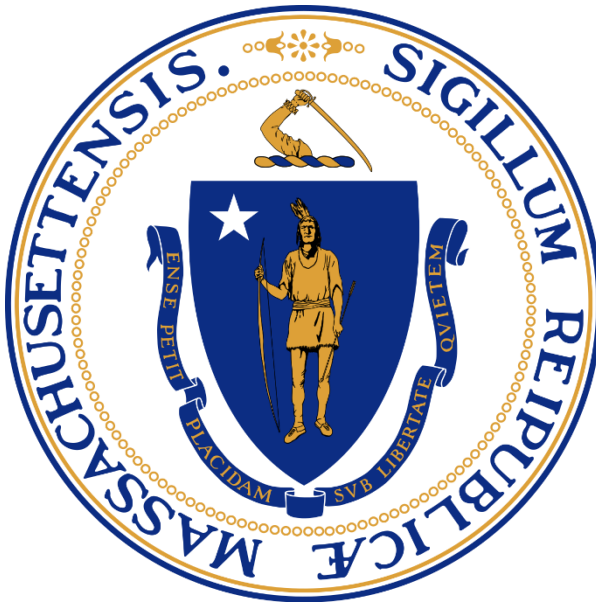


**Commonwealth of Massachusetts
State 911 Department
North Shore Regional 911 Center**



**2022
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 2022 Annual Report.

North Shore Regional saw great growth and accomplishment in 2022. In addition to providing quality communication and dispatch services to our first responders and constituents, the center was also able to reach new goals and maintain its commitment to representing the Commonwealth of Massachusetts as a division of the State 911 Department, as a premiere regional communications center.

Accomplishments in 2022 include increasing our training and continuing education offerings, expanding our community outreach and industry contributions, and engaging and onboarding new community partners into the Regional Center.

Programs, policies, and work-culture efforts aimed at supporting, training, and engaging staff yielded great success in employee retention again in 2022. Recruitment efforts were increased to harness new, burgeoning talent. Training courses and conference attendance provided existing employees with an opportunity for growth and education. In addition to the over three thousand hours of classroom and virtual continuing education, employees were also able to attend industry events, such as the NHEDA Supervisor Symposium and both the National and Regional APCO Conferences.

Continued participation in outreach efforts, like 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. Involvement increased with Critical Incident Stress Management (CISM) efforts in our area, and NSR911 participated in several of our communities' Active Assailant drills and roundtables. Staff was assigned by leadership at the Executive Office of Public Safety and Security to finalize and deploy the Massachusetts TERT (Telecommunicator Emergency Response Task Force) program. Finally, we continued to work with interested local communities on the potential and possibility of regionalizing dispatch services across the Commonwealth. These efforts resulted in the signing of an intermunicipal agreement with the Town of Manchester-by-the-Sea (July 2022) to officially join NSR911.

As we look to 2023, 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 upgrading our infrastructure and technology to remain current and relevant, continuing to focus on recruiting and retaining employees to support our agency's health, wellness, and expansion, and engaging and onboarding new communities. We are proud of our operational and administrative progress, and we look forward to 2023 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

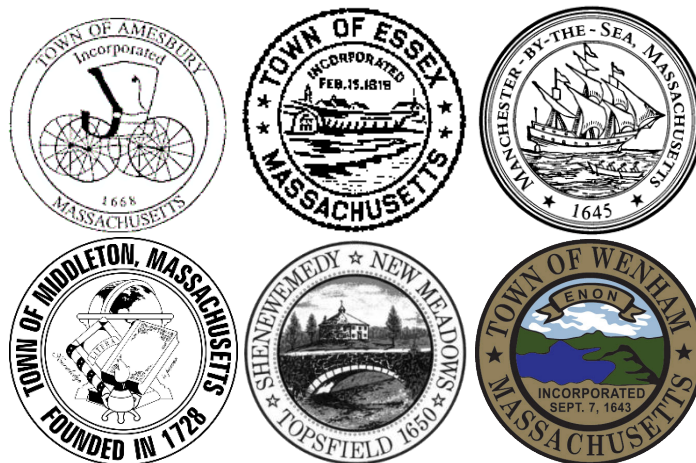
INTRODUCTION

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 – Milford call center.

On the regional side, the center answers and fully processes 9-1-1 calls for emergency assistance for six communities (Amesbury, Essex, Manchester-by-the-Sea, 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 47,716¹ and cover 69 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 10, 2023. Data based on 2020 US Census.
North Shore Regional 911 Center
2022 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.

2022 Board Representatives

Executive Advisory Board

Police Representatives	Chief Paul Francis, PAB Chair Chief Craig Bailey, PAB At-Large Member
Fire Advisory Representative	Chief Jen Collins-Brown, FAB Chair Chief Jason Cleary, FAB At-Large Member
Administrative Representative	Brendhan Zubricki, AAB Chair Steve Poulos, 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	Acting Chief Jim Nolan
Essex	Chief Ramie Reader
Manchester	Chief Jason Cleary
Middleton	Chief Doug LeColst
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 Craig Bailey
Essex	Chief Paul Francis, Chairperson
Manchester	Chief Todd Fitzgerald
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 Steve Poulos
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.

