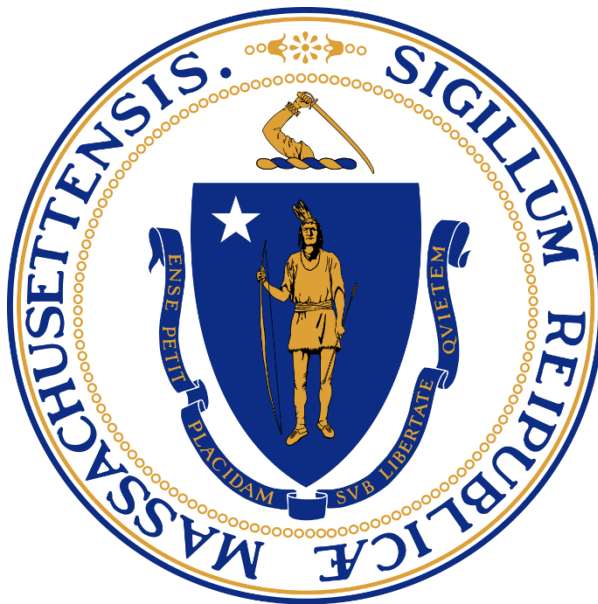


**Commonwealth of Massachusetts
State 911 Department
North Shore Regional 911 Center**



**2021
ANNUAL REPORT**

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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 2021 Annual Report.

The year 2021 once again brought new circumstances and challenges. Our agency, the communities we serve, and the public safety industry at large continued to adapt as the global pandemic reached its second year. As our country, our Commonwealth, and our local communities phased back toward normal operation, NSR911 employees once again exemplified what it means to be emergency essential employees, and what it means to be public servants. Our team consistently delivered quality communication and dispatch services to our first responders and constituents. Our agency continued to thrive and flourish, as seen by the growth and development NSR911 was able to achieve in 2021. These achievements reflect our mission to represent the Commonwealth of Massachusetts, as a division of the State 911 Department, as a premiere regional communication center.

Some of the accomplishments you will read in this report include the creation and implementation of predetermined communications plans, the upgrade to radio infrastructure and essential information technology hardware, the training, support, and engagement of employees, the update and improvement of our Quality Assurance Program, and outreach efforts with both new and existing member communities. Programs, policies, and work-culture efforts aimed at supporting, training, and engaging staff yielded great success in employee retention again in 2021. Training courses and conference attendance provided employees with an opportunity for growth and education. The creation of the Recreation and Activities Committee, whose mission is to promote internal and external events and activities to foster comradery, provided enjoyment and engagement for staff. And outreach efforts, which included providing tactical dispatch services for our member communities at local events and attending and participating in community forums, enhanced the cooperative spirit amongst our dispatchers and the first responders they serve. In addition, our agency continued to participate in local and regional consortiums. Involvement increased with Critical Incident Stress Management (CISM) efforts in our area and NSR911 also established its own “Quiet Room” onsite. Staff worked with national organizations such as NENA (National Emergency Number Association) and with leadership within the Commonwealth of Massachusetts to initiate a TERT (Telecommunicator Emergency Response Task Force) program for the State. And finally, the NSR911 continued to work with interested local communities on the potential and possibility of regionalizing dispatch services across the Commonwealth.

As we look to 2022, we continue to set our goals and objectives to align with our agency's mission of leading the Commonwealth in regionalized emergency communications. Our aspirations include securing accreditation, enhancing our Emergency Medical Dispatch services, leading the TERT initiative within the State, and continuing to engage new communities to expand our Center. We are proud of the operational and administrative progress we have made, and we look forward to 2022 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 a communications link between our member communities and their public safety agencies. North Shore Regional 911 Center seeks to be a leader in the Commonwealth and provide superior service to the highest standards to protect life, property, and the environment.

Our Vision

Our vision is to maintain a center of excellence while exceeding national standards and best practices by providing high-tech, up-to-date services when processing and dispatching 911 and non-emergency calls in a prompt, efficient, and professional manner.

Values

- | | |
|--------------|-------------------|
| ❖ Serving | ❖ Professionalism |
| ❖ Supporting | ❖ Integrity |
| ❖ Innovating | ❖ Teamwork |



Image 1: North Shore Regional 911 Center

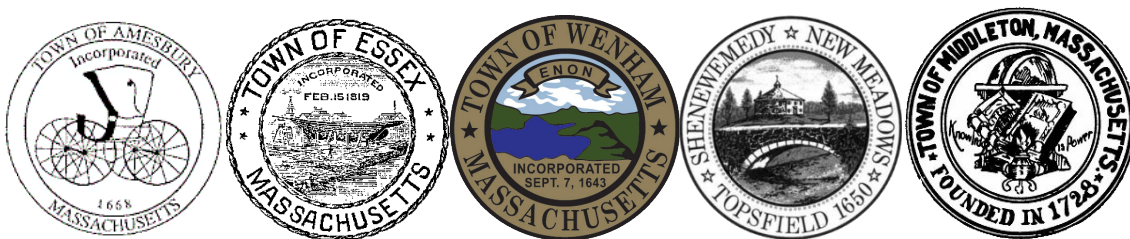
INTRODUCTION

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), also known as an Emergency Communications Center (ECC). 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 42,368¹ and cover 65 square miles.

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



¹ Retrieved from U.S. Census <https://www.census.gov> on January 7, 2022. Data based on 2020 US Census.
North Shore Regional 911 Center
2021 Annual Report

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 the 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.

2021 Board Representatives

Executive Advisory Board

Police Representatives	Chief Paul Francis, PAB Chair Acting Chief Craig Bailey, PAB At-Large Member
Fire Advisory Representative	Chief Jen Collins-Brown, FAB Chair Chief Tom Martinuk, FAB At-Large Member
Administrative Representative	Brendhan Zubricki, AAB Chair Ryan Ferrara, 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 Ramie Reader
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	Acting Chief Craig Bailey
Essex	Chief Paul Francis, Chairperson
Middleton	Chief William Sampson
Topsfield	Chief Neal Hovey
Wenham	Chief Kevin DiNapoli
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 Ryan Ferrara
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.

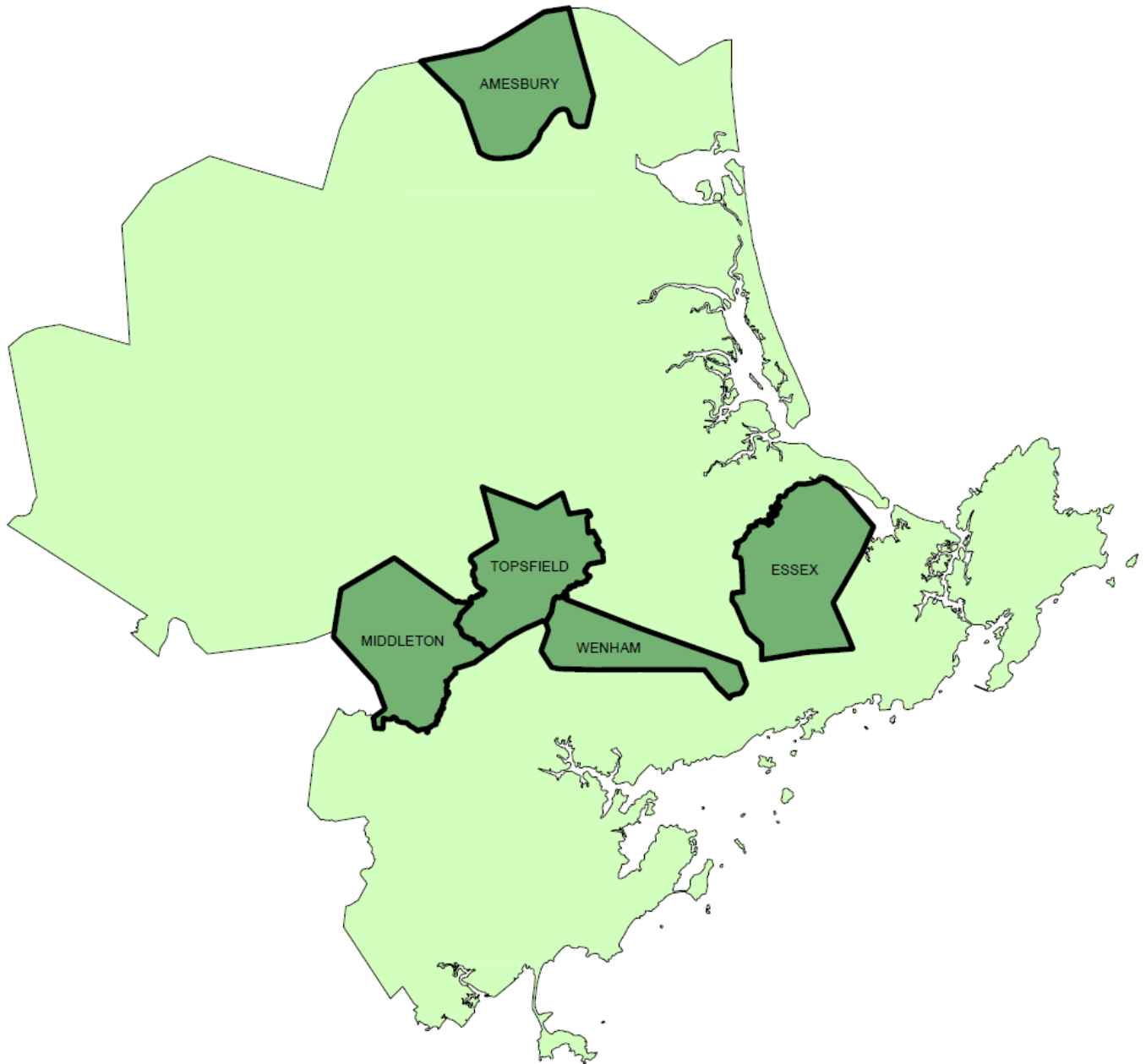


Image 2: Map depicting North Shore RECC Member Communities

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.

