

**NORTHERN MIDDLESEX REGIONAL
EMERGENCY COMMUNICATIONS
CENTER**

ANNUAL REPORT

2025



Prepared by

**EXECUTIVE DIRECTOR
BRIAN O'NEILL**

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LETTER FROM THE EXECUTIVE DIRECTOR



BRIAN O'NEILL

Executive Director
ENP, CCM, CMCP

Hello everybody. Director Brian O'Neill checking in for the 2025 annual report on the center. 2025 was an interesting year for the NMRECC, which brought both challenges and opportunities, including the transition of the leadership team. Throughout it all, our team remained steadfast in our mission of delivering timely, professional, and lifesaving emergency communications to the communities we serve.

From July through the beginning of October, NMRECC was left in the capable hands of Tewksbury Fire Chief Joseph Kearns. Chief Kearns led the team through a difficult transition, often making difficult decisions with limited information.

Chief Kearns ensured that all NMRECC members had the opportunity to voice their concerns and share their hopes for the agency's future. Chief Kearns and the administration team from the Town of Tewksbury paved the road for the start of my career here at NMRECC.

I began my leadership role here on October 14th, 2025. I came to the center having worked in public safety for 10 years, much of that time was spent in training and leadership capacities. From the moment I arrived, it was clear that NMRECC, even through its challenging year, has the potential to do great things. The front-line dispatchers work as a cohesive unit, providing amazing customer service and emergency assistance to the citizens of Dracut and Tewksbury. This report aims to offer a transparent look into our operations, key metrics, and ongoing initiatives that will help propel this center into the next generation of 911, while continuing to meet the evolving needs of our member departments and the people of our towns.

I have lofty goals in mind for NMRECC. Some of these goals will be included in the report, but the main priorities lie with ensuring operational efficiency, improving employee morale, and continuing to develop our staff. 2026 is shaping up to be a year of growth, achievement, and fresh starts. With all that being said, let's dive into the report!



NMRECC INTRODUCTION

The Northern Middlesex Regional Emergency Communications Center (NMRECC) is located in Tewksbury, Massachusetts, and serves as the 9-1-1 public safety answering point (PSAP) and dispatch center for Police, Fire, and EMS for the communities of Dracut and Tewksbury. NMRECC provides dispatch services for both the Dracut and Tewksbury Police and Fire Departments. In 2025, NMRECC processed 18,005 911 calls, 49,063 business/routine calls, and logged 67,068 CAD entries.

NMRECC was created on September 1st, 2020, and serves a population of 63,960. NMRECC’s staff are highly skilled in call handling and dispatch, and can perform both functions simultaneously and seamlessly as a high-performing team.

NMRECC operates with an authorized total staff of 19 employees, of whom 17 are directly assigned to RECC operations and 2 to administrative duties. All operations personnel have a minimum training level of APCO Public Safety Telecommunicator (PST), Priority Dispatch Emergency Medical Dispatch (EMD), Priority Dispatch Emergency Fire Dispatch (EFD), NG-911 Equipment Training, CPR at the BLS Level, and ICS 100, 200, 700, and 800. Our new employees receive all certifications on the job and spend 3-6 months developing emergency dispatch and call-taking skills before they are allowed to perform independently as members of the team.

NMRECC is governed by a combination of the Town Managers from Dracut and Tewksbury and an Operations Board comprising the Police and Fire Chiefs from each town. The Operations Board is responsible for the effective and orderly operation of NMRECC, including communications equipment and systems, dispatch protocols, operational policies and procedures, and making recommendations to the Town Managers and the Executive Director.



MISSION, VISION AND VALUES

MISSION

The mission of the Northern Middlesex Regional Emergency Communications Center (NMRECC) is to provide excellent and professional service to the citizens, visitors, and public safety responders of our member communities, Dracut and Tewksbury. The Northern Middlesex Regional Emergency Communications Center staff will accomplish this mission by striving to provide high-quality emergency communication services to our member communities and their Public Safety field personnel through adherence to professional standards and ethical practices.



VISION

The vision of the Northern Middlesex Regional Emergency Communications Center is to be a trusted, innovative regional emergency communications center that delivers calm, professional, and lifesaving service to every caller, every time.

