the Chair of the Fire Advisory Board, and one (1) at large Member from the Fire Advisory Board. The Executive Advisory Board advises the State 911 Department on the administration, budget, and operation of the North Shore RECC, including admittance of new members, approving the annual operating and staffing plans, approving the details of the transition to a shared radio frequency system, and approving operating policies and procedures that govern the operations of the North Shore RECC.

The Police and Fire Advisory Boards consist of the respective chiefs from each department. These boards advise the State 911 Department on operating policies and procedures for the operation of the Regional Emergency Communications Center.

There is also an Administrative Advisory Board that is comprised of either the Mayor, Town Manager, or Town Administrator of each Member community. The Board advises the State 911 Department on the budget and operation of the North Shore RECC.

2019 Board Representatives

Executive Advisory Board

Police Representatives	Chief Thomas Perkins, PAB Chair
	Chief William Scholtz, PAB At-Large Member
Fire Advisory Representative	Chief Jen Collins-Brown, FAB Chair
	Chief Dan Doucette, FAB At-Large Member
Administrative Representative	Brendhan Zubricki, AAB Chair
	Anthony Ansaldi, AAB At-Large Member
	C. Kenneth Gray, AAB At-Large Member
	Andrew Sheehan, AAB At-Large Member
State 911 Representatives	Frank Pozniak, Executive Director
	Norm Fournier, Deputy Executive Director
	Alyson Dell Isola, NSR911 Director
	Christopher Ryan, NSR911 Deputy Director

Fire Advisory Board (FAB)

Amesbury	Chief Ken Berkenbush
Essex	Chief Daniel Doucette
Middleton	Chief Thomas Martinuk
Topsfield	Chief Jen Collins-Brown, Chairperson
Wenham	Chief Stephen Kavanaugh
State 911 Representatives	Frank Pozniak, Executive Director Norm Fournier, Deputy Executive Director Alyson Dell Isola, NSR911 Director Christopher Ryan, NSR911 Deputy Director

Police Advisory Board (PAB)

Amesbury	Chief William Scholtz
Essex	Chief Peter Silva / Chief Paul Francis
Middleton	Chief James DiGianvittorio
Topsfield	Chief Evan Haglund
Wenham	Chief Thomas Perkins, Chairperson
State 911 Representatives	Frank Pozniak, Executive Director Norm Fournier, Deputy Executive Director Alyson Dell Isola, NSR911 Director Christopher Ryan, NSR911 Deputy Director

Administrative Advisory Board (AAB)

Amesbury	Mayor C. Kenneth Gray
Essex	Town Administrator Brendhan Zubricki, Chairperson
Middleton	Town Administrator Andrew Sheehan
Topsfield	Town Administrator Kellie Hebert
Wenham	Town Administrator Peter Lombardi
State 911 Representatives	Frank Pozniak, Executive Director Norm Fournier, Deputy Executive Director Alyson Dell Isola, NSR911 Director Christopher Ryan, NSR911 Deputy Director

Agendas for each advisory board are posted on the center's website. Also, once approved, meeting minutes are available for past meetings.
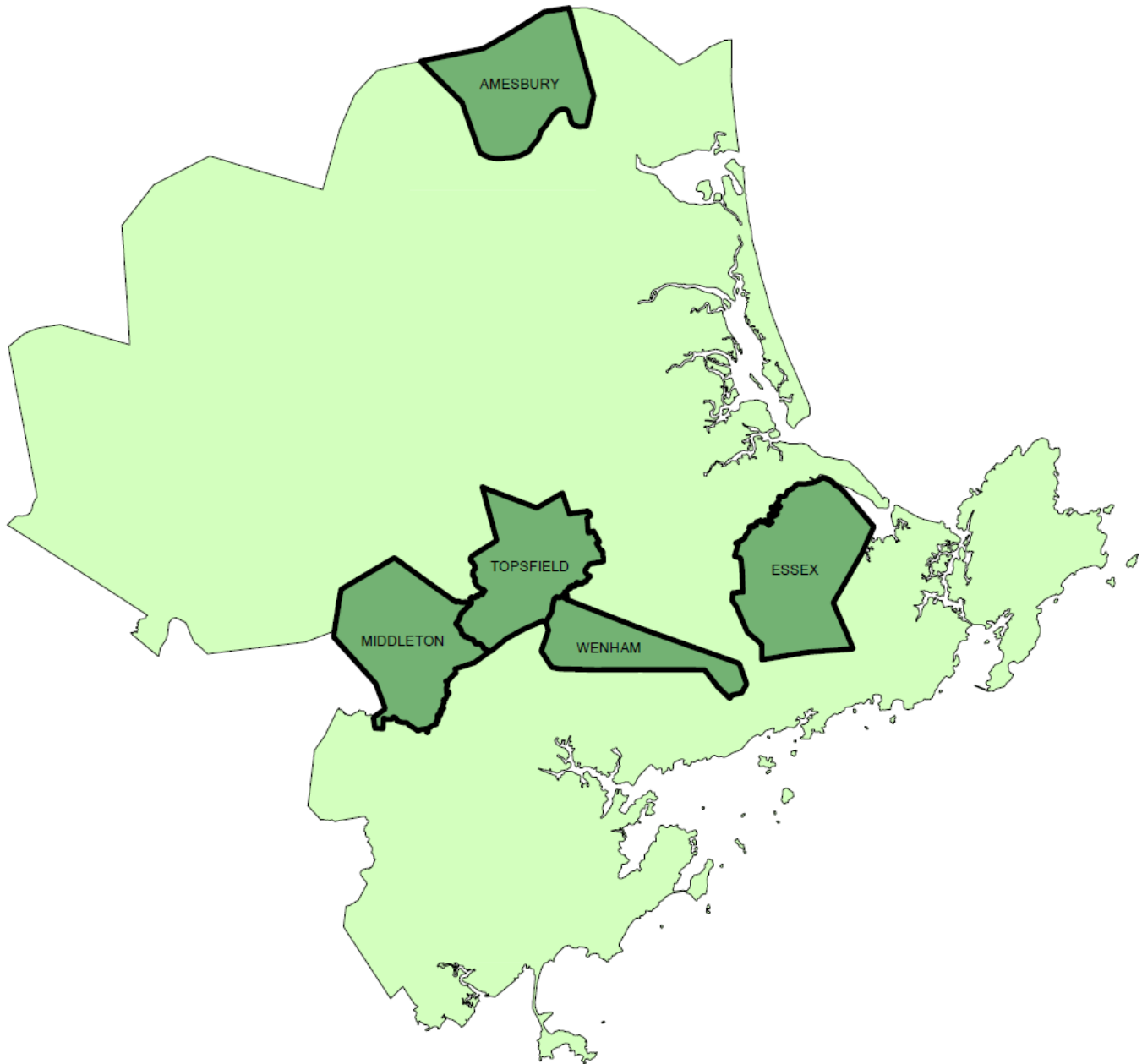
Image 3: Map depicting North Shore RECC Member Communities

HISTORY

The idea for Essex County to establish a regional emergency dispatch center was first discussed among various communities as early as 2005. Initially, 23 communities expressed at least some level of interest in joining a potential regional endeavor. As the discussions progressed, many communities ultimately decided that the center would not serve their interests appropriately and decided to withdraw from the process. In December 2008, a grant application was filed with the state 9-1-1 department to establish a regional emergency communications center, which would later be known as the Essex Regional Emergency Communications Center or ERECC. At the time, 13 communities (Beverly, Danvers, Essex, Hamilton, Ipswich, Manchester-by-the-Sea, Marblehead, Methuen, Middleton, North Andover, Swampscott, Topsfield, and Wenham) had filed letters stating their interest in participating. In March 2009, a grant of $6,800,000.00 was awarded for the establishment of the ERECC.

Ultimately, six communities, Amesbury, Beverly, Essex, Middleton, Topsfield, and Wenham, decided to join the ERECC. Inter-Municipal Agreements (IMAs) were executed between the Sheriff's Department and the participating communities during 2010. Amid much optimism and accolades from local and state officials in attendance, the ground was broken for the new ERECC facility in October 2011. The ERECC was touted as a significant step toward regionalization, which many proponents say increases efficiency, while simultaneously reducing costs. The new state-of-the-art facility, which was outfitted with the latest technology, cost approximately $12,000,000 to build and outfit. The $6,980,000 funding for construction was provided by the Commonwealth of Massachusetts, as was additional money needed to equip and furnish the facility. Operational control and direction of the new facility were assigned to the Essex County Sheriff's Department (ECSD). The ERECC facility opened for business in June 2013.

In late 2013, after entering into an agreement with the Commonwealth of Massachusetts, the ERECC began handling 9-1-1 cell phone calls (wireless calls) made throughout Essex County, thirty-two communities in Middlesex County, and three communities in Suffolk County.

In January 2015, the City of Beverly, which had not yet transitioned to the ERECC, announced it was withdrawing. In July 2017, the Amesbury City Council overwhelmingly approved a request by the city's mayor to leave the ERECC and return to locally-based dispatch operations.

Throughout its infancy, member communities expressed concerns about the center's operations, call taking, dispatch times, communications, and miscommunications. Many factors have contributed to ERECC's troubled history. One of the most significant issues was that unrealistic promises were made to every potential participant to try to encourage them to join. As a result, the center is now actively pursuing a more standardized approach to operations. Efforts have been made to streamline policies and procedures across each town and discipline.

Despite the challenges that it has, and continues to face, the ERECC achieved some very positive distinctions that both current and potential participants should view in a very favorable

way. Most prominent among these positives is that in May 2016, it was announced the ERECC met the minimum training standards for the Association of Public Safety Communications Officials (APCO) International Agency Training Program Certification and was awarded certification. Public safety agencies use the APCO International Agency Training Program Certification as a formal mechanism to ensure their training programs meet the American National Standards Institute (ANSI) approved standard. The ERECC is the first dispatch center in Massachusetts, and just the second one in New England, to receive the certification, also known as APCO P33. The ERECC also became the second PSAP in Massachusetts to achieve the National Center for Missing and Exploited Children (NCMEC) Missing Kids Readiness Project partnership. It also became the first PSAP in Massachusetts to become a National Weather Service Weather-Ready Nation Ambassador.

In 2017 the Sheriff's Department contracted with Municipal Resources Incorporated (MRI) to perform an audit of the operations, management, and finances of the ERECC. This report was finalized in February 2018. Within the report, MRI made 125 recommendations. These recommendations covered various topics like stakeholder perceptions, governance, organizational structure, and management, operations and finances, facility and equipment, benchmarking, and comparative analysis.

