

Select Board Meeting Packet Index  
September 8, 2025 Select Board Meeting

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**Town of Hamilton  
Select Board  
Monday, September 8, 2025**

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

7:00 p.m.

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

**AMENDED 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 Meeting**

<https://us02web.zoom.us/j/82420150272?pwd=V2nNbHPHSIS5gbAMtisaEY6QR5po2M.1>

**Meeting ID: 824 2015 0272**

**Passcode: 433517**

**One tap mobile**

+13017158592,,82420150272#,,, \*433517# US (Washington DC)

+13052241968,,82420150272#,,, \*433517# US

7:00 p.m.	Call to Order – Roll Call Vote
	<b>Board and Committee openings:</b> <ul style="list-style-type: none"><li>• Affordable Housing Trust – 1 opening</li><li>• Conservation Commission – 2 openings</li><li>• Community Preservation Committee – 1 opening for member of Historic District Commission</li><li>• Finance and Advisory Committee – 2 openings (through the Moderator)</li><li>• 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)</li><li>• Human Rights Commission – 2 at-large openings</li></ul>
	<ul style="list-style-type: none"><li>• <b>Public Comment</b> – Will be taken for a maximum of thirty (30) minutes, no speaker will be allowed to speak for more than three (3) minutes</li></ul>
<b>CONSENT AGENDA</b>	
	<ul style="list-style-type: none"><li>• Approve Book Sale Banner and Sign Board use</li><li>• Approve minutes of August 13, 2025 Select Board Workshop</li><li>• Approve minutes of August 18, 2025 Select Board meeting</li></ul>

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.

AGENDA	
7:35 p.m.	<p><b>Department Reports</b> – Police Chief Edward Guy to provide report on parking plan for School District Election on Sep. 15, 2025; and Recreation Director Sean Timmons to provide update on Summer Programs and look ahead to Fall</p> <ul style="list-style-type: none"> <li>• Approve proposed updates to EV Charging fees – Discuss and Vote *</li> <li>• Accept the invitation from North Shore 911 to join the regionalized 9-1-1 service, with transition date and timing to be coordinated through the Town Manager and Public Safety Chiefs – Discuss and Vote *</li> <li>• Schedule Special Town Meeting to consider Overlay District for Brown’s Hill and adopt proposed STM calendar – Discuss and Vote *</li> <li>• Open the Warrant for December 9, 2025 Special Town Meeting – Vote *</li> <li>• Review Cell Tower Lease bids – Discuss and possible Vote</li> <li>• Schedule Select Board policies review and timeline – Discuss</li> <li>• Schedule Fiscal Year 2027 budget goals discussion - Discuss</li> <li>• New Business</li> <li>• Adjourn</li> </ul>

**Cemetery Deeds: #1284; #1285**

**\*Consistent with the Select Board’s Public Comment Policy, the Select Board Chair will set aside up to ten minutes during each marked agenda item, with no speaker being allowed to speak for up to three minutes, to allow for public comment on that topic, with the goal of having up to a total of 30 minutes of additional Public Comment during the Agenda portion of the meeting. Public Comment time does not include any time allocated to invited guests, members of other boards and committees or staff members who have been invited to speak to a particular issue.**

Jan Maddern<janh.maddern@gmail.com>

Joe Domelowicz;Cyndi Farrell

As our fall book sale approaches, I am asking permission to 1: hang our banner in front of the COA beginning Sunday September 14, 2025 and 2: that you post information about the sale on the electronic sign at the Public Service Building. Attached is a flyer with dates and times of the sale.

Please let me know if you have any questions and if we are approved for the above request.  
Thank you.

Jan Maddern, Friends of the Library book sale co-chair



## 2025 FALL BOOK SALE

### MEMBERS ONLY:

(You can join on the night!)

Friday, September 19, 5:30-7:30pm

### PUBLIC SALE:

Saturday, September 20, 9am-3pm

Monday, September 22, 10am-6pm

Tuesday, September 23, 10am-6pm

DEBIT/CREDIT CARDS ACCEPTED (\$5 minimum)

Price change: All Adult books now \$2 (Kids, YA unchanged)

**\*\*Bring your own bags\*\***

**No Donation Days in September**

14 Union Street, South Hamilton, MA 01982

(978) 468 5577

fohwpl@gmail.com

[www.friendsofhwlibrary.org](http://www.friendsofhwlibrary.org)



Town of Hamilton  
Select Board  
Workshop Minutes of August 13, 2025

Pursuant to the Open Meeting Law, MGL Chapter 30A, §§ 18-25, written notice posted by the Town Clerk delivered to all Select Board members, a meeting of Senior Center, 299 Bay Rd in Hamilton. This meeting was recorded.

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

## WORKSHOP AGENDA:

- **Review prior year goals**
- **Discuss Town Manager's performance and contributions toward goal completion**
- **Discuss effectiveness of evaluation tool – Discuss possible changes**
  - B.Wilson summarized J.Domelowicz has greatly improved and made strides in all seven categories in the goals and he exceeds in many areas, including personnel management, leadership and negotiation, financial management (including receiving an award); he believed him to be proactive, stays current, and is a leader for a town.
  - Improvements needed: long-term planning and implementation from the master plan. Chair Olson added the Town Meetings have also been very well done, and there were several this year. He noted how the board/town communicates with the town residents, through social media and so forth is still something to work on.
  - B.Wilson stated here can be some work done on succession planning, and questioned how to engage department heads further.
  - R.Kennedy agreed overall and believed the Senior Center still needed more attention. She appreciated J.Domelowicz's responsiveness and he seems to have things under control.
  - T.Myers appreciates how responsive J.Domelowicz is, and how communicative and transparent he has been.
  - B.Galuza agreed overall as well, and noted there is a very positive and professional vibe throughout the town offices. Having reminders of where we things stand on longer term projects would be helpful, such as quarterly updates.
  - J.Domelowicz stated he industry trend is to move away from annual performance evaluations, and towards having more regular, consistent conversations about performance management.
  - J.Domelowicz is currently in year 1 of a three-year contract.
- **Discuss/Assess progress toward goal completion**
- **Discuss/Propose goals for the coming year**

Chair Olson distributed a list of goals submitted from the Board members, in order to create some prioritization.

