

Metro Communications Agency

2010
Annual
Report



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Over the last 12 months we have certainly seen a lot of changes. The experiences of 2010 have made Metro Communications Agency a stronger more resilient organization. We've experienced the routine calls. We've experienced chaotic complex events. We've been part of the changing landscape that is Sioux Falls and Minnehaha County.

In 2010 we did more with less. Tough financial conditions throughout the country have forced all of us to make tough decisions. We know in our personal lives these decisions are difficult, but necessary. The same is true in our professional lives. These decisions are calculated to ensure continuity of operations throughout the broad requirements of the City and County. In these tough times we all contributed to the goal of reducing expenses. This was accomplished by reducing the amount of sick leave used and number of overtime hours required. It was also accomplished by reviewing existing contracts and services to improve efficiencies. We reprioritized capital projects to be completed in future years. All in all, we think everyone did a great job!

Being mobilized and deployed in early 2010, Director Daren Ketcham has been away from the organization for most of the year..... *"It has provided an opportunity to step back and really look at what is important both professionally and personally. I can tell you after being away for the year I cannot wait to get back to my wife and family and colleagues at Metro.*

This year I have served in a multitude of roles from being the Aide to the Commanding General-Task Force Rushmore, to identifying forces coming into and leaving Afghanistan, to leading the Directorate of Emergency Services at Camp Eggers. It is as the Director of Emergency Services where I really got down to business. I think my experiences back home certainly made it easier to adjust to the new responsibilities.

The timing of my absence wasn't ideal. It placed additional burden on many in the organization and forced everyone to make adjustments. I am fortunate to work for an organization like Metro. The support has been outstanding. Leaving Metro at this time was difficult. You've made it easier. I'd like to especially thank Chief Deputy Michelle Boyd for serving as Acting Director. Her leadership and dedication are outstanding.

I am anxiously awaiting my return in May 2011. The experiences of 2010 are what makes 2011 and beyond so exciting. I'm proud to be part of the Metro team and excited about our destination."

In 2011 we will face challenges that are no less important than those of 2010; however, the adjustments made in the previous two years will help ease the pain of future constraints. We all need to hold tight to the fact that there is light at the end of the tunnel. As the economic outlook begins to improve, we will reevaluate our short and long term priorities to determine how to best serve the public with our limited financial resources.

Looking past the money and the technology you find the cornerstone of the organization, our employees. Over the course of the year we have seen changes in the faces of the organization. Some have moved in, others have moved on. With Deb Berreth's retirement after 30 years, we welcome Jennifer Disburg as the new Operations Manager. Jennifer has been employed at Metro since 1999 and will be a wonderful addition to the management team. As we look at our Operations, one thing that has always remained constant is the dedication of the professionals serving at Metro. Jeannie Nyhus celebrated 30 years of service at Metro in 2010 and Janet Sternhagen will have served 25 years in 2011. The organization would not be what it is today if it wasn't for the pride and commitment of the Metro employees. The profession you have chosen is not easy and at times can be very stressful and demanding. The customers you serve are the most precious resource of our community, people.

Not only do our employees provide a great service to the community through their profession, they also donate their time and money to give back to others.

Personally, in 2010, staff participated in the following:

School Volunteer
Youth Softball Coach
Banquet Volunteer
Community Activities volunteer
Minnehaha County Police Reserves Service
School and Church Trips Chaperone
Local Dollars for Scholars Board Member
Haiti Earthquake Volunteer

Church Volunteer
Youth Baseball Coach
Youth Basketball Coach
Volunteer Fire Department Service
CASA Volunteer
Local Music Boosters Volunteer
Church Choir Director

They also gave to the following programs through various organized efforts such as Casual Weekends and Holidays and the Minnehaha County Diversity Committee efforts:

Back to School Food Drive
CARE packages for deployed law enforcement personnel
World Hope International for the Haiti Earthquake
Operation Outreach for the Kabul Orphanage
MS Society

Career Closet Clothing Drive
South Dakota United Way
Children's Miracle Network
SD Community Food Bank Feeding SD

The care and commitment that Metro staff shows to the community is a true depiction of their character and makes us proud to say we are a part of that team!



