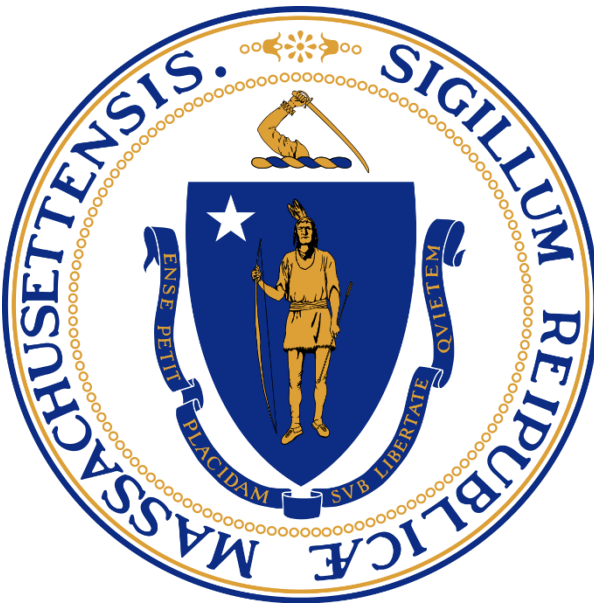


**Commonwealth of Massachusetts
State 911 Department
North Shore Regional 911 Center**



**2020
ANNUAL REPORT**

www.ecrecc.org



Table of Contents

MESSAGE FROM THE DIRECTOR	1
MISSION, VISION, & VALUES.....	2
INTRODUCTION.....	3
GOVERNANCE	4
HISTORY	7
ADMINISTRATION	10
Human Resources.....	10
Authorized Strength	10
Recruitment.....	10
Selection	10
Promotion	10
Service Milestones	10
Employee Turnover	11
Absenteeism Rate	11
Organizational Chart	12
OPERATIONS	13
Staffing	13
Terminal Agency Coordinator	13
SPECIALIZED ASSIGNMENT REVIEW	14
GRIEVANCES.....	14
COMMUNITY INVOLVEMENT & PUBLIC EDUCATION	15
Police IT User Group.....	15
Fire IT User Group	15
911 Center Tours & Speaking Engagements.....	15
Topsfield Public Safety Committee	15
Social Media	16
Critical Incident Stress Management	16
TRAINING & QUALITY ASSURANCE	16
Initial Training.....	16
Continuing Education	16
Employee Recognition Programs	18

Scholarships.....	18
Performance Evaluation Review Committee	19
Quality Assurance / Quality Improvement (QA/QI Program)	19
Benchmarking Standards	20
Ring-to-Pickup Performance	21
Pickup-to-Dispatch Performance	22
2020 STATISTICS.....	24
Calls for Service	24
Phone Calls	26
Radio Transmissions.....	26
Record Requests.....	27
After-Action Reviews.....	28
Department Complaints / Organizational Integrity	28
TECHNICAL SERVICES	29
Radio.....	29
Information Services	29
Internet Redundancy.....	30
Server Infrastructure	30
Computer-Aided Dispatch.....	31
Fire Alarm Receiving Equipment.....	32
Emergency Notification System	32
FACILITY.....	32
Overview	32
Life-Cycle Forecasting.....	33
INDUSTRY REPRESENTATION	34
INDUSTRY CONTRIBUTIONS.....	35
State 911 Department.....	35
Essex County Fire Chief’s Association (ECFCA)	35
Northeast Homeland Security Regional Advisory Council (NERAC).....	36
Statewide Interoperability Executive Committee (SIEC)	36
Massachusetts Chapter of National Emergency Number Association (MassNENA)	37
AGENCY CERTIFICATIONS.....	37

APCO Agency Training Program Recertification	37
NCMEC Missing Kids Readiness Project	37
NWS WeatherReady Nation Ambassador	37
2020 NOTABLE EVENTS.....	38
2020 ACHIEVEMENTS.....	39
Recap of 2020 Goals and Objectives	39
2020 SPECIAL PROJECT HIGHLIGHTS	42
2021 OBJECTIVES AND GOALS	46

MESSAGE FROM THE DIRECTOR

Greetings from the North Shore Regional 911 Center (NSR911). On behalf of our agency, I am pleased to present to you our 2020 Annual Report.

2020 was certainly a unique year, to say the least. Our agency, the communities we serve, and the public safety industry at large met unprecedented situations and circumstances. In the face of a global pandemic, a volatile political scene, and an undulating social climate, our staff exemplified what it means to be emergency essential employees, and what it means to be public servants. Not only did they report to work each day and deliver quality communication and dispatch services to our first responders and constituents, but they also successfully completed many high-level agency goals and objectives. These projects contribute to our mission of representing the Commonwealth of Massachusetts, as a division of the State 911 Department, as a premiere regional communication center: a center of excellence. It could have been easy, and even acceptable, to sidebar any additional initiatives in order to cope with the day to day challenges that 2020 presented, but we were not going to stop moving forward. We were not going to stop achieving. We knew we could both *survive* and *thrive*.

Some of the accomplishments you will read in this report include the creation of pandemic response policies and protocols; the training, support, and retention of employees, the creation and testing of a comprehensive Emergency Operations Plan; and outreach efforts geared to engage new potential member communities. Equipped with our APCO accredited training program, NSR911 was able to provide our dispatchers with the necessary tools to handle calls and incidents related to the COVID-19 pandemic. Policies, protocols, guide cards, and databases were created and used for the processing and dispatching of emergency calls related to the pandemic. Maintaining necessary staffing levels during a pandemic can present its own challenges, and yet NSR911 was able to not only accomplish this but also to yield its lowest percentage of employee turnover since opening its doors in 2013. Programs, policies, and work-culture efforts aimed at supporting, training, and engaging staff yielded great success in employee retention in 2020. We also created, implemented, and tested our Emergency Operations Plan, which includes a step-by-step Continuity of Operations Plan (COOP), robust operational go-kits, and detailed After Action Reports. All of the aforementioned achievements were included in the onboarding information sessions we were pleased to deliver in 2020, as well. At these sessions, we presented potential new member communities with information on membership, which includes what it means to be part of our Center and the expectations and steps necessary to join.

As we look to 2021, we continue to set our goals and objectives to align with our agency mission. Our aspirations include securing accreditation, leading the industry in critical incident stress management (CISM) efforts for dispatch, and continuing to engage new communities in an effort to expand our Center. The journey of a regional communications center in Massachusetts can be long, and often times challenging. We are proud of the operational and administrative progress we have made, especially in 2020. We look forward to 2021 and all that we can continue to accomplish.

Thank you,

Alyson Dell Isola, Director

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, NSR911 answers and directs approximately 200,000 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, 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. NSR911 also receives, directs, and otherwise processes 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 the 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.

2020 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 Kassandra Gove, 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 Paul Francis
Middleton	Chief James DiGianvittorio
Topsfield	Chief Evan Haglund / Chief Neal Hovey
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 Kassandra Gove
Essex	Town Administrator Brendhan Zubricki, Chairperson
Middleton	Town Administrator Andrew Sheehan
Topsfield	Town Administrator Kevin Harutunian
Wenham	Town Administrator Anthony Ansaldi
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.

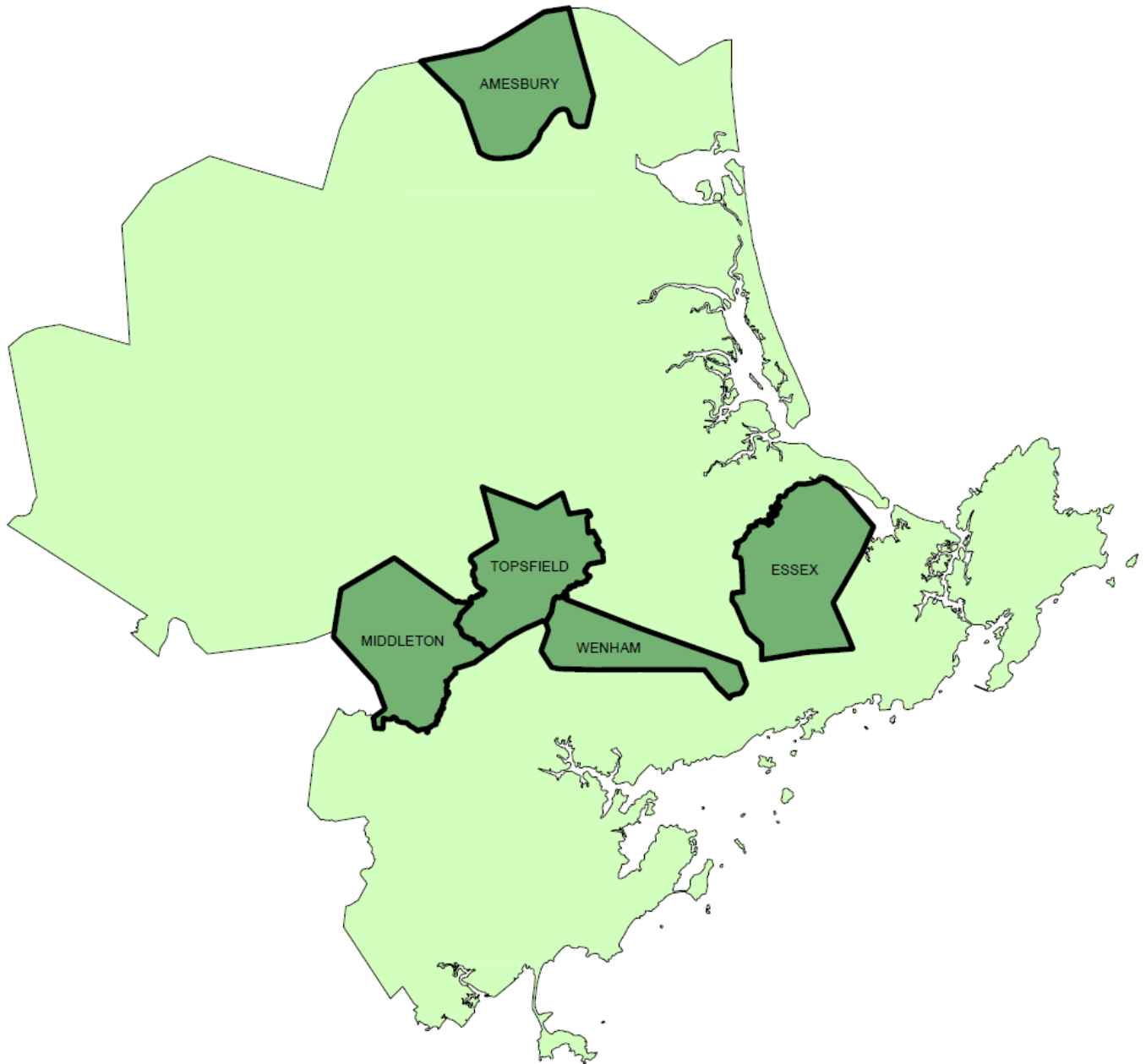


Image 2: Map depicting North Shore RECC Member Communities

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 has 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.

