



Town of Hamilton
Select Board
Monday, August 4, 2025

7:00 p.m.

The Meeting Room
Hamilton-Wenham Library
14 Union St. Hamilton

- Bill Olson,
Chair
- Bill
Wilson
- Rosemary
Kennedy
- Tom
Myers
- Benjamin
Galuzo

AGENDA

This is an IN PERSON meeting. As courtesy for the public, zoom access will also be provided via the below link. However, the meeting will not be terminated in the event that technological issues disrupt the zoom broadcast.

Join Zoom at:

<https://us02web.zoom.us/join/edl?muid=6d28ec0d-c1f4-458a-b105-ee55daad1604>

Meeting ID: 874 7417 7926

Passcode: 638880

One tap mobile

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- +1 312 626 6799 US (Chicago)

7:00 p.m.	Call to Order – Roll Call Vote
ANNOUNCEMENTS & BOARD OPENINGS	
	Board and Committee openings: <ul style="list-style-type: none">• Affordable Housing Trust – 1 opening• Conservation Commission – 3 openings• Community Preservation Committee – 1 opening for member of Historic District Commission• Finance and Advisory Committee – 2 openings (through the Moderator)• Historic District Commission - 2 openings for 3-year terms, 2 openings for 2-year terms (one must be a resident of the Historic District and one must be a resident Realtor)• Human Rights Commission – 2 at-large openings• Hamilton Wenham Cultural Council – 1 opening

Items may be heard out of the listed order. The agenda items listed are those items which were reasonably anticipated by the Chair to be discussed at the meeting. Not all items listed on the agenda may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

	<ul style="list-style-type: none"> • Public Comment – Will be taken for a maximum of twenty (20) minutes, no speaker will be allowed to speak for more than three (3) minutes
CONSENT AGENDA	
	<ul style="list-style-type: none"> • Approve minutes of Select Board meeting for June 2, 2025 • Approve minutes of Select Board meeting for July 7, 2025 • Approve minutes of Select Board meeting for July 21, 2025
AGENDA	
7:25 p.m.	<ul style="list-style-type: none"> • Athletic Fields update – with Superintendent Eric Tracy • Town Hall construction update – with DPW Director Tim Olson • Set Limits for the Chapter 91 Senior Exemption Program – with Principal Assessor Jane Dooley, Discuss and Vote • Discuss feasibility study from the North Shore Regional 911 center – Discuss and Schedule for a vote • Discuss amended Public Comment Policy – Discuss and Schedule for a vote • Review progress of the North Shore Water Resiliency Task Force – with Town Manager Joseph Domelowicz • Review agenda for meeting on August 13 • New Business • Adjourn

Cemetery Deed #1279

Items may be heard out of the listed order. The agenda items listed are those items which were reasonably anticipated by the Chair to be discussed at the meeting. Not all items listed on the agenda may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.



Town of Hamilton
Select Board
Meeting Minutes of June 2, 2025

Pursuant to the Open Meeting Law, MGL Chapter 30 A, §§ 18-25, written notice posted by the Town Clerk delivered to all Select Board members, a meeting of the Hamilton Select Board was posted for June 2, 2025 at 7:00pm. This meeting was held at the Hamilton Wenham Library, 14 Union St.

The Select Board functions as the Chief Executive body of the Town. Its five members are elected to three-year terms with one or two seats up for election each year. The Board acts as the chief policy making body of the Town and directly supervises the activities of the Town Manager. The Select Board typically meets the first and third Monday evening at 7:00 p.m.
Select Board: Ben Galuza (2028); Thomas Myers (2028); Bill Wilson (2026); William Olson (2027); Rosemary Kennedy (2027).

Call to order: B.Wilson called the meeting to order at 7:00pm. Present: R.Kennedy, B.Wilson, Vice-Chair, T.Myers, B.Galuza. Not present: W.Olson, Chair. Also present: Joe Domelowicz, Town Manager, and others as noted.

The Chair announced Board and Committee openings as displayed on the agenda:

- Affordable Housing Trust – 1 opening
- Conservation Commission – 3 openings
- Community Preservation Committee – 1 opening for member of Historic District Commission
- Historic District Commission - 2 openings for 3-year terms, 2 openings for 2-year terms
- Human Rights Commission - 1 opening
- Hamilton Wenham Cultural Council – 1 opening
- **B.Wilson** noted there has been an Open Meeting Law complaint submitted against the Board, which they take very seriously; the Board has 21 days to respond. The Town is working with Town Counsel and new policies are being developed. For this evening, public comment is limited to 20 minutes total and three minutes per person, at the beginning of the meeting only.
- **Public Comment – Three (3) minutes per person on items not already on the agenda:**
 - **Tosh Blake, Sagamore St**, opined removing public comment from individual agenda items would mean less informed public comment since they could not first hear the discussion. He was not in favor of the Board making this change, this commented that is a disservice to the public. He also believed the 3A vote should be pushed to the fall and not rush into.
 - **Deb Safford, Maple St**, also advocated for pushing off the 3A vote. She believed it was a poor way to negotiate to give people what they want - then they have no reason to negotiate with you. If 3A is brought to a vote, then the Town has no leverage to adjust anything with the state. She cited 10 people are suing the state and the Board should let that play out. If the town approaches this with the mentality to just approve what the State says, then that's a dictatorship. She argued there are enough Special Town Meetings this June and the Board should let the citizens rest and do it in the fall.
 - **Sandy Fisher, Green Brook Rd**, stated she agreed with the previous two speakers. She stated 3A is an unfunded mandate, and there is not enough information to bring it to a vote. She mentioned water issues, and said she spoke to someone who said there is no one overnight at the fire house in Hamilton or Wenham, and that is a cost that we know, and that larger housing units can have issues. A friend of hers in Gloucester said that many police calls frequently go to Gloucester Crossing where there are 210 units. She strongly advocated for putting off the vote until the fall.
 - **Kathleen Brill, Norton St**, urged the Board to not stand in the way of the Town complying with 3A, it is inarguably the law. There is no sense in talking about negotiating with the State on this. If the Town plans to pursue two pathways, it needs to come into compliance with the law while considering other avenues. She urged the Board to let the Town vote.

Town Reports:

- T.Myers – attended the Eagle Scout ceremony for Quinton Appel, and noted “what an amazing accomplishment it is and what a wonderful ceremony.”

- R.Kennedy, noted Tim at the Senior Center is retiring and there will be a celebration for him on Thursday, and people are invited to come and say farewell. The Conservation Commission is in need of three new members saying it is a hard, but rewarding job.
- B.Wilson congratulated the seniors who graduated on Sunday at the High School. There is another virtual information session for the schools on June 5.

CONSENT AGENDA:

- Approve minutes of March 31, 2025 Select Board meeting
- Approve minutes of April 22, 2025 Select Board meeting
- Approve minutes of May 5, 2025 Select Board meeting
- Approve minutes of May 13, 2025 Select Board meeting

Vote: The Board voted unanimously to approve the consent agenda.

- Assign motion movers for June 9, 2025 STM Script – *Discuss & Vote*

B.Wilson will move the consolidated school article. B.Galuza will move the Cutler lease.

Vote: The Board voted unanimously to appoint B.Wilson as the motion maker for Article 1 and B.Galuza as the motion maker for Article 2.

- Review Draft Warrant for June 26, 2025 STM, make recommendations for warrant articles – **Discuss and Vote**
- Close the Warrant for June 26, 2025 Special Town Meeting – *Discuss & Vote*
- Sign Warrant for June 26, 2025 STM

Town Counsel Robin Stein explained the draft Warrant has been going back and forth with edits and comments, and it is nearly finished. She explained MGL chapter 48 section 5 was amended to allow certain types of zoning bylaw amendments to be adopted by a majority vote instead of the traditional 2/3 votes. One of those types of housing is multi-family housing, since the planning board has made the determination that the MBTA districts as proposed are eligible locations that allows the zoning amendment to go forward with a majority vote. The plan, in consultation with Utile, is to take the whole amendment that's being proposed, which has a lot more in it than 3A zoning, and turn it into two warrant articles. The first one would contain the creation of the 3 new districts, which are going to count towards 3A compliance, as well as adopting the overlay with the zoning specifically to allow multi-family housing in those districts, and also regulations within the scope of that housing would be one article; a majority vote required. The second article for the rest of the zoning, would be a 2/3 vote.

The two articles together, if they pass, accomplish the entire zoning amendment. They are still working on splitting up the appendices to match the articles. Attorney Stein explained the law requires the quantum of vote to be correct, such as not combining things that require a simple majority with things that require a 2/3 vote.

B.Olson asked for a sense of Board and stated this issue should not be decided by the five Board members, but should be put before the Town for everyone to discuss and vote. R.Kennedy asked what the likelihood was of amendments to the law with all of the litigation pending, and what happens if that is after the Town passes it. Attorney Stein responded the Town could have a Town Meeting and amend the zoning in that case. T.Myers stated he agreed the Town has the right to vote on this issue and it should go forward at the Special Town Meeting.

John McGrath, Chair of the Finance Committee, spoke about the discussions of the Finance Committee, who felt they could not make any kind of definitive statement on what might happen under 3A. He said they decided to compute ranges of possibilities instead. There is the potential for significant revenue, but he also said the expense side is loaded with risk and hard to predict. He referenced Representative Kassner's letter emphasizing the grants that will likely be at risk. The Finance Committee will put together an impact statement with estimates.

Marnie Crouch, Chair of the Planning Board stated that the Planning Board still has a few concerns, and questioned the plan to separate the zoning into two warrant articles. She thinks it is very important for people who live in the proposed districts to understand what they can do with their properties, and does not think the zoning is clear enough yet. She stressed the importance of the form-based code to ameliorate the potential effects of 3A.

Work will continue on the draft, and it will be reviewed again the following week at 6:30PM on Tuesday.

Vote: The Board voted unanimously to meet on Tuesday via zoom at 6:30PM to discuss 3A and the June 26 Special Town Meeting.

- Finalize Select Board Liaison Roles for 2025-26 – *Discuss & Vote*

The Board had a brief discussion to review a tracking sheet showing who will be the liaison to which town board and committee.

Vote: The Board voted unanimously to approve the liaison roles for 2025-26 as edited.

- Review latest offer for buy-out of cell tower lease – *Discuss & Vote*

J.Domelowicz explained Tower Alliance, which is affiliated with Everest, has made several offers for the buy out of the cell tower lease. Last year the Board voted to inform them the Town wasn't interested in the offer, and that it wasn't sufficient. They were welcomed to make a larger offer, but the Board thought the value of the lease was much higher than what they were offering (low 500k at the time). The Town did not hear from them for a while and then recently they reached out after having been in contact with Chris Davis from Everest, and Chris had urged them to make their best and final offer. They made an offer of \$675,000 but for a 99-year term easement which Town Counsel said can't be done without a vote at town meeting. Up to 30 years could be granted because the original vote allowed the select board and the town manager to enter the 30-year contracts, not 100 year contracts. It was agreed a 99 year lease was not a reasonable timeline in any case. Today, Tower Alliance sent a follow up reducing their offer from 675k to 627k based on their belief that, Dish Network, which is currently on the tower is going to terminate its lease with them. B.Wilson, who works in this field, discussed the context of the offer, and believes the offer could work for the Town with a thirty year lease. The arrangement is not without risk, but it is worth further discussion. The Town is waiting to understand if the removal of Dish is confirmed or speculative. B.Wilson suggested gathering some additional information before making a decision.

New Business

- The Board should send ideas or requests for agenda items to J.Domelowicz. He will begin asking department heads to come in and report on activities of their department.
- Before Caroline Beaulieu departed the Board, she and the Chiefs signed off on a feasibility study to look at the possibility of joining the regional dispatch in Middleton. The study is moving forward, and more information should be available soon.

Adjournment Vote: *The Select Board voted unanimously to adjourn the meeting at approximately 9:06PM.*

Meeting Packet Enclosures:

- Draft Warrant for June 26 Special Town Meeting
- Hamilton MBTA 3A Zoning and Impact Analysis
- EOHLD Pre-adoption Feedback letter
- Letter from Utile
- Letter from Representative Kristin Kassner
- Special Town Meeting Calendar

*Respectfully submitted by D. Pierotti, Recording Secretary, 6/14/25.
The minutes were prepared from video.*

Respectfully submitted as approved at _____ meeting.

Rosemary Kennedy, Clerk



Town of Hamilton
Select Board
Meeting Minutes of July 7, 2025

Pursuant to the Open Meeting Law, MGL Chapter 30 A, §§ 18-25, written notice posted by the Town Clerk delivered to all Select Board members, a meeting of the Hamilton Select Board was posted for July 7, 2025 at 7:00pm. This meeting was held at the Hamilton Wenham Library, 14 Union Street.

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Select Board: Ben Galuza (2028); Thomas Myers (2028); Bill Wilson (2026); William Olson (2027); Rosemary Kennedy (2027).

Call to order: B. Wilson, Vice-Chair, called the meeting to order at 7:00pm. Present: B. Wilson, R. Kennedy, T. Myers, B. Galuza. Not present: W. Olson, Chair. Also present: Joe Domelowicz, Town Manager, and others as noted.

The Chair announced Board and Committee openings as displayed on the agenda:

- Affordable Housing Trust – 1 opening
- Conservation Commission – 3 openings
- Community Preservation Committee – 1 opening for member of Historic District Commission
- Historic District Commission - 2 openings for 3-year terms, 2 openings for 2-year terms
- Human Rights Commission - 2 openings
- Hamilton Wenham Cultural Council – 1 opening
- **Public Comment – Will be taken for a maximum of twenty (20) minutes, no speaker will be allowed to speak for more than three (3) minutes:**
 - **Edward Wilson**, a 911 dispatcher in town, spoke on behalf of the dispatchers. He stated if the town goes to a regional dispatch, it will never be able to return to local dispatch because it will be cost prohibitive. Although the regional dispatch is currently free, it may not stay that way. There is great benefit to have an employee available locally at the police station every night, one who understands the community. The regional dispatch has vacant positions and are taking on more towns. He referenced a letter he sent to the Board with greater detail on these issues.
 - **Jeff Austin, Sharon Rd**, spoke regarding the open meeting law violation discussion that took place at the last meeting. He opined the Board's opinion no violation took place was incorrect, and fundamentally, they misunderstand the public's rights. He accused the Board of a failure of process and of character. He acknowledged he called the Board "cowards" during that discussion and apologized to those on the Board who did not deserve that label. He hoped his apology serves as an example.
 - **Tosh Blake, Sagamore St**, clarified one of his comments from a prior meeting, where he quoted the Town Manager stating he would advise the Board to sell the Winthrop (school) site should it become available, and he now had a specific citation. The quote was from a Select Board workshop on July 23, 2024, time stamp 1:53pm. He asked if the Town Manager would like to explain why he denied making that comment.
 - **Deb Safford, Maple St**, referred to the warrant and asked if the statement that the new zoning districts allow multifamily housing mean no other type, such as single family, can be built? In the minutes for the June 24 it referenced a consultant doing work on economic impact of 3A, and asked who is the consultant? She believed it is misleading to the public to say there is no financial impact, and a disservice to not address the ramifications of multi-family zoning. Her third question, regarding the letter of April 25, 2025 from the lawyers to the Town Managers, is why the question was asked of Town Counsel about the School district since it was not within the town's purview as a regional school district. She wanted to know who authorized them to ask the question. She also spoke against regionalizing the emergency dispatch. She stated if the town needs money, they could take it from the Hamilton Development Corporation (HDC), who has a big "slush fund."
 - **Sandy Fisher, Green Brook Rd**, wanted to echo the comments of previous speakers on the emergency services, and advocated to keep it local.
 - **Steve Jones, Bradford Rd.**, has been a dispatcher for the last 12 years, and noted the town has always supported public safety, and the dispatchers. He noted all the training local dispatchers receive, the standards, the policies and

procedures in place, and advocated for keeping the service local. He believed there are inaccuracies in the feasibility study, and he hoped it would be considered carefully and there would be more discussion.

- **Jenna Jones, Bradford Rd**, believed getting rid of local dispatch would affect senior citizens the most, they depend on the service and know the dispatchers.

Board and Town Manager Reports/Updates:

- R.Kennedy – The Council on Aging is looking for an Assistant Director. She has heard from some seniors unhappy with logistics from Special Town Meeting.
- Bridge Street and Essex Street (Rte. 22) paving – Bridge St began on June 19; Essex St sidewalks are complete.
- Block Party recap – went very well, thanks to the Community House and public safety.
- Chief Guy Swearing In – B.Galuza noted it was a very nice ceremony.
- Patton Park concerts – run by the Community House.
- Patton Park maintenance – Electricity to surveillance cameras

CONSENT AGENDA:

- **Approve minutes Joint Select Board & Planning Board meeting for April 29, 2025**
 - **Approve minutes of Select Board meeting for June 10, 2025**
 - **Approve minutes of Select Board meeting for June 16, 2025**
 - **Approve minutes of Joint Select Board & Planning Board meeting for June 24, 2025**
 - **Approve reappointment of Reggie Maidment to a new three-year term on the Recreation Board**
- Vote: The Board voted unanimously to approve the consent agenda for July 7, 2025.*

AGENDA:

- **Appoint Jeremy Foster to fill vacancy on the Hamilton Conservation Commission – Discuss & Vote**
The Conservation Commission Chair submitted a letter recommending this appointment on behalf of the Commission.
Vote: The Board voted unanimously to appoint Jeremy Foster to the Conservation Commission.

- **Amend Reappointment of Brian Stein to the Hamilton Development Corp. to be as a full member for three years term – Discuss & Vote**
Vote: The Board voted unanimously to reappoint Brian Stein to the Hamilton Development Corp as a full member for a three-year term.

- **Review accessibility & voting clickers preparation for July 14 Special Town Meeting (STM), discuss steps taken to correct shortcomings at the June 9 STM, assign motion makers - Discuss & Vote**
J.Domelowicz acknowledged there were some glitches with the Special Town Meeting, and the record turnout meant lines to get into the meeting were extremely long and staff was stretched to capacity. The town has already been working with HWCAM for closed captioning to be on the screen showing what speakers were saying. Some voters at the meeting were concerned their clickers were not working properly, but in each case it was confirmed the clickers were working and the votes were recorded correctly. The lag time people experienced was related to posting the votes on the screen. A representative from Meridian noted the slowness was caused by the receivers that were in use. Discussion continued around how the signal is sent and how interference can occur with speed of the signal. He noted eliminating WIFI interference in the building, can greatly affect the speed of the voting, and urged the town to look into that further; this can reduce the time from 4-5 minutes to about 1.5 minute per vote. R.Kennedy said some seniors and people with mobility challenges were in line outside and should have been brought inside the building sooner. There was transportation available for seniors, and the Board urged people to go straight to the front of the line if they need assistance or cannot stand in line. Bill Melville, Director of HWCAM explained the challenges with the A/V in the High School gym, and what he has done and will do to improve the services, particularly with the closed captioning.

- **Review Script, FAQs & Presentation materials for July 14, 2025 STM, assign motion makers – Discuss & Vote**
J.Domelowicz explained the script and what was planned in terms of presentations from the Planning Board and the Finance Committee; the Select Board needs to identify motion makers for the articles. Jonathan Poore, Planning Board, was present and stated the Planning Board believed at least the first article should be moved by the Select Board as it is a compliance article, and recommended having a plan as to who would respond to questions. It was decided that B.Galuza would move the first article, and T.Myers the second.

A four-page FAQ was drafted by the Planning Board to help explain the articles; this document will be posted on the website and included in the Planning Board's presentation at Town Meeting. He suggested a panel to address questions.

Mark Connors, Planning Director will be in attendance, as will the consultant from Utile, Town Counsel, and representatives from the Planning Board. Town Counsel Tom McEnaney explained all questions must go through the Moderator, who can then direct questions to the appropriate subject matter expert.

John McGrath, Chair of the Finance Committee noted they published their recommendations on the website, and there was no way to be certain of the financial impact of the zoning, but the Finance Committee explained how they looked at the issue and provided some different scenarios.

J.Domelowicz explained the staff, including the Town Clerk, are ready for the Special Town Meeting. The meeting will be back in the HS auditorium, there are clickers for 1,200, but they do not expect that many people in attendance.

- **Approve lease renewals for Cutler & Winthrop schools – Discuss & Vote**

J.Domelowicz explained these lease renewals were approved by the Board a year ago, but not executed. Town Meeting on June 9, 2025 approved a 50-year lease on the Cutler School; therefore the current Board vote is for a 50-year lease for Cutler School building and a ten-year lease for Winthrop School building.

Vote: The Board voted unanimously to approve the leases for the Cutler and Winthrop Schools.

- **Schedule Joint Meeting with the Hamilton Wenham Regional School Committee to fill vacancy on the School Committee – Discuss & Vote**

One member of the School Committee has moved out of Hamilton leaving a vacant seat. The School Committee has offered to attend a regular Select Board meeting on July 21 to fill the vacancy. Interested residents should apply to the School Committee, who organizes the applications and shares them with the Select Board. The two boards will interview the candidates in public session; the meeting will take place at the Miles River Middle School. The draft questions will be provided to the Board; any comments should be sent to J.Domelowicz to relay to the School Committee Chair. The deadline for applications is July 16.

Vote: The Board voted unanimously to schedule the joint meeting with the HW School Committee to fill the vacancy on the School Committee for July 21, 2025 at 6:30PM.

- **Discuss Disposition of Surplus Equipment Policy – Discuss & Schedule for vote**

In the State statute, disposition of equipment valued at \$10,000 or more is subject to the conditions of the statute, and equipment valued at less than \$10,000 is subject to the written policies of the town. Any comments on the draft policy should be sent to J.Domelowicz and a revised draft will be circulated prior to an upcoming meeting.