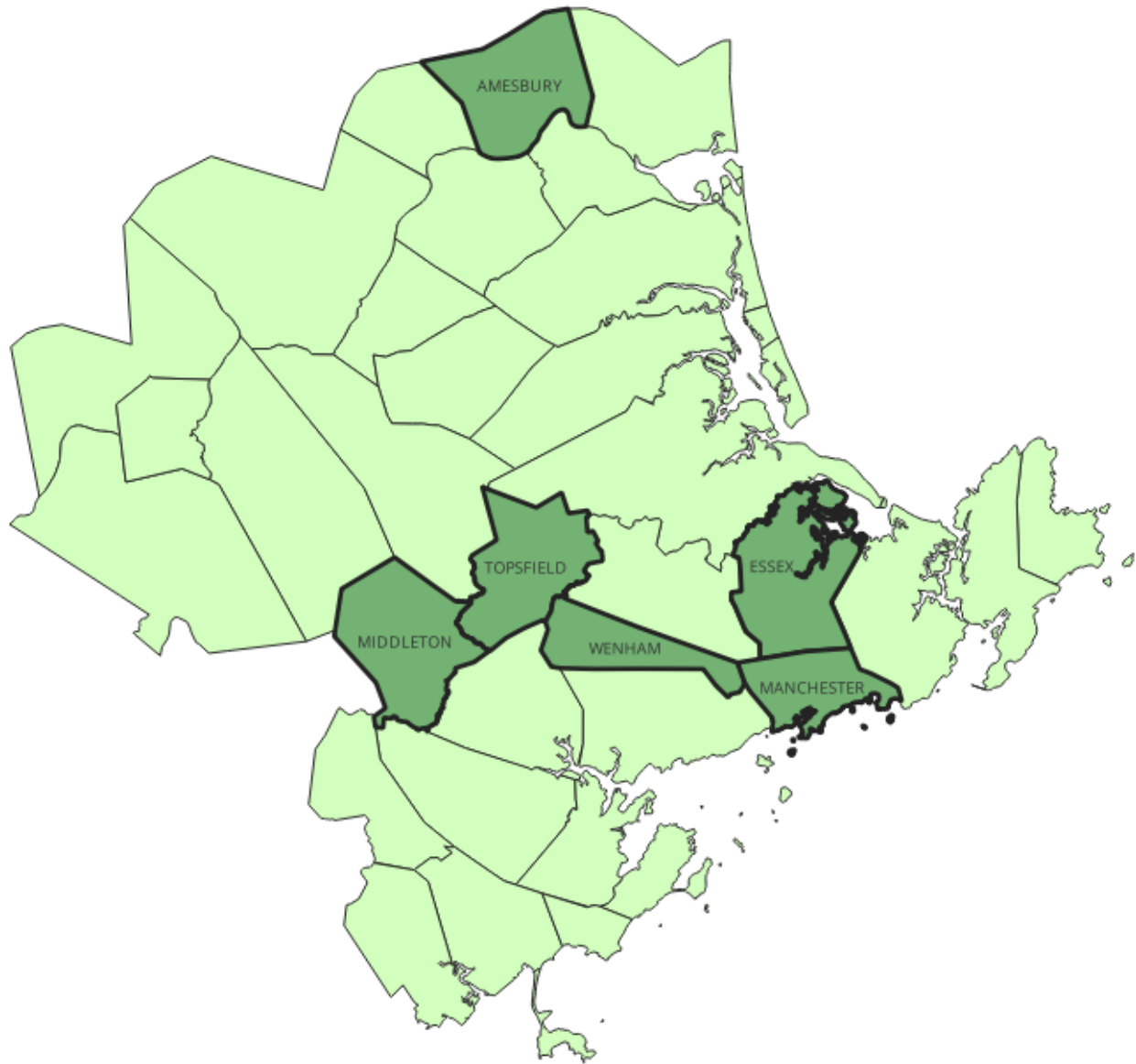


Image 2: Map depicting North Shore RECC Member Communities

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.

In October of 2021, the Town of Manchester-by-the-Sea (MBTS) sent a "Letter of Intent" to NSR911 to explore the feasibility of joining this center. A feasibility study was completed in February 2022 and evaluated if NSR911 could support taking on MBTS and, if so, what the project would entail.

On February 28, 2022, the Town of North Reading sent a "Letter of Intent" to NSR911 to explore the feasibility of joining this center. A feasibility study was completed in June 2022 and evaluated if NSR911 could support taking on North Reading and, if so, what the project would entail.

An Intermunicipal Agreement (IMA) was signed on July 26, 2022, by Manchester-by-the-Sea officials and the State 911 Department Executive Director for NSR911 to provide dispatching services to the town. The signing of this IMA marked the official start of onboarding MBTS.

ADMINISTRATION

Human Resources

Authorized Strength

Personnel Allocation	
	2022 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 2022, the center performed a hiring campaign and hired eight (8) employees.

Promotions

Sean Cullen was promoted to Supervisor on February 20, 2022.

Service Milestones

The following employees celebrated significant milestones of employment during the calendar year 2022:

Retirements:

There were no retirements during 2022.

5 Years of Service:

Danielle Brown, Telecommunicator

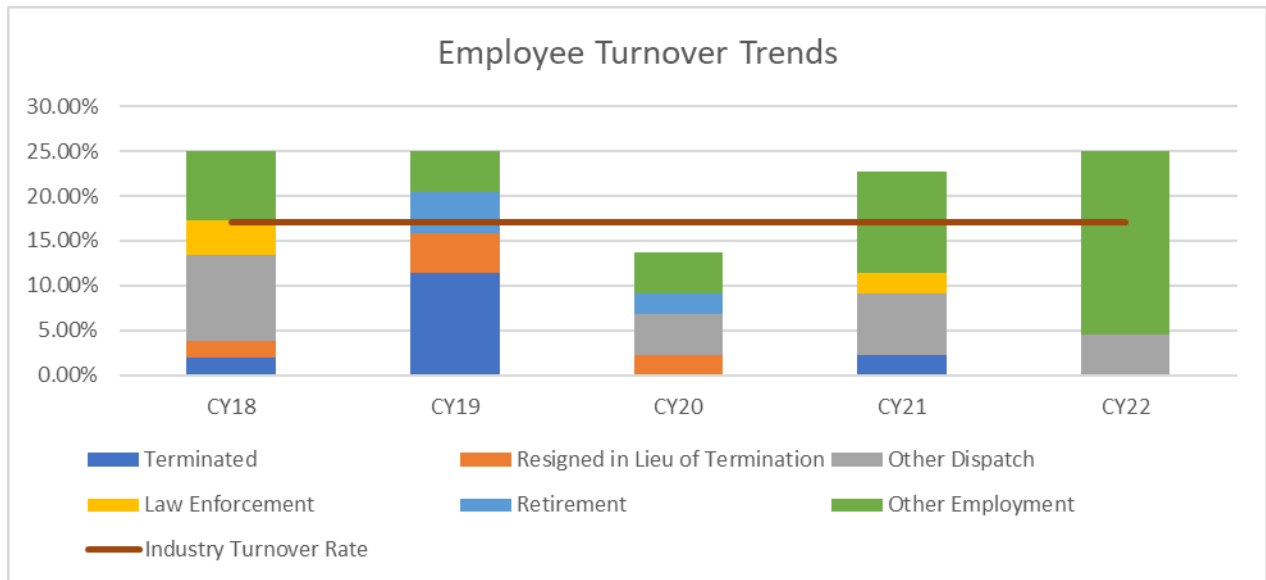
Scott Kinney, Telecommunicator

Employee Turnover

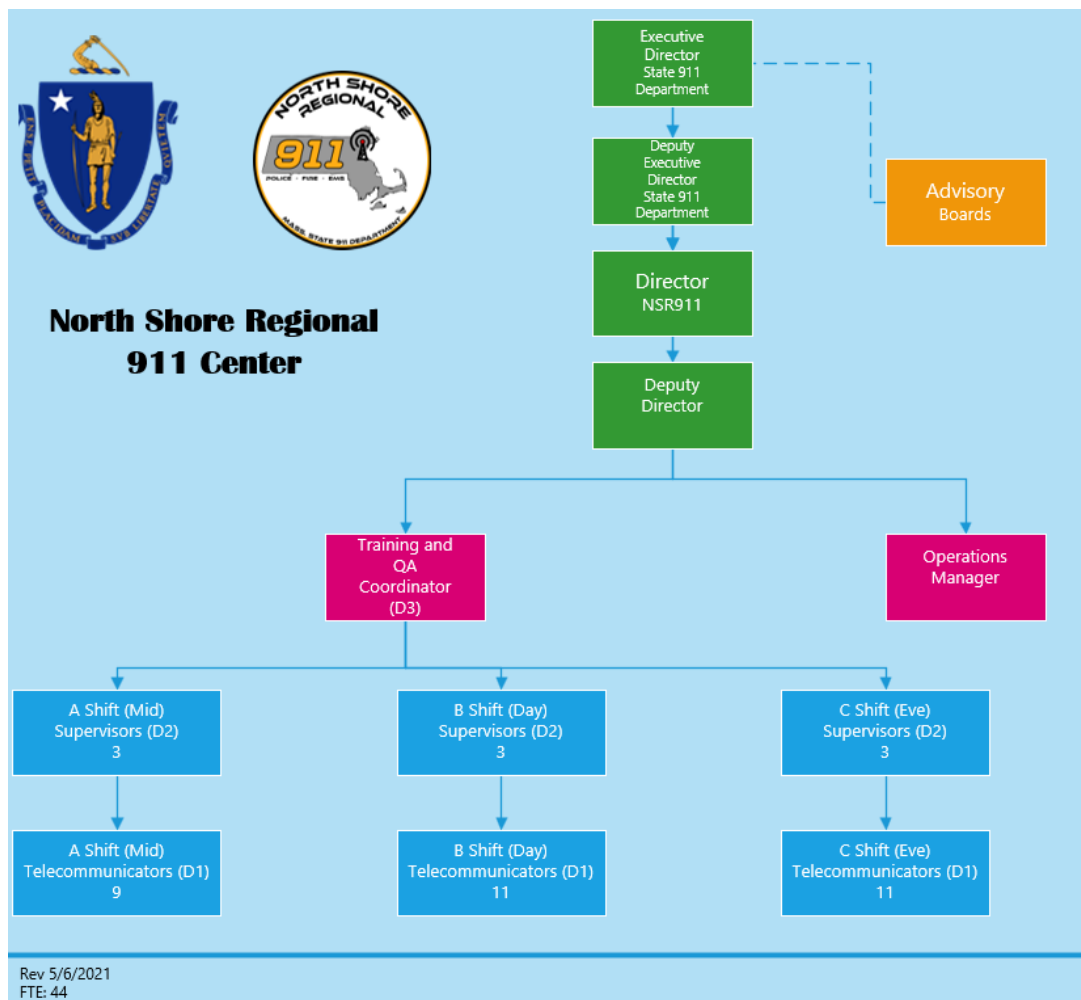
Exit interviews are conducted with employees who voluntarily leave NSR911. This is an essential tool used to fully understand the employee's experience while they worked for NSR911. Data collection and analysis help identify individual problems versus an emerging trend and identify issues systemic to 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	CY18	CY19	CY20	CY21	CY22
Terminated	1.92%	11.36%	0.00%	2.27%	0.00%
Resigned in Lieu of Termination	1.92%	4.55%	2.27%	0.00%	0.00%
Pursue Other Dispatch Job	9.62%	0.00%	4.55%	6.82%	4.55%
Pursue Law Enforcement Job	3.85%	0.00%	0.00%	2.27%	0.00%
Retirement	0.00%	4.55%	2.27%	0.00%	0.00%
Seek other Employment	7.69%	4.55%	4.55%	11.36%	20.45%
TOTALS	25.00%	25.00%	13.64%	22.73%	25.00%



