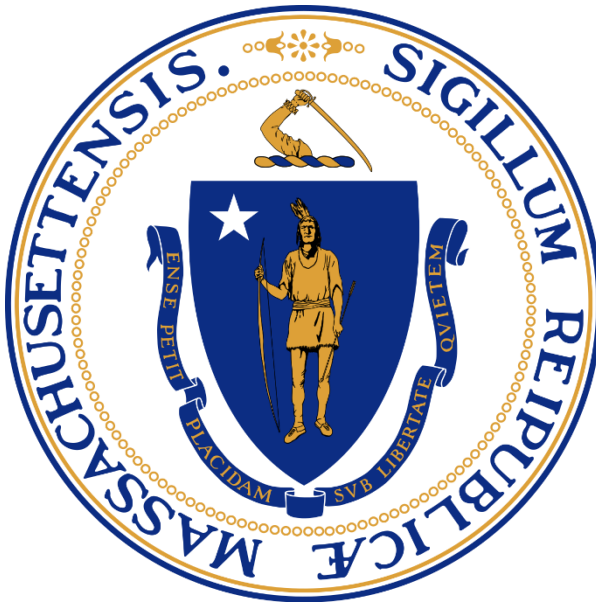


**Commonwealth of Massachusetts
State 911 Department
North Shore Regional 911 Center**



**2024
ANNUAL REPORT**

www.mass.gov/nsr911



Find us on
Facebook



Follow Us On
X



Follow Us On
Instagram

Table of Contents

MESSAGE FROM THE DIRECTOR	1
MISSION, VISION, & VALUES.....	2
INTRODUCTION.....	2
GOVERNANCE	3
HISTORY	6
ADMINISTRATION	8
OPERATIONS	11
SPECIALIZED ASSIGNMENT REVIEW	12
GRIEVANCES.....	13
COMMUNITY INVOLVEMENT & PUBLIC EDUCATION	13
TRAINING & QUALITY ASSURANCE	14
2024 STATISTICS.....	27
TECHNICAL SERVICES	30
FACILITY.....	34
INDUSTRY REPRESENTATION	36
INDUSTRY CONTRIBUTIONS.....	37
AGENCY CERTIFICATIONS.....	41
2024 NOTABLE EVENTS.....	42
2024 PROJECT HIGHLIGHT – ROWLEY JOINS NSR911.....	42
2024 ACHIEVEMENTS.....	43
2025 OBJECTIVES AND GOALS	45

MESSAGE FROM THE DIRECTOR

Greetings,

As we reflect on 2024, I am proud to present this annual report highlighting the critical work and progress of the North Shore Regional 911 Center. This past year brought new challenges and opportunities, and through it all, our dedicated team remained steadfast in delivering timely, professional, and lifesaving emergency communications to the communities we serve.

From adopting new technologies to enhancing training and strengthening inter-agency coordination, our focus has remained on improving response times, ensuring public safety, and supporting first responders. This report offers a transparent look at our operations, key metrics, and the ongoing initiatives that position us to better meet the evolving needs of our member departments and their constituents.

Some of the accomplishments you will read in this report center around our operation's quality of service and efficiency, for which NSR911 prides itself. In 2024, our CAD software underwent an upgrade to improve reporting functions for our Police and Fire departments, and our EMD guide cards were revised and deployed in coordination with our medical director. Our commitment to quality of service is also evident in our Quality Assurance and Improvement Program, which reviews compliance with our adopted standards and key performance indicators. In 2024, NSR911 maintained an average of 96.69% protocol compliance. Providing our first responders and communities with the highest level of service will always remain a top priority.

Once again, training courses and conference attendance provided employees with an opportunity for growth and development. NSR911 was represented at conferences such as the International Wireless Communications Expo (IWCE) Conference, the APCO International Conference, the APCO Atlantic Regional Conference, and the 911 Staffing Crisis Summit. Our center was also fortunate enough to have several employees receive new public safety certifications, such as Communication Center Manager (CCM) and Emergency Number Professional (ENP).

NSR911 continues to progress in its goal to onboard new communities into our regional operation. In April 2024, the Town of Rowley submitted a letter of intent to NSR911. This was followed by the completion of a feasibility study in June and, ultimately, an IMA to join. Due to emergency needs and in the interest of public safety, NSR911, with the support of the State 911 Department, worked with Rowley to complete an expedited onboarding, transitioning their dispatch operation fully by August 1, 2024. In addition, NSR911 and the Town of North Reading continued to work cooperatively toward the transition of their dispatch services, slated for the fall of 2025.

To support its growing operation, NSR911 focused on hiring, training, and employee retention efforts in 2024. Six new hires joined the team, three internal promotions occurred, and the

Center experienced its lowest turnover rate since 2020. The training program underwent another upgrade, incorporating employee and trainee feedback and adopting an academy-style format, yielding great results. NSR911 has also been working with the State 911 Department and the Department of Capital Asset Management and Maintenance (DCAMM) on undertaking essential renovations to ensure the reliability and safety of our facility infrastructure as it ages.

2025 is poised to be another year of growth and achievement. We will continue to work towards updating and expanding our radio infrastructure and starting the initial phases of a CAD replacement project. We also aim to continue to work in tandem with our sister agency (PSAP Operations Division 1 of the State 911 Department) in Milford to support each other's evolving needs for continuity of operations and backup emergency operations plans. We look forward to welcoming North Reading into the operation. And we welcome additional new opportunities to bring more member communities into our ever-evolving, successful regional dispatch operation.

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

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.

On the regional side, the center answers and fully processes 9-1-1 calls for emergency assistance for seven communities: Amesbury, Essex, Manchester-by-the-Sea, Middleton, Rowley, 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 53,877¹ and cover 103.6 square miles. As of December 28th, 2023, an Intermunicipal Agreement (IMA) was also signed with North Reading to be dispatched by NSR911. North Reading's cut-over to NSR911 is anticipated by the end of the calendar year 2025. With their inclusion, the combined population would increase to 69,431 and the coverage area to 117.1 square miles.



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.

¹ Retrieved from U.S. Census <https://www.census.gov> on April 17, 2025. Data based on 2020 US Census.

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.

2024 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 Doug LeColst, FAB At-Large Member
Administrative Representative	Brendhan Zubricki, AAB Chair Steve Poulos, AAB At-Large Member Kassandra Gove, AAB At-Large Member Kevin Harutunian, 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 James Nolan
Essex	Chief Ramie Reader
Manchester	Chief James McNeilly
Middleton	Chief Doug LeColst
North Reading	Chief Donald W. Stats, Jr.
Rowley	Chief Mark Emery
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
North Reading	Chief Mark Zimmerman
Rowley	Chief Stephen May
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
Manchester	Town Administrator Greg Federspiel
Middleton	Town Administrator Justin Sultzbach
North Reading	Town Administrator Michael Gilleberto
Rowley	Town Administrator Deborah Eagan
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 NSR911's website within the mass.gov site. Also, once approved, meeting minutes are available for past meetings.

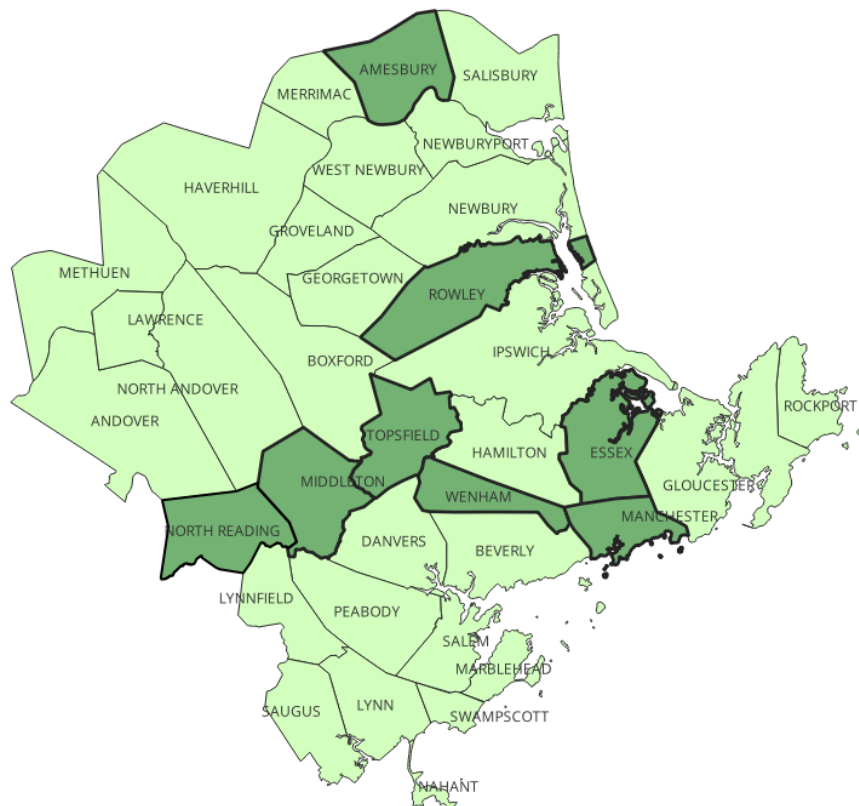


Image 2: Map depicting North Shore RECC Member Communities

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 15th, 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 1st, 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 3rd, 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 2nd, 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 19th, 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 28th, 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 26th, 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.