On July 1, 2019, the management and operations of the center transitioned from the Essex County Sheriff's Department to the State 911 Department. Within this transition, the State 911 Department agreed to fully fund the operation and relieve the Sheriff's Department from operational oversight. Additionally, the organization's name officially changed to the "North Shore Regional 911 Center" or NSR911.
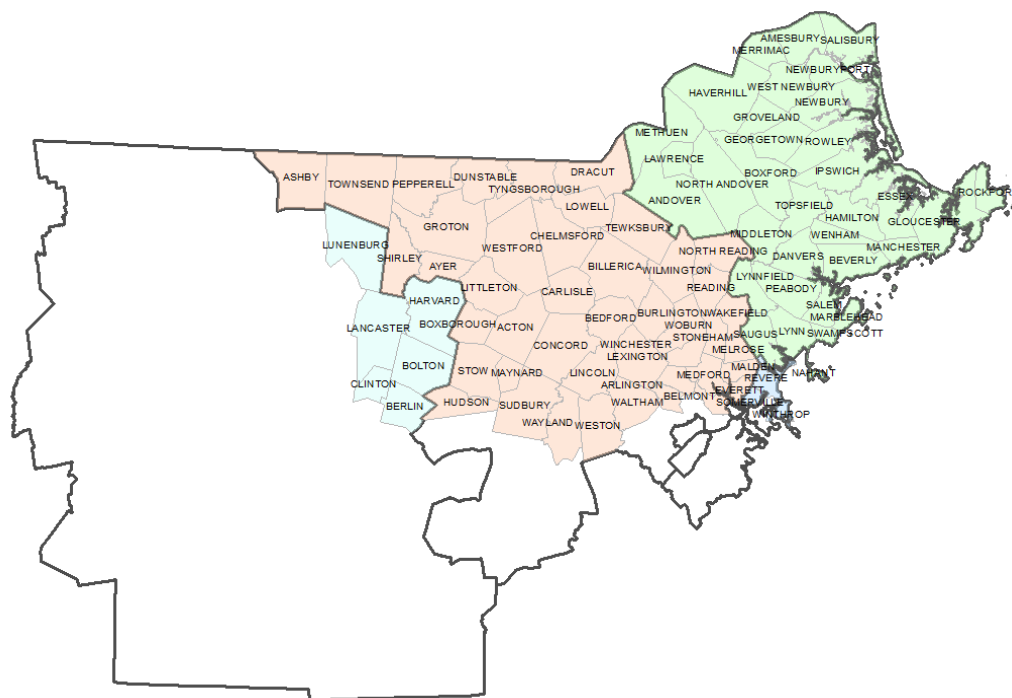
Image 4: Map of Wireless Service Area - as of July 2019

ADMINISTRATION

Human Resources

Authorized Strength

Personnel
Allocation

	2019 Staffing
Director	1
Deputy Director	1
Operations Manager	1
Supervisor	8
Telecommunicator	27
Vacant Positions (4- TC, 1- Admin Assistant, & 1- Personnel & Special Projects)	6
TOTAL	**44**

Recruitment
The center has established an extensive hiring and recruitment process. Candidates are required to undergo a multi-tasking test, oral board interview, psychological screening, drug and hearing tests, and submit to an extensive background investigation. To seek the most qualified candidates, the center regularly advertises vacancies on its website, through social media, in industry publications, and through newspaper advertisements.

Selection
In 2019, the center performed an aggressive hiring campaign and hired a total of fifteen (15) employees (2 have since left). The center has also partnered with the State 911 Department to seek qualified candidates through various colleges in the state.

Promotion
There were no employee promotions during the calendar year 2019.

Service Milestones
The following employees celebrated significant milestones of employment during the calendar year 2019:

Retirements:
Joanne Marks, Personnel & Special Projects Manager

5 Years of Service:
Cynthia Matos, Telecommunicator

<u>Employee Turnover</u>
Exit interviews are conducted with employees who voluntarily leave NSR911. This is an essential tool used to fully understand the employee's experience while they worked for NSR911. Data collection and analysis help identify individual problems versus an emerging trend and identify issues systemic to the organization or reflective of a business unit. This information is reported regularly, and appropriate action is taken as needed.

The table below provides a 5-year snapshot of employee turnover at the NSR911.

Reason	CY15	CY16	CY17	CY18	CY19
Terminated	0.00%	1.92%	3.85%	1.92%	11.36%
Resigned in Lieu of Termination	7.69%	5.77%	1.92%	1.92%	4.55%
Pursue Other Dispatch Job	5.77%	5.77%	5.77%	9.62%	0.00%
Pursue Law Enforcement Job	0.00%	7.69%	1.92%	3.85%	0.00%
Retirement	1.92%	0.00%	1.92%	0.00%	4.55%
Seek other Employment	5.77%	21.15%	17.31%	7.69%	4.55%
Transfer to ECSD	3.85%	0.00%	1.92%	0.00%	0.00%
TOTALS	**25.00%**	**42.31%**	**34.62%**	**25.00%**	**25.00%**

NOTE: *This report was previously displayed using fiscal year data and has been modified to show calendar year.*
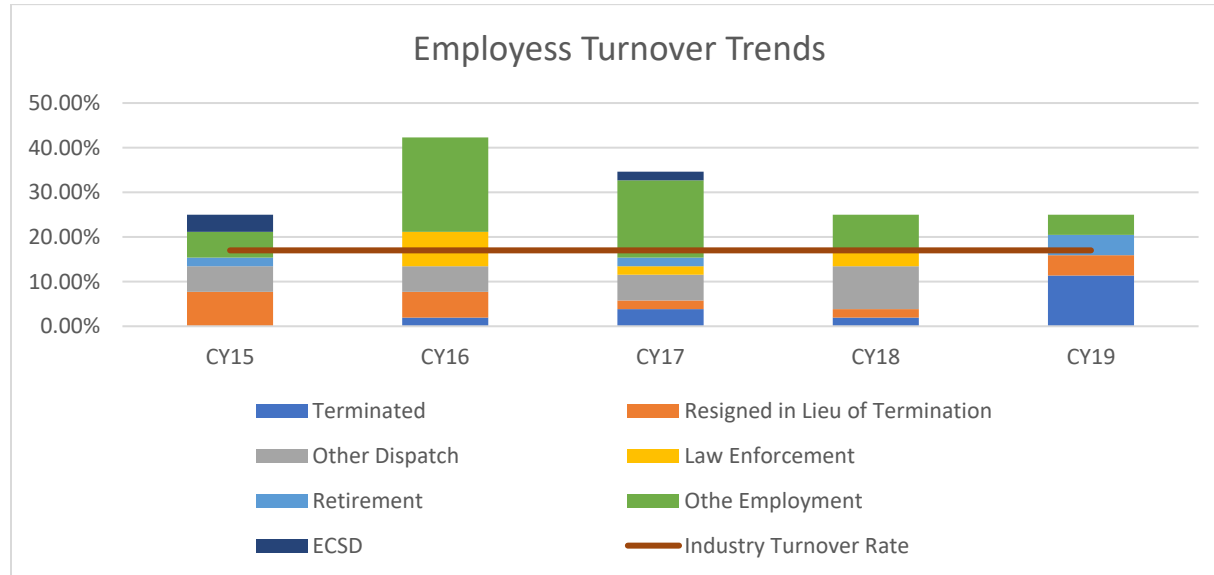
<u>Absenteeism Rate</u>
As identified through Administrative Key Performance Indicators (KPIs), the center evaluates its absenteeism rate as compared against the average by "Public Sector, State Government Employees," according to the Bureau of Labor Statistics. The NSR911 objective is to have a rate of less than 3.4% annually. For the calendar year 2019, the NSR911's rate was 2.41%.

Organizational Chart

Image 5: Organizational Chart

OPERATIONS

<u>Staffing</u>
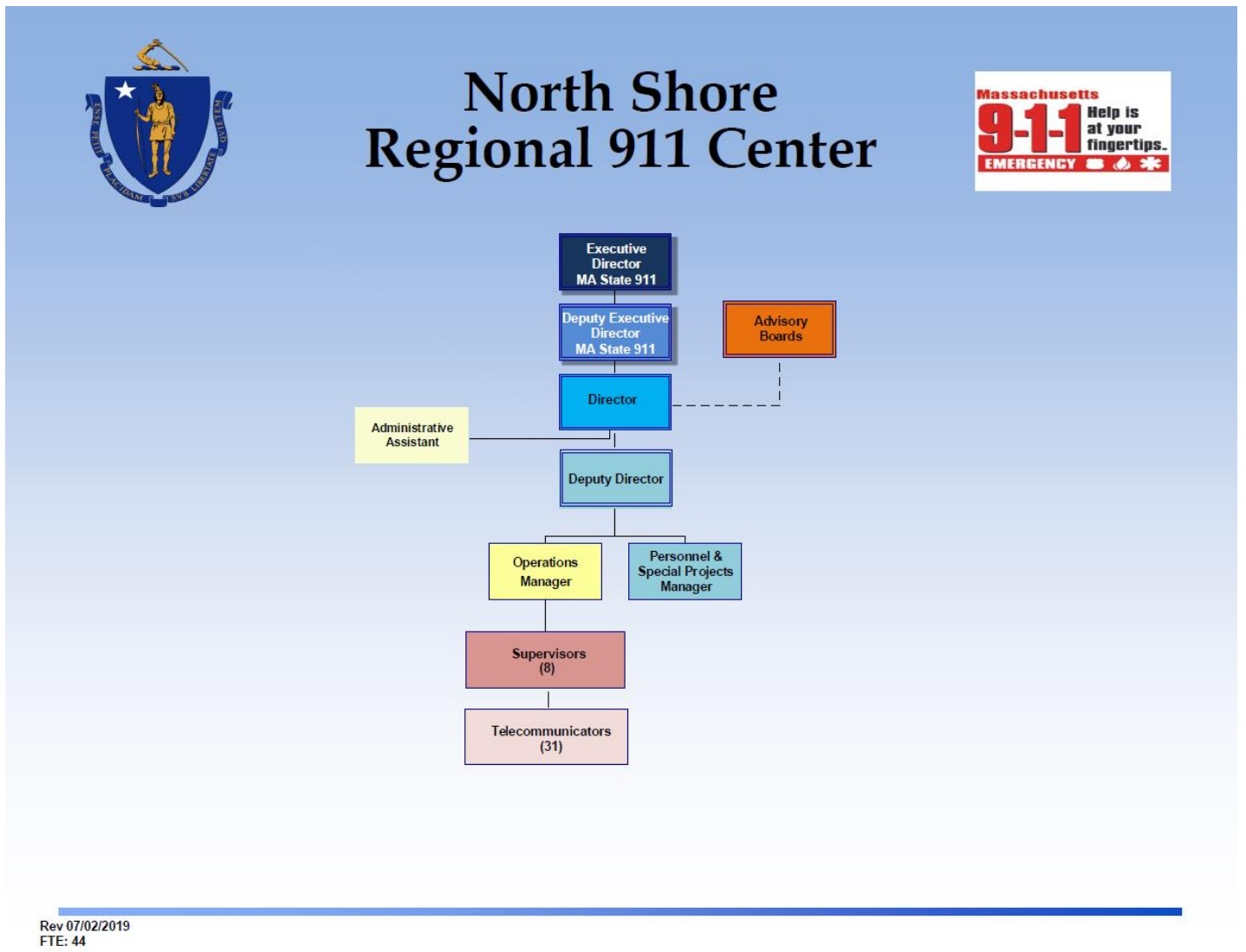
The North Shore Regional 911 Center Telecommunicator staff consists of Supervisors, Radio Dispatchers, and Wireless Call Takers. Telecommunicators (TCs) operates across three shifts: "A" shift from 0000 – 0800 (overnight), "B" Shift from 0800 – 1600 (day), and "C" Shift from 1600 – 0000 (evening). The TC collective bargaining agreement also allows for the following swing shifts as needed: 1000-1800, 1200-2000, and 1800-0200. The NSR911 Supervisory Telecommunicators operate across three shifts: "A" shift from 2300 – 0700, "B" shift from 0700-1500, and "C" Shift from 1500-2300.

