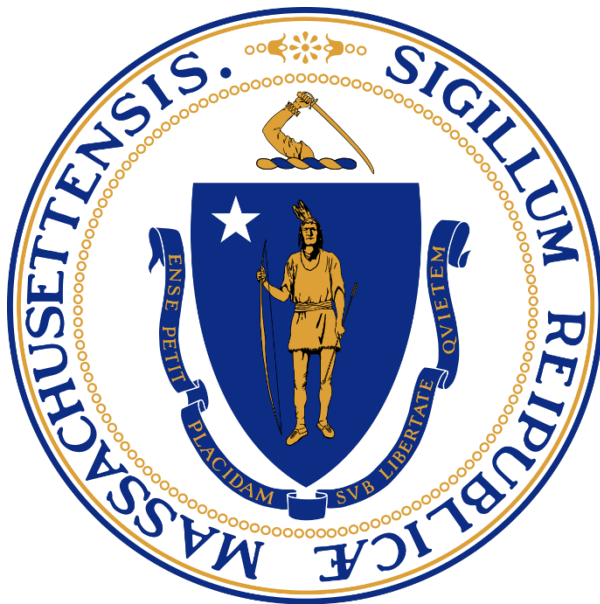


**Commonwealth of Massachusetts
State 911 Department
North Shore Regional 911 Center**



**2025
ANNUAL REPORT**

www.mass.gov/nsr911



Follow Us On
X



Table of Contents

MESSAGE FROM THE DIRECTOR	1
MISSION, VISION, & VALUES.....	4
INTRODUCTION	2
GOVERNANCE	3
HISTORY	6
ADMINISTRATION	10
OPERATIONS	12
SPECIALIZED ASSIGNMENT REVIEW	13
GRIEVANCES.....	14
COMMUNITY INVOLVEMENT & PUBLIC EDUCATION	14
TRAINING & QUALITY ASSURANCE	16
2025 STATISTICS.....	27
TECHNICAL SERVICES	30
FACILITY.....	33
INDUSTRY REPRESENTATION	35
INDUSTRY CONTRIBUTIONS.....	36
AGENCY CERTIFICATIONS.....	40
2025 PROJECT HIGHLIGHTS – NORTH READING AND GROVELAND JOIN NSR911	40
2025 ACHIEVEMENTS.....	42
2026 OBJECTIVES AND GOALS	43

MESSAGE FROM THE DIRECTOR

Greetings,

I am proud to present the North Shore Regional 911 Center's Annual Report and to reflect on what has been an extraordinary year of growth, collaboration, and accomplishment. Throughout the year, NSR911 continued to focus on its mission of providing timely, professional, and lifesaving emergency communications while meeting the evolving needs of our member communities and the public safety agencies we serve.

Perhaps the most significant accomplishment of 2025 was the successful expansion of our regional operation through the addition of two new member communities. After nearly two years of planning and preparation, NSR911 completed the transition of police, fire, and EMS dispatch services for the Town of North Reading in November. This undertaking required extensive coordination between NSR911 and North Reading Town leadership, police and fire personnel, and other stakeholders. Together, we worked through the many operational, technological, logistical, and training requirements necessary to successfully integrate North Reading into our regional operation.

Before we had even completed the North Reading transition, NSR911 was preparing for another significant undertaking. In March 2025, the Town of Groveland expressed interest in joining the Center. Following a feasibility study and execution of an IMA in July, NSR911 and Groveland undertook an emergency expedited onboarding in the interest of public safety. Full dispatch services transitioned by December. Completing the Groveland transition less than 30 days after North Reading was an extraordinary accomplishment and was made possible through the dedication and flexibility of NSR911 staff, Groveland Police and Fire personnel, and Town leadership.

The growth of our regional operation has also continued beyond these two transitions. In 2025, Boxford and Hamilton each signed Intermunicipal Agreements to join NSR911, with their transitions anticipated for spring 2026. With their addition, NSR911's regional membership will continue to grow, bringing new responsibilities and opportunities as we expand our ability to provide regional emergency communications services.

As our operation grows, maintaining a high standard of service remains one of our highest priorities. In 2025, NSR911 maintained an overall Quality Assurance average of 95.8% and continued to use our Quality Assurance and Quality Improvement Program to identify strengths, address opportunities for improvement, and develop training based on operational needs. Our commitment to quality is not simply about measuring performance; it is about continually examining how we can improve the service we provide to our communities and first responders.

Training and professional development were also significant areas of focus in 2025. NSR911 launched the NSR911 Academy, transitioning from individually onboarding new employees to a

structured cohort-based training model. Five academy classes were conducted during the year, with each class providing an opportunity to evaluate and improve the curriculum based on trainee feedback, performance, operational challenges, and evolving best practices. Employees participated in a comprehensive combination of classroom instruction, nationally recognized certifications, practical exercises, scenario-based training, and progressive on-the-job training.

Our commitment to professional development extended well beyond initial training. NSR911 employees completed 7,729 hours of training during 2025, including continuing education, in-service training, conferences, workshops, new-hire academy instruction, and on-the-job training. We also continued to develop our internal expertise, with employees earning certifications as Communications Training Officers and Center Managers, and with NSR911 now having five Emergency Number Professionals on staff.

Technology, infrastructure, and operational resiliency remained important priorities throughout the year. NSR911 completed the installation of an alternate connection to the Commonwealth of Massachusetts Interoperable Radio System (CoMIRS), awarded the Amesbury radio upgrade project, and continued work toward developing a robust backup PSAP solution in partnership with the State 911 Department and PSAP Operations Division 1. These initiatives are essential to ensuring that NSR911 can continue providing critical emergency communications services during system failures, facility disruptions, or other unforeseen events.

The accomplishments detailed throughout this report are a reflection of the dedication of the NSR911 team. Public safety communications is a demanding profession, and our employees continue to demonstrate professionalism, adaptability, and commitment while serving our communities around the clock. I am particularly proud of the way our staff responded to the significant operational demands of 2025 while simultaneously supporting the transition of two new communities and preparing for continued regional growth.

As we look toward 2026, NSR911 will continue to build upon this momentum. We will welcome Boxford and Hamilton into the regional operation, continue our work toward CALEA accreditation, advance shared radio frequency initiatives, upgrade critical radio infrastructure, transition to the Commonwealth's new CoMIRS core, and continue developing our backup PSAP capabilities. These projects represent significant investments in the future of NSR911 and in our ability to provide reliable, resilient, and high-quality emergency communications services.

While technology, infrastructure, and regionalization are important components of our success, our greatest asset remains our people and the partnerships we have developed with the communities and public safety agencies we serve. I am grateful to our employees for their dedication and professionalism, and to our member communities, advisory boards, public safety partners, and the State 911 Department for their continued collaboration and support.

2025 was a year that demonstrated the strength of NSR911 as a regional emergency communications center. We grew, we adapted, and we continued to improve. As we enter the

next chapter of our organization's growth, I look forward to continuing that work together and to building upon the strong foundation that has been established for the future.

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 53,000 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 nine communities: Amesbury, Essex, Groveland, Manchester-by-the-Sea, Middleton, North Reading, 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 76,183¹ and cover 125.7 square miles. As of October 2025, an Intermunicipal Agreement (IMA) was also signed with both Boxford and Hamilton to join NSR911. Both towns' cutover to NSR911 is anticipated for the spring of the calendar year 2026. With their inclusion, the combined population would increase to 91,947 and the coverage area to 163.5 square miles.

¹ Retrieved from U.S. Census <https://www.census.gov> on July 1, 2026. Data based on 2020 US Census.
North Shore Regional 911 Center
2025 Annual Report



GOVERNANCE

The North Shore Regional 911 Center is governed by an Intermunicipal Agreement (IMA). This agreement is between the State 911 Department and each member community. Through the agreement, there are four governing advisory boards: Police, Fire, Administrative, and Executive.