Daren Ketcham, Director



Michelle Boyd, Acting Director

OPERATIONS

Metro Communications Agency (MCA) is a 24 hour agency that responds to the public safety needs of Minnehaha County and the City of Sioux Falls by providing professional call taking and dispatch services for both emergency and non-emergency situations. The Operations Division of the Agency is responsible for staffing, scheduling, and operations of the center.

MCA continues to provide support services to the following agencies:

Sioux Falls Police Dept	Minnehaha County Sheriff's Office	Brandon Police Dept
Rural Metro Ambulance	Dell Rapids Ambulance	Garretson Ambulance
Humboldt Ambulance	Medstar Ambulance	Sioux Falls Fire Rescue
Baltic Fire Dept	Brandon Fire Dept	Colton Fire Dept
Crooks Fire Dept	Dell Rapids Fire Dept	Garretson Fire Dept
Hartford Fire Dept	Humboldt Fire Dept	Lyons Fire Dept
Renner Fire Dept	Sherman Fire Dept	Splitrock Fire Dept
Valley Springs Fire Dept	SD Air National Guard Fire Dept	Minnehaha County Emergency Mgmt
Sioux Falls Animal Control	SF Area Humane Society	Second Chance Rescue

In addition, MCA also provides support to SD Highway Patrol, SD Division of Criminal Investigation, the US Department of Health and Human Services, the US Marshall's office, the US Department of Homeland Security, US Immigration, Customs Enforcement and the Federal Bureau of Investigation.

The primary function of operations is to answer all 911 and non-emergency phone lines coming into the center, as well as dispatching the appropriate responders, and monitoring the status of those responders. Operators also make thousands of outgoing calls each year at the request of responders.

Phone Calls	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Daily Average	958	872	903	968	934	1,036	1,088	1,032	928	928	839	841
911 Incoming	6,939	5,829	6,283	6,682	7,323	7,387	8,334	7,646	6,759	6,882	6,257	6,604
Admin Calls	15,402	12,762	15,238	15,982	15,449	16,938	18,171	17,095	15,086	15,300	13,228	13,503
Outgoing Calls	7,359	5,834	6,470	6,361	6,176	6,763	7,235	7,253	6,003	6,596	5,684	5,952
Monthly Total	29,700	24,425	27,991	29,025	28,948	31,088	33,740	31,994	27,848	28,778	25,169	26,059
CFS	14,085	13,125	15,545	15,135	15,989	17,093	18,925	19,114	16,153	16,143	14,117	14,318
Total Calls 2010	344,765					Total CFS 2010		189,742				

One storm can dramatically change the activity level in the 911 Center in a matter of seconds. The daily average of phone calls answered throughout the year was 732; however on June 26, 2010, approximately 508 calls were answered between the hours of 7:00 PM and 9:30 PM during a severe thunderstorm.

MCA continues to deploy tactical dispatchers with the local SWAT teams to provide on-scene dispatch capabilities at critical incidents. The Tactical Dispatch Team is currently made up of 9 tactical dispatchers with a scheduled response rotation for callouts. In 2010 the team responded to 8 critical incidents, which included search warrants and barricaded subjects.

Always striving to maintain a strong awareness of 911's critical role in public safety, MCA contributed to several community awareness projects this year, including 911 presentations for the Rotary Club, Lutheran Social Services and the Sioux Falls Police Auxiliary. Staff also assisted Sioux Falls Police Department School Resource Officers in public safety presentations to various 3rd grade classes throughout the Sioux Falls area. In February, Metro held a Citizens Academy, highlighting the behind the scenes processes involved in the 911 dispatch center.