NSR911 became the alternate public safety answering point (PSAP) for the State 911 Department's PSAP Operations Division – 1 (POD-1), Framingham on June 15, 2018. As an alternate PSAP, NSR911 would temporarily receive 911 calls whenever the primary PSAP is unable to do so (e.g., the center is overwhelmed with 911 calls, it has to evacuate, or due to a network failure that impacts connectivity).

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.

NSR911 successfully became an alternate PSAP for the City of Methuen on January 3, 2020. As an alternate PSAP, NSR911 would temporarily receive 911 calls whenever the primary PSAP is unable to do so (e.g., the center is overwhelmed with 911 calls, it has to evacuate, or due to a network failure that impacts connectivity).

The last piece of transitioning occurred on July 2, 2020, through legislation. Chapter 113 of the Acts of 2020 called for transferring the employees of the North Shore Regional 911 Center from the Essex County Sheriff's Office to the State 911 Department. A Memorandum of Agreement was executed between the Commonwealth of Massachusetts and the Alliance, AFSCME-SEIU Local 888 AFSCME, Council 93, which amongst other things, changed employees' job titles to Public Safety Dispatcher, reclassified the titles within their job specification and set forth a salary structure. Both the transfer and reclassification were effective Monday, July 19, 2020.

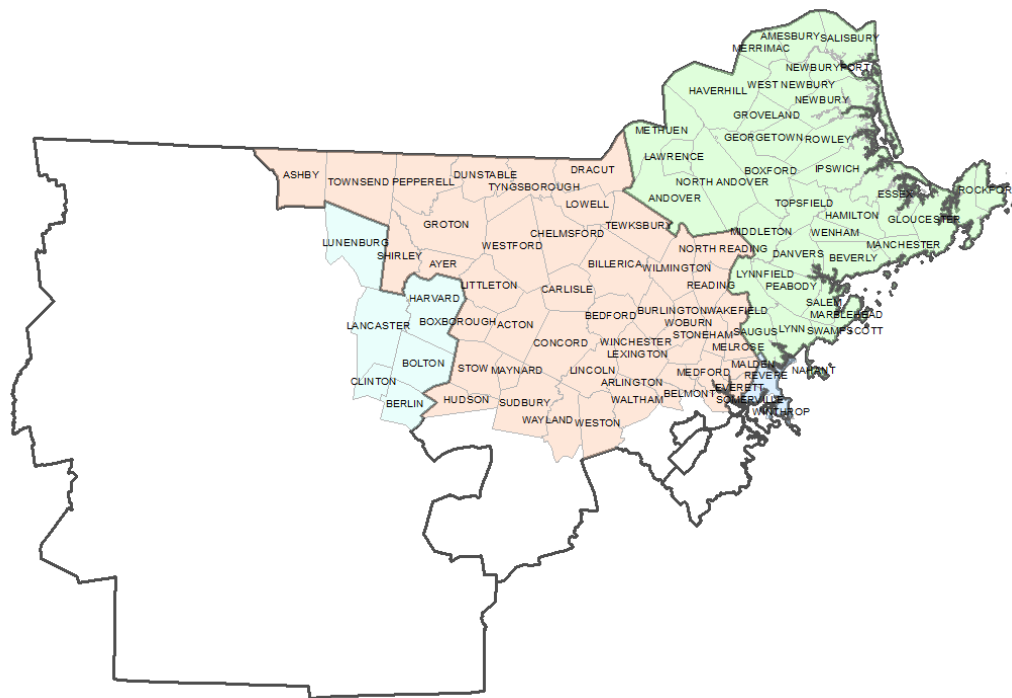


Image 3: Map of Wireless Service Area - as of July 2019

ADMINISTRATION

Human Resources

Authorized Strength

Personnel Allocation	
	2019 Staffing
Director	1
Deputy Director	1
Operations Manager	1
Training and QA Coordinator (D3)	1
Supervisor (D2)	6
Telecommunicator (D1)	25
Vacant Positions (6- TC & 3 Supervisor)	9
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 through social media, in industry publications, and on the state's employment website.

Selection

In 2020, the center performed a hiring campaign and hired a total of four (4) employees.

Promotion

Katrina Shamshak was promoted from Supervisor to Training and QA Coordinator (D3) on September 13, 2020.

Service Milestones

The following employees celebrated significant milestones of employment during the calendar year 2020:

Retirements:

Denise Hoyle, Telecommunicator

5 Years of Service:

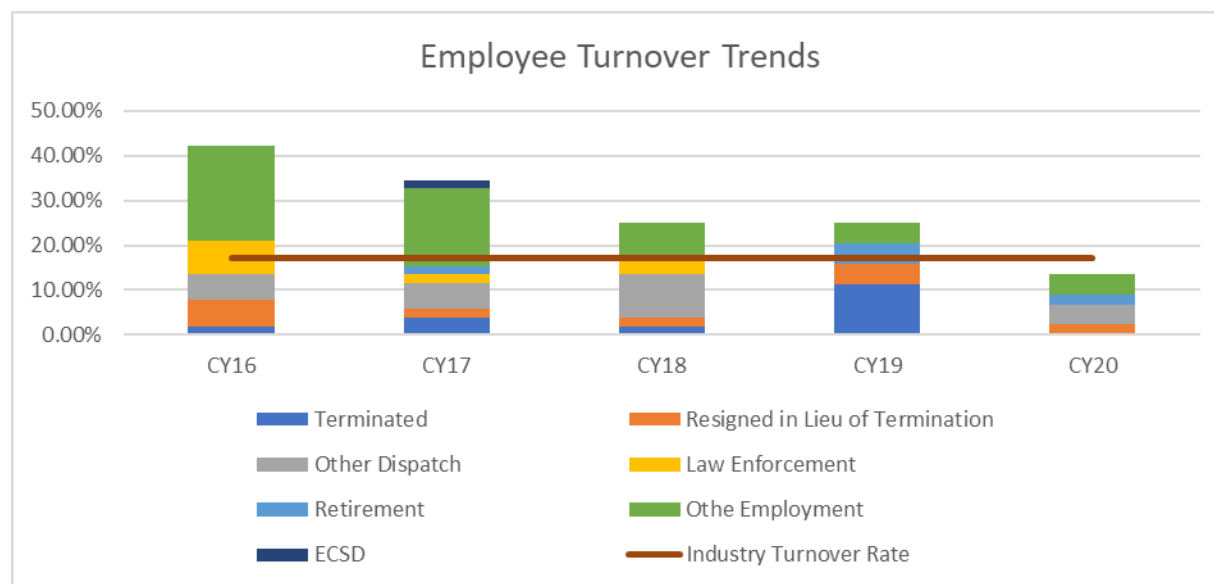
Alyson Dell Isola, Director

Employee Turnover

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 NSR911.

Reason	CY16	CY17	CY18	CY19	CY20
Terminated	1.92%	3.85%	1.92%	11.36%	0.00%
Resigned in Lieu of Termination	5.77%	1.92%	1.92%	4.55%	2.27%
Pursue Other Dispatch Job	5.77%	5.77%	9.62%	0.00%	4.55%
Pursue Law Enforcement Job	7.69%	1.92%	3.85%	0.00%	0.00%
Retirement	0.00%	1.92%	0.00%	4.55%	2.27%
Seek other Employment	21.15%	17.31%	7.69%	4.55%	4.55%
Transfer to ECSD	0.00%	1.92%	0.00%	0.00%	0.00%
TOTALS	42.31%	34.62%	25.00%	25.00%	13.64%



Absenteeism Rate

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. NSR911's objective is to have a rate of less than 3.4% annually. For the calendar year 2020, NSR911's rate was 2.65%.

Organizational Chart

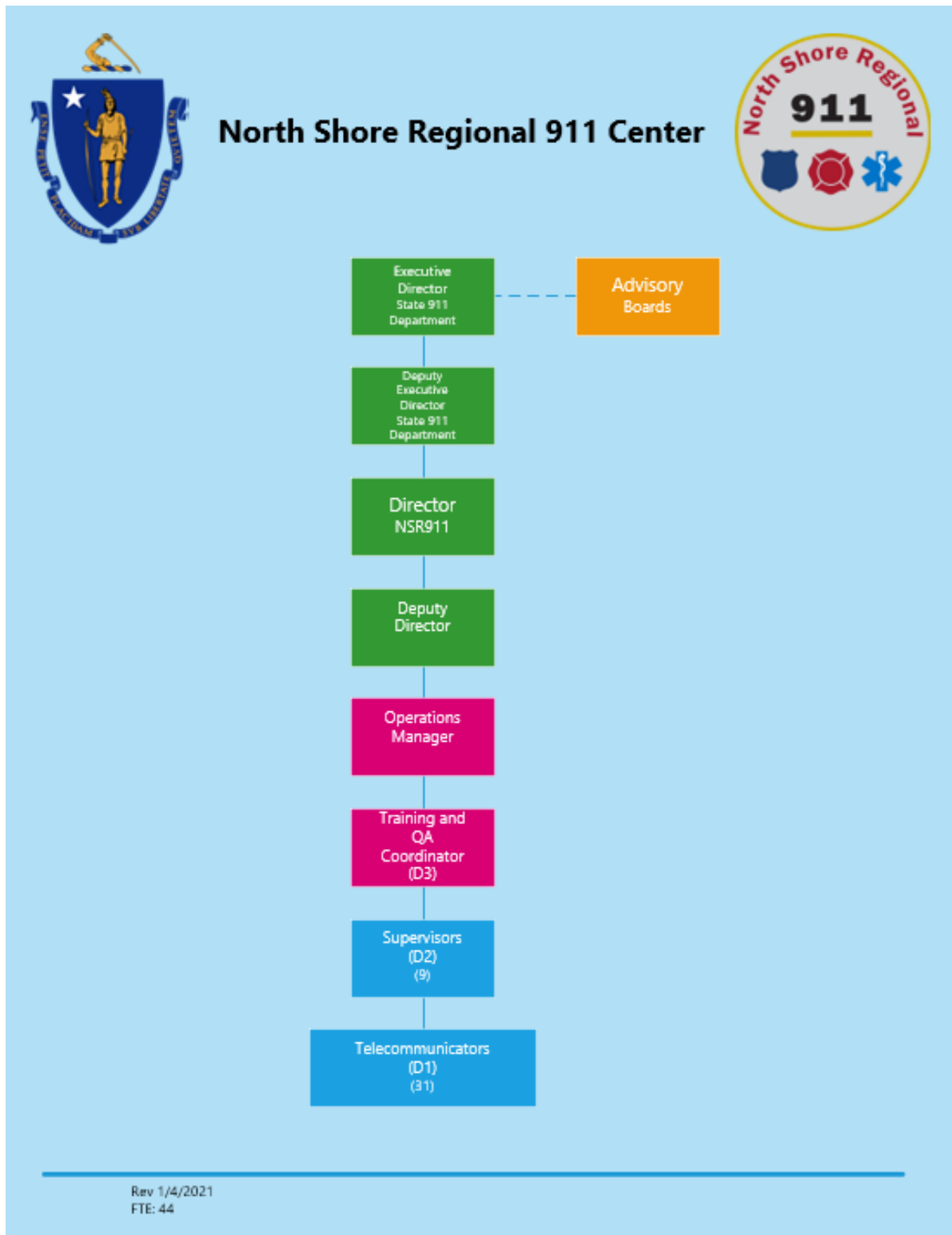


Image 4: Organizational Chart

OPERATIONS

Staffing

North Shore Regional 911 Center Telecommunicator staff consists of Supervisors, Radio Dispatchers, and Wireless Call Takers. All Supervisors and Telecommunicators work a 4 and 2 rotating schedule. Telecommunicators (TCs) operate across three shifts: “A” shift from 2345 – 0815 (overnight), “B” Shift from 0745 – 1615 (day), and “C” Shift from 1545 – 0015 (evening). NSR911 Supervisory Telecommunicators also operate across three shifts: “A” shift from 2245 – 0715, “B” shift from 0645-1515, and “C” Shift from 1445-2315.

