

**Dakota 911  
Executive Committee  
Meeting Minutes: February 7<sup>th</sup>, 2024**

**Members Present:** Matt Smith – Dakota County; Dianne Miller – Eagan; Dan Wietecha – Hastings; Kris Wilson – Inver Grove Heights; Justin Miller – Lakeville; Cheryl Jacobson – Mendota Heights; Logan Martin – Rosemount; Ryan Garcia – South St. Paul; Nathan Burkett – West St. Paul

**Members Absent:** Tom Lawell – Apple Valley; Gregg Lindberg – Burnsville; Lynn Gorski – Farmington

**Alternates Present:** BJ Jungmann – Burnsville; Julie Flaten - Farmington

**Others Present:** Apple Valley Fire Chief Matt Nelson – Fire/EMS Operations Subcommittee Chair; Rosemount Police Chief Dahlstrom – Law Enforcement Operations Sub-Committee Chair; Heidi Hieserich, Brent Anderson, Jen Hildebrandt – Dakota 911; Julie Stahl – Dakota 911 Fiscal Agent; Dain Olson – Dakota 911 Legal Counsel

**1. Call to Order**

Recognizing a quorum, Chair Martin (Rosemount) called the meeting to order at 3:00 pm.

**2. Roll Call**

**3. Approve Agenda**

**Discussion:** No discussion.

**Action:** Motion by Martin (Rosemount) to approve the agenda. Second by Smith (Dakota County).

**CONSENT AGENDA**

**4. Consent Agenda – Executive Committee Chair**

- a. Approve minutes from the November 1<sup>st</sup>, 2023, regular meeting.
- b. Approve October, November, December 2023 paid claims.
- c. Receive executed contracts & agreements.
- d. Recommend approval of 2024 Official Newspaper Designation Resolution
- e. Recommend approval of renewal of the LELS Local 336 Lead Training Officer Memorandum of Agreement
- f. Recommend approval of Dakota County Attorney's Office Consent and Confirmation Waiver Resolution
- g. Recommend approval of governance and finance policy revisions
- h. Recommend approval of the Fires Amendment to Financial Services Agreement Resolution

**Discussion:** No discussion.

**Action:** Motion by Miller (Eagan) to approve the Consent Agenda as presented. Second by Wilson (Inver Grove Heights). Motion passed.

## **REGULAR AGENDA**

### ***Action Items***

#### **5. 2024 Goals & Objectives**

##### **Discussion:**

Hieserich (Dakota 911) reported that she worked with staff to develop 2024 goals and objectives, which were then reviewed with members of the Executive Director Performance Review workgroup, Logan Martin, Dan Wietecha, and Lynn Gorski in January. Hieserich provided a recap of the four main goal groupings, the objectives in each grouping, and the action plans for how the goals were going to be met.

Improve business efficiency through process and technology enhancements.

- Replace outdated processes and technology involved in the hiring and onboarding of staff, staff training and general administration.
- Improve audio/data analytics sharing capabilities.

Improve operational efficiency and emergency response.

- Make improvements to the non-emergency call-taking process to allow greater focus on emergency response.
- Improve emergency notification impact for the community.
- Prepare staff for next-generation 911 technology involving video and images.

Smith (Dakota County) asked if there were any other PSAPs in the region that were accepting video and images. Hieserich (Dakota 911) confirmed, referring to Sherburne County.

Jungmann (Burnsville) cautioned that video and images could be very graphic and suggested taking steps to ensure support of Dakota 911 staff mental health. Hieserich agreed and noted that this is why developing parameters and guidance for managing video and image data in 911 is a strategic priority for Dakota 911 in 2024. She explained that exploring use cases for video and images in the PSAP was an important first step.

Garcia (South St. Paul) suggested member agencies assist with the outreach efforts related to non-emergency call process modifications. Hieserich (Dakota 911) agreed, stating that member agency engagement would be key in the effort.