ADMINISTRATION

Human Resources

Authorized Strength

Personnel Allocation	
	2021 Staffing
Director	1
Deputy Director	1
Operations Manager	1
Training and QA Coordinator (D3)	1
Supervisor (D2)	5
Telecommunicator (D1)	26
Vacant Positions (5- TC & 4 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 2021, the center performed a hiring campaign and hired a total of ten (10) employees.

Promotions

NSR911 Director Alyson Dell Isola was promoted to the Director of PSAP Operations for the Massachusetts State 911 Department on May 12, 2021. She is now tasked with overseeing both NSR911 and the state's PSAP Operations Division 1.

Service Milestones

The following employees celebrated significant milestones of employment during the calendar year 2021:

Retirements:

There were no retirements during 2021.

5 Years of Service:

Aneta Barcikowski, Telecommunicator

Danielle Brown, Telecommunicator

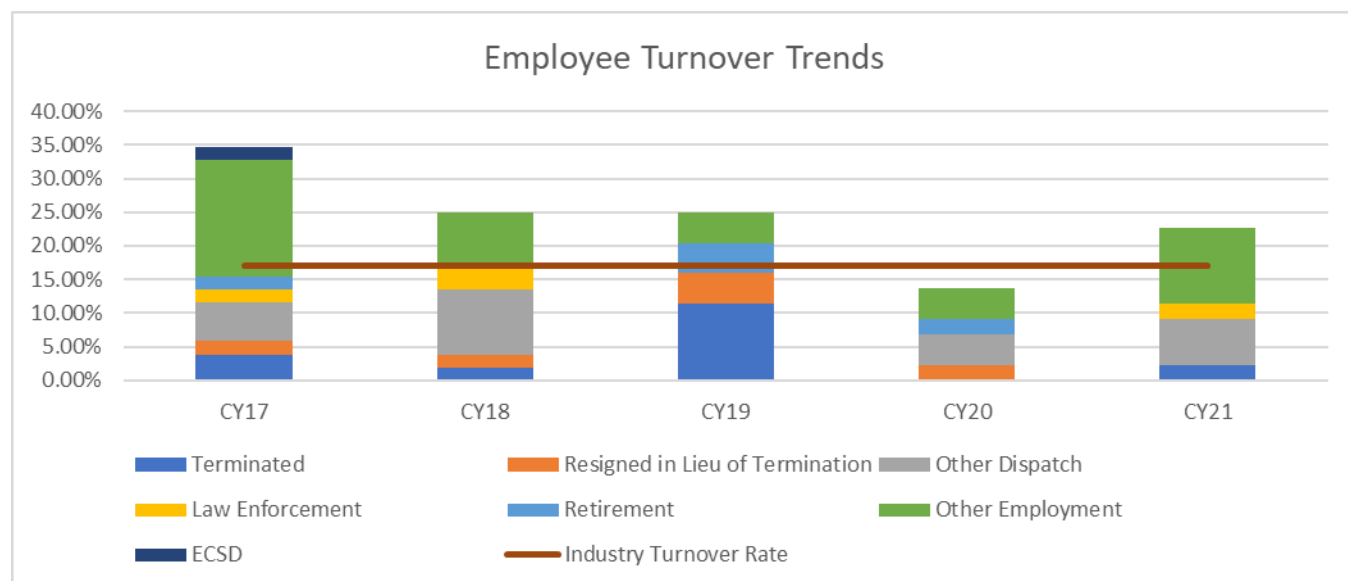
Scott Kinney, Telecommunicator

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	CY17	CY18	CY19	CY20	CY21
Terminated	3.85%	1.92%	11.36%	0.00%	2.27%
Resigned in Lieu of Termination	1.92%	1.92%	4.55%	2.27%	0.00%
Pursue Other Dispatch Job	5.77%	9.62%	0.00%	4.55%	6.82%
Pursue Law Enforcement Job	1.92%	3.85%	0.00%	0.00%	2.27%
Retirement	1.92%	0.00%	4.55%	2.27%	0.00%
Seek other Employment	17.31%	7.69%	4.55%	4.55%	11.36%
Transfer to ECSD	1.92%	0.00%	0.00%	0.00%	0.00%
TOTALS	34.62%	25.00%	25.00%	13.64%	22.73%



Absenteeism Rate

As identified through Administrative Key Performance Indicators (KPIs), the center evaluates its absenteeism rate as compared to 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 2021, NSR911's rate was **2.72%**.

Organizational Chart

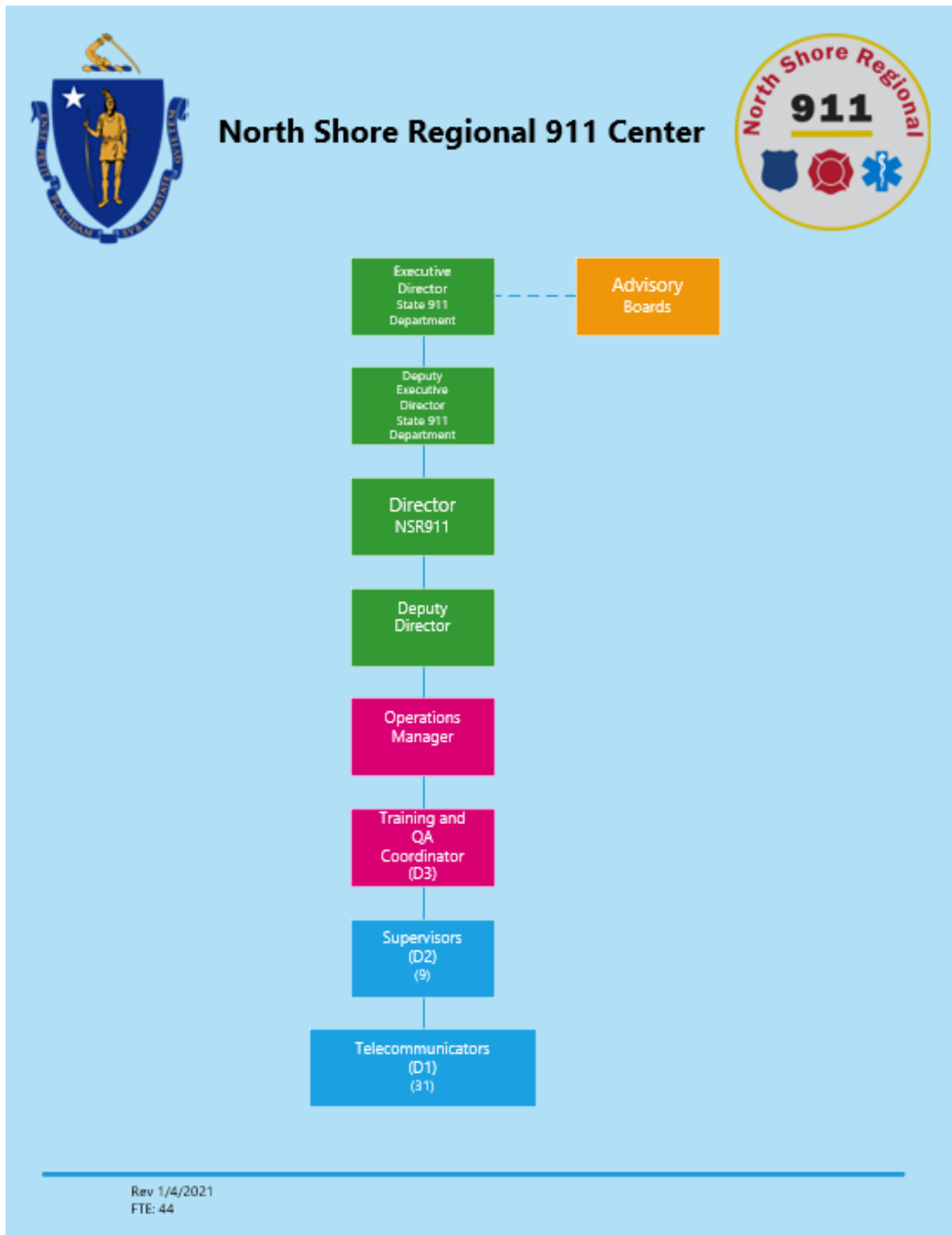


Image 3: Organizational Chart

OPERATIONS

Staffing

North Shore Regional 911 Center Telecommunicator staff consists of Supervisors, Radio Dispatchers, and Wireless Call Takers. All Supervisors and Telecommunicators work on 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.

During the calendar year 2021, 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	12	6	5	38
Stolen Plate	11	0	4	1	0	16
Stolen Vehicle	2	0	1	0	0	3
Missing Person	0	0	1	1	1	3
Wanted Person	1	0	0	4	1	6
TOTAL	20	9	18	12	7	

SPECIALIZED ASSIGNMENT REVIEW

Accreditation Manager – The agency has designated a supervisor to act as the NSR911's accreditation manager. In 2021 our accreditation manager moved out of state. Upon that person's departure, Supervisor Keith Deguo and Deputy Director Christopher Ryan attended an accreditation manager course. 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

In 2021, there were no grievances filed against NSR911.

COMMUNITY INVOLVEMENT & PUBLIC EDUCATION

Police and Fire IT User Group – Each police department has delegated an officer to participate in an Informational Technology user group with the NSR911. Meetings were held this year both in person and virtually working on the long-awaited MDT project. Specific items discussed were creating both a “police image” and a “fire image”, connectivity, BIOS/ CMOS settings, security settings, access restrictions, bookmarked/ favorite websites, and any software needed in addition to IMC. Throughout the beginning of the year, there were many virtual mini meetings while data conversion was being completed.

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.

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 other areas of interest to public safety and 911. As of December 31, 2021, there were 1,300 followers on the department’s Facebook page, 614 followers on Twitter, and 287 on Instagram.

Community Outreach – In 2021 NSR911 was able to participate in two outreach events. On Tuesday, August 3rd, TC’s Drinkwater and Paré, along with Supervisors Ladd & Owen, participated in Amesbury’s National Night out at the Amesbury High School. They had a great time educating the city’s residents on 911 procedures and handed out coloring books, stickers, magnets, and other swag. They also had a visit from McGruff the Crime Dog!