Staffing patterns and levels are determined by Management and Scheduling Coordinators based on data derived from several sources, including historical call volume, weather patterns, and organized events. The number of TC's per shift can increase or decrease depending on these factors. Often staffing may be increased during the "peak" season of summer, for special events (e.g., 4th of July, New Year's Eve, etc.) or isolated weather events, such as winter snowstorms.

On average, for the Wireless function during B and C shifts, the staff includes three (3) wireless call takers, supported if necessary, by the on-duty Supervisor. For the A shift (overnight), staffing is set at two (2) wireless call takers and the on-duty Supervisor. For the Regional function, all three shifts, A, B, and C shifts, are set at three (3) radio dispatchers and the on-duty Supervisor. This yields a total of 6 TC's and one Supervisor on B and C shifts, and 5 TC's and one Supervisor on the A (overnight) shift. Each shift always has one scheduled on-duty Supervisor.

Shift	Regional TCs	Wireless TCs	Supervisors
A	3	2	1
B	3	3	1
C	3	3	1

<u>Terminal Agency Coordinator</u>

Supervisor Alexander McKeon serves as the Terminal Agency Coordinator for the NSR911, and Supervisor Todd Owen is the Alternate Terminal Agency Coordinator. The Terminal Agency Coordinator (TAC) is an individual designated by the Director of the NSR911 to serve as a liaison between the agency and the Commonwealth. The TAC assumes the responsibility of ensuring compliance with Commonwealth and NCIC policies and regulations, as well as displaying knowledge about the telecommunications system and the general operation of the terminal equipment.

During the calendar year 2019, the center assisted in the verification of the following records:

	Amesbury	Essex	Middleton	Topsfield	Wenham	TOTAL
Stolen Gun	6	8	4	7	5	**30**
Stolen Plate	6	4	3	0	0	**13**
Stolen Vehicle	1	0	1	0	0	**2**
Missing Person	0	0	1	0	1	**2**
Wanted Person	3	0	0	4	0	**7**
TOTAL	**16**	**12**	**9**	**11**	**6**	

SPECIALIZED ASSIGNMENT REVIEW

Accreditation Manager – The agency has designated a supervisor to act as the NSR911's accreditation manager. The agency seeks to be accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The accreditation manager oversees the agency's policies to ensure compliance with CALEA standards. Once the NSR911 is able to meet CALEA standards, this individual will work with CALEA to undergo a review and pursue accreditation.

CAD Administrator – A supervisor acts as the CAD Administrator for the NSR911. This individual is responsible for ensuring that the system is functioning correctly and to coordinate/assist each police and fire department to ensure their systems are also working correctly.

Training Supervisor – One of the NSR911's supervisors is designated as the training supervisor. This individual is charged with overseeing the entire training program for both new hires and ongoing continuing education of current staff.

GRIEVANCES

During 2019, there were no grievances filed against the NSR911.

COMMUNITY INVOLVEMENT & PUBLIC EDUCATION

<u>Police IT User Group</u> – Each police department has delegated an officer to participate in an Informational Technology user group with the NSR911. These meetings provide participants with an opportunity to make changes and work collectively on issues with the Computer-Aided Dispatch and Records Management System in a controlled environment.

<u>Fire IT User Group</u> – Each fire department has delegated a firefighter to participate in an Informational Technology user group with the NSR911. These meetings provide participants with an opportunity to make changes to the Computer-Aided Dispatch and discuss issues with the Records Management System or electronic Patient Care Reporting (ePCR) system in a controlled environment.

<u>911 Center Tours & Speaking Engagements</u>

Image 6: MCSA Meeting

On January 16, 2019, the Massachusetts Communications Supervisors Association held one of its monthly meetings at our facility. Over thirty (30) members attended the meeting and subsequent tour of the facility.

During April, the center hosted a barbeque in appreciation of its employees and to celebrate National Telecommunicator Appreciation Week. Numerous stakeholders from member communities attended this event, in addition to the families of our staff.

Image 7: Community Stakeholders pose for a photo during our BBQ

Image 8: Telecommunicators pose for a photo during our BBQ

Image 9: Operations Manager Lee Delp & Supervisor Katrina Shamshak

April 27, 2019, Operations Manager Delp and Supervisor Shamshak presented at the Communications Training Officer (CTO) Training Day, which was held at Framingham State University. Here they presented on the topic Calibrating your Training and CTO Program.

On May 5, 2019, the New England Chevelle & El Camino Association toured our facility. Employees were treated to over one dozen vintage vehicles. The association made up of mostly retired law enforcement, judges, and military servicemen and women, thoroughly enjoyed a tour of our facility.

On September 12, 2019, several representatives from the North Shore Regional 911 Center participated in a tabletop exercise that simulated a mass casualty incident. The event was attended by numerous local and state police and fire officials, including our staff. Valuable lessons were learned by all participants that will help the Town of Wenham and the North Shore Regional 911 Center to be better prepared should an event occur.

Image 10: Supervisors Jenna DiGianvittorio and Tom Ladd pose with State Rep. Brad Hill

Image 11: NSR911 hosts a class by RapidSOS

On November 20, 2019, the NSR911 hosted a specialized training class that was taught by Tracy Eldredge from RapidSOS. Numerous area departments attended this training to learn about new technology available within the 911 system at every Public Safety Answering Point or PSAP.

Topsfield Public Safety Committee – Members of the NSR911 were invited to participate in the town of Topsfield's Public Safety Committee. This has proved to be an excellent opportunity to liaise with members of various departments for one of the communities we serve. It has also provided us with information about upcoming events and how they are being planned.

Social Media – The NSR911 maintains an active social media presence on Facebook and Twitter. We strive to keep visitors up to date with notable activity either at our center, in a member community, or other areas of interest to public safety and 911. As of December 31, 2019, there were 1,085 followers on the department's Facebook page and 548 followers on Twitter.

Critical Incident Stress Management – The NSR911 participates in the North Shore / Northeastern Massachusetts Law Enforcement Council's (NEMLEC) Critical Incident Stress Management (CISM) Team. This team started as the North Shore Police & Dispatchers CISM Team and has since become part of NEMLEC. This team may be called out to provide full incident debriefings or to help defuse a situation. Chief Thomas Griffin from Peabody Police Department is the Control Chief in Charge of the unit. During CY20, NSR911 members participated in two (2) call outs.

Operations Manager Delp and Supervisor Shamshak were certified in QPR Gatekeeper Training during the fall of 2019 through NEMLEC's CISM team. QPR stands for Question, Persuade, Refer. The mission of QPR is to reduce suicidal behaviors and save lives by providing innovative, practical, and provide suicide prevention training. The training was specifically geared towards first responders.

TRAINING & QUALITY ASSURANCE

Initial Training
NSR911 Staff is required to undergo certification, as well as continuing education training. Newly hired personnel are required by the Massachusetts State 911 Department to complete 88 hours of certification training, including a Public Safety Telecommunicator Course, Emergency Medical Dispatch certification, Cardiopulmonary Resuscitation (CPR) and certification in the emergency call answering software. In addition to the certification requirements, new Telecommunicators must also complete the NSR911 specific training program. This program includes 56 hours of classroom courses focusing on Computer-Aided Dispatch software, local geography, ethics, and incident command system (ICS) training. Wireless Telecommunicators are then required to complete 80 hours of on the job training on wireless call taking. Regional Dispatchers must complete the 80 hours of wireless call taking, as well as another three to four months of emergency dispatch on-the-job training. This includes more in-depth CAD usage, as well as radio and dispatch protocol, policy, and procedure as they relate to the member communities.

<u>Continuing Education</u>

Existing employees are also required to participate in the NSR911's continuing education program. To maintain state certification, Telecommunicators must complete a documented 16 hours of continuing education training, as well as an additional 12 hours of EMD continuing education each year. NSR911 Telecommunicators also complete 12 hours of online con-ed training (1 hour per month) as well as 8 hours of weekly scenarios and simulation-style training to maintain essential knowledge and skillsets.

Training Report 2019

EMD Training

Standards to establish Policies and Procedures
Apostrophe Laws
Civil Unrest
Heat Hazards
Incident Command
Emergency Medical Services
Health of a Telecommunicator
Why Cyber Security Matters
The Automated Secure Alarm Protocol
Continuity of Operations Planning
Agency Training Program Certification

In-service Training

National Grid Gas Pipeline Safety
Submerged Vehicle
Highway response
Complacency
Communication with Understanding
Text to 911
GETs Tests
Ride Alongs
Fire Station visits
Burn Season
Rapid SOS
COPLINK
Officer Safety
EMD Cards

Conferences, Workshops, and Seminars:

Center Manager Certification Program
Leadership in 911
Standard Operating Procedure Development
APCO Fire Services
Seabrook Station
Department of Fire Services RIT For the Dispatcher
Hope in the Midst of Chaos
Dealing with Difficult Callers
A Victim's Plea
Rapid SOS
Active Attack Integrated Response
CPR Instructor Course
ICS 300
ICS 400
911 Supervision the Basics
Positive Interaction with Difficult People
The Power of Resilience
Survive and Thrive
911 Criminal Law & Procedure

Hours spent training:

Monthly EMD Training:	3072
In-Service Training:	448
Conferences, Workshops, and Seminars:	4608
New Hire Academy & On-the-Job Training:	9,072
Total Hours on Training in 2019:	**17,200 hours**

This represents a 353% increase in training versus 2018.