Dahlstrom (LE Ops Chair) referred to a web-based reporting system for non-emergency, and how Dakota 911 had always encouraged calling 911 for all response. Dahlstrom asked if there was any experience that Dakota 911 could draw from. Hieserich acknowledged operational impacts and the challenge of call prioritization

when the community is encouraged to call 911 for any response and pointed out that Dakota 911's non-emergency call volume still accounts for 40% of the annual call volume Hieserich referred to a couple of PSAPs in other areas of the country that were reporting great success with their non-emergency web-based reporting application. Hieserich commented that a PSAP in Jefferson County Colorado reported non-emergency call volume decreases of up to 40% through the implementation of administrative call alternatives. Hieserich acknowledged there was much to learn from these industry leading PSAPs and solutions involving web-based reporting, artificial intelligence (AI) assisted call processing support, and remote call taking. While web-based reporting is Dakota 911's primary focus, all opportunities will be explored for potential.

Miller (Lakeville) referred to operational efficiencies between law enforcement and fire and acknowledged there were so many efficiencies to consider. Miller referred to the Apple Valley, Lakeville, Farmington consortium (ALF) and noted that he was starting to see more pressure on improving response levels of ambulance services.

Acknowledging that some of the hurdles were procedural, and others were statutory, Miller asked if there was room to consider improved ambulance response in the operational efficiencies' goals. Miller (Lakeville) clarified, stating the public was seeing Police/Fire/Ambulance all at calls and it was raising some concerns of "overkill".

Hieserich (Dakota 911) noted that she had some thoughts on that point, and before deferring to Dakota 911 fire partners at the table, suggested improvements would likely need to initiate through the fire service before working on response reconfigurations at the Dakota 911 level. Jungmann (Burnsville) noted that there were a lot more cell phone calls with a lot less information. Jungmann suggested that the biggest challenge, particularly in the ALF area, was the private ambulance service not sharing vehicle locations. Jungmann noted that if everyone had access to rig locations, response efficiencies via recommendations could be incorporated. Dahlstrom (LE Ops Chair) acknowledged this topic was currently being discussed at legislature levels. Dahlstrom suggested Representative Hewitt may be willing to partner in an EMS response discussion. Hieserich (Dakota 911) commented that while she wasn't certain how this would fit into Dakota 911 goals, staff would support, and appreciate being part of any conversations.

Ensure Dakota 911's ability to maintain critical operations under adverse conditions.

- Strengthen Dakota 911's cybersecurity posture to protect critical systems and data.
- Improve the resiliency of the non-emergency telephone environment.
- Strengthen Dakota 911's Continuity of Operations Plan

Make Dakota 911 a great place to work.

- Improve average staffing by 10% in 2024 to support improvements to work/life balance.
- Strengthen team resiliency and Dakota 911's ability to support staff.
- Develop leadership skills and capabilities.
- Improve team communication and engagement.

**Action:** no action, report only.

## **6. Addition of Training & Development Manager to the Organizational Structure**

### **Discussion:**

Hieserich (Dakota 911) requested member support of the addition of a Training & Development Manager to the Dakota 911 organizational chart. Hieserich referred to previous conversations about how training was such a critical piece of the operation. Hieserich added that Dakota 911 provided numerous programs and services that required significant training and support to be successful. Hieserich continued, stating that three supervisors currently juggle new hire and ongoing training assignments in addition to their other responsibilities. Hieserich commented that training is foundational to Dakota 911's success and too important to be handled as a supplemental duty competing with operational needs. Additionally, state training requirements for 911 public safety telecommunicators are expected soon, and this role would help oversee compliance. Concerning budgetary impacts, Hieserich reported that the 2024 budget included funding for a training support position, however, it was at a supervisory level. Hieserich reiterated the importance of the program and the level of accountability and responsibility that would be expected of the position. Hieserich requested authorization to move the added position to a manager level, which would be new to the organizational chart. Hieserich stated that the budget impact would be in the range of \$10,000 - \$12,000, but because the position would be exempt, there would be no overtime costs currently being incurred by the training supervisors. The addition of the position would free up the floor supervisors to focus on operations and would decrease the overtime costs going toward the training program.