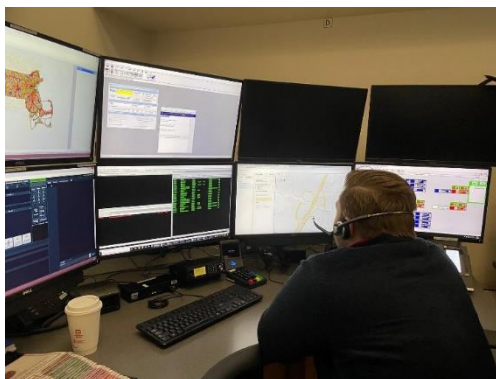
Organizational Chart



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.



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

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 Director of NSR911 designates the Terminal Agency Coordinator (TAC) 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 2022, the center assisted in the verification of the following records:

	Amesbury	Essex	Middleton	Topsfield	Wenham	TOTAL
Stolen Article	6	8	14	7	5	40
Stolen Gun	11	0	2	2	0	15
Stolen Plate	2	0	2	1	1	6
Stolen Vehicle	1	0	1	1	1	4
Missing Person	1	1	0	3	0	5
Wanted Person	0	0	0	0	0	0
TOTAL	21	9	19	14	7	

SPECIALIZED ASSIGNMENT REVIEW

Accreditation Manager – The agency designated its Operations Manager as 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 can meet all 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 coordinating/assisting each police and fire department to ensure their systems are also working correctly.

GRIEVANCES

In 2022, no grievances were filed against NSR911.

COMMUNITY INVOLVEMENT & PUBLIC EDUCATION

Police and Fire IT User Group – Each police and fire department has delegated an individual to participate in an Informational Technology user group with the NSR911. Meetings transitioned to in-person this year after the pandemic changed the way meetings were held in the past few years. A combined Police and Fire User Group Meeting was held in October, and Manchester's representatives were invited to see how the group works together. Discussion topics included MACCs Citation Import, our internal ticketing system, security privileges for Dispatchers in viewing records, MDTs, Site Files, Hydrants, and any other concerns the departments brought forth.

911 Center Tours & Speaking Engagements

Qtrs. 2/2 – Provided in-service training to member departments on MDTs

April 7, 2022 – Provided in-service training to Essex FD on What3Words/MDTs

July 27, 2022 – Open House/Sit Along for prospective dispatch applicants

August 31, 2022 – Open House/Sit Along for prospective dispatch applicants

December 9, 2022 – Provided in-service training to Topsfield PD on What3Words/Prepared Live

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 in other areas of interest to public safety and 911. As of December 31, 2022, there were 1,700 followers on the department's Facebook page, 636 followers on Twitter, and 424 on Instagram.

Community Outreach – In 2022, NSR911 staff participated in a few different outreach events. In August 2022, TCs Paré and Drinkwater represented NSR911 at Amesbury's National Night Out event. Essex held a 5K "Happy as a Clam 5K" race on September 16, 2022. TCs Drinkwater, Paré, Norton, & Ketcham, along with Training & QA Coordinator Shamshak, participated. Lastly, on October 28, 2022, Supv. Owen and TC Drinkwater represented NSR911 at Amesbury's Trunk-or-Treat event.



Critical Incident Stress Management – In 2022, NSR911 members participated in 7 (seven) callouts. North Shore Regional had three members on the team in 2022. The members are part of NEMLECs CISM Unit. This is a peer-driven, clinically supported law enforcement unit. CISM is brought in post-incident to debrief police officers and dispatchers. It is police officers helping police officers and dispatchers helping dispatchers. The unit works to navigate the emotional aftermath of a traumatic event based on personal experience and specialized training.



TRAINING & QUALITY ASSURANCE

Initial Training

NSR911 staff is required to undergo certification and 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 emergency call answering software certification.

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, police & fire basics, call taking basics, ethics, and incident command system (ICS) training.

Regional dispatchers must then complete on-the-job training, including 128-224 hours of call taking, 64-96 Hours of Police & Fire Training (for each discipline), and 160 hours of mentoring. 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 and 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 2022

EMD Training

Shock to the System
Cyber & Physical Security in the ECC
Why Cyber Hygiene Matters
Benefits & Expectations of the CPE Program
Climbing the Ladder
Recruiting Quality Public Safety Telecommunicators
Career Considerations
System Failure
Trouble Shooting CAD Outages
High Risk Pregnancy
There are No Silly Questions

In-service Training

BHHL
Fall Detections
Topsfield Fire Tone
Common Names Cross Streets
Hydrants
Snow Removal
Tow Request Weekly
NCIC Entries
Go Kit
Manchester-by-the-Sea
Topsfield Fair
Radio Console Patches
Preparing for 988
EMS Run Card
Amesbury Fire Mutual Aid
MLTS
Cross Streets for Mutual Aid
Reimbursements
NENA EPRC
RR Crossings
Wireless Interrogation

Tow Requests
Back to Basics
Mass Casualty Incidents
NCIC Removal
Notification of Major Incidents

Workshops and Seminars:

De-escalation Training for Dispatchers (Verbal Judo)
Crisis Communications Skills
Challenging Callers: Communicating with Children, the Elderly and the Mentally-Impaired
Missing Persons 911
Mental Health & Wellness
Renovation Time
The Emotionally Intelligent People Driven Leadership
Dispatch Legal Issues
Managing Generations
Active Assailant
One Mind Campaign for Dispatchers and Call Takers
Center Supervisor
Implicit Bias for Dispatchers and Call Takers
Multi-Agency Response to Active Shooter & Hostile Events
NENA: Advanced Police Dispatching
STRESS: IT'S ALL IN YOUR HEAD
Lead, Follow, or get out of the Way
Domestic Violence
Crisis Negotiation

Conferences:

NHEDA Supervisors Symposium

In April, Training & QA Coordinator Katrina Shamshak, Supervisor Sean Cullen, and TCs Robert Norton, Drew Firestone, Ryan Ingerman, and Abigail Pare attended the New Hampshire Emergency Dispatchers Associations' Supervisor Symposium held at the New Hampshire Fire Academy in Concord, NH.