VALUES

Respect: We exist to serve the public and our first-responder partners with professionalism, urgency, and respect, especially during their most stressful moments.

Integrity: We act honestly, ethically, and consistently, holding ourselves accountable to our policies, our colleagues, and the communities we serve.

Professional Excellence: We commit to high standards in training, performance, and decision-making, recognizing that excellence in communications directly impacts public safety outcomes.

Teamwork: We support one another across shifts, roles, and agencies, understanding that effective emergency response depends on trust, communication, and collaboration.

Resilience: We acknowledge the demands of emergency communications and prioritize adaptability, wellness, and continuous improvement to remain effective under pressure.

YEARLY CALL VOLUME OVERVIEW

The figure below illustrates call volume and call-handling performance by line type for the reporting period shown. Most calls received were 9-1-1 voice calls, totaling 16,327, which represents the overwhelming share of the center's workload. 7-digit (non-emergency) calls accounted for 1,636 calls, while 9-1-1 text messages remained very limited at 42, bringing the total call volume to 18,005.

	9-1-1 Voice	9-1-1 Text	7-Digit Emergency	Admin	Total
Calls Presented	16,327	42	1,636	0	18,005
Answer Time - Average	00:02.6	00:05.9	00:02.8	00:00.0	00:02.6
Answer Time - Median	00:02.0	00:05.0	00:03.0	00:00.0	00:02.0
Answer Time - Maximum	00:18.0	00:20.0	00:15.0	00:00.0	00:20.0
Calls Abandoned	505	0	39	0	544
% Abandoned	3.09%	0.00%	2.38%	0.00%	3.02%
Calls Answered	15,822	42	1,597	0	17,461
Agency Goal	95% - 10SEC	95% - 10SEC	90% - 10SEC	80% - 10SEC	
Within Goal	15,805	41	1,595	0	17,441
% Within Goal	99.89%	97.62%	99.87%	0.00%	99.89%
Longer Than Goal	17	1	2	0	20
Average Call Duration	02:27.1	12:17.2	00:59.6	00:00.0	02:20.5

YEARLY CALL VOLUME OVERVIEW

CALL PERFORMANCE

18,005
911 calls

Call-answering performance was consistently strong across all line types. The average answer time for 9-1-1 voice calls was approximately 2.6 seconds, with a median of 2 seconds, well below the agency's goal of answering 95% of calls within 10 seconds. Similar performance was seen for 7-digit calls and 9-1-1 text calls, all of which met or exceeded their respective benchmarks.

Call abandonment rates were low overall. 9-1-1 voice calls had an abandonment rate of 3.09%, while 7-digit calls were slightly lower at 2.38%. There were no abandoned 9-1-1 text calls, resulting in an overall abandonment rate of 3.02%, indicating effective call handling and minimal caller drop-off.

In terms of compliance with agency standards, performance was exceptionally high. 99.89% of all calls were answered within the required time goals, with only 20 calls across all line types exceeding the established benchmarks.

Overall, the data demonstrates a high-performing communications center with strong response times, low abandonment rates, and excellent compliance with established call-answering standards.