On Saturday, October 2nd, TC’s Drinkwater and Paré participated in Amesbury Fire’s Annual Chili Cookoff as judges. Along with three other Amesbury residents, we sat on the judging panel and tried Chili from 12 participating teams made up of surrounding Police/Fire Departments and local businesses. We were able to meet LT Bruno and LT Bean who helped facilitate the cookoff. We also mingled with members from Amesbury Police, other departments and businesses involved, and patrons from all over.

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. In 2021, NSR911 members participated in 7 (seven) call-outs.



Recreation and Activities Committee (RAC) – In September 2021, NSR911 formed a committee made up of Telecommunicators and Supervisors. This committee has met multiple times and is tasked with identifying and implementing various recreational activities and fundraising drives. Over the past several months, the RAC designed T-shirts for breast cancer awareness month. A donation was also collected with \$800 in proceeds going to the Dana Farber Cancer Institute. The committee decorated the building for all holidays including fun games and prizes. The RAC took over a snack room in our center and tracks its inventory. During the holidays, the RAC started a Toys for Tots drive in our center and was able to fill a large cardboard box full of gifts for children. NSR911 partnered with Middleton Fire as a drop-off center for donations! Moving forward, the RAC has been tasked with designing gear with our agency logo as well as creating an NSR911 patch.



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 52 hours of weekly scenarios and simulation-style training to maintain essential knowledge and skillsets. As well as operational refresher classes.

Training Report 2021

EMD Training

Care and Use of Land Mobile Radios
Choosing the Right Text to 911
The Critical Role of Employee
Satisfaction in ECC Staffing
Stress in the ECC
Open Records Requests
How to Maintain ECC Policies &
Procedures
Virtual Conferences
Lessons Learned from the New
Normal
Lean Into Learning Cybersecurity
Facility Security
Living in a Fault Zone
Civil Unrest

Automatic Fire Alarms
Area Hospitals
Amesbury Fire All Tone
Out of State Transfers
NENA EPCR
Fire Policies
Handling Multiple Calls for the Same
Incident
KQ/Driver History
Unintentional and Misdial Calls
PAR
Wireless Refresher
Erratic Operator
EMD Protocols
CJIS Refresher
Hit Confirmation
Warrant Locations
Entering Stolen MV

In-service Training

911 Call Introductions
MVCs on the Highway
Half Addresses
Handling Emergency Calls
Involved Weapons v Available
IMC Call Source
Handling Lobby Walk-ins
911 Pre-fix Training
Notification of Major Incidents
Tones- Verbiage Matters
Watercraft Incidents
Criminal Application, Arrest, PC
Closure Codes
Structure Fire Incidents
Plain Language
Animal Complaint Incidents
IMC Logs
Attending Court
Fire Mutual Aid
Basic Call Taking Skills
MedFlight Protocols
Rapid SOS

Workshops, and Seminars:

Communication Center Manager
NHEDA Supervisor Seminar
Crisis Communication Skills
De-escalation for Mental Health
Calls
Dispatch Response to Active Killers
Unpacking our Implicit Biases
Courtroom Testimony for 911 Call
Takers
Communications Training Officer
Fundamentals of Tactical Dispatch
Assisting Individuals in Crisis and
Group Crisis
Hostage Negotiation
Hope in the Midst of Chaos
Preventing Telecommunicator
Tunnel Vision
Registered Public Safety Leader
Liability in the Communications
Center

Conferences:

APCO Atlantic Regional Conference



October 24-October 27
Supervisors Todd Owen and Jenna DiGianvittorio, along with Telecommunicators Sean Cullen, Robert Drinkwater, and Abigail Paré attended the APCO Atlantic Conference held in Stowe, Vermont.

During the conference, Deputy Director Ryan taught a session on Crisis Planning for PSAPs. He and Professor Dr. Heidi Kevoe-Feldman covered how to develop a Continuity of Operations Plan (COOP) and an Emergency Operations Plan (EOP) for your center.



Hours spent training:

Monthly EMD Training:	420
In-Service Training:	1,820
Conferences, Workshops, and Seminars:	1,385
New Hire Academy & On-the-Job Training:	4,486
Total Hours on Training in 2021:	8,111

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

Congratulations to TC Abigail Paré who was certified as an in-house APCO Agency Instructor!
Congratulations to TCs Kinney, Ingerman, Firestone, and Courcy who were certified as Communication Training Officers (CTOs) in April of 2021!

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 standout Supervisor each quarter. Criteria include technical performance, disposition, and contributions to workplace culture. Selected employees are presented with a certificate and highlighted in the monthly training newsletter.

2021	Wireless TC of the Month	Regional TC of the Month
January	Andrew Courcy	Evan Beardsell
February	Stephen Sutherland	Ryan Ingerman
March	Howard Muirhead	Drew Firestone
April	No award this month.	
May	James Fernandez	Drew Firestone
June	No award this month.	
July	Melissa Diamantides	Ryan Ingerman
August	Howard Muirhead	Abigail Paré
September	Stephen Sutherland	Robert Norton
October	Melissa Diamantides	Drew Firestone
November	James Fernandez	Steven Klassner
December	Cynthia Matos	Ryan Ingerman

2021 Supervisor of the Quarter	
1 st Quarter	Thomas Ladd
2 nd Quarter	Gregory Caldarelli
3 rd Quarter	Gregory Caldarelli
4 th Quarter	Jenna DiGianvittorio

Annual Awards Ceremony

In April 2021, during National Public Safety Telecommunicator Week, NSR911 held its first annual awards ceremony. During the evening team members were treated to a luau-themed dinner and recognitions and awards were distributed:

Award	Recipient(s)
Lifesaver Recognition	Evan Beardsell Thomas Frontiero Howard Muirhead
Needle in the Haystack Recognition	Jill Diver
Perfect Attendance	Andrew Courcy Scott Kinney
Team Player	Katelynn Chuilli
Communications Training Officer Recognition & Pinning	Sean Cullen Deborah Piraino Danielle Brown Stephen Sutherland Abigail Paré Katelynn Chuilli
Ever Ready – Always Willing Recognition	Danielle Brown
Regional TC of the Year	Sean Cullen
Wireless TC of the Year	Stephen Sutherland
Rookie of the Year	Evan Beardsell
Supervisor of the Year	Keith Deguo
Best Team Performance	Stephan Sutherland Drew Firestone Robert Drinkwater Scott Kinney Sean Cullen



Scholarships

Training and Quality Assurance Coordinator Katrina Shamshak was awarded two scholarships in 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. Due to the COVID-19 Pandemic, training classes were paused until 2021.

Shamshak opted to use the APCO Atlantic Blesso Scholarship to attend APCO's Registered Public Safety Leader (RPL) course.



She began the RPL course in February 2021 and the yearlong course is anticipated to be complete in February 2022.

Shamshak used the Massachusetts Leadership Scholarship towards attending Fitch's Communications Center Manager (CCM) course. Shamshak completed the CCM course in December of 2021.

Performance Evaluation Review Committee

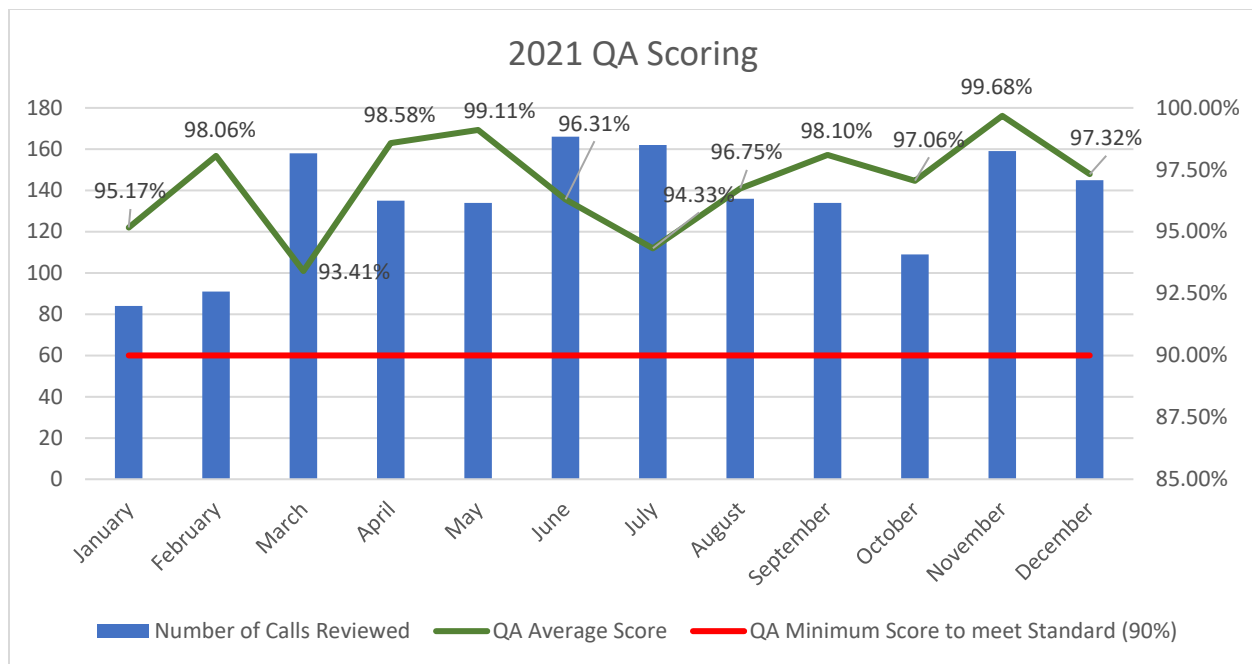
After completing two rounds of performance reviews a survey was conducted looking for feedback on the process. From that, a committee of regional and wireless TCs, as well as supervisors, was comprised to overhaul the forms and make edits. For months, each page was combed over, and changes were made 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 regional room voice and radio calls, 7% of all Emergency Medical Dispatch (EMD) calls, and 2% of all wireless room calls.
 - 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, 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. 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. In 2021, NSR911 maintained an average of **96.92%** protocol compliance. Our goal remains to deliver the best possible service to the citizens and visitors of those agencies we serve.