- Water is a continuing goal, including the regional task force. Public education is an important component of water issues. J.Domelowicz noted this has to be done at a regional level, but that Hamilton is doing very well in terms of water quality, and has the capacity to remove PFAS, where other towns are scrambling to catch up.
- J.Domelowicz will write the goals for the water issue, and there was discussion about a public water presentation, and about different options on water rates. The Board would like deliverables that convey the water issues to the town.
- Cell phone towers – the goal is to have three towers. The second tower should come on line in the next few months. A site walk to locate the tower will be happening this month.
- Personnel – when there was a retirement at the Senior Center, they reorganized positions and there will be two full time people going forward. Geographically it would only make sense to regionalize those services with Wenham, but they are not ready to move that forward. For now, the shared programs are working well.
- Town Hall – things have gone well with moving the offices for construction and how can operations improve when everyone moves back to townhall; walkthroughs have started for planning the move.
- Record digitization – this is a large project that will take time to accomplish. There was discussion of different strategies for how to move this project forward.

- 3A zoning – everything that needs to be done has been done, and the town is waiting on a response from the state. It appears they are issuing interim approvals and giving towns time to work on certain aspects of the plans. There was discussion regarding zoning and the role of the Planning Board vs. the Zoning Board of Appeals, and who should be reviewing special permits. There is a new 40B application coming before the ZBA this fall.
- Improved communications/ social media – one of the staff has a background in communications and media and will be contributing to this function going forward. There was discussion of the code red program, and how to use it. It would be helpful to create a policy on communicating out to the Board, on what issues and timeline.
- The development agreement with Gordon Conwell still has to be finalized. There will be an update on this issue at the next Select Board meeting. It can benefit the town by having all of the housing units count towards the town subsidized housing index (SHI).
- There was discussion of the feasibility of having a project tracker people could consult to see where large projects stand.
- The task force on the Patton Homestead is being revitalized. Ideally there would be a recommendation by the April Town Meeting.
- There is an earmark from the state of \$50,000 to improve the sidewalk/crossings on Highland St. There was discussion of a number of streets and what work might need to be done where, and also possible improvements to Patton Park, such as improving the gazebo, bathrooms, adding a walking path, etc.
- The next meeting regarding the Regional School Agreement is coming up; the draft is being worked on. There was discussion regarding frustrations with the school budget and the process of balancing it with respect to the Town budget.
- There was discussion of longer-range planning in terms of the possibility of further regionalization/ shared services. There are a number of inter-municipal agreements that have worked well, and others that did not work as well. There was discussion of possibly having a joint Board meeting with Wenham.
- The Welch & Lampson property sale was discussed and noted the land is contaminated and only good for continuing same use. There was a desire to know what properties might come up for sale so that possibilities can be considered.
- Trash contracts are a significant issue, the Casella contracts are expiring next year, and they will need to be renegotiated. The industry is moving to five-year contracts instead of ten years.
- The question was posed as to why there has not been more planning for commercial development, such as for a Biolabs type project, and it had been looked at as part of the Gordon Conwell discussions. Consultants who looked at the possibilities found that senior housing had more revenue potential, and there is not market demand for lab or even office space.

Chair Olson will summarize the list of priorities into the top 10 and then the second-tier priorities.

***Adjournment Vote:*** *The Select Board voted unanimously to adjourn the meeting at approximately 9:15PM.*

*Respectfully submitted by D. Pierotti, Recording Secretary, 9/2/25.  
The minutes were prepared from video.*

Respectfully submitted as approved at \_\_\_\_\_ meeting.

\_\_\_\_\_  
Rosemary Kennedy, Clerk



Town of Hamilton  
Select Board  
Meeting Minutes of August 18, 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 August 18, 2025 at 6:30pm. This meeting was held at the Hamilton Wenham Library, 14 Union St in 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 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:** W.Olson, Chair, called the meeting to order at 6:30pm. Present: W. Olson, R.Kennedy, Clerk; B.Galuza. Also present: Joe Domelowicz, Town Manager, and others as noted. Not present: T.Myers, B.Wilson, Vice-Chair.

- **Special Thanks and recognition of Police Chief Russ Stevens (Retired)**

The new Hamilton Police Chief Guy presented Chief Stevens with his retirement badge and thanked & congratulated him for his service. A shadow box of memorabilia was presented to Chief Stevens as well.

- **Presentation of Citations from the Massachusetts House and Senate – with State Senator Bruce Tarr and State Representative Kristin Kassner**

Rep. Kassner is a Hamilton resident and thanked Chief Stevens for his service and expressed her appreciation for his helping her understand many issues. She spoke on behalf of Senator Tarr's appreciation, as he had family emergency and could not be there. She read the citation aloud for the public.

- **Presentation of Citation from the Hamilton Select Board – with Select Board Chair Bill Olson**

Chair Olson spoke on behalf of the Board, he read a poem written for the Chief, and presented the commendation from the Select Board. The Chief was gifted with a commemorative wooden rocking chair as well.

Chief Stevens spoke and thanked everyone he has worked with in Hamilton and said it was a privilege to lead the police force and how wonderful the town and its people are.

The Board took a 10-minute recess to celebrate Chief Stevens and reconvened at 7:00PM.