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 four (4) radio dispatchers and the on-duty Supervisor. This yields a total of 7 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	4	3	1
C	4	3	1

Terminal Agency Coordinator

Supervisor Alexander McKeon serves as the Terminal Agency Coordinator for NSR911, and Supervisor Todd Owen is the Alternate Terminal Agency Coordinator. The Terminal Agency Coordinator (TAC) is an individual designated by the Director of 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.

In August 2020, the Massachusetts Department of Criminal Justice Information Services (DCJIS) performed its triennial audit of NSR911’s records. NSR911 successfully passed the audit and complies with all of DCJIS’s mandatory requirements.

During the calendar year 2020, the center assisted in the verification of the following records:

	Amesbury	Essex	Middleton	Topsfield	Wenham	TOTAL
Stolen Article	0	0	0	0	0	0
Stolen Gun	6	9	4	7	5	31
Stolen Plate	10	2	5	0	0	17
Stolen Vehicle	1	0	1	0	0	2
Missing Person	0	0	1	0	1	2
Wanted Person	2	0	0	4	1	7
TOTAL	19	11	11	11	7	

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 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 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.

GRIEVANCES

During 2020, there were no grievances filed against NSR911.

COMMUNITY INVOLVEMENT & PUBLIC EDUCATION

Police IT User Group – Each police department has delegated an officer to participate in an Informational Technology user group with NSR911. Meetings in 2020 were made difficult due to COVID-19 but were back on track in September of 2020 through remote settings. During these meetings, users are generally provided an agenda where NSR911 goes over important action items on CAD/RMS and IT-related projects. In 2020, the user groups worked on projects such as data conversion, multiple CAD upgrades, NSR ticketing system, and Field Ops.

Fire IT User Group – Each fire department has delegated a firefighter to participate in an Informational Technology user group with NSR911. Meetings in 2020 were made difficult due to COVID-19 but were back on track in September of 2020 through remote settings. During these meetings, Users are generally provided an agenda where NSR911 goes over important action items on CAD/RMS and IT-related projects. In 2020 the user groups worked on projects such as data conversion, multiple CAD upgrades, NSR ticketing system, Field ops, Zetron station alerting, and the Zoll electronic Patient Care Reporting (ePCR) system.

911 Center Tours & Speaking Engagements

Due to the COVID-19 pandemic, NSR911 did not conduct any tours or speaking engagements.

Topsfield Public Safety Committee – Members of NSR911 continue 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.

On January 30, 2020, the Deputy Director joined the Towns of Topsfield, Middleton, Ipswich, Boxford, and Newburyport in a Tabletop Exercise on Emerging Infectious Diseases or EIDs. The purpose of this exercise was to work on coordination and communication between the Board of Health and Emergency personnel. Little did we know that we would experience a real-life use of this just a few months later. A review of the Town's Emergency Dispensing Site (EDS) Action Plan also occurred. The plan addressed many of the logistical concerns that would come up during an activation of the EDS site.



Social Media – NSR911 maintains an active social media presence on Facebook, Twitter, and Instagram. We strive to keep visitors up to date with notable activity either at our center, in a member community, or in other areas of interest to public safety and 911. As of December 31, 2020, there were 1,184 followers on the department’s Facebook page, 568 followers on Twitter, and 174 on Instagram.

Critical Incident Stress Management – 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 2020, NSR911 members participated in five (5) call outs.



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 an 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.

Continuing Education

Existing employees are also required to participate in 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 2020

EMD Training

- EMD Standards
- Transition to NG911
- The Resilient Telecommunicators
- Promotions without Degrees
- What You Can Do for your Association
- High Performance
- Engaging at APCO 2020
- Maximizing your ROI by Attending APCOS Conference
- Muddy Footprints All over your Network
- Cultural Impact of COVID-19
- Coping With a 911 Outage
- Utility Failure

In-service Training

- Hit Confirmations
- ALI/Mapping Discrepancies
- 911 Text Calls
- When a PSAP is unable to Answer
- Call Trace
- Rapid SOS Emergency Profile
- Location w/in Location
- School Radios
- Ford Assist
- Responses to South Hampton
- Exit Renumbering
- Hysterical Callers
- Updating Responders
- COVID Procedures
- Rapid SOS Clearinghouse
- Handling Different Types of Callers
- Call Clarifications
- New Call Natures
- Open Line 911 Calls
- Active Assailant
- MSP Locations
- MSP Roadways

- Beverly Airport Responses
- Wireless Calls on Waterways
- Location, Location, Location
- Officer Safety
- Call Transfer Introduction

Conferences, Workshops, and Seminars:

- Best Practices of a Successful CTO
- Dispatch Legal Issues
- A Victim's Plea
- Leadership in the 911 Center
- Hope in the Midst of Chaos
- Tactical Dispatch
- Active Shooter
- Dynamics of Domestic Violence
- Avoiding Burnout in a Challenging Work Environment
- Testifying in Court for Public Safety
- Dispatchers & Call Takers
- 911 Operator Strength in Crisis
- Difficult Conversations
- Massachusetts Telecommunicators Training Summit
- Building 911 Life Bridges
- Human Trafficking Preparedness For The 9-1-1 Professional
- Seabrook Station Training
- Fire Services

Hours spent training:

Monthly EMD Training:	420
In-Service Training:	1,209
Conferences, Workshops, and Seminars:	1,103
New Hire Academy & On-the-Job Training:	4,416
Total Hours on Training in 2020:	7,148

In-House Training Instructor

We are fortunate to have employees 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 2 TCs Certified

Employee Recognition Programs

In 2020 the agency implemented an “employee of the month” style program. Each month Supervisors participate in a survey to vote for their selections for Regional Dispatcher and Wireless Call Taker of the month. In addition, TCs vote to select a stand out Supervisor each month. Criteria include technical performance, disposition and contributions to workplace culture. Selected employees are presented with a certificate and highlighted in the monthly training newsletter.

In August 2020 the High Five Recognition Program was implemented. Each time a TC earns a kudos or a shout out for a daily task they earn points. The points are accumulated quarterly and the top three winners are picked at the end of each quarter. Winners are granted rewards such as extended break times, dress down days, and the ability to select their position assignment for the week.

Scholarships

Training and Quality Assurance Coordinator Katrina Shamshak was awarded two scholarships during 2020: (1) the Massachusetts PSAP Leadership Scholarship, and (2) the APCO Atlantic Blesso Scholarship. The Massachusetts Leadership Scholarship is funded by the State 911 Department and is invested in helping telecommunicators develop their careers towards supervisory and management. Shamshak plans on attending the Communications Center Manager (CCM) course. This course involves two 6-day pieces of training and an online component. The James F. Blesso Scholarship is funded by APCO Atlantic to develop its members and invest in the future. It is open to all members of the APCO Atlantic Chapter and is competitively awarded. Shamshak has opted to use this scholarship towards achieving her RPL (Registered Public-Safety Leader) Certification and will begin that in February 2021.

Performance Evaluation Review Committee

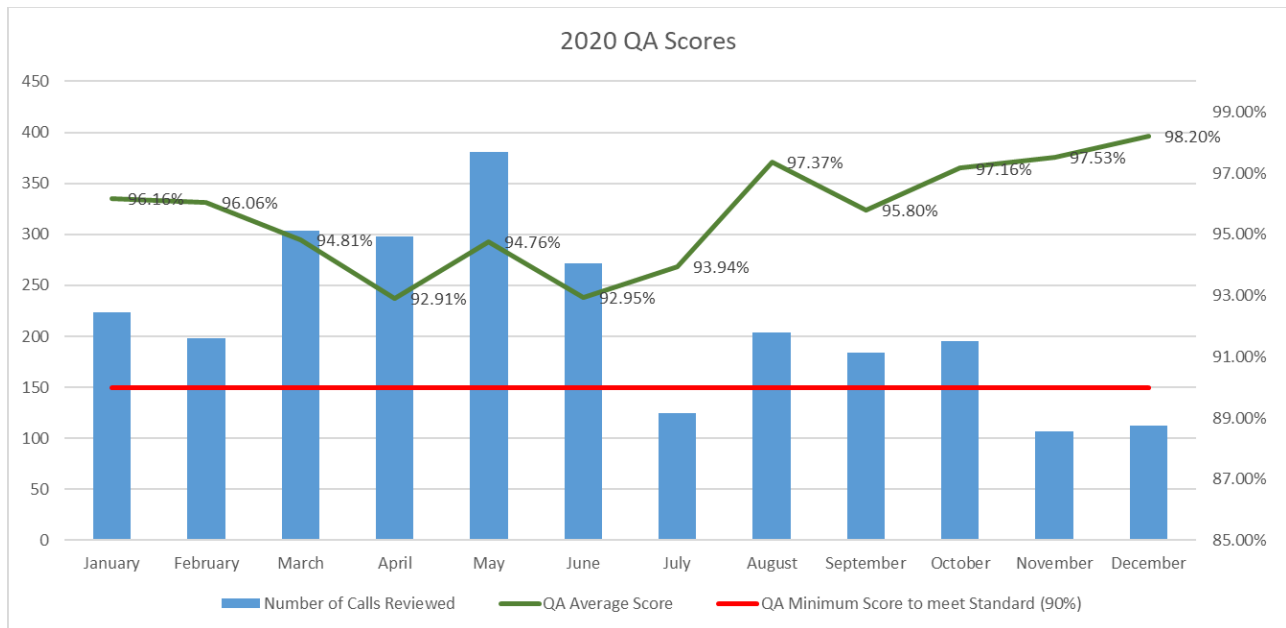
After completing two rounds of performance reviews a survey was conducted looking for feedback on the process. From that, a committee of regional and wireless TCs, as well as supervisors, was comprised to overhaul the forms and make edits. For months, each page was combed over, and changes were made to the existing forms.