The Executive Advisory Board is comprised of the Chair of the Administrative Advisory Board, three (3) at-large members from the Administrative Advisory Board, the Chair of the Police Advisory Board, one (1) at-large Member from the Police Advisory Board, the Chair of the Fire Advisory Board, and one (1) at-large Member from the Fire Advisory Board. The Executive Advisory Board advises the State 911 Department on the administration, budget, and operation of the North Shore RECC, including the admittance of new members, approving the annual operating and staffing plans, approving the details of the transition to a shared radio frequency system, and approving operating policies and procedures that govern the operations of the North Shore RECC.

The Police and Fire Advisory Boards consist of the respective chiefs from each department. These boards advise the State 911 Department on operating policies and procedures for the operation of the Regional Emergency Communications Center.

There is also an Administrative Advisory Board that is comprised of either the Mayor, Town Manager, or Town Administrator of each Member community. The Board advises the State 911 Department on the budget and operation of the North Shore RECC.

2025 Board Representatives

Executive Advisory Board

Police Representatives	Chief Neal Hovey, 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 Robert Serino
Essex	Chief Christian Hassel
Manchester	Chief James McNeilly
Groveland	Chief Robert Valentine
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 Thomas Shamshak
Groveland	Chief Jeffrey Gillen
Manchester	Chief Todd Fitzgerald
Middleton	Chief William Sampson
North Reading	Chief Mark Zimmerman
Rowley	Chief Stephen May
Topsfield	Chief Neal Hovey, Chairperson
Wenham	Chief Kevin DiNapoli
State 911 Representatives	Frank Pozniak, Executive Director Norm Fournier, Deputy Executive Director Alyson Dell Isola, NSR911 Director Christopher Ryan, NSR911 Deputy Director

Administrative Advisory Board (AAB)

Amesbury	Mayor Kassandra Gove
Essex	Town Administrator Brendhan Zubricki, Chairperson
Groveland	Town Administrator Deborah Eagan
Manchester	Town Administrator Antonio Barletta
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.

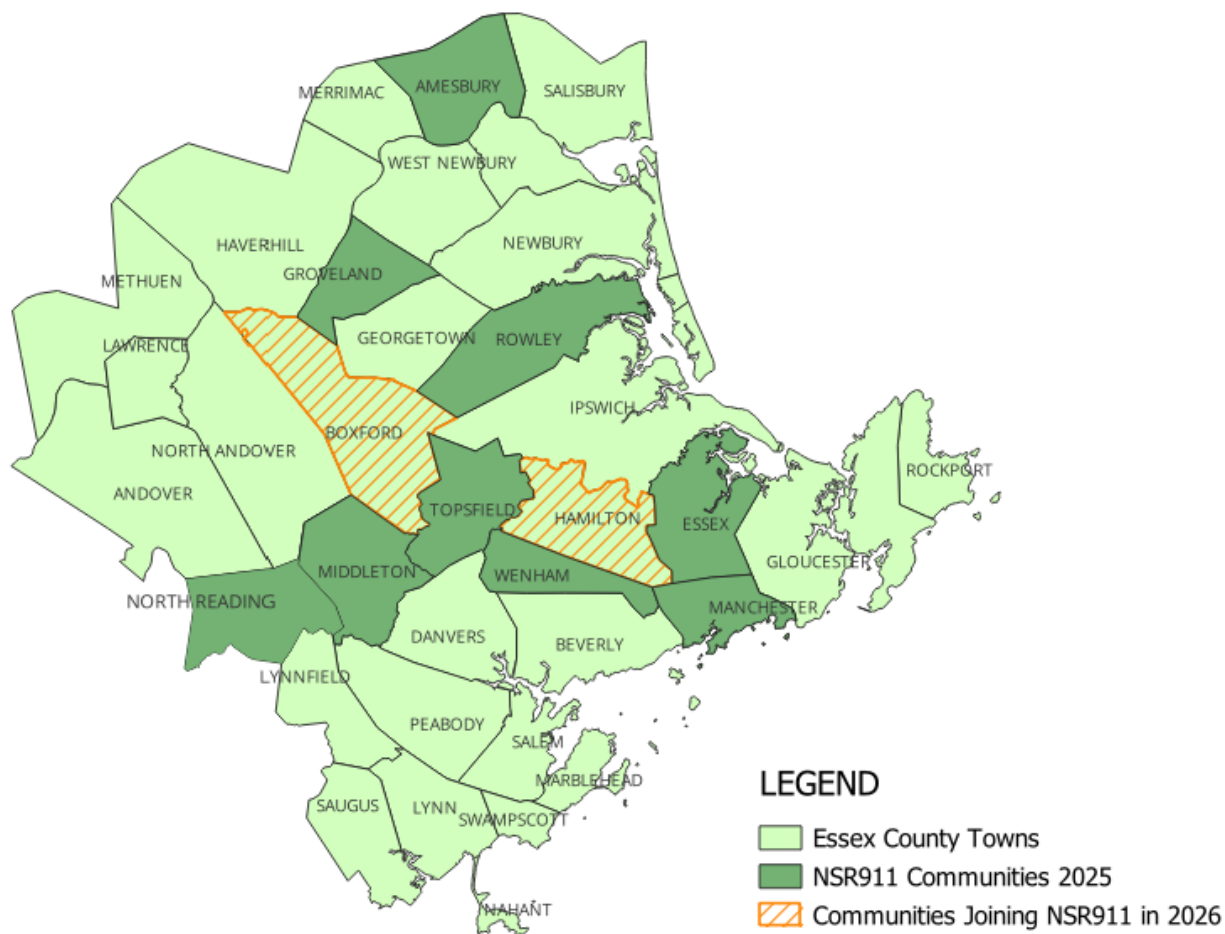


Image 2: Map depicting North Shore RECC Member Communities

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 North Shore Regional 911 Center

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. A larger onboarding initiative, the transition of North Reading fully into NSR911, was completed in November of 2025.

The Town of Rowley submitted a letter of intent to NSR911 on April 22, 2024, and began discussions to join. This was followed by the completion of a feasibility study on June 3, 2024, and ultimately the signing of an IMA. 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.

In March of 2025, the Town of Groveland expressed its interest in joining NSR911. A feasibility study was completed on May 1st, an IMA was signed July 7, 2025, and, in the interest of public safety, an emergency expedited onboarding occurred, with full transition of services completed by December.

The Town of Boxford submitted a letter of intent to NSR911 on January 29, 2025. The completion of its feasibility study occurred on May 1, 2025, followed by an IMA signing in July, with an anticipated onboarding in the spring of 2026.

Hamilton also submitted a letter of intent on February 1, 2025. A feasibility study was completed on May 23rd and an IMA signing occurred in October of 2025. In tandem with Boxford, NSR911 seeks to complete their onboarding in the spring of 2026.

ADMINISTRATION

Authorized Strength

Personnel Allocation

	2025 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)	9
Public Safety Dispatcher I (D1) (Telecommunicator)	21
Vacant Positions (D1)	9
TOTAL	44

Recruitment

The center has established an extensive hiring and recruitment process. Candidates are required to undergo a multi-tasking test, oral board interview, 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 2025, the center performed a hiring campaign and hired nine (9) employees.

Promotions

Daniel O'Connor and Joshua Graham were promoted to Public Safety Dispatcher II on October 19, 2025.



Service Milestones

The following employees celebrated significant milestones of employment during the calendar year 2025:

10 Years of Service:

Alyson Dell Isola, Director

Retirements:

There were no retirements during 2025.