Following the signing of the IMA, a comprehensive project plan was developed to onboard MBTS. NSR911 estimated that the process would take approximately 12 months to complete and eyed a July 1st, 2023, cutover date. A project team was established and included representatives from the police department, fire department, town administrator, selectboard liaison, and State 911 / NSR911. The team regularly met and worked through a multitude of tasks.

In early 2023, Manchester faced a staffing shortage at the communications center and asked NSR911 to consider the possibility of escalated onboarding. On March 1st, 2023, MBTS' 911 and dispatching services successfully transitioned to NSR911.

An IMA was signed on December 28th, 2023, by North Reading 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 North Reading.

The Town of Rowley submitted a letter of intent to NSR911 on April 22, 2024, and began discussions to potentially join. This was followed by the completion of a feasibility study on June 3, 2024, and ultimately an IMA to join. Due to emergency need and in the interest of public safety, NSR911, with the support of the State 911 Department, worked with Rowley to complete an expedited onboarding, transitioning their dispatch operation fully by August 1, 2024.

ADMINISTRATION

Human Resources

Authorized Strength

Personnel Allocation

	2024 Staffing
Director	1
Deputy Director	1
Operations Manager	1
Training and QA Coordinator (D3)	1

Operations Supervisor (D3)	1
Public Safety Dispatch II (D2) (Supervisor)	8
Public Safety Dispatcher I (D1) (Telecommunicator)	17
Vacant Positions (13- D1 & 1- D2)	14
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, 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 2024, the center performed a hiring campaign and hired six (6) employees.

Promotions

Robert Norton and Dean Little were promoted to Public Safety Dispatcher II on November 17, 2024.



Service Milestones

The following employees celebrated significant milestones of employment during the calendar year 2024:

5 Years of Service

James Fernandez, Telecommunicator
Drew Firestone, Telecommunicator
Thomas Frontiero, Telecommunicator
Ryan Ingerman, Supervisor

10 Years of Service:

Cynthia Matos, Telecommunicator

Retirements:

There were no retirements during 2024.

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	CY20	CY21	CY22	CY23	CY24
Terminated	0.00%	2.27%	0.00%	6.82%	2.27%
Resigned in Lieu of Termination	2.27%	0.00%	0.00%	0.00%	4.55%
Pursue Other Dispatch Job	4.55%	6.82%	4.55%	6.82%	4.55%
Pursue Law Enforcement Job	0.00%	2.27%	0.00%	2.27%	0.00%
Retirement	2.27%	0.00%	0.00%	0.00%	0.00%
Seek other Employment	4.55%	11.36%	20.45%	9.09%	2.27%
TOTALS	13.64%	22.73%	25.00%	25.00%	13.64%

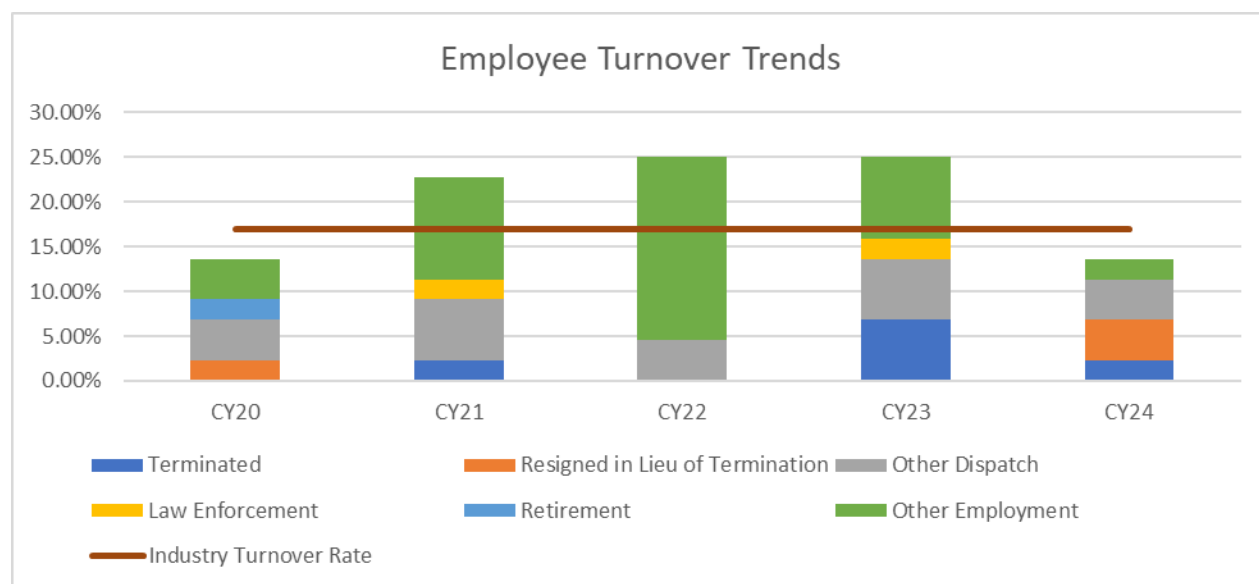
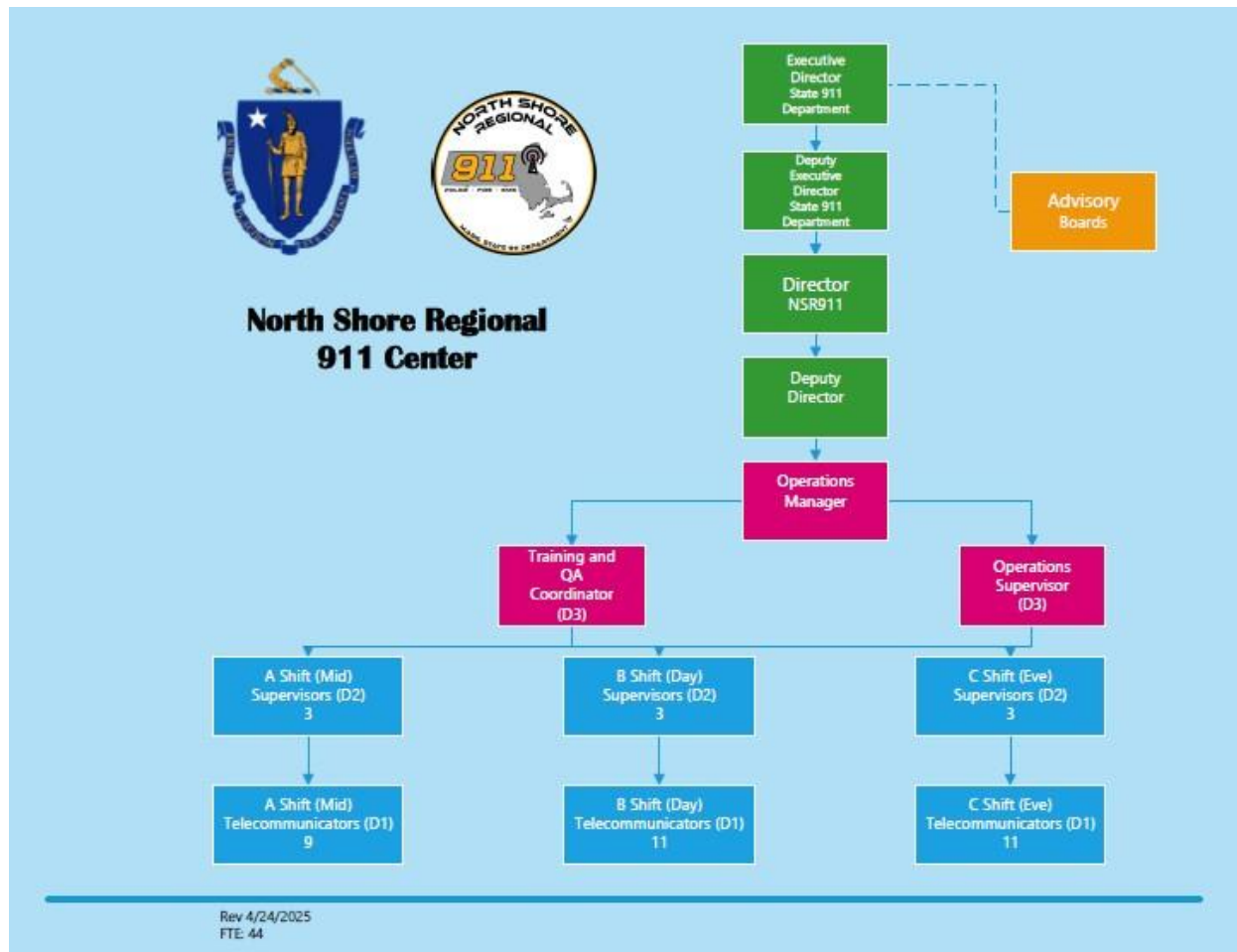