Quality Assurance / Quality Improvement (QA/QI Program)

The Emergency Communications Center operates a Quality Assurance Program that is overseen by Training and Quality Assurance Coordinator Katrina Shamshak. 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 North Shore Regional 911 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. Up until October, Supervisors were solely responsible for regularly monitoring, reviewing, and evaluating performance. In September, a Training and Quality Assurance Coordinator was appointed and responsible for conducting reviews. All quality assurance checks are reviewed with individual employees. The Training and Quality Assurance Coordinator ensures all appropriate review, training, and remediation is provided when a need is identified. During 2020, NSR911 maintained an average of 95.6% protocol compliance. Our goal remains to deliver the best possible service to the citizens and visitors of those agencies we serve.



Benchmarking Standards

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 NSR911 adheres to are as follows:

1. Ring-to-Pickup Time

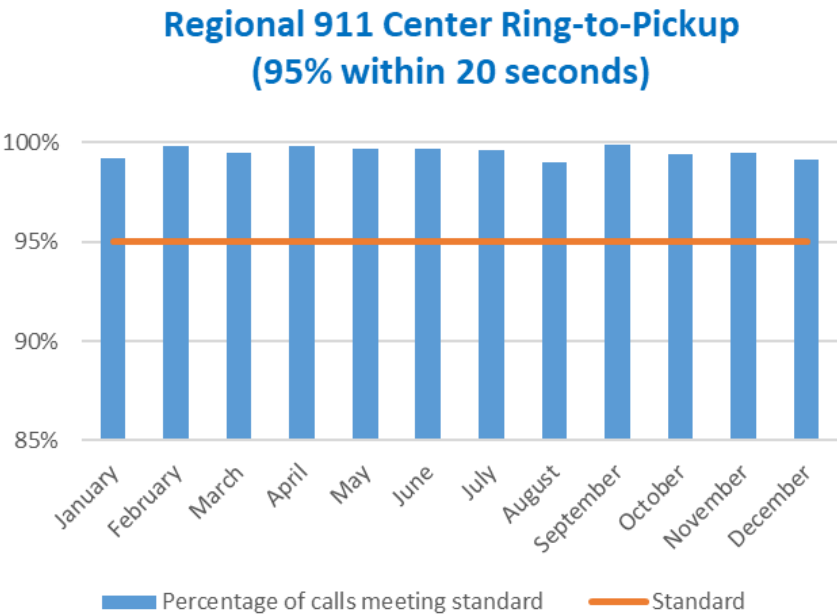
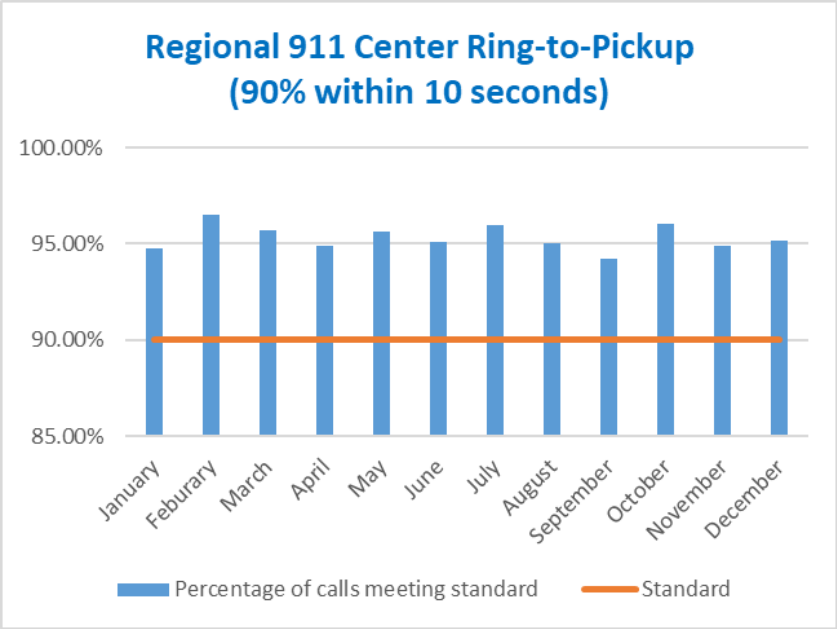
- a. The National Emergency Number Association has adopted the NENA 56-005 standard, which discusses how long a call should ring before it is answered by a telecommunicator. The standard says the center should answer 95% of all calls at any time within 20 seconds and 90% of all calls during the “busy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

2. Pickup-to-Dispatch

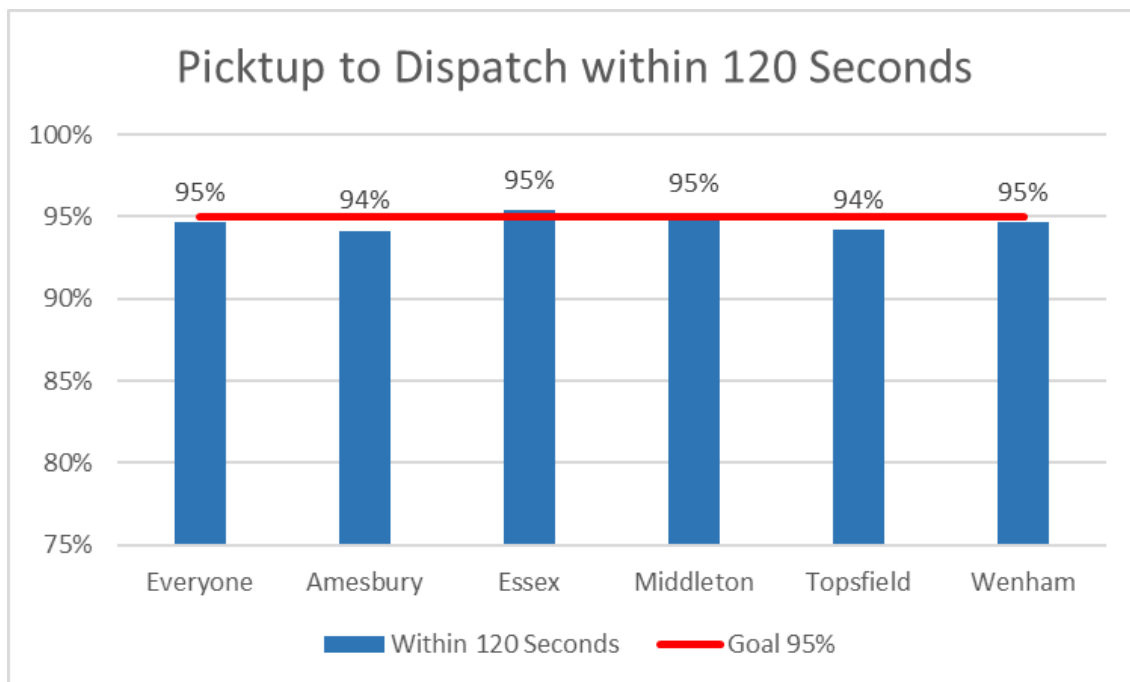
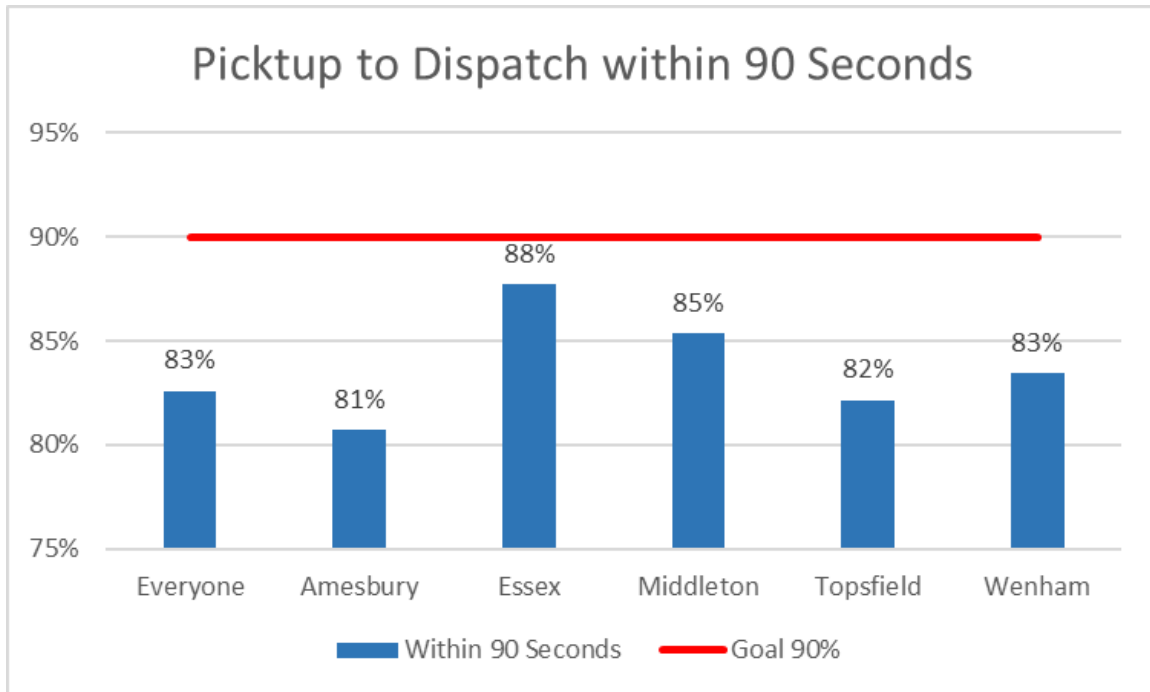
- a. The National Fire Protection Association has adopted the NFPA 1221 standard for tracking the amount of time it takes to dispatch a call based on when the

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. 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 NSR911 is aspiring to achieve the NFPA 1221 standard of 90% within 90 seconds.