2.6 seconds
average 911 call
answer time

99.89%
calls answered under
10 seconds

16,327
911 voice calls
out of 18,005 total

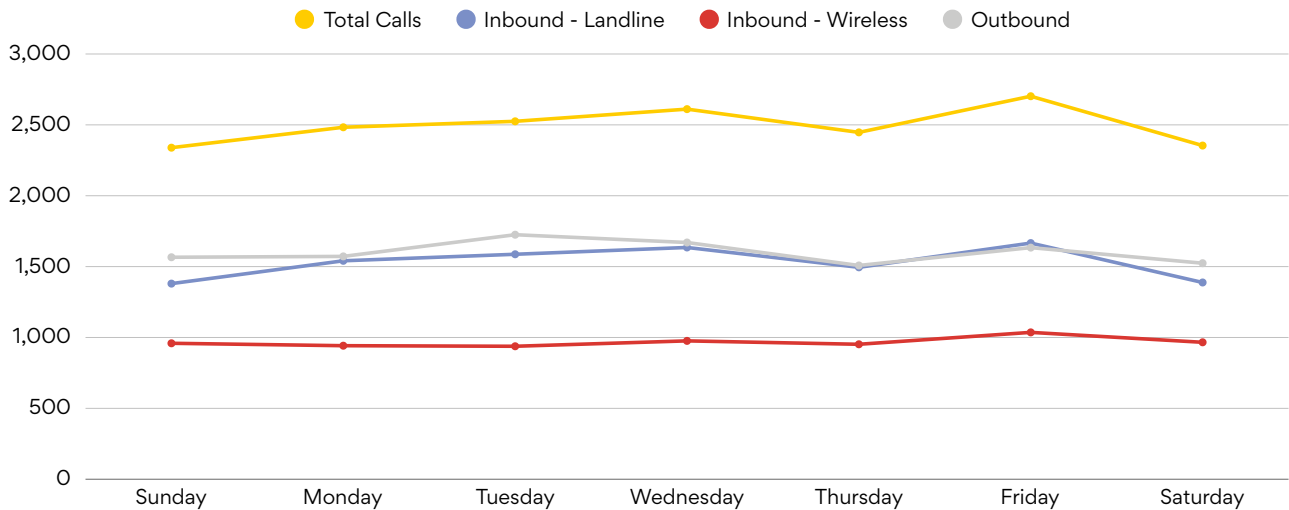
42
911 text calls
out of 18,005 total

1,636
7-digit (non-emergency)
calls out of 18,005 total

544
Abandoned calls
(dropped before answering)

YEARLY CALL VOLUME OVERVIEW

DAILY CALL VOLUME



Across all days, the communications center handled 29,204 calls, including both inbound and outbound activity. Of the 29,204 calls handled, 17,461 were inbound calls, and 544 inbound calls were abandoned. The result is that approximately 61.7% of calls are handled inbound.

Call volume was consistently spread across weekdays, with Friday recording the highest overall volume at 4,410, followed by Wednesday (4,363) and Tuesday (4,331). Saturdays and Sundays had slightly lower total volumes than on weekdays, though they still represented substantial operational demand.

Inbound calls were further broken down by call source. Landline and other non-wireless calls accounted for 10,692 answered calls and 347 abandoned calls, representing 61.3% of inbound call volume. Wireless calls accounted for a significant portion of inbound activity as well, with 6,769 answered calls and 197 abandoned calls, totaling 38.7% of inbound calls overall. This split remained consistent across all days of the week.

Outbound calls represented a significant component of daily operations. The center handled 11,199 outbound calls, making up approximately 38.3% of all call activity. Outbound volume remained steady throughout the week, ranging from about 37% to 40% of daily call totals, reflecting ongoing operational needs, including callbacks, notifications, coordination with field units, and inter-agency communications.

Overall, this graph demonstrates a steady, predictable call workload throughout the week, with slightly higher activity on weekdays, a firm reliance on wireless calls for inbound emergency communications, and a substantial volume of outbound calls needed to support public safety operations.

ADMINISTRATION

AUTHORIZED PERSONNEL

The NMRECC is currently authorized for 19 full-time personnel, including 1 Executive Director, 1 Administrative Assistant, 4 Supervisors, and a highly trained team of Emergency Communications Dispatchers (ECDs).

The center is staffed 24/7, with shifts from 12 A.M to 8 A.M, 8 A.M to 4 P.M, and 4 P.M to 12 A.M.