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	CY21	CY22	CY23	CY24	CY25
Terminated	2.27%	0.00%	6.82%	2.27%	4.55%
Resigned in Lieu of Termination	0.00%	0.00%	0.00%	4.55%	9.09%
Pursue Other Dispatch Job	6.82%	4.55%	6.82%	4.55%	0.00%
Pursue Law Enforcement Job	2.27%	0.00%	2.27%	0.00%	0.00%
Retirement	0.00%	0.00%	0.00%	0.00%	0.00%
Seek other Employment	11.36%	20.45%	9.09%	2.27%	9.09%
TOTALS	22.73%	25.00%	25.00%	13.64%	22.73%

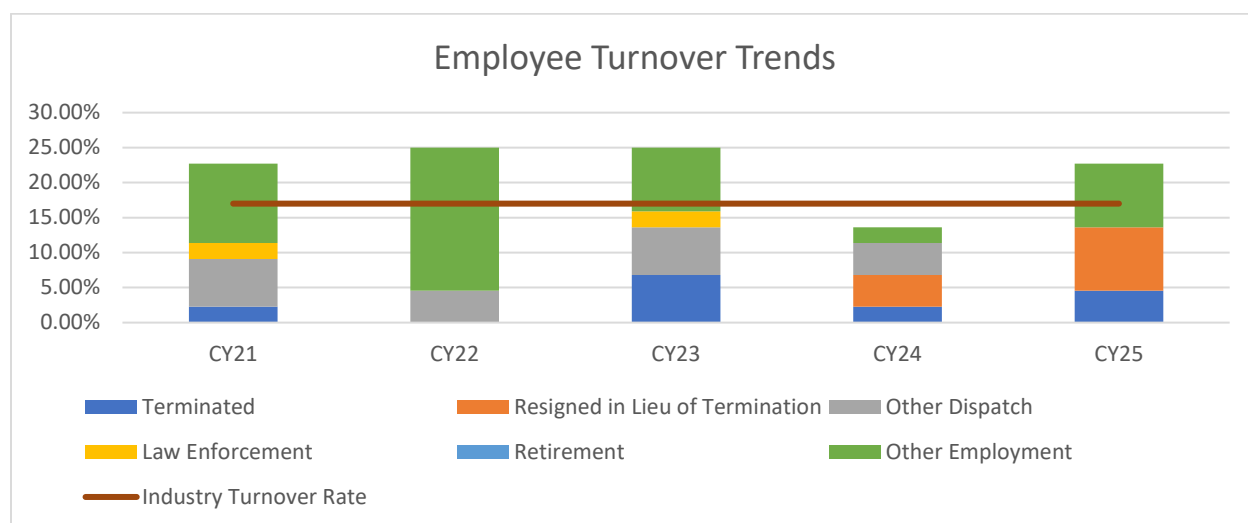
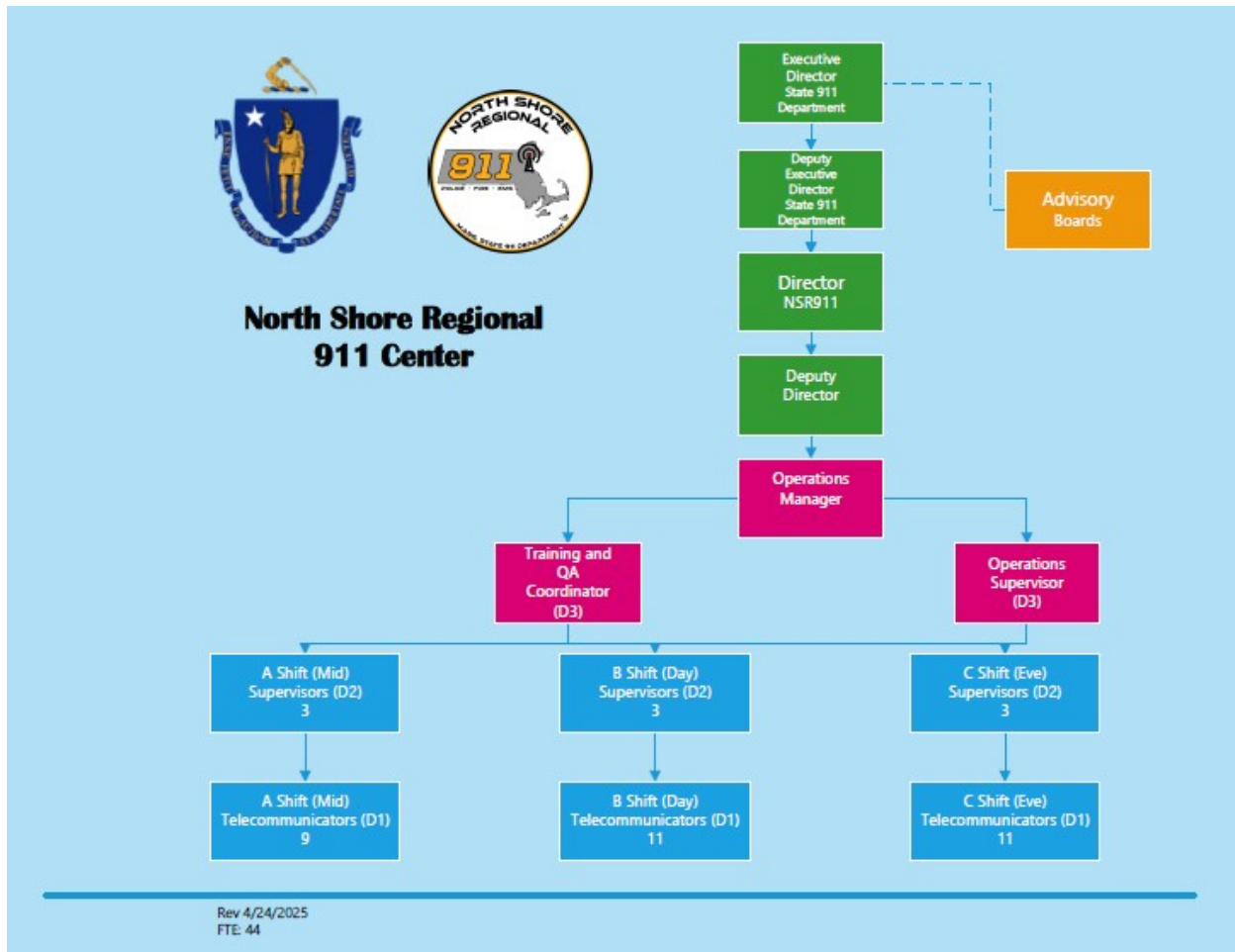


Image 3: Employee Turnover Trend

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. NSR911 Supervisory Telecommunicators and Telecommunicators (TCs) operate across three shifts: "A" shift from 2245 – 0715 (overnight), "B" Shift from 0645 – 1515 (day), and "C" Shift from 1445 – 2315 (evening).



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 (TAC) 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 is responsible for ensuring NSR911's compliance with all applicable Commonwealth and NCIC policies, procedures, and regulations. This role requires comprehensive knowledge of telecommunications systems, terminal operations, and the proper use and maintenance of terminal equipment. The TAC also provides oversight, guidance, and support to ensure the agency continues to meet all required standards and operational expectations.

During the calendar year 2025, the center assisted in the verification of the following records:

	Ame	Ess	MBTS	Mid	NRD	Row	Top	Wen	TOTAL
Stolen Article	0	0	0	0	0	0	0	0	0
Stolen Gun	7	9	15	12	6	4	7	5	65
Stolen Plate	8	0	0	4	1	4	6	0	23
Stolen Vehicle	3	0	0	0	0	0	3	1	7
Missing Person	0	0	0	1	0	6	1	1	9
Wanted Person	0	0	0	0	0	3	4	0	7
Identity Theft	0	0	2	0	0	0	0	0	2
TOTAL	18	9	17	17	7	17	21	7	113

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 – During 2025, in alignment with the growth of NSR911, two additional assignments were created to assist with CAD Administration. Currently, Supervisors Alex McKeon, Dean Little, and Keith Deguio act as the agency’s CAD Administrators. These individuals are 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. The addition of the two additional roles, along with a streamlined email reporting system, has worked to increase NSR911 capabilities in updating CAD files and assisting departments with other CAD-related requests.