Image 3: Employee Turnover Trends

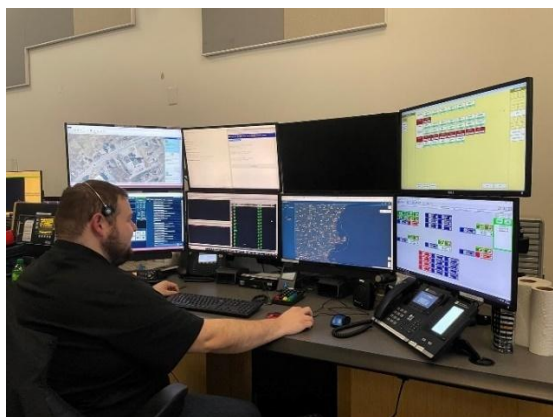
Organizational Chart



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 2024, the center assisted in the verification of the following records:

	Amesbury	Essex	MBTS	Mid	Row	Topsfield	Wenham	TOTAL
Stolen Article	6	9	15	9	1	7	5	52
Stolen Gun	8	0	1	2	0	3	1	15
Stolen Plate	3	0	0	0	0	2	1	6
Stolen Vehicle	0	0	0	1	0	1	1	3
Missing Person	0	0	0	0	0	4	0	4
Wanted Person	0	0	0	0	0	0	0	0
TOTAL	17	9	16	12	1	17	8	

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 2024, 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. These groups meet regularly to discuss various topics related to dispatching/records software, mobile data terminals (vehicle computers), and other concerns the departments may have.

911 Center Tours & Speaking Engagements

- April 3, 2024, an open house was hosted at NSR911 for Rowley representatives.
- April 9, 2024, NSR911 hosted the MA TERT team for a mock deployment training.
- December 18, 2024, NSR911 hosted an informational meeting with the Town of Boxford.

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. This allows the agency to have early input on large scale events and have a communications influence in the beginning to provide the best service for both the constituents and agency partners.

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 31st, 2024, there were 2,200 followers on the department's Facebook page, 648 followers on Twitter, and 547 on Instagram.

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



Tri-Town School Union / Public Safety Committee – Members of NSR911 have formed a great working relationship with the Tri-Town School Union and regularly participate in their quarterly public safety meetings. These meetings are a valuable opportunity for public safety and the schools to work through various school safety capabilities and concerns. We are able to

participate in school safety drills utilizing the CrisisGo notification system. We have identified public safety goals and are working to accomplish this such as identifying all the exterior doors and standardizing the lettering of the sides of the buildings. The committee created a template for all the schools if there is an active public safety incident and recommended best practices for school/public safety portable radio interoperability both of which are being presented to Superintendents statewide.

Manchester-Essex Regional School District (MERSD) / Public Safety Committee – Members of NSR911 have formed a great working relationship with MERSD and regularly participate in their quarterly public safety meetings. These meetings are a valuable opportunity for public safety and the schools to work through various school safety capabilities and concerns. We are able to provide insight on communications rules and regulations such as laws concerning Multiline telephone systems and assist with compliance. We worked on and assisted with full-scale training exercises at the schools.

Career Fairs – Members of NSR911 attended several career fairs in 2024 including the Whittier Tech Fair in March, the Middlesex Community College Job Fair in May, and the Hamilton-Wenham High School Fair and Veterans Association Fair, both in June.



TRAINING & QUALITY ASSURANCE

Initial Training

New Telecommunicators at North Shore Regional 911 complete an extensive and structured training program that exceeds state certification requirements and ensures readiness to serve across our regional service area. This program integrates classroom instruction, scenario-based learning, and a progressive on-the-job training model designed to build confidence, competence, and consistency.

State Certification Requirements

As mandated by the Massachusetts State 911 Department, all new hires must complete:

- APCO Public Safety Telecommunicator (PST1): 40 hours
- APCO Emergency Medical Dispatch (EMD): 32 hours
- Cardiopulmonary Resuscitation (CPR) certification
- 911 Equipment Training: 16 hours

NSR911 In-House Training Program

North Shore Regional 911 supplements the state-required training with a robust agency-specific curriculum, including:

Classroom & Scenario-Based Instruction

- Computer-Aided Dispatch (CAD): 48 hours
- Call Handling Basics: 16 hours
- Geography & Mapping: Includes quizzes and practical scenario exercises
- Practical Scenario Training: 24 hours
- Specialized Training Topics:
 - Handling individuals with Alzheimer's or dementia
 - Mental health and suicidal callers
 - Missing and exploited children cases
- Ride-Alongs in member communities for contextual understanding

Discipline-Specific Courses

- APCO Fire Communications: 32 hours
- APCO Law Enforcement Communications: 40 hours

Emergency Management Training

- IS-100.C – Introduction to the Incident Command System
- IS-200.C – Basic ICS for Initial Response
- IS-700.B – National Incident Management System
- IS-800.D – National Response Framework

On-the-Job Training (OJT) and Flying Phase (FP)

Training progresses through three major phases for each functional discipline (Call Taking, Police Dispatch, and Fire Dispatch):

- Call Taking:
 - 160–280 hours with a Communications Training Officer (CTO)
 - Followed by 120–160 hours in the Flying Phase (FP), where the trainee operates independently under the guidance of a supervising mentor
- Police Dispatch:
 - 120–160 hours with a CTO
 - Followed by 80–120 hours in FP
- Fire Dispatch:
 - 120–160 hours with a CTO
 - Followed by 80–120 hours in FP

Final Evaluation Phase

Upon successful completion of all discipline-specific phases, the trainee enters a final 120-hour rotation through call taking, police, and fire dispatch across all three shifts. This ensures exposure to varying call types and workloads that differ between day, evening, and overnight operations. Trainees must then pass a final sign-off test, which assesses knowledge and readiness across all facets of training.

Throughout the training process, all trainees follow a standardized training checklist to ensure consistency and full coverage of all required knowledge, skills, and procedures.



Continuing Education

All NSR911 employees participate in an ongoing continuing education program designed to maintain certification, enhance skills, and ensure operational readiness.

To maintain state certification, Telecommunicators are required to complete:

- 16 hours of documented continuing education annually
- An additional 12 hours of EMD-specific continuing education each year
- In addition to these state requirements, NSR911 provides:
- 24 hours of online continuing education (2 hours per month)
- 52 hours of scenario-based and simulation training annually (delivered through weekly exercises)
- Periodic refresher courses on critical policies, procedures, and evolving public safety topics

This layered approach to professional development ensures that NSR911 personnel remain well-prepared, confident, and up to date on best practices in emergency communications.