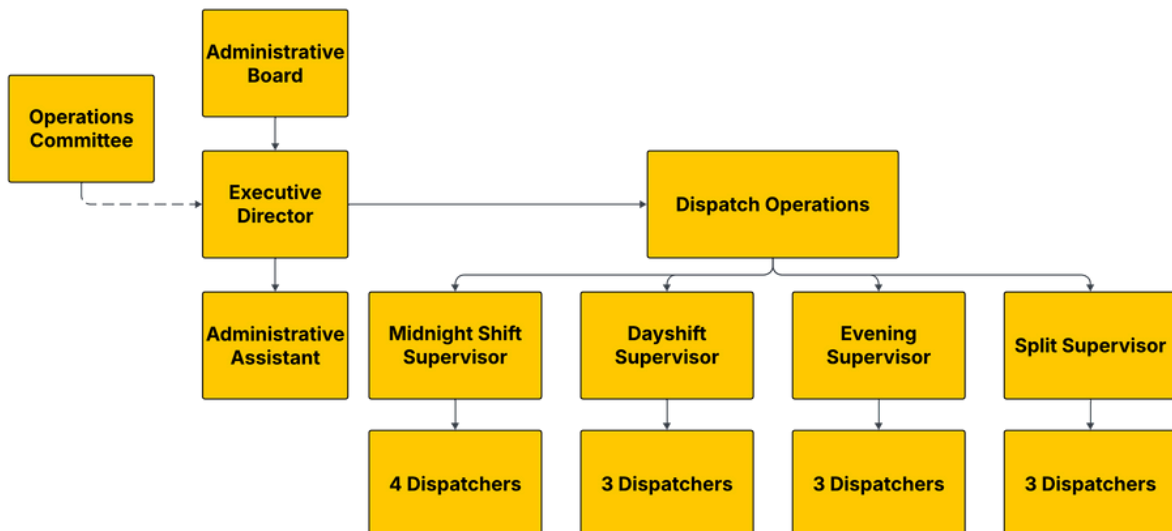
RECRUITMENT AND RETENTION

Throughout 2025, NMRECC hired six dispatchers. Two failed to complete training, one cleared before the end of the year, and three are projected to release from training early in 2026. 2025 was not without loss: six dispatchers resigned to pursue opportunities elsewhere, and two full-time dispatchers stepped down to the per diem level. NMRECC plans to continue hiring until it is fully staffed and to form an interview panel before February.

PROMOTIONS

In October of 2025, NMRECC had a supervisor drop to the per diem level, leaving a leadership spot open. Dispatcher John Jouvelis applied and, after a fantastic interview, was promoted to Dispatch Supervisor. Supervisor Jouvelis has been with the center since its inception and remains an active member of the training team, providing guidance and leadership to his fellow dispatchers.

ORGANIZATIONAL CHART



FY2026 BUDGET INFORMATION

The total operating budget for FY26 was \$2,952,470. Forty percent (40%) of the operating budget was funded through the Massachusetts State 911 Support and Incentive Grant, while the remaining member community assessments funded sixty percent (60%).

Category	FY25 Approved	FY26 Approved	Change
Salary & Wages	\$1,652,393.00	\$1,822,409.00	\$170,016.00
Operating Costs	\$446,511.00	\$646,754.00	\$200,243.00
Capital Outlay	-	-	
Unclassified	\$463,063.00	\$483,307.00	\$20,244.00
Total Budget	\$2,561,967.00	\$2,952,470.00	\$390,503.00

Funding	FY2025	FY2026	Change
State 911 S&I Grant	\$1,161,295.00	\$1,182,037.00	\$20,742.00
Training Grant	\$86,258.00	\$106,977.00	\$20,719.00
EMD Grant	\$31,800.00	\$31,800.00	\$0.00
Dracut	\$601,864.00	\$765,651.00	\$163,787.00
Tewksbury	\$680,750.00	\$866,005.00	\$185,255.00
Total Funding	\$2,561,967.00	\$2,952,470.00	\$390,503.00