- **Discuss edits/amendments to draft public comment policy conduct for future Select Board meetings – Discuss & Vote**

B.Wilson asked for feedback from the Board on the draft policy in the packet, with the goal of trying to move to a final policy by the end of July. R.Kennedy stated people are accustomed to coming to meetings and being able to be heard on various issues, and she was in favor of a more relaxed policy. She hoped recent acrimony would not constrain public comment. T.Myers, referenced the recent open meeting law complaint and stated the Board could not turn on /off public comment in a meeting, and advocated for a more streamlined process with clearer restrictions. Attorney McEnaney explained the more discretion the Board exercises in a discussion, the more it opens the Board up to a potential claim. The Board could regulate the time and manner in which people are allowed to speak, but not what people want to say. There is a legal concern if decisions on public comment are made based on the content of what will be discussed rather than a clear time, place, and manner, kind of a policy. B.Wilson believed the recent issues have been more contentious than usual, and was in favor of continuing with a more open policy, but with appropriate guard rails to enable the Board to still run an orderly meeting. J.Domelowicz commented it was the Board's job to hear input, but ultimately to make decisions on issues without being heavily influenced one way or another by who may be in the room on a given night. The Board discussed additional ideas on structuring meetings and gathering public comment, and agreed this be on an upcoming meeting agenda.

- **Review feasibility study from the North Shore Regional 911 center - Discuss**

The purpose of this discussion is to start thinking about the issue, and to look at options for the Town. The North Shore Regional dispatch center invited the town to join the regional center after completing the feasibility study. It has been about 10 years since this has been looked at, and a lot of things have changed. The objective is to look at town services and deliberate on what would be most effective and cost efficient, and in the best interest of the Town. The cost of the transition and the operations would be borne by the regional center. There is a State tax that funds the regional centers, and the State is looking to consolidate the dispatch functions. Wenham made the decision to join the regional service ten years ago, as well as other local communities including Topsfield, Essex, Middleton, and Georgetown. The towns of Groveland, Boxford, and North

Reading are also considering joining the regional center. The Board asked to hear from both the dispatchers as well as the regional center, and from other towns as to what their experience has been.

- **Fiscal year 2026 Goal Setting & Select Board Workshop Meeting – *Discuss & Schedule***
- **Schedule Town Manager Annual Review - *Discuss***

There were no new goals added since 2023, so those would be the goals used in the assessment of the Town Manager. The meeting needs to consider a new set of goals. Under the Town Manager's current contract, there is the provision to extend the current contract an additional year beyond the end date.

The Board will meet on August 13 at 6:00 for the goal setting workshop.

- **Cell Tower updates**

J.Domelowicz spoke to the representative from Tower Alliance, and they are looking to revise their offer. There is however, the opportunity to go out to bid and to use a third party for approximately \$5,000 to evaluate the existing offer to determine if it is in fact the best opportunity for the town. If the town sells the cell tower lease, the revenue would become capital budget, as opposed to the operating revenue that is earned from the current arrangement. The Board discussed targeting the amount of \$675,000 for a 30 year lease. The Board will continue to discuss this issue at their next meeting.

Adjournment Vote: *The Select Board voted unanimously to adjourn the meeting at approximately 10:23PM.*

Meeting Packet Enclosures:

- Select Board Minutes of April 29, 2025; June 10, 2025; June 16, 2025
- Minutes of Joint Select Board & Planning Board meeting for April 29, 2025; June 24, 2025
- Note regarding Board/ Committee Re-appointments
- Vote results from Special Town Meeting
- Draft Warrant for July 14 Special Town Meeting
- Amendment of Lease – Extension of Lease Term – Winthrop School
- Amendment of Lease – Extension of Lease Term – Cutler School
- MSBA Initial Compliance Certification
- Letter from Lauren Goldberg, KP Law, regarding: Matters relative to Cutler Elementary School Borrowing
- Town of Hamilton- Disposition of SURPLUS SUPPLIES/EQUIPMENT
- Draft Policy Governing Public Comment at Public Meetings
- Mass State Regional Department 911 – North Shore Regional 911 Center
- Priority Goals for 2023, Town Manager Evaluation Form, 2023
- Select Board Meeting Dates
- Everest Infrastructure Partners letter and attachments

Respectfully submitted by D. Pierotti, Recording Secretary, 7/20/25.

The minutes were prepared from video.

Respectfully submitted as approved at _____ meeting.

Rosemary Kennedy, Clerk



Town of Hamilton
Select Board
Meeting Minutes of July 21, 2025

Pursuant to the Open Meeting Law, MGL Chapter 30 A, §§ 18-25, written notice posted by the Town Clerk delivered to all Select Board members, a meeting of the Hamilton Select Board was posted for July 21, 2025 at 6:30pm. This meeting was held at the Miles River Middle School Multi-Purpose Room, 775 Bay Road, Hamilton.

The Select Board functions as the Chief Executive body of the Town. Its five members are elected to three-year terms with one or two seats up for election each year. The Board acts as the chief policy making body of the Town and directly supervises the activities of the Town Manager. The Select Board typically meets the first & third Monday evening at 7:00 p.m.
Select Board: Ben Galuza (2028); Thomas Myers (2028); Bill Wilson (2026); William Olson (2027); Rosemary Kennedy (2027).

Select Board call to order: W.Olson, Chair, called the meeting to order at 6:30pm. Present: W. Olson, R.Kennedy, T.Myers, B.Galuza, B.Wilson, Vice-Chair. Also present: Joe Domelowicz, Town Manager, and others as noted.

6:35 p.m. JOINT MEETING WITH COMMUNITY PRESERVATION COMMITTEE (CPC)

Call to order: Jay Butler, Chair, called the meeting to order at 6:30pm. Present: Jay Butler, Robert Preston, Sean Farrell, Michelle Horgan, Bill Wilson. Not present: Kim Dietel, Darcy Dale, Sandy Coddling.

- **CPC Chair J. Butler presentation to the Select Board as part of the CPC Annual Public Information Meeting**
J.Butler gave a slide presentation introducing the CPC and the composition of the committee, followed by an explanation of the CPA (Community Preservation Act) program in the State, including the structure, history, funding, and scope. He discussed the State match formula and annual forecasting used to fund the CPA; Trust fund revenues are generated by real estate transactions as recorded at the Registry of Deeds. The Mass Community Preservation Coalition is a non-profit group, including member communities, who provide support to CPCs and track related data. The presentation included how the CPA surcharge is calculated and what exemptions are available to residents and the application process, including eligibility and reviews made by the Committee to recommend to Town Meeting for approval. A photo was displayed as an example of signage used to indicate CPA funded projects.

J.Butler gave a brief summary of how grants have been distributed across thematic areas in Hamilton. The CPC holds bonds for various projects that have been funded but noted the Town is at the maximum allowable bonding under the CPA program, therefore there is no capacity for additional bonding for some time. He referenced the Hamilton Master Plan, which includes a recommendation to create a grant program to support maintaining historical properties in town; this would be allowable under the CPA program and in collaboration with the Historic District Commission.

The next CPA funding application deadline is January 1, 2026. It was noted a Citizen's Petition would be required on the Town Meeting Warrant to increase (Hamilton's) CPA rate to 3% on the residential tax base.

Adjournment Vote: The CPC voted unanimously to adjourn the meeting at approximately 7:10PM.

7:00 p.m. JOINT MEETING WITH THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE

Call to order: Dana Allara, Chair, called the meeting to order at 7:10pm. Present: Dana Allara, David Polito (via zoom), Jenn Carr, Julia Campbell, David Frenkel, Amy Kunberger.

- **HWRSC vote to sign Cutler & Winthrop school leases**

The Select Board had already approved and signed the school leases.

Vote: The School Committee voted unanimously by roll call to approve the Cutler and Winthrop School leases as presented.

- **Review applicants for vacant seat on the HWRSC**

W.Olson explained the process for the evening to hear the candidates and ask them questions, followed by a straw poll for the top two candidates; a motion will be requested to nominate a final candidate.

Candidate Opening Statements:

Robert McManus – reviewed his background having worked 40 years in a Fortune 500 company overseeing engineering functions, looking at efficiency and problem-solving, managing and scrutinizing budgets and implementation of projects. He attended the Citizen's Policy Academy in Hamilton.

Meghan Benson – works at Moderna full time and is the parent of two young children. She has been active in the Building Bright Futures group in town to support fact-based information about the schools, but stepped back from the committee in April to consider putting herself forward for School Committee. However, her experience with that group was

transformational, particularly in talking with other parents to understand their concerns. She is an Associate Director at Moderna specializing in managing complex programs and multimillion dollar budgets.

Melissa Sachsel – is a committed community volunteer both professionally as a National Chair for volunteer work at a few companies; locally she joined the Friends of Winthrop upon moving to Hamilton nine years ago. She has been a trustee on the Ed Fund. In gathering support for different community issues and has had more than 3,000 conversations in town. She has worked in financial services professionally for 20 years, and views this position similarly in providing what is in the best financial interest of the customer.

The Board/Committee asked a series of questions of each candidate:

Question 1: In your opinion, what is the district doing well and what are some of the challenges that you see? How would you work on the committee to work through those challenges?

Question 2: What do you see as the role of the school committee and what are your areas of interest on the committee and what strengths will you bring to the committee?

Question 3: In April, the interim appointee will have the option to run for election to continue on the committee. Do you intend to run?

Question 4: If appointed, you'd be starting during budget season. How would you get up to speed on the governmental budgeting process?

Question 5: It is critical to engage with diversity of opinion when discussing issues and proposing solutions to those issues. What are your particular strengths in reaching consensus when not everyone agrees?

Question 6: There is a substantial time commitment to serving on the school committee. The committee meets as a whole in person twice monthly generally on Thursday evenings. Additionally, members serve on at least one subcommittee. There is a significant time investment in preparing for meetings as well. Please speak about your ability to commit to this level of participation.

The candidates were all given the opportunity to ask questions.

The Board/Committee took a straw poll on the candidates: The Select Board and School Committee members all recommended M.Benson and M.Sachsel as the top two candidates.

- **Joint Discussion & Vote on appointment of candidate to serve on the Hamilton Wenham Regional School Committee**

Vote: The School Committee and Select Board voted 8-3-0 by roll call to accept Megan Benson in the role of the seventh member of the Hamilton Wenham Regional School District School Committee with R.Kennedy, J.Campbell, and D.Allara opposed.

- **HWRSC vote to adjourn**

Adjournment Vote: The SC voted unanimously to adjourn their meeting at approximately 7:55PM.

The Chair announced Board / Committee openings as displayed on the agenda:

- Affordable Housing Trust – 1 opening
- Conservation Commission – 2 openings
- Community Preservation Committee – 1 opening for member of Historic District Commission
- Historic District Commission - 2 openings for 3-year terms, 2 openings for 2-year terms
- Human Rights Commission - 2 openings
- Hamilton Wenham Cultural Council – 3 opening
- **Public Comment – Will be taken for a maximum of twenty (20) minutes, no speaker will be allowed to speak for more than three (3) minutes:**
 - **Tosh Blake, Sagamore St:** recommended keeping the current public comment policy. He understands there was a raucous meeting where an open meeting law complaint was filed. Since then, the Select Board has shut down comment at the end of agenda items, and he believed some Board members commented they were unhappy with the content of the speech, but according to Town Counsel you cannot restrict content. He accused T.Myers of, in a disingenuous way, conflating time, place, and manner concerns with content concerns. He believes changing the policy is retaliatory, and he urged the Board to keep the current policy.

AGENDA:

- **New Business: Water Ban**

The water ban came up very recently as an urgent issue when the State issued a notification the level of water in the watershed was too low, and towns were mandated to go to the next level of water ban; these are not voluntary restrictions, but are

required by the State. DPW Director Tim Olson elaborated on the ban, and noted only hand-held watering was allowed. The Ipswich River watershed is a very fragile system, and has to be carefully managed. The Board will explore delegating authority to the DPW Director to change the water ban level when mandated by the State instead of coming to the Board for approval. Homeowners who are establishing a lawn or new plantings can contact the DPW Director to discuss possible exemptions.
Vote: The Board voted unanimously to ban automated residential irrigation limited to handheld watering only until the water level rises above 52.5 ft per second for three consecutive days.

- **Request to provide street number for Harborlight project on Asbury Street – Discuss & Vote**

The recommendation from the Assessor's Office was to number the Harborlight Asbury Commons project 461 Asbury St, consistent with the numbering on the other side of the street, and there be a unit number for each unit.

Vote: The Board voted unanimously to approve the street number of 461 Asbury St.

- **Request for former resident, Thomas Walters, to purchase Cemetery Plot near his family – Discuss & Vote**

This is a request of a former resident to purchase a cemetery plot, these requests have traditionally been approved by the Select Bords in the past.

Vote: The Board voted unanimously to approve the purchase of a cemetery plot by Thomas Walters.

- **Disposition of Surplus Equipment Policy, Second Reading – Discuss & Vote**

DPW Director T.Olson worked with KP Law on the draft policy. Equipment can be posted on Munici-bid to sell and dispose of equipment; bidding is open to the public. After some clarifying questions, the Board voted to approve the policy.

Vote: The Board voted unanimously to approve the disposition of surplus equipment policy, with the added comment of an annual report.

- **Update draft public comment policy & conduct for future Select Board meetings – Discuss & schedule for further Select Board action**

Chair Olson commented for the record, he had no problem with contentious debate, and doesn't recall ever stating that he did. His concern was for the meeting to have parameters so comments do not go on and on. He also stated it is not retaliation. The opinion of Town Counsel was that Hamilton is an outlier with public comment, and recommend the Board follow a more standard and streamlined policy. He hoped to keep the policy simple and straightforward.

B.Wilson believed it was important to manage the time of a meeting, and although he appreciates hearing from the public at the end of each agenda item, he struggles to see how that can be managed efficiently. He acknowledged most other policies allow public comment at the beginning only.

R.Kennedy was in favor of keeping the current policy in allowing comment throughout the meeting, and if time drag becomes an issue when there is a back-and-forth discussion, it should be eliminated.

T.Myers found it difficult to put parameters around allowing comments on each agenda item, and it tends to take you down a path of engaging in back and forth. He leaned towards a more defined policy as recommended by Town Counsel and discussed the issue of defining the level of risk the Board is comfortable with.

B.Galuza agreed with not engaging with the back and forth with public comment, but opined it becomes more challenging when there is a large crowd and emotional engagement, even when the Board has already worked on an issue for a long time and is prepared for decision making. He also raised the challenge of a non-engagement policy with respect to public comment, that the Board could end up in a position of not being able to correct or rebut factually inaccurate statements made in public comment.

The Board agreed to draft two policies, one with comment at the front end of a meeting, and the other with comment dispersed throughout the meeting, and the Board will consider both. R.Kennedy and W.Olson will work on an alternative draft, and T.Myers and B.Galuza will work on the draft from KP Law. The goal is to vote on a final policy before the end of the summer.

- **Fiscal year 2026 Goal Setting and Select Board Workshop Meeting – Discuss schedule & timeline**

- **Schedule Town Manager Annual Review – Discuss & Vote**

B.Wilson sent around a draft of the categories for the goal setting. Once the goals are finalized, it will be used to set objectives for the Town Manager evaluation. The Board had set August 13 at 6:30 for the workshop date for goal setting; it will be held at the Council on Aging.

- **Cell Tower updates – Discussion with Town Manager**

At the last meeting, the Board had opted to ask J.Domelowicz to reach out to Title Alliance to offer to accept their previous offer at \$675,000 for a 30-year term. They have not responded.

The broker has also reached out for a status update with no response. She reiterated, she will not charge anything, even if Tower Alliance says \$675k, she will try to get a better deal. The Board agreed to empower B.Wilson and J.Domelowicz to complete negotiations and bring a final recommendation back for approval.

New Business – J.Domelowicz updated the Board on his conversation, a couple months ago, with Jeff Wells, Executive Director of the Patton Foundation of Texas. The Foundation does a lot of work in Europe and Texas to support veterans and are interested in negotiating to acquire or usage of the Patton Homestead buildings to be able to continue and expand their mission working with veterans. A meeting was held earlier this morning when Jeff Wells offered a letter outlining the broad overview of potential options. On a side noted, the Foundation is in the process of finalizing the ownership of the Patton archives collection from the Wenham Museum. J.Domelowicz recommended reconstituting the Patton Homestead task force to discuss the options. The goal would be to try to have a recommendation for next annual town meeting in April.

Adjournment Vote: *The Select Board voted unanimously to adjourn the meeting at approximately 9:45PM.*

Meeting Packet Enclosures:

- Hamilton CPC Slide Presentation
- Potential interview questions
- HWRSD School Committee Application: Melissa Sachsels
- HWRSD School Committee Application: Meghan Benson
- HWRSD School Committee Application: Joe McManus
- Hamilton Bylaws Chapter XII – Street Numbering
- Request to purchase Cemetery Plot
- Town of Hamilton- Disposition of SURPLUS SUPPLIES/EQUIPMENT
- Draft Policy Governing Public Comment at Public Meetings
- Town Manager Evaluation Form, FY24
- Everest Infrastructure Partners letter and attachments

*Respectfully submitted by D. Pierotti, Recording Secretary, 7/27/25.
The minutes were prepared from video.*

Respectfully submitted as approved at _____ meeting.

Rosemary Kennedy, Clerk

Chapter 91 Special Act

Senior Exemption – FY2026

The Selectboard votes on the following limits:

Age as of July 1st: 65 years old for applicant, or increase to 70 years old

Total household income: \$47,520 for a single person, \$71,280 for a married couple

Total household assets: \$175,000 for a single person, \$250,000 for a married couple

TOWN OF HAMILTON

TOWN MANAGER

Date: July 28, 2025
TO: Select Board and Finance and Advisory Committee
FROM: Town Manager Joseph Domelowicz Jr.
& Finance Director Wendy Markiewicz
RE: Regional 911 Feasibility Study and Invitation to join North Shore 911 -
Recommendation

Please accept this memo as a tool to assist in your review of the proposal to have Hamilton join the North Shore Regional 911 center in Middleton, as recommended in the May 23, 2025 Feasibility Study Report, released by the North Shore Regional 911 Center.

After careful consideration and with input from the relevant department heads, we recommend that the Hamilton Select Board accept the findings in the report and vote to join the North Shore Regional 911 as soon as is practical.

In considering this proposal and our recommendation, the Select Board has been provided with the Feasibility Report and other documents and reports including but not limited to:

- The 2024 North Shore Regional 911 audit report
- A link to the North Shore Regional 911 website and access to previous years' audit reports
- A financial analysis of the costs associated with maintaining the Hamilton Emergency Communications Center (ECC)
- Letters of testimony from police and fire chiefs already served by the North Shore Regional 911 center
- A copy of the current Inter Municipal Agreement between the regional 911 center's existing member communities
- Verbal and written testimony from the Hamilton Emergency Center's current staff, who oppose the proposal

It is important to note that the Feasibility Study Report was issued on May 23, 2025 and subsequently the North Shore Regional 911 Executive Board voted to invite Hamilton to join the regional center, based largely on the contents of the report. The findings of the study are expire 90 days from issuance, which suggests the town should take action prior to Thursday, August 21, or the information in the report may have to be updated.

Our recommendation to join the North Shore Regional 911 is not made lightly and includes consideration of the breadth of all services provided by the Town of Hamilton to its residents and businesses. Though our current staff performs above reasonable expectations, we cannot assume that will be the case into the future.



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TOWN OF HAMILTON

TOWN MANAGER

As we see it, the Emergency Communication Center service as currently provided is not sustainable in the long-term. Continued pressure on our limited town revenue streams and inability to adequately grow and enhance the service in the future are major factors in our recommendation. We simply do not see an opportunity to add staff or enhanced technology to the existing service in the near- or long-term.

The North Shore Regional 911 Center's Executive Director Alyson Dell Isola has extended an invitation to any member of the Hamilton Select Board who wishes to see the operation first hand to contact her and arrange a tour. I am happy to provide the contact information for Director Dell Isola directly to each of you or to directly assist in scheduling your visit, as you choose.

Should the Select Board vote to join the North Shore Regional 911, the town will still have several steps to complete to make the transition, including but not limited to:

- Design a walk-in service for business hours at the Public Safety Building
- Negotiate a transition plan, with appropriate compensation to affected staff
- Agree to a transition timeline with the North Shore Regional 911 Center
- Communicate the changes to our residents

As always, I am available to answer any questions that you may have over the next few weeks, as the Board considers this proposal.

Best regards,



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EMERGENCY OPERATIONS CENTER

4 FT Employees	\$ 267,217.56	Budget	\$ 68,043.44
Loaded Rate	78.98%		78.12%
Workers Comp Rate	\$ 187.05		\$ 47.63
Health Insurance	\$ 125,627.40		\$ 31,406.85
Life	\$ 1,023.48		\$ 255.87
Retirement	\$ 84,212.77		\$ 21,443.68
Total Loaded FT Employee Costs	\$ 478,268.26		\$ 121,197.47
Department OT	\$ 57,835.47		
Part-time Dispatchers	\$ 38,174.30		
Professional Training	\$ 1,800.00		
Uniforms and Gear	\$ 2,100.00		
Total Personnel Expenses	\$ 578,178.03		
Office Supplies	\$ 1,000.00		
Repair & Maint Computer	\$ 1,880.00		
Rental & Lease Office Equip	\$ 1,500.00		
Advertising & Printing Service	\$ 200.00		
MIS & Software Services	\$ 21,489.00		
Voice Data & Video Services	\$ 21,676.00		
Total Department Expenses	\$ 625,923.03		

Unemployment Costs are Unknown

Potential Max \$ 84,000.00

Severance/Retention Bonus \$ 65,000.00

COBRA Employee Pays full premium plus 2% admin fee

Town of Hamilton & Local 2905 Severance and Retention Bonus Plan

Applicable Employees:

- **Full-Time Employees:**
 - Employee A (Catherine Hovey) – Start Date: 6/26/2011 (13.9 years of service)
 - Employee B (Richard Sherrick) – Start Date: 4/30/2009 (16.1 years of service)
 - Employee C (Hetian Lu) – Start Date: 9/12/2024 (new hire, <1 year)
 - Employee D (Edward Wilson) – Start Date: 2/1/2025 (new hire, not yet eligible as of May 2025)
- **Part-Time Employees:**
 - Employee E (Stephen Jones) – Start Date: 5/1/2013 (12 years)
 - Employee F (Paul Polonsky) – Start Date: 5/4/2020 (5.1 years)

Budget Available: \$65,000.00

Severance Payment Framework

1. Eligibility

- Employees must remain employed through the completion of the transition to the regional dispatch center unless hired by the North Shore Regional 911 Center.
- Employees who voluntarily resign before the transition is complete are **not eligible** for severance.