** NOTE – In July 2021, NSR911 began using a new Quality Assurance software. This system allows NSR911 to maintain multiple call review categories tracking relevant areas for dispatching and call-taking functions. It also helps NSR911 identify individual and/or key question deviations.*

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. In September 2021, NSR911 updated its benchmarks to align with the latest revisions of applicable national standards.

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

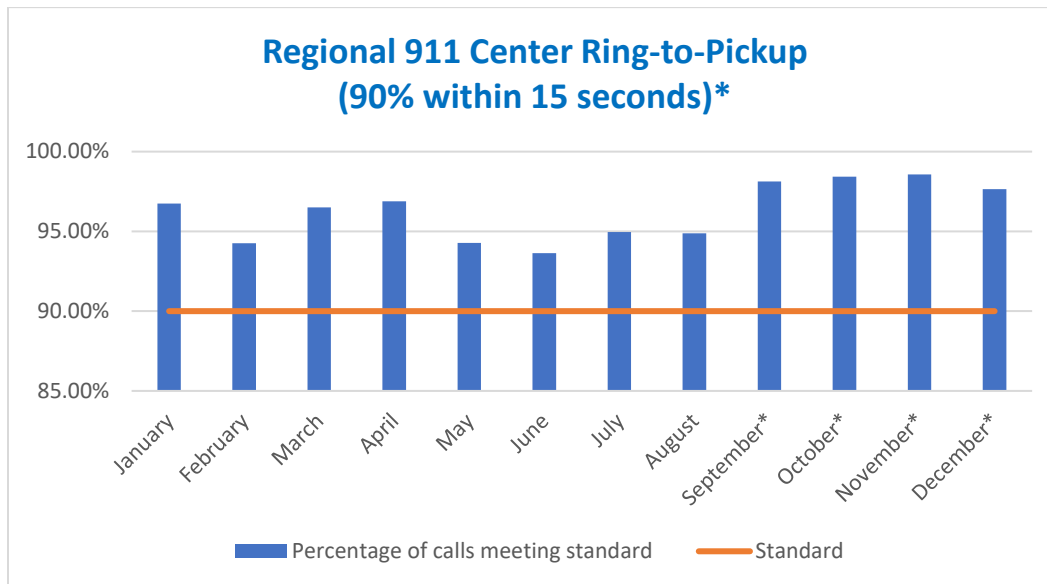
- a. The National Emergency Number Association revised its standards in 2020 (NENA-STA-020.1-2020) to align with the National Fire Protection Association. This can be found in NFPA 1221 (2019 Edition) §7.4.1. The newly revised standard states that ninety percent (90%) of all 911 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within fifteen (15) and ninety-five (95%) of all 911 calls should be answered within twenty (20) seconds. NSR911's goal is to answer all 911 calls within ten (10) seconds or less.

2. Pickup-to-Dispatch

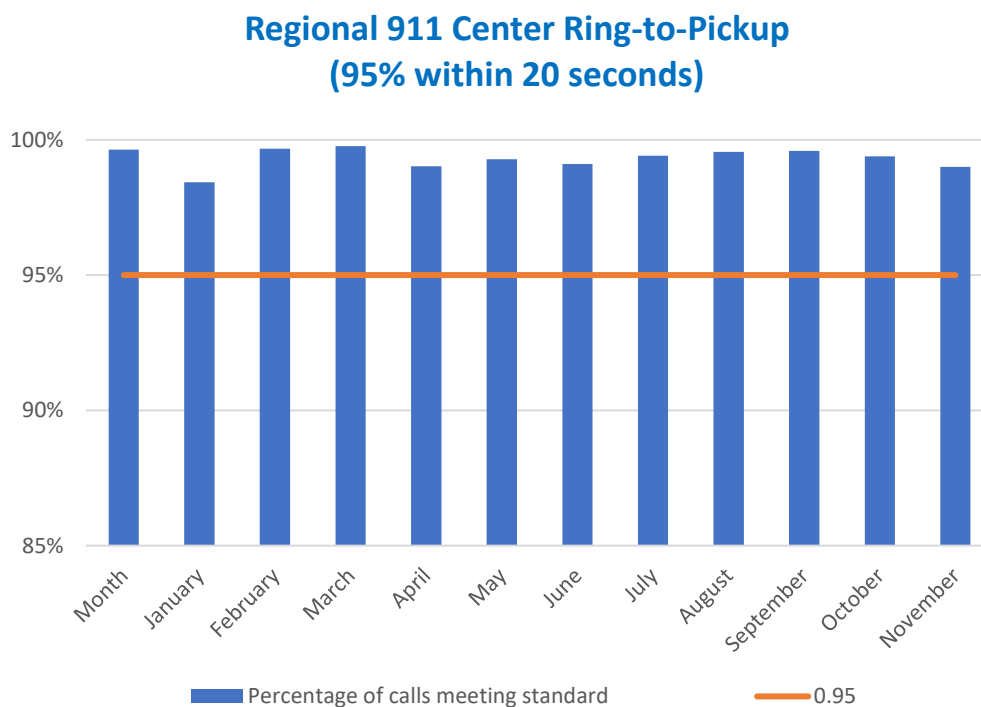
- a. NSR911 adopted the 2019 revision of the NFPA 1221 §7.4 standard for tracking the amount of time it takes to dispatch a call based on when the telecommunicator answers the call. Operating Procedures state that 90 percent of emergency alarm processing shall be completed within 60 seconds for the following high-priority level events: Trauma (i.e., penetrating chest injury, GSW, etc.), Neurologic emergencies (i.e., stroke, seizure), Cardiac-related events, Unconscious/unresponsive patients, Allergic reactions, Patient not breathing, Choking, Fire involving or potentially extending to a structure(s), Explosion, or Other calls as determined by the Authority Having Jurisdiction (AHJ). The following types of calls or mitigating circumstances shall be exempted from this pickup-to-dispatch time: Joint responses with law enforcement (involving weapons), Hazardous materials incidents, Technical rescue Language translation, TTY/TDD calls, Incomplete location calls, SMS messages to 9-1-1, Calls received from outside the normal area of responsibility and/or service area, Calls requiring the use of a PSAP registry or similar tool to determine the appropriate PSAP and/or transfer location, or Calls received during a significant disaster that severely and significantly depletes available resources, impacts local infrastructure, and could result in changes to normal dispatcher procedures (disaster mode). Based on this standard, NSR911 adopted two (2) objectives:
 - i. To process 90% of the following high-priority level events* within 60 seconds: Trauma (i.e., penetrating chest injury, GSW, etc.), Neurologic emergencies (i.e., stroke, seizure), Cardiac-related events, Unconscious/unresponsive patients, Allergic reactions, Patient not breathing, Choking, Fire involving or potentially extending to a structure(s), or Explosions.
 - ii. To process 90% of all priority 1- 911 calls* for police, fire, and EMS within 90 seconds and 95% within 120 seconds.

* NOTE: NFPA 1221 (2019 Edition) states the following types of calls or mitigating circumstances shall be exempted from this pickup-to-dispatch time: Joint responses with law enforcement (involving weapons), Hazardous materials incidents, Technical rescue, Language translation, TTY/TDD calls, Incomplete location calls, SMS message to 9-1-1, Calls received from outside the normal area of responsibility and/or service area, Calls requiring the use of a PSAP registry or similar tool to determine the appropriate PSAP and/or transfer location, or Calls received during a significant disaster that severely and significantly depletes available resources, impacts local infrastructure, and could result in changes to normal dispatcher procedures (disaster mode). Due to limitations with CAD reporting, we are unable to exclude these exceptions. NSR911 will report data on all Priority 1 calls.