GRIEVANCES

In 2025, 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 Engagement

- January 13, 2025, hosted a tour of NSR911 for Boxford Select Board members
- October 10, 2025, hosted a tour of NSR911 for North Reading Select Board
- December 2, 2025, hosted a tour of NSR911 for North Reading School Safety Committee

Community Engagement

- May 10, 2025, attended the Essex County Fire Chiefs Communications Training
- August 5, 2025, participated in both Amesbury and North Reading National Night Out
- September 16, 2025, took part in an Active Assailant Drill at Gordon Conwell
- October 27, 2025, participated in Middleton Pumpkin Festival
- November 29, 2025, participated in North Reading Toys for Tots event
- December 13, 2025, participated in Manchester-by-the-Sea Food Drive for The Open Door



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 actively uses Facebook, X (formerly Twitter), and Instagram to connect with the communities we serve. Through these platforms, we share emergency communications news, public safety information, agency updates, employee recognition, community outreach activities, and highlights from both our member communities and the broader 911 profession.

As of December 31, 2025, our social media presence included:

Facebook: 2.7K followers

Instagram: 657 followers

X (formerly Twitter): 655 followers

Our social media channels continue to serve as an important tool for educating the public, promoting transparency, recognizing the work of our telecommunicators, and strengthening community engagement.

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 call outs as needed.

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. In 2025, NSR911 assisted the Committee with a project to uniformly letter/number all exterior doors in the schools to align with an enhanced public-safety response plan. In addition, NSR911 assisted the schools in reaching compliance with MLTS laws.

Manchester-Essex Regional School District (MERSD) / Public Safety Committee – Members of NSR911 work regularly with MERSD and participate in its 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. In 2025, NSR911 provided insight on communications and participated in the planning and implementation of refresher drills for school public-safety responses. NSR911 also assisted the schools in reaching compliance with MLTS laws.

TRAINING & QUALITY ASSURANCE

Initial Training

In 2025, the North Shore Regional 911 Center significantly enhanced its initial training program through the creation of the NSR911 Academy. Rather than onboarding employees individually, new telecommunicators are now hired in academy cohorts, allowing trainees to learn alongside one another in a structured classroom environment before transitioning to on-the-job training.

During 2025, NSR911 successfully conducted five academy classes, each serving as an opportunity to evaluate, refine, and improve the curriculum. Following every academy, instructors reviewed trainee feedback, performance metrics, operational challenges, and evolving best practices to continually enhance the program. This commitment to continuous improvement ensures that each academy builds upon the success and lessons learned from the previous class, providing new employees with the highest quality training possible.

The Academy combines nationally recognized certification courses, agency-specific instruction, hands-on practical exercises, scenario-based learning, and progressive on-the-job training to prepare telecommunicators to confidently serve the North Shore Regional 911 Center's member communities.

State Certification Requirements

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

- APCO Public Safety Telecommunicator (PST1): 40 hours
- APCO Emergency Medical Dispatch (EMD): 32 hours
- Cardiopulmonary Resuscitation (CPR) certification
- State 911 Equipment Training (NG911/ACD): 16 hours

NSR911 Academy Curriculum

The NSR911 Academy expands upon the state-required curriculum through agency-developed instruction designed specifically for the regional communications environment.

Classroom Instruction

Academy courses include:

- APCO Public Safety Telecommunicator (PST)
- APCO Law Enforcement Communications (LEC)
- APCO Fire Service Communications (FSC)
- Emergency Medical Dispatch (EMD)
- Computer-Aided Dispatch (CAD)
- Call Taking
- Police Dispatch
- Fire Dispatch
- Criminal Justice Information Services (CJIS)
- CPR Certification
- State 911 Equipment Training

Agency-Specific Instruction

In addition to nationally recognized certification courses, trainees receive instruction in:

- Computer-Aided Dispatch (CAD) workflows
- Radio communications
- Regional geography and mapping
- Call handling techniques
- Critical incident communications
- Mental health and suicidal callers
- Alzheimer's and dementia-related emergencies
- Missing and exploited children
- RapidSOS, Prepared Live, What3Words, OnStar, Ford Assist, and other technology platforms
- Observation shifts throughout the communications center
- Scenario-based practical exercises
- Ride-alongs with member police, fire, and EMS agencies

Throughout the Academy, trainees participate in progressively more complex practical scenarios that reinforce classroom concepts before transitioning into live operations. The curriculum continues to evolve as new technologies, operational procedures, and best practices emerge.

Emergency Management Training

- All telecommunicators complete National Incident Management System (NIMS) coursework, including:
- IS-100 – Introduction to the Incident Command System
- IS-200 – Basic Incident Command System
- IS-700 – National Incident Management System
- IS-800 – National Response Framework

Progressive On-the-Job Training

Upon successful completion of the Academy, trainees begin a structured On-the-Job Training (OJT) program under the guidance of certified Communications Training Officers (CTOs).

Training progresses through each operational discipline:

Call Taking

- 160–280 hours with a CTO
- Followed by 120–160 hours in the Flying Phase

Police Dispatch

- 120–160 hours with a CTO
- Followed by 80–120 hours in the Flying Phase

Fire Dispatch

- 120–160 hours with a CTO
- Followed by 80–120 hours in the Flying Phase

Flying Phase (FP)

After successfully completing the CTO phase, trainees transition into the Flying Phase (FP), commonly referred to within the center as "flying solo."

During this phase, trainees begin working independently at their assigned position without a Communications Training Officer seated beside them. While they are responsible for handling live calls and radio traffic independently, they continue to receive close oversight from supervisors, trainers, and experienced telecommunicators.

The Flying Phase allows trainees to strengthen decision-making skills, build confidence, and demonstrate their ability to manage real-world incidents independently while still having immediate access to coaching, feedback, and assistance when needed. This phase serves as a critical bridge between one-on-one training and full independent certification.

Final Evaluation

Following successful completion of all discipline-specific training and Flying Phases, trainees enter a final 120-hour rotational evaluation through call taking, police dispatch, and fire dispatch across all three operational shifts. This final rotation ensures exposure to the varying call volumes, incident types, and operational demands encountered during day, evening, and overnight shifts.

Before being released to independent duty, each trainee must successfully:

- Complete all standardized training objectives and checklists
- Demonstrate competency in each operational discipline
- Successfully complete a comprehensive final evaluation
- Receive recommendation for independent certification from the Training Division



Throughout the entire training process, trainees follow standardized training manuals, task checklists, practical evaluations, and performance assessments to ensure consistency, accountability, and a high standard of service across every academy class.

The result is a comprehensive training program that not only exceeds Massachusetts State 911 certification requirements but also prepares telecommunicators to confidently serve one of the Commonwealth's largest and most diverse regional emergency communications centers.



Continuing Education

Training does not end after initial certification. At the North Shore Regional 911 Center, all employees participate in a comprehensive continuing education program designed to maintain state certification, strengthen critical skills, and ensure operational readiness throughout their careers.

Massachusetts State Requirements

Under 560 CMR 5.04, all certified Enhanced 911 Telecommunicators must complete:

- 16 hours of Department-approved continuing education annually
- A minimum of 2 hours dedicated to the identification and response to callers experiencing behavioral health crises

- 12 hours of Emergency Medical Dispatch (EMD) continuing education annually to maintain EMD certification

NSR911 Continuing Education Program

North Shore Regional 911 exceeds these minimum requirements through a structured, year-round continuing education program that includes:

- 24 hours of online continuing education, delivered through monthly training assignments
- 74 hours of scenario-based and simulation training annually, conducted through weekly practical exercises designed to reinforce decision-making, critical thinking, and operational proficiency
- "Geo Tidbits," introduced in 2025, are brief, shift-based geography refresher trainings that reinforce knowledge of local roadways, landmarks, neighborhoods, municipal boundaries, and unique locations throughout the Center's member communities. These quick learning opportunities help telecommunicators strengthen one of the most critical skills in emergency communications, knowing where help is needed.
- Quarterly policy and procedure updates to reinforce operational expectations and communicate changes to protocols
- Refresher training on critical call types, emerging technologies, and evolving public safety best practices
- Agency-specific training developed from quality assurance findings, lessons learned from critical incidents, emerging trends, and identified operational needs

Training Report 2025

EMD Training

Mutual Aid
Interoperability
Phishing
Making AI Count
Relationship Business
Charting the Course
911 Goes to School
Staff Alert
Adding Up the Past Present, and Future
Origin of Standards
Enabling the Interface
High Performance