**The Chair announced Board and 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
- Finance and Advisory Committee – 2 openings
- 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:**
  - **Tosh Blake, Sagamore St**, spoke regarding the public comment policy and quoted KP Law comments from the memo in the meeting packet. He accused the Town Manager of “repeatedly lying to the public” and quoted from the July 21 Board meeting while opining J.Domelowicz was attempting to sway the Board to eliminate public comment. He further accused the Town Manager of lying when he said he was not attempting to sway the Board and accused the Town Manger and Chair Olson of potential collusion on false comments, and accused the Town Manager of attempting to “suppress the speech of Hamilton residents.” T.Blake accused the Town Manager of further perceived lies, and proceeded to state that he would like “to discourage Joe from continuing as Town Manager of Hamilton,” and opined he cannot be trusted with the Town’s business.
  - **Beth Herr, Asbury St**, thanked B.Galuza for making eye contact while she was speaking, and stated the Board should look at people when they’re speaking. She wants a place for responses to questions brought up during public comment. She wanted to know who on the Select Board knew about the 50% vote on the schools and why it wasn’t disclosed to the public? Alleging “many” people still don’t know. She had many questions about who on the Board knew what when regarding the September 15 vote. She also has great concern about the 911 call center going regional and urged



the Board to be very careful. She said she heard a story from Essex about an ambulance not arriving in time because they got wrong directions. She also thinks the Select Board does not have a systematic way to make decisions.

- **Rick Mitchell, Rock Maple Ave.** spoke regarding the proposed development agreement with Gordon Conwell and the potential for a conservation restriction on the middle portion of the property, while the Planning Board Chair has proposed a conservation restriction for the heritage area which is an unbuildable slope and supports that proposal. The middle area is an eminently developable parcel that could yield significant tax revenue to the town if it were developed. The draft agreement also proposed a \$200,000 payment to the town upon sale of the lower campus containing student housing. He believed this to be a woefully inadequate amount, as the lower campus is valued at \$20 million and in his opinion, the town should get a much more substantial contribution. As a former planning board member, he spoke to the hundreds of hours invested by the planning board on this issue.
- **John Despic, Woodbury St,** agreed with the previous speaker on Gordon Conwell and further alleged the Seminary is in debt to the town for millions of dollars.

**CONSENT AGENDA - Vote:** *The Board voted unanimously to approve these items.*

- **Approve 14th Annual Coast to the Cure Ride for September 6, 2025**
- **Approve Annual Tour de Greenbelt Ride for September 20, 2025**
- **Held:** Approve minutes of August 4, 2025 Select Board meeting.

#### AGENDA:

- **Approve appointment of Kim Dietel to the Hamilton Wenham Cultural Council – Discuss & Vote**

*Vote: The Board voted unanimously to approve the appointment.*

- **Approve annual appointment of Election Workers as requested by Town Clerk Carin Kale – Discuss & Vote**

Town Clerk Carin Kale presented the appointments and noted this is an annual action. The Board asked some brief questions.

*Vote: The Board voted unanimously to approve the appointments.*

- **Discuss Final Public Comment Policy – Discuss & Vote**

Chair Olson summarized at the last meeting the Board agreed to set aside an hour for public comment, with 30 minutes at the beginning of the meeting, and they would weave in another 30 minutes throughout the meeting based on discussion topics. He noted Town Counsel advised the Board if someone is making a comment they can speak on anything and only the time period for speaking can be limited. The goal is to get more orderly and organized about public comment. He observed Hamilton has one of the most open policies around.

*Vote: The Board voted unanimously to approve the policy.*

- **Review proposed updates to EV Charging fees – Discuss & schedule for a vote**

J.Domelowicz explained the electricity rate has increased and therefore there is a need to increase the electric vehicle charging station fees as well. The initial fees were an estimate when the charging stations were first installed. The plan is to charge at cost and revise the rates annually. The Town Energy Manager monitors the budget and has reported the town is currently losing money. The Board will vote on rate changes at a September meeting.

- **Review proposal for overlay zoning & development agreement for Gordon Conwell and Brown's Hill – Discuss possible Special Town Meeting for November 2025**

R.Kennedy opined this discussion was premature citing the draft Agreement has not been discussed at the Planning Board to date, nor has it been reviewed by the subcommittee charged with developing the agreement. She noted several issues still unresolved, and reiterated the only discussions were between the Planning Board Chair and a representative of Gordon, but no discussions with the full Board, the Seminary, or the subcommittee. The Development Agreement and the overlay district being drafted by the Planning Board need to work together. She wanted to understand why it was being discussed this evening in such draft form. Chair Olson responded the Town/Board was trying to be transparent with the public, and the Board needs to review the timeline and if it is viable for the fall. Representatives from Gordon Conwell were present to provide their input on the timeline.

Chair Crouch of the Planning Board was present and stated several outstanding issues including the status of the apartments and whether they would constitute affordable housing, which would benefit the town in terms of the subsidized housing inventory (SHI). The potential scope of commercial development or how many buildings the Seminary could add to has not been defined. There would need to be a public hearing as part of the process. She believed the timeline was tight in terms of considering a fall (November) Town Meeting, as the PB has only two meetings per month and are responsible for drafting the overlay district, whereas with the 3A zoning, consultants were hired.

There was discussion about using December 9<sup>th</sup> as the potential date for town meeting and calculating backwards when the drafts would have to be finalized, given requirements for notices, posting the warrant, holding public hearings, etc.

Meirwyn Walters of Gordon Conwell thanked the Planning Board for their work and noted Gordon Conwell would provide comments on the timeline the town needs, and agreed the two documents need to harmonize. He stated it is a concession to the town to consider eliminating 40B on the entire site, but he believed it was the Town's responsibility to apply for the full 209 units to count for the SHI.

Gordon Conwell will submit comments on the draft agreement within the next two days, and J.Domelowicz will put together the timeline, and determine what needs to happen to apply for the units to be deemed affordable. M.Walters said abutters could reach out to him with any comments or concerns.