Outstanding Employee Recognition:

Employee of the Year

Jason Meyer	2009
Bob Babcock	2008
Deb McMahan	2007

TRAINING

In the public safety profession dispatchers never know what situation will be on the other end of the phone or radio. Therefore, it is imperative for them to stay proactive in their training and continually plan for the unknown. Keeping their skills honed and maintaining awareness helps them manage increased workloads caused by severe weather, critical incidents, special events or mass casualty situations as they occur.

New Recruit Training

On April 12th MCA welcomed four new employees into the 911 ranks. In May the recruits graduated from the 2-week State 911 Academy in Pierre receiving certifications in Emergency Medical Dispatch (EMD), National Crimes Information Center (NCIC) and CPR. Three of the recruits successfully completed the 22 week training process (10 weeks of classroom training and 12 weeks of hands on training in the center) and began working in the center on their own in September.

Five additional recruits were hired on December 6th. They spent the last month of 2010 completing four weeks of classroom training along with 16 hours of call center observation. Their training is scheduled to continue into May of 2011.

Continuing Education

In addition to weekly on-shift training for all operators, three departmental in-service training sessions were held in 2010. These mandatory 2-hour training sessions covered a broad range of topics including: EMD, NCIC, General Policy and Procedure Reviews, as well as a presentation on the National Center for Missing and Exploited Children.

Bi-Annual re-certification was completed in the areas of EMD, NCIC and CPR.

Select staff also took advantage of numerous training opportunities outside of MCA. These courses included:

- Public Safety Media Training
- FEMA ICS 300 and 400 Training
- Instructor Development
- 2010 Dakota 9-1-1 Conference
- Homeland Security Conference
- Emergency Medical Dispatch Quality Assurance
- FEMA Online Supervisor Training.

MCA staff provided and/or assisted with the following training to other local departments and agencies:

- SFPD Reality Based Training at the WH Lyons Fairgrounds
- NCIC Limited Access certification for local law enforcement
- SEND Protocol Training and MCA Orientation for local law enforcement
- Sioux Valley Energy Emergency Response Training
- Pipeline Association/Public Awareness training

In February MCA hosted a four day Tactical Dispatch class. The Tactical Dispatch Team participated in four joint training exercises with the SFPD SWAT team. They also participated in a large scale school re-unification exercise in October, involving multiple agencies from Minnehaha and Lincoln Counties.

In 2010 we began to provide Shift Supervisors with monthly training relevant to their daily responsibilities in the Operations Center. This is in addition to an intensive leadership and supervisory introductory training developed and implemented for all first time supervisors. The goals of both of these efforts is to give our Operations Center leadership staff the tools they need to effectively lead and support our staff.

MCA secured funds in 2010 to host several advanced training opportunities here in Sioux Falls. Because of these awards, plans are underway to host the following trainings in 2011: EMD, Dispatch Supervisor, Certified Training Officer, and Customer Service. These classes will be open to dispatch center staff from across the region and will provide crucial training opportunities, not only for MCA, but for peer agencies as well.

TRAINING (Continued)



MCA was the host agency for the annual Dakota 9-1-1 Conference in April of 2010. The Dakota 9-1-1 Conference is a subdivision of the Association of Public Safety Communications Officials (APCO) and the National Emergency Numbers Association (NENA). The Conference is rotated annually between the states of South Dakota and North Dakota. The conference provides the opportunity for dispatchers from both states, as well as the surrounding areas, to attend localized training relevant to the 9-1-1 Public Safety profession.

The 2010 Conference was held at the Holiday Inn City Centre with approximately 100 attendees and 14 vendors. Educational topics presented by both local and national guest speakers included sessions on Emotional Survival, Next Generation 9-1-1, Recognizing Domestic Violence, Mass Casualty Incidents, Effective Leadership and Domestic Terrorism. Mr. V.J. Smith, author of the books *The Richest Man in Town* and *Jackrabbit Tales*, honored conference participants with an inspirational speech during an afternoon catered lunch. The traditional ManAPCO Night was held in the Starlight Ballroom with a catered dinner and entertainment provided by Deuces Wild! Dueling Pianos.