Training Report 2024

EMD Training

Peas in A Pod
 Emergent Activation
 Password Palooza
 Only You Can Prevent Cyber Fires
 Changing of the Guard
 Professional Development Primer
 Escape the Stress Cascade
 Wisdom of the Staffing Summitt
 Coping with Crisis
 Culture of Kindness
 The Superpower of Data Dashboards
 Put Your SOPs to the Test
 Febrile Seizures
 Suicide Calls
 Deadly Insect Bites
 Amputation
 Psychological Problems
 Agricultural Injuries
 Accidental Suffocation
 Syncope
 Air-med Transports

In-service Training

Geo Tidbit Cedar Pond Wildlife
 Sanctuary Wenham
 Geo Tidbit Middleton Canoe & Kayak
 Landings

Geo Tidbit The Meadows & Fairway Drive,
 Topsfield
 Geo Tidbit Tuxbury Pond Campground,
 Amesbury
 WWYD- Domestic
 AMFD Coverage & IAR
 Autism Shift Training
 Customer Service Reminders Shift Training
 CYMBALS Shift Training
 EMD calls from POD01
 Fire Department Paging Shift Training
 Fire Rehab Shift Training
 Hazardous Materials Shift Training
 Highway Exit Names Shift Training
 iPhone Crash Notification
 Language Services Update
 Manchester Fire Vehicles
 Mutual Aid Ambulance
 Mutual Aid Ambulance Requests
 NSR Community Chiefs
 Rowley Shift Training - 56 Newburyport
 Tpke
 A CTO's Thoughts to Staying on Track
 During Training
 Active Listening from a CTO
 ADDIE Model
 Call Taking Tips from CTO
 DOR
 Radio anxiety

They Won't Be Your Carbon Copy
When to Intervene with Trainees
Rowley Onboarding

Comm Center Manager
Fitch and Associates CCM
Difficult Conversations
Domestic Violence
ENP Prep
Implicit Bias for Dispatchers and Call Takers
Leadership Summit
MCSA Training Workshop
Mental Illness
Overcoming Adversity
Recognizing and Managing the Response to
Swatting
Staffing For Success
Suicide Intervention
Supporting Children's Mental Health for
Dispatchers
Testifying in Court for Public Safety
Dispatchers
Training is a Team Sport
Blue Card Incident Command Training

Workshops and Seminars:

911 Operator Strength in Crisis
911 Understanding Human
Trafficking
Active Attack Integrated Response
Course Indirect
Active Shooter Incidents for Public
Safety Communications
ASHER
ASIM Advanced Active Shooter
Incident Management
Building Resiliency & Understanding
Bullying in the ECC
Burnout: Staying out of the Red
Zone
CALEA Public Safety
Communications

Hours spent training:

Monthly EMD Training:	915
In-Service Training:	1,025
Conferences, Workshops, and Seminars:	4,012
New Hire Academy & On-the-Job Training:	3,444
Total Hours on Training in 2023:	9,396

Conferences:

International Wireless Communications Expo (IWCE) Conference

Orlando, FL – March 2024 Deputy Director Christopher Ryan attended the IWCE conference. This conference showcases emerging technologies that help create a safer, more efficient and more interconnected world.





APCO
International
Conference
Orlando, FL August
2024- Supervisor
Todd Owen,
Operations
Manager Lee Ann
Delp, TQA Katrina
Shamshak



9-1-1 Staffing Crisis Summit

May 17-18, 2023 | Herndon,VA

APCO's Staffing Crisis Summit
October 2024 Operations Manager Delp
attended APCO International's Staffing
Crisis Summit in Fort Worth, TX.



International Association of Chiefs of Police (IACP) Conference
Boston October 2024 Deputy Director Christopher Ryan,
Operations Supervisor Sean Cullen, and Training and Quality
Assurance Coordinator Katrina Shamshak attended.

APCO Atlantic Regional Conference
November 2024 TC Joshua Graham,
Supervisor Alex McKeon, TQA Katrina
Shamshak, Operations Manager Lee Ann
Delp attended the APCO Atlantic
Conference in Portland, ME.



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
- APCO Law Enforcement Communications
- ALICE Active Shooter
- CPR & AED



Annual Awards Ceremony

In April 2024, during National Public Safety Telecommunicator Week, NSR911 held its fourth annual awards ceremony. During the evening, team members were treated to a red carpet-themed dinner, and recognitions and awards for performance in 2023 were distributed:

Award	Recipient(s)
Lifesaver Recognition	Bobby Drinkwater Joshua Graham Cynthia Matos
Needle in the Haystack Recognition	Tom Frontiero Daniel O'Connor James Fernandez Joshua Graham
Perfect Attendance	Dean Little James Fernandez
Team Player	Robert Norton
Outstanding Individual Performance	Thomas Ladd Robert Norton
Regional TC of the Year	Dean Little
Wireless TC of the Year	Deborah Piraino
Rookie of the Year	Joshua Graham
Supervisor of the Year	Alex McKeon
Best Team Performance	Brittany Ketcham Daniel O'Connor Sean Cullen



Awards and Certifications

June 2024 at MCSA's Massachusetts Telecommunicator Awards:

- Joshua Graham was awarded an Honorable Mention as Telecommunicator of the Year
- Sean Cullen was recognized as a nominee for Supervisor of the Year
- Alyson Dell Isola was awarded an Honorable Mention as Leader of the Year

In June 2024, Training & QA Coordinator Katrina Shamshak, Operations Supervisor Sean Cullen, and Supervisor Todd Owen all earned their Amateur Radio Technician, or "Ham Radio" License from the FCC.

On August 22, 2024, Director Alyson Dell Isola was honored to be awarded the ESGR Patriot Award. This prestigious award, presented by the Employer Support of the Guard and Reserve (ESGR), recognizes employers who go above and beyond in supporting their Guard and Reserve employees. Alyson's commitment to ensuring that our guardsman and reservist employees can fulfill both their civilian and military duties with unwavering support is truly commendable.



Along with the award, the director received an ESGR lapel pin and a signed memorandum of support, which will be proudly displayed in our facility. This recognition highlights our

dedication to fostering a workplace where our military service members can thrive in both their roles.

In August of 2024, Operations Manager Lee Ann Delp and Supervisor Robert Norton earned their NENA ENP Certification. To earn this designation, one must have experience in the field, have professional development, and complete a rigorous exam. The exam covers topics such as telecom operations, information systems, operations legislation, management of organization, management of employees, and management legislation.



In December 2024, Alex McKeon earned his Certified Communications Manager (CCM) credential—an impressive achievement that highlights his dedication to leadership and excellence in public safety communications. This nationally recognized certification reflects Alex's commitment to advancing his knowledge, supporting his team, and continually raising the bar for professional standards in the field.



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:

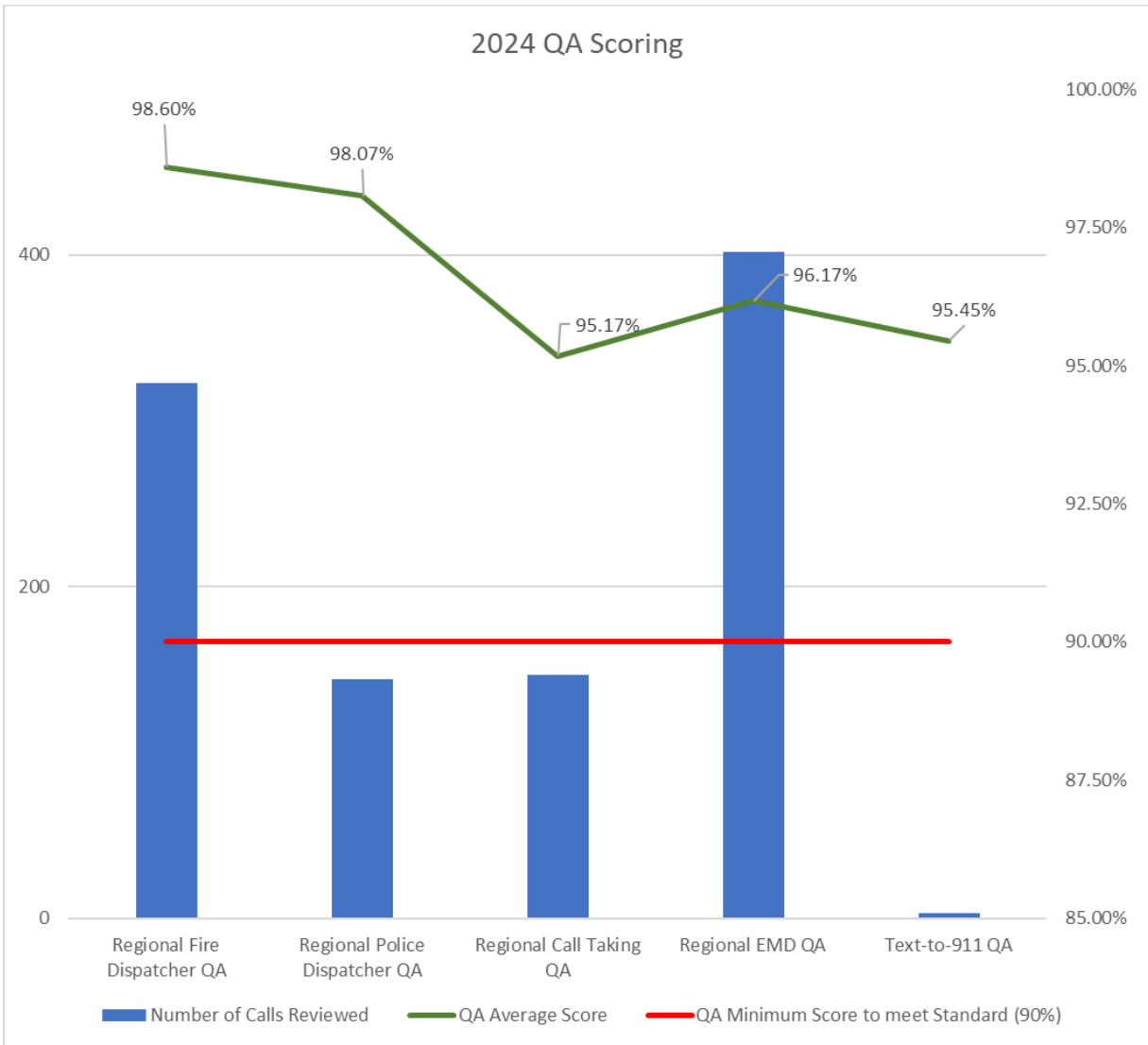
- To provide a quality assurance evaluation that ensures citizens consistently receive the quality of service they expect and deserve from the North Shore Regional 911 Center.
- The QA program addresses three key areas of employee performance:
 - Adherence to procedures, call quality, and job knowledge.
- 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 department's performance 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 2024, NSR911 maintained an average of **96.69%** protocol compliance. Our goal remains to deliver the best possible service to the citizens and visitors of those agencies we serve.