Training & QA Coordinator Shamshak and Ops. Manager Delp were selected to present a seminar titled "What, not everyone likes me?!" This session details lessons learned about very different personalities and the growth that can come from talking about the differences.

APCO National Conference

August 7-10 – Training & QA Coordinator Katrina Shamshak, Supv. Tom Ladd, and TC Robert Drinkwater attended the APCO national conference in Anaheim, California.



APCO Atlantic Regional Conference

October 31-November 2 – Deputy Director Christopher Ryan, Operations Manager Lee Delp, Training & QA Coordinator Katrina Shamshak, Supervisor Sean Cullen, TC Abigail Paré, and TC Scott Kinney attended the APCO Atlantic Conference held in Bretton Woods, New Hampshire. Shamshak and Delp were also selected to present their seminar titled "What, not everyone likes me?!"



Hours spent training:

Monthly EMD Training:	480
In-Service Training:	1,900
Conferences, Workshops, and Seminars:	1,184
New Hire Academy & On-the-Job Training:	6,240
Total Hours on Training in 2022:	9,804

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. Supervisors participate in a survey each month 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.

2022	Wireless TC of the Month	Regional TC of the Month
January	Cynthia Matos	Ryan Ingerman
February	Melissa Diamantides	Robert Drinkwater
March	James Fernandez	Robert Norton
April	Cynthia Matos	Abigail Paré
May	Andrew Courcy	Drew Firestone
June	Melissa Diamantides	Steven Klassner
July	James Fernandez	Robert Norton
August	Cynthia Matos	Scott Kinney
September	James Fernandez	Patrick Gregg
October	Deborah Piraino	Drew Firestone
November	James Fernandez	Dean Little
December	Cynthia Matos	Drew Firestone

2022 Supervisor of the Quarter	
1st Quarter	Jenna DiGianvittorio
2nd Quarter	Alex McKeon
3rd Quarter	Keith Deguio
4th Quarter	Keith Deguio

Annual Awards Ceremony

In April 2022, during National Public Safety Telecommunicator Week, NSR911 held its second annual awards ceremony. During the evening, team members were treated to a fiesta-themed dinner, and recognitions and awards were distributed:

Award	Recipient(s)
Lifesaver Recognition	Drew Firestone Sean Cullen Abigail Paré Daniel O'Connor Bobby Drinkwater
Needle in the Haystack Recognition	James Fernandez Sean Cullen
Perfect Attendance	Andrew Courcy Scott Kinney Steven Klassner
Team Player	Bobby Drinkwater
Communications Training Officer Recognition & Pinning	Robert Norton Andrew Courcy Ryan Ingerman Scott Kinney Drew Firestone
Ever Ready – Always Willing Recognition	Robert Norton
Regional TC of the Year	Ryan Ingerman
Wireless TC of the Year	James Fernandez
Rookie of the Year	Robert Norton
Supervisor of the Year	Thomas Ladd
Best Team Performance	Evan Beardsell Robert Norton Thomas Ladd



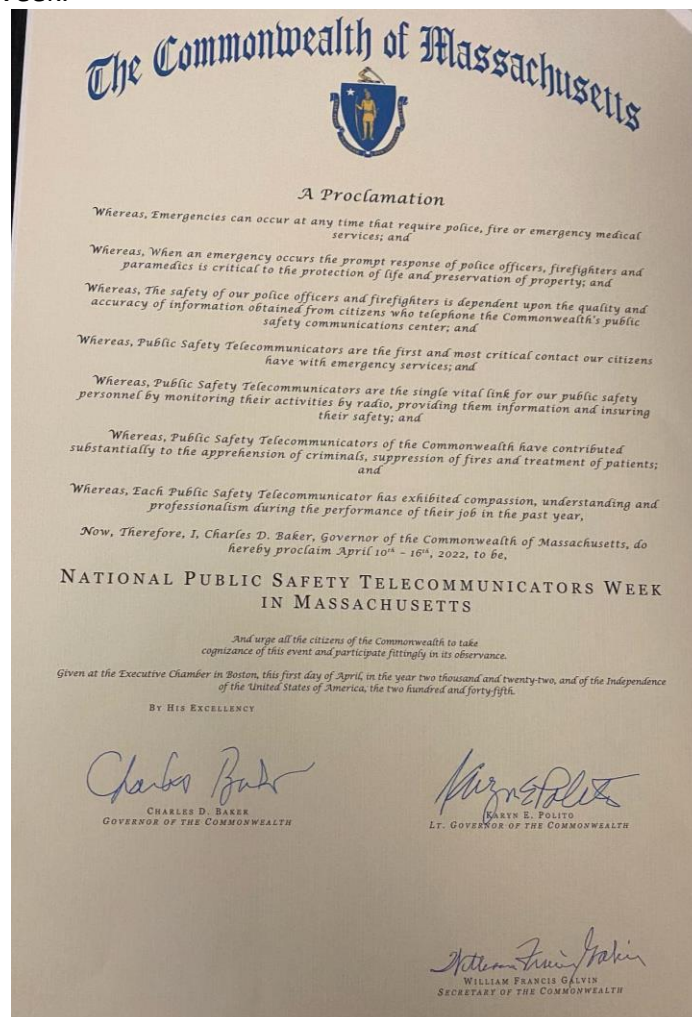
Awards and Certifications

- February 25, 2022, TC Firestone was Presented an "Answer the Call Award" from the Kyle Plush Foundation
- February 2022 Training & QA Coordinator completed her RPL (Registered Public Safety Leader Program)
- April 8, 2022, SPVs Owen, Cullen, and TC Pare completed their Center Manager Certification Program (CMCP)
- October 2022, Abigail Paré was awarded the **APCO Atlantic Trainer of the Year 2022**. Paré was nominated by Training & QA Coordinator Shamshak due to abilities as a CTO and instructor. She helped develop new quizzes, task list materials, update the training manual, and teach our in-house classes. In 2021, Abby became an APCO agency instructor and now teaches APCO PST to our new hires. Abby also teaches our in-house classes; Police & Fire, Call Taking, and our CAD Lab. She also took our outdated geography class and updated it to help our new hires learn about our regional communities.





In April 2022, Governor Baker sent a citation to NSR911 acknowledging National Public Safety Telecommunicator Week.