Image 12: TC Andrew Courcy on a Ride Along with Middleton PD

In-House Training Instructor

The NSR911 is fortunate to have Supervisors certified to teach the following courses:

- APCO Emergency Medical Dispatch
- APCO Public Safety Telecommunicator
- APCO Certified Training Officer
- APCO Communications Center Supervisor
- APCO Fire Services
- ALICE Active Shooter
- CPR- 1 Supervisor and 1 TC Certified

Training Manual Overhauled

During 2019, Supervisor Katrina Shamshak oversaw the complete overhaul of the center's training manual. This is a 148-page document provided to new hires and provides an overview of all essential areas that each employee must be proficient in. It covers the following sections:

- Department Overview
- Profession Overview
- New Hire Orientation
- NSR911's Training Program
- Daily Observation Reports
- Standardized Evaluation Guidelines
- Phonetic Alphabet / Military Time
- Call Handling

- 911 Equipment
- Computer-Aided Dispatch
- Wireless Call Taking Operations
- Geography
- Radio Communications
- Law Enforcement Dispatch
- Fire/EMS Dispatch
- Complacency

Training Newsletters Implemented

Starting in September 2019, the training division began issuing monthly training newsletters. Each month selected topics are published based on many factors such as seasonal issues (e.g., heat/cold injuries), deficiencies identified through quality assurance, changes in the state/federal laws, or other vital topics. Telecommunicators and supervisors regularly contribute articles to each monthly newsletter.


Image 13: December 2019 Training Newsletter

Quality Assurance / Quality Improvement (QA/QI Program)

The Emergency Communication Center operates a Quality Assurance Program that is overseen by Operations Manager Lee Delp. The program is designed to meet the standards recommended by the APCO International Standards Development Committee and approved by the American National Standards Institute. The core principle of the quality assurance program is:

- To provide a quality assurance evaluation that assures citizens are consistently receiving the quality of service they expect and deserve from the Essex Regional Emergency Communications Center.
- The QA program address three key areas of employee performance:
  - Adherence to procedures, call quality, and job knowledge.
- The principal features of the QA application include:
  - A review of at least 3% of all calls for service.
  - All cases involving catastrophic loss and/or high acuity are reviewed.
- Operational reports will be available to review the overall performance of individuals and the performance of the department to develop relevant training.
- Key Performance Indicators are available to track the effectiveness of the QA program.

The focus of the Quality Assurance & Quality Improvement (QA/QI) program is evaluating telecommunicator and dispatcher strengths as well as identifying areas for improvement. The QA/QI program is not meant to criticize errors, but to constructively review individual efforts, to recognize if complacency is creeping into our work and find areas in which we can improve. Our comprehensive QA/QI programs include a random review of calls received/processed and dispatches of police, fire, and EMS resources. Supervisors regularly monitor, review, and evaluate performance. All quality assurance checks are reviewed with individual employees. The Operations Manager and shift supervisors ensure all appropriate review, training, and remediation is provided when a need is identified. The NSR911 maintained a 95.6% overall protocol compliance for 2019. Our goal remains to deliver the best possible service to the citizens and visitors of those agencies we serve.

2019 QA Scores
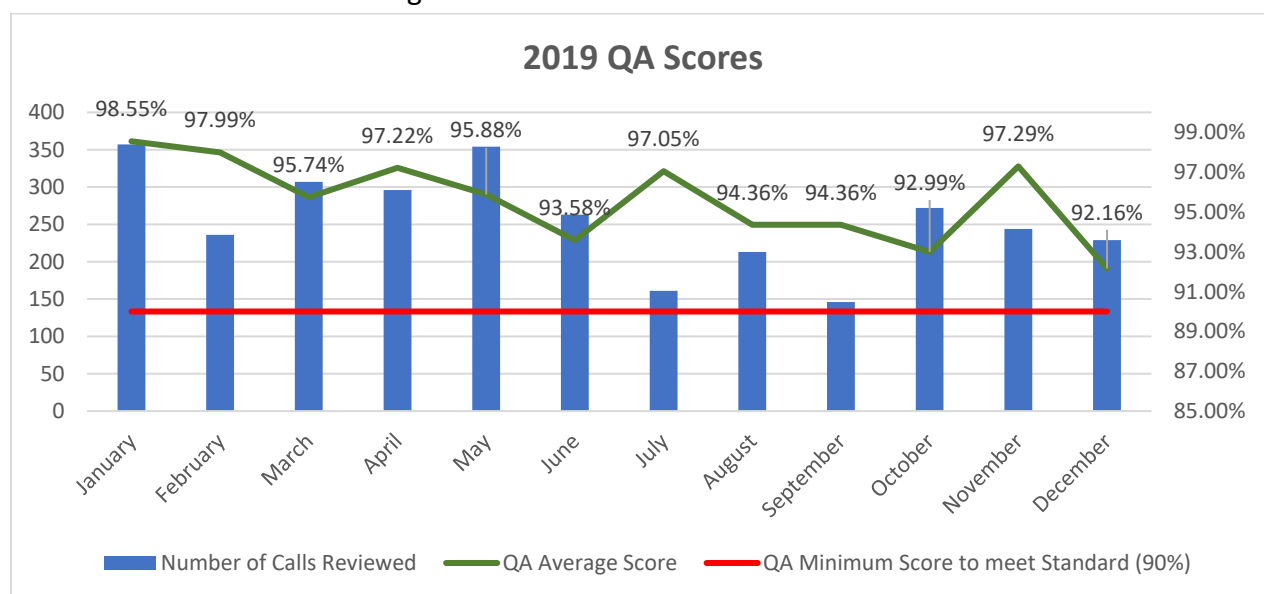
<u>Benchmarking Standards</u>

The NSR911 has strict guidelines on how rapidly calls are to be answered and subsequently dispatched. The guidelines follow applicable national standards, where available. In the event that no national standard exists, the center has created an internal standard that it seeks to comply with.

Compliance is tracked and reported, and any perceived issues are addressed between the telecommunicator and supervisor, as well as during operation and training meetings to discuss overall operational performance.

The standards the NSR911 adheres to are as follows:

1. Ring-to-Pickup Time

    a. The National Emergency Number Association has adopted the NENA 56-005 standard, which discusses how long a call should ring before it is answered by a telecommunicator. The standard says the center should answer 95% of all calls at any time within 20 seconds and 90% of all calls during the "busy hour" within 10 seconds.

2. Pickup-to-Dispatch

    a. The National Fire Protection Association has adopted the NFPA 1221 standard for tracking the amount of time it takes to dispatch a call based on when the telecommunicator answers the call. The standard states that 90% of calls should be processed within 90 seconds and 99% of these calls within 120 seconds. There is no such standard for police calls. The NSR911 has established an internal standard stating that 80% of calls should be processed within 90 seconds and 80% of calls within 120 seconds for both fire and police priority 1 calls. However, in 2019 the NSR911 is aspiring to achieve the NFPA 1221 standard of 90% within 90 seconds.

Ring-to-Pickup Performance

**Regional 911 Center Ring-to-Pickup
(90% within 10 seconds)**

**Regional 911 Center Ring-to-Pickup
(95% within 20 seconds)**
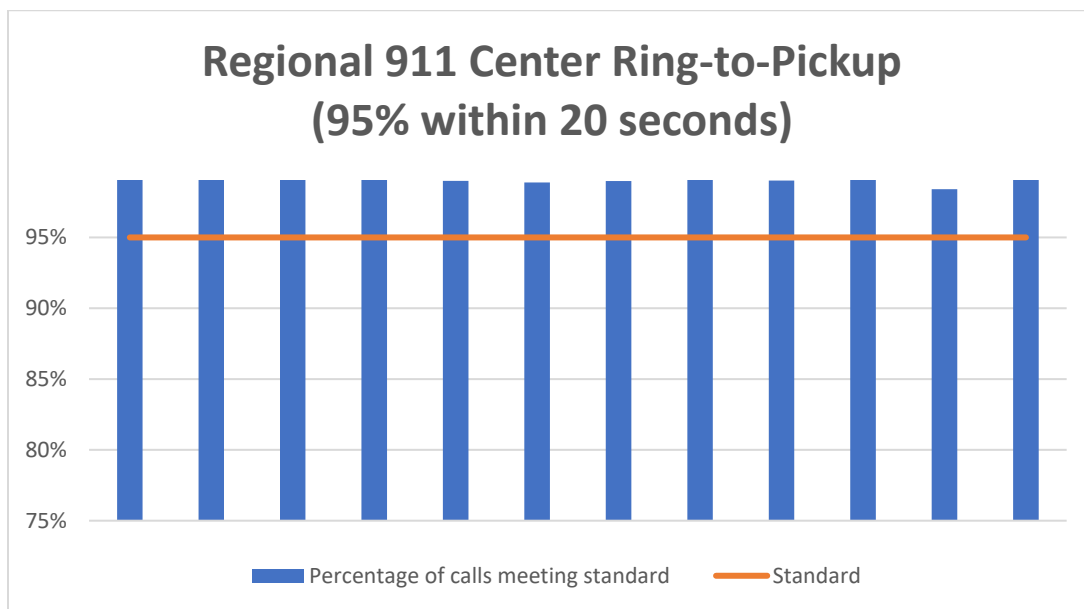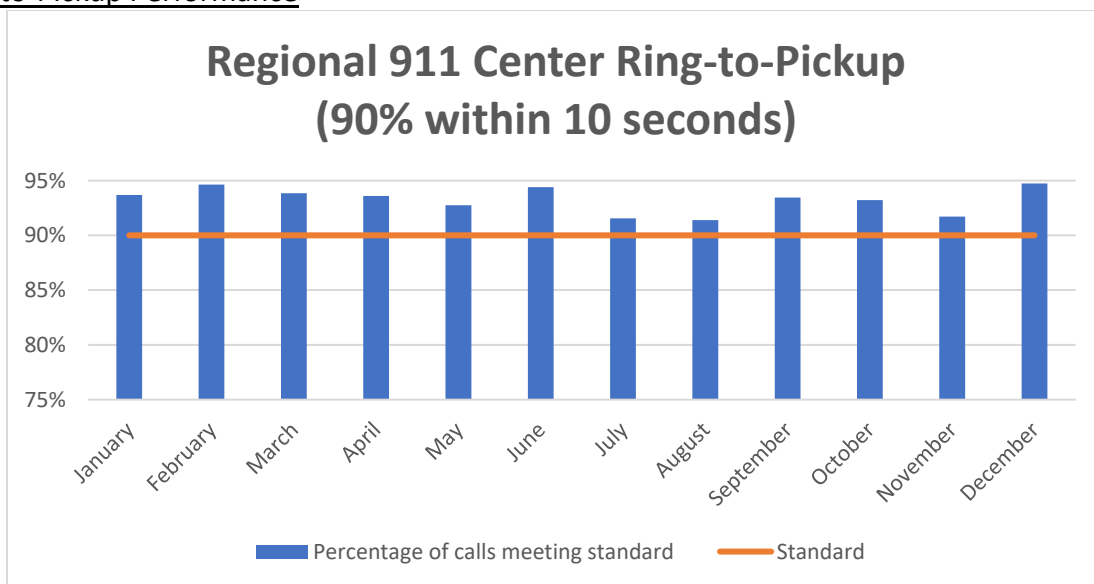
Pickup-to-Dispatch Performance