2024 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	323	98.60%	90.00%
Regional Police Dispatcher QA	144	98.07%	90.00%
Regional Call Taking QA	147	95.17%	90.00%
Regional EMD QA	402	96.17%	90.00%
Text-to-911 QA	3	95.45%	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 and 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

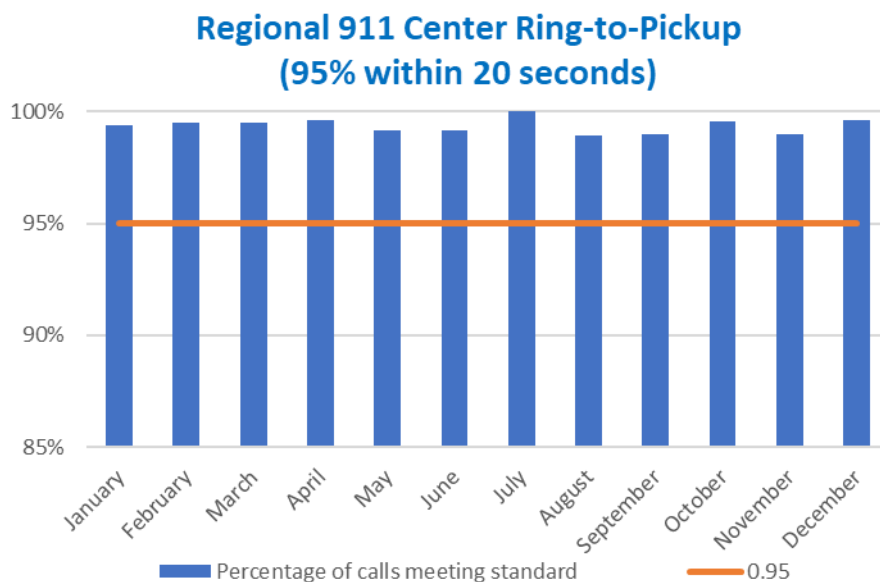
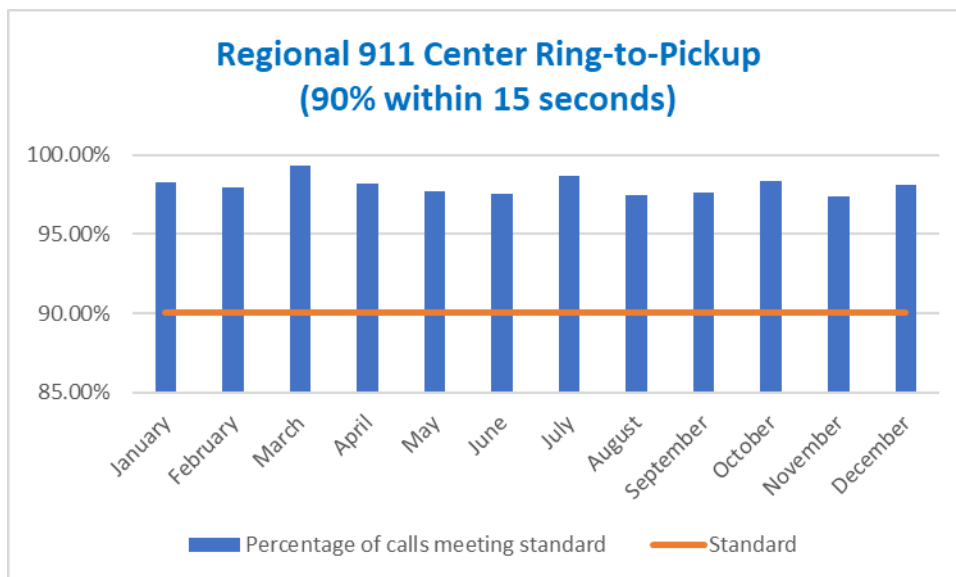
- a. NSR911 adopted the 2019 revision of the NFPA 1221 §7.4 standard for tracking the amount of time it takes to dispatch a call based on when the telecommunicator answers the call. Operating Procedures state that 90 percent of emergency alarm processing shall be completed within 60 seconds for the following 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.

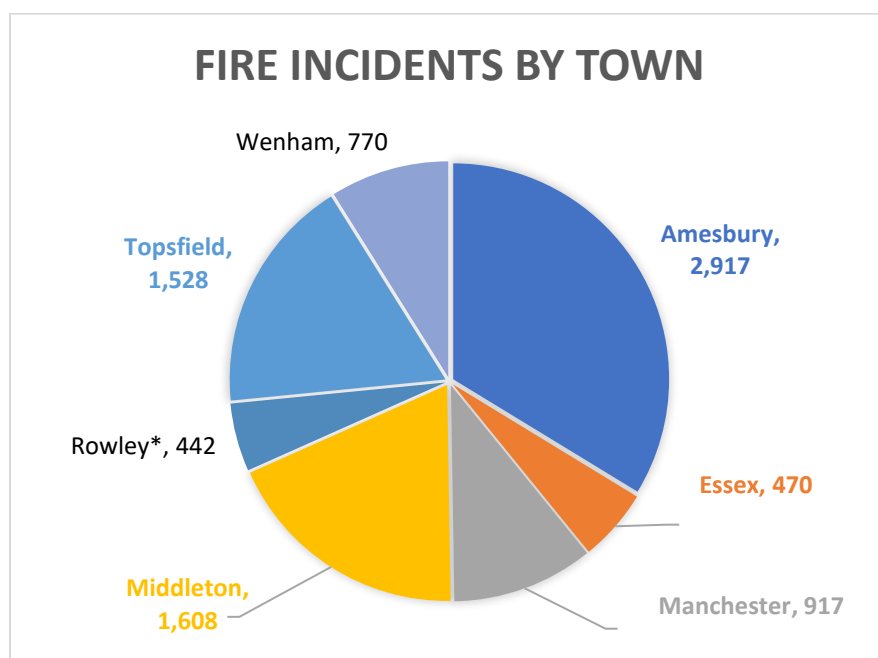
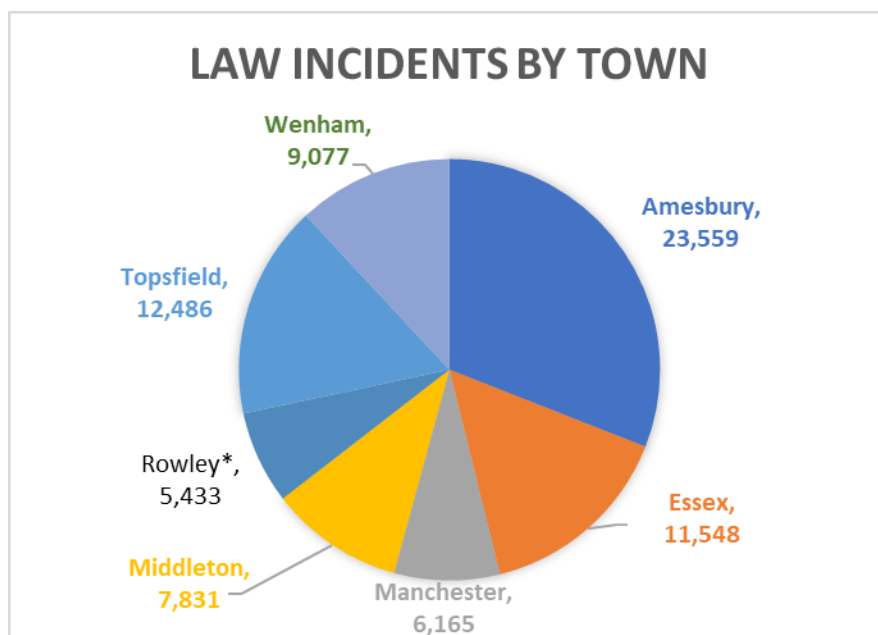
Ring-to-Pickup Performance