In-service Training

911 Line Answering Priority
Boat Registrations
Call Comments Reset
Certified Copy
Chemical Suicide
Documenting Motor Vehicle Stops
North Shore Regional 911 Center
2025 Annual Report

Fire Department Paging
Fire Mob Shift Training
Fire Tone Procedures
Groveland Onboarding
Handling Suicidal Callers
High Acuity Low Occurrence
Log Notes
Manchester Essex Regional School Fire Alarms
Marine Terms Shift Training
NH Licenses
NH Moose Plates
North Reading Fire Coverage
NR FD Transition Briefing
NR PD Transition Briefing
NRPD Clarifications
Parking Citations
Radio Etiquette, Professional Tone, FCC
Reading Between the Lines
The Lobby Wilk In
The Power of Kindness
Tows

Urgent, Evacuations, Maydays
 Watercraft Incidents vs Watercraft Enforcement
 Welfare Check
 Wrong Way Drivers
 NSR Geo Tidbit Topsfield Bare Hill Pump Track
 NSR Geo Tidbit Amesbury Tuxbury Pond
 Campground
 NSR Geo Tidbit Essex River
 NSR Geo Tidbit Manchester Water Treatment
 Plant
 NSR Geo Tidbit Middleton Ferncroft Tower
 NSR Geo Tidbit Rowley Town Landing

Workshops and Seminars

Emergency Communications & Legal Concerns
 Implicit Bias
 Recognizing and Managing the Response to
 Swatting

Generational Comm for Dispatchers and Call
 Takers
 MCSA Professional Development Day
 Crisis Negotiations
 Communications Training Officer Certification
 Criminal Law
 Cognitive Diversity
 Empowering You! Conquering Shift Work, Stress
 & Negativity
 Customer Service
 Active Assailant
 MCSA Annual Training Day
 Victim's Plea
 Managing the Response to Persons with
 Autism
 Testifying in Court for Public Safety Dispatchers
 and Call Takers
 Alzheimer's and Dementia for Dispatchers &
 Call Takers

Hours spent training:

Monthly EMD Training: 915 Hours
 In-Service Training: 2,088 Hours
 Conferences, Workshops, and Seminars: 1,136 Hours
 New Hire Academy & On the Job Training 3,590 Hours
 Total Hour on Training in 2025: 7,729

Conferences



•In July of 2025, Training & QA Coordinator Katrina Shamshak attended the annual APCO International Conference in Baltimore, MD.

•In November of 2025, Training & QA Coordinator Katrina Shamshak, Supervisor Alex McKeon, and TC Bobby Drinkwater attended the APCO Atlantic Conference in Mystic, CT. At this conference, Shamshak was also sworn in as the APCO Atlantic President-Elect and will serve as Chapter President for 2026-2027!



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 2025, during National Public Safety Telecommunicator Week, NSR911 held its fifth annual awards ceremony. During the evening, team members were treated to a superhero themed dinner, and recognitions and awards for performance in 2024 were distributed:

Award	Recipient(s)
Lifesaver Recognition	Daniel O'Connor Joshua Graham
Needle in the Haystack Recognition	James Fernandez Joshua Graham Thomas Ladd Victoria Tenaglia
Team Player	Scott Kinney
Regional TC of the Year	Daniel O'Connor
Wireless TC of the Year	Howard Muirhead
Rookie of the Year	Sarah Eustache
Supervisor of the Year	Alex McKeon
Best Team Performance	Brittany Ketcham Daniel O'Connor Victoria Tenaglia Todd Owen



Awards and Certifications



Training & Quality Assurance Coordinator Katrina Shamshak earned the prestigious Emergency Number Professional (ENP) designation from the National Emergency Number Association (NENA) in February.

By earning the ENP designation, Katrina joins fellow NSR911 leaders Deputy Director Chris Ryan, Operations Manager Lee Ann Delp, Administrative Supervisor Sean Cullen, and Supervisor Robert Norton as Emergency Number Professionals. With five ENP-certified professionals on staff, NSR911 continues to demonstrate its commitment to professional excellence, leadership development, and advancing the emergency communications profession.

Telecommunicators Joseph Dimino and Sarah Eustache successfully earned their APCO Communications Training Officer (CTO) Certification in 2025. As certified Communications Training Officers, Joseph and Sarah join NSR911's team of instructors responsible for mentoring new employees and ensuring consistency within the Center's comprehensive training program.

Training & Quality Assurance Coordinator Katrina Shamshak and Supervisor Dean Little successfully completed the National Emergency Number Association (NENA) Center Manager Certification Program (CMCP). Completion of the CMCP reflects NSR911's continued investment in developing strong leaders who are prepared to meet the evolving challenges of public safety communications.

Training & Quality Assurance Coordinator Katrina Shamshak was honored by the Massachusetts Communications Supervisor Association (MCSA) as the recipient of the 2024 Visionary of the Year Award for her leadership in creating the Massachusetts Telecommunicator Emergency Response Taskforce (TERT) program.



Quality Assurance / Quality Improvement (QA/QI Program)

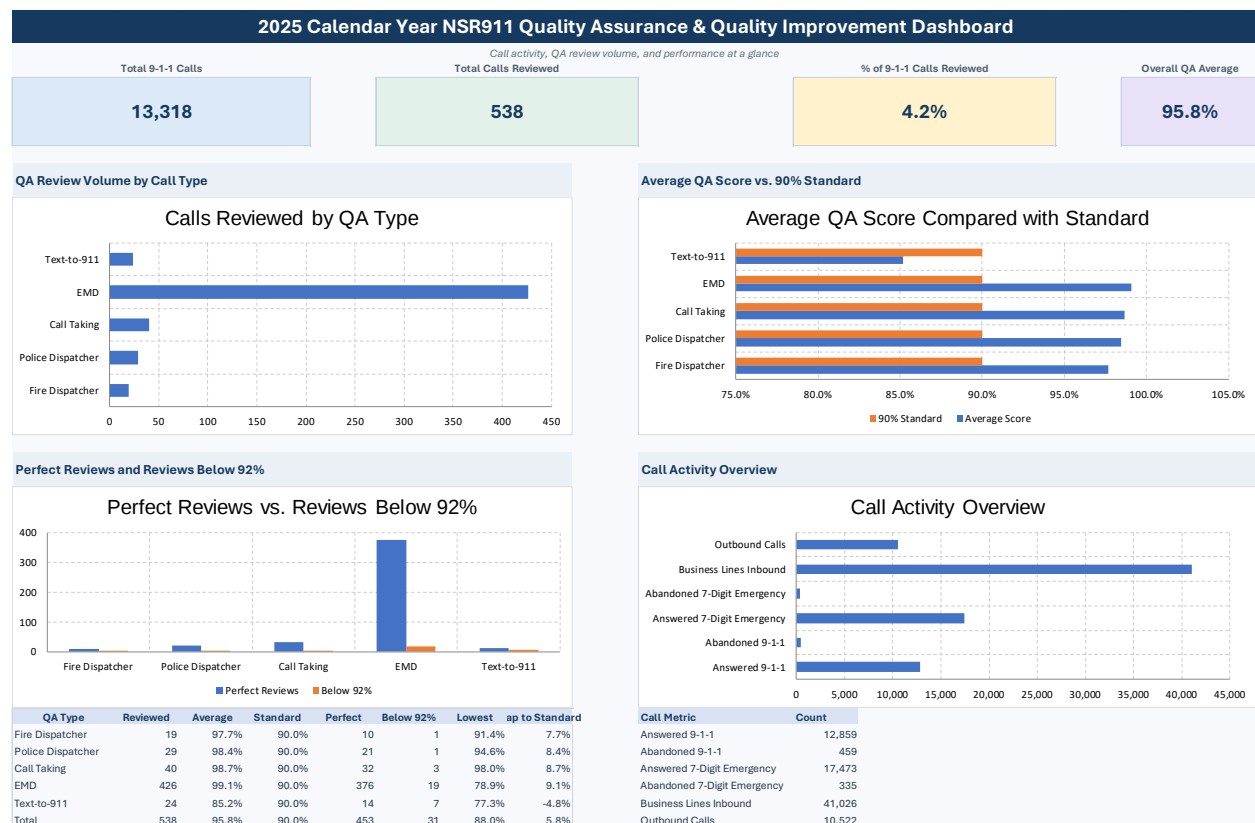
The Emergency Communications Center operates a Quality Assurance Program that is overseen by Training and Quality Assurance Coordinator Katrina Shamshak. The program is designed to meet the standards recommended by the APCO International Standards Development Committee and approved by the American National 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:
 - o Adherence to procedures, call quality, and job knowledge.
- The principal features of the QA application include:

- o 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.
 - o 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 2025, NSR911 maintained an average of **95.80%** protocol compliance. Our goal remains to deliver the best possible service to the citizens and visitors of those agencies we serve.