The Conference was an overall success and enjoyed by many. After all expenses were paid, a profit of \$6000 was turned over to the Dakota 9-1-1 Conference, Inc., a non-profit corporation established to provide grant funds and educational opportunities to 9-1-1 related groups or entities in North and South Dakota.

QUALITY ASSURANCE

MCA is committed to providing services with the highest degree of quality possible. Our dispatchers receive both individual and group training throughout the year based on overall findings from EMD and Non EMD reviews. Staff also has access to a variety of self-education tools to help them maintain their skills.

Medical Calls

Calls requiring emergency medical assistance are processed utilizing the Medical Priority Dispatch System (MPDS). MPDS allows dispatchers to utilize specific standardized protocols to triage patients over the phone and provide the ability to give life saving instructions prior to the arrival of emergency responders.

Forty-four MCA employees are certified in Emergency Medical Dispatch (EMD). To maintain certification employees must successfully complete a written examination with a passing score of at least 80%, complete a minimum of twenty-four hours of continuing education, and maintain current CPR certification. Employees must complete recertification every two years.

2010 marked the 10th year MCA has been recognized as an Accredited Center of Excellence (ACE). As an ACE, MCA is recognized by the National Academy of Emergency Dispatch for providing superior, up-to-date public care and efficient resource utilization to achieve maximum results in emergency situations. ACE's are required to submit re-accreditation packages every three years for review by the National Academy and comply with 20 rigorous points of excellence. MCA is due for re-accreditation again in 2012.

Compliance to protocol standards is monitored by the Quality Assurance Coordinator. In 2010 two additional Coordinators were also certified to review medical calls. Each Emergency Medical Dispatcher receives ongoing feedback on their performance based on established guidelines set by the National Academy of Emergency Dispatch.

Quality Assurance reviews were completed on 2,135 randomly selected calls in 2010. These calls make approximately 19% of all medical calls processed. A standard of 25 calls per month are reviewed with a minimum of three calls per dispatcher per month.

MCA consistently exceeds both the standards of quality established by the National Academy of Emergency Dispatch, and the average scores of all other Accredited Centers of Excellence. Compliance scores range from 90% or 95% in six separate categories with an overall compliance required of 90%. In 2010 Metro's overall compliance score was 99.15%.

Non EMD

In 2010 the Quality Assurance program was expanded to also include review of non medical calls and radio traffic. Random reviews were conducted by Shift Supervisors for each employee on a quarterly basis. Mandatory reviews on calls such as robberies, bomb threats, kidnappings, homicides, school shootings, aircraft emergencies, and pursuits were also completed.

In 2011 employees will receive two Non EMD phone reviews per quarter, for a minimum of 8 reviews per year, and must maintain an annual compliance score of 92.5%.

FINANCE AND ADMINISTRATION

The Finance and Administration division of MCA serves to sustain the fiscal health of the agency, meet the human resource needs of our staff, and ensure our technologies are effective tools for our staff and the responders throughout the jurisdiction who depend on them.

Administration

The City of Sioux Falls and Minnehaha County entered into a new 2 year Joint Cooperative Agreement for Communications Services in December, 2010. This Agreement reaffirms the establishment of Metro Communications Agency to provide emergency and nonemergency public safety communications services to the public within the City of Sioux Falls and Minnehaha County.

Staffing & Human Resources

Our staff are our greatest assets. We strive to serve the citizens of Sioux Falls and Minnehaha County with the greatest degree of expertise and professionalism.

MCA had an authorized strength of 47 staff in 2010: Director, Operations Manager, Business Manager, Operations Coordinator, Quality Assurance Coordinator, Technology Coordinator, Training Coordinator, Senior Office Assistant, 6 Shift Supervisors, 31 Communications Operators, Lead Electronics Technician and an Electronics Technician.