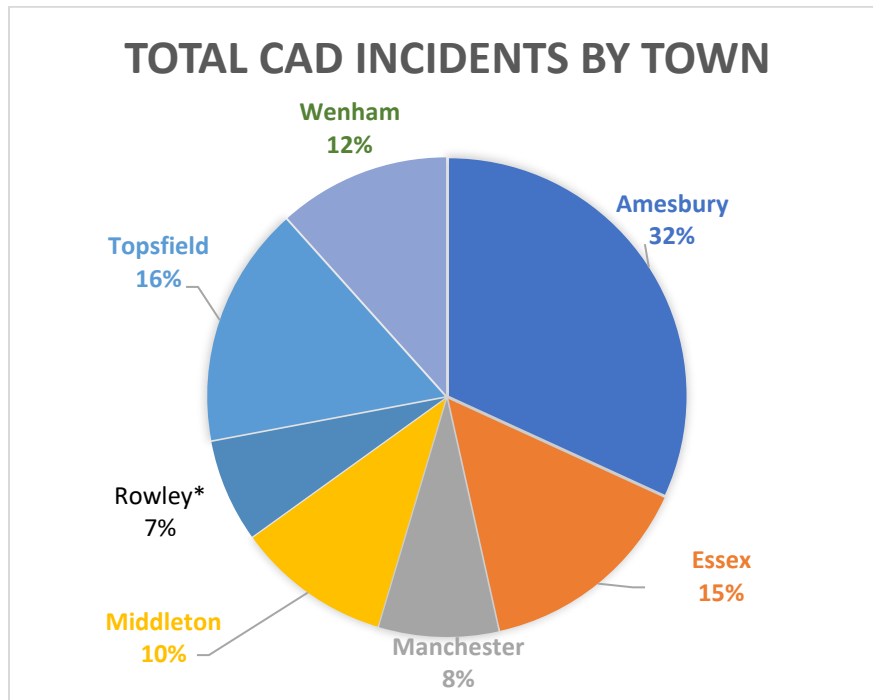
2024 STATISTICS

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 patrols².



² Rowley statistics are for the period of 8/1/2024 through 12/31/2024.
North Shore Regional 911 Center
2024 Annual Report



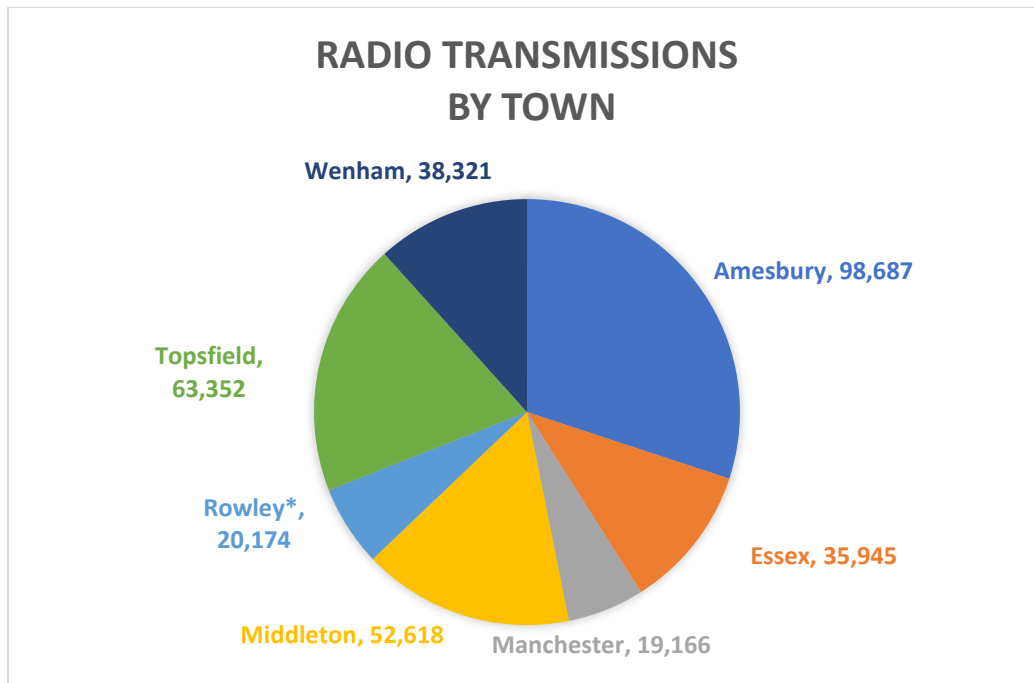
Phone Calls

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

	Total
Regional 911 Calls	12,167
Regional Text-to-911 Calls	18
Regional 2Way Calls	21,260
Business Calls Inbound	11,122
Business Calls Outbound	36,240

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

At the North Shore Regional 911 Center, After-Action Reviews (AARs) and Improvement Plans are critical components of performance evaluation and continuous improvement, especially following significant incidents, emergencies, or training exercises. An After-Action Review is a structured process used to analyze what happened during a specific incident or event, why it happened, and how the response can be improved in the future. An Improvement Plan (IP) outlines specific steps to address the findings from the AAR. It assigns responsibility, sets timelines, and identifies resources needed to implement changes. Key components include identified issues or deficiencies, corrective actions or training needs, responsible individuals or departments, and deadlines for completion.

AARs and Improvement Plans are typically conducted after major incidents (e.g., mass casualty events, natural disasters, multi-agency responses, etc.), following system failures or significant communication breakdowns, after planned training exercises or drills, or when procedural updates or policy changes are tested.

AARs are typically conducted shortly after the event while details are still fresh. The process involves:

- Reviewing the objectives of the response or operation
- Identifying what was expected to occur
- Discussing what actually occurred
- Analyzing what went well and what did not
- Recommending actionable improvements

AAR's involve input from dispatchers, supervisors, and sometimes other emergency response agencies to ensure a comprehensive evaluation of communication, coordination, and resource

deployment. At NSR911, Supervisor Thomas Ladd is responsible for compiling our After Action Reports and maintaining the Action Items found in the Improvement Plans.

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.

2024 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			3		1	4	2,917	0.14%
AMESBURY PD						0	23,559	0.00%
ESSEX FD						0	470	0.00%
ESSEX PD						0	11,548	0.00%
MANCHESTER FD	1		2			3	917	0.33%
MANCHESTER PD						0	6,165	0.00%
MIDDLETON FD			1			1	1,608	0.06%
MIDDLETON PD						0	7,831	0.00%
ROWLEY FD [#]						0	442	0.00%
ROWLEY PD [#]						0	5,433	0.00%
TOPSFIELD FD	1					1	1,528	0.07%
TOPSFIELD PD	1					1	12,486	0.01%
WENHAM FD	1					1	770	0.13%
WENHAM PD						0	9,077	0.00%

[#]This department's data valid from 8/1/24 through 12/31/24.

TECHNICAL SERVICES

Radio

NSR911 continues to work towards system level connectivity with Amesbury Police & Fire Departments and Manchester Fire Department. It is also exploring connectivity methods with the Manchester Police Department, and Rowley Police & Fire Departments. System level connectivity 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. In addition to direct connectivity, NSR911

also maintains a backup radio for each department is also maintained at NSR911, providing redundancy.

Much of the backup radio equipment at NSR911 had been in service since the center opened in 2013. This equipment had served NSR911 reliably but reached the end of its 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. Due to supply chain issues, it took over 18 months for these radios to be delivered. Installation of the Multi-Band Consolette radios was completed in June of 2024. These radios allow for reliable redundancy and expanded capability for our telecommunicators as they can be programmed with multiple channels, including our own departments and those of 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 individually has lightning protection on it before it enters the building or shelter, and within the building/shelter. When first erected, every radio at NSR911 had a corresponding antenna installed on the radio tower.