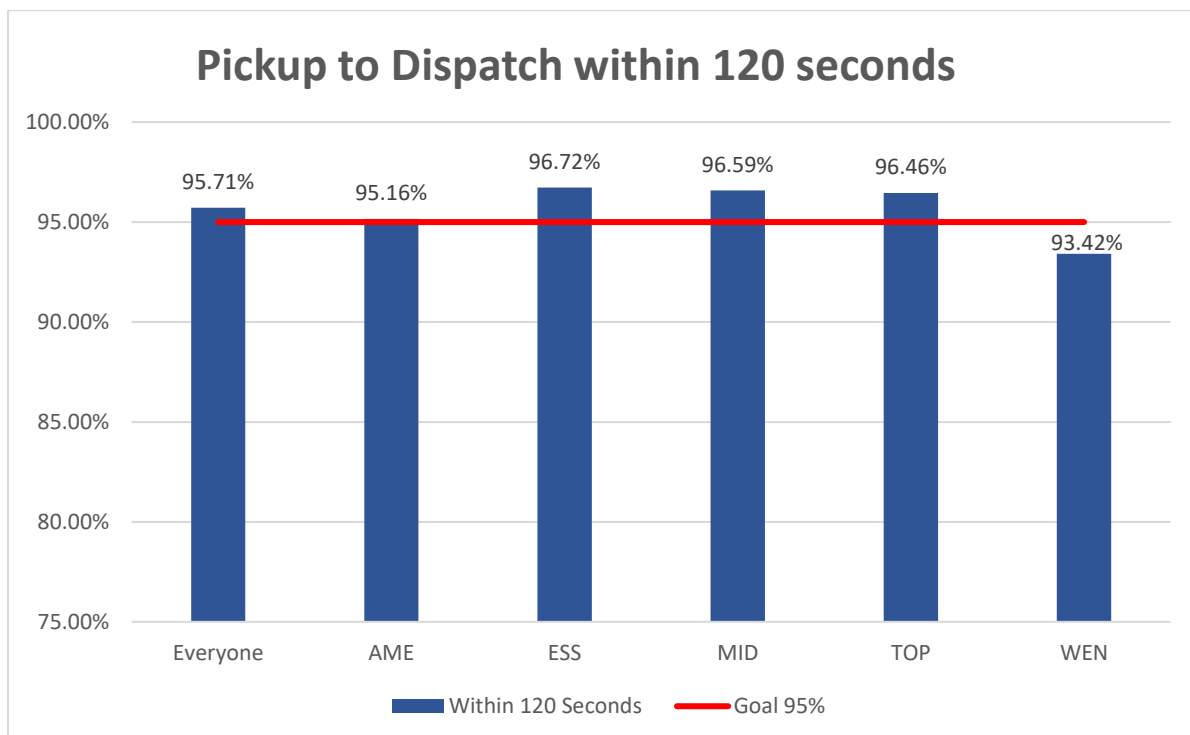
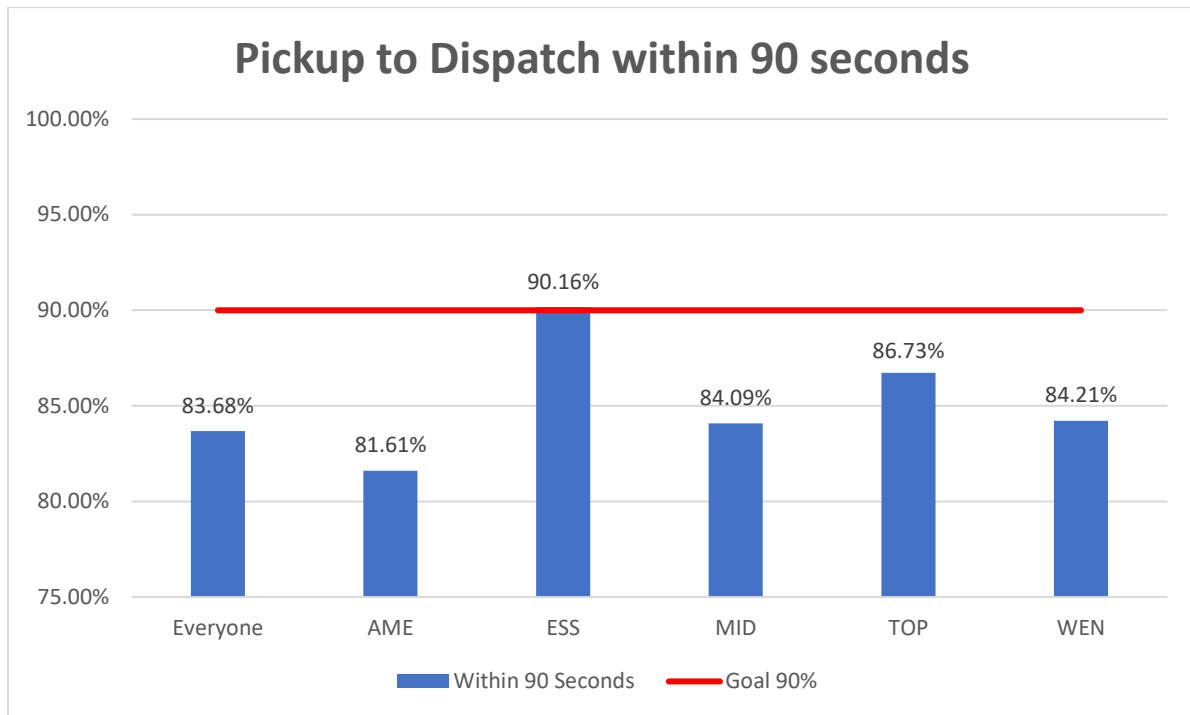
Ring-to-Pickup Performance



** Note – NSR911 changed this KPI in September 2021 to reflect updated NFPA / NENA standards.*



Pickup-to-Dispatch Performance



Priority 1 Calls by Month

Month	Count of Calls	Mean*	Standard Deviation*	Min*	Max*
January	576	62	25	0	239
February	529	63	26	0	189
March	657	71	28	0	268
April	587	64	28	0	372
May	738	63	28	0	320
June	785	64	26	0	265
July	788	66	26	0	209
August	783	65	24	0	207
September	683	64	26	0	216
October	854	66	26	0	216
November	683	64	25	0	205
December	815	66	29	0	314

* = Measured in seconds

Priority 1 Calls by Nature

Nature	Count of Calls	Mean*	StdDev*	Min*	Max*
FIRE ALARM	1275	54	22.99	0	314
M-FALL	909	65	19.79	0	196
M-SICK/ OTHER	873	74	24.04	0	184
DISTURBANCE	550	74	27.98	0	209
MV COMPLAINT/ERRATIC OP	497	70	34.67	0	320
MVA NO PI	439	77	32.75	0	265
M-UNKNOWN MEDICAL PROBLEM	367	64	24.93	0	174
M-BREATHING DIFFICULTY	351	64	17.71	10	139
FIRE MUTUAL AID AMESBURY	339	68	25.59	1	177
M-CHEST PAIN/ CARDIAC PROBLEM	301	64	19.56	24	173
FIRE OTHER	282	70	32.02	0	239
M-MVA WITH INJURY	275	62	26.32	0	200
M-UNCONSCIOUS/UNRESPONSIVE/FAI	255	61	17.55	0	124
M-MENTAL/EMOTIONAL/PSYCHOLOGIC	253	76	33.81	15	372
FIRE MUTUAL AID MIDDLETON	202	61	27.18	0	229
DOMESTIC	168	68	23.26	16	162
M-SEIZURE	154	57	16.7	10	116
FIRE WIRES DOWN	138	80	32.87	7	225
M-ABDOMINAL PAIN	115	70	19.87	21	155

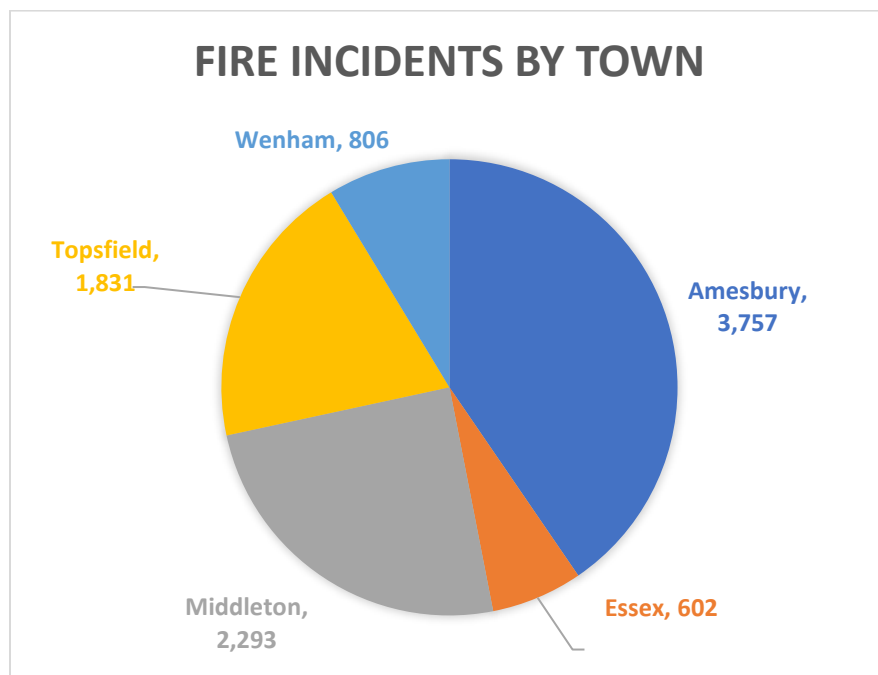
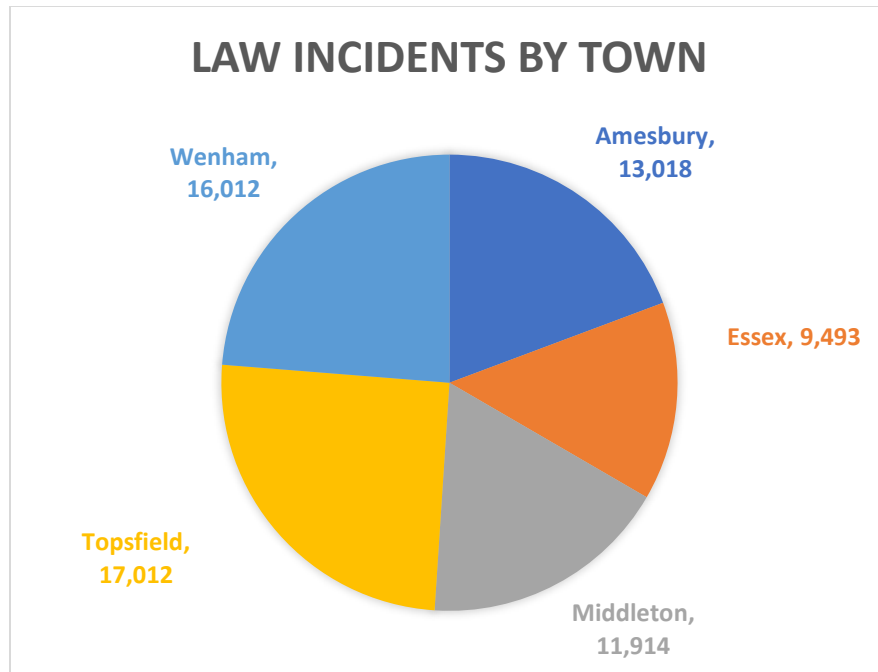
M-STROKE/ CVA	99	65	22.82	28	171
M-ALTERED MENTAL STATUS	78	76	24.81	6	183
FIRE MUTUAL AID TOPSFIELD	75	61	35.01	0	215
FIRE STRUCTURE	68	59	16.45	29	97
M-ALLERGIC REACTION	59	64	23.17	0	122
M-BLEEDING (NON-TRAUMATIC)	59	69	19.69	26	121
M-EXTREMITY INJURY	59	66	24.97	0	126
M-OVERDOSE	58	58	18.38	0	105
M-BACK PAIN	47	66	17.88	36	130
M-TRAUMA WITH INJURY	47	68	19.52	25	127
FIRE MUTUAL AID ESSEX	38	63	25.76	1	116
FIRE BRUSH	37	83	48.88	39	291
M-DIABETIC	35	62	16.4	35	109
MISSING PERSON	34	100	50.03	33	209
FIRE MUTUAL AID WENHAM	29	65	24.41	27	128
M-CHOKING	24	52	16.89	10	87
BREAKING & ENTERING	21	77	25.28	45	129
ASSAULT & BATTERY	19	86	40.65	45	188
FIRE VEHICLE	16	64	34.26	0	152
M-HEAD INJURY	13	66	17.73	42	114
M-HEADACHE	13	71	20.51	45	120
M-ASSAULT	9	71	22.8	49	116
FIRE HAZMAT	8	42	27.09	1	70
M-ANIMAL BITE	7	42	29.08	2	71
M-INDUSTRIAL/ FARMING ACCIDENT	4	71	4.03	66	75
M-POISONING/ CO	3	51	8.96	41	57
M-BURNS-THERMAL/ELECTRICAL/CHE	2	104	79.2	48	160
M-DROWNING/WATER RELATED	2	46	1.41	45	47
M-HEAT/ COLD EMERGENCY	2	85	27.58	66	105
M-PREGNANCY/ CHILDBIRTH	2	117	85.56	57	178
SEX OFFENSE/ RAPE	2	43	23.33	27	60
AIRCRAFT PROBLEM	1	42		42	42
ANIMAL COMPLAINT	1	51		51	51
ROBBERY/ATTEMPT	1	53		53	53