However, 2010 marked the first full year without an agency operated Radio Shop. Radio Shop positions (Lead Electronics Technician and the Electronics Technician) remained unfilled throughout 2010. Services previously provided by these personnel were effectively provided instead by local businesses.

MCA again experienced multiple short and long-term staffing absences in 2010, including several military leaves. This continues to attest to the teamwork of our staff and the planning by management to continue to meet the needs of our first responders with the staff we had available, while minimizing related overtime costs.

Employee retention continues to be a focus for the agency. Turnover in dispatch related staff increased in 2010 but still remains well under the industry average. Additional Employee Assistance Program resources were identified and provided to staff in 2010, along with the implementation of an agency Wellness program. Support resources, recognition and appreciation, and effective training remain a priority for all staff.

Changes were implemented in MCA's recruitment processes to further refine the selection of most qualified applicants and to ensure applicants have useful information to help them determine if a career with MCA is a good fit for them.

In response to a goal established in 2009, MCA focused on cross training leadership staff to ensure stability of administrative services in the potential absence of staff. Skills, roles, and responsibilities of existing leadership staff were reviewed and effective cross training was implemented in all areas of administration. Cross training in Finance relieved the City of Sioux Falls of the responsibility to provide payroll and accounting services in the absence of the Business Manager, and provided for greater internal checks and balances. Additionally, cross training provides for better continuity and security within the structure of MCA, along with opportunities for succession planning.

Budget & Finance

MCA's 2010 budget was just under \$3.9 million and, as in past years, was funded in great part by E911 surcharges. Budgeted surcharges were just under \$2.2 million. The surcharge maximum of \$.75 per telephone line per month is set by state statute and has not been increased since the legislation was enacted in 1989. For the 2nd year in a row actual surcharges again fell short of projections. However, growth appeared to return in late 2010, reflective of economic changes.

The next largest source of funding for MCA remains the support from the City of Sioux Falls and Minnehaha County. Budgeted support was just under \$1.6 million. The City's share is 75% while the County's share is 25%. Agency budgets take into account 5 year budget projections and capital improvement plans in order to build necessary cash reserve and minimize spikes in City & County share needed for cash flow and capital improvements.

MCA responded to City of Sioux Falls funding concerns in 2010 by making significant changes to 2010 budgeted expenditures. Equipment purchases were delayed and controllable expenses, such as staff travel and training, were minimized. Grant funds were secured for one of the delayed equipment purchases, MCA's voice logging recorder. Competitive quotes will be requested and the recorder will be replaced in early 2011.

FINANCE & ADMINISTRATION (Continued)

Unpaid military absences, along with the mid-year changes to budgeted expenditures, resulted in an increase to cash reserves. Faced with City of Sioux Falls and Minnehaha County budgeting concerns, this buildup of cash reserve is significant to effectively plan for the long-term technological needs of MCA.

MCA identified and purchased new accounting and payroll software late in 2010. Although identified as a long term goal of MCA, completing this change in 2010 was driven in great part by vendor implemented changes to the current payroll software in the Fall of 2010. Software from a local vendor was ultimately selected. Installation was completed in December of 2010 with implementation planned for early in 2011.

Metro Management Council entered into a contract with the City of Brandon in late 2010 to begin charging them for their Police Department's share of Calls for Service handled by our staff. These fees will take effect in 2011.

Wellness Program

Identified as an MCA goal in late 2009, exploration was begun in developing a wellness program with the goal of improving both workplace and personal health for all MCA staff. The wellness program was rolled out to employees in the summer of 2010 after extensive research and determining the interests of employees and the wellness needs of MCA. All staff participated in determining the top 10 areas of interest through the use of a survey. These areas became the focus of the new Wellness Program.