Martin (Rosemount) referred to the position as being non-union and asked Hieserich to speak on staff support of the addition of the management level position. Hieserich (Dakota 911) commented that the supervisory group was happy to have the added support and acknowledged that there would be a period of adjustment, as the organization hadn't seen a lot of organizational structure change over the years. Garcia (South St. Paul) asked if there was any compensation premium for supervisory training hours. Hieserich (Dakota 911) clarified that the only added compensation is in the form of overtime. Garcia (South St. Paul) referred to ongoing continuing education and asked if it was well-scripted throughout the year. Hieserich (Dakota 911) noted that planned activity for continuing education involves two all staff training events per year, one in the spring and one in the fall. Hieserich assured that while these trainings would continue, this position would be expected to assess needs and design and develop additional continuing education in support of Dakota 911's needs.

**Action:** Motion by Jungmann (Burnsville) to recommend approval of the addition of a Training & Development Manager to the Organizational Structure. Second by Jacobson (Mendota Heights). Motion passed.

## **7. Executive Committee Chair and Vice-chair Appointments**

### **Discussion:**

Martin (Rosemount) noted that at the close of this meeting the new chair and vice-chair appointments would be in effect. Martin reminded the group that Dan Wietecha, current vice-chair, had agreed to succeed him, and Lynn Gorski had agreed to accept appointment to vice-chair. Martin also reminded that the term would be for 2024 – 2025.

**Action:** Motion by Garcia (South St. Paul) to appoint Dan Wietecha as the 2024 – 2025 Dakota 911 Executive Committee Chair and Lynn Gorski as the 2024 – 2025 Dakota 911 Executive Committee Vice-chair. Second by Smith (Dakota County). Motion passed.

## **8. Budget Process and Workgroup Formation**

### **Discussion:**

Hieserich (Dakota 911) reviewed the schedule for the 2025 budget process with members. Hieserich noted that staff were already working with Dakota 911 fiscal agent, City of Lakeville, to prepare a budget document for review by membership. Hieserich requested volunteers to sit on a budget review workgroup. Hieserich explained that the group would meet one time the first week of April to review the budget packet in-depth and provide feedback in anticipation of presentation to the Executive Committee on April 24<sup>th</sup>, and ultimately the Board of Directors on May 16<sup>th</sup>. Martin (Rosemount) noted that historically, the chair and vice-chair were joined by one or two other committee members on the workgroup. Eagan City Administrator Dianne Miller, and Mendota Heights City Administrator Cheryl Jacobson volunteered.

**Action:** Motion by Martin (Rosemount) to appoint Dan Wietecha, Lynn Gorski, Cheryl Jacobson, and Dianne Miller to the Dakota 911 2025 Budget Review Workgroup. Second by Wilson (Inver Grove Heights). Motion passed.

## **9. Executive Director Performance Evaluation**

### **Discussion:**

Martin (Rosemount) informed members that at the request of Director Hieserich, the meeting would not be closed for discussion of her 2023 performance evaluation. Martin recapped the feedback collection process stating that only 7 of the 12 members submitted feedback. Martin expressed the importance of the process and encouraged an improved effort going forward. Martin (Rosemount) reminded that feedback was reviewed by the Executive Director Performance Review Workgroup, made up of himself, Dan Wietecha and Lynn Gorski. Martin continued, stating that at the end of the workgroup meeting, feedback was discussed with Director Hieserich. Martin was pleased to report that there was nothing but positive ratings ranging from good to excellent.

Wietecha (Hastings) commented that Hieserich's performance had been fantastic. Wietecha referred to discussion about an employee survey and asked Director Hieserich if that would be a 360-performance survey or an employee engagement survey. Hieserich (Dakota 911) explained that she envisioned reactivation of the employee engagement survey that was completed in 2022. Hieserich noted that she would like to give staff an opportunity to contribute to organizational improvement

discussions. Garcia (South St. Paul) asked if that would include training desires. Hieserich (Dakota 911) commented that she envisioned training being a stand-alone survey managed by the training manager position once filled.

Jungmann (Burnsville) commented that the information being received at the operations meetings and executive committee meetings was great, and strategic.

Smith (Dakota County) noted that Hieserich's name came up at a recent county board meeting about her great fit at Dakota 911.

Hieserich (Dakota 911) thanked members for the positive comments and the amazing support the previous year. Hieserich noted that she really enjoyed her position, and the Dakota 911 team.

Martin (Rosemount) reminded members that the executive director position had been placed on a step structure in 2022. As such, the recommendation to the Board of Directors would be advancement to the next step of her 2024 compensation structure.