Pickup to Dispatch within 90 Seconds (Spillman)

	Within 90 Seconds	Goal 80%
Everyone	92%	
AME	92%	
ESS	93%	
MID	90%	
TOP	95%	
WEN	88%	

Pickup to Dispatch within 90 Seconds (IMC)[1]

	Within 90 Seconds	Goal 90%
Everyone	74%	
AME	73%	
MID	81%	
TOP	75%	
WEN	72%	
ESS	70%	

[1] = A few clarifications should be notated regarding IMC. From Go-Live on 7/23/2019 until 11/5/2019, the IMC software did not have the ability to capture calls down to the second. Instead, the system only captured the hour and minute of the call (HH:MM). This was fixed with a patch installed on 11/5/2019. Secondly, IMC is only capable of having three (3) priority levels of calls versus the seven (7) that our former CAD system had. This has resulted in a significant increase in Priority 1 and 2 calls. Additionally, on 3/11/2019, the NSR911 increased the KPI for 90 seconds from 80% to 90% and the KPI for 120 seconds from 80% to 95%.

Pickup to Dispatch within 120 Seconds (Spillman)

Bar chart showing "Within 120 Seconds" with a "Goal 80%" red line:
- Everyone: 98%
- AME: 98%
- ESS: 100%
- MID: 97%
- TOP: 98%
- WEN: 92%

Pickup to Dispatch within 120 Seconds (IMC)[2]

Bar chart showing "Within 120 Seconds" with a "Goal 95%" red line:
- Everyone: 88%
- AME: 87%
- MID: 92%
- TOP: 85%
- WEN: 88%
- ESS: 90%
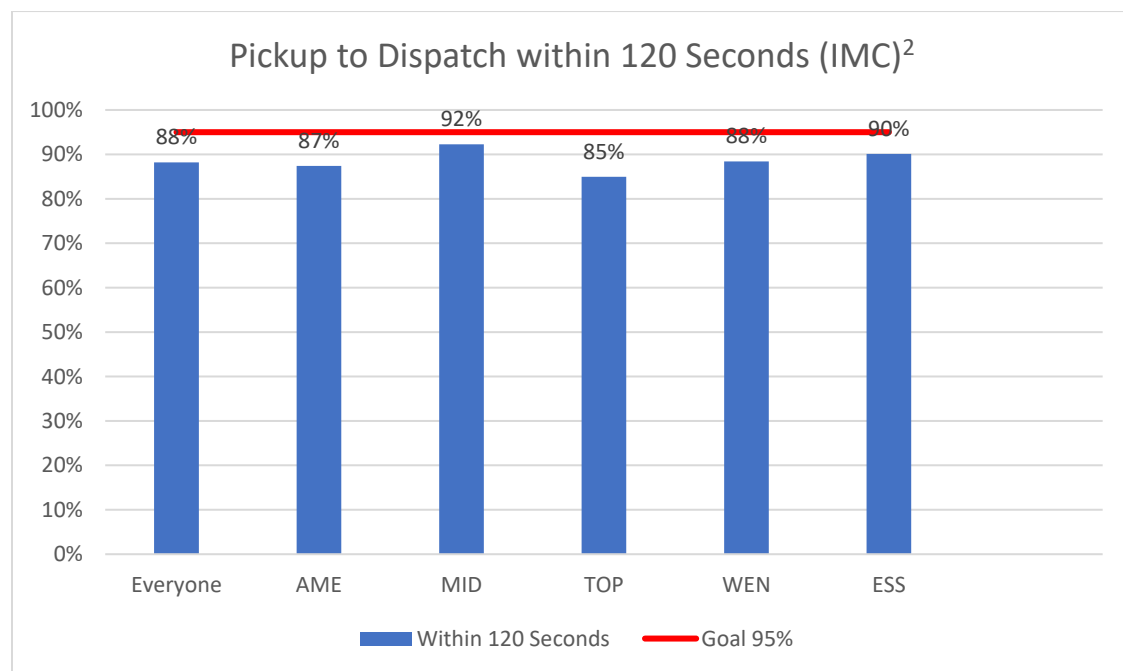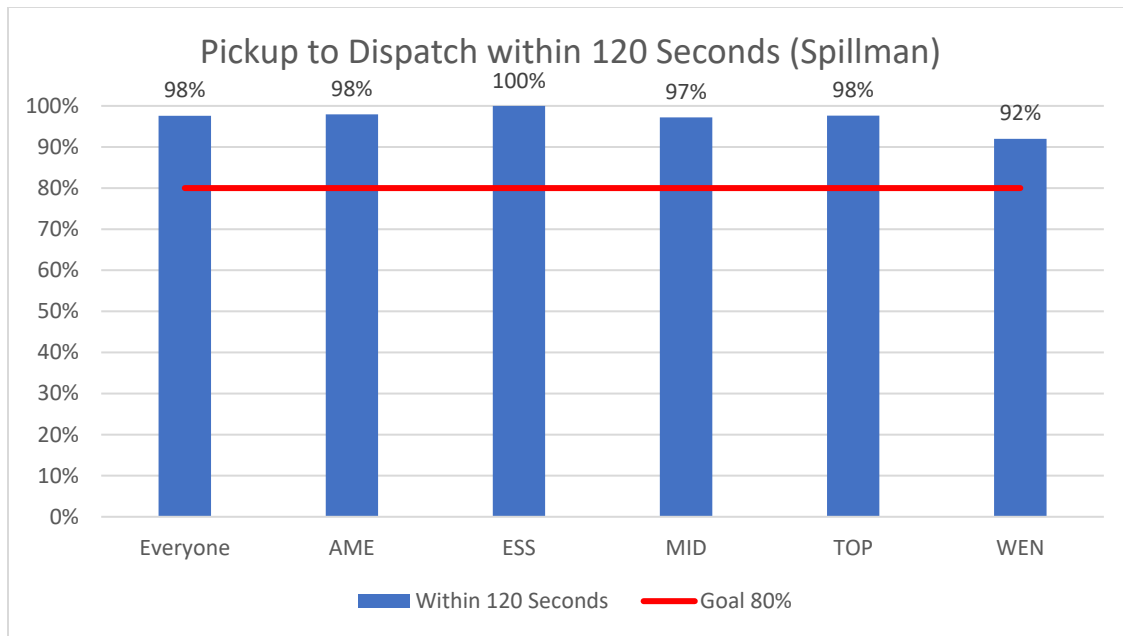
[2] = A few clarifications should be notated regarding IMC. From Go-Live on 7/23/2019 until 11/5/2019, the IMC software did not have the ability to capture calls down to the second. Instead, the system only captured the hour and minute of the call (HH:MM). This was fixed with a patch installed on 11/5/2019. Secondly, IMC is only capable of having three (3) priority levels of calls versus the seven (7) that our former CAD system had. This has resulted in a significant increase in Priority 1 and 2 calls. Additionally, on 3/11/2019, the NSR911 increased the KPI for 90 seconds from 80% to 90% and the KPI for 120 seconds from 80% to 95%.

Priority 1 Calls by Month

Month	Count of Calls	Mean*	Standard Deviation*	Min*	Max*
January#	101	57	27.46	1	179
February#	105	59	20.15	13	141
March#	129	60	22.26	1	144
April#	104	62	20.66	16	132
May#	101	61	23.89	15	156
June#	119	57	22.05	0	124
July#	84	66	20.95	23	141
July - IMC	224	137	54	0	443
August – IMC	693	136	54	0	385
September – IMC	632	143	55	32	489
October – IMC	719	137	45	6	378
November – IMC	643	85	36.21	0	255
December - IMC	680	76	36.43	0	381

* = Measured in seconds

#= Data from Spillman CAD

NOTE: IMC data did not capture call creation down to the second until 11/5/2019

Priority 1 Calls by Nature (Spillman)#

Nature	Count of Calls	Mean*	Standard Deviation*	Min*	Max*
M-BREATHING	198	61	19.65	0	156
DOMESTIC	137	54	30.7	1	179
M-CHEST PAIN	121	62	21.09	1	141
M-UNCONSCIOUS	104	63	20.02	28	137
M-HEART PROBLEM	68	62	18.47	17	137
M-TRAUMATIC INJ	50	62	18.27	17	125
FIRE STRUCTURE	33	61	22.6	26	144
M-CARD/RESP ARR	15	61	19.63	19	94
M-ASSAULT	7	65	34.69	7	113
SUICIDE/ATTEMPT	3	65	42.55	24	109
ROBBERY/ATTEMPT	2	55	23.33	39	72
M-CHILDBIRTH	2	69	20.51	55	84
M-CO POISONING	1	33		33	33
M-STAB/GUNSHOT	1	73		73	73
KIDNAPPING/ATT	1	92		92	92

* = Measured in seconds

#= Data from 1/1/2019 through 7/23/2019 provided by Spillman.