The mission of MCA's Wellness Program is to provide employees with a work environment that encourages physical, social, mental and emotional wellness through ongoing, life-enhancing opportunities.



- Promote physical activity, healthy behaviors and wellness among all employees.
- Educate employees on the benefits of physical activity and healthy behaviors and on risk factors associated with chronic disease and reduced health/wellness.
- Provide physical activity programs and promote other opportunities within the agency that encourage employees to be active.
- Provide education opportunities regarding healthy behaviors and wellness.
- Assess the current level of fitness and wellness of employees and identify potential risk factors.

Throughout 2010 a variety of opportunities were provided to staff to improve their personal health. Information was distributed regarding managing job stress, healthy cooking and eating tips with healthy recipes provided. Staff was also given information covering ergonomics, stretching exercises while at work, disease and illness prevention, and maintenance tips. Reduced and/or group membership rates were also negotiated with local fitness facilities.

In addition to providing flu shots to all staff at no charge to the employees, MCA also hosted an optional Health Screening. This health screening included a variety of personal health testing and an individual consultation with a health professional to discuss results. Approximately 50% of staff took advantage of this opportunity.

In addition to information and educational materials, staff indicated a high interest in the availability of healthy snacks during working hours as an alternative to vending machine snacks and soda. The "Snacktastic" portion of the Wellness Program is self funded by the employees and provides inexpensive, low-calorie and/or healthy snacks and drinks to employees. Items include various fruits and vegetables, 100 calorie snack packages, low calorie drink mixes, healthy popsicles, etc.

November 18th, 2010 kicked off MCA's 1st Weight Loss Challenge. This is a six month program open to all staff interested in working towards a healthier weight and/or muscle tone. Focus has been on education and skill development in a variety of nutrition and fitness topics including building effective techniques for positive stress responding, identifying your personal body type and what that means for weight loss, and naturally boosting metabolism, daily food diaries, and tips on breaking old habits and creating new "healthier" habits. Individuals in this program set their personal goals with the Wellness Coordinator and have monthly one-on-one follow-ups to measure their personal success.

Response to the Wellness Program has been overwhelmingly positive with a high percentage of staff participating in at least one portion of the program. Some comments from staff have been: *"I think it will do great things for the agency. Healthy people could mean less sick time, less grumpiness! The possibilities are endless!" "I think this is an AWESOME idea!!" "I'm so excited!"*

TECHNOLOGY

Technology plays a vital role in the delivery of first response services. Our dispatchers rely on technology to effectively and efficiently provide call taking and dispatch services to the agencies we support and their professionals who respond to our citizen's needs.

All public safety agencies in Sioux Falls and Minnehaha County, including MCA, continue to use New World Systems to provide public safety software. The Agency uses three modules: Computer Aided Dispatch (CAD), Law Enforcement Records, and National Crime Information Center (NCIC).

In 2010 MCA implemented an intranet site. This site has proved to be instrumental in training, as well as day to day communications needs for the agency. The site incorporates several paper resources used by MCA on a daily basis into one location, including our Procedural Manual, shift report, other resource manuals, and numerous forms used by our staff. The intranet site has allowed us to eliminate paper records such as the shift report and work orders by converting them into the online format. The intranet site has been very beneficial to the administration and staff.

MCA followed the lead of Minnehaha County and upgraded Microsoft Office licenses from 2003 to 2007. This allows us to take advantage of new technologies put in place by Microsoft. Training was provided to assist staff in this transition.

After several months of successful operation in TeleStaff, the electronic scheduling software system implemented in December, 2009, the need for paper forms such as shift calendars, timesheets and most leave requests were eliminated. TeleStaff is configured to assist in scheduling regular shifts, as well as any special events that require extra staffing. When vacancies occur Supervisors can initiate automatic calls to staff allowing them to focus on the needs of the center while ensuring that vacancies are filled by the correct personnel.