In 2022, NSR911 started a project to consolidate radio antennas on the tower by using combiners, allowing for less clutter and weight on the tower, without reducing the center's capabilities. Antennas for this project were attached to the tower during the fall of 2023, and the project was completed in January of 2024. 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 quarter 4 of 2024, NSR911 began a project to further reduce connectivity issues and down time from CoMIRS by installing another site router and creating an additional disparate path of connection to the system. Also in 2024, MA State 911 placed an order for 13 Motorola 7500e portable IP dispatch consoles. Seven consoles will be used by NSR911 for in-house training or off-site dispatch activity, such as intra-agency trainings with member communities, or long-term emergency events that require dedicated on location dispatch. Six of these consoles will also be set up at POD 1 in Milford. In the event of an evacuation, the CoMIRS connections and portable dispatch consoles would allow NSR911 personnel to seamlessly utilize POD 1, or any other core site, as an alternate PSAP location to provide the same level of service to our member communities.

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). This shelter houses many of the Multi-Band Consolettes used for interoperability and mutual aid communication. Other agencies cohabitate equipment and radio sites within this shelter, including the Essex County Sheriff's Department and Boston PD. 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 / Training & QA Coordinator Katrina Shamshak are Communication Unit Leaders (COML). TC Robert Norton is a trained Incident Tactical Dispatcher (INTD).

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 2024, we achieved the following key deliverables:

- Rollout of a standardized monitoring system and refinement;
- Rollout of new MDTs to Manchester-by-the-Sea;
- Increase the reliability of our application sharing technology to increase uptime.
- Implementation of Microsoft Intune controlling 100+ laptops and desktops NSR911;
- Focus on compliance with NIST Cybersecurity Framework (CSF) and SP 800-53, which is recommended for all law enforcement agencies;
- Upgrading of our Reporting capacity through a custom data warehouse;
- Streamlined the process to add additional agencies to NSR911; and
- Retired old/outdated computer systems

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

On April 3, 2024, the IMC CAD system underwent a significant upgrade that brought valuable enhancements to both Police and Fire operations, particularly in the area of record keeping. For police, the upgrade improved IBR (Incident-Based Reporting) submission accuracy and efficiency, ensuring better compliance with state and federal reporting requirements. It also introduced advanced citation analysis reporting tools, enabling more effective tracking and evaluation of citation trends, enforcement patterns, and departmental performance.

Several forms for police departments were updated to reflect newly enacted state laws, including critical updates to statutory rights and consent forms related to Operating Under the Influence (OUI) procedures. These improvements support legal compliance and reinforce the integrity of departmental documentation processes.

On the fire side, administrative changes to IMC Fire Records streamlined incident documentation and improved data entry workflows, aiding in more consistent and reliable record keeping.

Overall, this upgrade provided a more robust, legally aligned, and efficient platform for public safety personnel to manage critical data and reporting responsibilities.

Member Agency Support

Member police and fire departments receive regular support from NSR911 on various topics such as Agency Concerns, CAD/RMS, Interfaces, IT/Hardware Issues, Radio Problems, Software Bugs, Statistic Requests, and Terminal Server connectivity concerns.

Fire Alarm Receiving Equipment

The center utilizes equipment from Signal Communications to monitor fire alarms in Middleton and Wenham. 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. In 2023, we migrated to Rave's Emergency Notification System (ENS). Previously, NSR911 used Swift911, which Rave Mobile Safety Company acquired. The new platform offers a more user-friendly graphical user interface (GUI).

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 various emergency and non-emergency alerts by signing up for NSR911 Alerts [here](#).

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

2025

- Procure & Install Video Wall for Regional Operations Room
- Upgrade Fire Alarm Receiving Equipment (2021 Project)
- HVAC Upgrades (Dehumidification) (2021 Project)
- Replace carpets (Operations Rooms, Hallways, and Training Room) (2022 Project)
- Replace 19- Security Cameras (2022 Project)
- Replace Network Switches (2022 Project)
- Conduct facility security audit (2023 Project)
- Replace Blinds in Conference Room (2023 Project)
- Refresh Antennas & Cable on Tower / Building
- Create CAD/RMS procurement specifications
- Purchase Communications Vehicle

- Replace end of life Radios in multiple towns
- Replace Radio Backhaul with a mesh network

2026

- Purchase/Implement new CAD/RMS system
- Migrate to new CoMIRS Radio Core
- Outfit POD1 with backup radio consoles
- Replace all Server Room Power Distribution Units (PDUs)
- Replace UPS Batteries at NSR911

2027

- Purchase/Implement Cloud Server Infrastructure at POD1 (NSR911 backup)
- Replace Database Backup System
- Replace UPS servers
- Replace end of life MDTs at Departments

2028

- Replace Dispatch Computers

2029

- Replace Cloud Server Infrastructure at NSR911

INDUSTRY REPRESENTATION



INDUSTRY CONTRIBUTIONS

Employees from the North Shore Regional 911 Center participate on various committees and represent the 911 industry at regional and statewide levels. This section highlights some of the various contributions and accomplishments achieved during 2024.

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.

Participation in Telecommunicator Emergency Response Taskforce (TERT) team – Through the State 911 Department, a TERT program was formally created in Massachusetts. The TERT team operates within the Commonwealth's Communication Unit (COMU) and is fully funded by State 911. The TERT team is a group of certified and credentialed public safety telecommunicators who deploy to assist PSAPs impacted by natural or manmade disasters. TERT is divided into four regions, each with designated team leaders and assistant leaders.



Training & QA Coordinator Katrina Shamshak serves as the Massachusetts TERT State Coordinator, overseeing the program's statewide operations – and its 65+ team members (including several of our own telecommunicators)! In 2024, the team was activated four times to provide coverage for agencies attending line-of-duty death services. Additionally, the team has implemented regular mock deployments to test readiness and identify areas for improvement.

In 2024, active NSR911 TERT members included Katrina Shamshak, Supervisor Alex McKeon, Deputy Director Christopher Ryan, Supervisor Robert Norton, Public Safety Dispatcher Robert Drinkwater, and Administrative Supervisor Sean Cullen.

Katrina also serves on the National Joint TERT Initiative (NJTI) Committee, a collaborative effort between APCO and NENA that promotes TERT programs nationwide. She was appointed as the FEMA Region I & II Co-Coordinator for NJTI, representing: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, New Jersey, New York, Puerto Rico, and the U.S. Virgin Islands.

Essex County Fire Chief's Association (ECFCA)

Participation in ECFCA Communications Committee – In 2024, the ECFCA consolidated the mutual aid into the communications committee. The committee's focus continues to be on communications, interoperability, and fire/EMS mutual aid run cards. Duties include setting 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 2024, fire run cards for Fire District 5, or southern Essex County, were updated three times, and EMS cards twice.

Meanwhile, District 15, or northern Essex County, updated their respective fire cards on three different occasions and EMS cards twice.

The committee also develops and prioritizes 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):

2024 Projects

- Electrical Circuit Redundancy at NSR911 Tower (\$35,000)
- Fiber Connectivity between BAPERN and Amesbury towers at Pow Wow Hill (\$40,000)
- VHF Receiver at Pow Wow Hill (\$17,000)
- UHF Receiver at Baldpate Tower (\$17,000)

2023 Projects

- Purchase of GPS Clocks (Time synchronization) (\$25,000)
 - **STATUS:** Funding approved / awaiting next steps.
- Establish a Microwave link between NSR911 and a tower in Topsfield (\$20,000)
 - **STATUS:** Funding approved / awaiting next steps.
- Purchase of Cache Radios to support Field Comm 20 (\$35,000)
 - **STATUS:** Funding approved / awaiting next steps.

2022 Projects

- Conduct a feasibility study for a Topsfield Radio Tower (\$35,000)
 - **STATUS:** Project pending development of a Statement of Work (SOW).
- Purchase and Installation of a VHF Combiner (\$50,000)
 - **STATUS:** Project pending development of a Statement of Work (SOW).
- Convert two fire department's District 5 radios from UHF to VHF (\$70,000)
 - **STATUS:** Statement of Work (SOW) created, pending procurement.

2021 Projects

- Expansion of the ECFA UHF Wide Area Network [furtherance of 2020 project] (\$40,000)
 - **STATUS:** Equipment delivered at the end of 2023, pending installation.
- Radio Recording Capability on the field Comm 20 Vehicle (\$6,500)
 - **STATUS:** Equipment delivered at the end of 2023, pending installation.

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.

During CY2024, Deputy Director Ryan participated in the state's five-year review of the Massachusetts Interoperable Field Operations Guide (MIFOG). The MIFOG is a collection of technical reference material to aid Communications Unit personnel in establishing solutions to support communications during emergency incidents and planned events.

APCO International

Training & QA Coordinator Katrina Shamshak has served on multiple national committees through APCO International, the world's largest organization of public safety communications professionals. She contributed to the revision of the Core Competencies and Minimum Training Standards for Public Safety Telecommunicators, helping to ensure that training across the industry reflects current best practices. She also served on the committee responsible for updating the Core Competencies and Minimum Training Standards for ECC Supervisors. In addition, she is a member of the National Joint TERT Initiative (NJTI) Committee, a collaboration between APCO and NENA. NJTI is dedicated to promoting and supporting Telecommunicator Emergency Response Taskforce (TERT) programs nationwide.