2. Severance Formula (Pro-Rated by Status and Service)

- **Full-Time Employees:** \$1,500 per year of service
 - **Part-Time Employees:** \$750 per year of service
 - **Minimum Payout:** \$1,500 (FT) / \$750 (PT)
-

Severance Allocation

Employee	Status	Years of Service	Rate per Year	Estimated Severance
A (6/26/2011)	Full-Time	13.9 (~14)	\$1,500	\$21,000
B (4/30/2009)	Full-Time	16.1 (~16)	\$1,500	\$24,000
C (9/12/2024)	Full-Time	<1	\$1,500 minimum	\$1,500
D (2/1/2025)	Full-Time	Not yet eligible	-	\$0
E (5/1/2013)	Part-Time	12	\$750	\$9,000
F (5/4/2020)	Part-Time	5.1 (~5)	\$750	\$3,750

Total Severance Payout:

- \$21,000 (A)
- \$24,000 (B)
- \$1,500 (C)
- \$0 (D)
- \$9,000 (E)
- \$3,750 (F)
- = \$59,250.00**

Remaining Budget: \$5,750.00

Retention Bonus Pool (Split Equally Among FT Employees Still Onboard at Transition)

- Eligible: Employees A, B, C
- $\$5,750 \div 3 = \$1,916.67$ each

Final Individual Totals (If All Stay Through Transition)

Employee	Severance	Retention Bonus	Total
A	\$21,000	\$1,916.67	\$22,916.67
B	\$24,000	\$1,916.67	\$25,916.67
C	\$1,500	\$1,916.67	\$3,416.67
D	\$0	\$0	\$0
E	\$9,000	\$0	\$9,000
F	\$3,750	\$0	\$3,750

Total Package Cost: \$65,000.00

Retention Incentive Proposal for Employee D

Option 1: Flat Retention Bonus

Offer a **\$3,000** retention bonus, payable in two phases:

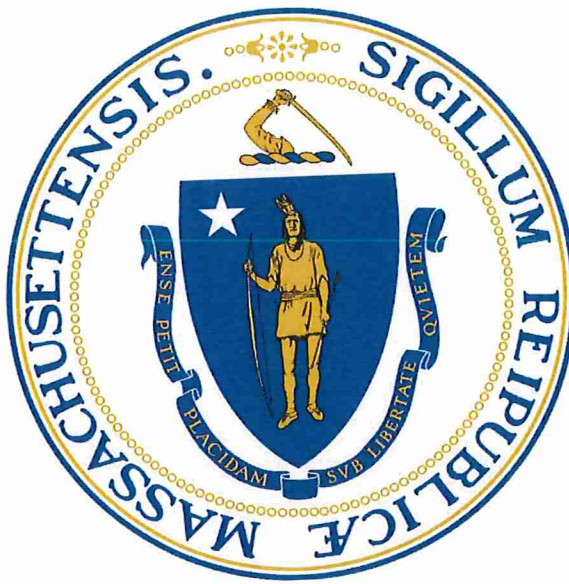
- **\$1,500 after 6 months** of continuous employment
- **\$1,500 at the completion of the transition to the regional dispatch center**

Option 2: Time-Based Retention Schedule

Provide a monthly retention stipend (e.g., \$300/month) for each full month worked until the transition ends, capped at \$3,000–\$4,000.

- If transition ends in **12 months**, they receive the full bonus.
- **Conditional clause:** forfeited if they voluntarily leave before the transition is complete.

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



**Feasibility Report
to Onboard
Hamilton**

Issued: May 23, 2025

www.mass.gov/nsr911



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Table of Contents

EXECUTIVE SUMMARY	3
1. PROJECT OVERVIEW.....	4
1.1 Background	4
1.2 Scope of Work.....	4
1.3 Methodology.....	5
1.4 Assumptions.....	5
2. CURRENT ENVIRONMENT	6
2.1 Town of Hamilton	6
2.1.1 Communications Department (Primary PSAP)	8
2.1.2 Police Department (Primary PSAP).....	8
2.1.3 Fire Department.....	11
2.1.4 Municipal Network Topography	12
2.2 Interest in Consolidation.....	13
2.3 North Shore Regional 911 Center	13
2.3.1 Technology	14
3. TECHNOLOGY ANALYSIS.....	17
3.1 911 Network and Answering Equipment.....	18
3.2 Administrative Telephone Equipment.....	18
3.3 Computer-Aided Dispatch	18
3.4 Records Management System	18
3.5 IMC Administration System	19
3.6 IMC Mobile System	19
3.7 IMC Training Courses	19
3.8 Data Conversion & Project Management.....	19
3.9 CAD and Law/Fire RMS Annual Maintenance	19
3.10 Mobile Data Terminals (MDTs).....	20
3.11 Mapping/GIS	20
3.12 Radio System.....	20
3.12.1 Radio Consoles/Infrastructure at NSR911	20
3.12.2 Radio Network – Hamilton Police and Fire Departments.....	21
3.12.3 Radio Licensing.....	22

3.12.4	Radio Power (UPS/Generator)	22
3.13	Fire Station Alerting	22
3.14	Fire Tones (Paging).....	22
3.15	Logging Recorder	22
3.16	Emergency Notification System	22
3.17	NSR911 Server Infrastructure	22
3.18	Remote Agency Access	23
3.19	Station Security	23
3.20	Internet Connectivity	23
3.21	Technology Integration Cost Summary	23
4.	STAFFING ANALYSIS	24
4.1	Town of Hamilton Workload.....	24
4.1.1	911 Volume and Dispatch Responsibilities.....	24
4.1.2	Ancillary Duties	24
4.2	NSR911 Staffing Impact	25
4.2.1	Dispatcher Staffing.....	25
4.2.2	Staffing Summary.....	25
4.2.3	Call Taking and Dispatch Methodology	26
4.3	Training	27
5.	SPATIAL ANALYSIS.....	28
6.	TRANSITIONAL COST ANALYSIS.....	28
6.1	Technology Costs	28
6.2	Staffing Costs	28
6.3	Total NSR911 Estimated Integration Costs.....	28
7.	ADDITIONAL CONSIDERATIONS	29
7.1	Report Validity, Expiration, and Potential Need for Supplemental Analysis.....	29
7.2	Other Communities of Interest.....	29
7.3	Supplemental Staffing Considerations.....	29
7.4	Supplemental Technology Considerations	29
7.5	Other Radio Considerations.....	30
7.6	Other Public Safety Considerations	30
8.	APPENDIX A.....	30
8.1	PROPOSED CORE SERVICES.....	30

EXECUTIVE SUMMARY

In 2011, five communities within Essex County, Massachusetts, formed a partnership to consolidate their emergency communications operations and establish a Regional Emergency Communication Center (RECC) that would later be called North Shore Regional 911 Center (NSR911). Those communities include the city of Amesbury and the towns of Essex, Middleton, Topsfield, and Wenham. Between 2011 and 2013 construction of a new dispatch center was completed in the Town of Middleton. In June 2013, the RECC commenced operations at its emergency communications facility in the Town of Middleton and now serves as the primary Public Safety Answering Point (PSAP) for all wireless and wireline 911 calls that originate within Amesbury, Essex, Middleton, Manchester-by-the-Sea, Rowley, Topsfield, and Wenham. Since its inception and successful operation, other communities have expressed interest in becoming a partner in the NSR911. The center is currently in the process of onboarding North Reading. Furthermore, at the time of this report, at least two other communities have also submitted letters of intent to potentially join NSR911.

The center's Executive Advisory Board (EAB) has developed protocols for the onboarding process. Part of the protocols includes a feasibility study of the candidate community. This study intends to provide the information needed for the EAB and executives at the State 911 Department to determine whether it is possible, both operationally and fiscally, to approve the integration of the candidate community into the center. NSR911 was tasked to provide this evaluation for Hamilton's emergency communications operation.

This evaluation includes migrating the Town of Hamilton's Communication Department to the North Shore Regional 911 Center. It does not take into consideration other concurrent feasibility studies. Operation and system evaluation surveys were distributed to stakeholders in Hamilton to capture the current technology, operational environment, and statistics. Data collected was analyzed by NSR911 and compiled into this report, which identified the operational and technical objectives for integrating with the Hamilton Communications Department. Cost estimates necessary to complete the onboarding process were noted, when possible and applicable.

It is NSR911's opinion that Hamilton would benefit from added technology and capabilities by joining NSR911. Member communities and Hamilton would benefit from greater situational awareness and crime analytic tools. Further, emergency responders would gain increased situational awareness by using mobile data terminals in police, fire, and EMS apparatus procured by NSR911.

The table below identifies a high-level summary of estimated annual recurring charges (ARC) and non-recurring charges (NRC) that NSR911 expects to incur. **These are charges that would be paid for by NSR911 with no cost required for Hamilton for onboarding.**

Table 1 - Total NSR911 Estimated Integration Costs

Category	Estimated ARC	Estimated NRC
Technology Costs (Table 8)	\$53,645	\$644,370
Additional Personnel Costs (Table 9) ¹	\$127,800	\$0
Total Estimates	\$181,445	\$644,370

¹ These positions have been previously identified in other feasibility studies conducted in 2025. At this time, NSR911 only needs the 0.5 CAD FTE and 0.5 Radio FTE. For transparency, it is being included in each study.

Validity Period:

This report is valid for 90 calendar days from issuance.

Supplemental Analysis:

A supplemental analysis may be required if additional communities sign an Intermunicipal Agreement (IMA) to join NSR911 within 180 days of this report being issued.

Report Expiration:

After 90 calendar days, the report's information may no longer be accurate or relevant, and the report may be considered outdated or invalid. If a community decides to join NSR911 after the report's expiration date, a new feasibility report may be required.

1. PROJECT OVERVIEW

1.1 Background

As a result of discussions between the Town of Hamilton and North Shore Regional 911 Center (NSR911), the Town of Hamilton is strongly considering transferring its emergency communications services to NSR911. The NSR911, which has been fully operational since 2013, seeks to determine the impact of providing services to the Town of Hamilton from technological, staffing, spatial, and fiscal perspectives. NSR911 is conducting this assessment after receiving a Letter of Intent on March 26, 2025 (dated 2/11/2025), and subsequent data from the Town of Hamilton. The scope of NSR911's effort is outlined in subsequent sections.

1.2 Scope of Work

NSR911 conducted an assessment that contains the following components:

1. **Community Overview**

A review of the Town of Hamilton's demographics was conducted. This review included population factoring seasonal influxes, number of schools/colleges, population density, and the number of roadway/limited access mileage.

2. **Technology**

PSAP technology currently in place in the Town of Hamilton was inventoried and assessed to determine the level of effort needed to procure equipment and/or create interfaces with existing systems should a move to NSR911 occur. Key PSAP equipment assessed included Computer-Aided Dispatch (CAD), records management system (RMS), associated interfaces, network topography, mobile data terminals (MDTs), and radio infrastructure. NSR911 also assessed whether the community would require data conversion to migrate existing CAD/RMS data into NSR911's software.

3. **Staffing Analysis**

Based on the anticipated Hamilton call volume and dispatch responsibilities, NSR911 assessed existing staffing and, utilizing industry-approved calculators, determined whether increased staffing would be necessary. Staffing telecommunicators to cover Hamilton's emergency communications operation involves analyzing multiple factors, such as paid time off, shift duration and breaks, and meeting existing performance standards within NSR911.

Apart from operational concerns, other personnel and administrative considerations must be taken into account. These include potentially hiring new employees by NSR911, as well as certification and training needed. In addition, ancillary duties performed by Hamilton dispatch personnel that would need to be addressed with a move to NSR911 were also identified.

4. Spatial Needs

NSR911 assessed its facility's capacity to incorporate Hamilton's operation with existing equipment and spatial parameters or whether additional workstations are needed to accommodate the increased workload. When considering spatial needs, dispatch floor space is only one component; sufficient parking, locker, bathroom, and break room capacity must be considered when taking on additional employees.

5. Transitional Cost Analysis

A detailed cost analysis of additional technology or enhancement to existing technology was conducted; additional personnel salary and benefits were estimated, and facility enhancements to accommodate the additional operational workload were calculated. The cost analysis includes those up-front costs to ensure the move of Hamilton's emergency communications is a success and those recurring costs that NSR911 will incur annually by having Hamilton as a partner in its operation.

1.3 Methodology

NSR911 personnel conducted their assessment using the following methodology:

- ❖ Distribution and subsequent analysis of data collection surveys provided to the Town of Hamilton.
- ❖ Interviews with Hamilton management and staff.
- ❖ Use of industry-approved staffing calculators and the costs of past projects and/or established state contract prices to develop accurate estimates.

1.4 Assumptions

Key assumptions that were factored into this assessment are:

- ❖ Those ancillary duties currently performed by Hamilton PSAP staff and reported in their survey included handling walk-up window interactions and answering calls for the municipality during off-hours.
 - NSR911 would offer the following services:
 - Lobby interactions via camera/telephone
 - Answering business line calls, provided they are routed through an auto-attendant
 - Core services identified in APPENDIX A

- NSR911 would not provide the following services:
 - Monitoring prison cells
 - Filling shifts/details
 - Property returns
 - Answering business calls for other town departments off hours.
 - Direct monitoring of alarms
 - FCC Licensing
 - Oversight or integration of DPW's radio system
 - Oversight of the town's mobile & portable radios
 - Assumption of any town lease agreements
 - Keltron alarms would need to migrate to a central station alarm monitoring service.
 - Monitoring other municipal building alarms and/or lobby cameras
- ❖ When possible, CAD, RMS, 911, and administrative call volumes were reviewed for the past three calendar years.
- ❖ Other than estimating staffing needs at NSR911, no assumptions concerning Hamilton's staffing were made.
- ❖ Hamilton would be responsible for its employees' salary costs while attending any training course and/or onboarding process.

2. CURRENT ENVIRONMENT

The following sections provide an overview of the existing emergency communications environment within the Town of Hamilton and NSR911.

2.1 Town of Hamilton

Hamilton is a rural-suburban town in the eastern central portion of Essex County in eastern Massachusetts, United States. At the 2020 census, it had a population of 7,561. Currently the town has no manufacturing industry and no industrially zoned land.

Its location on the North Shore of Massachusetts provides easy access to the Atlantic seashore with its reservations, beaches and boating. The town includes many historic houses, pastoral landscapes, and old stone walls that accompany winding tree-lined roads. It also has a rich equestrian heritage, which remains strong due to the influence of the many horse farms and of Myopia Hunt Club, which holds frequent equestrian events, including polo most Sunday afternoons. (Myopia also hosts a Thanksgiving Day fox hunt each year that the public may attend.) Thus, the visitor to Hamilton may well share the secondary roads with horse and pony riders.

Hamilton is closely tied to neighboring Wenham, sharing a school system, library, recreation department, commuter rail station and newspaper. In 2010, the community of Hamilton-Wenham was listed among the "Best Places to Live" by Boston Magazine.

Hamilton includes South Hamilton, which is that part of Hamilton that the Postal Service has assigned the zip code 01982. "Hamilton" and "South Hamilton" are indistinguishable from each other except for the difference in zip codes."²

The Town of Hamilton encompasses approximately 14.9 square miles. The town is bordered by Ipswich to the north, Essex to the east, Manchester-by-the-Sea and Wenham to the south, and Topsfield to the west. Notably all towns bordered by Hamilton, excluding Ipswich, are members of North Shore Regional 911 Center.

State routes 1A and 22 cross through the town. The town also has one stop on the MBTA Commuter Rail line at Hamilton/Wenham Station.

There are two elementary schools in town, Cutler School and Winthrop School. The Hamilton-Wenham Regional Middle and High Schools are also located in Hamilton. Additionally, Pingree School, a private high school and Gordon Conwell Theological Seminary are also located within Hamilton.

According to the US Census, the town's population shrank by approximately 2.6% between 2010 and 2020. The 2020 population based on the US Census Bureau was 7,561. Based on the population divided by the square mileage, there is a population density of 507 residents per square mile.

Table 2 – Hamilton Demographics

Hamilton Demographics	
2020 Population (US Census)	7,561
Square Mileage of Community (US Census)	14.9
Population Density (Population/Sq Mi)	507

The town maintains a primary PSAP at the Police Department. The PSAP is staffed by civilian telecommunicators. The primary PSAP answers all 911 and 10-digit wireline calls for the Town of Hamilton. If the caller is requesting police or fire assistance, it is handled through the primary PSAP. Emergency Medical Services is contracted by the town with Beauport Ambulance Service. On August 8, 2018, the town began processing all Wireless Phase 2 (WPH2). It later began processing Wireless Phase 1 (WPH1) calls on August 2, 2021.

All police, fire, and medical calls for service are processed and dispatched in-house. Staff telecommunicators also perform Emergency Medical Dispatch (EMD) duties for medical calls using Priority Dispatch's EMD Program.

The Town of Hamilton also serves as the Boston Area Police Emergency Radio Network, or BAPERN, North District Control Point. As the North District Control Point, Hamilton PSAP is responsible for conducting ~2 radio checks via the North District and/or Area Wide 3 radio system

² About (n.d.). Retrieved May 14, 2025, from Hamilton: <https://www.hamiltonma.gov/about/>

per month. It is also responsible for coordinating planned and emergency channel usage on the North District, North Tactical, and Area Wide 3/4 channels.

2.1.1 Communications Department (Primary PSAP)
Between 2022 and 2024, the Hamilton PD primary PSAP received an average of 467- 911 calls and 1,813 administrative telephone calls per year. These calls, plus officer/firefighter-initiated calls, resulted in an average of 11,500 calls for service annually. Hamilton also handled an average of 4,500 walk-ins per year. Based on the figures provided, the PSAP is handling an average of 4-911 calls, 51 business calls, 53 calls for service per day, and 12 walk-ins per day.

Table 3 – 2022-2024 Hamilton PSAP Call Volume Summary

2022-2024 Hamilton PSAP Call Volume Summary		
Type of Call Type	Average Yearly Calls	Daily Average # of Calls
911 Calls	467	~1.3
Business Line Calls	1,813	~5
CAD Calls for Service	11,500	~95
Station Walk-Ins	4,500	~12
Total Annual Calls/Contacts	18,280	~113

Based on the last three (3) calendar years, the police department has averaged 1,585 reportable police incidents, 76 arrests, and 88 accidents per year. On a daily average, this equals about ~1.5 reportable incidents, ~0.2 arrests, and ~0.2 accidents per day.

Table 4 – 2022-2024 Hamilton Police Incident Volume Summary

2022-2024 Hamilton Police Incident Volume Summary		
Type of Call Type	Average Yearly Incidents	Daily Average # of Incidents
Police Incidents	1,585	~1.5
Arrests Incidents	76	~0.2
Motor Vehicle Accidents Incidents	88	~0.2
Total Annual Incidents	~1,749	~1.9

The Communications Department employs 4 full-time and 3 part-time / per diem telecommunicators. The PSAP is typically staffed by one telecommunicator each shift. During storms and other critical incidents, staffing may increase. There are three (3) operator positions that are equipped with radio and call-taking functions. The department reported that it is also responsible for answering the lobby window and answering the municipality's phones.

2.1.2 Police Department (Primary PSAP)
Fifteen (15) full-time and three (3) part-time / per diem officers cover the community. Staffing is typically comprised of two officers per shift overnight. During the day and evening shifts, there

are 3 working. Additionally, there are up to 3 additional administrative / support staff employees working during the day shift.

2.1.2.1 Technology

The following technology is currently in place in Hamilton PSAP:

1. 911 Answering Equipment or Customer Premise Equipment

The Commonwealth of Massachusetts provides all 911 telephony equipment for the primary Hamilton PSAP, also known as customer premise equipment (CPE).

2. Administrative Telephone Equipment

All town departments, including the school district, share a Voice over Internet Protocol (VoIP) Avaya phone system. The phone system was installed in 2017. The Police Department currently uses an auto-attendant on this phone system.

3. Computer-Aided Dispatch

The PSAP operates IMC's Computer-Aided Dispatch (CAD) system. The system was installed in 1999 and last updated in 2025.

Hamilton's CAD system currently provides interfaces to the following:

- ❖ CAD Data Analysis & Mapping
- ❖ Gang Module
- ❖ Law Enforcement RMS
- ❖ Law Enforcement Mobile Data Terminals (MDTs)
- ❖ Law Enforcement Field Reporting
- ❖ Mobile Mapping
- ❖ Paging

4. Records Management System (RMS)

The Police Department utilizes IMC's Records Management System. The system was installed in 1999 and last updated in 2025.