**Action:** Motion by Miller (Lakeville) to recommend approval of the executive director performance evaluation report and wage increase. Second by Garcia (South St. Paul). Motion passed.

### ***Information Updates/Discussion Items***

#### **10. Executive Director Report**

##### **Discussion:**

##### Project Updates –

911 Call Processing Equipment Project - Hieserich (Dakota 911) reported that the 911 call processing equipment project was completed in the 4<sup>th</sup> quarter of 2023. Hieserich noted that the team was still working through some bugs and adjusting to the hosted solution.

Audio/Data Logging Replacement Effort – Hieserich (Dakota 911) noted that staff anticipated procurement of a new Audio/Data Logger starting 1<sup>st</sup> quarter of 2024.

Citizen Web Reporting Project – Hieserich (Dakota 911) informed members that this effort was in process with the LOGIS consortium.

Statewide Data Sharing Initiative (CAD-to-CAD) – Hieserich (Dakota 911) informed members that a metro-wide effort, started 2023, had been put on hold for two reasons, one of which was a state-wide data sharing initiative to include CAD-to-CAD. Hieserich stated that the metro-area effort was discontinued, and the region has a desire to see how the statewide initiative progresses. Hieserich added that she was a representative on the state initiative and would make sure to keep membership updated on the progress.

##### General Updates –

Dakota 911 Fixed Costs Discussion – Hieserich (Dakota 911) noted that she had reached out to the funding workgroup to reactivate discussions, with an anticipated late February – early March meeting date. Smith (Dakota County) noted that Commissioner Slavik had spoken to the Board of Commissioners on 2/6, reminding them that this topic would need to be considered. Acknowledging that the Dakota 911 and Dakota County budget timelines differed, Smith noted that the Dakota 911 budget may need to be considered with Dakota County contributions at the 50% mark. Smith explained that the impact of any Dakota County decision thereafter would only benefit membership. Hieserich (Dakota 911) noted that staff was working with the Fiscal Agent to create budget scenarios based on Dakota County funding impacts. Hieserich added that the scenarios would be brought to the funding workgroup for consideration during their in-depth budget review. Miller (Eagan) asked for clarification on who was on the funding workgroup. Hieserich (Dakota 911) clarified that Justin Miller, Logan Martin, Matt Smith, Jeff Weisensel, Mike Slavik, herself, and the Dakota 911 Fiscal Agent were all identified as members on that workgroup.

#### Staffing Update –

Hieserich (Dakota 911) reported that aggressive hiring efforts continued. Dakota 911 Public Safety Telecommunicator (PST) staffing is currently at 49, seven of which are in training and one on leave for a net of 41 PSTs currently contributing to the schedule. Hieserich commented that four previous Dakota 911 PSTs had been rehired to part-time status, which has been helpful. Hieserich stated that two more full-time and one more part-time employees were starting in the next couple of weeks, and there were six other candidates currently working through the pre-employment effort with an anticipated start date in March. Hieserich added that while interview efforts continued, staff would now focus on the development of an eligibility list. Hieserich noted that overall full-time staffing was at 63, but there were three on leave, seven in training and two more anticipated leaves beginning in February. Hieserich acknowledged that leaves were adding to exhausting staffing levels. Martin (Rosemount) inquired how staff would classify the returning part-timers. Hieserich (Dakota 911) explained that all four were previous Dakota 911 employees who loved the job but could not commit to the scheduling expectations of a full-time position. Miller (Lakeville) asked if any of the employees on leave would be returning prior to other anticipated leave departures. Hieserich (Dakota 911) clarified that two of the three employees currently on leave were supervisors that would be out for the remainder of 2024. Hieserich continued stating that the third individual on leave was not anticipated to return until April. Hieserich acknowledged that for almost two months, there would be five on leave, three of which impacted the already strained PST schedule.

**Action:** No action. Report only.

## **OTHER BUSINESS**

## **ADJOURN**

**Action:** Motion by Jungmann (Burnsville) to adjourn. Second by Martin (Rosemount).  
Motion passed. Meeting adjourned at 3:58pm.

**NEXT REGULAR MEETING**

**April 24<sup>th</sup>, 2024**

**3:00pm**

**Dakota 911 Training Room**