

# EMERGENCY SERVICES AND COMMUNICATIONS

A Division of the New Hampshire Department of Safety

# STRATEGIC PLAN



## FY 25-27



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# INTRODUCTION

Our strategic plan was created to set priorities and focus our collective efforts toward rendering only the highest level of service to our public safety partners and stakeholders. The Division of Emergency Services and Communications' Team worked hard to create our strategic plan, outlining a set of specific goals and supporting objectives to better meet the evolving needs of our residents, visitors and partners.

The members from each of our sections came together to create the plan over several months. The result is a comprehensive, yet focused roadmap which will guide the Division of Emergency Services and Communications in creating more opportunities and operational efficiencies in how we render our services for the residents of our state through the next biennium.

Utilizing the Department of Safety's planning structure, we worked hard to identify where our strengths, weaknesses and vulnerabilities lie. The Team then identified the highest priorities and developed supporting objectives for our goals to address those considerations, as well as incorporating the tenants of our mission, all coming together as our Division's Strategic Plan.

On behalf of our Team, I am pleased to present the Division of Emergency Services and Communications' Strategic Plan for Fiscal Year 2025-2027



A handwritten signature in black ink that reads "Mark E. Doyle". The signature is written in a cursive, slightly slanted style.

Mark E. Doyle  
Director

# EMERGENCY SERVICES AND COMMUNICATIONS

## AREAS OF FOCUS

The following Department of Safety areas of focus were considered when developing Division specific Goals and Objectives.

### Operational Activities | Financial Stability | Customer Service | Organizational Capacity

#### Expand Customer Access to Public Safety Services

- Customers access services through different channels without interruption (omni channel)
- Public Awareness of services
- Web/In-person/phone/mail; Appointment vs. walk-ins / Courses vs. Modules
- Automate workflows and promote paperless processing
- Minimize vacancies

#### Increase Employee Training and Development

- Consistent learning and development requirements
- Expand leadership skills and competencies
- Set formal performance expectations
- Embrace initiative and innovation
- Align roles and responsibilities with knowledge economy (eliminate tasks)



#### Improve Effectiveness of Reporting and Decision Making

- Data governance/classification/reporting standards
- Expand access to data/info
- Automate data/feedback for efficient operations
- Identify areas for improvement in service delivery

#### Ensure Uninterrupted Access to Critical Resources

- Maintain functionality of facilities, fleet, and equipment
- Minimize Internal and External IT Systems and Service disruptions
- Enhance Interoperability of Communications Systems
- Maintain and Promote Cybersecurity best practices to all Public Safety entities
- Support Employee Wellness Initiatives

# FRAMEWORK

The Department of Safety Strategic Planning Framework provides a comprehensive approach to developing goals and objectives that align with legislative authority and are supported by budgetary resources and formal management systems.



# ENABLING LEGISLATION

### **106-H:1 Statement of Purpose**

The general court of the state of New Hampshire declares that the interests of the state's citizens will be served by a coordinated statewide enhanced 911 system, utilizing 911 as the primary emergency telephone number, which will develop and improve emergency communication procedures and facilities with the objective of reducing the response time to emergency calls for law enforcement, fire, medical, rescue and other emergency services.

### **106-H:6 Powers and Duties**

The director of the division of emergency services and communications, subject to the approval of the commissioner, shall:

- I. Appoint such personnel as may be necessary to perform the duties assigned by the division subject to the limits of available funds. Personnel appointed under this section shall be classified state employees as defined by the division of personnel.
- II. [Repealed.]
- III. Enter into contracts and do such things as may be necessary and incidental to the administration of the division's authority pursuant to this chapter, with the approval of the commissioner.
- IV. Accept in the name of the state any and all donations or grants, both real and personal, from any governmental unit or public agency or from any institution, person, firm, or corporation. The division shall receive, utilize, and dispose of all donations and grants consistent with the rules of the division and the purpose or conditions of the donation or grant.
- V. Make such investigations as may be necessary to determine whether governmental units are complying with the provisions of this chapter.
- VI. File as part of the annual report of the department of safety required under RSA 20:7, the status of development of operational standards and training programs, the development of the data base, revenue generated from telephone subscribers, budget and revenue projections, the degree of coordination with municipalities, the extent of public use of the service and the quality of service rendered.
- VII. In conjunction with the operating budget of the department of safety, the department shall submit a budget for each biennium, which shall include financial responsibility for and the costs of all programs offered or contracted by the division of emergency services, communications and management, and all revenues and expenditures of the dedicated fund established in RSA 106-H:9.