Ring-to-Pickup Performance



Pickup-to-Dispatch Performance



Priority 1 Calls by Month

Month	Count of Calls	Mean*	Standard Deviation*	Min*	Max*
January	551	69	30	0	343
February	535	63	18	20	125
March	594	70	27	0	246
April	538	71	31	0	238
May	591	69	28	0	216
June	572	69	25	1	191
July	683	65	29	0	313
August	700	70	27	0	207
September	683	65	24	0	163
October	644	65	28	0	262
November	614	67	30	2	309
December	656	65	26	0	241

* = Measured in seconds

Priority 1 Calls by Nature

Nature	Count of Calls	Mean*	StdDev*	Min*	Max*
FIRE ALARM	1190	60	23.27	0	313
M-FALL	878	69	20.64	0	174
M-SICK/ OTHER	772	77	24.41	0	183
DISTURBANCE	603	78	32.04	3	255
MVA NO PI	445	79	31.91	0	285
M-BREATHING DIFFICULTY	332	68	20.82	0	148
M-UNKNOWN MEDICAL PROBLEM	323	67	27.08	0	192
FIRE OTHER	293	76	34.03	1	262
M-CHEST PAIN/ CARDIAC PROBLEM	283	67	18.82	10	131
M-MENTAL/EMOTIONAL/PSYCHOLOGIC	237	82	39.26	0	343
MV COMPLAINT/ERRATIC OP	226	83	37.6	0	305
DOMESTIC	222	68	24.96	0	189
M-UNCONSCIOUS/UNRESPONSIVE/FAI	218	69	23.15	23	250
M-MVA WITH INJURY	200	68	30.6	0	241
FIRE MUTUAL AID AMESBURY	197	76	33.35	0	246
M-SEIZURE	136	62	17.74	10	131
FIRE MUTUAL AID MIDDLETON	111	70	24.82	11	157
M-BLEEDING (NON-TRAUMATIC)	100	71	20.43	20	141
M-STROKE/ CVA	85	66	16.76	29	115

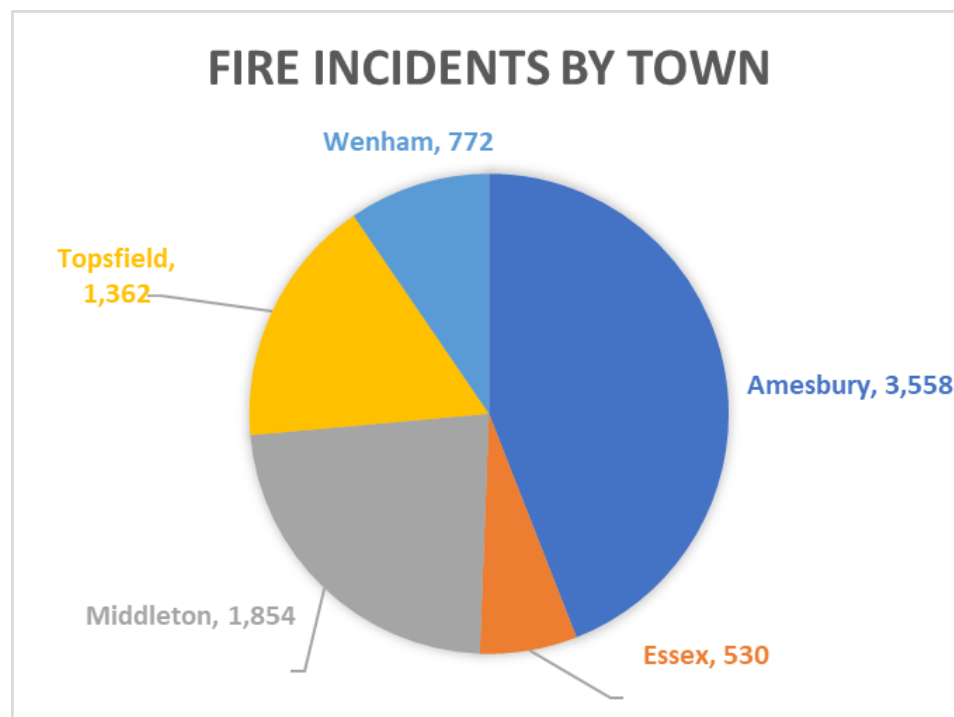
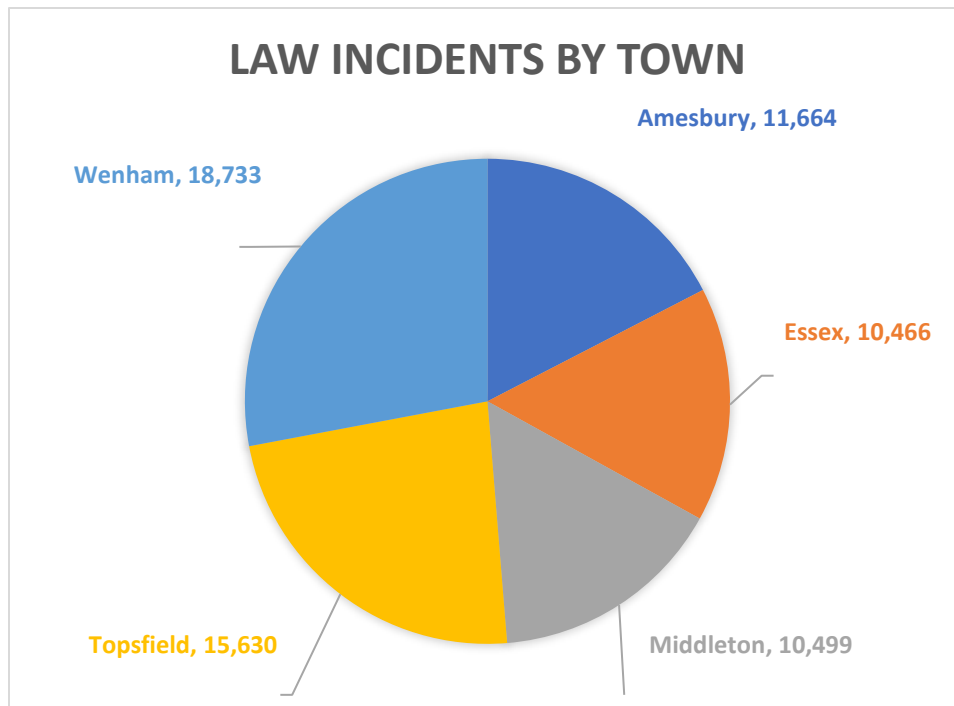
M-ABDOMINAL PAIN	82	71	19.75	21	135
M-OVERDOSE	71	69	17.9	40	131
FIRE STRUCTURE	62	63	17.66	6	130
M-ALTERED MENTAL STATUS	53	78	21.37	25	130
FIRE BRUSH	52	71	37.37	0	191
M-TRAUMA WITH INJURY	43	70	24.32	27	142
M-ALLERGIC REACTION	40	62	16.32	29	99
M-DIABETIC	39	67	21.25	27	140
M-BACK PAIN	37	72	18.39	47	141
FIRE WIRES DOWN	34	80	34.31	0	158
M-EXTREMITY INJURY	29	80	35.64	31	207
FIRE VEHICLE	24	67	21.63	33	122
M-CHOKING	24	62	29.2	26	172
BREAKING & ENTERING	23	65	20.85	33	111
M-HEAD INJURY	21	69	23.18	32	121
FIRE MUTUAL AID TOPSFIELD	18	69	32.23	13	137
MISSING PERSON	17	74	45.72	0	191
ASSAULT & BATTERY	15	81	39.75	3	136
FIRE MUTUAL AID ESSEX	15	63	13.31	39	86
FIRE MUTUAL AID WENHAM	13	69	44.44	33	203
M-HEADACHE	12	82	18.04	56	117
M-ASSAULT	10	84	40.57	40	187
M-ANIMAL BITE	8	71	24.48	31	117
FIRE HAZMAT	6	63	36.43	6	106
M-BURNS-THERMAL/ELECTRICAL/CHE	3	80	16.29	69	99
KIDNAPPING/ATTEMPT	2	189	169.71	69	309
M-HEAT/ COLD EMERGENCY	2	68	10.61	61	76
M-POISONING/ CO	2	68	15.56	57	79
ROBBERY/ATTEMPT	2	75	6.36	71	80
BOMB THREAT/ ATTEMPT	1	146		146	146
M-DROWNING/WATER RELATED	1	62		62	62
M-GYNECOLOGY/ MISCARRIAGE	1	68		68	68
M-PREGNANCY/ CHILDBIRTH	1	78		78	78
M-SEX OFFENSE/ RAPE	1	109		109	109
SEX OFFENSE/ RAPE	1	70		70	70

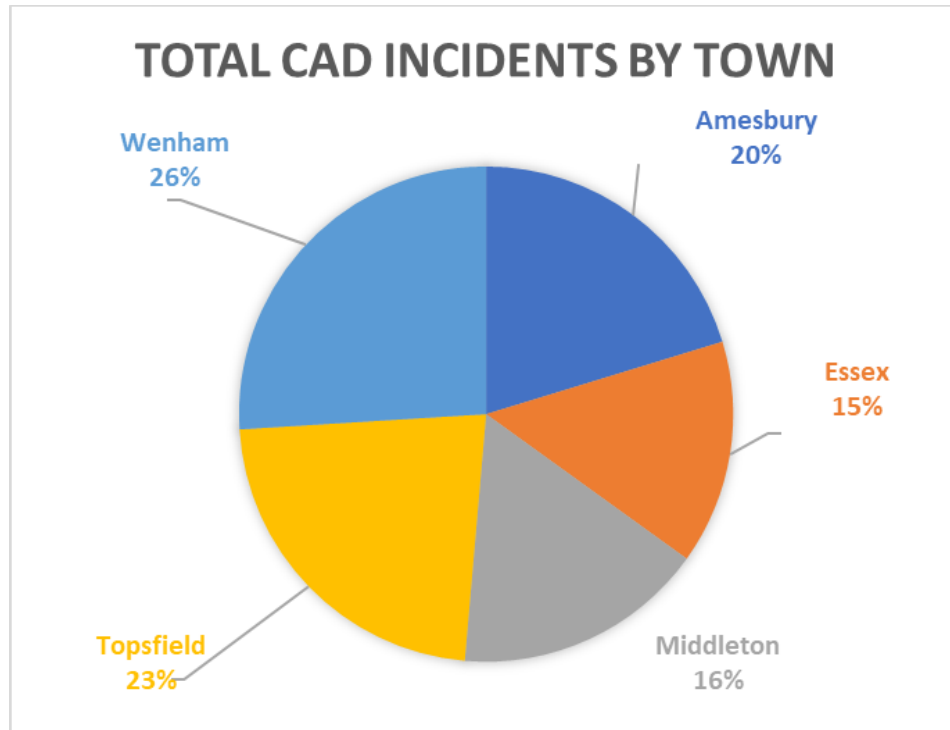
* = Measured in seconds

2020 STATISTICS

Calls for Service

A call for service is generated by 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.





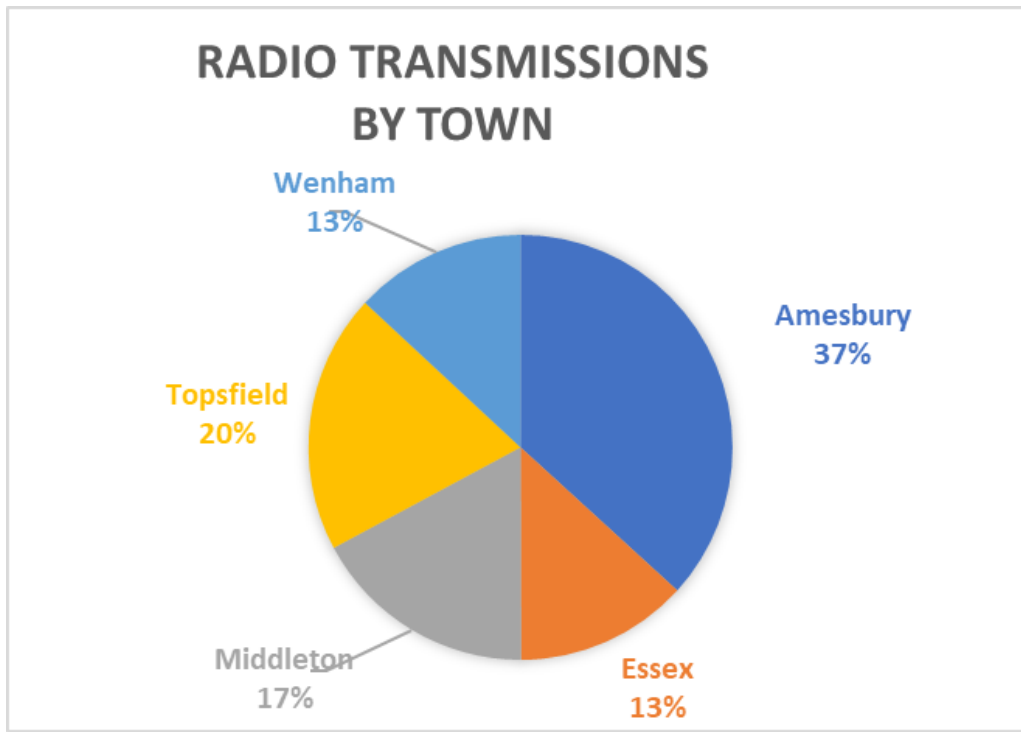
Phone Calls

The below table identifies 911 and emergency telephone calls processed by the Regional and Wireless Operations.