Quality Assurance / Quality Improvement (QA/QI Program)

The Emergency Communications Center operates a Quality Assurance Program 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:

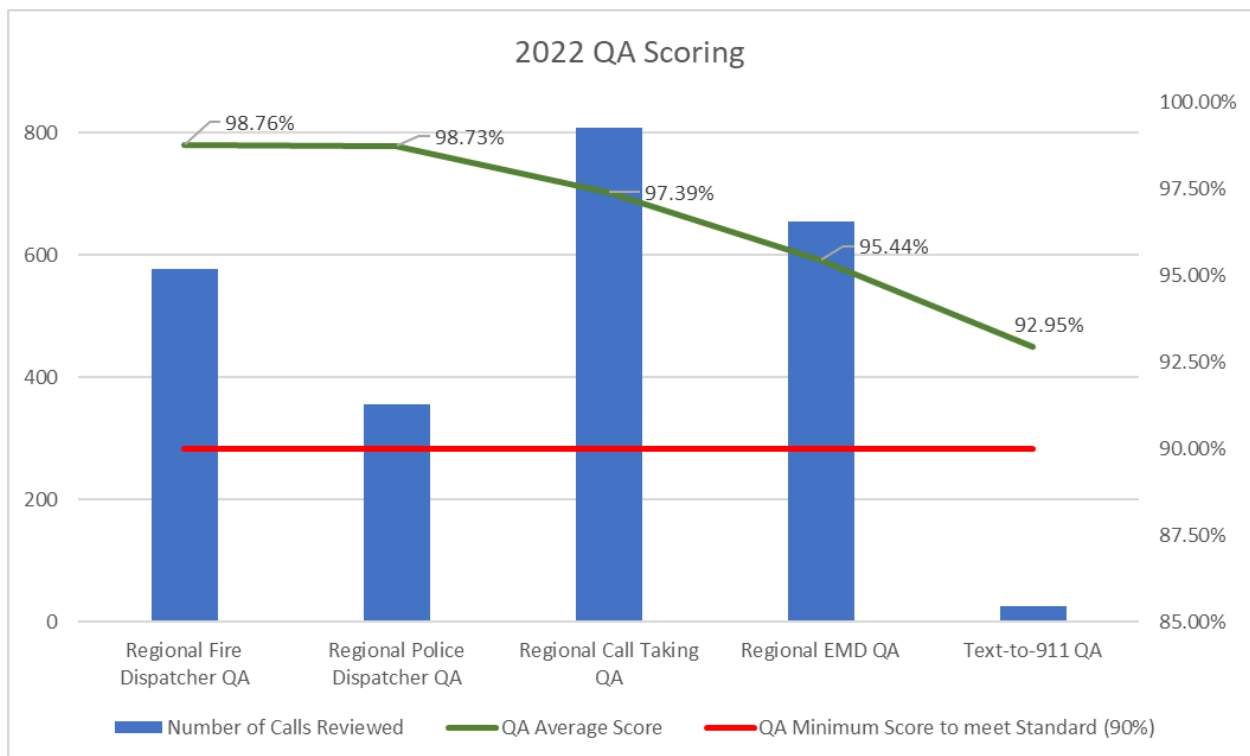
- To provide a quality assurance evaluation that ensures citizens consistently receive the quality of service they expect and deserve from the North Shore Regional 911 Center.
- The QA program addresses three key areas of employee performance:
 - Adherence to procedures, call quality, and job knowledge.
- 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 where 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 2022, NSR911 maintained an average of **96.65%** protocol compliance. Our goal remains to deliver the best possible service to the citizens and visitors of those agencies we serve.

2022 Calendar Year RECC QA/QI

Type of Call Reviewed	Number of Calls Reviewed	QA Average Score	QA Minimum Score to meet Standard (90%)
Regional Fire Dispatcher QA	576	98.76%	90.00%
Regional Police Dispatcher QA	355	98.73%	90.00%
Regional Call Taking QA	807	97.39%	90.00%
Regional EMD QA	654	95.44%	90.00%
Text-to-911 QA	27	92.95%	90.00%



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. Our most recent benchmarks were approved in September 2021 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.

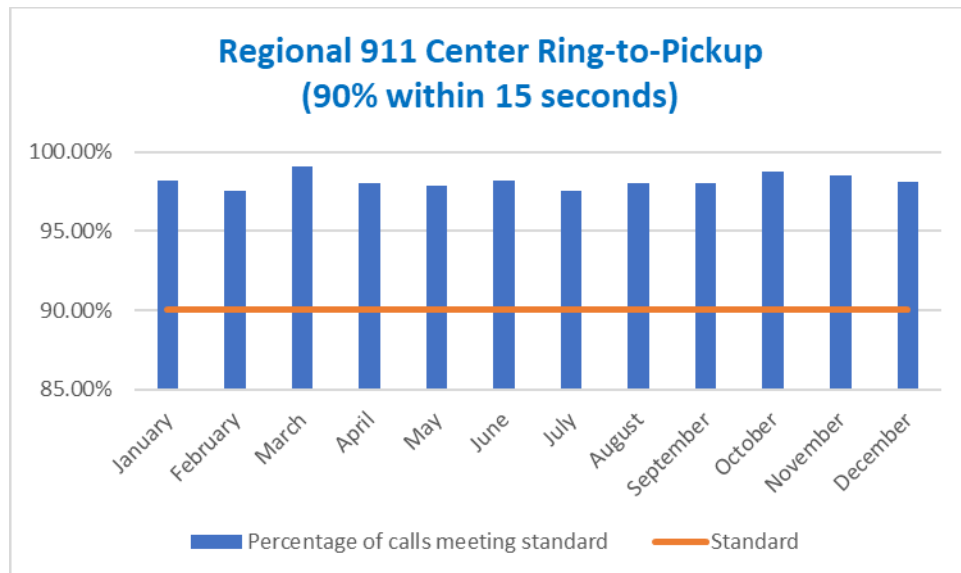
2. Pickup-to-Dispatch

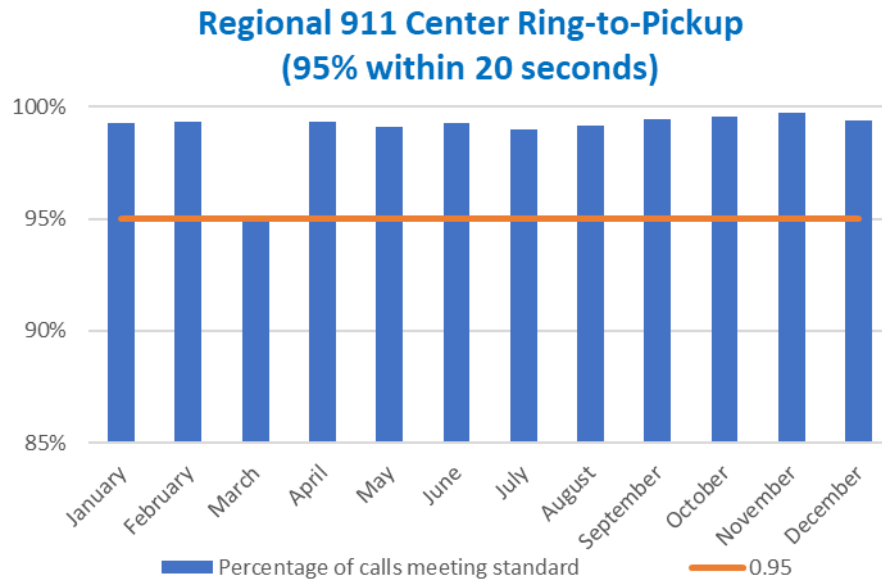
- a. NSR911 adopted the 2019 revision of the NFPA 1221 §7.4 standard for tracking the amount of time it takes to dispatch a call based on when the telecommunicator answers the call. Operating Procedures state that 90 percent of emergency alarm processing shall be completed within 60 seconds for the following 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 CAD reporting limitations, we cannot exclude these exceptions. NSR911 will report data on all Priority 1 calls.