# ENABLING LEGISLATION

### **106-H:16 Emergency Notification System**

- I. For the purpose of alerting members of the public about emergencies in a particular area and delivering rapid emergency notification and information, the bureau shall develop and maintain a statewide emergency notification system (ENS). The bureau shall work with technical members from the wireline, wireless, VoIP, and cable industries to design the ENS for the delivery of emergency messages for emergency state and local government purposes in a manner compatible with existing communications systems and networks.
- II. The ENS shall use the fixed-location data in the bureau's E-911 telephone database as well as E-911 data collected from wireline and VoIP providers who utilize dynamic location information databases compliant with the National Emergency Numbering Association's (NENA) i2 protocol or successor protocols. All wireline telephone numbers in the E-911 telephone database shall automatically be included in the ENS, as well as telephone numbers collected semi-annually from wireline and VoIP providers utilizing dynamic location databases compliant with the NENA i2 or successor protocol. In addition, the bureau shall provide the ability for the public to register with the bureau a variety of devices and communication methods at fixed locations where they have personal interests, such as their homes, businesses, and other family residences. This data shall remain confidential and shall be used solely by the ENS for the purpose of emergency notification and message delivery. Members of the public may opt-out of the emergency notification and message delivery system pursuant to the provisions of paragraph IV.
- III. The bureau shall, to the greatest extent possible, ensure that the ENS is fully geographic information system (GIS) capable and able to define an emergency zone by address or geographic area. Wireline phone, VoIP, and opt-in devices shall be linked to a GIS mapping database, capable of performing a query based on an address or a general geographic area.
- IV. Unless otherwise contrary to law, the ENS shall include means by which persons may opt-out of the system and also make the capabilities of the system accessible to the extent that current or future technology allows for communications devices not otherwise included in the system, such as nomadic voice over Internet Protocol phones, internet protocol enabled services, and commercial mobile radio services.
- V. To accommodate the use of the ENS during an emergency, the ENS shall be capable of providing a pre-recorded message and delivering that message to a large number of telephones and communications devices in a manner designed so as not to overwhelm or collapse the system.
- VI. The bureau shall ensure that every state, county, and local emergency response agency has access to and training in the use of the ENS.

# ENABLING LEGISLATION

- VII. The bureau shall establish policies, standards, and procedures for the ENS, with the assistance, review, and approval of the enhanced 911 commission and the commissioner of safety. The bureau shall conduct regular assessments and internal tests of the ENS to ensure that it is functioning properly in compliance with the requirements of this section and that it meets all federal and state requirements for incident management. To the extent that a question arises regarding whether a particular notification meets the definition of an emergency, the commissioner of safety or his or her designee shall be the final arbitrator.
- VIII. The bureau, with the approval of the enhanced 911 commission and the commissioner of safety, may develop and modify the ENS to be compatible with the Federal Communications Commission (FCC) guidelines or requirements for broadcast messaging.
- IX. The bureau may participate in and shall use the Wireless Emergency Alerts (WEA) component of the Federal Emergency Management Agency's Integrated Public Alert and Warning System (IPAWS) or succeeding federal alerting systems as the vehicle to communicate with commercial mobile radio service customers. Nothing in this section shall be deemed to alter or supersede any aspect of WEA operation pursuant to existing FCC rules.

# MISSION

# VISION



## Mission Statement

To locate, communicate and connect people in an emergency with the help they need.