Hamilton utilizes the following modules within its RMS:

- ❖ Accident
- ❖ Arrest
- ❖ Asset Management
- ❖ Bar Coding
- ❖ Booking
- ❖ Case Management
- ❖ Civil Process
- ❖ Crime Analysis
- ❖ Detective
- ❖ Employee
- ❖ Felon
- ❖ Field Contact
- ❖ Imaging/Photo Lineup
- ❖ Internal Affairs
- ❖ Licensing & Permits
- ❖ Master Names
- ❖ Master Vehicle Index
- ❖ Mobile Field Reporting
- ❖ Mugshot
- ❖ Parking
- ❖ Probation/Parole
- ❖ Property & Evidence
- ❖ Traffic Citation
- ❖ Traffic Warning
- ❖ Training
- ❖ Warrants

RMS is also interfaced with the following:

- ❖ Asset Management Bar Coding
- ❖ CAD
- ❖ Courts
- ❖ eCitation
- ❖ RMV Crash Export
- ❖ Property Room Bar Coding
- ❖ NIBRS

5. Mobile Data Terminals (MDTs)

The Police Department reported that it has ten (10) vehicles, of which four (4) are currently equipped with MDTs. Vehicles that are equipped with MDTs all have IMC's mobile software installed, enabling officers to perform the following from the field:

- ❖ Add/update RMS records
- ❖ Cases
- ❖ Field Contacts
- ❖ Incidents
- ❖ Citations

6. Radio System Infrastructure

The police department operates an analog UHF duplex radio system. The radio system infrastructure system currently consists of a main repeater, a backup repeater, and three receiver sites (including the primary/backup repeaters). The department indicated that mobile radio coverage in town is very good; however, there is one section of town that lacks portable coverage. All radio sites were reported to have sufficient battery (UPS). Additionally, two of the three sites also had generator backups. The third site is located at a private facility, it is a "receive only" site, and it is not likely that a generator could be installed at this location. Each site is connected to the main comparator via Verizon fiber lines. Existing circuits are strictly from Location A to Location B (i.e., no secondary path). While the sites are all connected, NSR911 should explore the availability of a mesh network and connecting the primary and backup radio sites with diverse ENS circuits connected to disparate head ends, which are ultimately connected to the NSR911 radio network. Antennas at the public safety center were noted to be in need of replacement as they were 20+ years old.

7. Emergency Notification System

The town of Hamilton currently utilizes CodeRed for its Emergency Notification System; however, it indicated that it would be interested in migrating to NSR911's system.

2.1.2.2 Police Administrative Staffing

The police department is currently reviewing options to staff the police lobby should it join NSR911. It is strongly considering staffing the station lobby at least eight (8) hours per day.

2.1.2.3 Station Security

In a review of the police department lobby, a camera and intercom system would need to be installed and connected to NSR911's system. This would allow NSR911 staff to maintain visual contact with the lobby and interact with customers via an intercom system.

2.1.3 Fire Department

Between 2022 and 2024, Hamilton FD handled an annual average of 583 fire incidents, 455 EMS incidents, and 394 inspections. On a daily average, this equals just over 3 calls per day.

Table 5 – 2022-2024 Hamilton Fire Call Volume Summary

2022-2024 Hamilton Fire Call Volume Summary		
Type of Call Type	Annual Average Volume	Daily Average Volume
Fire Calls	583	~1.6
EMS Calls	455	~1.2
Fire Inspections	131	~0.4
Total Call Volume	1,169	~3.2

Emergency Medical Services (EMS) for the Town of Hamilton is currently contracted by Beauport Ambulance Service. Beauport provides Basic Life Support (BLS) and Advanced Life Support (ALS) capabilities.

2.1.3.1 Technology

The following technology is currently in place at the Hamilton Fire Department:

1. Administrative Telephone Equipment

All town departments, including the school district share a Voice over Internet Protocol (VoIP) Avaya phone system. The phone system was installed in 2017. The Fire Department currently utilizes an auto-attendant system.

2. Records Management System (RMS)

The Fire Department reported that it utilizes ESO's Fire Records Management System. The system was initially installed in 2022, and it is unknown when the last update occurred. This RMS system is not interfaced with the CAD system used by Hamilton PSAP; therefore, firefighters need to manually enter all data into the RMS system.

Hamilton utilizes the following modules within its RMS:

- ❖ NFIRS Incident Reporting
- ❖ Mobile Field Reporting
- ❖ Fire Investigations
- ❖ Personnel

3. Mobile Data Terminals (MDTs)

The Fire Department has a fleet of nine (9) fire vehicles. It was reported that two (2) of these vehicles are currently outfitted with MDTs. In addition, none of the apparatus has MDTs that are integrated with the Town's CAD system.

4. Radio System Infrastructure

The fire department operates an analog VHF duplex radio system. The radio system infrastructure system currently consists of a main repeater, backup repeater, and five receiver sites (including

the primary/backup repeaters) – essentially the same setup the police department has. The department indicated that radio coverage in town is very good. All radio sites were reported to have sufficient battery (UPS). Additionally, two of the three sites also had generator backups. The third site is located at a private facility, it is a “receive only” site, and it is not likely that a generator could be installed at this location. Each site is connected to the main comparator via Verizon fiber lines. Existing circuits are strictly from Location A to Location B (i.e., no secondary path). While the sites are all connected, NSR911 should explore the availability of a mesh network and connecting the primary and backup radio sites with diverse ENS circuits connected to disparate head ends, which are ultimately connected to the NSR911 radio network. Antennas at the public safety center were noted to be in need of replacement as they were 20+ years old.

5. Fire Station Alerting

Hamilton currently utilizes a Zetron Model 6 Fire Station Alerting system (FSA) at its headquarters.

Hamilton has five (5) active apparatus.

2.1.3.2 Fire Tones (Paging)

The Town of Hamilton currently uses the following tones to alert firefighters of calls:

- Still Tone
- All Tone

2.1.3.3 Fire Stations

The Town of Hamilton maintains the following fire stations:

- **Headquarters**
 - 265 Bay Road

2.1.4 Municipal Network Topography

1. Internet Service Provider (ISP)

The Town of Hamilton indicated that it had an internet point-of-presence at the Public Safety Center and that there was sufficient capacity for NSR911 to connect to it. Additionally, the contractor indicated that it could provide a dedicated IP address to NSR911.

2. Backup Power (UPS / Generator)

The municipality has sufficient backup power, including Uninterruptable Power Supplies (UPS) and generator power for the police and fire stations.

3. Redundant Internet Service Provider (ISP) Connectivity

There is only one ISP connection currently. The Public Safety Center would benefit from a redundant ISP connection.

2.2 Interest in Consolidation

The Town of Hamilton has inquired about the potential of regionalization as a way to expand and update its communication and dispatch services.

During community discussions, the following concerns were expressed:

- ❖ Loss of local knowledge by PSAP staff.
- ❖ How would lobby interactions be handled?
- ❖ Familiarity with constituents.
- ❖ Monitoring of prison cells.
- ❖ Filling of shifts/details.

2.3 North Shore Regional 911 Center

NSR911 began operations in June 2013 with all-new technology supporting the communities served. NSR911 currently provides 911 call-taking and dispatch services for the towns of Essex, Manchester-by-the-Sea, Middleton, Rowley, Topsfield, Wenham, and the city of Amesbury. Further, the center is in the process of onboarding the Town of North Reading into its operation. The center also acts as one of three wireless PSAPs operated in the Commonwealth of Massachusetts.

In July 2019, the center transitioned under the management of the Commonwealth of Massachusetts' State 911 Department. The center is overseen by a director and deputy director. Additionally, the administrative team also includes an Operations Manager, Training/QA Training Coordinator, and an Operations Supervisor. The staff for NSR911 consists of thirty-nine civilian telecommunicators (call-takers/dispatchers). This number includes nine supervisor positions and call takers for the Wireless Center. The Wireless Center staff acts as a "pre-PSAP" and triages calls for over 84 cities and towns north of Boston.

The Regional Operations handled 12,167 911 calls, 18 Text-to-911 Calls, 21,260 2-Way Emergency Calls, 36,240 Business Calls (Inbound), and 20,110 Business Calls Outbound during 2024. The following table summarizes the 2024 call volume handled by NSR911:

Table 6 - 2024 Annual NSR911 Call Volume Summary

2024 NSR911 Call Volume Summary	
Type of Call Type	# of Calls
Regional 911 Calls	12,167
Regional Text-to-911 Calls	18
Regional 2Way Calls	21,260
Business Calls Inbound	36,240
Business Calls Outbound	20,110
Total Annual Call Volume	92,755

NSR911 staffs two supervisors per shift, 24/7. Additionally, two telecommunicators work during the overnight shift and four on the day and evening shifts in our Regional Operation Room. There is also one telecommunicator working 24/7 in the Wireless Operation Room³.

There are ten telecommunicator workstations in the Regional Operations Room. Nine of these positions are equipped with both radio and 911 call-taking equipment. Meanwhile, one position is equipped as a call-taker only (overflow) position.

2.3.1 Technology

The following sections provide an overview of the technology currently in place at NSR911.

1. 911 Answering Equipment or Customer Premise Equipment

The Commonwealth of Massachusetts provides all the 911 CPE for PSAPs in the state, including NSR911. Connectivity to the 911 system is achieved through diverse routes to eliminate any single point of failure.

The NSR911 has two core operational functions – the Regional Operation and the Wireless Center. Personnel within the Regional Operation process 911 calls from the communities served by NSR911, receive wireless 911 calls transferred from the Wireless Operation, and dispatch the public safety agencies served by NSR911.

There are a total of 17 workstations at NSR911. Ten are in the Regional Operation, and seven are in the Wireless Operation. Andover PSAP⁴ acts as the alternate/backup PSAP for Regional Operations. At the same time, State 911's PSAP Operations Division 1 (POD1) in Milford is the Wireless Operation's alternate PSAP and also acts as the Wireless Operation's backup PSAP.

2. Administrative Telephone Equipment

A state-of-the-art Voice over Internet Protocol (VoIP) telephone system is employed by NSR911. This system seamlessly connects with other member VoIP systems. To streamline operations, NSR911 has implemented auto-attendant telephone systems on all incoming business lines, which include directions to "hang up and dial 911." This same request would be asked of Hamilton.

3. Computer-Aided Dispatch (CAD)

NSR911 uses CentralSquare's IMC CAD system. It also includes a mobile data solution.

The following is a list of CAD modules provided by NSR911:

- ❖ CAD Call Taking/Dispatching Client
- ❖ CAD Mapping

³ This is based on May 2025 staffing levels and does not account for planned staffing increases with the onboarding of North Reading.

⁴ NSR911 maintains system-level connectivity with Andover PSAP. This provides radio and computer business continuity, in addition to the 911 system.

- ❖ ODBC Data Dictionary Files (DDF's)

The following is a list of CAD/RMS interfaces provided by NSR911:

- | | |
|--|---|
| ❖ CAD Server interface to Fire RMS Server | ❖ Field Ops |
| ❖ CAD Server interface to Police RMS Server | ❖ Fire Station Alerting (Zetron®) |
| ❖ CAD Server interface to FirstDue® RMS via XML feed | ❖ NCIC State Interface |
| ❖ electronic Patient Care Reports (ePCR) to Zoll® and FirstDue® via XML feed | ❖ Paging |
| ❖ LiveScan | ❖ Electronic Application for Criminal Complaints (EACC) |
| | ❖ Crash Report e-submission |
| | ❖ Automatic Vehicle Location (AVL) ⁵ |
| | ❖ Statewide Information Sharing System (SWISS) |

4. Law Records Management System (RMS)

NSR911 also utilizes CentralSquare's IMC Law Enforcement Records Management System. The system was initially installed in 2019 and last updated in 2025.

The following is a list of RMS modules provided by NSR911:

- | | |
|--------------------------------|---------------------------------------|
| ❖ Accident | ❖ Licensing and Permits |
| ❖ Arrest | ❖ Master Names |
| ❖ Bar Coding | ❖ Master Vehicle Index |
| ❖ Booking | ❖ Mobile Field Reporting |
| ❖ Case Management | ❖ Mobile – Law, Fire, and EMS Clients |
| ❖ Crime Analysis | ❖ Mugshot |
| ❖ Detective / Internal Affairs | ❖ ODBC Data Dictionary Files (DDF's) |
| ❖ Employee | ❖ Parking |
| ❖ Gang Tracking | ❖ Property & Evidence |
| ❖ Mobile Mapping Client | ❖ Traffic Citation |
| ❖ Internal Affairs | ❖ Traffic Warning |
| ❖ Law Administration | ❖ Training |
| ❖ Law Imaging and Photo Lineup | ❖ Warrants |

5. Fire Records Management System (RMS)

Fire Records Management System is provided by CentralSquare's IMC product. The system was initially installed in 2019 and last updated in 2025.

NSR911 utilizes the following modules within its RMS:

- | | |
|-----------------------|-----------------------|
| ❖ Fire Administration | ❖ Hydrant Maintenance |
| ❖ Asset Management | ❖ Inventory |
| ❖ Complaints | ❖ Inspections |
| ❖ Fleet Management | ❖ Master Names |

⁵ IMC's CAD system is capable of AVL reporting and can be configured based upon departmental needs.

- ❖ Mobile Field Reporting
- ❖ ODBC Data Dictionary Files (DDF's)
- ❖ Permits

- ❖ Personnel
- ❖ Pre-plans
- ❖ Training

6. CAD and Police / Fire RMS Annual Maintenance

Annual Maintenance for CentralSquare's IMC Computer-Aided Dispatch (CAD), police records management system (RMS), fire RMS, and associated interfaces is paid for by NSR911. This includes all IMC CAD/RMS modules currently supported by NSR911.

7. Mobile Data Terminals (MDTs)

Member communities use MDTs to run IMC Mobile. This allows users to see active calls, call comments, site file information, and even run NCIC queries (authorized users only).

8. Mapping and GIS

Mapping is achieved through CentralSquare's IMC product. While the mapping is based on Google Maps, the center can add GIS layers when appropriate. For example, member communities have created a layer for established medical landing zones and fire hydrants. NSR911 also has a close working relationship with local municipal assessors and MassGIS to ensure its 911 system utilizes the most accurate map data on its 911 system.

9. Radio Consoles and System

The radio systems, VHF and UHF, which NSR911 uses to communicate with the public safety agencies they dispatch, are integrated into state-of-the-art Motorola MCC7500 consoles. In addition, the center is connected to the Commonwealth of Massachusetts' Interoperable Radio System (CoMIRS), also known as the "Core." The connectivity provides access to additional state radio systems (i.e., LPS or EVENT channels). It also includes business continuity/disaster recovery (BC/DR) options allowing NSR911 to maintain radio communications from other core connected sites, including at our alternate PSAP.

10. Radio System Infrastructure

NSR911 maintains a robust radio network. The center maintains primary and backup radio connectivity for each member agency frequency monitored. This is achieved through a combination of direct connectivity to each department's radio system and on-site radio capabilities. When possible, system-level connectivity includes direct and diverse connections to each radio component (i.e., repeaters, receivers, comparators, etc.).

11. Fire Station Alerting

A Zetron® Internet Protocol Fire Station Alerting system (IPFSA) is in place at NSR911 and member fire departments. As of Spring 2025, NSR911 has installed the IPFSA system at most member departments and continues working with CentralSquare to configure the interface.⁶ The required

⁶ As of May 1, 2025, NSR911 is currently waiting on CentralSquare to address interface settings before this feature can be activated.

interfaces for IMC and Zetron® are already in place. Once connected, the IPFSA will provide audible and visual alerts for fire/EMS calls at each station.

12. Fire Tones (Paging)

NSR911 currently utilizes two (2) types of tones for each member department: "Still" and "All" Tones. These tones may be programmed with the same, different, or multiple hertz (Hz) tones based on the needs of each member community. Generally, the "Still" tone is used to alert a community's duty crew of certain call types. The "All" tone is used for subsequent calls and various significant call types (e.g., Structure Fires).

13. Fire Alarm Systems

NSR911 monitors fire alarms for the Towns of Middleton, North Reading, and Wenham via a SigCom® system. The center's advisory boards have voted not to take on additional municipal fire alarm systems. Therefore, this service would not be offered to other municipalities (see current Intermunicipal Agreement and list of Core Services).

14. Logging Recorder

Dual/Redundant logging recorders are maintained at NSR911. Each is synchronized with the center's Net Clock to ensure accurate timestamps. Additionally, the center records all 911 calls in addition to NSR911 specific radio frequencies.

15. Emergency Notification System

An Emergency Notification System (ENS) is available to member communities at no cost. Currently, this system is provided by Rave Mobile Alerts®, a Motorola® company. This system allows for alerts/messages to be sent via text, phone call, email, or even posted on social media platforms. If utilized, a member community would be responsible for appointing a system administrator and users to maintain its system.

16. NSR911 Server Infrastructure

NSR911 manages a robust server system that includes IMC's Computer Aided Dispatch (CAD) and Law/Fire Records Management System (RMS). Each member agency connects to the center via secure virtual private networks (VPNs). Data is backed up on a regular basis. The current setup is more than sufficient for the existing member community's needs.

17. Remote Agency Access

Remote Agency Access is achieved through two (2) separate licenses. One is through an Azure® Active Directory License, and the other is via Windows® Remote Desktop Server Client Access Licenses. This is procured on an as-needed basis; NSR911 would need to purchase additional licenses to onboard another department/community.

3. TECHNOLOGY ANALYSIS

An assessment of technological capabilities and the associated cost estimates are critical components of integrating Hamilton PSAP into NSR911. This section provides cost estimates and

analyses of the various integration components. Where applicable, cost estimates detail Non-Recurring Charges (NRC) and Annual Recurring Charges (ARC).

3.1 911 Network and Answering Equipment

The Commonwealth of Massachusetts provides all 911 CPE and call-taking hardware and software for every PSAP in the state. It utilizes a Next Generation 911 (NG911) system that uses multiple servers traveling over diverse routes. Migrating Hamilton's calls to NSR911 would require minimal effort from State 911 and Comtech. The process would be accomplished through a Modify/Add/Change, or MAC request, and coordinated by State 911 and Comtech. **All costs resulting from the MAC would be incurred by State 911.**

3.2 Administrative Telephone Equipment

The Town of Hamilton would need to update its an auto-attendants at the Police and Fire Department and then add an option to transfer specific calls to NSR911. We would then add Hamilton's calls into the current system using the following considerations:

- Hamilton will need to forward specific lines/calls to NSR911
 - NSR911 will need to procure two (2) Direct Inward Dial (DID) telephone lines⁷ (one for police and one for fire).
 - NSR911 would also need two (2) cloud extensions
- Under this process, Hamilton would be able to continue using internal transfers within its network.
- **Cost estimate would be about \$36 per month for NSR911 or ~\$430/year ARC.**

3.3 Computer-Aided Dispatch

It is recommended that the police department migrate to NSR911's CAD/RMS system. NSR911 would work with Hamilton to migrate existing CAD/RMS data into NSR911's system. It would also work with Hamilton's system administrator to ensure existing entries are appropriately mapped and data is converted. NSR911 would work with various municipal officials to ensure that streets, address ranges, intersections, and other points match the data on file with the town's assessor and Mass GIS offices. NSR911 would also need to obtain licenses for the Field Ops application that is part of the existing CAD/RMS system.

NSR911 would assume Hamilton's existing licenses for CAD Query and Reporting. It estimates there would be \$220 ARC. Field Ops licenses are estimated to cost \$1,300 ARC and would provide Hamilton with 10 licenses.

3.4 Records Management System

NSR911 would transfer existing RMS licenses for Hamilton Police and purchase additional licenses as noted below for each associated interface. Hamilton Fire does not seek to use IMC Fire RMS, therefore no costs for Fire RMS are included in this section.

⁷ NSR911's existing administrative VoIP system allows multiple concurrent calls to occur with minimal telephone numbers.

Cross Agency, Fingerprint, Forms, Mapping, NCIC, and Pervasive modules would need to be purchased. Approximate cost is \$6,700 NRC and \$6,700 ARC.

3.5 IMC Administration System

NSR911 would need to procure licenses for the Administration module for the police department. This is a service provided to all member departments. As such, these modules would need to be procured for Hamilton. Hamilton Fire does not seek to use IMC Fire Admin Module, therefore no costs for Fire RMS are included in this section.

It is estimated that these modules would cost approximately \$2,200 NRC and \$430 ARC.

3.6 IMC Mobile System

Based on Hamilton's survey, it was determined that most police vehicles, and only two fire vehicles, have Mobile Data Terminals. NSR911 would recommend dedicated MDTs for each Police and Fire vehicle with connectivity to IMC's mobile system.

It is estimated that these modules would cost approximately \$26,000 NRC and \$10,200 ARC to outfit all vehicles with IMC Mobile and Mapping software.

3.7 IMC Training Courses

Since Hamilton Police already use IMC, we believe that one day of system administrator training and one day of Go-Live assistance would be needed.

It is estimated that the cost of associated training courses would be approximately \$3,300⁸ NRC.

3.8 Data Conversion & Project Management

Hamilton currently uses IMC's CAD/RMS software for police and dispatch. The fire department currently uses ESO for Fire RMS. At this time, data conversion would only include police & CAD data. The fire department is interested in migrating to an alternative RMS system, along with other member fire departments. Should this migration occur, we would need to consider data conversion. NSR911 would recommend converting all legacy CAD and Law RMS data into NSR911's system, if possible and feasible. This is a very time-consuming process and requires a strong commitment from system administrators. Based on the current environment, NSR911 anticipates that it would likely take a vendor 18+ months to convert this data. System administrators should plan on spending approximately 80+/- hours over several months reviewing converted data.

It is estimated that data conversion & project management may cost approximately \$40,000 NRC.

3.9 CAD and Law/Fire RMS Annual Maintenance

As part of its core offering, NSR911 covers the costs associated with CAD and Law/Fire RMS⁹ Annual Maintenance. Specific costs associated with this are detailed in each applicable section.

⁸ Costs identified in this section are for courses/instructor costs only. This does not include salary costs that would be Rowley's responsibility.

⁹ Currently this only covers NSR911 maintained RMS systems and would not include the costs to maintain ESO.

