	ANDOVER POLICE DEPARTMENT GENERAL ORDER	Number: O2904
		Page: 1 of 3
		Distribution: All
Title: PERFORMANCE MEASUREMENT PROGRAM		Section: Communications
Issued: 07/30/2019	Effective: 08/07/2019	Revised: 05/15/2020
Rescinds:	Amends:	
CALEA References: COM 2.5.1 - 2.5.4		
Review: Annual	Authority: Chief Michael A. Keller	

I. Purpose

It is the purpose of this General Order to establish a methodology and guidelines for measuring performance of the Communications Section's core services of answering and dispatching emergency calls for service.

II. Policy

The Andover Emergency Communications Center shall evaluate performance by monitoring and analyzing pertinent measurement data related to the Section's core services.

III. Definitions

- A. **Emergency Call Tracking System (ECATS)** – a MIS reporting system designed for the public safety industry to turn raw 9-1-1 call data into neat, informative information about the PSAP's performance and future needs.
- B. **National Emergency Number Association (NENA)** - the 9-1-1 Association that serves the public safety community as the only professional organization solely focused on 9-1-1 policy, technology, operations and education issues.


IV. Regulations

- A. Communication Officers shall regularly maintain a level of proficiency and skills regarding call handling in accordance with established department performance expectations. ([B])

V. Procedures

A. Responsibility

1. The Communications Director has primary responsibility for evaluating performance related to the Communications Sections core services (COM 2.5.1a).

	ANDOVER POLICE DEPARTMENT GENERAL ORDER	Number: O2904
	Title: PERFORMANCE MEASUREMENT PROGRAM	Page: 2 of 3
		Section: Communications

REV. 05152020

2. The Communications Director shall prepare a monthly report identifying the activities of the emergency 911 lines. The report will be given to the Chief of Police by the 10th of every month, with data from the preceding month. The report will contain pertinent numerical data in the following categories (COM 2.5.4):
 - a. 911 calls;
 - b. Abandoned calls;
 - c. Total calls;
 - d. Calls Per Hour;
 - e. Daily average 911 calls;
 - f. Average number of calls per hour;
 - g. PSAP Ring Time; and,
 - h. PSAP Answer Time.

B. Training


1. As the primary evaluator of the Communications Section performance, the Communications Director shall receive training on general performance measurement concepts and techniques (COM 2.5.1b).

C. Activities and Outcomes

1. Core services shall be the primary focus of performance measurement. Expected outcomes are established by the Communications Director for each area upon commencement of measurement (COM 2.5.1c).
2. Personnel shall use the most efficient and effective tools available, such as ECATS Reports, spreadsheets or other data collection reports to evaluate performance. (COM 2.5.1d).
3. Performance measurement analysis and data shall be shared with Communication Officers and be included in the Communications Directors Monthly Report to the Chief of Police to be forwarded to City Council for opportunity for review and feedback (COM 2.5.1e & 2.5.4).
4. Community feedback on Communication Officers service delivery will also be obtained through the use of Citizen Satisfaction Surveys (APD Form 34) (COM 2.5.1e).

D. Performance Measurements (COM 2.5.2)

1. Call answering times for incoming emergency lines shall be measured against NENA’s established call handling standards as the standard for minimal call answering times. NENA standards state that 90 percent of 911 calls/requests received will be answered within 10 seconds during the busiest hour of the day;

	ANDOVER POLICE DEPARTMENT GENERAL ORDER	Number: O2904
	Title: PERFORMANCE MEASUREMENT PROGRAM	Page: 3 of 3
		Section: Communications

with 95 percent of 911 calls/requests received being answered within 20 seconds

2. The current standard for 9-1-1 calls processing time is to accomplish the following tasks within 60 seconds of receipt of the phone call 90 percent of the time:
 - a. Ask and verify the location of the incident or emergency;
 - b. Obtain the callback phone number from the person making the call;
 - c. Determine the nature of the incident or emergency, and;
 - d. Select and assign the appropriate response to the incident.
3. The Andover Communication Section has the following performance expectations:
 - a. Answering 90 percent of 9-1-1 calls within 10 seconds or less;
 - b. 75 percent of Law Enforcement Priority I calls shall be dispatched within 90 seconds of receipt;
 - c. 75 percent of Law Enforcement Priority II calls shall be dispatched within 100 seconds of receipt;
 - d. 80 percent of Fire calls shall be Pre-Alerted or dispatched within 90 seconds of receipt; and
 - e. 80 percent of Law Enforcement Priority III calls shall be dispatched within 300 seconds (5 minutes) of receipt.
4. Police or fire calls with a priority 2 or higher shall be dispatched as quickly as possible. The average response time for these incidents shall be evaluated based on time of "entry to dispatch".
5. Performance measurements shall be analyzed quarterly by the Communications Director and shared with the Communication Officers during their quarterly goal reviews. A documented performance measurement report shall be submitted to the Chief of Police with any policy, training or remedial actions taken. (COM 2.5.3).

REV. 05152020

E. Distribution and Feedback (COM 2.5.1e)

1. Performance measurement data shall be contained in the Agency Annual Report, provided to citizens upon requests and on the Andover Police Department website.
2. The Communications Director will meet quarterly with the Chief of Police and the Andover Fire Department Chief in an attempt to obtain performance feedback.