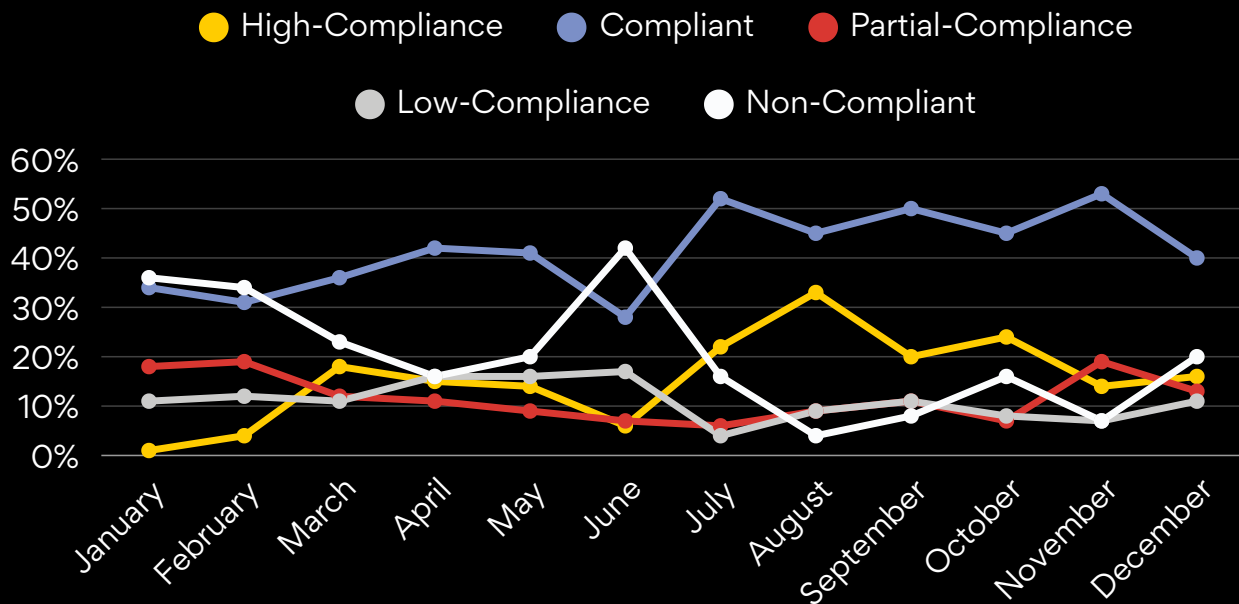
The State 911 Training Grant funded mandated annual educational training. As shown in the table above, NMRECC received \$106,976.88 in grant funding to cover training fees and overtime incurred for the mandated yearly continuing education. NMRECC also participated in the Emergency Medical Dispatch (EMD) Grant Program. These funds are for software and QA activities. In FY26, NMRECC received \$31,800, which covers Priority Dispatch and the associated QA program.



QUALITY ASSURANCE

The Quality Assurance (QA) process holds the organization accountable for ensuring its services meet the quality standards set by the organization and its industry. Quality Assurance for received emergency and non-emergency calls involves listening to and auditing a random sample of calls to determine whether NMRECC Employees are adhering to NMRECC's standard operating procedures and to provide a guideline for continuous quality improvement. The QA program is a promise to internal and external stakeholders that the organization will deliver high-quality services that offer a positive user experience.

NMRECC's QA is provided by the company Quality Performance Review (QPR), which offers a standardized QA method, an impartial third party with no stake in the process, and truly unbiased information to improve NMRECC's services.



The chart above shows monthly compliance levels across five categories from January through December. The Compliant category remains the largest overall, averaging 41.42%, with compliance strengthening throughout the year, peaking in July (52%), September (50%), and November (53%). High-Compliance shows the most notable improvement, rising from 1% in January to a peak of 33% in August, with an annual average of 15.58%, indicating a clear upward trend.

Partial-Compliance remains relatively stable throughout the year, averaging 11.75%, while Low-Compliance also shows consistency, averaging 11.08%. Non-Compliant outcomes decline significantly over the year, dropping from highs of 36% in January and 42% in June to a low of 4% in August, with an overall average of 20.17%. Overall, the data indicates a steady shift from lower compliance toward higher compliance, with the strongest performance occurring during the summer and early fall months.

SIGNIFICANT EVENTS

JANUARY 2025: Dispatcher Rebecca Maccaro was recognized, along with members of Tewksbury Police and Fire, for their efforts that saved a life.



APRIL 2025: NMRECC hosted its first-ever training day, during which all dispatch members participated. While MA TERT covered the center, dispatchers worked with PD and FD agencies to run mock scenarios, refresh EMD/EFD protocols, and included a wellness/mental health component.

JUNE 2025: Dispatcher Katharine O'Connell was nominated for the MCSA Telecommunicator of the Year for 2024 on June 22nd of this year. This nomination showcases Dispatcher O'Connell's dedication, professionalism, and commitment throughout the year!



MAY 2025: Supervisor Joey Aberle was awarded the TERT Northeast Telecommunicator of the Year and the TERT Telecommunicator of the Year awards. Joey is one of the most active members of the 66-person Massachusetts TERT team. He takes a leadership role at every deployment and is there for fellow dispatchers when they need him.

SEPTEMBER 2025: Dispatchers at NMRECC received a call for a party needing CPR, but the family members could not roll the patient onto their back. NMRECC dispatchers quickly realized this and dove into instructions for giving CPR through the back, something that is very unheard of. The patient did not ultimately survive, but the quick thinking of the team on duty brought the patient additional time for his family to see him.