APCO Atlantic

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



TQA Shamshak served on the APCO Atlantic Scholarship Committee. The program is intended for public safety communications professionals with long-term career goals and who demonstrate a commitment to excellence in their chosen field. Each year, the Chapter Scholarship Committee reviews applications and selects recipients.

Training & QA Coordinator Katrina Shamshak served as a member-at-Large on the board from November 2023-October 2024. During the October 2024 Conference TQA Shamshak was elected by the membership to the position of 1st Vice President.

Massachusetts Communications Supervisors Association (MCSA)

Training and QA Coordination Katrina Shamshak was appointed as MCSA's Training Coordinator, is in charge of the monthly newsletter, and was voted in as Essex County Regional Vice President. 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 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 Coordinator is responsible for organizing events throughout the year for MCSA including the annual March Training event, monthly trainings at the meetings, the annual June awards ceremony, and more.

Northeastern Massachusetts Law Enforcement Council (NEMLEC)

Several staff from NSR911 participate in NEMLEC's Tactical Dispatch Unit. The Tactical Dispatch Team is on call 24/7 and responds to calls for Missing Person Searches, Active Assailant Incidents, High-Risk Warrant Service, and other serious calls throughout the region.



Throughout 2024, Supervisors Todd Owen and Alex McKeon demonstrated outstanding dedication and support to NEMLEC (Northeastern Massachusetts Law Enforcement Council), participating in eight specialized trainings and responding to ten critical callouts. Their involvement included major events such as Marathon Monday (Boston Marathon) and providing vital support during the wake and funeral services for Endicott College Sergeant Jeremy Cole and Waltham Police Officer Paul Tracey. In addition to ceremonial duties, they responded to a range of operational deployments including warrant services, mental health crises, and numerous missing persons incidents involving children, elderly individuals, autistic parties, and individuals experiencing suicidal ideation. Their continued commitment to mutual aid and regional collaboration significantly contributed to public safety and community support throughout the year.

EOPSS Domestic Violence Law Enforcement Guidelines – Working Group



Director Alyson Dell Isola and Deputy Director Christopher Ryan represented State 911 on an EOPSS working group to aid in revising the Domestic violence law enforcement guidelines. These guidelines set forth appropriate and effective responses to domestic violence for police departments in Massachusetts and are widely used during Initial and Annual Law Enforcement Training.

AGENCY CERTIFICATIONS

NCMEC Missing Kids Readiness Project

Joining the mission of the National Center for Missing & Exploited Children (NCMEC) was a natural extension of North Shore Regional 911's commitment to excellence in emergency communications, especially when it comes to protecting children in high-risk situations.



The Missing Kids Readiness Project (MKRP) sets national best practice standards for the handling of calls involving missing and exploited children. To earn recognition, agencies must meet strict criteria related to policies, procedures, and training.

NSR911 underwent a thorough review by NCMEC, during which our agency's call-handling protocols and internal policies were evaluated. All telecommunicators, supervisors, and administrators completed specialized NCMEC training to ensure our team is equipped to recognize red flags, respond effectively, and support rapid recovery efforts.

We are proud to be part of a select group of MKRP-recognized agencies in Massachusetts. In May 2024, North Shore Regional 911 successfully completed recertification, reaffirming our compliance with NCMEC standards and our continued dedication to the safety of the most vulnerable members of our communities.

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.

2024 NOTABLE EVENTS

- March 2024 – IWCE Conference
- April 3, 2024 – IMC Upgrade
- April 11, 2024 - Attended an Active Assailant Functional Exercise
- April 13, 2024 – Attended an Active Assailant Functional Exercise
- April 22, 2024 – NSR911 Telecommunicator Award Ceremony / Dinner
- June 6, 2024 – MCI (Mass Casualty Incident) Drill at the Topsfield Fairgrounds.
- August 2024 – APCO Conference
- October 2024 – APCO Staffing Crisis Summit
- October 2024 – IACP Conference
- October 4-October 14, 2024 – NSR911 Staff work at Topsfield Fair in Tactical Dispatch
- October-November 2024 – Wildland Fires throughout Essex County
- November 2024 – APCO Atlantic Conference



2024 PROJECT HIGHLIGHT – ROWLEY JOINS NSR911

On April 22, 2024, the Town of Rowley submitted a letter of intent to NSR911 and began discussions to potentially join. A feasibility study was completed on June 3, 2024, and the Town ultimately signed an IMA to join NSR911. Due to an emergency need and in the interest of public safety, NSR911, with the support of the State 911 Department, worked with Rowley to complete an expedited onboarding.



A project team was established and included representatives from the police department, fire department, town administrator, selectboard liaison, and State 911 / NSR911. The team regularly met and worked through a multitude of tasks.

This onboarding was successful due to the determination and commitment of all stakeholders. Regular and direct communication played a vital role in ensuring that deliverables were provided according to the project timeline. Police officers and firefighters participated in "sit alongs" at NSR911 so they could observe what the regional telecommunicators did on a daily basis. NSR911 also sent all its staff to Rowley so telecommunicators could learn the town's geography, as well as the police officers and firefighters. On August 1, 2024, Rowley officially transitioned its 911 and dispatching services to NSR911.



2024 ACHIEVEMENTS

Recap of 2024 Goals and Objectives

Accreditation – NSR911 continues to work towards 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, NSR911 seeks to complete its rollout of policies and procedures and 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 CY24, 45 General Orders were reviewed/revised, 3 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** – *In CY24, NSR911 evaluated this goal and pivoted from its original plan to patch existing systems. While NSR911 still seeks to achieve shared radio frequencies, it is exploring what options would best meet the needs of our member police and fire departments.*

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** – *At the end of 2023 / beginning of 2024, State 911 issued an RFQ to upgrade the Amesbury Police and Fire radio systems. Due to concerns regarding "equivalent" systems, an award was not made. NSR911 opted to revise the SOW and re-issue a request for quotation (RFQ). The updated SOW was completed in April 2024, and is pending S911D finance to review and reissue.*

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

- **PROJECT TABLED** – *During 2024, NSR911 performed site visits with agencies that have EMD software incorporated within their CAD systems. After performing these visits, NSR911 opted to table this project until a successor CAD system is procured.*

Revise/Reprint EMD Guidecards

In tandem with procuring 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.

- **COMPLETED** – *In early 2024, new cards were printed and deployed to all dispatch positions. Additionally, NSR911 purchased several additional cardsets that were added to the agencies "Go Kits".*

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

- **COMPLETED/ONGOING** – *In 2024, Rowley was successfully onboarded into our operation. An Intermunicipal Agreement (IMA) with North Reading was also executed in December 2023 and NSR911 anticipates onboarding the town by the end of the calendar year.*

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 2024, State 911 ordered 13- portable laptop computers that provides access to our radio network. These laptops can be used for a multitude of reasons including business continuity / disaster recovery, training, or used at our Alternate and/or Backup PSAPs. The computers were ordered and staged during the late Fall of 2024. We anticipate this project will be completed in early 2025. Six (6) of these computers will be housed at POD1 and the other seven (7) will be located at NSR911 in Middleton. During 2024 we also began working extensively on permanent radio consoles that will be used at POD1 for our backup PSAP needs.*

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** – *An award was made to Motorola for this project. At the completion of 2024 all parts had been staged. We anticipate this project being complete during the winter of 2025.*

2025 OBJECTIVES AND GOALS

Accreditation – NSR911 seeks to obtain Communications Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). NSR911 has been actively issuing policies with the goal of obtaining CALEA accreditation. While this goal has been ongoing for a few years, NSR911 seeks to complete its rollout of policies and procedures and begin the self-assessment stage (typically a 24-month process).

Shared Radio Frequencies (Phase 2) – Using connectivity established in Phase 1, NSR911 seeks to begin building out multijurisdictional radio systems including main and tactical / fireground channels. 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.

Outfit Backup PSAP

Building from our 2023 goals, NSR911 seeks to outfit the State 911 / POD1 facility as its backup PSAP. To achieve this, we will need to establish radio, telephone, and computer connectivity.

Transition NSR911's radio dispatch consoles to the new CoMIRS "Core"

The Commonwealth has established a new radio "core." Migrating onto this new core requires NSR911 to upgrade its radio dispatch consoles along with some backend equipment. This goal will also tie directly into the "Outfit Backup PSAP" goal listed above.