Priority 1 Calls by Nature (IMC)[%]

Nature	Count of Calls	Mean*	Standard Deviation*	Min*	Max*
FIRE ALARM	190	72	33.55	0	205
M-FALL	170	76	28.08	33	237
MVA NO PI	156	79	38.65	0	234
M-SICK/ OTHER	134	78	28.36	0	193
DISTURBANCE	83	90	42.07	1	218
M-CHEST PAIN/ CARDIAC PROBLEM	56	75	20.01	0	135
M-BREATHING DIFFICULTY	49	73	27.23	41	191
M-MENTAL/EMOTIONAL/PSYCHOLOGIC	49	97	37.07	0	197
FIRE MUTUAL AID AMESBURY	47	97	49.86	0	255
M-UNKNOWN MEDICAL PROBLEM	46	79	38.17	2	171
FIRE OTHER	43	90	43.56	23	234
M-UNCONSIOUS/UNRESPONSIVE/FAI	41	74	23.85	9	137
M-MVA WITH INJURY	35	85	66.25	29	381
DOMESTIC	26	83	38.23	24	178
M-SEIZURE	20	68	23.9	35	133
M-STROKE/ CVA	20	80	26.87	50	143
M-BLEEDING (NON-TRAUMATIC)	17	76	21.11	44	129
FIRE MUTUAL AID MIDDLETON	16	69	36.13	0	131
M-ALTERED MENTAL STATUS	14	98	55.56	0	195
M-TRAUMA WITH INJURY	14	88	42.96	42	209
M-ABDOMINAL PAIN	9	82	22.69	62	126
M-OVERDOSE	9	79	18.13	53	115
FIRE STRUCTURE	8	73	12.39	62	95
M-DIABETIC	7	63	23.61	24	98
M-BACK PAIN	7	99	57.11	69	226
FIRE HAZMAT	7	85	50.08	1	145
M-ALLERGIC REACTION	7	85	21.18	64	126
FIRE VEHICLE	5	81	32.05	51	129
MISSING PERSON	5	126	48.47	77	191
M-HEAD INJURY	5	100	42.91	54	152
M-HEADACHE	4	70	2.38	68	73
M-CHOKING	3	73	14.29	58	86
M-EXTREMITY INJURY	3	77	9.87	66	84

ASSAULT & BATTERY	3	179	30.24	145	202
FIRE MUTUAL AID ESSEX	3	70	63.58	31	144
FIRE BRUSH	2	84	6.36	80	89
M-ASSAULT	2	43	7.07	38	48
M-GYNECOLOGY/ MISCARRIAGE	2	86	7.78	81	92
M-POISONING/ CO	1	47		47	47
FIRE MUTUAL AID WENHAM	1	0		0	0
M-BURNS-THERMAL/ELECTRICAL/CHE	1	71		71	71
BREAKING & ENTERING	1	99		99	99
M-ANIMAL BITE	1	219		219	219
FIRE MUTUAL AID TOPSFIELD	1	11		11	11

[*] = Measured in seconds
[%] = Data from 11/1/2019 through 12/31/2019 provided by IMC.

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<u>After-Action Reviews</u>

After-Action Reviews and Improvement Plans (AAR-IPs) are used to observe and implement lessons learned from incidents and events so the agency can seek to improve its operation continually. Supervisor Thomas Ladd is charged with leading AARs for the NSR911. During 2019, two (2) AAR-IPs were completed:

- Tri-Town Active Shooter Drill – April 14, 2019
- Essex Bicentennial Fireworks – August 9, 2019

Image 14: Active Shooter Drill - Debriefing

The center appreciated being invited to participate in the Tri-town Active Shooter Drill at the Masconomet High School. This event enabled the NSR911 to work with member agencies, in addition to a neighboring community. Multiple lessons were learned, and the center feels better prepared to respond should a major incident occur in the future.

Additionally, a review was conducted regarding the Essex Bicentennial Fireworks event. Numerous agencies assisted the Town of Essex in the event and posed several communication challenges. This event provided an opportunity for our staff Communications Unit Technician (COMT) to lend his radio expertise to the Town. Residents and spectators were treated with a beautiful celebration and fireworks event.

Image 15: Command Post at Essex Bicentennial Fireworks

Department Complaints / Organizational Integrity

It is the policy of the NSR911 to courteously receive, document, and investigate all complaints against the agency or our personnel. A statistical summary of those complaints is made available to agency employees and the public through the annual report. These numbers include both internal (i.e., self-reported or generated by a supervisor) and external (i.e., from the public or outside agencies). A supervisor thoroughly investigated all complaints per agency General Orders. Appropriate action, ranging from training to progressive discipline, was taken in all cases following a final review by the Director.

2019 Agency Concerns

Agency	Sustained (Partially or Fully)	Mitigating Circumstances Exist	Cleared	Not sustained/ unresolved	Unfounded	Total	Count of CAD Calls
AMESBURY FD	3		1			**4**	4,164
AMESBURY PD	5		2		1	**8**	16,062
ESSEX FD						**0**	716
ESSEX PD	1					**1**	9,497
MIDDLETON FD						**0**	2,271
MIDDLETON PD	1					**1**	11,349
TOPSFIELD FD	5					**5**	1,962
TOPSFIELD PD	13	2	5	2	4	**26**	23,338
WENHAM FD			1			**1**	874
WENHAM PD	2				2	**4**	22,992
OTHER							
Total	**30**	**2**	**9**	**2**	**7**	**50**	**93,225**

Agency	Total Sustained (Incl. Mitigating Circumstances)	Count of CAD Calls	Sustained Complaints as % of CAD Calls
AMESBURY FD	3	4,164	**0.07%**
AMESBURY PD	5	16,062	**0.03%**
ESSEX FD	0	716	**0.00%**
ESSEX PD	1	9,497	**0.01%**
MIDDLETON FD	0	2,271	**0.00%**
MIDDLETON PD	1	11,349	**0.01%**
TOPSFIELD FD	5	1,962	**0.25%**
TOPSFIELD PD	15	23,338	**0.06%**
WENHAM FD	0	874	**0.00%**
WENHAM PD	2	22,992	**0.01%**
Total	32	93,225	**0.03%**

TECHNICAL SERVICES

Radio

The center has a primary and backup radio for each member police and fire department. The antenna for each primary radio is on a 250' free-standing lattice radio tower that sits across the street from the facility. The tower has extensive lightning protection. Also, each cable has lightning protection on it before it enters the building and within the building. Each police and fire department's backup radio is located on the rear of the building. These backup radios have a similar lightning protection setup. The radio tower also contains several microwave connections. Two of these connections provide radio backups and redundancy with the Commonwealth of Massachusetts Interoperable Radio System (CoMIRS) at the Zone 2 Core in Boston. In the event of an evacuation, the center would be able to utilize any other core site, including our alternate 911 center at Andover PSAP.

In 2019 NSR911, with direct assistance from Lt. Dechene MFD, established IP-based direct connections to the Middleton FD repeater and the Topsfield PD repeater. This gives the center wireline connectivity to the communications equipment for each department, eliminating the need for a radio at NSR911 to talk into the repeater. NSR911 maintains a backup radio for both departments.

Image 16: Shelter placed on footing by crane

NSR911 Center, through the Northeast Homeland Security Regional Advisory Council (NERAC), procured a 12'x34' communications shelter that was installed next to the 250' radio tower on Manning Avenue. Site work began in late October, and the installation phase was completed at the end of December. Additional Homeland Security grant funding has been identified by NERAC for the next phase of the project to provide electrical and fiber connectivity to the shelter building. Once that is complete, NSR911 will begin to add communications equipment into the building, and the site may also be used by the state CoMIRS system and national interoperability channels as well. The Communications shelter will be an indispensable asset for our agency and regional communication efforts in our area for many years to come.

Supervisor Todd Owen serves as NSR911's Communications Unit Technician (COMT), and Deputy Director Christopher Ryan is the center's Communication Unit Leader (COML). Todd and Christopher have both received extensive training through the Office of Emergency Communications. Additionally, Assistant Superintendent David Spinosa from the Essex County Sheriff's Department also provides COML/COMT assistance to NSR911.

Information Services
The NSR911 continues to partner with a local non-profit company to provide IT services. This company provides all levels of IT support. It is also charged with maintaining and monitoring the NSR911's extensive network. During 2019, the NSR911 received the following key deliverables:

- Computers upgraded to Windows 10 platform
- Active Directory implemented system-wide
- Main enabled security groups created
- Intranet site created for employees to access
- Geographic Information System upgraded
- High-Risk Gap Fix
  - Backup Routing
  - Support Contracts Identification and Implementation
  - Network Failure Plan
  - Information Security Policies
  - Secure Backup
  - Secure computer infrastructure that allows for users to do what they need with minimalized risk

Internet Redundancy
Internet connectivity is relied heavily upon at the center. Two high-availability Juniper switches are in place to manage a Software-Defined Wide Area Network (SD-WAN). With this system, the center has combined the usage of a Crown Castle fiber optic, Comcast Cable, Verizon 4G, and AT&T 4G internet connections. Through the SD-WAN, the center can continue operations even if one or two of the internet service providers lose connectivity.

Internet connectivity provides the following to the center:
- Computer-Aided Dispatch / Records Management System connectivity with member police and fire stations;
- Mobile data terminal connections to member police and fire vehicles;
- Video connectivity to police station lobby cameras;
- Connectivity with the Department of Criminal Justice Information Services (DCJIS) and the Federal Bureau of Identification (FBI); and
- Business Telephones

<u>Server Infrastructure</u>

In 2018 the ERECC went live with a state-of-the-art virtual server. This system replaced and consolidated 24 servers initially installed at the center, which had reached end-of-life. This project was paid for through the State 911 Departments FY16 competitive Development Grant. It allows the center to operate a private, secure cloud for the NSR911 and its members. The system was configured with high-availability and redundancy. This provides for 99.99% uptime on services it provides to the NSR911. It is currently operating at 70% of the recommended capacity for failover with room for future projects.

The virtual server consists of:
- 4 Core Servers
    - 40 CPU each
    - 256GB RAM
    - 4TB of usable Hard Drive storage

<u>Computer-Aided Dispatch</u>

In 2019 the NSR911 implemented a new CAD/RMS (Computer-Aided Dispatch / Records Management System) software by CentralSquare Technologies called IMC. Between April and June, Supervisor Jenna DiGianvittorio and Deputy Director Christopher Ryan, along with members of the NSR911's Police and Fire Departments, were trained and then worked cooperatively to build and launch the new software system. All officers, firefighters, and dispatchers were provided opportunities to train on the new software, learning the daily application and the maintenance requirements of the new system.

The system went "live" with IMC on July 22, 2019, across all departments. Since going live, software upgrades have occurred, and data continues to be inputted and refined. Throughout the fall, additional modules and interfaces continued to be incorporated, and related training was completed. The NSR911 expects to complete IMC training in early 2020.

The next phase of the IMC transition will be to convert historical data into the new system. This is currently scheduled to begin in the summer of 2020 and take about six months to complete.

Ticket Opened by:	# Opened:	# Unresolved
NSR911	82	11
Police Agencies	17	0
Fire Agencies	16	4
TOTAL:	115	15

Table 1: Support Tickets Opened with CentralSquare / IMC

<u>Fire Alarm Receiving Equipment</u>

The center operates two disparate pieces of fire alarm receiving equipment manufactured by Signal Communications and Digitizer. The Signal Communications system is used exclusively for the Town of Wenham. The Digitizer system is solely used for the Town of Middleton. Each system

has an associated backup at the respective community's fire department, which could be monitored in the event of a failure at the communications center. In 2019, the City of Amesbury decommissioned the use of its King Fisher system and was no longer monitored by the NSR911.