***Adjournment Vote:*** *The Select Board voted unanimously to adjourn the meeting at approximately 8:20PM.*

*Meeting Packet Enclosures:*

- Meeting minutes of August 4<sup>th</sup>
- Board/committee application from Kim Dietel
- Town Clerk list of election/poll workers
- Draft Public Comment Policy
- Memo from Energy Manager regarding electric vehicle charging stations
- Draft Brown's Hill Overlay District
- Draft Development Agreement with Gordon Conwell
- Email request re: Coast to the Cure Bike Race
- Email request re: Essex County Greenbelt annual cycling event

*Respectfully submitted by D. Pierotti, Recording Secretary, 8/24/25.*

*The minutes were prepared from video.*

Respectfully submitted as approved at \_\_\_\_\_ meeting.

\_\_\_\_\_  
Rosemary Kennedy, Clerk



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# Memo

**To:** Joe Domelowicz, Town Manager  
Eric Tracy, Superintendent of Schools  
**From:** Victoria Masone P.E., Energy Manager  
**cc:** Tim Olson, DPW Director  
Peggy McLaughlin, Treasurer / Collector  
**Date:** July 28, 2025  
**Re:** Proposed FY26 Fee Structure for Town-owned EV Charging Stations

The Town owns and operates three public access electric vehicle charging stations; one Level 2 station at Town Hall, and two DC-Fast Charger (DCFC) stations at Patton Park. The Town Hall station has been online since 2020 and the DCFC stations have been online since 2023. An additional public access Level 2 station, owned by the Hamilton Wenham Regional School District (HWRSD) was recently placed online in the Miles River Middle School parking lot at 775 Bay Road.

The Hamilton Select Board voted to approve a fee structure for the Town-owned stations in March 2023, thereby authorizing the Town to “charge to charge” at the EV stations. The fee structure was designed to generate enough revenue to cover the cost to the Town of operating and maintaining the stations, and was intended to be revised annually as necessary to reflect current operating costs. This memo provides a proposed update to the existing fee structure based on present-day costs.

The current fee structure is as follows:

	<b>Town Hall Level 2 Charger</b>	<b>Patton Park DCFC Chargers</b>
Per-kWh charge	\$0.21/kWh	\$0.21/kWh
Parking Fee	\$1/hr	\$2/hr

The primary justification of the proposed increased fees is the increase in National Grid blended electric rate (supply + distribution) from \$0.21/kWh in 2023 to \$0.27/kWh in 2025. This increase is despite the stable electric rate achieved through Hamilton’s competitive energy supply contract which is locked in at \$0.1281/kWh through December 2027 and consists of 100% renewable energy.

An updated summary of the annual operating and maintenance costs of the stations is provided below, along with an FY25 revenue report. Hours utilized and kWh dispensed are based on actual FY25 data from the Town Hall and Patton Park stations.

<b>Description of Annual Costs</b>	<b>Town Hall Level 2 Charger</b>	<b>Patton Park DCFC Chargers</b>
Networking Fees (locked through 1/21/28)	\$ 730.00	\$ 2,400.00
Chargepoint Assure Warranty (locked through 1/21/28)	\$ 828.00	\$ 6,820.00
FY26 Maintenance Contract with Voltrek (through 6/30/26)	\$2,700.00	
FY26 Maintenance Costs	\$13,478.00	
Total MWh (FY25) Dispensed	4.081	117.219
NGrid Blended Electric Rate FY25	\$0.27/kWh	\$0.27/kWh
Estimated FY26 Operating Costs	\$1,101.87	\$31,649.13
Estimated FY26 O&M Costs	\$46,229.00	

<b>Description of FY25 Revenue</b>	<b>Town Hall Level 2 Charger</b>	<b>Patton Park DCFC Chargers</b>
Total Hours Utilized	686*	2,976
Total MWh (FY25) Dispensed	4.081	117.219
Total fees raised in FY25	\$678.85	\$29,550.26

\* Town Hall Charger is offline during Town Hall Renovation

Given the above data and a survey of charging fees at surrounding Level 2 and DCFC stations, and in an effort to insulate the Town against future National Grid distribution fee increases, I recommend the following update to the fee structure.

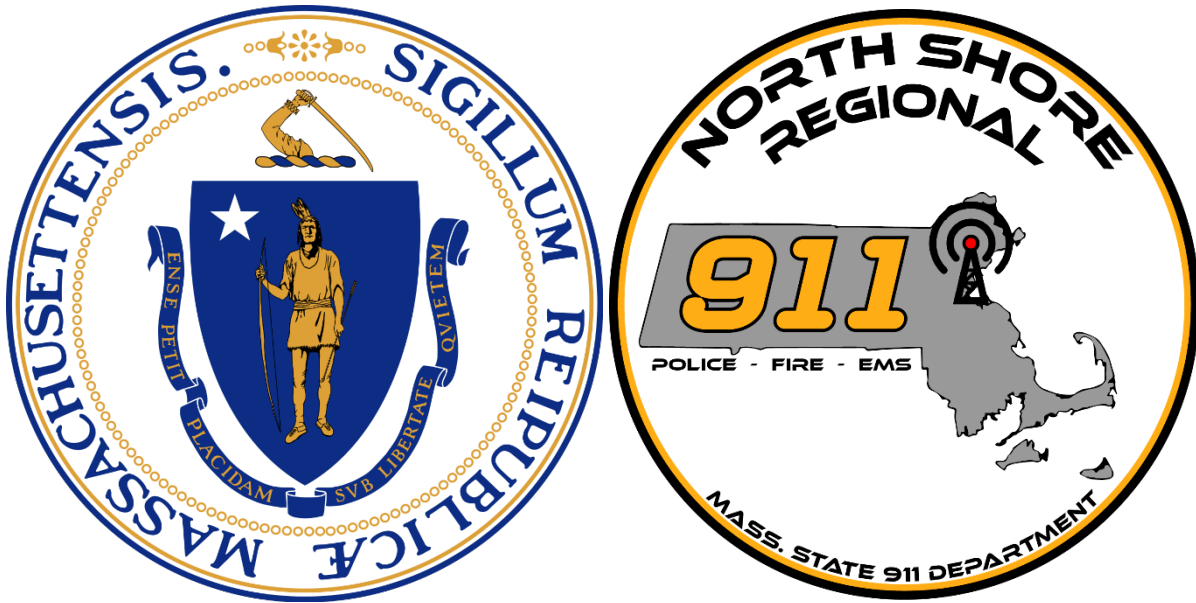
<b>Proposed FY26 Fee Structure</b>	<b>Town Hall Level 2 Charger</b>	<b>Patton Park DCFC Chargers</b>
Per-kWh charge	\$0.35/kWh	\$0.40/kWh
Parking Fee	\$2/hr	\$3/hr