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

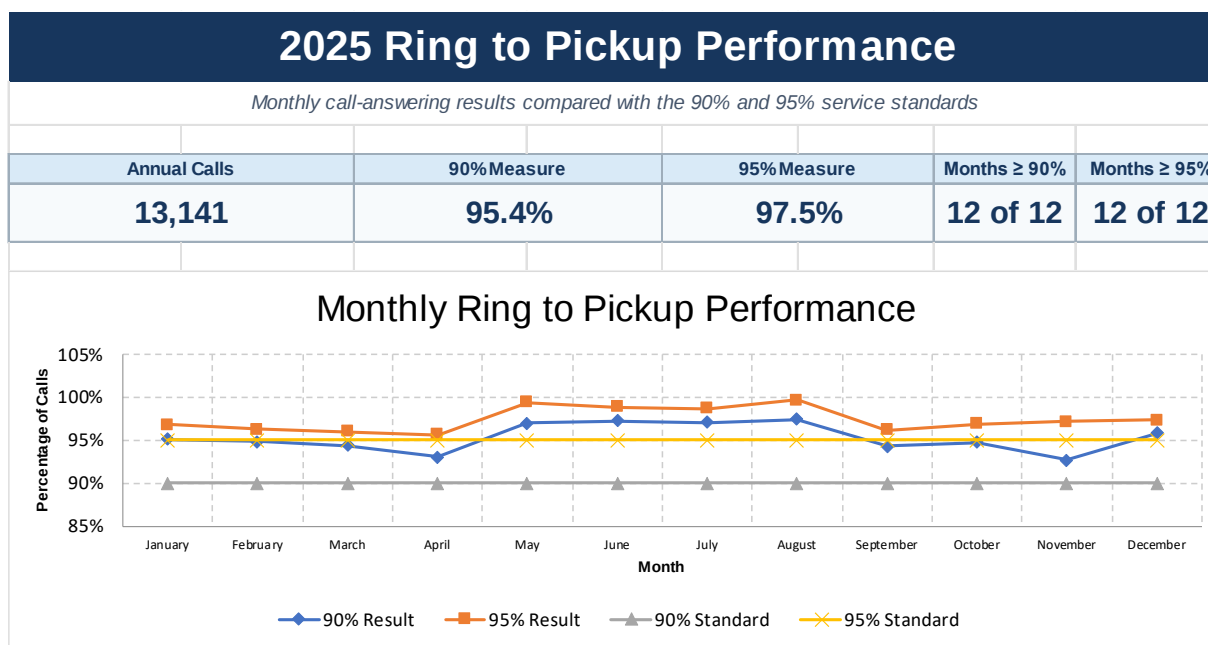
- a. NSR911 adopted the 2019 revision of the NFPA 1221 §7.4 standard for tracking the amount of time it takes to dispatch a call based on when the telecommunicator answers the call. Operating Procedures state that 90 percent of emergency alarm processing shall be completed within 60 seconds for the following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



2025 Ring to Pickup Performance

Month	Calls Meeting 90% Measure	Calls Meeting 95% Measure	Total Calls	90% Result	95% Result	90% Standard	95% Standard
January	963	980	1,013	95.1%	96.7%	90.0%	95.0%
February	857	870	904	94.8%	96.2%	90.0%	95.0%
March	939	955	995	94.4%	96.0%	90.0%	95.0%
April	922	948	991	93.0%	95.7%	90.0%	95.0%
May	1,087	1,114	1,121	97.0%	99.4%	90.0%	95.0%
June	1,119	1,138	1,151	97.2%	98.9%	90.0%	95.0%
July	1,182	1,202	1,218	97.0%	98.7%	90.0%	95.0%
August	1,065	1,089	1,093	97.4%	99.6%	90.0%	95.0%
September	1,009	1,029	1,070	94.3%	96.2%	90.0%	95.0%
October	1,089	1,114	1,150	94.7%	96.9%	90.0%	95.0%
November	966	1,012	1,042	92.7%	97.1%	90.0%	95.0%
December	1,334	1,356	1,393	95.8%	97.3%	90.0%	95.0%

Green indicates the monthly standard was met. Orange indicates performance below the applicable standard.

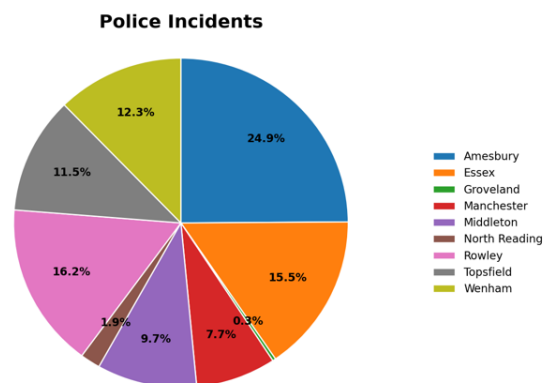
2025 STATISTICS

Calls for Service

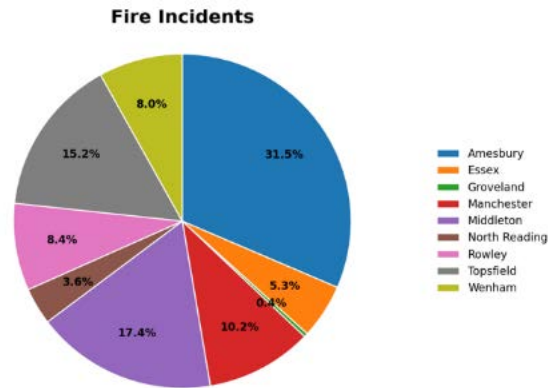
A call for service is generated by NSR911 when a citizen calls in with a need for law enforcement, fire department, or ambulance response. It also includes motor vehicle stops, building checks, and directed patrols.

2025 Calendar CAD Incidents

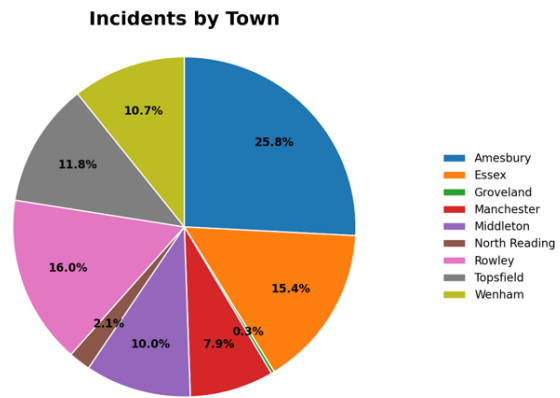
Police Incidents		
Community	Percentage	Count
Amesbury	24.9%	26,419
Essex	15.5%	16,493
*Groveland	0.3%	323
Manchester	7.7%	8,217
Middleton	9.7%	10,259
**North Reading	1.9%	2,058
Rowley	16.2%	17,155
Topsfield	11.5%	12,153
Wenham	12.3%	13,036
Total	100.0%	106,113
* Groveland onboarded 12/15/25		
** North Reading onboarded 11/17/25		