	Answered	Abandoned	Total
Regional 911 Calls	8,965	729	9,694
Regional Text-to-911 Calls	36	0	36
Regional 2Way Calls	17,350	541	17,891
Wireless 911 Calls	186,372	21,319	207,691
Wireless Outbound Calls	N/A	N/A	63,322

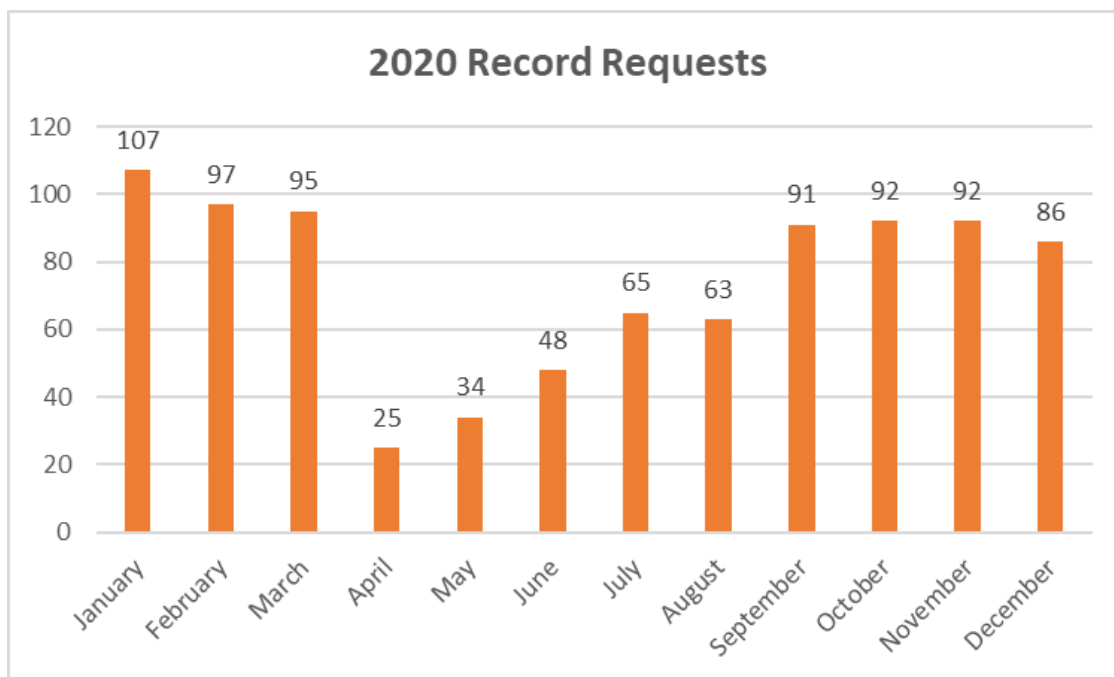
Radio Transmissions

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.



Record Requests

In 2020, NSR911 responded to 895 public disclosure requests. This was 40% lower than the previous year and undoubtedly a reflection of the COVID-19 pandemic. 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.



After-Action Reviews

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 NSR911. During 2020, three (3) AAR-IPs were completed:

- Homicide in Amesbury – February 29, 2020
- High Wind Event (Derecho) – October 7, 2020
- Planned Evacuation, Relocation of Operations, and COOP Exercise – October 27-29, 2020

Department Complaints / Organizational Integrity

It is the policy of 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.

2020 Agency Concerns

Agency	Sustained (Partially or Fully)	Sustained with Mitigating Circumstances	Cleared	Not sustained/ unresolved	Unfounded	Total	Count of CAD Calls	Sustained Complaints as % of CAD Calls
AMESBURY FD						0	3,558	0.00%
AMESBURY PD	5	2	2		3	12	11,664	0.06%
ESSEX FD						0	530	0.00%
ESSEX PD						0	10,466	0.00%
MIDDLETON FD						0	1,854	0.00%
MIDDLETON PD	1				1	2	10,499	0.01%
TOPSFIELD FD	6	2	2		2	12	1,362	0.59%
TOPSFIELD PD	2		1		1	4	15,630	0.01%
WENHAM FD	1		1			2	772	0.13%
WENHAM PD	3					3	18,733	0.02%
OTHER						0		
Total	18	4	6	0	7	35	75,068	0.03%

TECHNICAL SERVICES

Radio

NSR911 center has 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. The center has a primary and backup radio for all other member police and fire departments. 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 antenna is located on the rear of the building. These backup radios have similar lightning protection set up as the primary radios. 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.

The NSR911's communications shelter is a 12'x34' prefab building located next to the radio tower on Manning Avenue. It procured with assistance from the Northeast Homeland Security Regional Advisory Council (NERAC) and is awaiting the next phase of the project, to provide electrical and fiber connectivity to the shelter. 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

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 NSR911's extensive network. During 2020, NSR911 received the following key deliverables:

- Emergency Go-Kits created and tested
- Help Desk created and rolled out
- IT/IS Monitoring created and rolled out
- Operating Systems have been hardened against viruses.
- Mail server replaced
- Virtual Desktop Infrastructure (VDI) created
- Support to the data conversion process for Spillman, Firehouse, and legacy IMC data into the new IMC system.
- Upgrade to Fax software

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

Server Infrastructure

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 Department's FY16 competitive Development Grant. It allows the center to operate a private, secure cloud for NSR911 and its members. The system was configured with high-availability and redundancy. This provides for 99.99% uptime on services it provides to 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

Computer-Aided Dispatch

Since July 2019, NSR911 has been utilizing a CAD/RMS (Computer Aided Dispatch/Records Management System) software by Central Square Technologies called IMC. This year marks the first full calendar year with the IMC software. NSR911 continues to work with IMC on key deliverables including the Field Ops Application, EMD Interface, Fire Station Alerting Interface, and Data Conversion.

Data conversion from the old CAD software, Spillman, along with member communities' historical data from their Firehouse and IMC software began during the summer of 2020 and is still ongoing.

The process of data conversion is as follows:

IMC maps data from the old software system (i.e., Spillman, IMC, and Firehouse) to a test database. IMC's Data Conversion Engineer then educates key personnel on testing procedures. Member communities, including NSR911, test the converted data and report issues to the IMC engineer. This process continues until all parties are comfortable that the converted data has been mapped appropriately.

NSR911's IT team created remote support terminals for agencies to access their test data through Remote Desktop (RDP). Data Conversion is still currently in the midst of deployment and does not have a slated date to be completed. Once data conversion is complete NSR911 will no longer use Spillman CAD for historical data.

During the year 2020, NSR911's CAD system underwent two software build upgrades. The year was started on IMC 6.9.5 and was upgraded to 6.9.7 in February of 2020. The system was then upgraded to 6.10.5 in September of 2020 along with all member communities' Mobile Data Terminals (MDTs). These upgrades came with many enhancements and bug fixes that were reported by NSR911.

Field Ops was configured for all member communities but, due to software defects, it was not fully deployed in 2020. Field Ops is the next generation of Inform ME for first responders. It is supported on both Android and iOS operating systems and smartphones and tablets. Field Ops provides real-time situational awareness, communication, and tools used in the field.

During the year 2020, NSR911 and member communities opened a total of 124 tickets through IMC. There are only 6 still unresolved to date.

Ticket Opened by:	# Opened:	# Unresolved
NSR911	80	6
Police Agencies	33	0
Fire Agencies	11	0
TOTAL:	124	6

Table 1: Support Tickets Opened with CentralSquare / IMC

Fire Alarm Receiving Equipment

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 2020, the Town of Middleton purchased a TRX50 device that will decode Digitizer alarms and relay them to NSR911 via the Signal Communications system. During December 2020 this was in its final stages of testing. Middleton Fire and NSR911 anticipates rolling this out during early 2021. Once complete, NSR911 will cease monitoring the Digitizer and all municipally monitored fire alarms from Middleton and Wenham will be monitored via the Signal Communications system.

Emergency Notification System

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. 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 NSR911's website.

Amesbury	0
Essex	1
Middleton	0
Topsfield	51
Wenham	10
Severe Weather Alerts	121
Total Usage:	183

Table 2: ENS Usage for Calendar Year 2020

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.

Due to the ongoing COVID-19 pandemic, our cleaning services contract was increased from three times per week to seven days per week. The contract was also expanded to include electro-static disinfecting all consoles, chairs, and tabletops daily.

Life-Cycle Forecasting

2021

- Upgrade Fire Alarm Receiving Equipment
- Dispatch Computer Refresh
- Refresh Office Chairs
- HVAC Upgrades (Dehumidification)

2022

- Replace ten (10) primary police and fire radios with APX8000 or equivalent radios
- Administrative Computer Refresh
- Replace dispatch chairs
- Replace carpets (Operations Rooms, Hallways, and Training Room)
- Replace 19- Security Cameras
- Replace Network Switches

2023

- Replace ten (10) backup police and fire radios with APX8000 or equivalent radios
- Replace UPS Batteries
- Conduct facility security audit

2024

- Procure & Install Video Wall for Regional Operations Room
- Purchase Communications Vehicle

2025

- Refresh MDTs
- Refresh Antennas & Cable on Tower
- Microwave Refresh

INDUSTRY REPRESENTATION



INDUSTRY CONTRIBUTIONS

Employees at North Shore Regional 911 Center participate on various committees and represent the 911 industry on regional and statewide levels. This section highlights some of the various contributions and accomplishments achieved during 2020.

State 911 Department

Establishment of a Model Continuity of Operations Plan (COOP) Template for Public Safety Answering Points (PSAPs) – At the onset of the COVID-19 pandemic, NSR911 created a COOP for the agency to include staffing level concerns during the pandemic. The plan then became a template for the State 911 Department to assist PSAPs throughout the Commonwealth. It is available on the Commonwealth's website at <https://www.mass.gov/lists/continuity-of-operations-plan-coop>.