Ring-to-Pickup Performance

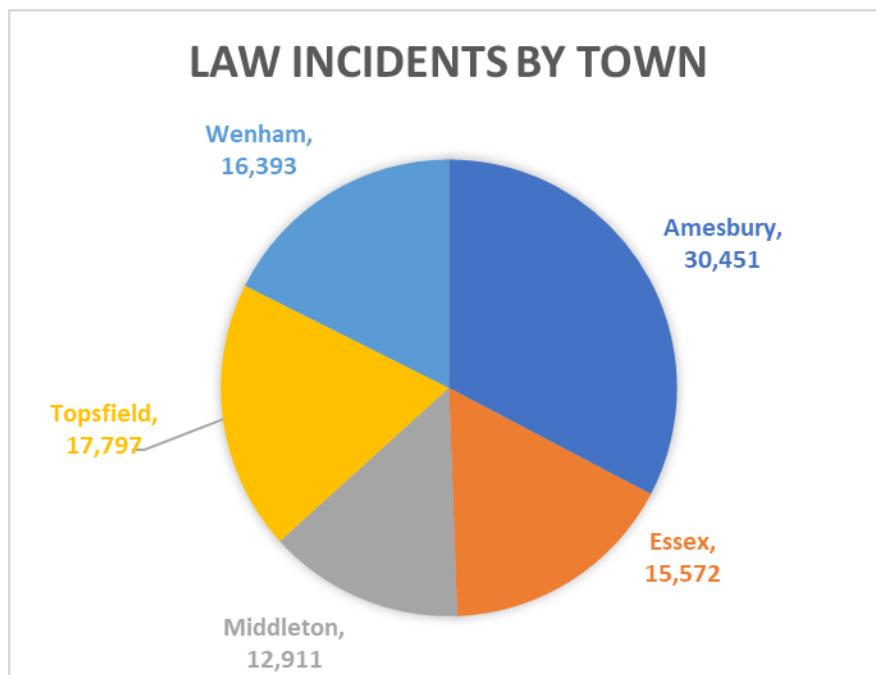


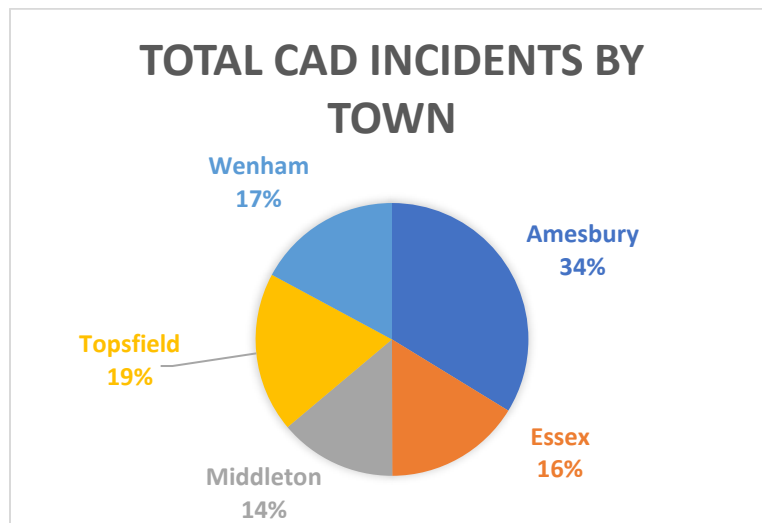
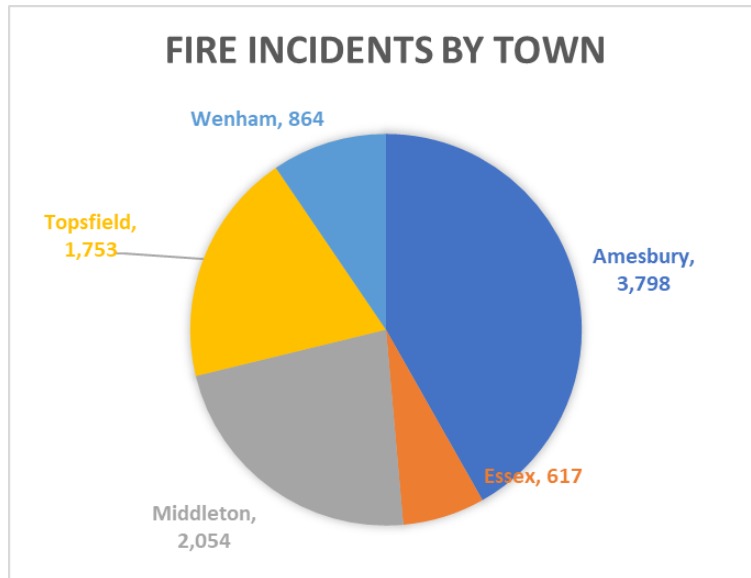


2022 STATISTICS

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.





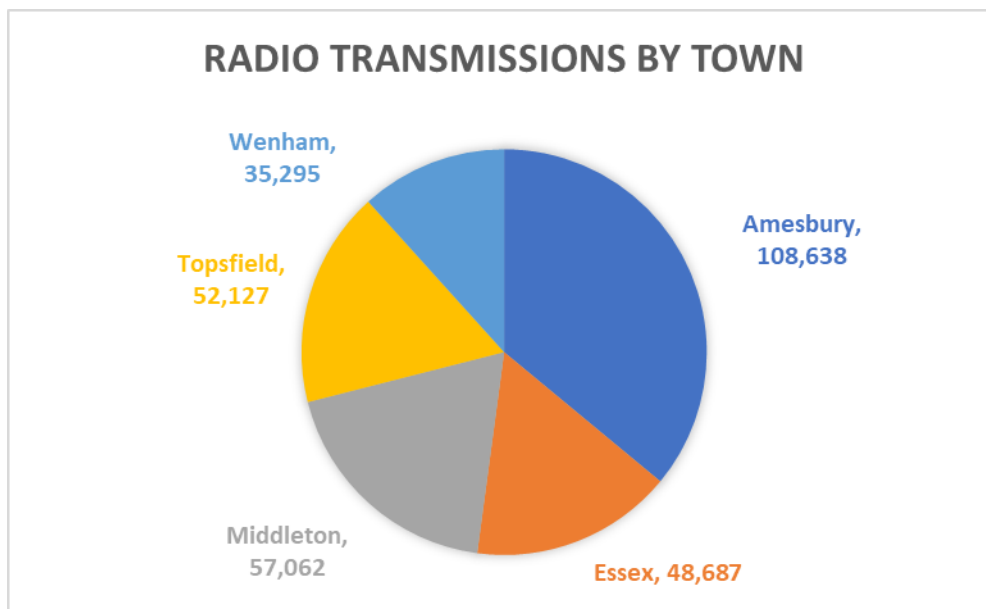
Phone Calls

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

	Answered	Abandoned	Total
Regional 911 Calls	11,056	682	11,738
Regional Text-to-911 Calls	27	N/A	27
Regional 2Way Calls	20,028	802	20,830
Business Calls Inbound	38,088	N/A	38,088
Business Calls Outbound	18,855	N/A	18,855