Emergency Notification System

The NSR911 procured and provided an emergency alert notification system (ENS) for the agency and its member communities. Swift911, a Rave Mobile Safety Company, is an ENS that combines industry-leading emergency alerting and incident management tools to create a robust and powerful communication tool. The NSR911 and member communities can use the tool to send critical emergency notifications such as evacuation notices or shelter-in-place directives. Participating towns can also use the tool for public information dissemination such as parking ban notices or traffic and transportation notices. The National Weather Service issues watches, warnings, and advisories throughout the year. Citizens can subscribe to the "Essex County MA Severe Weather List" through the Swift911 portal located on the NSR911's website.

Amesbury	0
Essex	3
Middleton	0
Topsfield	24
Wenham	0
Severe Weather Alerts	128
Total Usage:	**155**

Table 2: ENS Usage for Calendar Year 2019

FACILITY

Overview

The NSR911 center was built upon redundancy on top of redundancy. The center has multiple telephone, internet, and power sources to run the center. Telephone services are provided by multiple vendors using diverse circuits, as is internet service. Electricity is supplied by the Middleton Electric Company and backed up by two- 500kW Generators. Each generator is independently capable of powering the facility. Two- 9,900A/225kVA Uninterruptable Power Supply (UPS) systems are also utilized to provide temporary power when the main electric feed is lost up until the generators turn on and can provide power for the center.

Inside the communications center, there are 17 answering position units (APUs). Each position is powered through one of two Uninterruptable Power Supplies (UPS). These UPSs provide back-up battery power in the event of an electrical outage. Each UPS powers half of the positions. Therefore, In the event of a UPS failure, the center would only lose half of the positions. The communications room is also powered by two- Heating, Ventilation, and Air Conditioning (HVAC) units. These units are each capable of running the entire communications center, and they alternate throughout the week. The HVAC system for the communications center is entirely

separate from the units in the server room and a unit in the administration wing of the building. The center also has a robust firewall in place to prevent unauthorized intrusions into its network.

During 2019, the NSR911 accomplished several goals as it relates to facilities. The Agency hired a new cleaning vendor who is responsible for doing janitorial work at the facility. Various plumbing and electrical issues were corrected. Finally, in April, a vendor performed a deep cleaning of all the consoles in both operational rooms.

Life-Cycle Forecasting

2020
- Expand Internet Capacity (Increase both SD-WAN circuit & Fiber Internet Connection)
- Refresh NSR911 Security Cameras
- Replace Lockers

2021
- Upgrade Fire Alarm Receiving Equipment
- Dispatch Computer Refresh
- Refresh Office Chairs
- HVAC Upgrades

2022
- Replace ten (10) primary police and fire radios with APX8000 or equivalent radios
- Administrative Computer Refresh
- Replace dispatch chairs
- Replace Carpet in Operations Rooms

2023
- Replace ten (10) backup police and fire radios with APX8000 or equivalent radios
- Replace UPS Batteries

2024
- Procure & Install Video Wall for Regional Operations Room
- Refresh MDTs

911 INDUSTRY REPRESENTATION

AGENCY CERTIFICATIONS

APCO Agency Training Program Certification

Association of Public Safety Communications Officials, International (APCO) awards this recognition to agencies who have achieved the highest levels of training concerning program, management, and administration. This means NSR911 has achieved a high standard for training within the industry and has had to go through an extensive review of policies and procedures, program management, and training methodology showing that we meet or exceed national standards. We are the first in Massachusetts to achieve this, the second in New England, and were the third if you include New York and New Jersey. We are part of a very exclusive group!

NCMEC Missing Kids Readiness Project

Joining the National Center for Missing and Exploited Children (NCMEC) in their mission was a natural fit for our agency. NCMEC's Missing Kids Readiness Project (MKRP) involves meeting the highest standards in handling and processing emergency calls involving children in these high-risk situations, as well as being aware of the many indicators that a potential incident is unfolding. NCMEC reviewed our policies and procedures, our telecommunicators and leadership completed specialized training, and our agency was recognized for meeting or exceeding these standards. We join a small group of NCMEC MKRP partners in Massachusetts.
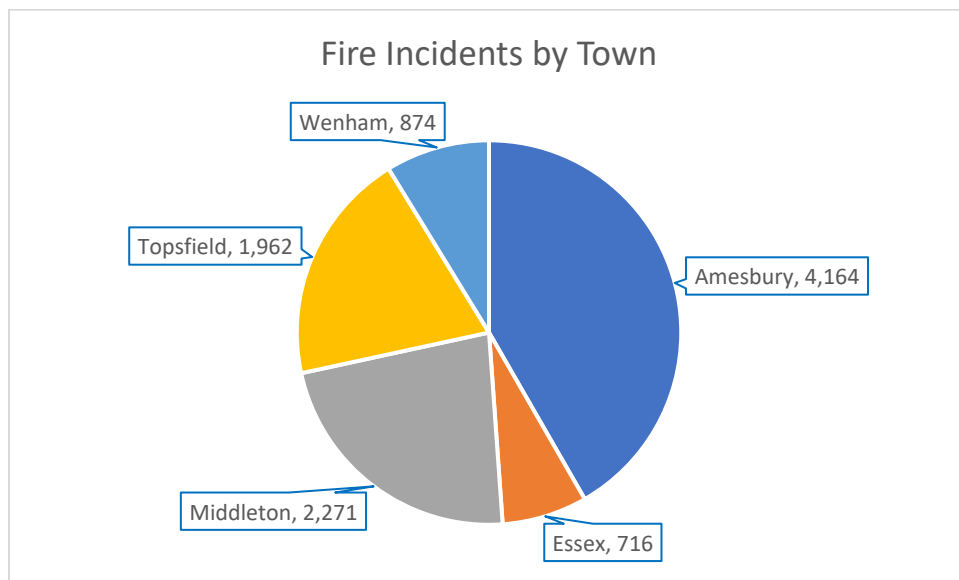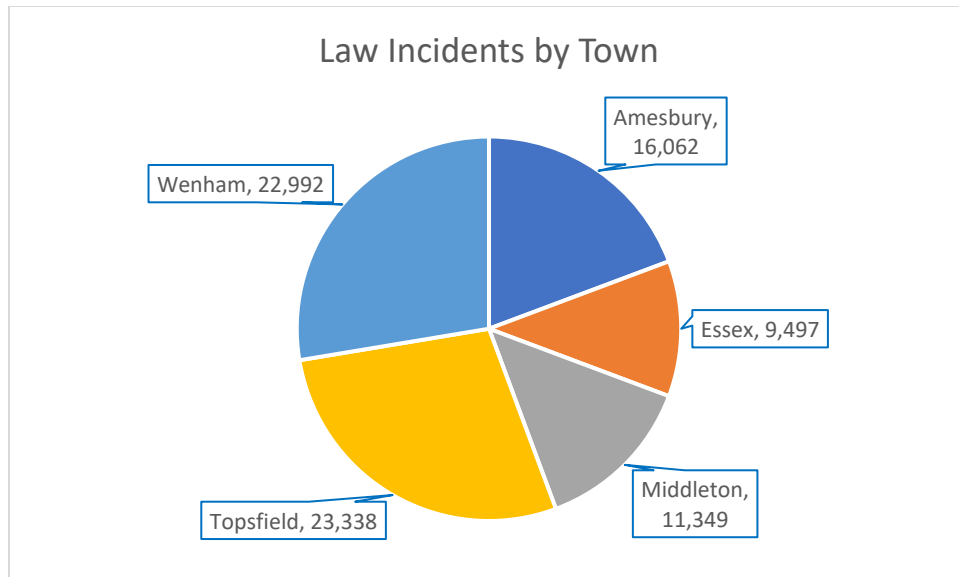
NWS WeatherReady Nation Ambassador

The National Weather Service (NWS) recognizes public safety and other partners who have demonstrated a commitment to furthering community weather preparedness. As a WeatherReady Nation Ambassador, the NSR911 works with the NWS and disseminates weather awareness and safety information and advocates and supports actions that contribute to our communities' weather preparedness.
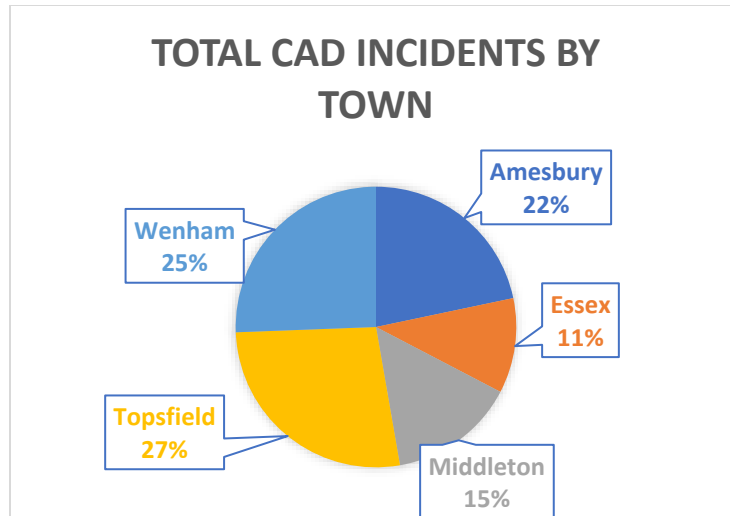
2019 STATISTICS

Calls for Service

A call for service is generated by the NSR911 when a citizen calls in with a need for law enforcement, fire department, or ambulance response. It also includes motor vehicle stops, building checks, and directed patrols.

Law Incidents by Town

- Amesbury, 16,062
- Essex, 9,497
- Middleton, 11,349
- Topsfield, 23,338
- Wenham, 22,992

Fire Incidents by Town

- Wenham, 874
- Topsfield, 1,962
- Middleton, 2,271
- Essex, 716
- Amesbury, 4,164

TOTAL CAD INCIDENTS BY TOWN

Amesbury 22%
Essex 11%
Middleton 15%
Topsfield 27%
Wenham 25%

Phone Calls

Within the regional operation, the NSR911 handles more "non-emergency" or business line calls than 911 calls each year. Often, citizens call the business line with genuine emergencies.