Representation at 911 Commission Meetings and Participation on its Standards Committee – Members of NSR911 regularly attend 911 Commission meetings and are active on its standards committee. The committee is currently tasked with revising Appendix A of 560 CMR 2.00. The committee was also provided with updates on an FCC 19-76 Report and Order that implements Kari's Law and Section 506 of Ray Baum's Act, and a Regulatory Impact Assessment. The Executive Office for Administration and Finance (A & F) approved the request to proceed with the regulation changes.

Essex County Fire Chief's Association (ECFCA)

Participation in ECFCA Mutual Aid Committee – Members of NSR911 regularly participate on the ECFCA's mutual aid committee. The primary function of the Mutual Aid Committee is to ensure consistency in the mutual aid system in Essex County. The committee sets the parameters of mutual aid responses as well as the guidelines for apparatus responses. The committee approves all ten-alarm cards before they become operational. During 2020, run cards for Fire District 5, or southern Essex County, were updated three times. Meanwhile, District 15, or northern Essex County, updated their respective cards on five different occasions.

Revision of Fire Control Point Standard Operating Guidelines (SOGs) for Fire Districts 5, 6, 14, & 15 – The existing SOGs were originally issued in 2012 and were due for a review/refresh. Supervisor Keith Deguio and Deputy Director Christopher Ryan worked with the ECFCA to revise this document. It was published in May 2020 and is available for all fire departments and control points in northeastern Massachusetts. The document also incorporates the region's 10-Alarm Run Cards which outlines mutual-aid assignments for the region.

Participation in ECFCA Communications Committee – The Communications Committee was established to develop and prioritize short- and long-term objectives for improving the Public Safety Communications System of Essex County. One of the guiding documents for this committee is a Communications Study that was completed in 2018 and outlined numerous areas for improvement. Specifically, during 2020 the Committee applied for and had been awarded

grants from the Northeast Homeland Security Regional Advisory Council (NERAC) for the following projects:

- Establishment of a Portable Radio Cache for Fire District 5/15 (\$120,000)
- Upgrade existing UHF radio system to be simulcast (\$15,000)
- Create a new Wide-Area VHF simulcast system (\$85,000)

Regional Radio Numbering Identifiers Established and Minimum Requirements for Purchasing and Programming Radios Established – In early 2020, NSR911 made a presentation to the ECFA requesting it establish standard operating guidelines and best practices for (1) creating and utilizing unique aliases for each department, and (2) adopting best practices for the purchase and programming of radios. Both guidelines were unanimously approved by the ECFA in February 2020.

Northeast Homeland Security Regional Advisory Council (NERAC)

Deputy Director Christopher Ryan is an appointed NERAC member and represents Public Safety Communications. He is also the chairman of NERAC's Interoperability Committee. The Northeast Homeland Security Planning Region contains 85 communities stretching from Ashby in the Northwest to Salisbury on the Northeastern coastal border with New Hampshire and Holliston in the Southwest. It encompasses a population of 1,971,945 people (747,313 households) in 1,310 square miles for an average population density of 1,505 people per square mile.

During 2020, the council worked on several notable projects:

- Completion of NSR911 Communications Shelter electrical wiring and surge protection
- Creation of a project to fund backfill/overtime for the region's Communication Unit Leaders (COMLs) and Communication Unit Technicians (COMTs) to assist communities with radio reprogramming, so that departments will be able to easily access the Massachusetts Tactical Channel Plan during large-scale emergencies.
- Purchase 27 Newport HT-70 Plus portable ventilators for use in the region's hospitals.
- Supporting the NEMLEC SWAT Team
- Supporting the Northeastern Massachusetts Technical Rescue Team
- Purchase and installation of several multi-band radios in regional Field Communication Units

Statewide Interoperability Executive Committee (SIEC)

As a NERAC council member, Deputy Director Christopher Ryan has also been appointed as NERAC's primary voting member on the Executive Management Committee of the SIEC. The SIEC was established to advise the State Administrative Agency on priorities and approval of all interoperability expenditures and requests for the expenditure of federal funds. In carrying out this responsibility, consistent with the goals and objectives of the State Homeland Security Strategy, the SIEC will issue objectives and goals; provide guidance for the development of standard operating procedures and best practices when implementing interoperable communications statewide, and give other advice necessary to achieve statewide interoperability and the objectives of the Statewide Communications Interoperability Plan, or SCIP.

Massachusetts Chapter of National Emergency Number Association (MassNENA)

MassNENA is an organization that supports the 911 profession and those engaged in the provision of emergency communications services in the Commonwealth of Massachusetts. In 2020, Christopher Ryan served as the President and Lee Ann Delp served as the Secretary.

AGENCY CERTIFICATIONS

APCO Agency Training Program Recertification



The Association of Public Safety Communications Officials, International, or APCO, awards this recognition to agencies who have achieved the highest levels of training concerning the program, management, and administration. It is a formal mechanism to certify NSR911's training program as meeting the APCO American National Standards (ANS). Through this process, NSR911 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 certification, the second in New England, and the third if you include New York and New Jersey. We are part of a very exclusive group! This year we earned our section re-certification. PSAP's are required to reapply every three years.

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. This year all telecommunicators, supervisors, and members of administration completed the training again to recertify as an NCMEC Agency.



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, NSR911 works with the NWS and disseminates weather awareness and safety information, and advocates and supports actions that contribute to our communities' weather preparedness.

2020 NOTABLE EVENTS

- January 30, 2020 – Topsfield Tabletop Exercise Emerging Infectious Disease
- January 31, 2020 – Radio Communications Planning Workshop (with Andover, North Andover, and Lawrence)
- February 12, 2020 – Essex County Fire Chiefs Association adopts model standard operating guidelines for radio identifies and minimum requirements for purchasing and programming radios
- February 19, 2020 – upgrade to IMC version 6.9.7
- February 26, 2020 – Quality Assurance Roundtable held with Topsfield Police and Fire
- February 27, 2020 – Implemented Pandemic Guide card (aka COVID-19 screening questions)
- February 29, 2020 – Homicide in Amesbury
- March 4, 2020 – Seabrook Station Practice Exercise #1
- March 12, 2020 – NSR911 releases comprehensive COOP plan
- March 12, 2020 – 1st Situational Report (SitRep) issued regarding COVID-19 Pandemic
- March 10, 2020 – Quality Assurance / After Action Review held with Amesbury Police/Fire
- March 17, 2020 – Pandemic Declared
- March 24, 2020 – Pandemic Guide card questions updated
- April 2, 2020 – Pandemic Guide card questions updated
- April 24, 2020 – Cardiopulmonary Resuscitation (CPR) Guide card updated in response to COVID-19 procedures
- April 14, 2020 – S911D publishes NSR911 COOP as a model for all PSAPs
- May 15, 2020 – NSR911 releases comprehensive EOP plan
- July 19, 2020 – NSR911 employees transitioned from Essex County Sheriff's Department to State 911 Department
- August 2020 – IMC starts obtaining legacy CAD/RMS data to begin data conversion
- September 23, 2020 – upgrade to IMC version 6.10
- October 7, 2020 – Derecho Storm
- October 27-29, 2020 – COOP Exercise
- November 1, 2020 – Added statewide mutual aid channels and state police talkgroups to radio console which provides NSR911 with the ability to relay information to PSAPs statewide via radio
- November 6, 2020 – Established an Inter-PSAP Intercom to be used with State 911 Department PSAP Operations Division 1 (POD1) - Framingham
- November 17, 2020 – Onboarding Open House held for prospective communities
- December 18, 2020 – SitRep #18 issued regarding COVID-19 Pandemic

2020 ACHIEVEMENTS

Recap of 2020 Goals and Objectives

Accreditation – 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.

- **ONGOING** – During CY20, 91 General Orders were reviewed/revised, 12 special orders were issued (and remain active), 4 Executive Orders were issued (and remain active), and 20 new General Orders were issued.

Shared radio frequencies – Consolidation of police and fire frequencies is a priority for the center and is identified in the Intermunicipal Agreement. In 2020, 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.

- **IN-PROGRESS** – *NSR911 began work on shared radio frequencies. In the second half of 2020, it received several parts that, when connected, will provide system-level connectivity with the Topsfield and Middleton Fire Radio Systems. NSR911 contracted with a vendor to provide radio backhaul capabilities between Topsfield Fire, Essex Fire, and Wenham Fire (connectivity already existed with Middleton Fire). Additionally, a Request for Quote (RFQ) was issued in November 2020 to establish Radio over Internet Protocol (RoIP) connectivity to each of these systems.*

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.

- **DELAYED DUE TO COVID-19** – *NSR911 postponed this goal as it was not feasible to have large groups meeting together due to COVID-19 spacing requirements.*

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.

- **PROJECT INITIATED** – NSR911 has identified areas of the quality assurance program that need to be updated. These modifications are pending the procurement and installation of quality assurance software. In July 2020, NSR911 submitted this request for procurement. This is currently pending issuance by the State 911 Department.

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

- **PROJECT INITIATED** – During November 2020, NSR911 submitted a request to the State 911 Department to procure EMD software. It anticipates that the formal procurement process will occur during CY21.

Finalize Onboarding Plan/Process – During 2019, 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. NSR911 wants to finalize this plan during the calendar year 2020.

- **COMPLETED** – NSR911 was able to finalize its onboarding plan and process. The plan was rolled out to the Executive Advisory Board on September 10, 2020.

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

- **COMPLETED/ONGOING** – On November 17, 2020, NSR911 hosted an On-Boarding open house. It was offered virtually and in-person due to the ongoing pandemic. The event was attended by five communities.

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.

- **DELAYED DUE TO COVID-19** – NSR911 postponed this goal as it was not feasible to have large groups meeting together due to COVID-19 spacing requirements.

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 network with peers nationwide.

- **DELAYED DUE TO COVID-19** – All conferences were canceled in 2020.

Implement “Help Desk” Ticketing System – To better serve our member departments, 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, NSR911 will be able to identify metrics and trends related to requests for assistance.

- **COMPLETED** – *An Open Source “Help Desk” ticketing system was rolled out in August 2020. After testing an initial program for two months, NSR911 switched to a more robust Open Source program and it has been and continues to be a powerful tool to track various agency issues (tickets).*

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.

- **INITIATED/ONGOING** – *A Quality Assurance working group was established by NSR911 and met with various stakeholders. Meetings were held with Amesbury Police, Amesbury Fire, Topsfield Police, and Topsfield Fire. The working group discussed concerns about certain call types (i.e., erratic motor vehicle complaints, CPR calls, etc.), information sharing, and radio etiquette. In one instance, a hot wash, or immediate “after-action” discussion, was conducted on a highly traumatic call. This was received extremely well by all participants and led to a greater sense of camaraderie between police, fire, and NSR911 staff.*

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.