3.10 Mobile Data Terminals (MDTs)
NSR911 provides each police, fire, and EMS frontline vehicle with a state-of-the-art MDT. Hamilton indicated it has a total fleet of 19 vehicles. Hamilton units would benefit from the data communications capabilities the client offers. Apart from the DCJIS capability, the IMC mobile system provides car-to-car messaging, an embedded mapping client, AVL capability, and silent emergency button capabilities. It would also allow CAD events to be transmitted directly to the mobile data client and then imported into the CAD and/or RMS to complete reports. **NSR911 estimates that it would cost approximately \$8,000 per MDT (including mounts and installation) for a total of \$142,500 NRC to outfit the Hamilton Police and Fire Departments with MDTs.**

NSR911 would also need to procure 19 mobile air cards to establish data connectivity with its server infrastructure. **This currently costs approximately \$40 per month per connection. Based on 19 connections X \$40, it is estimated that this would cost \$760 per month or \$9,120 per year ARC.**

3.11 Mapping/GIS
Adding GIS layers into the IMC mapping system can be accomplished without incurring any additional costs to NSR911 or Hamilton. This mapping provides multiple data layers for the region in which the NSR911 serves. **There would be no cost to NSR911 to add mapping/GIS features.**

3.12 Radio System
The following sections discuss the radio integration of Hamilton's Police and Fire Departments into NSR911.

3.12.1 Radio Consoles/Infrastructure at NSR911
Dispatch services for the Hamilton Police and Fire Departments from NSR911 should be achieved through two methods. The primary method would be system-level connectivity with the existing repeaters. This method is further identified in §3.12.2. The secondary, or backup method, would be through the use of control stations operating on the inbound frequency to the main repeater. Two new control stations¹⁰ should be deployed in the NSR911 radio shelter, where they could be integrated into the Motorola MCC7500 radio console system. These new radios could connect to our existing VHF & UHF control station combiners. **It is estimated that it would cost approximately \$40,000 NRC for radios, installation, and programming at NSR911.**

A review of the available Conventional Channel Gateway (CCGW) resources at NSR911 indicates that there are at least four (4) open ports for radio resources. This would allow for one primary and one backup radio for both Hamilton Police and Fire. **This results in no additional costs.**

¹⁰ This includes police channel 1 and fire channel 1.

Once additional resources are added to the NSR911's network, they will need to be added to the existing radio services and preventative maintenance agreement. **NSR911 estimates that this would cost approximately \$1,000 per year ARC.**

3.12.2 Radio Network – Hamilton Police and Fire Departments
The police and fire departments each independently operate their own UHF and VHF radio systems, respectively. Municipal officials noted that each radio system operates at the same locations. The transmit (talk out) coverage is adequate throughout town, but the talkback (portable to repeater) coverage is lacking in at least one area of town. Each system is comprised of one (1) primary and one (1) backup repeater, in addition to three (3) receiver sites (including the primary and backup sites). All sites are currently connected through Verizon fiber lines with Motorola MLC voters.

Hamilton is also faced with another urgent challenge – the building that houses the town's primary repeater is due to be demolished within the next approximate 12 months.

To solve the current radio issues, and to improve interoperability, we believe that the radio systems could be enhanced through integration with the Wenham Police and Fire Radio Systems. Since each department's repeaters are located at the same site, the outbound coverage is identical. And with minimal investment, that talkback coverage (e.g., portable radio to the repeater) on both towns' systems could also be identical. To address this, we would recommend the following:

- Relocate Hamilton's primary repeaters to adjacent building (existing location is being demolished)
- Relocate Wenham's primary repeater to same building as Hamilton
- Install 2- new UHF and 2- VHF antennas
- Minimum 6-channel combiner and 8- channel receive multicoupler
- Relocate Wenham's backup repeaters to Hamilton PD
- Explore options to either install new UHF and VHF antennas at Hamilton PD or install combiner & receive multicoupler
- Purchase new GRV8000 comparators (four to be located at Hamilton and four to be at NSR911 in Middleton).
- Install at least 4 receivers at pre-existing sites

NSR911 estimates that we would need Receivers, comparators, and associated infrastructure with an anticipated cost of \$300,000 NRC and \$16,500 ARC.

NSR911 benefits by already having system-level connectivity at the current Hamilton primary site. We would also realize a cost savings when moving all radio equipment from Wenham Fire Station to Hamilton Public Safety Center as the existing circuit could be relocated. We would only need to install one additional fiber circuit to a receive only site in Hamilton. **This connection is estimated to be approximately \$350 per month for a total annual estimated cost of \$4,200 / year.**

As part of the system-level connectivity project, switches and routers would need to be procured in addition to setting up and programming the backhaul connectivity. This would involve installing 1 new switches at Hamilton's receiver site. **NSR911 estimates that this would be a one-time cost of \$6,500.**

3.12.3 Radio Licensing

NSR911 would need to secure licenses to transmit on applicable Hamilton radio frequencies as part of the onboarding process. A consultant should be hired to fill out the appropriate application forms (i.e., FCC Form 601), produce required letters of concurrence (if needed), and any other documentation as may be required to appropriately license NSR911 to operate on Hamilton's radio frequencies. **It is estimated that this would cost approximately \$2,000.**

3.12.4 Radio Power (UPS/Generator)

At the time of this report, none of the Hamilton sites require new UPS and or Generators. **It is estimated that this would cost approximately \$0.**

3.13 Fire Station Alerting

Hamilton currently uses a Zetron Model 6 system. We believe that the Model 6 is not able to integrate with NSR911's existing IPFSA system. NSR911 anticipates it would need to procure 1- Zetron 6203, 1- Zetron 6204, and 1- Handset. NSR911 would also likely need to install a pedestrian door access system, similar to other deployments. **NSR911 estimates this would likely cost \$55,000 NRC.**

3.14 Fire Tones (Paging)

Based on NSR911's analysis of Hamilton's current fire tones, NSR911 would offer two separate tones for Hamilton – a "Still" tone and an "All" tone. As previously discussed, these could use the same, different, or multiple hertz (Hz) tones based on the needs of Hamilton. **There is no charge to add tones to NSR911's radios or consoles.**

3.15 Logging Recorder

The State 911 Department provides a dual-redundant logging recorder to NSR911. The center would likely need to add four (4) radio channels onto the recorder. A MAC would need to be submitted; however, **this would not incur any additional costs to NSR911.**

3.16 Emergency Notification System

Hamilton indicated that it is interested in migrating to NSR911's ENS system. Hamilton is exploring the possibility of exporting their existing lists for importations into NSR911's system. **This would likely result in an increase to our current contract by approximately \$750 ARC.**

3.17 NSR911 Server Infrastructure

As discussed in § 2.3.1 Technology, NSR911 has sufficient server capacity within its cluster to handle the Hamilton Police and Fire Department's needs. **NSR911 estimates no additional costs.**

3.18 Remote Agency Access

As discussed in § 2.3.1 Technology, NSR911 would need to purchase Windows Remote Desktop Server licenses and Azure Active Director licenses. Both of these would be required on a 1:1 basis. The Town of Hamilton indicated that it has 20 police and 35 fire personnel (however, only three (3) firefighters would likely access). NSR911 would also need to buy three (3) firewall appliance devices and add them to its annual maintenance contract. **The Windows Remote Desktop Server license costs ~\$90/ea and is a non-recurring charge (NRC) totaling \$2,070. Azure Active Directory is an annual recurring cost (ARC) at ~\$15/ea for a total ARC of \$345. We anticipate the firewall will cost approximately \$6,900 NRC (including setup costs) with an annual maintenance cost of \$850 ARC.**

3.19 Station Security

Representatives from the police department expressed an interest in having its station monitored by NSR911. Since the fire department uses the same lobby, it would not need an additional camera/intercom. This would require a camera, recording equipment, intercom telephone, and VoIP telephone license. **NSR911 estimates that it would cost approximately \$11,200 in one-time charges and \$1,120 in recurring charges to complete this.**

3.20 Internet Connectivity

While the primary connection between Hamilton and NSR911 would be achieved through the town's existing ISP. A separate connection should be established using a wireless ISP. **NSR911 estimates it would cost approximately \$480 ARC to complete this.**

3.21 Technology Integration Cost Summary

The following table represents changes required from each technology area to integrate dispatch of the Town of Hamilton public safety agencies into the NSR911.

Table 7 – Hamilton Technology Integration Cost Estimate Summary

Section	Estimated ARC ¹¹	Estimated NRC ¹²
3.1 – 911 Network and Answering Equipment	State Cost	
3.2 – Administrative Telephone Equipment	\$430	\$0
3.3 – Computer-Aided Dispatch Licenses	\$1,520	\$0
3.4 – Records Management System	\$6,700	\$6,700
3.5 – IMC Administration System	\$430	\$2,200
3.6 – IMC Mobile System	\$10,200	\$26,000
3.7 – IMC Training Courses		\$3,300

¹¹ ARC is Annual Recurring Charge

¹² NRC is Non-Recurring Charge (i.e., One-time charge)

3.8 – Data Conversion & Project Management	\$0	\$40,000
3.9 – CAD and Law/Fire RMS Annual Maintenance	Outlined in each row	
3.10 – Mobile Data Terminals (MDTs)	\$9,120	\$142,500
3.11 – Mapping/GIS	\$0	\$0
3.12 – Radio System	\$21,700	\$348,500
3.13 – Fire Station Alerting	\$0	\$55,000
3.14 – Fire Tones (Paging)	No Cost	
3.15 – Logging Recorder	State Cost	
3.16 – Emergency Notification System	\$750	\$0
3.17 – NSR911 Server Infrastructure	\$0	\$0
3.18 – Remote Agency Access	\$1,195	\$8,970
3.19 – Station Security	\$1,120	\$11,200
3.20 – Internet Connectivity	\$480	\$0
Total Cost Estimates	\$53,645	\$644,370

4. STAFFING ANALYSIS

4.1 Town of Hamilton Workload

Under routine operations, Hamilton PSAP is staffed by one telecommunicator (at the police station). However, during storms and critical incidents, the department may increase staffing. The total workload of these personnel is determined by the following.

- ❖ 911 Calls
- ❖ Administrative Telephone Calls
- ❖ Dispatch positions
- ❖ Ancillary Duties

As previously mentioned, the Town of Hamilton serves as the BAPERN North District Control Point. It is unknown whether the Control Point duties would transition to NSR911. Duties include conducting ~2 radio checks via the North District and/or Area Wide 3 radio system per month and coordinating planned/emergency channel usage on the North District, North Tactical, and Area Wide 3/4 channels. If the control point responsibilities transition to NSR911, we anticipate this could be accomplished with a minimal staffing impact.

4.1.1 911 Volume and Dispatch Responsibilities

The impacts of integrating the additional Hamilton call volume and dispatch responsibilities are discussed in subsequent sections.

4.1.2 Ancillary Duties

NSR911 has created a proposed list of its core services. This is available in APPENDIX A of this document. It outlines the standard ancillary duties that NSR911 would perform. This would

include lobby interactions, utility notifications, tow notifications, and the processing of business telephone calls through an auto-attendant telephone system.

4.2 NSR911 Staffing Impact

4.2.1 Dispatcher Staffing

The Hamilton PSAP received a yearly average of 1,408- 911 calls, 18,608- business calls, 19,463- CAD Calls for Service, and 3,675 station walk-ins. The Hamilton Police Department records an average of 15,039 police incidents, 15 arrests, and 162 accidents per year. This averages out to 124 incidents per day. The Hamilton Fire Department recorded an annual average of 599 fire incidents, 437 EMS incidents, and 359 fire inspections per year. This worked out to be about 4 incidents per day.

4.2.2 Staffing Summary

In performing the staffing analysis, NSR911 considered two different scenarios: (1) immediate needs and (2) considerations regarding the current North Reading onboarding. NSR911 anticipates that North Reading will Go Live in late Fall 2025 and is in the midst of an active hiring campaign to recruit telecommunicators. After thoroughly reviewing the average volume of 911 calls, administrative calls, and police/fire activity¹³, NSR911 believes that it has a sufficient number of telecommunicators based on the previous North Reading feasibility study.

We used APCO's Project RETAINS staffing tool and the Erlang-C calculator based on reported call volume and CAD entries to determine this. NSR911 applied industry standards and best practices when conducting these calculations. NSR911 also applied our subject matter expertise by considering the current NSR911 capacity for expansion in staff training, automated systems improvements/expansion, and understanding that Hamilton would be using an auto-attendant telephone system.

Additionally, as NSR911 grows, it is finding the need for additional support staff. Based on NSR911's current needs, in addition to the needs of North Reading and Hamilton, we believe that 0.5 full-time equivalent (FTE) is needed to support our CAD/RMS systems, and 0.5 FTE is needed to support our radio systems.¹⁴

One (1) CAD/RMS/Radio Technician is budgeted at \$90K plus 42% Other Post-Employment Benefits (OPEB). This would cost approximately \$127,800.

Table 8 – NSR911 Estimated Additional Staffing Costs

Category	Estimated ARC
Staffing Costs	\$127,800

¹³ Based on existing staff to frequency setup.

¹⁴ These positions have been previously identified in other feasibility studies conducted in 2025. At this time, NSR911 only needs the 0.5 CAD FTE and 0.5 Radio FTE. For transparency, it is being included in each study.

4.2.3 Call Taking and Dispatch Methodology

Traditionally, telecommunicators in smaller PSAPs often simultaneously function as a combined call taker and dispatcher. In other words, the incoming call is received and processed, and the same telecommunicator sends field units. Most often, this methodology works well in this environment. The splitting of functions represents significant changes from the traditional one-person-does-it-all approach but does provide benefits that cannot be achieved when a single telecommunicator performs both functions.

A true call taker and dispatcher system allows call-takers to be online with the caller, obtaining vital information for responders while the dispatcher sends units simultaneously. 911 callers are queried to determine the incident type (nature), the incident location, vital information, and the calling party's name and callback phone number. The call information is then sent via CAD to the appropriate dispatcher(s) for radio dispatch of field units. For example, CAD will generate two incidents, one police, and one fire, for a call that requires both police and fire response, ensuring that both response agencies are notified at the same time. When the call-taker remains online with the caller (when necessary), further information important to the response and mitigation of the incident can be gathered, entered into CAD, viewed by the dispatcher(s), and relayed to the field units. This model will provide the best possible service to callers by potentially reducing the overall response time through a faster dispatch time. This methodology also allows the call taker and dispatcher to both focus on obtaining necessary information and dispatching units without having to manage an upset caller, field personnel, and potentially additional incoming calls. The key to achieving maximum efficiency in call taking and dispatch is standardized call-taking protocols and effective use of the CAD system so that communications between call-taker and dispatchers are seamless.

In scenarios where a caller is in danger, best practices dictate that the call taker stays on the line with the caller until help arrives. The call taker provides updates for the dispatcher(s) and responders throughout the call via the CAD system. Situations where a caller may remain on the line may include in-progress/just occurred events and suicidal or homicidal persons. In these instances, the responders are already dispatched and are kept apprised of the updated information by the dispatcher(s). The unit's/apparatus' initial dispatch response, overall, will be potentially reduced by having the call available for dispatch simultaneously for all appropriate responders.

Taking this concept one step further, the dispatcher's role is generally split between fire, EMS, if appropriate, and law enforcement. This structure ensures that police, fire, and 911 callers all receive the same high-quality service from the PSAP.

In addition to allowing telecommunicators to better focus on only call taking or dispatching, splitting the functions helps the PSAP achieve the following industry standards for call taking:

- ❖ **NENA-STA-020.1-2020 & NFPA 1221 (2019 Edition) §7.4.1**, 911 Call Answering Standards, state that ninety percent (90%) of all 911 calls arriving at the Public Safety Answering

Point (PSAP) shall be answered within fifteen (15) seconds and ninety-five (95) percent of all 911 calls should be answered within twenty (20) seconds.

- ❖ **NFPA 1221 (2019 Edition), Chapter 7 Annex A.7.3.1** states, "...Consider the following two concepts of communications center operations:

1. Vertical Center. A telecommunicator performs both the call taking and dispatching functions
2. Horizontal Center. Different telecommunicators perform the call-taking and dispatch functions.

Telecommunicators working in a vertical center are known to engage in multitasking, which can inhibit their ability to perform assigned job functions.

These standards can be difficult to meet when a single employee must juggle multiple job functions simultaneously. As a center of excellence, NSR911 has adopted numerous key performance indicators (KPIs) for administrative, operations, and quality assurance. More information on NSR911's KPIs can be found at www.mass.gov/nsr911. Then, click "Reports / Statistics" and select the most recent "Key Performance Indicators" document.

4.3 Training

The NSR911 initial training requirements for their telecommunication staff include:

- ❖ 16-Hour 911 Equipment (CPE) training
- ❖ 40-hour APCO Basic Public Safety Telecommunicator Training
- ❖ 32-Hour APCO Emergency Medical Dispatch Training
- ❖ 8- Hour Cardio-pulmonary resuscitation (CPR)
- ❖ 32-Hour APCO Fire Communications
- ❖ 32- Hour APCO Law Communications
- ❖ FEMA - IS 100 Introduction to the Incident Command System
- ❖ FEMA - IS 200 Basic Incident Command System
- ❖ FEMA - IS 700 National Incident Management System
- ❖ FEMA - IS 800 National Response Framework, An Introduction
- ❖ 16-Hour CJIS Training & Testing
- ❖ 24-Hour Basic CAD Training
- ❖ 8- Hour Call Taking Basics Class
- ❖ 40-Hour Basic Call Taking Workshop (CAD Lab)
- ❖ Mental Illness Call Taking Training (Online Course)
- ❖ Suicidal Callers Call Taking Training
- ❖ Alzheimer's Call Taking Training
- ❖ Seabrook Nuclear Training
- ❖ State Ethics Online Training for State Employees
- ❖ National Center for Missing & Exploited Children
- ❖ Homeland Security Suspicious Activity Reporting Training

Other specific training that needs to occur prior to cutover needs to include:

- ❖ Identification and standardization of common protocols for Town of Hamilton agencies by agency heads.
- ❖ Adjustments and acclimation to unique requirements for call taking and dispatching of Hamilton emergency responders.
- ❖ Updated radio console and CAD system training that covers the changes implemented in these systems to accommodate the Town of Hamilton
- ❖ Town of Hamilton specific nuances and geography, including ride-alongs with Police & Fire

5. SPATIAL ANALYSIS

NSR911 evaluated the number of consoles within its building and identified that no additional console furniture would be required if Hamilton were to join the center.

6. TRANSITIONAL COST ANALYSIS

NSR911 analyzed the cost of transitioning the Town of Hamilton's PSAP and police/fire emergency communications into NSR911. The following information provides an overview of technology and staffing costs should the Town of Hamilton move forward with the transition to NSR911.

6.1 Technology Costs

In Table 8 – Hamilton Technology Integration Cost Estimate Summary, NSR911 identified the technology changes required to transition Hamilton to NSR911 successfully. This information is provided as a high-level estimate and does not include all direct or indirect costs associated with consolidating a PSAP; however, it does identify the significant costs that must be addressed for NSR911 to provide dispatch services for Hamilton.

6.2 Staffing Costs

As noted in Table 9 – NSR911 Estimated Additional Staffing Costs, NSR911 would need to add one FTE to support CAD/RMS/Radio systems.¹⁵ **We estimate this would cost \$90K annually plus 42% Other Post-Employment Benefits (OPEB). This would cost approximately \$127,800 ARC.**

6.3 Total NSR911 Estimated Integration Costs

The following table summarizes annual recurring charges (ARC) and non-recurring charges (NRC) for integrating the Town of Hamilton into NSR911. These are charges that would be paid for by NSR911 with no cost required for Hamilton for onboarding.

Table 9 - Total NSR911 Estimated Integration Costs

Total NSR911 Estimated Integration Costs		
Category	Estimated ARC	Estimated NRC
Technology Costs (Table 8)	\$53,645	\$644,370

¹⁵ Refer to Footnote 14

Additional Personnel Costs (Table 9) ¹⁶	\$127,800	\$0
Total Estimates	\$181,445	\$644,370

7. ADDITIONAL CONSIDERATIONS

As part of this feasibility study, it is important to identify that other communities are simultaneously interested in joining NSR911. This feasibility study, along with others conducted during the same time period, only takes one community into consideration.

7.1 Report Validity, Expiration, and Potential Need for Supplemental Analysis

Validity Period:

This report is valid for 90 calendar days from issuance.

Report Expiration:

After 90 calendar days, the report's information may no longer be accurate or relevant, and the report may be considered outdated or invalid. If a community decides to join NSR911 after the report's expiration date, an update to this feasibility report may be required.

Supplemental Analysis:

A supplemental analysis may be required if additional communities sign an Intermunicipal Agreement (IMA) to join NSR911 within 180 days of this report being issued. This analysis will need to review considerations that are identified in this section as well as a decision matrix to identify a timeline and order for onboarding.

7.2 Other Communities of Interest

While conducting this feasibility study, NSR911 has also received Letters of Intent from at least two other communities. This section identifies additional considerations that need to be taken in the event that multiple communities pursue joining NSR911 within close proximity to one another.

7.3 Supplemental Staffing Considerations

Section 4 of this report outlines staffing considerations using calculations based on current NSR911 call volume, North Reading's anticipated call volume, and Hamilton's call volume. Other feasibility reports are also currently being conducted using the same methodology. If one or more other communities decide to join NSR911, a new staffing analysis would need to be performed based on the total call volume impact. These combined calculations may result in the need for additional operational, support, and/or administrative staff.

7.4 Supplemental Technology Considerations

¹⁶ Refer to Footnote 14

Section 3 of this report identifies technological needs based on one community joining NSR911. Similarly to §7.3 above, NSR911 will need to perform a supplemental technology analysis if additional communities join.

7.5 Other Radio Considerations

The current Intermunicipal Agreement (IMA) requires all member communities to transition to a shared radio frequency system. NSR911 is exploring potential solutions to satisfy this obligation for all member communities. These potential solutions may require Hamilton to immediately be part of a shared radio system. As part of our review, existing sites and infrastructure may also be a factor that we consider.