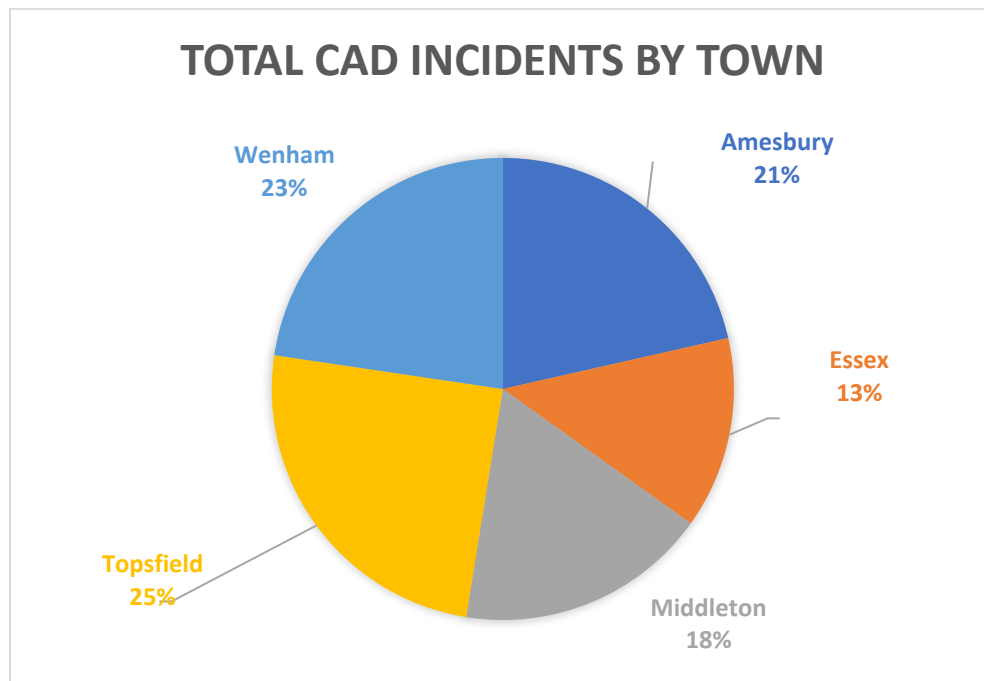
* = Measured in seconds

2021 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.





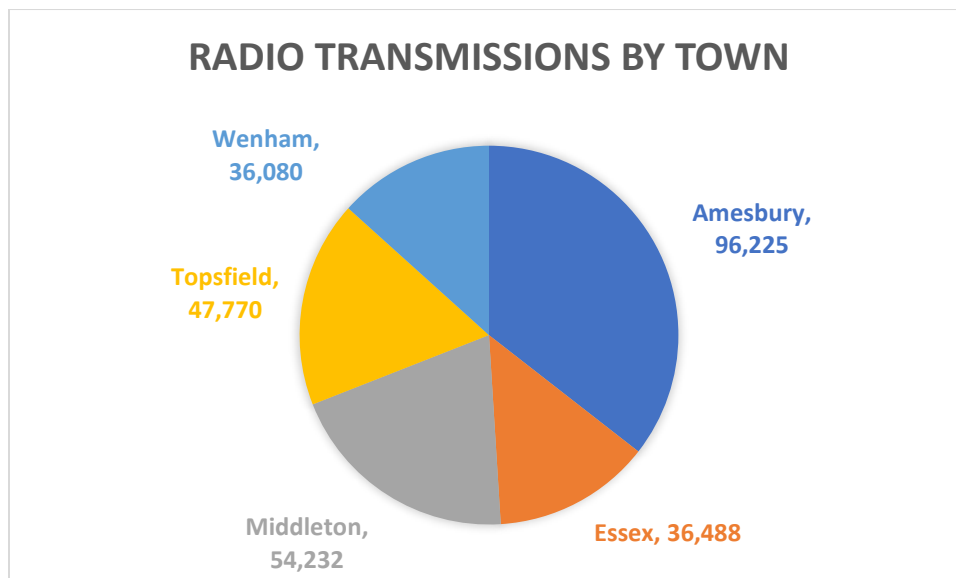
Phone Calls

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

	Answered	Abandoned	Total
Regional 911 Calls	12,600	1,114	13,714
Regional Text-to-911 Calls	30	N/A	30
Regional 2Way Calls	19,811	505	19,306
Wireless 911 Calls	121,351	11,506	132,857
Wireless Outbound Calls	N/A	N/A	36,606
Business Calls Inbound	38,225	N/A	38,225
Business Calls Outbound	18,987	N/A	18,987

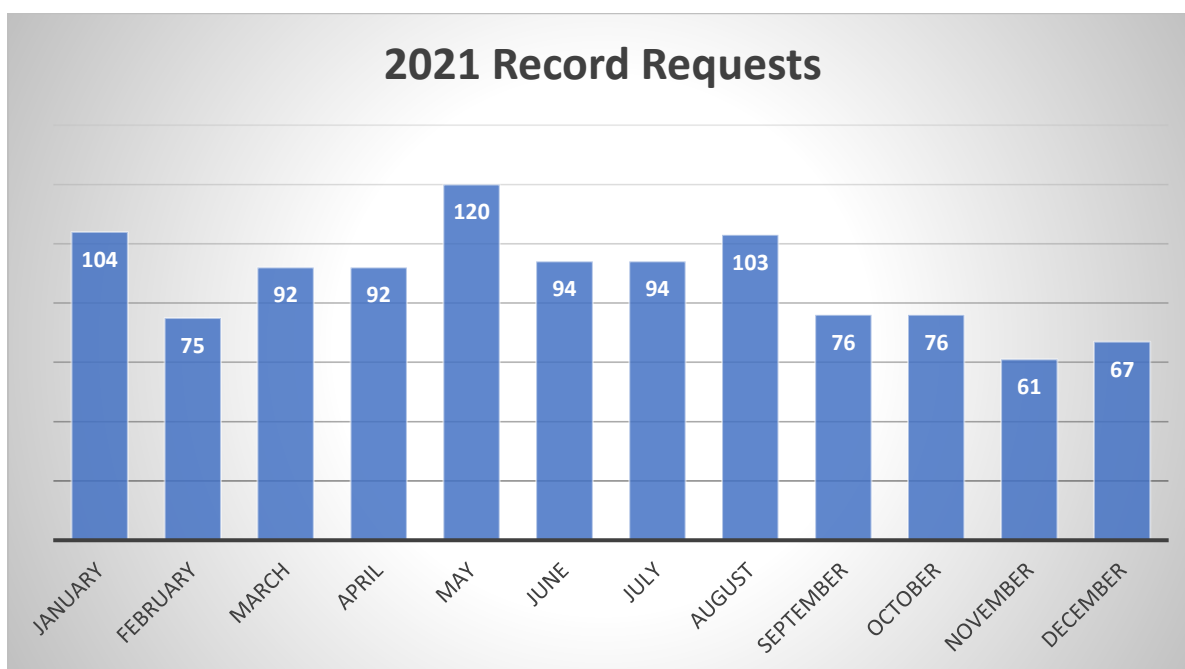
Radio Transmissions

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 of how busy each radio channel is.



Record Requests

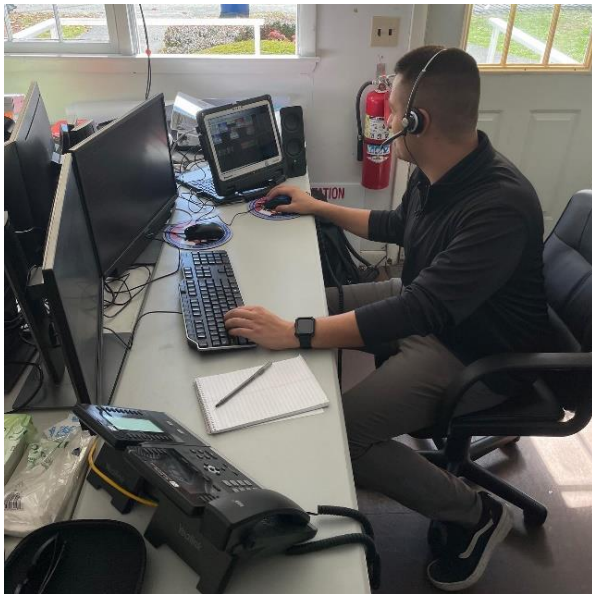
In 2021, NSR911 responded to 1,054 public disclosure requests. This was 18% higher than the previous year. The complexity of these requests ranges from providing a single copy of a computer-aided dispatch (CAD) log to recorded phone calls, or in-depth requests that seek multiple pieces of data.



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. In 2021, three (3) AAR-IPs were completed:

- Lost Hikers in Essex – April 9, 2021
- Amesbury Fireworks – July 4, 2021
- Topsfield Fair – October 1-11, 2021



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.