	Answered	Abandoned	Total
Regional 911 Calls	7,517	351	**7,868**
Regional 2Way Calls	22,756	673	**23,429**
Wireless 911 Calls	286,886	42,494	**329,380**
Wireless Outbound Calls	121,355	N/A	**121,355**

	Police Business Calls	Fire Business Calls
Amesbury	3,114[*]	923[#]
Essex	2,278	174
Middleton	95	1,709
Topsfield	3,015	147
Wenham	5,173	911
TOTALS	**17,539**	

[*] Amesbury Police Business Calls were answered by their Public Safety Clerks from 1/1/2019 through 6/26/2019. As of 6/26/2019, these calls were answered by NSR911 staff.
[#] Amesbury Fire Business Calls were routed through the Regional 2Way system from 1/1/2019 through 6/26/2019. As of 6/26/2019, these calls were routed to the NSR911's business telephone system.
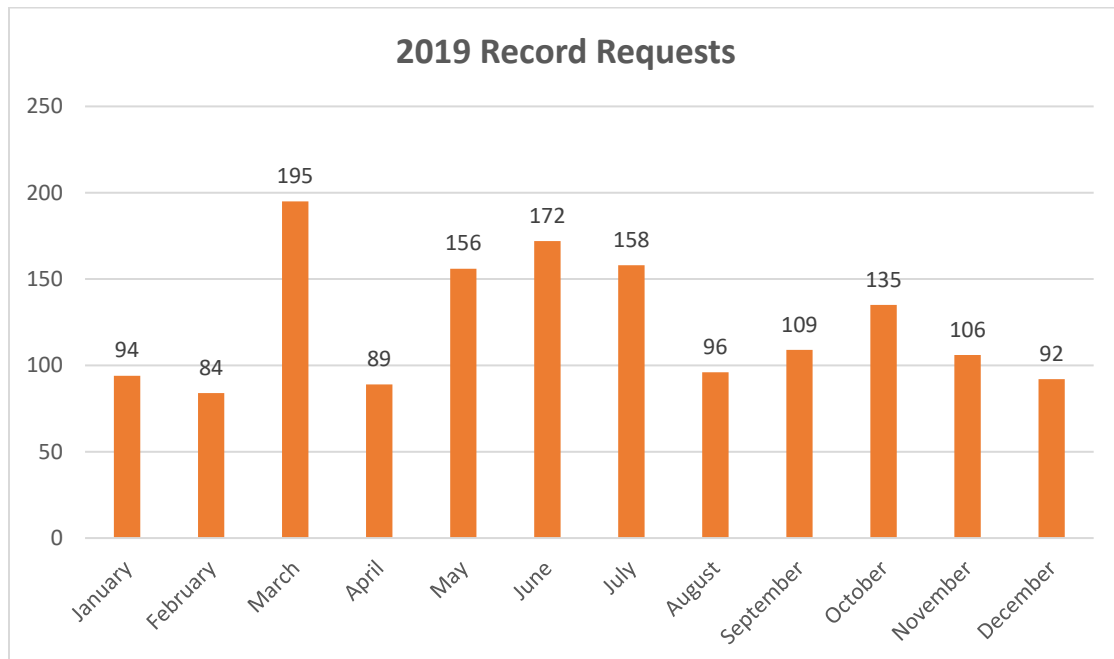
Radio Transmissions

This metric measures the count of the number of recorded radio transmissions. The current Management Information System (MIS) platform is not able to measure individual push-to-talk requests; however, it is a good gauge on how busy each radio channel is.

RADIO TRANSMISSIONS BY TOWN

Wenham 13%

Amesbury 35%

Topsfield 21%

Essex 13%

Middleton 18%
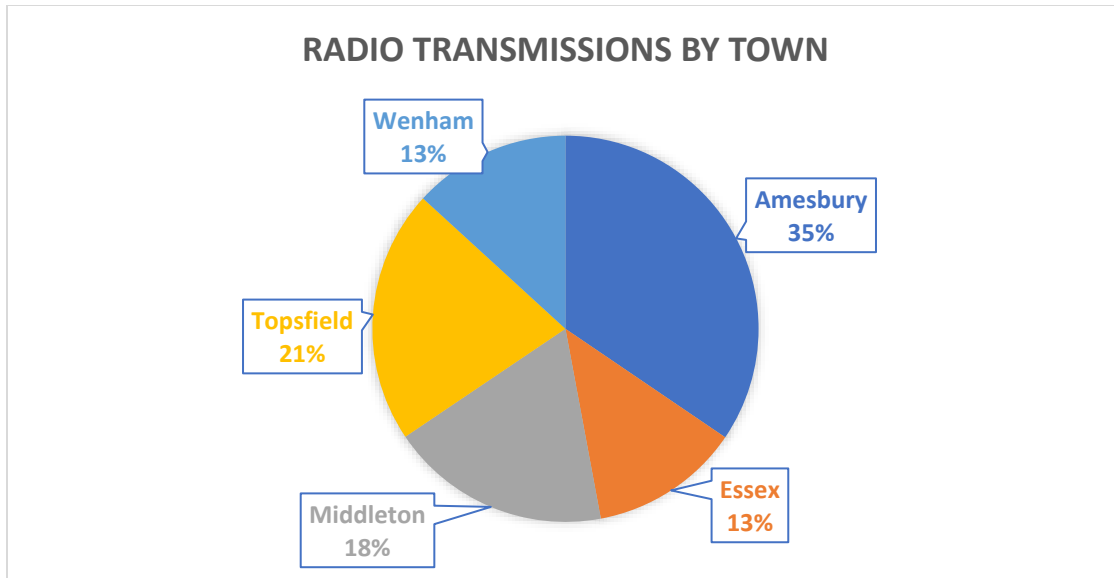
Record Requests

In 2019, NSR911 responded to 1,486 public disclosure requests. This represented a 25% increase in requests over the previous year and a 39% increase versus 2017. The complexity of these requests ranges from providing a single copy of computer-aided dispatch (CAD) log to recorded phone calls, or in-depth requests that seek multiple pieces of data.

2019 Record Requests

Month	Requests
January	94
February	84
March	195
April	89
May	156
June	172
July	158
August	96
September	109
October	135
November	106
December	92

2019 COMPLETED PROJECTS

CAD Replacement – Based on work performed during 2018, the center procured and transitioned to a new Computer Aided Dispatch (CAD) system during July 2019. The process involved countless hours in setting up, testing, and training on the new system.

Document Management System (Policies) – During October 2019, the center officially launched PowerDMS, which is a comprehensive Document Management System. PowerDMS centrally stored all agency policies, and it also allows for employees to acknowledge receipt of policies digitally.

Document Management System (Training/Personnel Files) – During October 2019, the center officially launched Guardian Tracking. This cloud-based software allows the center to store employee personnel files and training records securely centrally. Use of Guardian Tracking allows for NSR911 to have a continuous engagement of employees, tracking progress toward individual and organizational goals, while providing a proactive approach to through notification flags to coach, encourage, and reinforce each employee's performance. Employees have 24/7 access to their files. Further, anytime an entry is made, employees are notified via email of said entry. Through this system, each employee's file is transparent to them.

Video Surveillance System – During 2019, the center upgraded the network video recorder for its video surveillance. Additionally, this platform allows each police station lobby camera to tie into the system. Monitors are available in dispatch for telecommunicators to view each police department's lobby camera. The system also included an "Aggression Detection" system, which creates an alarm should an individual become belligerent in any of the police lobbies.

2019 NOTABLE EVENTS

- January 2019, Employees began the process of completing self-reviews as part of the Quality Assurance process.
- April 8-12 Director Alyson Dell Isola and Supervisor Greg Caldarelli completed NENA's Center Manager Certification Program (CMCP) course.
- April 14-20 celebrated National Public Safety Telecommunicator's Week and had a BBQ on Tuesday, 4/16/19.
- October 31, 2019 – The City of Amesbury transitioned to central station monitored fire alarms and decommissioned the use of its King Fisher municipal fire alarm system.
- A total of 123 General Orders, 5 Executive Orders, and 28 Special Orders were issued during the year.
- December 2019, the center hosted Dr. Heidi Kevoe-Feldman from Northeastern University. Dr. Feldman performed several training sessions for our staff on the importance of communication analytics. While on-site, Dr. Feldman also observed multiple 911 calls and worked with staff.

Image 17: Director Alyson Dell Isola & Supervisor Greg Caldarelli complete NENA's CMCP course.

2020 OBJECTIVES AND GOALS

Accreditation – The NSR911 seeks to obtain Communications Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). There are five phases in the accreditation process: enrollment, self-assessment, assessment, commission review and decision, and maintaining compliance and reaccreditation. NSR911 has been actively issuing policies with the ultimate goal of obtaining CALEA accreditation. The self-assessment phase may take up to 24 months to complete and requires the extensive development of NSR911 internal, systematic analysis of agency operations, management, and practices to ensure compliance with applicable standards.

Shared radio frequencies – Consolidation of police and fire frequencies is a priority for the center and is identified in the Intermunicipal Agreement. In 2020, the NSR911 aims to achieve system-level connectivity with all member fire departments. Additionally, working with the Fire Advisory Board, the center seeks to reduce the number of fire frequencies from five to three.

Risk Management Committee – Develop and implement a comprehensive risk management committee. The committee needs to establish a charter, identify agency risks, and seek ways to mitigate risks.

Refine Quality Assurance Program – During 2019, a complete overhaul of the center's quality assurance process took place. It is the center's goal to continue to refine the program and also to procure software that has the ability to streamline the process, provide feedback to employees, and identify trends by employee or performance area.

Emergency Medical Dispatch (EMD) Software – The center seeks to procure EMD software that ties into the existing computer-aided dispatch (CAD) system.

Finalize Onboarding Plan/Process – During 2019, the NSR911 started to identify how it would onboard new communities. This plan/process seeks to identify the necessary steps that need to occur at the agency, among its oversight boards, and with prospective agencies. The NSR911 wants to finalize this plan during the calendar year 2020.

Engage New Communities – The center seeks to engage new perspective municipalities that may be interested in joining the NSR911.

Community Outreach – The center seeks to be more involved with member communities by performing outreach at public events, speaking engagements, and an overall increase in participation within the community.

Conferences – The center seeks to participate more in regional and national conferences to stay up to date on current trends in training and technology, learn about industry best practices, and

to network with peers nationwide. It is also important to, in addition to legislative changes that affect us as first responders.

Implement "Help Desk" Ticketing System – To better serve our member departments, the NSR911 seeks to implement a "Help Desk" ticketing system. This system will allow stakeholders to easily create requests for assistance (tickets), and then be able to track the progress of tickets. In return, the NSR911 will be able to identify metrics and trends related to requests for assistance.

Establish Quality Assurance Working Group – A working group comprised of police, fire, EMS, EMD Medical Director, and communications representatives will meet regularly to review calls to ensure that compliance to standards and industry best practices are achieved.

Establish Biannual Performance Reviews – The agency seeks to expand upon its performance evaluation system going from an annual review to a biannual review to provide more timely feedback to staff on their performance as measured by departmental standards.

Quarterly Operational Staff Meetings – Through a team approach, the administration desires to conduct quarterly operational meetings with all telecommunicators and supervisors regarding current operational concerns and to update employees on the current direction of the agency.