7.6 Other Public Safety Considerations

Other considerations that may be a part of any supplemental analysis may include:

- a. Perspective communities' geographic proximity (does the community border existing NSR911 communities);
- b. Routine mutual aid sent/received with member communities; and
- c. Perspective communities' dispatch staffing crises (if applicable).

8. APPENDIX A

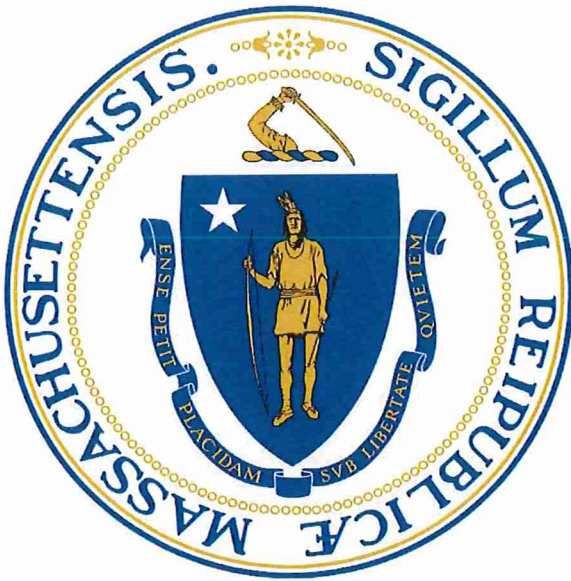
8.1 PROPOSED CORE SERVICES

This section identifies proposed core services that NSR911 would offer to the Town of Hamilton:

1. 911 Public Safety Answering Point (PSAP):
 - Answer Emergency 911 calls
 - Answer business lines on an emergency basis
 - Monitor Member shared radio frequencies
 - Monitor Mutual Aid Radio frequencies (BAPERN, CMED, MEMA, Fire District Control Point for situational awareness purposes)
 - Dispatch Police Fire and Ambulance resources for member communities including mutual aid and dispatch
 - Emergency notifications to utility companies, DPW, animal control, etc.
2. CJIS/Criminal record inquiries/ Arrest packets for **active calls for service**
3. Incident involvements for active incidents **IF** CAD allows backfill
4. Detail requests - forwarding name/number to single POC
5. Enter calls for service entries
6. Entering NCIC Warrants, Missing Persons, etc.
7. CAD Administrator
8. CAD Statistics
9. Automatic text/email Fire pages
10. Notifying DPW after hours - Single POC
11. Notifying ACO 24/7-one notification (page/call)
12. Requesting Tow Company

- 13. Monitor IAMRESPONDING
- 14. Lobby Interactions
- 15. Emergency Notifications Systems

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



**2024
ANNUAL REPORT**

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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 |

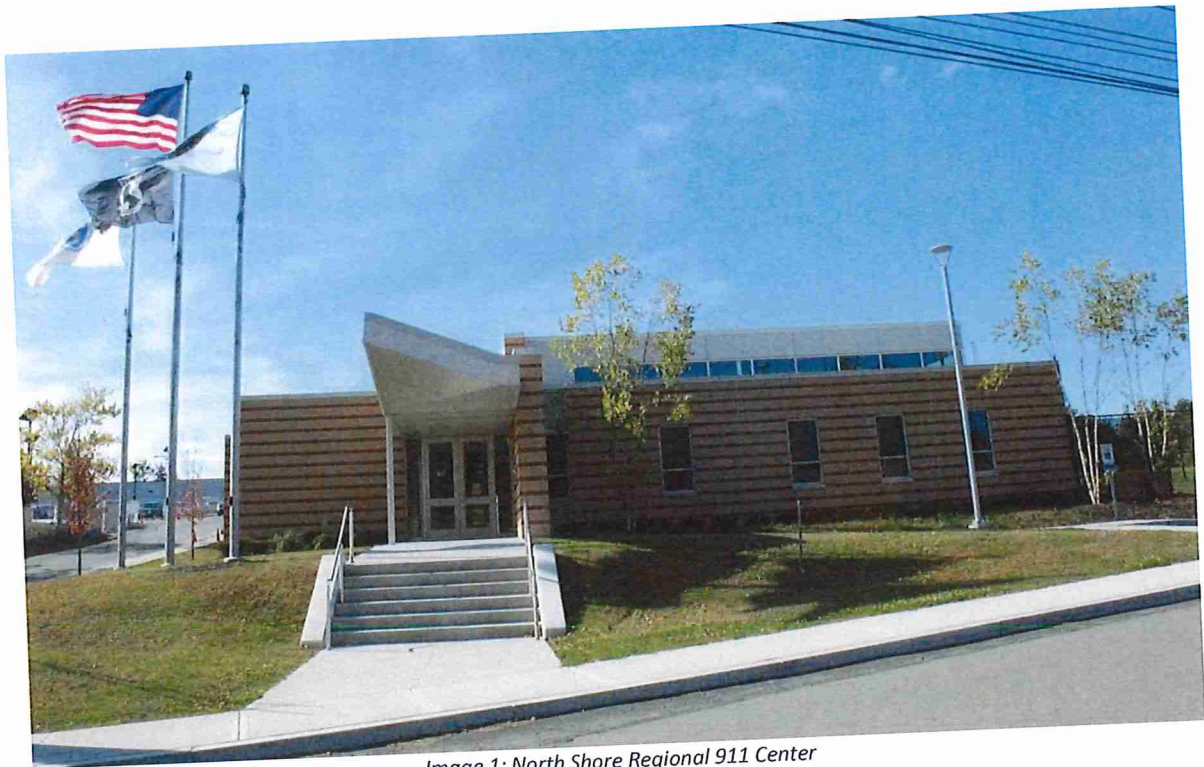


Image 1: North Shore Regional 911 Center

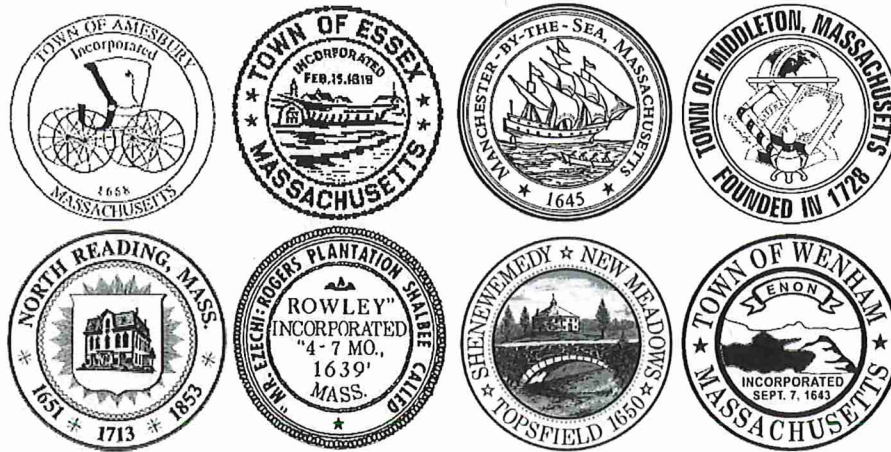
INTRODUCTION

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.
North Shore Regional 911 Center
2024 Annual Report

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
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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.

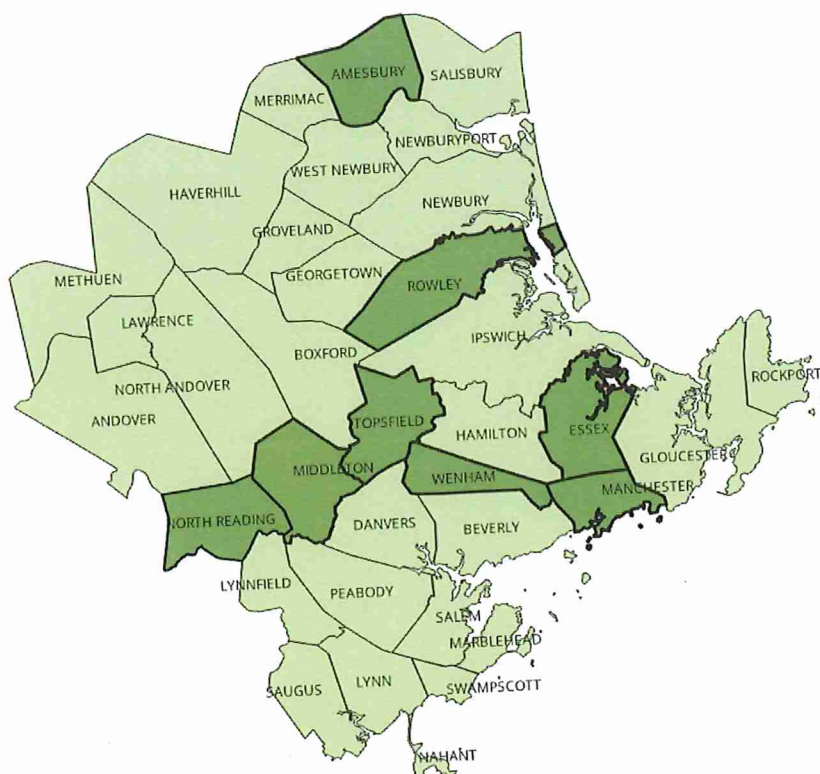


Image 2: Map depicting North Shore RECC Member Communities

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%

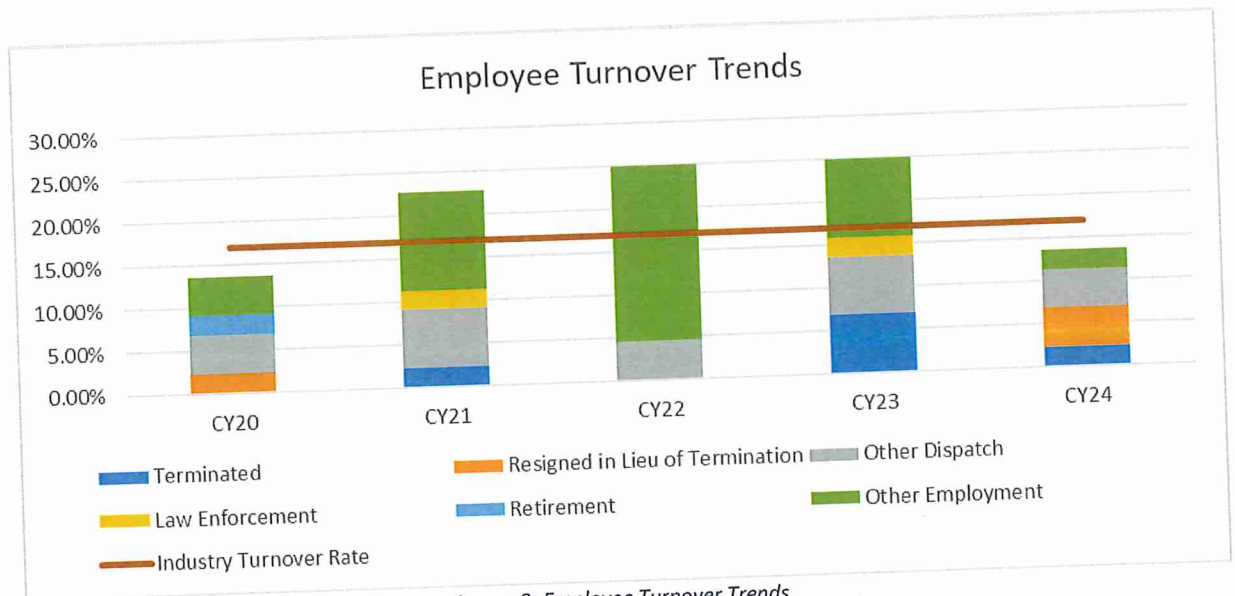
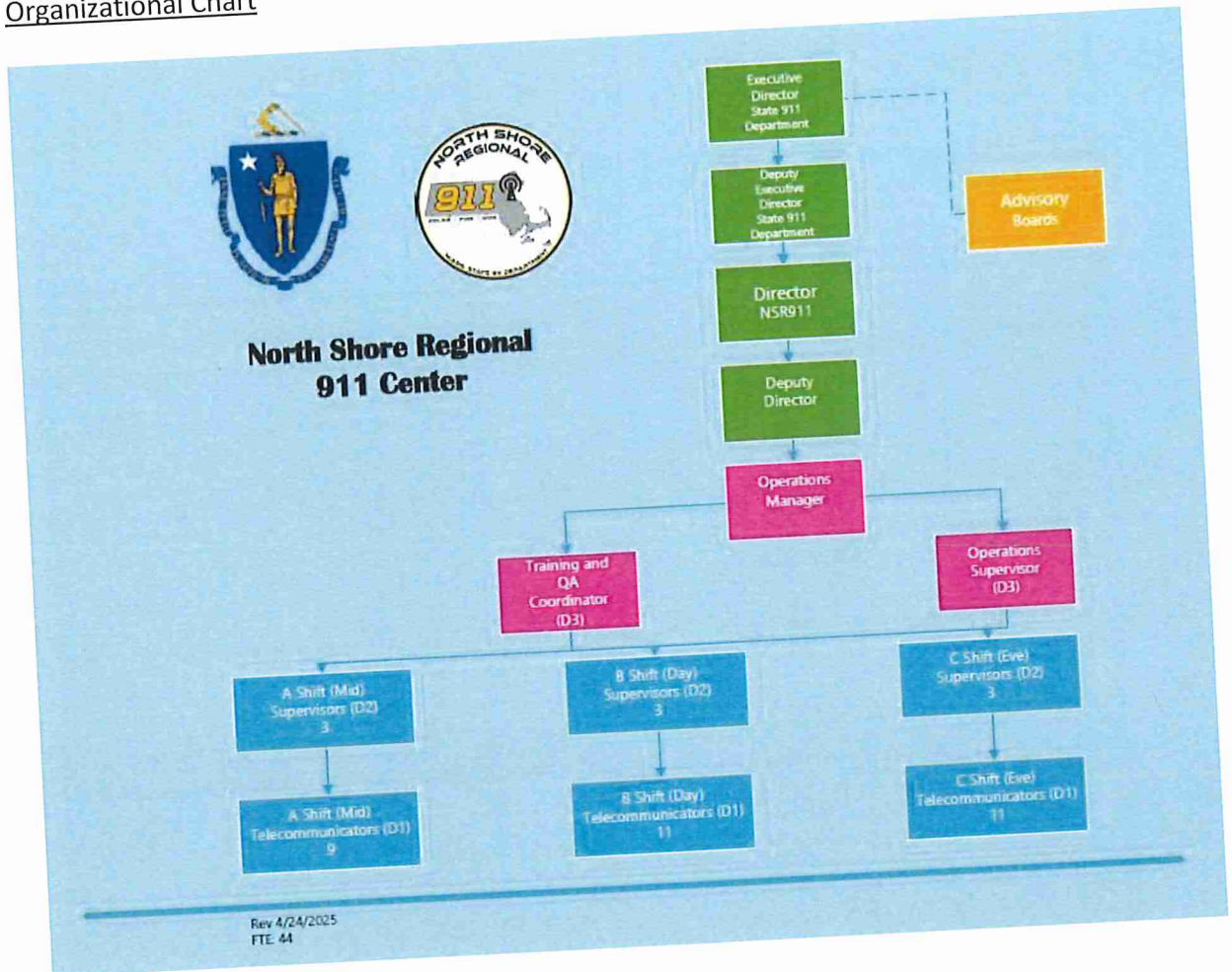


Image 3: Employee Turnover Trends

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:

North Shore Regional 911 Center
2024 Annual Report

- 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

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

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

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:

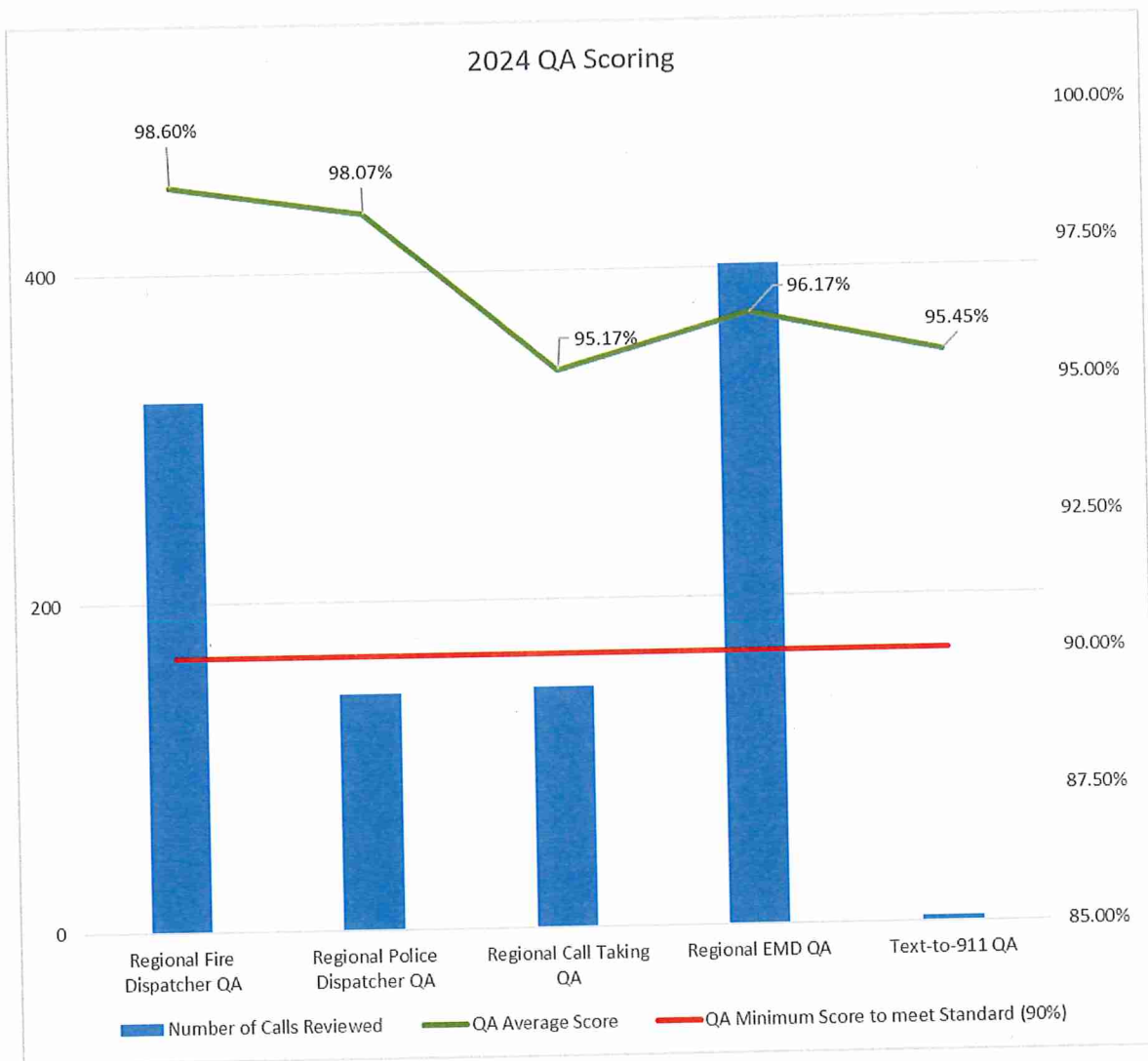
- To provide a quality assurance evaluation that ensures citizens consistently receive the quality of service they expect and deserve from the North Shore Regional 911 Center.
- The QA program addresses three key areas of employee performance:
 - Adherence to procedures, call quality, and job knowledge.
- 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.

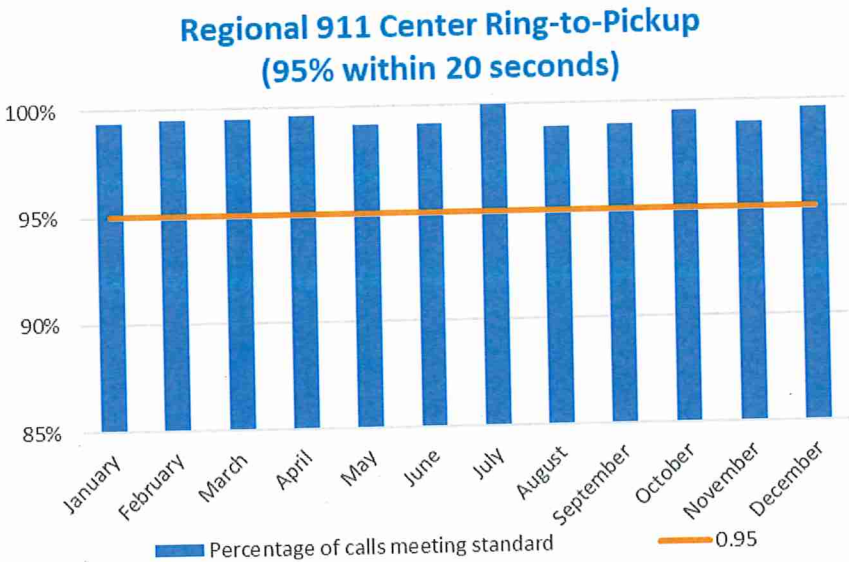
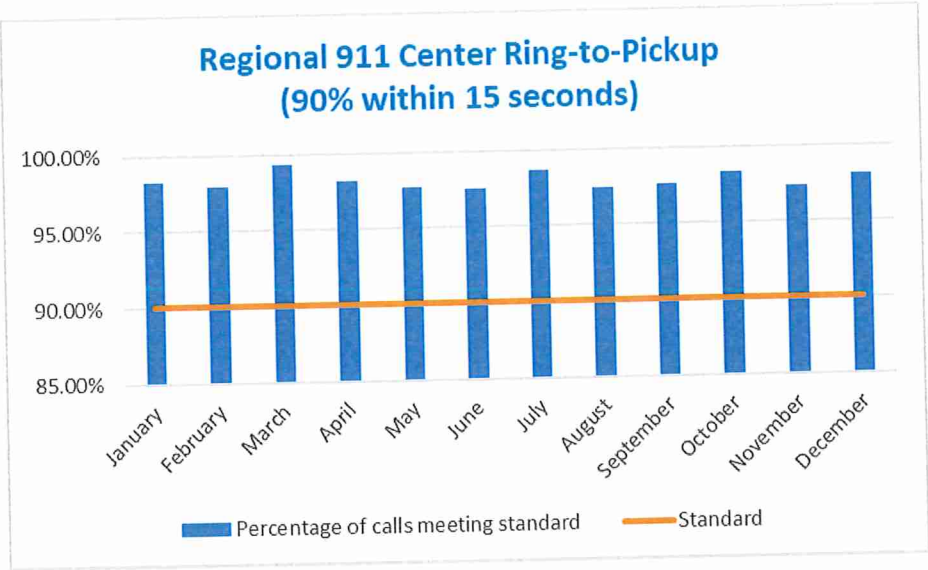
2. Pickup-to-Dispatch

- 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.