2021 Agency Concerns*

Agency	Sustained (Partially or Fully)	Mitigating Circumstances Exist	Cleared	Not sustained/ unresolved	Unfounded	Total	Count of CAD Calls	Complaint as Percent
AMESBURY FD					1	1	3,757	0.03%
AMESBURY PD						0	13,018	0.00%
ESSEX FD						0	602	0.00%
ESSEX PD						0	9,493	0.00%
MIDDLETON FD						0	2,293	0.00%
MIDDLETON PD						0	11,914	0.00%
TOPSFIELD FD	5				1	6	1,831	0.33%
TOPSFIELD PD	4	3	1			8	17,012	0.05%
WENHAM FD			1			1	806	0.12%
WENHAM PD	1					1	16,012	0.01%
OTHER						0		
Total	10	3	2	0	2	17	76,738	0.02%

**Please note that this reflects the month that the concern was reported, the concern may have occurred in a different month.*

TECHNICAL SERVICES

Radio

NSR911 has worked to establish direct connectivity of the Essex Police/Fire, Middleton Police/Fire, Topsfield Police/Fire, and Wenham Police/Fire radio systems. This gives the center a direct connection to each of these respective radio systems, eliminating the need for a radio at NSR911 to talk into those repeaters. The center is also in the process of establishing the same level of connectivity with the Amesbury Police/Fire radio systems. A backup radio for each department is also maintained at NSR911 providing redundancy.

The center supports a 250' free-standing lattice radio tower located 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. 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.

The NSR911's communications shelter is a 12'x34' prefab building located next to the radio tower on Manning Avenue. It was procured with assistance from the Northeast Homeland Security Regional Advisory Council (NERAC). In 2021, we began outfitting this shelter. Plans have also been underway with various stakeholders to add additional capabilities to the tower/shelter. 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

Peter Fucci at the Commonwealth's Executive Office of Technology Services & Security (EOTSS) is the Senior Architect assigned to NSR911. Peter provides all levels of IT support and is charged with maintaining and monitoring NSR911's extensive network. In 2021, we achieved the following key deliverables:

- Creation of specialized reports based on CAD/RMS data
- Stabilization of our CAD/RMS system
- Mobile Data Terminal (MDT) Project Technical Assistance
- Installation of new cluster servers

- Data migration to new servers
- Architecture of Zetron® Fire Station Alerting system
- Rebuilt Network Attached Storage (NAS) to include externally verifiable certificates
- Domain Name System (DNS) overhaul
- Upgrading our network monitoring software

Internet Redundancy

Internet connectivity is heavily relied 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 Crown Castle fiber, Comcast Cable, Verizon 4G, and FirstNet 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
 - 256 GB RAM
 - 4TB of usable Hard Drive storage

Computer-Aided Dispatch

Data conversion from the old CAD software Spillman along with member communities' historical data from Firehouse and IMC software were the main forefront of 2021. A push to get all the data from Spillman, Amesbury & Wenham's IMC, and Firehouse into NSR911's IMC was undertaken.

IMC mapped the data provided from the old software systems (Spillman, IMC [Amesbury / Wenham PD], and Firehouse) to a test database. IMC's Data Conversion Engineer explained the procedures in which to test the data. Member communities, including Supervisor DiGianvittorio and Deputy Director Ryan at NSR911, tested the data converted and reported issues to the IMC engineer. Agencies then worked with the engineer to assess the conversion process. Data Conversion was completed and deployed in early summer of 2021.

In 2021, NSR911's CAD system underwent one software build upgrade. The year was started on IMC 6.10.5 and was upgraded to 6.11.4 after the completion of data conversion. Our CAD vendor routinely enhances their software and ensures it is compliant with all evolving security requirements.

We successfully deployed Field Ops, a cell phone app for department command staff, to all member communities. Field Ops is the next generation of Inform ME for first responders. It is supported on both the Android® and iOS® operating systems and their smartphones and tablets. Field Ops provides real-time situational awareness, communication, and tools used in the field. Each member police and fire department were designated 5 licenses of the field ops software.

During the year 2021, the NSR911 and member communities opened a total of 52 tickets through IMC. There are only 3 still unresolved to date.

Ticket Opened by:	# Opened:	# Unresolved
NSR911	42	3
Police Agencies	6	0
Fire Agencies	4	0
TOTAL:	52	3

Table 1: Support Tickets Opened with CentralSquare / IMC

Help Desk (Support)

NSR911's ticketing system was deployed in 2021. All NSR911 Administration and Supervisory staff were trained on its use. This system allows the creation of support tickets for help with things like Agency Concerns, CAD/RMS, Interfaces, IT Hardware Issues, NSR911 Facility Issues, Radio Problems, Software Bugs, Statistic Requests, Terminal Server Concerns, etc.

Member agencies as well as NSR911 staff are able to create tickets by sending emails or manually entering them on an internal website. This becomes a fluid tracking system for issues that arise within the center. Once entered tickets are then assigned to the agent best equipped to handle the topic.

For the year 2021, 325 tickets were opened, and 18 tickets are still unresolved.

Fire Alarm Receiving Equipment

The center operates two disparate pieces of fire alarm receiving equipment manufactured by Signal Communications and Digitizer. Middleton Fire has been working on transitioning all fire alarms in the town over to a new TRX50 system that is compatible with NSR911's existing Signal Communications system. At the end of 2021, most of Middleton's alarms were transitioned to the new system; however, a few remain. Middleton and Wenham maintain backups of their fire alarm systems at each community's fire department. These backups allow each department to be monitored in the event of an equipment failure at the communications center.

Emergency Notification System

NSR911 continues to provide an emergency notification system (ENS) for our agency and member communities. We use Swift911, by Rave Mobile Safety Company for this function. This system 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.

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 Light Department (MELD) 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 backup 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.

Life-Cycle Forecasting

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
- Upgrade Fire Alarm Receiving Equipment (2021 Project)
- Dispatch Computer Refresh (2021 Project)
- Refresh Office Chairs (2021 Project)
- HVAC Upgrades (Dehumidification) (2021 Project)

2023

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

2024

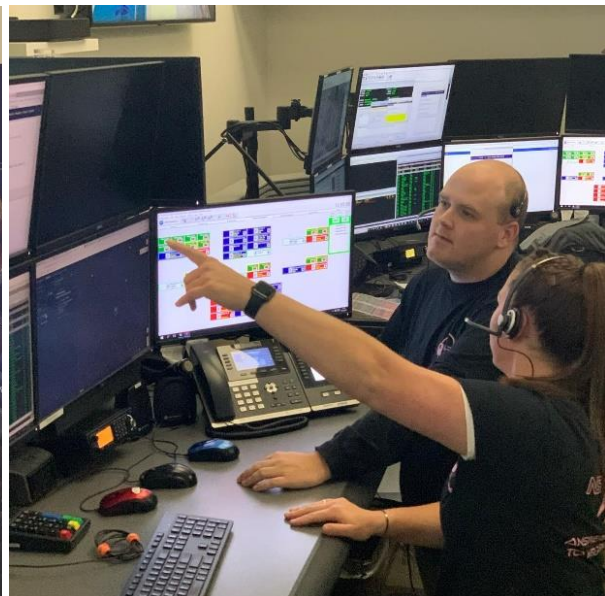
- Procure & Install Video Wall for Regional Operations Room
- Purchase Communications Vehicle

2025

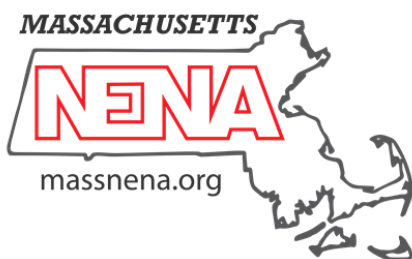
- Refresh Antennas & Cable on Tower
- Microwave Refresh

2026

- Replace all Server Room Power Distribution Units (PDUs)
- Replace Database Backup System



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 2021.

State 911 Department

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. In 2021, run cards for Fire District 5, or southern Essex County, were updated six times. Meanwhile, District 15, or northern Essex County, updated their respective cards on three different occasions.

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. Grant money was awarded for the below projects from the Department of Homeland Security through the Northeast Homeland Security Regional Advisory Council (NERAC):

2021 Projects

- Purchase and Installation of a VHF Combiner (\$50,000)
- Expansion of the ECFCA UHF Wide Area Network [furtherance of 2020 project] (\$40,000)
- Radio Recording Capability on the Field Comm 20 Vehicle (\$6,500)

2020 Projects

- Establishment of a Portable Radio Cache for Fire District 5/15 (\$120,000)
 - **STATUS:** All radios were delivered at the end of 2021. The ECFCA has requested that NSR911 house the radio cache. This will be finalized in early 2021 and available for all area departments to use in an emergency.
- Upgrade existing UHF radio system to be simulcast (\$15,000)

- **STATUS:** A statement of work was developed in 2021 for this project. Materials are currently being procured with the hope that this project will be finished in 2021.
- Create a new Wide-Area VHF simulcast system (\$85,000)
 - **STATUS:** A statement of work was developed in 2021 for this project. Materials are currently being procured with the hope that this project will be finished in 2021.

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.

In 2021, the council worked on several notable projects:

- Created two (2) new positions on the council supporting Cybersecurity
- Began working on a Chief Information Security Officer project on a statewide level
- Conducted a feasibility study to explore building a radio tower at Powow Hill in Amesbury
- Supporting the NEMLEC SWAT Team
- Supporting the Northeastern Massachusetts Technical Rescue Team
- Supported the NERAC Cache Program
- Installed new radio equipment in Field Comm 20

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 gives other advice necessary to achieve statewide interoperability and the objectives of the Statewide Communications Interoperability Plan, or SCIP.

In 2021, the Policies and Programs / Communications Unit Sub-Committee of the SIEC was established. One of the major tasks the sub-committee worked on was formalizing a statewide Communications Unit (COMU) program. Deputy Director Ryan, Operations Manager Delp, and Training and QA Coordinator Shamshak all participated in this sub-committee. Within the COMU program, members of NSR911 advocated for establishing a Telecommunicator Emergency Response Taskforce (TERT) program in the Commonwealth. Through the SIEC, a partnership was

formed with the Massachusetts Chapter of the National Emergency Number Association (MassNENA). See below for further details about the TERT program and MassNENA's involvement.