Radio Transmissions

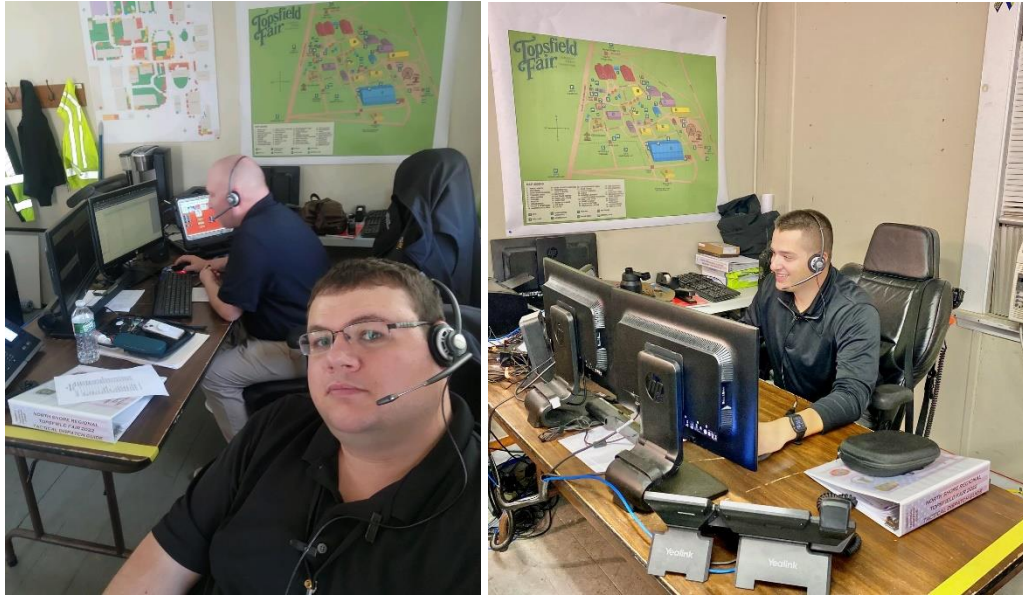
This metric measures the count of the number of recorded radio transmissions. The current Management Information System (MIS) platform is not able to measure individual push-to-talk requests; however, it is a good gauge of how busy each radio channel is.



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 continually seek to improve its operation. Supervisor Thomas Ladd is charged with leading AARs for NSR911. In 2022, four (4) AAR-IPs were completed:

- Structure fire in Amesbury – May 19, 2022
- Structure fire in Amesbury – May 23, 2022
- Drowning incident in Amesbury – June 9, 2022
- Topsfield Fair – September 30 – October 10, 2022



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.

2022 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	3,798	0.03%
AMESBURY PD	1		2			3	30,451	0.10%
ESSEX FD						0	617	0.00%
ESSEX PD	3				1	4	15,572	0.03%
MIDDLETON FD	1				1	2	2,054	0.10%
MIDDLETON PD						0	12,911	0.00%
TOPSFIELD FD	3				1	4	1,753	0.23%
TOPSFIELD PD						0	17,797	0.00%
WENHAM FD					1	1	864	0.12%
WENHAM PD					1	1	16,393	0.01%

**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 between 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. In preparation for onboarding Manchester-by-the-Sea Police and Fire Departments by the summer of 2023, NSR911 has added radio resources on our consoles so we have direct communication with both departments. This allows our telecommunicators to listen to radio traffic and familiarize themselves with how both departments operate.

Much of the backup radio equipment at NSR911 has been in service since the center opened in 2013. This equipment has served NSR911 reliably but is reaching end-of-life. In 2022, NSR911 began the process of replacing older radio equipment and upgrading our capabilities by placing an order for 23 Motorola APX Multi-Band Consolette radios. These radios will allow for further redundancy and expanded capability for our telecommunicators as they can be programmed with multiple channels, including our own departments and those in surrounding communities.

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). Additionally, in October 2022, Training & QA Coordinator Katrina Shamshak attended a COML class. In November 2022, TC Robert Norton attended an Incident Tactical Dispatcher (INTD) course. Katrina and Robert have begun to work on a Position Task Book (PTB). Once completed, they will both be fully credentialed in these respective positions.





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 2022, we achieved the following key deliverables:

- Updated/provisioned a new server cluster;
- Updated/provisioned new redundant storage for server cluster;
- Upgrade infrastructure to support more towns;
- Install of new Network Monitoring Software;
- Rollout of 100+ Mobile Data Terminals (MDTs); and
- Created redundant VPN connections with member communities.

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 and fire 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 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

During the year 2022, NSRs CAD system underwent two software build upgrades. We started with version 6.11.4. On January 20, 2022, IMC was upgraded to 6.11.6. Supervisor DiGianvittorio, Supervisor McKeon, and Deputy Director Ryan worked to configure new Panasonic MDTs for which each department's apparatus was outfitted. IMC was installed on each MDT and in vehicles ranging from Police cruisers, Police motorcycles, Fire Engines, Ladders, Tankers, Squads, and command vehicles. On 5/2/2022, IMC was upgraded to 6.11.7. This was NSR911's first CAD upgrade, with the addition of new MDTs. This upgrade was also important to start the process of utilizing the MACCs Citation- Import Interface.

The release notes stated: "As a MA agency using the state's Citation Entry software, I want my RMS system to import the citations that I have entered into that system using the MACCS Citation service so that I can have a copy in my RMS system." During setup, bugs were found with CJS log-in credentials to where they are placed in the IMC software. IMC is working on a fix.

In the fall of 2022, the NSR911 CAD System Admin team worked together to prep for onboarding Manchester by the Sea. CAD prep consisted of added Manchester hydrant information, common area site files, and common business site files. Streets in Manchester were updated with correct address ranges and intersections.

Help Desk (Support)

Our help desk/support allows for the creation of support tickets and assistance 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 2022, 55 tickets were opened, and 3 tickets are still unresolved.

Ticket Opened by:	# Opened:	# Unresolved
NSR911	39	3
Police Agencies	7	0
Fire Agencies	9	0
TOTAL:	55	3

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. 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 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 Heating, Ventilation, and Air Conditioning (HVAC) units. Each of these units is 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

2023

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

2024

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

2025

- Refresh Antennas & Cable on Tower / Building
- Microwave Refresh
- Conduct Procurement for new CAD / RMS system
- Purchase Communications Vehicle

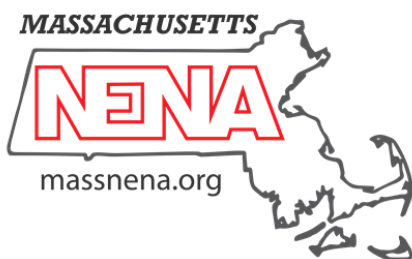
2026

- Replace all Server Room Power Distribution Units (PDUs)
- Purchase/Implement new CAD / RMS system

2027

- Replace Database Backup System
- Replace UPS server

INDUSTRY REPRESENTATION



INDUSTRY CONTRIBUTIONS

North Shore Regional 911 Center employees 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 2022.

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. In 2022, Christopher Ryan and Katrina Shamshak provided several presentations to the 911 Commission regarding the creation of a statewide TERT program.

Essex County Fire Chief's Association (ECFCA)

Participation in ECFCA Mutual Aid Committee – Members of NSR911 regularly participate in 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 2022, there were no fire run card updates for Fire District 5, or southern Essex County. However, the EMS cards were updated twice. Meanwhile, District 15, or northern Essex County, updated their respective fire cards and EMS cards once each.

Assisted Districts 5/15 Forestry Task Forces – NSR911 representatives assisted the Fire District 5/15 Forestry Task Force with Communication Resources for a large forest fire in August 2022. The ECFCA Portable Radio Cache was used to provide communications across a 70+ acre forest fire.



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):

2022 Projects

- Conduct a feasibility study for a Topsfield Radio Tower (\$35,000)
- Purchase and Installation of a VHF Combiner (\$50,000)
- Convert three fire department's District 5 radios from UHF to VHF (\$70,000)

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)

Northeast Homeland Security Regional Advisory Council (NERAC)

Deputy Director Christopher Ryan is an appointed NERAC member representing 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.

Statewide Interoperability Executive Committee (SIEC)

As a NERAC council member, Deputy Director Christopher Ryan has also been appointed as a voting member on the Executive Management Committee of the SIEC representing NERAC. 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 2022, Christopher Ryan continued serving as the President. During the 2022 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.