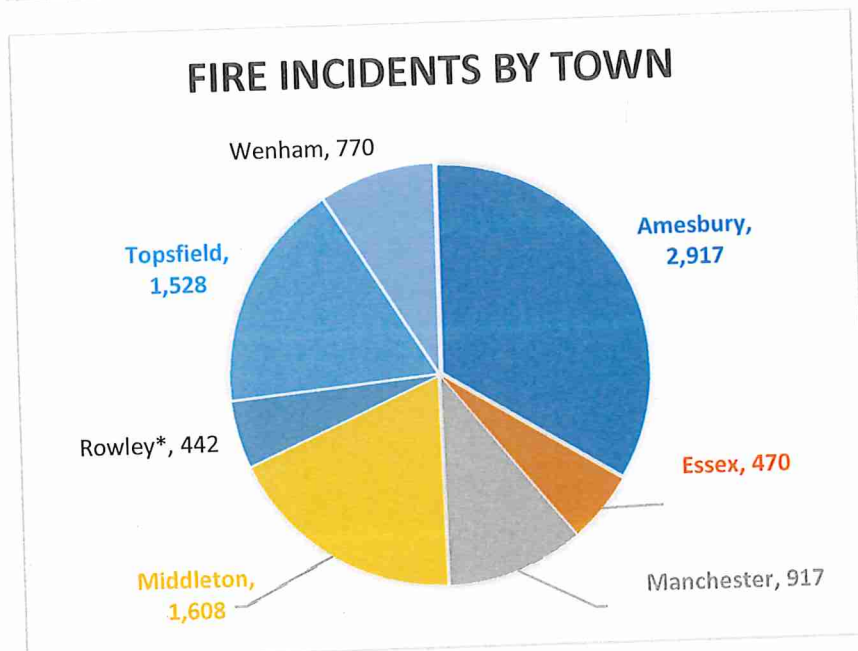
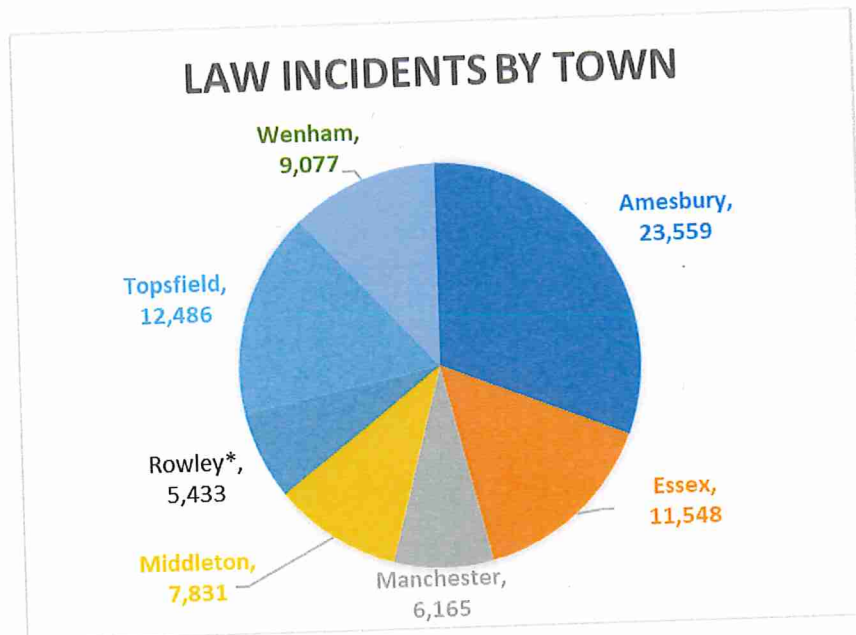
Ring-to-Pickup Performance



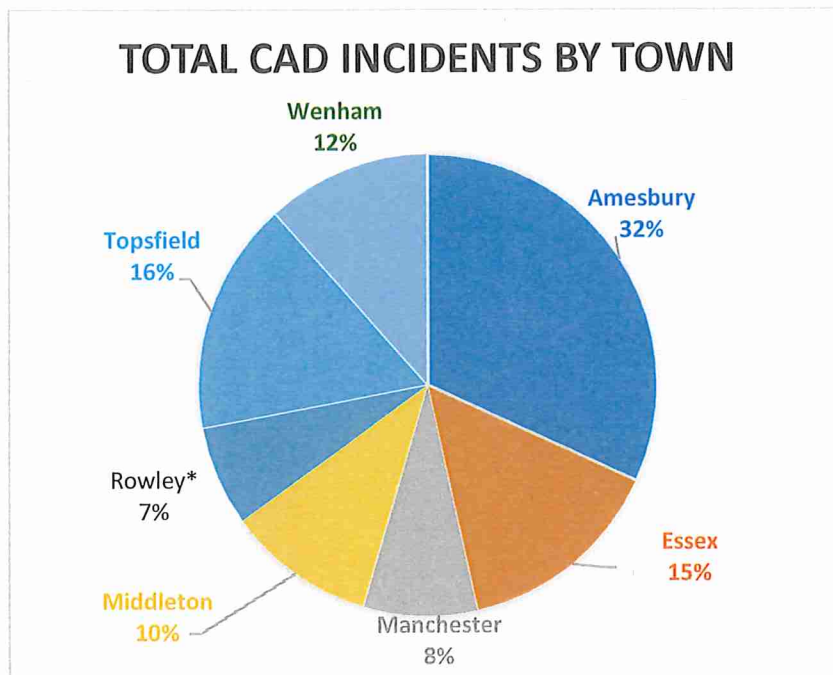
2024 STATISTICS

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



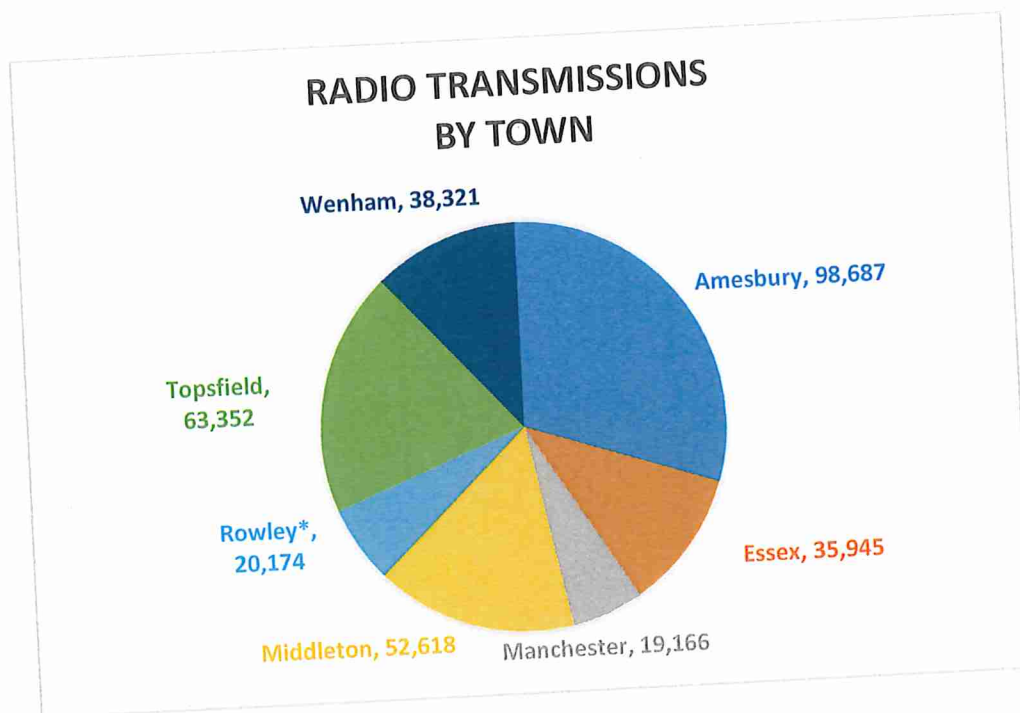
Phone Calls

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

AARs 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 Console radios. Due to supply chain issues, it took over 18 months for these radios to be delivered. Installation of the Multi-Band Console 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 Console radios 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

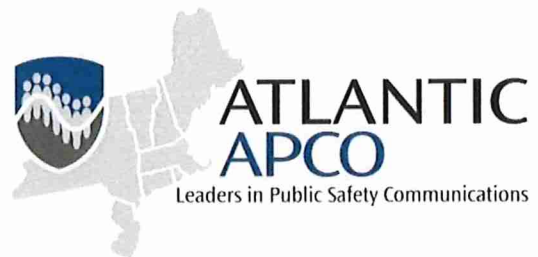
2028

- 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

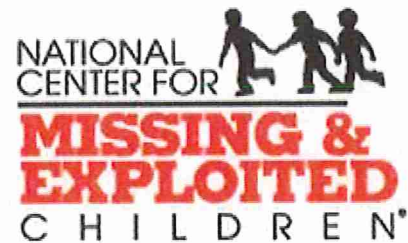


Director Alyson Dell Isola and Deputy Director Christopher Ryan represented State 911 on an EOPSS working group to aid in revising the Domestic violence law enforcement guidelines. These guidelines set forth appropriate and effective responses to domestic violence for police departments in Massachusetts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



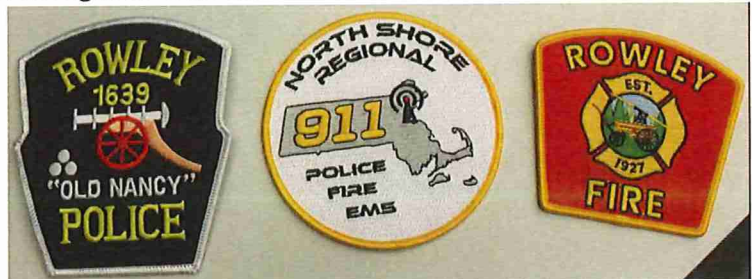
2024 PROJECT HIGHLIGHT – ROWLEY JOINS NSR911

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.



Essex Police Department

11 John Wise Avenue
Essex, MA. 01929
(978) 768-6200

Thomas P. Shamshak Jr.
Chief of Police



To: Hamilton Board of Selectmen, TA Domelowicz, and Chief Edward Guy III ,

From: Chief Thomas P. Shamshak Jr.

Re: North Shore Regional 911 Recommendation

Date: July 17th, 2025

I submit this letter of recommendation and support for the Town of Hamilton to join North Shore Regional 911 as both a Chief of Police of a member community and also as a resident of Hamilton for more than fifteen years.

I have worked for the Town of Essex for eighteen and a half years. I am well aware of the surrounding agencies call volumes and public safety response styles. The center is fully able to deliver the telecommunication services that Hamilton needs. I have absolutely no reservations or concerns with North Shore Regional 911 serving as my hometown public safety answering point. I have observed countless critical incidents unfold in live time while visiting the center.

Four of the five towns that border Hamilton are NSR members. It is a very logical decision to join for seamless auto aid and mutual aid efforts. Joining NSR 911 would be fiscally advantageous to re-appropriate dispatch center funds into other public safety line items to further serve the Town.

The career dispatchers that have worked for Hamilton are professional and experienced. I hope they strongly consider bringing their decades of institutional knowledge to the center. I can understand their frustrations with this process and realize the emotions associated with the proposed change.

I strongly recommend that the Town of Hamilton join North Shore Regional 911. I trust the operation for the safety of the residents we serve and the safety of the officers under my command. I also trust the operation for my fellow neighbors and my family.

Very Respectfully,

A handwritten signature in black ink, appearing to be "Thomas P. Shamshak Jr.".

Chief Thomas P. Shamshak Jr.

July 18, 2025

To the Leadership of the Town of Hamilton:

I am writing this letter of support both as the Fire Chief of the neighboring community of Essex and as a resident of Hamilton. Over the past 18 years, I've had the privilege of serving in the Essex, Hamilton, and Wenham Fire Departments. Additionally, I've worked in several dispatch centers, including Cataldo Ambulance, Essex Fire and Police, and Hamilton and Wenham Police and Fire.

Throughout my career, my experience with North Shore Regional (NSR) has been overwhelmingly positive. Their professionalism, high training standards, advanced technology, and commitment to public safety are impressive. NSR is a dedicated organization whose core mission is to provide a vital communications link between the public and emergency services. Over the years, they have consistently demonstrated their dedication to continuous improvement, community support, and technological advancement.

Essex Public Safety has greatly benefited since partnering with NSR. Our previous dispatch center was operated by a single dispatcher with limited technology. While our personnel were dedicated and capable, the cost of modernizing the center and maintaining adequate staffing made meaningful progress difficult. NSR has changed that reality for us.

NSR has shown clear progression, innovation, and adaptability. As Chief, I am confident in my ability to advocate for my department's needs while benefiting from a collaborative, regional approach to emergency communications. In large-scale events, NSR's capacity to scale and reallocate resources results in faster, more coordinated dispatching of mutual aid—something that single-town centers often cannot match.

During a complex medical call this past winter, NSR proved their worth. Not only did they provide the high level of professionalism we've come to expect, but they also went above and beyond by coordinating with local DPWs to deploy plows to clear the roads along the anticipated path of travel. Additionally, they notified crews of a potential road closure in a surrounding community that could impact the ambulance's ability to reach the hospital on its projected route. This was all done through the proactive actions of the dispatcher on duty. Having bandwidth during an emergency of any size makes a difference.

As a public safety professional, former member of the Hamilton Fire Department, past telecommunicator, and current Hamilton resident, I strongly encourage the Town to join the growing list of local communities that have chosen to partner with North Shore Regional.

Respectfully,

Chief Christian Hassel

Chief of Fire, Essex Fire Department

Stephen B. Kavanagh
Fire Chief
Wenham Fire Department
140 Main St.
Wenham, MA 01984
SKavanagh4@wenhamma.gov
W.F.D.: 978-468-5508

July 21, 2025

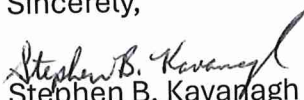
To Whom it May Concern,

I am writing this letter in support for the Town of Hamilton to join North Shore Regional 911 Center. The Wenham Fire Department, being one of the primary departments joining the center came with the challenges of just starting up and had many complications at first. We knew going into this transition that there would be some problems. With the staff at NSR911 these problems were quickly corrected. There was always great hesitation coming from small town dispatch to state run dispatch, but in the end, it was a great decision. Wenham Fire and all the other communities that have joined NSR911 are now on the same page with technology and communications.

If the Town of Hamilton were to join NSR911 some of the benefits that the town would benefit from would be state-of-the-art equipment, proper staffing, communicating with one dispatch center instead of several, no funding issues and the Town of Hamilton gets a seat at the table for all decisions made for the town. I, as Chief, have had several issues with NSR911 and have had every issue addressed promptly, professionally and respectfully.

In closing, with Wenham, Essex, Topsfield and Manchester By-the Sea bordering Hamilton, this puts Hamilton right in the middle of all these communities and joining NSR911 would make communications seamless. There is so much more positive information that can be said about NSR911, and I am always available to discuss this matter further.

Sincerely,


Stephen B. Kavanagh
Fire Chief



July 14, 2025

To Whom It May Concern:

It is my honor to write this letter of recommendation for the North Shore Regional 911 Center. As the new Fire Chief of the Amesbury Fire Department, I am excited to be part of their team as they grow and continue to expand and improve their service. I have had the opportunity to work closely with this dispatch center since our transition to the center in June 2014, as one of its original members. I can say without hesitation that they are one of the most critical and resilient components of our emergency response system.

It is important to acknowledge where they began. A decade ago, the Essex County Regional Emergency Communications Center operated under difficult conditions, with limited resources, inadequate staffing, and a lack of broader recognition for the essential role they played. Despite these challenges, they remained committed to serving our community with professionalism, integrity, and a dedication to public safety.

In the years since, they have not only persevered – they have transformed into NSR911. Through determination, innovation, and leadership, they have grown into a high-performing, dependable, and exceptionally well-trained dispatch center. Their dispatchers demonstrate outstanding skill in managing high-stress situations, maintaining clear communication with field personnel, and their ability to assign multiple dispatchers to active events has ensured no call goes unanswered. Today, the North Shore Regional 911 Center stands as a model of operational efficiency. They have earned the trust and respect of our department.

Their journey from under-resourced beginnings to the exemplary service they deliver today is a testament to their character and commitment. I give them my highest recommendation, and I am confident that any agency partnering with them will benefit immensely from their expertise and dedication.

Please feel free to contact me if further information is needed.

Very Respectfully,

Chief Robert JH Serino

Amesbury Fire Rescue • 124 Elm Street • Amesbury, MA 01913
P (978) 388-8185 • serinor@amesburyma.gov

MAKE HISTORY HERE

Date: July 16, 2025

To Whom It May Concern,

I am writing to offer my recommendation and full encouragement for any municipality considering membership in the North Shore Emergency Communications Center (NSRECC). As an original member community, I participated in the development of policy, operations and procedures.

Our single dispatcher model was dangerous, inefficient and left us in a risky position regarding the safety of our staff and our community. Through no fault of their own, the dispatchers were left to manage phone calls, dispatch instructions to the caller, radio communications and resource allocations. This was an impossible task and left multiple opportunities for critical communications to be missed.

The original transition to the Regional Communications Center was challenging as we had no prior experience. We transitioned all our radios and repeaters and eventually transitioned our municipal fire alarm system to central station monitoring. These changes allowed us to coordinate our responses, focus on safety and communications and provide a safer work environment for our firefighters and community. Many of the dispatchers have been there for years now. They have a great understanding of the make-up of our community including landmarks, important events and special public safety situations. Now a road map exists for communities to be onboarded in a comprehensive manner.

I have been serving as the Chair of the Fire Advisory Board for several years. Each community has equal input into decisions on policies through the Executive Advisory, Fire Advisory and Police Advisory Boards. Residents of my community now have realized many benefits of this professional run regional communications center. It is invaluable to have many dispatchers that can pivot to provide support to an ongoing emergency. We have benefited from improved technology including mobile computers in all our vehicles, station alerting, community emergency notification systems and scheduling software at no additional cost.

I encourage you to evaluate this opportunity not just as an administrative decision, but as a commitment to your residents, first responders, and future resilience. Joining NSR911 means joining a community of public safety professionals who believe in cooperation, service excellence, and forward-thinking leadership.

Please don't hesitate to reach out if I can answer any questions.

With respect and continued commitment to public safety,

Sincerely,

Jen Collins-Brown

Fire Chief, Town of Topsfield
Chair, NSR911 Fire Advisory Board



TOWN OF MANCHESTER-BY-THE-SEA POLICE DEPARTMENT

10 CENTRAL STREET, P.O. BOX 306 MANCHESTER-BY-THE-SEA, MA 01944

TEL: 978-526-1212 • FAX: 978-526-2002

TODD J. FITZGERALD
CHIEF OF POLICE

PATRICE J. ROTONDO
EXECUTIVE ASSISTANT

July 9, 2025

To Hamilton Selectboard,

I am writing to share my positive experiences regarding the transition of the Manchester-by-the-Sea Police Department and Fire Department to the North Shore Regional Dispatch in Middleton.

Initially, I had reservations about this move, and I approached the decision by the Selectboard with cautious skepticism. However, over time, I have observed that the implementation has been successful and beneficial for our community. The seamless integration and effective communication are a testament to the professionalism, dedication, and hard work of our staff and the administration at Regional Dispatch.

This positive outcome is a direct credit to the training, leadership, and collaborative efforts of those involved at Regional. Their commitment has ensured that public safety services continue to operate smoothly and efficiently, ultimately enhancing the safety and well-being of our residents.

Although I began with some hesitations, I now confidently support this regional dispatch system, recognizing the tangible improvements it has brought to our community.

Sincerely,

Todd J. Fitzgerald
Chief of Police/Emergency Management Director
Manchester by-the-Sea Police Department



MANCHESTER FIRE DEPARTMENT

JAMES T. MCNEILLY, CHIEF OF DEPARTMENT

12 School Street

Manchester-by-the-Sea, Massachusetts 01944-1399

Telephone (978) 526-4040 Fax (978) 526-2006

E-mail: firechief@manchester.ma.us

7/8/2025

To Whom It May Concern,

On behalf of the Manchester-by-the-Sea Fire Department, I am pleased to offer my full recommendation and support for North Shore Regional 911 Dispatch.

Since transitioning our emergency dispatch services to North Shore Regional in early 2023, we have seen a significant improvement in operational efficiency, response coordination, and overall service delivery. The professionalism and attention to detail displayed by their staff have been nothing short of exceptional.

North Shore Regional's commitment to excellence and their embrace of technological advancements have been crucial to enhancing our public safety operations. Their systems provide a level of functionality and coordination that was previously unavailable to us, and this has had a measurable impact on both routine and complex incidents.