NOVEMBER 2025: NMRECC Dispatchers were awarded for a CPR save in Dracut from April 2025. Along with members of Dracut FD and Pridestar/Trinity EMS, the patient was successfully resuscitated and left the hospital of their own accord.



NOVEMBER 2025: Dispatchers assisted with CPR instructions to a family member to assist with reviving a male party in Tewksbury, just days before Thanksgiving. The male was home a week later, with no lasting after effects.

DECEMBER 2025: NMRECC reached out to the Collins Center for Public Management through UMass Boston to conduct an Operational Analysis of the center. This analysis will help guide future actions to ensure the center's success.

GOALS FOR 2026

Every new year offers a chance to make significant changes and upgrades. NMRECC is no exception to that rule. Goals continue to change and adapt daily, and here is what is planned for NMRECC in 2026.

COMPLETE POLICY OVERHAUL

NMRECC's policies need revision and adaptation. A policy committee has been formed, with the goal of obtaining CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation. This committee consists of two supervisors and two line dispatchers. Through their shared work and brainstorming, new policies will be created and presented to the Executive Director and the Operations Board for approval.

COMPLETE TRAINING PROGRAM OVERHAUL

NMRECC's training program also needs some careful attention and energy. A training program is the basis for a well-working center. Over the course of 2026, the training program will be entirely rehailed and reimagined in line with APCO and NENA training standards, to eventually obtain APCO Training accreditation. The training program will be modeled after successful neighboring centers, with emphasis placed on tailoring the content specifically for NMRECC.

A Training committee was created, consisting of one supervisor and one dispatcher. This committee will be responsible for developing training materials, such as PowerPoint presentations, quizzes, and other materials, and keeping the information up to date.

Eventually, an in-house academy will be created. This academy will accomplish many of the same goals as the State 911 Academy, but it will be specifically tailored to NMRECC and to prepare our employees to work the desk.

REVIVE THE COMMUNITY OUTREACH PROGRAM

The NMRECC community outreach program is a primary goal for 2026. Many people in our communities do not understand how 911 works. They think the person they are talking to on the phone will be the one showing up at their house. It is our responsibility to educate them and make them comfortable with the idea of a 911 center! Thus, the NMRECC Community Outreach Team will work hand in hand with the Tewksbury and Dracut Community Outreach teams to raise awareness of the center.



CLOSING STATEMENT

2025 was an eventful year for the NMRECC. Throughout that time, assistance was provided by many partner agencies that work with NMRECC daily. Many thanks go out to:

- John Curran, Tewksbury Town Manager
- Kate Hodges, Dracut Town Manager
- Robert Maynard, Tewksbury Assistant Town Manager
- Al Rego, Finance Director / Town Accountant for Tewksbury
- Ryan Columbus, Chief of Police, Tewksbury PD
- Joseph Kearns, Chief of Fire, Tewksbury FD
- Peter Barlett, Chief of Police, Dracut PD
- Michael Cunha, Chief of Fire, Dracut FD

The team at NMRECC is, without exaggeration, incredible. They have been through many trials this year, and it is my desire to have them acknowledged here for the incredible service, professionalism, and amazing attitudes they bring to the center daily. Many thanks to the team, including:

- Administrative Assistant Crystal Moschella
- Supervisor Janice Judd
- Supervisor Joey Aberle
- Supervisor Patrick Laycox
- Supervisor John Jouvelis
- Dispatcher Rebecca Maccaro
- Dispatcher Josh Tirrell
- Dispatcher Katharine O'Connell
- Dispatcher Alexander Sadwick
- Dispatcher Dominick Vaillancourt
- Dispatcher Christopher Resendes
- Dispatcher John Colon
- Trainee Jillian Fiore
- Trainee Girald Patrick Sales
- Trainee Morgan Arrigo
- Per Diem Justyne Cawthorn
- Per Diem Andrea DeFina
- Per Diem Josh Whittemore

These incredible people kept the center afloat during a trying time. Through their hard work, shared beliefs, and genuine care for the people in their towns, operations remained at an excellent level.

Respectfully submitted,
Brian C. O'Neill, ENP, CCM, CMCP