Assuming the same station usage in FY26 as in FY25, the estimated FY26 revenue generated by the proposed FY26 Fee Structure is shown below. The proposed fee structure will cover the annual O&M costs of the stations.

<b>Estimated FY26 Revenue</b>	<b>Town Hall Level 2 Charger</b>	<b>Patton Park DCFC Chargers</b>
Total Hours Utilized	686	2,976
Total MWh (FY25) Dispensed	4.081	117.219
Total Estimated FY26 Revenue	\$58,615.95	

The estimated FY26 revenue for all of the Town-owned public access EV charging infrastructure, utilizing the proposed fee structure, is \$58,615.95 which is greater than the estimated FY26 operating and maintenance costs of \$46,229.00 and allows for some uncertainty in electrical distribution rates which will impact the blended utility rate going forward. I recommend this fee structure be reviewed annually against actual station usage data.

Commonwealth of Massachusetts  
State 911 Department  
North Shore Regional 911 Center



Feasibility Report  
to Onboard  
**Hamilton**

Issued: May 23, 2025

[www.mass.gov/nsr911](http://www.mass.gov/nsr911)



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## 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) <sup>1</sup>	\$127,800	\$0
Total Estimates	\$181,445	\$644,370

<sup>1</sup> 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."<sup>2</sup>

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

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<sup>2</sup> 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
- ❖ Incidents
- ❖ Cases
- ❖ Citations
- ❖ Field Contacts

## **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
- ❖ Fire Investigations
- ❖ Mobile Field Reporting
- ❖ 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
<b>Total Annual Call Volume</b>	<b>92,755</b>

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 Room<sup>3</sup>.

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 PSAP<sup>4</sup> 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

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

<sup>4</sup> 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) <sup>5</sup>         |
|  | ❖ 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        |

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<sup>5</sup> 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.<sup>6</sup> The required

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<sup>6</sup> 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 lines<sup>7</sup> (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.

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<sup>7</sup> 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 \$3,300<sup>8</sup> 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 RMS<sup>9</sup> Annual Maintenance. Specific costs associated with this are detailed in each applicable section.

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

<sup>9</sup> 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 stations<sup>10</sup> 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.**

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<sup>10</sup> 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 <sup>11</sup>	Estimated NRC <sup>12</sup>
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

<sup>11</sup> ARC is Annual Recurring Charge

<sup>12</sup> 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
<b>Total Cost Estimates</b>	<b>\$53,645</b>	<b>\$644,370</b>

## 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
- ❖ Dispatch positions
- ❖ Administrative Telephone Calls
- ❖ 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 activity<sup>13</sup>, 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.<sup>14</sup>

**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

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<sup>13</sup> Based on existing staff to frequency setup.

<sup>14</sup> 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](http://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.<sup>15</sup> **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

<sup>15</sup> Refer to Footnote 14

Additional Personnel Costs (Table 9) <sup>16</sup>	\$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

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<sup>16</sup> 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

John McGrath  
Joe Domelowicz  
Wendy Markiewicz

Joe...The FinCom discussed the 911 proposal and supports moving forward with the proposal. We recommend that this be phased-in with an eye towards minimizing any service impact. This will likely cause the town to retain the delivery of some services. This means we would not realize 100% of the proposed cost savings.

I will not be at the SB meeting tonight.

Regards

John

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**External Email Warning RE: External Email Warning RE: Update and a quick question**

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**From** Dell Isola, Alyson B. (911) <Alyson.B.DellIsola@mass.gov>

**Date** Wed 9/3/2025 8:57 AM

**To** Joe Domelowicz <jdomelowicz@hamiltonma.gov>

 3 attachments (1 MB)

Addendum Boxford 7 29 25\_signed.pdf; Addendum Groveland SIGNED 20250707.pdf; North Shore IMA with Rowley 2024.pdf;

The State/NSR911 doesn't require a vote. That is an internal process that most towns follow as a decision-making protocol for whether or not they join and sign an IMA with the State/NSR911.

All we would need is written communication (an email suffices) from you as the representative for Hamilton that you agree to the feasibility study and that Hamilton is committed to joining.

Then we would draft an IMA that would need to be signed by you and the Chair of your Select Board as a binding contract on behalf of Hamilton.

The IMA would be the same IMA we have currently with the other members, with an addendum for Hamilton's signatures. The current IMA and the newly signed communities of Boxford and Groveland addenda are attached for your reference – this would be similar to what is drafted for Hamilton.

Most towns take the draft IMA and go over it with the Board before signing. Once signed (and executed by Director Pozniak) then we schedule planning meetings and determine the project plan and timeline for onboarding.

Let me know if you have other questions!

**Alyson Dell Isola**

*Director of PSAP Operations*

Massachusetts State 911 Department

North Shore Regional 911 Center

PSAP Operations, Division 1

18 Manning Ave, Middleton, MA 01949

**T:** 978-801-4913

**F:** 978-624-7293

[Alyson.B.DellIsola@mass.gov](mailto:Alyson.B.DellIsola@mass.gov)

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**From:** Joe Domelowicz <jdomelowicz@hamiltonma.gov>

**Sent:** Tuesday, September 2, 2025 4:47 PM

**To:** Dell Isola, Alyson B. (911) <Alyson.B.DellIsola@mass.gov>

**Subject:** Re: External Email Warning RE: Update and a quick question

**CAUTION:** This email originated from a sender outside of the Commonwealth of Massachusetts mail system. Do not click on links or open attachments unless you recognize the sender and know the content is safe.