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 2021, Christopher Ryan served as the President and Lee Ann Delp served as the Secretary. During the 2021 year, the MassNENA Executive Board adopted best practices for agency Key Performance Indicators (KPIs). It also published a model Emergency Operations Plan (EOP) Template for PSAPs to use. One of MassNENA's key endeavors is to establish a TERT Team.

Telecommunicator Emergency Response Taskforce (TERT) Initiative – On March 17, 2021, Training and QA Coordination Katrina Shamshak was appointed the chair of a committee to work on establishing TERT in Massachusetts. Throughout the year Shamshak has been working on developing a steering committee with subcommittees exploring memorandums of understanding, taskforce development, database management, and team development. This group is still actively working on developing this program and bringing it forward before implementation.

APCO Atlantic

Operations Manager Lee Delp & Training and QA Coordination Katrina Shamshak serve on the APCO Atlantic Training Committee. This committee works to bring low/no-cost training to members of APCO Atlantic.

Massachusetts Communications Supervisors Association (MCSA)

Training and QA Coordination Katrina Shamshak serves on MCSA's training committee. The Massachusetts Communications Supervisors Association (MCSA) is comprised of a group of 9-1-1 professionals who aim to facilitate the professional resources needed by Public Safety Communications Centers in order to deliver quality communications services to the public. Members have the common goal of effective, high quality, public safety communications services provided to all residents of and visitors to Massachusetts; to assist public safety communications centers facilitate an accurate response within a reasonable time after a call for help; and further to provide all public safety professionals with the support they need in their protection of life and property, to the extent of their training and ability. The training committee is responsible for MCSA's annual March leadership conference and has been working to bring other training to the state as well.

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. PSAPs 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 Weather-Ready 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 Weather-Ready 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.

2021 NOTABLE EVENTS

- January 5, 2021 – 1st Supervisor's workshop series course taught
- January 20, 2021 – Radio connectivity (fiber) project begins
- March 1, 2021 – Letter of Intent received from Ipswich to explore joining NSR911.
- March 11, 2021 – Quality Assurance Roundtable with Topsfield PD/FD
- March 16, 2021 – Virtual onboarding sessions held with prospective communities
- April 9, 2021 – Roundtable with Essex Police and Fire re: Lost Hikers
- April 21, 2021 – 1st TERT Steering Committee Meeting Held
- May 12, 2021 – NSR911 Director Dell Isola was promoted to Director of PSAP Operations Division and now oversees both NSR911 and PSAP Operations Division 1 (POD-1) Framingham
- May 20, 2021- Fire Station Alerting Equipment installed at Amesbury FD
- May 28, 2021 – Quality Assurance Roundtable with Middleton Fire
- June 29, 2021 – Quality Assurance Roundtable with Amesbury PD/FD
- June 7, 2021 – Essex/Wenham fiber project completed
- July 4, 2021 – Amesbury 4th of July celebration / tactical dispatching
- July 20, 2021 – Topsfield Roundtable
- August 17, 2021 – upgrade to IMC version 6.11.3
- September 3, 2021 – upgrade to IMC version 6.11.4
- September 20, 2021 – Ipswich decides to not pursue regionalization of dispatch
- September 27, 2021 – Key Performance Indicators updated to match newly revised standards
- October 1-11, 2021 – NSR911 Staff work at Topsfield Fair in Tactical Dispatch
- October 25-27, 2021 – APCO Atlantic Conference at Stowe, VT
- October 28, 2021 – Letter of Intent received from Manchester-by-the-Sea to explore joining NSR911.
- December 1, 2021 – Amesbury fiber project completed
- December 8, 2021 – UPS Servers Replaced
- December 8, 2021 – Seabrook Nuclear Power Plant Exercise

2021 ACHIEVEMENTS

Recap of 2021 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, 74 General Orders were reviewed/revised, 4 special orders were issued (and remain active), no new Executive Orders were issued (5 are active), and 20 new General Orders were issued.

Shared radio frequencies (Phase 1) – 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.

- **COMPLETED** – *NSR911 installed backhaul capabilities for Essex Police/Fire, Wenham Police/Fire, and Amesbury Police/Fire. Additionally, Middleton Police/Fire and Topsfield Police/Fire established backhaul connectivity through existing connections. Additionally, radio equipment was purchased and installed in Essex and Wenham to connect existing radios into the backhaul infrastructure. This portion of the project is complete; however, there will be future phases broken out in subsequent years.*

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.

- **COMPLETED** – NSR911 implemented web-based software that has streamlined the process, provides real-time feedback to employees and identifies trends by employee or performance areas.

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

- **PROJECT INITIATED** – In November 2020, NSR911 submitted a request to the State 911 Department to procure EMD software. As of December 2020, this is pending formal procurement.

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

- **COMPLETED/ONGOING** – In 2021, NSR911 received letters of intent from Ipswich and Manchester-by-the-Sea. Other communities in the region have also shown an active interest in the services that the center provides.

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.

- **COMPLETED/ONGOING** – NSR911 attended a National Night Out event in Amesbury on August 3, 2021. It also participated in Amesbury's Annual Chili Cookoff on October 2, 2021, as part of the judging panel.

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.

- **COMPLETED/ONGOING** – Several members of NSR911 attended the APCO Atlantic 2021 Conference in Stowe, VT.

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.

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.

- **IN-PROGRESS** – *NSR911 continues to evaluate options for a new backup PSAP location.*

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.

- **COMPLETED** – *All legacy data (Amesbury IMC, Wenham IMC, Firehouse (Amesbury, Essex, Middleton, and Topsfield), along with all Spillman (Amesbury, Essex, Middleton, Topsfield, and Wenham) data was successfully converted during the Spring and Summer 2021. Wenham Fire opted to not transfer its legacy Firehouse data.*

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.

- **COMPLETED** – *NSR911 held 22 training and leadership workshops in 2021. These workshops helped create a new "Supervisor Manual" that guides each supervisor in aspects of their responsibilities and can be used with newly promoted supervisors.*

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.

- **COMPLETED** – *A General Order and associated Guide Cards were approved by the Police Advisory Board on April 7, 2021. These plans have now been implemented across all five police departments and NSR911 staff has been trained on when/how to use them.*

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.

- **COMPLETED** – *A General Order and associated Guide Cards were approved by the Fire Advisory Board on September 23, 2020, and then subsequently approved by the Police Advisory Board on February 2, 2021. NSR911 staff has been trained in the use of said 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.

- **IN-PROGRESS** – *NSR911 submitted a procurement request during CY20 for this project. It is currently pending procurement.*

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 professionals. It can also countercheck 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.

- **IN-PROGRESS** – *Research was conducted in 2021. To meet national standards additional work needs to be done. NSR911 seeks to continue working on this goal in 2022.*

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.

- **COMPLETED** – *Fourteen (14) members of NSR911 participated in CISM training. Additionally, two of those trained have since gone on to join the regional team.*

Update Daily Observation Reporting Software

NSR911 seeks to procure 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.

- **IN-PROGRESS** – *NSR911 is working with the finance department to procure software that would meet the agency's needs.*

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.

- **COMPLETED** – *The mentoring program was established during the fourth quarter of 2021.*

2021 SPECIAL PROJECT HIGHLIGHT

Creation of a “Quiet Room”

In October 2021 NSR911's Quiet Room officially opened. The goal of the quiet room is to have a serene space for telecommunicators to decompress after a critical incident or a difficult call. The room also features our agency fish, Echo!





2022 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 (Phase 2) – Using connectivity established in Phase 1, NSR911 seeks to begin day-to-day use with patching existing fire departments, excluding Amesbury. If this proves successful, NSR911 seeks to do the same with existing police departments. Consolidation of police and fire frequencies remains a priority for the center and is identified in the Intermunicipal Agreement.

Amesbury Radio Upgrades – NSR911 seeks to upgrade Amesbury Police/Fire’s existing radio network allowing it to connect to an existing backhaul network. This will also provide an ability to monitor satellite receiver sites.

Increase involvement in Pre-Planned Drills – NSR911 seeks to be an active partner with member communities when planning and exercising various drills (e.g., Active Assailant Incidents, Water Rescues, Technical Rescues, etc.). Training in these high-risk/low-frequency events will assist

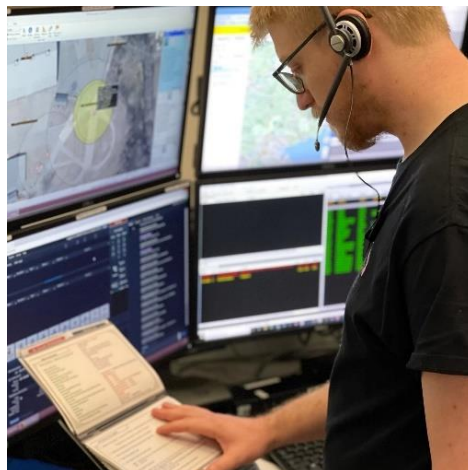
NSR911 in evaluating current operational plans or identifying areas where new plans need to be developed.

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.

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

Revise/Reprint EMD Guidecards

In tandem with the procurement of new EMD Software, NSR911 identified a need to update its EMD Guidecards. The current guidecards have been in place for many years with little revision. A working group with internal and external stakeholders is being established to identify recommendations to improve the current EMD guidecards.



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

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Working with MassNENA and state partners to implement TERT Program

Employees at NSR911 continue to work on the formation of a TERT program in Massachusetts using the foundations established in 2020. All partners have set a goal to get the team up and running by the end of the calendar year 2022.

Participate in NEMLEC's Tactical Dispatch Unit

In tandem with the goal of establishing a TERT program, NSR911 seeks to have members serve on the Northeastern Massachusetts Law Enforcement Council's (NEMLEC) Tactical Dispatch Team. Having previously worked with the team during the Amesbury 4th of July Fireworks event in 2021, NSR911 sees this as a natural fit in the services provided to member agencies. The Tactical Dispatch Team is on-call and responds throughout the region to calls for Missing Person Searches, Active Assailant Incidents, High-Risk Warrant Service, etc. Members of the team would gain expertise in high-risk/low-frequency calls.