Fire Incidents		
Community	Percentage	Count
Amesbury	31.5%	3,716
Essex	5.3%	622
*Groveland	0.4%	44
Manchester	10.2%	1,206
Middleton	17.4%	2,050
**North Reading	3.6%	422
Rowley	8.4%	994
Topsfield	15.2%	1,799
Wenham	8.0%	950
Total	100.0%	11,803
* Groveland onboarded 12/15/25		
** North Reading onboarded 11/17/25		



Incidents by Town		
Community	Percentage	Count
Amesbury	25.8%	27,961
Essex	15.4%	16,675
*Groveland	0.3%	333
Manchester	7.9%	8,573
Middleton	10.0%	10,816
**North Reading	2.1%	2,234
Rowley	16.0%	17,351
Topsfield	11.8%	12,779
Wenham	10.7%	11,575
Total	100.0%	108,297
* Groveland onboarded 12/15/25		
** North Reading onboarded 11/17/25		



Phone Calls

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

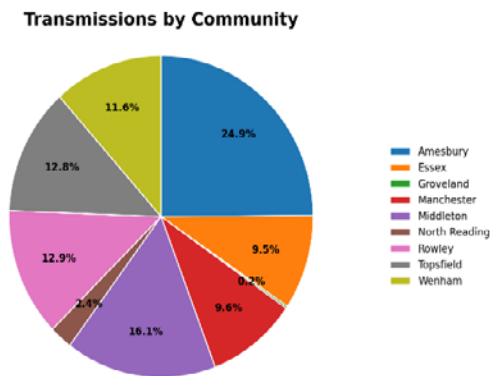
2025 NSR911 ALL Call Volume Summary	
Type of Call Type	# of Calls
Regional 911 Calls	13,318
Regional Text-to-911 Calls	24
Regional 2Way Calls Inbound	17,808
Regional 2Way Calls Outbound	10,522
Business Calls Inbound	41,026
Business Calls Outbound	21,621
Total Annual Call Volume	104,319

Radio Transmissions

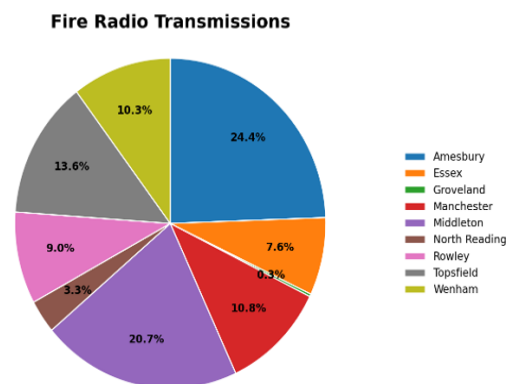
This metric measures the count of the number of recorded radio transmissions. The current Management Information System (MIS) platform is not able to measure individual push-to-talk requests; however, it is a good gauge of how busy each radio channel is.

2025 Calendar Year Radio Transmissions

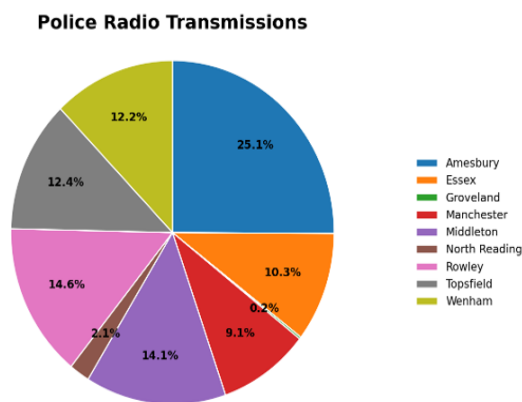
Transmissions by Community		
Community	Percentage	Count
Amesbury	24.9%	88,731
Essex	9.5%	33,901
*Groveland	0.2%	780
Manchester	9.6%	34,156
Middleton	16.1%	57,223
**North Reading	2.4%	8,607
Rowley	12.9%	46,032
Topsfield	12.8%	45,557
Wenham	11.6%	41,474
Total	100.0%	356,461
* Groveland onboarded 12/15/25		
** North Reading onboarded 11/17/25		



Fire Radio Transmissions		
Community	Percentage	Count
Amesbury	24.4%	25,902
Essex	7.6%	8,071
*Groveland	0.3%	277
Manchester	10.8%	11,437
Middleton	20.7%	21,984
**North Reading	3.3%	3,471
Rowley	9.0%	9,566
Topsfield	13.6%	14,405
Wenham	10.3%	10,922
Total	100.0%	106,035
* Groveland onboarded 12/15/25		
** North Reading onboarded 11/17/25		



Police Radio Transmissions		
Community	Percentage	Count
Amesbury	25.1%	62,829
Essex	10.3%	25,830
*Groveland	0.2%	503
Manchester	9.1%	22,719
Middleton	14.1%	35,239
**North Reading	2.1%	5,136
Rowley	14.6%	36,466
Topsfield	12.4%	31,152
Wenham	12.2%	30,552
Total	100.0%	250,426
* Groveland onboarded 12/15/25		
** North Reading onboarded 11/17/25		



After-Action Reviews

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

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

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

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

AAR's involve input from dispatchers, supervisors, and sometimes other emergency response agencies to ensure a comprehensive evaluation of communication, coordination, and resource deployment. At NSR911, Supervisor Thomas Ladd is responsible for compiling our After-Action Reports and maintaining the Action Items found in the Improvement Plans.

Department Complaints / Organizational Integrity

It is the policy of NSR911 to courteously receive, document, and investigate all complaints against the agency or our personnel. These 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 investigates all complaints per agency General Orders. Appropriate action, as needed, ranging from training to progressive discipline, is taken in all cases following a final review by the Director.

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, Rowley Police & Fire Departments, North Reading Police & Fire Departments, and Groveland 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 at NSR911, providing redundancy.

The center supports a 250' free-standing lattice radio tower located across the street from the facility. The tower has extensive lightning protection. Each cable individually has lightning protection on it before it enters the building or shelter, and within the building/shelter.

In 2025, NSR911 received 13 Motorola 7500e portable IP dispatch consoles. Seven consoles were deployed at NSR911 and the other six were deployed at POD-01 in Milford. These consoles allow for in-house training and off-site dispatch activity, such as intra-agency trainings with member communities, or long-term emergency events that require dedicated on location dispatch. In the event of an evacuation, the CoMIRS connections and portable dispatch consoles would allow NSR911 personnel to seamlessly utilize POD 1, or any other core site, as an alternate PSAP location to provide the same level of service to our member communities.

NSR911's communications shelter is a 12'x34' prefab building located next to the radio tower on Manning Avenue. It was procured with assistance from the Northeast Homeland Security Regional Advisory Council (NERAC). This shelter houses many of the Multi-Band Consolettes used for interoperability and mutual aid communication. Other agencies cohabitate equipment and radio sites within this shelter, including the Essex County Sheriff's Department and Boston PD. The Communications shelter will be an indispensable asset for our agency and regional communication efforts in our area for many years to come.



Supervisor Todd Owen serves as NSR911's Communications Unit Technician (COMT), and Deputy Director Christopher Ryan / Training & QA Coordinator Katrina Shamshak are Communication Unit Leaders (COML). TC Robert Norton is a trained Incident Tactical Dispatcher (INTD).

Information Services

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

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
 - o 40 CPU each
 - o 256 GB RAM
 - o 4TB of usable Hard Drive storage

Computer-Aided Dispatch

CentralSquare's IMC CAD system is utilized at NSR911 for CAD and police records management system (RMS).

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

2026

- 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)
- Refresh Antennas & Cable on Tower / Building
- Replace Monitors in Dispatch
- Refresh radio console positions and replace EOL back-end infrastructure at NSR
- Replace EOL infrastructure at radio tower sites throughout member communities
- Create CAD/RMS procurement specifications

2027

- Replace UPS Batteries at NSR911
- Purchase/Implement new CAD/RMS system
- Replace all Server Room Power Distribution Units (PDUs)
- Refresh MDTs for all member communities
- Procure & Install Video Wall for Regional Operations Room

2028

- Purchase/Implement Cloud Server Infrastructure at POD1 (NSR911 backup)
- Replace Database Backup System
- Replace UPS servers
- Replace CPUs in regional/wireless rooms /17 positions
- Upgrade Building Management System, including Operator Interface Panels, and incorporate UPS and Generator monitoring into BMS

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 2025.