# DRAFT Special Town Meeting Calendar

*December 9, 2025 STM Date*

<u>Date</u>	<u>Board/Commission/Dept.</u>	<u>Event/Action</u>
Sept. 2, 2025	Planning Board	Meeting
Sept. 8, 2025	Select Board	Meeting
<b>Sept. 16, 2025</b>	<b>Planning Board</b>	<b>Schedule Public Hearing</b>
<b>Sept. 23, 2025</b>	<b>Select Board</b>	<b>Open Warrant for STM</b>
<b>Sept. 30, 2025</b>	<b>Planning Director</b>	<b>Post Public Hearing Notice</b>
<b>Oct. 6, 2025</b>	<b>Select Board</b>	<b>Close Warrant for STM</b>
Oct. 7, 2025	Planning Board	Meeting
Oct. 9, 2025	Finance & Advisory Committee	Meeting
Oct. 13, 2025	ALL	Columbus/Indigenous Peoples' Day
Oct. 20, 2025	Select Board	Meeting
<b>Oct. 21, 2025</b>	<b>Planning Board</b>	<b>Open Public Hearing</b>
Oct. 23, 2025	Finance & Advisory Committee	Meeting
Nov. 3, 2025	Select Board	Meeting
<b>Nov. 4, 2025</b>	<b>Planning Board</b>	<b>Close Public Hearing</b>
Nov. 11, 2025	ALL	Veterans Day
Nov. 12, 2025	Planning Board	Possible additional meeting date if necessary
<b>Nov. 13, 2025</b>	<b>Finance &amp; Advisory Committee</b>	<b>Vote Recommendations</b>
<b>Nov. 17, 2025</b>	<b>Select Board</b>	<b>Vote Recommendations</b>
<b>Nov. 18, 2025</b>	<b>Planning Board</b>	<b>Vote Recommendations</b>
<b>Nov. 21, 2025</b>	<b>Town Manager/Select Board</b>	<b>Last Day for Warrant to be finalized</b>
<b>Nov. 25, 2025</b>	<b>Town Clerk</b>	<b>Post Warrant</b>
Nov. 27-28, 2025	ALL	Thanksgiving Break
<b>Dec. 1, 2025</b>	<b>Town Manager</b>	<b>Mail Warrant &amp; Recommendations</b>
Dec. 1, 2025	Select Board	Meeting
Dec. 2, 2025	Planning Board	Meeting
<b>Dec. 9, 2025</b>	<b>ALL</b>	<b>SPECIAL TOWN MEETING</b>



September 3, 2025

Town of Hamilton  
577 Bay Road  
Hamilton, MA 01936  
C/O Lisa Diamond

**LETTER OF INTENT – 577 Bay Road Ground Lease**

Blue Sky Towers IV, LLC, including its affiliates (collectively, the “**Buyer**”), is pleased to make this offer to you for your wireless infrastructure assets. For mutually acceptable and sufficient consideration, Buyer makes the following offer:

1. **Acquisition.** Buyer shall pay to Seller at closing the amount of Six Hundred and Fifty Thousand Dollars (\$650,000) (the “**Purchase Price**”). Buyer will acquire the Seller’s telecommunication assets, including all wireless tenant leases and related assets and improvements (collectively, the “**Assets**” further described in **Exhibit A**) and an exclusive rooftop easement.
2. The term of the easement shall be for 30 years. Seller represents that there are executed tenant lease(s) with the rent(s) and escalator(s) shown on **Exhibit A**. The Buyer is prepared to move expeditiously and close as soon as all conditions in the definitive agreement are fulfilled.
3. **Deposit and Transfer Taxes.** Buyer shall deposit the sum of Twenty Thousand and 00/100 (\$20,000) within ten (10) business days of the Seller’s countersigning of this Letter of Intent. The deposit shall be held in escrow by a mutually agreed upon Escrow Agent in a separate, non-interest bearing account pursuant to the terms of the escrow agreement. The deposit shall be deducted from the Purchase Price at Closing. In the event that closing does not occur as a result of title, environmental, or other issues identified as a result of Buyer’s due diligence process in Buyer’s sole determination or in the event that the parties cannot reach a good faith agreement on material terms in the purchase agreement, easement agreement or related purchase documents, or the closing does not go forward for any reason whatsoever, the deposit shall be fully refunded to Buyer within seven (7) days following notice to Seller of termination of this agreement for one of the above cited reasons. Seller also agrees to pay for the transfer taxes.
4. **No Financing Contingency.** The offer made in this letter is **NOT** subject to a financing contingency.
5. **Purchase and Sale Agreement.** Buyer shall deliver to Seller a proposed Purchase and Sale Agreement containing the terms and conditions of the acquisition within twenty (20) business days of Buyer’s execution of this offer. The Purchase and Sale Agreement will only be executed when it is MUTUALLY ACCEPTABLE, containing all of the terms and conditions thereof, with such representations and warranties, covenants, indemnities, and conditions as are customary to transactions of this nature, including a condition that no material adverse change shall have occurred in the Assets, the operation, the financial condition, or the prospects of the Assets.
6. **Confidentiality.** This offer is confidential from the date of this letter. Neither party shall share this offer or any details thereof with any third party except professional advisors unless such disclosure takes place with the prior written consent of the non-disclosing party.
5. **Due Diligence; Exclusivity.** The consummation of the transaction is conditioned upon the Buyer being satisfied with the results of due diligence and mutual representations. Seller shall cooperate with Buyer in supplying all documentation requested by Buyer. Buyer and its representatives shall have access to all facilities and information regarding the Assets. For a period of forty-five (45) days from the signature below, the Seller and its representatives will not, directly or indirectly, solicit, accept or negotiate any other offers or provide any confidential information regarding the Assets to any third party. Seller’s signature below is a material inducement of Buyer to incur costs in preparation for closing.
6. **Operation of the Assets.** Between the date of this letter and the closing of the transaction, the Seller shall (a) operate the Assets in the ordinary course and shall not terminate the leases, nor negotiate or enter into any new contracts, leases, consents, or amendments related to the Assets (b) maintain the property and the Assets in a sufficient condition and repair to enable them to continue to operate in the