INITIATED/ONGOING – *This goal was implemented during 2020. As a result of the feedback received, the evaluations were modified and will be used during 2021.*

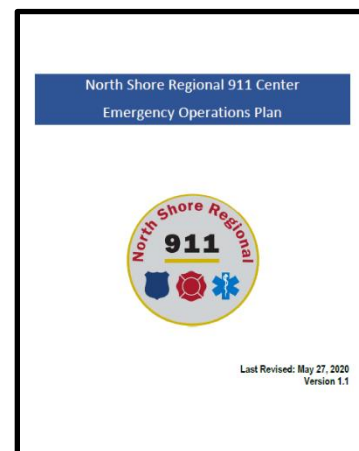
Quarterly Operational Staff Meetings – Through a team approach, the administration desires to conduct quarterly operational meetings with all telecommunicators and supervisors regarding current operational concerns and to update employees on the current direction of the agency.

- **DELAYED DUE TO COVID-19** – *NSR911 postponed this goal as it was not feasible to have large groups meeting together due to COVID-19 spacing requirements.*

2020 SPECIAL PROJECT HIGHLIGHTS

EOP Plan

A comprehensive Emergency Operations Plan (EOP) was created that addressed numerous topics, including the Basic Plan, Functional Annexes, and Hazard or Threat-Specific Annexes. The Functional Annexes established a Continuity of Operation Plan (COOP), an Evacuation Plan, identified and outlined Critical Infrastructure Locations, Radio Communications Plans, and identification of items needed to Emergency Onboard a PSAP into NSR911. The Hazard and Threat-Specific Annexes covered topics including threat/actual violence at or near the workplace, creation of a Cybersecurity Incident Handling Plan, and a Public Health Emergency plan. The COOP annex of this document was later used as a model for PSAPs by the State 911 Department.



Go-Kit

As part of the COOP and Evacuation Plans, Go-Kits were created for the Wireless and Regional centers. These kits contained items that would be required to standup operations at a backup location in the event NSR911 had to evacuate from its facility. Contents of the Go-Kit included: a copy of the Emergency Operations Plan, reference binders, street listings, intersection listings, site files, pens, paper, computers, internet connectivity, VoIP telephones, patch cables, power cords, cell phone(s), and portable radios



Image 5: NSR911 Go-Kit

Onboarding Docs

Another significant accomplishment in 2020 was to create a comprehensive process to onboard new communities into NSR911. The process essentially created a “playbook” that could be used when a new community opts to join the center.

To start this process, NSR911 created a “Welcome Kit” that could be distributed to prospective communities and outlined the entire process. It also details what services are or are not covered by NSR911. After a community expresses their interest, a comprehensive survey must be completed by the community to better understand the level of effort, or time required, to onboard the community. Topics covered include:

- Overview of Community / Demographics
- PSAP Operations
 - Operations / Staffing
 - Call Processing
 - Ancillary Duties
 - Business Telephone System
 - Emergency Notification System
- CAD
- MDT
- IT Network Topography
- Operations – Police/Fire
 - Records Management Systems
 - EMS Patient Care Reports
 - Radio System
 - Station Security
 - Administrative Staffing
 - Fire Station Alerting

Upon receipt of a completed survey, NSR911 performs a feasibility study and estimates the amount of time and resources required to perform the onboarding. It is during this stage that a comprehensive project plan is created and NSR911 can estimate when the cutover may occur.

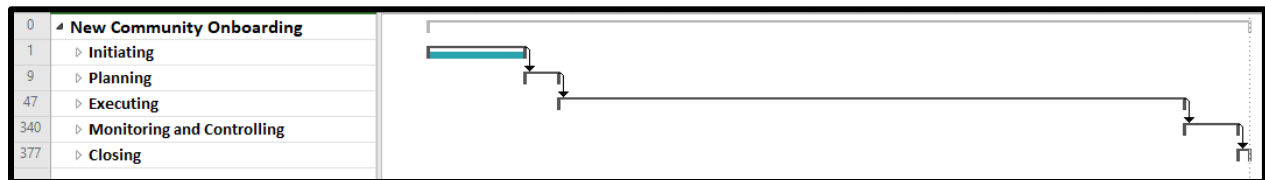


Image 6: Sample Project Plan

Within each of the phases, NSR911 identified key tasks that would need to be completed prior to transitioning a community. Tasks include:

- NSR911 Staffing Requirements
- CAD/RMS
 - Procurement / Installation / Setup / Training

- Data Conversion
- Interface Procurement / Configuration
- MDT Procurement / Setup
- IT Needs
 - CJIS Review
 - Radio System(s)
 - Telephone System
 - 911 Equipment
 - NSR911 – Server Infrastructure Review
 - Fire Station Alerting
 - Emergency Notification System
 - Lobby Camera / Intercom
- Transitional Tasks
 - Municipal Meetings (ACO/DPW/etc.)
 - Community-specific Trainings (ride along / sit along)
 - Policy Review
 - EMD Review
 - Community Outreach

Using this approach, NSR911 is able to customize the requirements and the order in which they are completed. It also clearly defines expectations for everyone involved.

Room Reconfiguration / Test of Continuity Plans

Another significant accomplishment occurred during October 2020. NSR911 underwent a room reconfiguration to move a few positions in both of its operational rooms. Once completed, supervisors were afforded a better opportunity to oversee the regional operations. By moving the supervisor's position closer to telecommunicators, they could actively monitor, and when

needed, could provide immediate assistance.



Image 7: TC Bryan Laferriere at Andover PSAP

Due to the complexity of the project, NSR911 implemented a full-scale evacuation exercise of its Continuity of Operations Plan (COOP) and transferred operations. Wireless staff relocated to our backup PSAP in Maynard, and Regional staff went to our Alternate/Backup PSAP in Andover. Supervisor Owen created a special COOP radio template that was utilized in

Andover. This template allowed NSR911 telecommunicators to have full access to all NSR911 radio resources and continue seamless operations until the reconfiguration was complete.

The exercise lasted just over two days. While the exercise proved to be successful, it identified several key areas for improvement. Upon completion of the exercise, NSR911 performed a “Hot Wash” and ultimately completed a comprehensive After Action Report and Improvement Plan (AAR/IP).



Image 8: TC Ryan Ingerman at Andover PSAP

A key observation during the exercise was that NSR911 needs to identify a true backup PSAP. While Andover PSAP is the center’s alternate PSAP, it is too small and lacks key capabilities to serve in a “backup” capacity. Based on this observation, NSR911 is seeking to identify a backup site in 2021.

2021 OBJECTIVES AND GOALS

Accreditation – 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. While this goal has been ongoing for a few years now, NSR911 seeks to complete its rollout of policies and procedures by CY22 and then begin the self-assessment stage. 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. While this was originally a 2020 goal, COVID-19 caused this project to be delayed. During 2021, NSR911 aims to achieve system-level connectivity with all member fire departments. System-level connectivity will provide NSR911 with the ability to create patches between member departments and reduce the number of fire frequencies monitored 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.

Procure Quality Assurance Software – NSR911 continually seeks to improve its Quality Assurance program. As such, the center seeks 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 will tie into the existing computer-aided dispatch (CAD) system.

Engage New Communities – The center seeks to engage new perspective municipalities that may be interested in joining 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 network with peers nationwide.

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.

Identify and Outfit a Backup PSAP

As identified during the October 2020 exercise and subsequent AAR/IP, NSR911 seeks to identify and outfit a location that can be used as the backup PSAP for wireless and regional operations. This process will include identifying a location with sufficient space, internet access, computers, and radio connectivity.

Data Conversion

NSR911 and its member agencies transitioned to Central Square's IMC Computer-Aided Dispatch (CAD) and Records Management System (RMS) in July 2019. Although purchase orders were issued to Central Square to perform data conversion, the project was delayed by Central Square due to scheduling and resource availability. During the summer of 2020, Central Square obtained copies of existing databases and started to map fields from legacy systems into the current CAD/RMS. During CY21, NSR911 anticipates completing conversions for a total of seven (7) legacy databases into IMC.

Establish Periodic Training and Leadership Workshops with Supervisors

In an effort to provide relevant continuing education for supervisors, NSR911 seeks to implement just in time training. Key supervisory topics would be the focal point of these sessions. Topics may include things like new software systems, processes, relevant standards, or laws specific to PSAPs.

Implement Active Assailant Guide Cards

As part of its planning strategy, NSR911 seeks to create and implement Active Assailant Guide Cards for each member community. These cards would be custom-tailored to each community's needs and would consider available resources. Should an active assailant incident occur in a member community, the applicable guide card would outline key tasks that need to be performed by telecommunicators and identify agencies to notify.

Implement Pre-Determined Communication Plans (ICS-205s)

In the wake of the Merrimack Valley Gas Explosions and other recent large-scale events, NSR911 seeks to create and implement pre-planned communication plans for each member community. These plans can be used during a significant event prior to a COML or COMT being activated and creating a customized plan.

Establish an Alternate Connection to the Commonwealth of Massachusetts Interoperable Radio System (CoMIRS)

An alternate connection to CoMIRS is being sought by NSR911. Currently, there is only one microwave path. During CY2020, the center experienced a few occasions where degradation

occurred on the system. An alternate path already exists but is not currently configured. NSR911 seeks to configure and activate this alternate path during 2021.

Create an Internal Peer-to-Peer Support Team

North Shore Regional 911 seeks to establish an internal peer-to-peer support team. The 911 Communications field is a high stress job that not everyone can do, nor can they understand what they experience. Peer Support is a program consisting of co-workers who are trained to identify various symptoms, challenges, and aid their fellow co-workers by providing support. Through listening, understanding, and providing appropriate referrals, Peer Support programs serve proactively as an early-warning detection system to help individuals handle their personal problems. Peer Support helps decrease the day-to-day stress of Public Safety professions. It can also counter-check the emotional strain of critical incidents, as well as prevent the accumulation of frustration, anger, and helplessness, which could lead to alcohol abuse, substance abuse, depression, domestic violence, and suicide.

Increase Dispatcher Involvement with Critical Incident Stress Management (CISM)

North Shore Regional seeks to train more dispatchers in CISM and provide possible assets to the regional CISM team. Currently there are only 2 dispatchers that represent the field on the regional team, both of whom work at NSR911. Our goal is to provide training to interested individuals so they may aid their co-workers and possibly other dispatchers in the area.

Update Daily Observation Reporting Software

NSR911 seeks to procure a robust software that can thoroughly track Daily Observation Reports, or DORs, used during the Communication Training Officer process. DOR software tracks a new hire's progress and ensures that all relevant tasks are performed at acceptable levels. The system will allow the Training and Quality Assurance Coordinator to customize the process, track remedial training, and all critiques of those performing the training.

Establish a Mentoring Program for New Hires/Trainees

A mentoring program complements the Communication Training Officer (CTO) program. While training is geared toward developing a general competency in a group of individuals, mentoring is more one-on-one. A mentor is someone the new employee can approach to discuss specific challenges, including topics that were already covered in training. The individual benefits through the mentor's insight and knowledge and grows in personal responsibility. NSR911 seeks to establish a mentoring program with regular check-in meetings. The overall purpose of the program is to provide an opportunity outside of training to help the employee grow.