MCA was scheduled to upgrade our Net Clock device in 2010, as well as our Voice Print recording system. Although both of these devices have exceeded their life expectancy, these purchases were put on hold due to requested mid-year budget adjustments by the City of Sioux Falls. When coupled with lower than anticipated 911 surcharge revenues, MCA determined it appropriate to also delay the replacement of our existing 911 phone equipment with Next Generation 911 (NG911) phone equipment. The Request for Proposals for the project was pushed back one year to 2011; with project completion in 2012 which still ensures utilization of the \$369,000 federal grant awarded in 2009 to MCA for this project.

Technology Coordinator, Matt Tooley, was elected Chairman of the SD Public Safety Communications Council (SDPSCC) in 2010. This agency provides oversight and policy level direction related to planning, designing, and implementing guidelines, best practices, and standard approaches to address South Dakota's public safety communications interoperability issues.

LOOKING FORWARD

Operations:

Prepare for an effective and efficient transition upon retirement of Operations Manager.

Continue to work with law enforcement to provide 911 education in the schools.

Perform community outreach/education presentations (citizen awareness sessions) within the city of Sioux Falls and Minnehaha County.

Implement a diversity committee within MCA to provide relevant information about the multiple ethnicities in our community.

Host a Spring and Fall 911 Citizen's Academy with an attendance of 30 participants each session.

Maintain excellent relationships with public safety agencies and continue to provide the best standard of care to the public.

Activate MCA's Back Up Center two times per year to maintain operator and technical efficiency in preparation for real life disasters.

Training:

Successfully complete training of the current recruit class, including graduation from the State Academy and certifications in Emergency Medical Dispatch, CPR and NCIC.

LOOKING FORWARD (Continued)

Training (Continued):

Prepare for and host successful grant funded advanced training courses to provide relevant training to MCA and other regional dispatch center staff in the areas of Supervisor Development, Advanced Emergency Medical Dispatch Certification, Communications Training Officer, Customer Service and Critical Incident Stress.

Quality Assurance:

Continue to meet and exceed both the standards set by the National Academy of Emergency Dispatch, as well as the average scores of other Accredited Centers of Excellence around the world.

Acquire CPR Instruction Certification for additional leadership staff positions.

Complete a total of 2200 EMD call reviews.

Continue to provide CPR certification and continuing education hours to all employees.

Finance and Administration:

2010 marked the first year of a 3 year contract with AFSCME local #3516. The contract provides for COLAs of 2.25% in 2011 and 3% in 2012.

Effectively manage resources through careful monitoring of revenues and expenditures to ensure long-term viability of MCA.

Successfully implement accounting and payroll software to meet the needs of MCA, including conversion of historical data when possible and efficient.

Continue cross training of MCA staff to ensure stability of administrative services in the potential absence of staff, along with continuity and succession planning.

Wellness Program:

Continue to develop and improve the MCA Wellness Program through the use of employee feedback, educational opportunities and other physical activity programs.

Host a second annual Employee Health Screening and provide flu shots to all MCA employees.

Technology:

Request quotes, award project and complete installation of new recording system by summer 2011.

Develop Request for Proposal (RFP) for the replacement of existing 911 equipment with next generation 911 (NG911) phone equipment. Advertise in 2011 to allow for installation of the new equipment in early 2012, utilizing the grant we were awarded in 2009.

Effectively coordinate with the State of South Dakota in their State digital radio system upgrade, including compatibility of existing system and/or upgrade of agency hardware which provides direct access to the state system.

Coordinate with local responders to plan for long-term conversion of radios which are not currently P25 compliant.

Work with rural fire and ambulance departments to identify viable alternatives to the voice analog paging system currently used by these entities in preparation of narrowband requirements in 2012.

Attend training to develop skills within MCA with ESRI, the mapping software used by New World Systems for our Public Safety Software.

Work in cooperation with the State of Minnesota, as well as the Sioux Falls School District to improve interoperability for responders served by MCA.