*Park Place West*  
352 Park Street, Suite 106  
North Reading, MA 01864  
888-960-7958  
*www.blueskytower.com*



manner in which they are currently operated; (c) not sell or encumber any of the Assets, nor enter into any agreement for same; (d) maintain existing insurance policies of or relating to the Assets, if any; (e) preserve its relationship with its tenants and others having material business dealings with the Seller; (f) maintain its books of account in accordance with historical practices; and (g) comply with applicable rules and regulations and any mortgage on the property the Assets are located.

7. Expenses. Except as set forth in the mutually acceptable Purchase and Sale Agreement, Buyer and Seller shall each be responsible for their own legal fees, lender fees, broker fees and/or broker commissions. In the event that Seller refuses to close the transaction following the execution of the Purchase and Sale Agreement after conditions of closing are met, or if Seller is unwilling or unable to cooperate to meet such conditions, Seller shall reimburse Buyer for Buyer's documented costs.

8. Binding and Non-binding Provisions. This letter of intent is not binding on the parties; it is only an expression of the basic terms and conditions to be incorporated in a formal written agreement. This letter of intent does not obligate either party to negotiate in good faith or to proceed to the completion of an agreement. The parties shall not be bound unless and until a formal agreement is executed by the parties (Purchase and Sale Agreement or otherwise), which must be in form and content satisfactory to each party and its counsel in their sole discretion. Neither party may rely on this letter of intent as creating any legal obligation of any kind, and no third party shall have the right to rely on this letter of intent for any reason whatsoever. Notwithstanding the foregoing, the parties agree that Sections 4, 5, 6, 7, and 8 are binding on the parties.

9. Entire Agreement. This letter contains the entire agreement between the parties concerning its subject matter and supersedes all negotiations, prior discussions, agreements, arrangements, and understandings, written or oral, relating to the subject matter of this letter.

10. Expiration of Offer. If this letter accurately reflects our understanding, please sign, date, and return a copy to us at the undersigned's email address: **jim.rech@blueskytower.com**. If this letter is not accepted by 5:00 p.m. Eastern, seven (7) days from the date of this letter, the proposal expires.

Very truly yours,

**Buyer: Blue Sky Towers IV, LLC**

By: \_\_\_\_\_ James Rech

Title: \_\_\_\_\_ President & CEO

**ACCEPTED AND AGREED:**

**Seller: Town of Hamilton**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## EXHIBIT A

Site Address: 577 Bay Road, Hamilton MA

Asset Type: Ground Lease Buyout and Easement

<b>Tenant(s)</b>	<b>Monthly Rent</b>	<b>Escalator (%)</b>	<b>Annual/Term</b>
Ground Lease Rent-Varsity/Everest	\$30,389.00	3.0%	Annual

**Minimum Tower Revenue: \$35,218/Year**

External Email Warning RE: External Email Warning Offer Summary - lease buyout 577 Bay Road rear, Hamilton, MA

From: lisa.diamond713@gmail.com <lisa.diamond713@gmail.com>  
 Date: Wed 9/3/2025 12:36 PM  
 To: Joe Domelowicz <jdomelowicz@hamiltonma.gov>  
 Cc: Bill Wilson <bwilson@hamiltonma.gov>

1 attachment (684 KB)  
 APW - Town of Hamilton - Term Sheet\_2025Aug019 LOI \$415K 30-year; \$490K 50 year.pdf;

Joe,

Blue Sky is pretty flexible. I will inform them that we need until next week to make a decision. Just let me know what works.

As a comparison, I've attached AP Wireless's offer. It's crazy how cell tower lease pricing varies so much. Blue Sky probably bid so much because the tower is practically in their backyard 😊 They are happy to have a call with you or folks at the town as well. Feel free to call with any questions.

Thanks,  
 Lisa

From: Joe Domelowicz <jdomelowicz@hamiltonma.gov>  
 Sent: Wednesday, September 3, 2025 12:29 PM  
 To: lisa.diamond713@gmail.com  
 Cc: Bill Wilson <bwilson@hamiltonma.gov>  
 Subject: Re: External Email Warning Offer Summary - lease buyout 577 Bay Road rear, Hamilton, MA

Lisa,  
 Thanks for the update, it is good to hear that we got an offer for something better, though it is not appreciably better.

Let me see if Bill Wilson has some time for a three-way phone conversation this week or early next. I'd want the three of us to talk, before we bring it to the Select Board. Does Blue Sky's offer come with a deadline to accept?

Thanks,  
 Joe

From: lisa.diamond713@gmail.com <lisa.diamond713@gmail.com>  
 Sent: Wednesday, September 3, 2025 12:23 PM  
 To: Joe Domelowicz <jdomelowicz@hamiltonma.gov>  
 Cc: Bill Wilson <bwilson@hamiltonma.gov>  
 Subject: External Email Warning Offer Summary - lease buyout 577 Bay Road rear, Hamilton, MA

Hi Joe,

Hope you had a nice Labor Day Weekend. The weather has been fantastic!

Sorry for the delay in getting back to you but I needed to verify that Dish is paying the correct amount of rent to Everest, thus the correct amount of rev share to the town. I was able to do that but found Everest should be reimbursing you for rev share on a monthly basis but it seems they are paying several month's at a time in arrears. If you're okay with that, then so be it.