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 –

North Shore Regional 911 continues to play an active role in the Massachusetts Telecommunicator Emergency Response Taskforce (TERT), a statewide team of trained and credentialed public safety telecommunicators who deploy to support Public Safety Answering Points (PSAPs) affected by natural disasters, critical incidents, and other events requiring supplemental staffing. The Massachusetts TERT program consists of approximately 68 members organized into four regional teams, each led by designated Team Leaders and Assistant Team Leaders.



Training & Quality Assurance Coordinator Katrina Shamshak serves as the Massachusetts TERT State Coordinator, providing statewide leadership and oversight of the program. During 2026, the team reached a significant milestone, completing its 20th deployment since the program's inception. These deployments primarily provided staffing assistance to agencies whose personnel were attending line-of-duty death services. In addition to live deployments, Massachusetts TERT continues to strengthen operational readiness through regular training exercises and mock deployments.

North Shore Regional 911 is well represented within the program. Active NSR911 TERT members in 2025 included Katrina Shamshak, Supervisor Alex McKeon, Supervisor Robert Norton, Public Safety Dispatcher Robert Drinkwater, and Administrative Supervisor Sean Cullen.

Beyond her role within Massachusetts, Katrina also serves on the National Joint TERT Initiative (NJTI) Committee, a partnership between APCO and NENA dedicated to advancing TERT programs across the country. She was appointed FEMA Regions I and II Co-Coordinator, supporting TERT initiatives throughout 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 2025, fire run cards for Fire District 5, or southern Essex County, were updated once, and EMS cards once. Meanwhile, District 15, or northern Essex County, updated their respective fire cards on two different occasions and EMS cards once.

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 (\$140,000)
 - o **STATUS:** Funding Approved / pending procurement.
- Fiber Connectivity between BAPERD and Amesbury towers at Pow Wow Hill (\$40,000)
 - o **STATUS:** Funding Approved / pending procurement.
- VHF Receiver at Pow Wow Hill (\$17,000)
 - o **STATUS:** Funding Approved / pending procurement.
- UHF Receiver at Baldpate Tower (\$17,000)
 - o **STATUS:** Funding Approved / pending procurement.

2023 Projects

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

2022 Projects

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

2021 Projects

- Expansion of the ECFA UHF Wide Area Network [furtherance of 2020 project] (\$40,000)
 - o **STATUS:** COMPLETE

- Radio Recording Capability on the field Comm 20 Vehicle (\$6,500)
 - o **STATUS:** COMPLETE

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.

APCO International

Training & Quality Assurance Coordinator Katrina Shamshak continues to contribute to the advancement of the public safety communications profession through service on several national committees with APCO International, the world's largest organization of public safety communications professionals.

During 2025, Katrina served on the committee responsible for revising the Core Competencies and Minimum Training Standards for Public Safety Telecommunicators, helping to ensure that national training standards reflect current best practices, evolving technologies, and the changing demands placed on today's emergency communications professionals.

She also served on the committee tasked with updating the Core Competencies and Minimum Training Standards for Emergency Communications Center (ECC) Supervisors, helping to shape the leadership standards that guide supervisor development across the country.

Through this national committee work, NSR911 remains directly involved in shaping the future of public safety communications training, leadership development, and disaster response initiatives across the United States.

APCO Atlantic

Training & QA Coordinator Katrina Shamshak served as an 1st Vice President on the board from November 2024 to November 2025. During the 2025 Conference, TQA Shamshak was elected by the membership to the position of President-Elect. This committee works to bring low/no-cost training to members of APCO Atlantic.



Massachusetts Communications Supervisors Association (MCSA)

Training and QA Coordinator 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 2025, Supervisors Todd Owen and Alex McKeon demonstrated outstanding dedication and support to NEMLEC (Northeastern Massachusetts Law Enforcement Council) by responding to eleven critical callouts. They responded to a range of operational deployments, including but not limited to 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.

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.

In 2025, every newly hired telecommunicator completed the NCMEC Missing Kids Readiness Project training as part of the NSR911 Academy, ensuring this specialized knowledge is embedded in our initial training program from the very beginning of each employee's career. North Shore Regional 911 is proud to be among a select group of MKRP-recognized agencies in Massachusetts.

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.

2025 PROJECT HIGHLIGHTS – NORTH READING AND GROVELAND JOIN NSR911

In 2025, North Shore Regional 911 Center (NSR911) successfully welcomed two additional communities into its regional operation, marking a significant year of growth, collaboration, and service expansion.

In November 2025, NSR911 successfully completed the transition of police, fire, and EMS dispatch services for the Town of North Reading. The transition was the culmination of nearly

two years of planning, preparation, procurement, training, and collaboration between the Town of North Reading and NSR911.

North Reading formally committed to joining NSR911 through an Intermunicipal Agreement (IMA) signed on December 28, 2023. From that point forward, the Town and NSR911 worked together to develop and implement a comprehensive transition plan designed to address the many operational, technological, logistical, and personnel considerations involved in bringing a new community into a regional 911 center.

The success of the North Reading transition was built on a true partnership between the two organizations. Representatives from NSR911 worked closely with North Reading Police and Fire personnel and Town leadership throughout the planning process to identify the unique needs of the community and ensure those needs were incorporated into the regional dispatch operation. This included extensive coordination surrounding technology and communications infrastructure, equipment procurement, radio and telecommunications requirements, policies and procedures, training, community familiarization, and operational readiness.

This collaborative approach extended beyond the technical aspects of the transition. North Reading Police and Fire personnel actively participated in dispatcher training and community familiarization, ensuring that dispatchers were not only prepared to answer and process calls, but also understood the community they would be serving. The exchange of knowledge between North Reading personnel and NSR911 staff was an essential component of the transition and helped establish strong working relationships before services were transferred.

After nearly two years of preparation, North Reading police, fire, and EMS dispatch services successfully transitioned to NSR911 in November 2025. The completion of the project represented not simply the addition of another community to the regional center, but the successful integration of a new public safety partner through a deliberate and collaborative process.

In March 2025, the Town of Groveland expressed interest in joining NSR911. A feasibility study was completed on May 1, 2025, followed by the execution of an IMA on July 7, 2025. Recognizing the importance of maintaining uninterrupted public safety services, NSR911 and the Town of Groveland undertook an expedited onboarding process. Despite the accelerated timeline, the transition of police, fire, and EMS dispatch services was successfully completed by December 2025.

The successful onboarding of Groveland less than 30 days after the North Reading transition was an extraordinary accomplishment. This accelerated effort was made possible through the dedication, flexibility, and collaboration of NSR911 staff, the members of the Groveland Police and Fire Departments, and Town leadership. Together, these teams demonstrated their ability to adapt to significant operational demands while maintaining the high level of service expected by the communities NSR911 serves.

The successful addition of North Reading and Groveland in 2025 represents a significant milestone for NSR911 and reflects the Center's continued commitment to regional collaboration, operational excellence, and providing reliable, high-quality emergency communications services to its member communities.

2025 ACHIEVEMENTS

Recap of 2025 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 CY25, 36 General Orders were reviewed/revised, 4 special orders were issued, and 1 Executive Orders was 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** – *A request for quotation (RFQ) was issued during the Spring of 2025 and awarded to Motorola during the Fall of 2025. This project is anticipated to take 12-18 months to complete.*

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** – *In calendar year 2025, NSR911 and POD-01 received 13- portable laptop computers that provide 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.*

NSR911 is currently working with our State 911 Radio Architect to develop the long-term backup solution for POD-01 in Milford.

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.

- **COMPLETE** – *Motorola connected to an existing alternate path at NSR911 during the Winter of 2025. This project is now complete.*

2026 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.