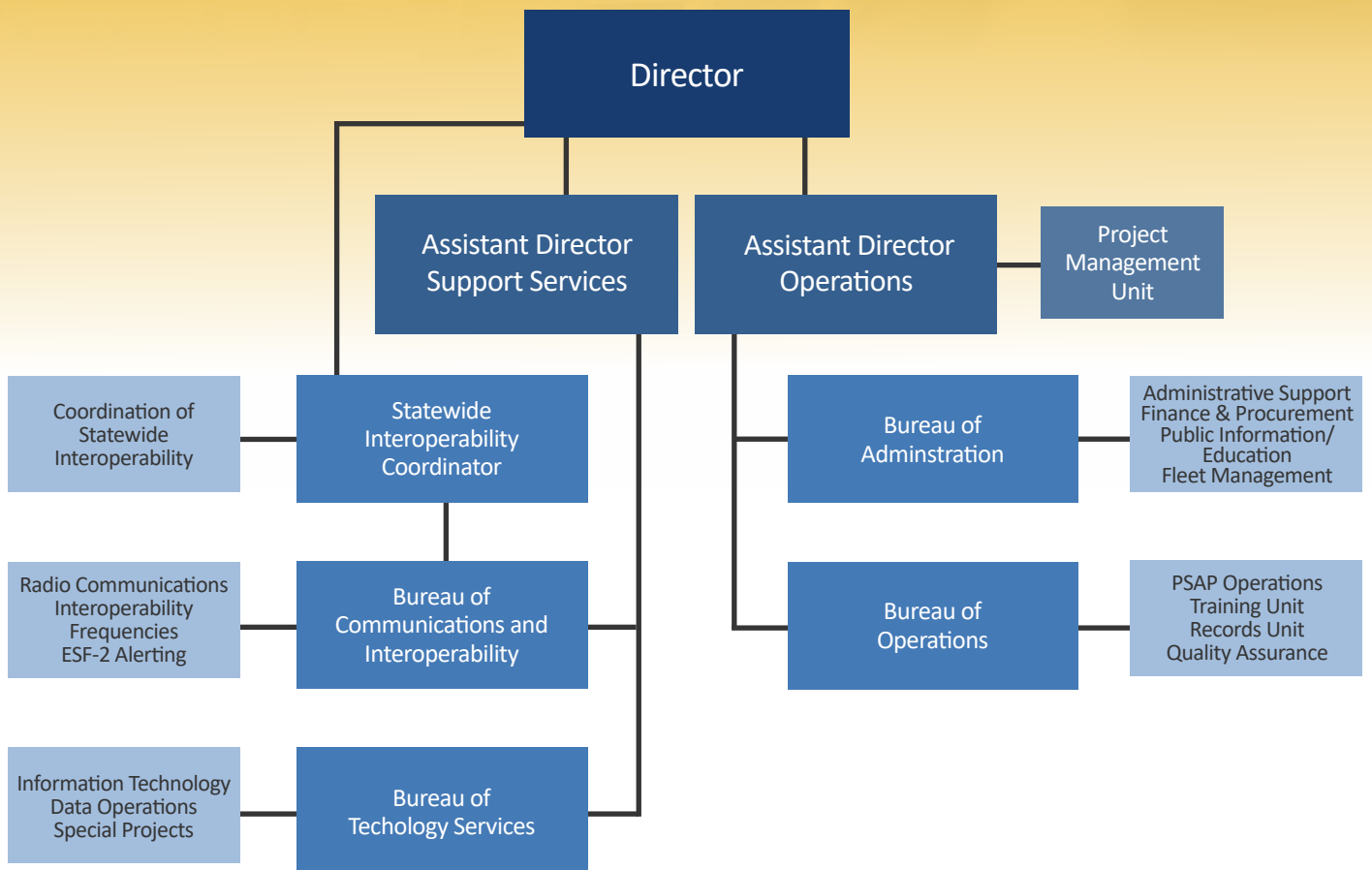


## Vision Statement

Achieve seamless emergency communications for all through emerging technology and collaborative information sharing.

# EMERGENCY SERVICES AND COMMUNICATIONS

# ORGANIZATIONAL STRUCTURE



# GOALS & OBJECTIVES

## Ensure uninterrupted customer access to 911 system

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This goal will harden the Division’s cybersecurity posture through regular network assessments and identifying vulnerabilities and creating strategies to mitigate those vulnerabilities.

### OBJECTIVES

Timely address new and emerging cybersecurity threats and vulnerabilities



Maintain multiple layers of redundancy to keep both PSAPs operational



Train all employees on emerging cybersecurity threats

## Attract and retain highly qualified employees

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This goal will focus on developing creative and innovative methodologies to improve incentives for new employees and employee promotions, in effect, creating greater retention for our Division’s employees.

### OBJECTIVES

Provide professional development opportunities for all employees



Restructure the hiring process to improve evaluation of new potential employees



Decrease the total time to hire new employees

# GOALS & OBJECTIVES

## Maintain effectiveness and reliability of 911 and communication services

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To ensure the highest level and quality of service that our Telecommunicators can render to the public and our public safety partners, we must ensure that all data collection, processing, and retrieval is up-to-date and available to provide first responders with an efficient and effective response.

### OBJECTIVES

Maintain field response to new address requests

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Maintain rate of completion for the Radio Shop database

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Increase and improve public outreach efforts

## Maintain exceptional emergency call handling outcomes related directly to quality of service and transfer efficiency

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A continued focus on Emergency Medical Dispatch (EMD) certifications through updated trainings and continuing education requirements assures our ability to provide life-saving medical instruction by adhering to established, updates, relevant, and accredited EMD protocols.

### OBJECTIVES

Maintain high scores for police/fire emergency call taking

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Maintain high scores for emergency medical call taking

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Maintain certifications and high levels of continuing education

# GOALS & OBJECTIVES

## Expand Interoperability between First Responder Agencies

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Improve a wide variety of systems to have the ability to communicate and transmit data between agencies. Take advantage of emerging technologies as they become available.

The ongoing challenges associated with creating sustainable interoperability solutions will continue through the work of our Radio Communications and IT sections as well as our partnership with the SIEC (Statewide Interoperability Executive Committee).

## OBJECTIVES

Improve interagency communications for real time data, voice and multimedia



Promote training of interoperability tools



Increase the adoption and usage of the emergency alerting platform

# EMERGENCY SERVICES AND COMMUNICATIONS

A Division of the New Hampshire Department of Safety

# CONTACT US

## LOCATIONS

Concord Office | 110 Smokey Bear Blvd, Concord, NH 03305

Laconia Office | 50 Communications Drive, Laconia, NH 03246

## PHONE

**For an emergency or crime in progress, dial 911**

603-271-6911 | TDD Access: Relay NH 1-800-735-2964

## EMAIL

[DESCPIO@dos.nh.gov](mailto:DESCPIO@dos.nh.gov)

## HOURS

Business Hours | Monday - Friday 8:15 am to 4:15 pm

**911 Access | 24/7**