I put the request for proposals out to several tower companies. May of them passed due to the limited terms of 30 and 50 years. Everest was not willing to increase their proposal that they sent to you of \$627K due to Dish's volatility. However, I do have a proposal from Blue Sky of \$650K; 30-year term; \$20K down payment upon signing the LOI. The other proposals didn't come close.

Blue Sky is located in North Reading, MA and I've closed several large transactions with them. They are great to work with before and after the closing. I will call to discuss but wanted to get this to you now.

Talk soon,  
 Lisa

Address	Symphony/Wireless Propco	Everest	Landmark	SBA	Blue Sky	Crown	AMT	Towerpoint	AP Wireless	Capital Cell Ventures	Diamo Comm
577 Bay Road, Hamilton, MA Ground	\$427.5K to Landlord; 30-year term; \$20K down payment	\$627K provided by Tower Alliance to Owner 30-year	\$556K 30-year term	pass	\$650K to owner at closing with	pass	pass	pass	\$415K to LL; 30-year term; \$490K 50-year term	pass	pass

Lease for tower		term; Everest will not increase.			\$20K upfront deposit; 30-year term;					
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From: Joe Domelowicz <jdomelowicz@hamiltonma.gov>  
Sent: Wednesday, August 13, 2025 11:45 AM  
To: lisa.diamond713@gmail.com  
Cc: Bill Wilson <bwilson@hamiltonma.gov>  
Subject: Re: External Email Warning RE: Diamond Consulting Agreement - lease buyout 577 Bay Road rear, Hamilton, MA

Lisa,  
Good afternoon, sorry for the delay - my day got off to a wild start.  
As discussed yesterday, Hamilton is interested in maximizing the value on a 30-year lease at the current Town Hall monopole location and you have agreed to solicit bids for both a 30-year and a 50-year lease options to show the town exactly what the anticipated value of the lease is with a longer term vs. accepting a shorter lease now and being able to renegotiate in the future.

You have also asked for copies of documents related to the second pole location - proposed for property adjacent to the Hamilton Public Safety building, and for which a lease has previously been signed, so that you can determine the added value of potentially selling the leases together.

Please feel free to clarify anything I may have misstated, so that we can ensure agreement on the terms of your engagement with the town. We look forward to seeing the results of your solicitations and delivering options to the Select Board soon.

Best regards,  
Joe D.

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From: [lisa.diamond713@gmail.com](mailto:lisa.diamond713@gmail.com) <[lisa.diamond713@gmail.com](mailto:lisa.diamond713@gmail.com)>  
Sent: Tuesday, August 12, 2025 8:13 PM  
To: Joe Domelowicz <jdomelowicz@hamiltonma.gov>  
Subject: External Email Warning RE: Diamond Consulting Agreement - lease buyout 577 Bay Road rear, Hamilton, MA

Hi Joe,

Thanks for your call today.

When you get a chance, please send:

1. Last correspondence with offer from Everest/Tower Alliance. Please forward the email chain.
2. Copy of the option agreement from Everest for the proposed second tower.
3. Signed LOA and consulting agreement.

Thanks so much,

Lisa

781-266-8505

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From: [lisa.diamond713@gmail.com](mailto:lisa.diamond713@gmail.com) <[lisa.diamond713@gmail.com](mailto:lisa.diamond713@gmail.com)>  
Sent: Tuesday, August 12, 2025 12:36 AM  
To: 'Joe Domelowicz' <jdomelowicz@hamiltonma.gov>  
Subject: FW: Diamond Consulting Agreement - lease buyout 577 Bay Road rear, Hamilton, MA

Hi Joe,

Hope you're enjoying the summer!

Do you have an update for me?

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Current list on SB landing page of adopted policies

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From Cyndi Farrell <cfarrell@hamiltonma.gov>

Date Wed 9/3/2025 11:37 AM

To Joe Domelowicz <jdomelowicz@hamiltonma.gov>

[Appointments to Multiple-member Bodies Policy](#)

[Banner & Sign Policy](#)

[Buy Recycled Policy](#)

[Capital Committee – February 25, 2019](#)

[Complete Streets Policy – January 22, 2019](#)

[Comprehensive Permit Policy – March 2004](#)

[Designer Selection Procedure – April 18, 2017](#)

[Display of Flags on Town Property, Amended – September 19, 2019](#)

[Environmental Impact Committee Charter – August 1, 2022](#)

[Guide to Citizens Petitions](#)

[Guidelines for Mail Stuffers – October 4, 20](#)

[Indigenous People's Day Proclamation – March 7, 2022](#)

[Land Acquisition Policy – November 2, 2015](#)

[Leaf Collection Policy – October 12, 1993](#)

[Minutes Policy – September 24, 2018](#)

[Organics Ban Policy – December 21, 2020](#)

[Policy on Advisory Boards & Committee](#)

[Policy on Converting Private Streets into Public Ways – 2019](#)

[Policy on Disposition of Surplus Supplies and Equipment – July 21, 2025](#)

[Policy Establishing the Human Rights Commission – November 23, 2020](#)

[Policy for Placement of Structures on Town Property – August 20, 2001](#)

[Policy for Procedure on Adopting a Policy – March 20, 2017](#)

[Senior Center Usage Policy – April 27, 2015](#)

[Social Media Policy for Committees – November 5, 2018](#)

[Social Media Policy for Employees – November 5, 2018](#)

[Social Media Policy for Town Owned Sites – November 5, 2018](#)

[Water Abatement Policy – September 15, 2008](#)

[Whistleblower Policy – June 4, 2018](#)

[Winter Parking Ban – November 7, 2011](#)

## **Financial Policies**

- [Capital Planning – October 22, 2018](#)
- [Disbursements – August 6, 2018](#)
- [Financial Reserves – October 22, 2018](#)
- [Revenue Turnover – August 6, 2018](#)
- [Travel Reimbursement – August 6, 2018](#)