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 in facilitating 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 that 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! PSAPs are required to reapply every three years (the next renewal is in 2023).

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 and 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.

2022 NOTABLE EVENTS

- March 11, 2022 – Essex PD/FD Antennas/Cables replaced
- AllComm – System Level Connectivity
- April 7, 2022 – Essex FD MDT / What3Words Training
- April 13, 2022 – Active Shooter Tabletop Exercise (TTX)
- April 13, 2022 – Active Shooter Functional Exercise
- May 3, 2022 – School Evacuation/Reunification Full Scale Exercise
- August 17-24, 2022 – Assist District 5/15 Forestry Task Forces @ Breakheart Fire in Saugus, MA
- September 30-October 10 – Topsfield Fair
- October 31-November 2, 2022 – APCO Atlantic Conference
- December 19-20, 2022 – PSAP COOP Development Workshop



2022 PROJECT HIGHLIGHT – MDT DEPLOYMENT

NSR911 was thrilled to provide 100+ Mobile Data Terminals (MDTs) to member agencies during the winter/spring 2022. Through this project, the State 911 Department procured MDTs, including all ancillary equipment (i.e., mounts, antennas, printers, modems, and internet service). This procurement included hiring the services of a vehicle outfitter to install all MDT equipment into every police, fire, and EMS vehicle. Supervisors Jenna DiGianvittorio and Alex McKeon, along with Deputy Director Christopher Ryan, oversaw all work with the vendor. These individuals were also responsible for configuring each computer to integrate with the agency's CAD system.

These MDTs connect each department to NSR911's CAD/RMS system, allowing responders to see active calls/locations and receive real-time dispatch updates on their computers. They also provide law enforcement with direct access to run criminal and motor vehicle checks directly from their vehicles. Users can also access various programs, including tools to lookup chemicals and current weather conditions – providing invaluable insight in the event of a Hazardous Material incident. Responders can also access a tool to look up to identify pills/medications.



2022 ACHIEVEMENTS

Recap of 2022 Goals and Objectives

Accreditation – NSR911 seeks to obtain Communications Accreditation from 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.

- **ONGOING** – During CY22, 34 General Orders were reviewed/revised, 5 special orders were issued, and no new Executive Orders were issued.

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.

- **IN-PROGRESS** – radio patching equipment is in the process of being procured.

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.

- **IN-PROGRESS** – NSR911 is working closely with its finance department and Amesbury officials to develop a comprehensive scope of work that addresses the needs of Amesbury and NSR911.

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.

- **COMPLETED/ONGOING** – We continue to work with our partners on various plans and exercises. In 2022, we participated in multiple Active Shooter training events and a full-scale school evacuation exercise.

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.

- **TABLED** – This committee has been temporarily tabled.

Emergency Medical Dispatch (EMD) Software – The center seeks to procure EMD software that will tie 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 2022, this is pending formal procurement.

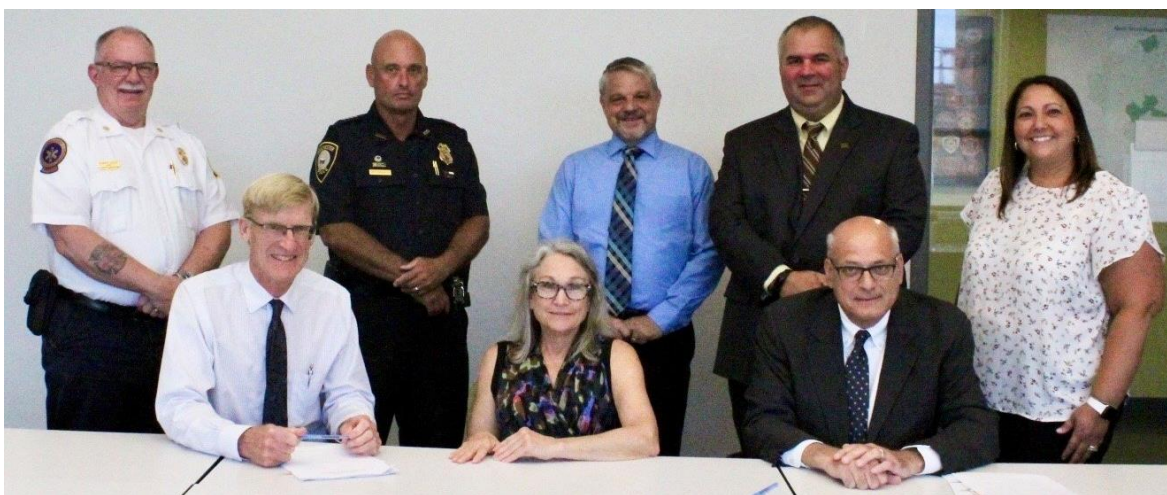
Revise/Reprint EMD Guidecards

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.

- ***IN-PROGRESS*** – In 2022, NSR911 and member department representatives formed a working group to begin reviewing our EMD guidecards. As of December 2022, the working group was actively meeting and discussing proposed revisions.

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

- ***COMPLETED/ONGOING*** – In 2022, NSR911 met with Manchester-by-the-Sea on multiple occasions, and an Intermunicipal Agreement (IMA) was executed in July 2022. NSR911 also conducted a feasibility study for North Reading, and it continues to engage with other communities.



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

- ***COMPLETED/ONGOING*** – As detailed in this annual report, we actively performed outreach with several member communities on multiple occasions. Staff will continue working with member communities to conduct outreach.

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.

- **ONGOING** – Administration at NSR911 continues to hold formal and informal staff meetings. Regimented, full staff meetings can be challenging for a 24/7 operation, so Admin also holds quarterly "check-ins" with employees. During these check-ins, Admin receives feedback, concerns, and ideas from staff and offers support and direction as needed.

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** – During calendar year 2022, our sister agency, PSAP Operations Division 1 (POD1), began the process of finding a new facility in the central part of the state. We continue to follow this process as it may be a beneficial backup location for NSR911.

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 in 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** – A statement of work (SOW) was created and submitted to our finance department for this project. It is currently being reviewed by finance and is pending procurement.

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 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 critiques of those performing the training.

- **IN-PROGRESS** – We have been working to identify this project's needs/specifications. We estimate that this process will be completed in early 2023, with procurement immediately following.

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.

- **COMPLETE** – In March 2022, MassNENA sent a letter to Undersecretary Kerry Collins outlining the need for a TERT team in Massachusetts. Multiple meetings ensued between the Undersecretary, State 911, and the 911 Commission about the possibility of creating and financing a statewide team. Upon receiving support to proceed, team members were recruited and went through a credentialing process. Funding was preliminarily provided through State 911 with the intent of developing a grant starting in FY24, pending approval by the Department of Telecommunications and Cable (DTC). By the fall of 2022, the Massachusetts TERT team was established and operational with 56 members across four (4) geographic regions throughout the state. The team also developed a website, which can be found at www.mass.gov/tert with more information. Training & QA Coordinator Katrina Shamshak, Deputy Director Christopher Ryan, and Operations Manager Lee Delp have been credentialed to be on the team. Katrina was also named "TERT State Coordinator" and actively oversees the entire team.

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 Services, etc. Members of the team would gain expertise in high-risk/low-frequency calls.

- **COMPLETE** – With the support of State 911 and the sponsorship by the Amesbury Police Department, this goal was achieved on May 3, 2022. Training & QA Coordinator Katrina Shamshak and Supervisors Sean Cullen, Tom Ladd, Alex McKeon, and Todd Owen were approved to participate in NEMLEC's Tactical Dispatch Team. Since joining the team, they have responded to multiple calls throughout the region and learned invaluable skills.

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