During our time with North Shore, we have experienced multiple major and simultaneous emergencies. In each case, the dispatch center performed flawlessly. Their ability to assign multiple dispatchers to active events has ensured no call goes unanswered, and no unit is left unsupported. This level of responsiveness has directly improved safety outcomes for our residents and first responders alike.

The transition to North Shore Regional Dispatch has been one of the most impactful operational decisions our department has made in recent years, and we have not looked back since. I strongly recommend their services to any municipality seeking a modern, reliable, and high-performing regional dispatch center.

Should you have any questions regarding our experience, please do not hesitate to contact me directly.

Professionally,

James T. McNeilly
Chief of Department



Douglas K. LeColst
Fire Chief

Town of Middleton Fire Headquarters

4 Lake Street, Middleton, MA 01949
Telephone: (978) 774-2466 Fax: (978) 774-0709
www.midfire.com



July 17, 2025

To Whom It May Concern,

I am writing to express my full support for the North Shore Regional 911 dispatch center.

As one of the original communities to join the regional dispatch system, both our department and the broader community have benefited tremendously from the consistent, high-quality dispatch services provided over the years.

Our agency has encountered a wide range of emergency situations, from minor incidents to complex, simultaneous calls, and the staff at the dispatch center have consistently demonstrated professionalism, composure, and competence under pressure.

Like any organization, occasional challenges may arise. However, the management team has always been accessible and responsive, fostering an open and constructive dialogue to address and resolve any issues that may arise promptly.

I would strongly recommend this service to any community seeking to modernize and streamline its public safety communications through a dependable and well-managed dispatch center. Please do not hesitate to contact me if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug K. LeColst".

Douglas K. LeColst
Chief of Department

INTERMUNICIPAL AGREEMENT
FOR THE JOINT PROVISION OF PUBLIC SAFETY
COMMUNICATIONS, DISPATCH AND OPERATIONS
SERVICES

THIS AGREEMENT is entered into by and between the Commonwealth of Massachusetts State 911 Department (or "State 911 Department") and those cities and towns, acting by and through their Mayor, Town Managers or Administrators, or Board of Selectmen, as applicable, which execute this agreement (hereinafter referred to singularly as the "Member" or collectively as the "Members"), as follows:

WHEREAS, the State 911 Department and the Members agree to continue with a regional emergency communications center ("RECC") under the supervision and control of the State 911 Department to render 911 answering and emergency dispatch, communications and operations services as appropriate to their joint and respective needs; and

WHEREAS, the State 911 Department and the Members are authorized to undertake this Agreement pursuant to the provisions of M.G.L. c 40, §§4A and 4D.

NOW, THEREFORE, the State 911 Department and the Members, in consideration of the covenants and mutual promises contained herein, hereby agree as follows:

1. TERM

This Agreement shall take effect on July 1, 2019. This Agreement shall continue in effect for a period of ten (10) years from such date, or until July 1, 2029. Such period may be extended for an additional term as agreed upon by the State 911 Department and some or all of the Members. Upon the July 1, 2019 effective date, this Agreement shall supersede the agreement between the Essex County Sheriff and the Members for 911 services.

2. ORGANIZATIONAL STRUCTURE

Up until the effective date of this Agreement, the 911 center in

Middleton, located in a building on the property of the Essex County Sheriff, consisted of the Essex Regional Emergency Communications Center ("Essex RECC") and Essex Wireless 911 Center, both under the supervision and control of the Essex County Sheriff. Upon the effective date of this Agreement and thereafter, the entire facility shall be known as the North Shore Regional 911 Center, which will consist of the North Shore Regional Emergency Communications Center ("North Shore RECC") and the North Shore Wireless 911 Center, both under the supervision and control of the State 911 Department.

The employees of the North Shore Regional 911 Center shall be State 911 Department employees. The State 911 Department shall have the sole responsibility and authority to oversee, direct, manage, and supervise the operations of the North Shore Regional 911 Center, and to hire, set the compensation for, supervise, discipline and terminate all North Shore Regional 911 Center personnel. The State 911 Department will consult with the Executive Advisory Board before hiring the Director of the North Shore Regional 911 Center. Within the State 911 Department organization, the employees of the North Shore Regional 911 Center will be in a division known as "State 911 Department PSAP Operations Division-North Shore".

3. APPLICABILITY

This Agreement shall apply only to the administration and operation of the North Shore RECC.

4. FINANCIAL RESPONSIBILITY

Upon the effective date of this Agreement, those Members of the Essex RECC who have executed this Agreement shall become Members of the North Shore RECC. Such Members shall bear no financial responsibility to support the administration and operation of the North Shore RECC, including new equipment purchases and future capital improvements and related

maintenance, and facility maintenance and operation, during the term of this Agreement. All new equipment and future capital improvements purchased with State 911 Department funds for the administration and operation of the North Shore RECC shall be owned by the State 911 Department.

The Essex County Sheriff shall furnish and transfer to the State 911 Department, in accordance with the Commonwealth's surplus property program requirements, all equipment, consoles, monitors, headsets, printer(s), fax machines, and other equipment paid for with State 911 Department grant funds and previously used by the Essex RECC to provide 911 services. The State 911 Department shall be responsible for the maintenance of equipment furnished for its use and transferred to it by the Essex County Sheriff.

5. ADVISORY BOARDS

Four (4) Advisory Boards shall advise the State 911 Department on matters pertaining to the administration and operation of the North Shore RECC. The Executive Advisory Board shall have decision-making authority regarding the issues outlined in Section 5F, below.

A. The Fire Advisory Board shall consist of the fire chiefs from each Member community. The Board shall elect a Chair.

B. The Police Advisory Board shall consist of the police chiefs from each Member community. The Board shall elect a Chair.

C. The Police and Fire Advisory Boards shall each meet at least semi-annually, but more frequently as necessary, and each shall advise the State 911 Department on operating policies and procedures for the operation of the North

Shore RECC. Such Advisory Boards also shall meet together, as necessary.

D. The Administrative Advisory Board shall be comprised of either the Mayor, Town Manager, or Town Administrator of each Member community. The Board shall elect a Chair. The Board shall meet at least semi-annually, but more frequently as necessary, and shall advise the State 911 Department on the budget and operation the North Shore RECC.

E. The Executive Advisory Board shall be comprised of the Chair of Administrative Advisory Board, three (3) at large Members from the Administrative Advisory Board, the Chair of the Police Advisory Board, one (1) at large Member from the Police Advisory Board, the Chair of the Fire Advisory Board, and one (1) at large Member from the Fire Advisory Board. The Executive Advisory Board shall elect a Chair. The Executive Advisory Board shall meet quarterly, but more frequently as may be necessary, to advise the State 911 Department on the administration, budget, and operation of the North Shore RECC, including admittance of new members to the North Shore RECC.

F. The Executive Advisory Board shall have the authority to:

1. Approve the annual operating and staffing plans of the North Shore RECC and changes thereto, in conformance with applicable standards and taking into consideration the February 2018 Organizational Assessment and Operational Audit and the recommendations contained therein.

2. Approve the details of the transition to a shared radio frequency system, in conformance with applicable standards and taking into consideration the February 2018 Organizational Assessment and Operational Audit and the recommendations contained therein.
3. Approve operating policies and procedures that govern the operations of the North Shore RECC, in conformance with applicable standards and taking into consideration the February 2018 Organizational Assessment and Operational Audit and the recommendations contained therein.

G. The Director of the North Shore RECC, Deputy Director of the North Shore RECC, and/or other representatives of the State 911 Department shall be in attendance at all Advisory Board meetings. The State 911 Department reserves the right to review all decisions of the Executive Advisory Board to ensure consistency with the State 911 Department's operational and budgetary objectives, and may make revisions or adjustments to those decisions consistent with those objectives, as necessary. In addition, the State 911 Department shall decide matters before the Executive Advisory Board that resulted in a tie vote.

H. All Advisory Board meetings shall be conducted in accordance with the requirements of the Commonwealth's Open Meeting Law. A quorum of each Board shall be required to convene all meetings. A quorum of each Board shall consist of at least fifty (50) percent of its Member representatives. Any motion offered for action by each Board shall be deemed adopted when a majority of Member representatives present and voting votes in favor of such action.

I. Member representatives that are not elected officials shall serve at the pleasure of their respective appointing authorities until they resign or a successor is appointed.

6. NORTH SHORE RECC SERVICES

The North Shore RECC shall provide core services for Members as listed on Attachment A. To improve efficiencies and situational awareness and reduce errors, monitoring shared Member radio frequencies is listed as a core service on Attachment A. The North Shore RECC shall transition to a shared radio frequency system within four (4) years after the effective date of this Agreement, unless otherwise extended as necessary. The details of such transition shall be developed and approved by the Executive Advisory Board, in conformance with applicable standards and taking into consideration the February 2018 Organizational Assessment and Operational Audit and the recommendations contained therein.

7. RECORDS AND REPORTS

The State 911 Department shall ensure the creation and maintenance of all records and reports, including an annual report, pertinent to the business of the North Shore RECC. All records shall be maintained in accordance with the requirements of the Commonwealth's Public Records Law.

8. ADMISSION OF ADDITIONAL MEMBERS

The State 911 Department, after consultation with the Executive Advisory Board, shall determine, in its sole discretion, whether to admit additional Members to the North Shore RECC, and the terms and conditions of such admittance.

9. WITHDRAWAL

There shall be two (2) withdraw options, as set forth below in Sections 9A and 9B. Each option is independent of each other. Both

options may be invoked by a Member separately within the applicable timeframes.

A. Any Member may withdraw from this Agreement after two (2) years following the date of the Agreement (July 1, 2021 withdraw date) by providing at least one (1) year written notice of withdraw to the State 911 Department and other Members by July 1, 2020. There shall be no financial consequence to any Member whom withdraws in compliance with this provision if at the withdraw date it becomes part of a regional PSAP or RECC that is operational on the withdraw date, either at the Member's location or at another location, and such action does not result in an increase in the overall number of PSAPs in the Commonwealth. If this is not the case, or if the Member seeks to become a primary PSAP, then at the withdraw date the Member may be subject to financial consequences as determined by the State 911 Department. If at the withdraw date, the Member has not formed or joined an operational regional PSAP or RECC as described above, or has not become a primary PSAP, then the written notice of withdraw shall be deemed waived and the Member shall remain in the North Shore RECC. In addition, at any time before July 1, 2021, a Member, on its own motion, may rescind its written notice of withdraw and shall remain in the North Shore RECC.

B. Any Member may withdraw from this Agreement after five (5) years following the date of the Agreement (July 1, 2024 withdraw date) by providing at least two (2) years written notice of withdraw to the State 911 Department and other Members by July 1, 2022. There shall be no financial consequence to any Member whom withdraws in compliance with this provision if at the withdraw date it becomes part of a regional PSAP or RECC that is operational on the withdraw date, either at the Member's location or at another location, and such action does not result in an increase in the overall number of PSAPs in the Commonwealth. If this is not the case,

G OVERSIGHT LAW

This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts and the parties hereto submit to the jurisdiction of any of its appropriate courts for the adjudication of disputes arising out of this Agreement.

15. ENTIRE AGREEMENT

This Agreement, including all documents incorporated herein by reference, constitutes the entire integrated agreement between the parties hereto with respect to the matters described. This Agreement supersedes all prior agreements, negotiations and representations, written or oral. This Agreement shall not be modified or amended except by a written document executed by the parties hereto.

THIS AGREEMENT is made by and between the State 911 Department and the Members Signatory hereto, each duly authorized.

Lower Basin Subcommittee Talking Points July 17, 2025

These talking points are to guide subcommittee members in communicating with decision-makers and the public.

What is the North Shore Water Resilience Task Force (NSWRTF)?

See <https://www.mapc.org/resource-library/north-shore-h20/#about>

The Lower Basin Subcommittee was formed in October 2024 by the North Shore Water Resilience Task Force

Subcommittee members:

- City of Beverly
- Town of Danvers
- Town of Hamilton
- Town of Ipswich
- Ipswich River Watershed Association
- Town of Middleton
- City of Peabody
- City of Salem
- Salem and Beverly Water Supply Board
- Town of Topsfield
- Town of Wenham

Supporting participants: Sen. Bruce Tarr, Rep. Sally Kerans, and Rep. Kristin Kassner; MassDEP; and the Massachusetts Water Resources Authority

Purpose and Goal: to explore options and seek consensus among all parties on one or more regional infrastructure strategies to address the water supply and ecosystem needs in the lower basin region of the Ipswich River watershed.

Process: Multi-phase process to engage all parties in discussions and evaluation of various options. Includes large and small group meetings, information-gathering, review of data and reports, and negotiation sessions. Meetings are designed and guided by a team of facilitators and mediators from the Consensus Building Institute (CBI).

Possible outcomes: Outcomes could include changes in water supply sources among the communities. Any agreements must be reviewed and approved by the municipalities and the consensus package of solutions will be brought to the NSWRTF for review and approval.

Timeline: The subcommittee began its work with a meeting on June 5, 2025 and has met 3 times so far (June 5, June 16 and July 10). The group expects to meet frequently, with the goal of completing its work no later than February 2026.

Updates on the subcommittee's progress will be provided at intervals throughout the year and public engagement is planned.

Ipswich River Lower Basin Subcommittee Meeting

July 10, 2025 - 9:00 - 12:00 PM (In-Person)

Meeting #3

Draft Meeting Summary

Purpose

- Participants discuss technical reports on water supply issues in the basin
- Start to brainstorm criteria

Decisions and Key Outcomes:

- Members of the Lower Basin Subcommittee who were at the meeting voted unanimously to adopt the Structure and Operating Procedures document dated July 4, 2025.

Next Steps

Subcommittee members:

- Review meeting summary
- Update infrastructure project status when asked

CBI:

- Draft talking points and circulate to the subcommittee
- Post presentation slides on key reports
- Circulate tables on infrastructure projects planned for municipalities to update Post relevant USGS reports (once provided by Duane and Sara)
- Write meeting summary and circulate for subcommittee review
- Communicate dates of the next few subcommittee meetings

Sara and Duane:

- Share relevant USGS reports with CBI for posting

Martin

- Create a per capita breakdown of infrastructure costs for each municipality

Welcome and Meeting Summary Overview

The CBI facilitation team welcomed participants. This summary, drafted by the CBI team, is intended to capture high level discussion content and key meeting outcomes. Participants are listed on the last page of this document.

Operating Procedures Review

Participants reviewed revisions to the [subcommittee's operating procedures](#) dated July 4, 2025. The parties present at the subcommittee meeting unanimously approved the operating procedures. Votes:

- In support: Beverly, Danvers, Hamilton, Ipswich, IRWA, Middleton, Peabody, Salem, SBWSB, and Wenham
- Abstained: None
- Voted against: None
- Not present: Topsfield

Review and Discussion of Key Reports

Before moving into the discussion about options for addressing water supply issues, the group spent time at this meeting discussing research that has been done to date. They reviewed high level takeaways from three key technical reports. Participants expressed general comfort with the content in the reports. There were no requests for further information sessions on the technical content in these reports. See presentation slides for high level information from each presentation.

The discussion around each report is summarized below:

(A) North Shore Water Infrastructure Status Report (Dewberry, September 2024)

Presented by Martin Pillsbury. This status report details specific water supply projects being planned or considered in the Ipswich River Watershed to improve water quality, sufficiency, and reliability. The report covers the levels of investment required, and connected timeframes. Information is based on a survey conducted in spring/summer 2024.

Discussion:

- This report offers a helpful overview of projects and costs across municipalities. It offers reference material for communicating to the public about why regional coordination is necessary.
- Be clear in communication that municipal and regional investment needs are not limited to this list of infrastructure projects.
- This information is slightly outdated - some of these projects have been completed, and others have been identified. It would be good to update the tables for each municipality.
 - **Action Item:** Update infrastructure project list to reflect the current status (i.e. to remove projects already completed, correct cost estimates, etc.)
- The overall cost per municipality doesn't tell the full impact of a project cost on communities, given the varied population across different communities. It would be good to have per capita costs listed as well as overall costs per project and municipality.
 - **Action item:** Create a per capita breakdown of costs for each municipality

(B) Assessment of Water Supply Alternatives Using the New Ipswich River Streamflow and Watershed Analysis Model (IRSWAM) (Horsley Witten, November 2024)

Presented by Erin Bonney Casey. This effort was both (a) the creation of a model that can be used to estimate impact on water flow of different management options, and (b) the development of a report evaluating several water supply alternatives against each other, from the perspective of improving river flow conditions. The model applies across the full Ipswich River watershed. If particular municipal withdrawals were ended, what would be the impact on the flow of the Ipswich River?

Discussion:

- Erin noted that IRWA's goal for an outcome of this project is to meet a particular minimum baseline flow in the river, but rather to see overall improvements in river flow.
- Does the model take into account surface water storage and evaporation loss?
 - The model is based on USGS StreamStats, which accounts for evaporation loss. The model itself does explicitly name evaporation loss.
 - Reservoirs created from dammed portions of streams are included. Reservoirs separated from streams are not included.
- This model does not focus on the movement of groundwater to replenish flow. There are several USGS reports that model groundwater.
 - **Action item:** Share these USGS reports with subcommittee members

(C) Assessment of the Water Security/Resilience Needs and Opportunities in the Ipswich River Watershed (Dewberry, December 2024)

Presented by Sara Cohen. This study evaluated the feasibility of four long-term supply alternatives to reduce supply shortages and groundwater impacts on river health. The four alternatives include expanding the Salem Beverly Water Supply Board, constructing a new reservoir in Topsfield, sharing supply surplus among communities, and extending MWRA service. The study developed several scenarios based on these alternatives. Four scenarios depend on the significant expansion of SBWSB. If SBWSB cannot meet the conditions needed for expansion, an additional scenario exists that involves the movement of several communities to MWRA.

Discussion:

- Participants named the tension some are feeling between water supply limitations and housing development pressures. Won't increased housing mean increased need for water?
 - Potential topic for future subcommittee discussion: strategies for water neutral growth
- Decision making criteria is needed to assess these scenarios, and to identify if other scenarios need to be created
- The scope of SBWSB upgrades (i.e. increasing to 24 MGD or 32 MGD) is still under consideration. This will shape the feasibility of different scenarios.

Initial discussion of potential decision making criteria

The subcommittee engaged in an initial brainstorm about what criteria they will use to evaluate and select among multiple scenarios and options. These criteria need to be further refined and then decided upon in advance of the actual discussions of options.

Participants generated the following list of potential criteria (listed in the order in which they were suggested):

- **The solution improves river flow**
 - The solution improves the river flow, particularly in August, and lowers the number of days per year that sections of the river go dry
- **The solution makes water supplies resilient**
 - Water sources are diversified and redundant
 - Water supply is stable and able to withstand disruptions (e.g. storms or infrastructure failure)
- **The solution is affordable**
 - The general public is able to absorb the costs
 - Costs are allocated equitably/fairly across municipalities
 - Criteria needs to recognize that municipalities are not all using water in the same way, or at the same rate
- **The solution is palatable to the public**
 - The public in each municipality is willing to accept the agreement(s)
- **The solution is consistent and fair in regulations and restrictions**
 - Regulations and water conservation measures should be as consistent as possible across all municipalities, while also recognizing that municipalities are dealing with different constraints
 - Public education is critical in communicating the rationale for restrictions, and differences between communities. There will need to be a way to explain to the public why the solution is fair.
- **The solution anticipates and addresses future climate projections and impacts**
 - The solution is designed to work under anticipated future conditions
 - Potential solutions should be evaluated for the ability to address multiple challenges simultaneously (e.g. using infiltration or desalinization to both increase water supply and mitigate flooding impacts)

Subgroup Update on Talking Points

The subgroup met on July 8 to discuss the purpose and scope of regularly developing subcommittee talking points to share with the public and decision makers. With guidance from the subgroup, which includes Justin Sultzback, Erin Bonney Casey, and Joe Domelowicz, CBI will draft talking points and circulate to the subcommittee soon. This will be an on-going process as the subcommittee work continues.

- **Action item:** Let the CBI team know if you'd like to help with drafting talking points about where we are in our process.

Closing

At the end of the meeting, subcommittee members expressed gratitude for the forward movement on these issues, and the desire to dig deeper.

Attendance

Affiliation	Present at the Meeting
1. Beverly	Mike Collins
2. Danvers	Stephen King
3. Hamilton	Joseph Domelowicz
4. Ipswich	Vicki Halmen
5. IRWA	Zach Calderon, Erin Bonney Casey
6. Middleton	Paul Goodwin, Justin Sultzbach
7. Peabody	Sandra Howland, William Paulitz
8. Salem	Deb Duhamel, Giovanna Recinos
9. SBWSB	Brad Perron, Alan Taubert
10. Topsfield	
11. Wenham	Steve Poulos
CBI facilitation team	Ona Ferguson, Rachel Freed, Anika Reynar
Legislative and congressional representatives	Representative Kristin Kassner
Technical support and others	Ayman Alafifi (EKI), Sara Cohen (NSWRTE primary facilitation team, DCR), Jason Duff (NSWRTE primary facilitation team, DCR), Duane LeVangie (MassDEP), David Melycher (EKI), Martin Pillsbury (NSWRTE primary facilitation team, MAPC), Colleen Rizzi (MWRA)



Town of Hamilton
Select Board
Wednesday, August 13, 2025

- Bill Olson,
Chair
- Bill
Wilson
- Rosemary
Kennedy
- Tom
Myers
- Benjamin
Galuza

6:30 p.m.

The Meeting Room
Hamilton-Wenham Library
14 Union St. Hamilton

WORKSHOP MEETING AGENDA

This is an IN PERSON meeting.

6:30 p.m.	Call to Order
AGENDA	
6:35 p.m.	<ul style="list-style-type: none">• Review prior year goals• Discuss/Assess progress toward goal completion• Discuss Town Manager's performance and contributions toward goal completion• Discuss effectiveness of evaluation tool – Discuss possible changes• Discuss/Propose goals for the coming year• Adjourn