

**Dakota 911  
Executive Committee  
Meeting Minutes: November 5, 2025**

**Members Present:** Tom Lawell – Apple Valley; Dianne Miller – Eagan; Lynn Gorski – Farmington; Dan Wietecha – Hastings; Kris Wilson – Inver Grove Heights; Justin Miller – Lakeville; Logan Martin – Rosemount; Ryan Garcia – South St. Paul

**Members Absent:** Gregg Lindberg – Burnsville; Heidi Welsch – Dakota County; Cheryl Jacobson – Mendota Heights; Nathan Burkett – West St. Paul

**Alternates Present:** BJ Jungmann – Burnsville; David McKnight – Dakota County; Brian Wicke – South St. Paul; Brian Sturgeon – West St. Paul

**Others Present:** Dain Olson – Dakota 911 Legal Counsel; Heidi Hieserich, Brent Anderson, Jen Hildebrandt – Dakota 911

**1. Call to Order**

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

**2. Roll Call**

**3. Approve Agenda**

**Discussion:**

No discussion

**Action:** Motion by Miller (Lakeville) to approve the agenda. Second by Martin (Rosemount). Motion passed.

**CONSENT AGENDA**

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

- a. Approve minutes of September 3, 2025 regular meeting
- b. Approve July, August, September, 2025 paid claims
- c. Recommend approval of September 2025 Unaudited Financial Report
- d. Receive contracts and agreements executed between August 27 and October 29, 2025
- e. Receive August 2025 Operations Committee meeting minutes
- f. Recommend 2026 Depository Appointment
- g. Receive 2025 Audit Engagement Agreement
- h. Approve 2026 Executive Committee Meeting Schedule
- i. Receive 2026 Employee Handbook Updates
- j. Recommend approval of 2026 budget amendment

**Discussion:**

No discussion.

**Action:** Motion by McKnight (Eagan) to approve the consent agenda. Second by Miller (Eagan). Motion passed.

## **REGULAR AGENDA**

### ***Action Items***

#### **5. LELS Local 336 Public Safety Telecommunicators Contract**

##### **Discussion:**

Hieserich (Dakota 911) recapped the negotiations experience and highlighted financially impacting details of the proposed LELS Local 336 2026-2027 Public Safety Telecommunicators collective bargaining agreement.

Hieserich referred to 2026 and 2027 cost of living increases and reported that the Dakota 911 Public Safety Telecommunicator position was compared to PSAPs of similar size, call volume and within the region. Hieserich noted that agreeing to a 4% cost of living increase in 2026 and a 3% cost of living increase in 2027 would keep Dakota 911 PST wages competitively positioned in the 75<sup>th</sup> percentile of the local market.

Hieserich informed members that Dakota 911 agreed to split the Minnesota Paid Leave premium 50/50 and allow PSTs to use PTO to supplement the PFML benefit.

Hieserich reported that Dakota 911 and PSTs would split the medical insurance premium increase, each incurring an 8 – 9.5% increase.

Hieserich noted that Dakota 911 agreed to discontinue the Lead CTO Memorandum of Agreement as there was too much “grey area” when attempting to split a union member’s time between operations and supplemental assignments. Hieserich noted that this position proved very valuable and that members could expect to hear more about this on the staffing and compensation agenda item.

Hieserich reminded members that Dakota 911 went through a rebranding effort in 2021, and all Dakota Communications Center uniform wear was being retired by the end of 2025. As such, Dakota 911 agreed to a one-time uniform voucher in the amount of \$120 for all PSTs who started employment prior to 2022.

Garcia (South St. Paul) referred to the medical insurance premium increases and asked, if Dakota 911 and PSTs were splitting the increase, and the PSTs were going to see an 8 – 9.5% increase, that meant the overall increase was double that. Hieserich (Dakota 911) clarified that the overall increase of 8 – 9.5%, was being applied to both employee portion and employer portion of the premium, ultimately sharing in the overall increase.

Miller (Lakeville) asked for more information on the Minnesota Paid Leave 50/50 split. Hieserich (Dakota 911) clarified that because the union brought a request for Dakota 911 to cover 100% of the premium to the first negotiations meeting, it became part of discussions and Dakota 911 stood firm on the 50/50 split. Wietecha (Hastings) noted that opinion on this topic varied with some organizations remaining silent and others requiring Memorandums of Agreement.

**Action:** Motion by Miller (Eagan) to recommend approval of the LELS Local #336 Public Safety Telecommunicators 2026-2027 Collective Bargaining Agreement. Second by Martin (Rosemount). Motion passed.

## **6. Executive Director Performance Evaluation**

### **Discussion:**

Hieserich (Dakota 911) informed members that it was time to begin the Dakota 911 Executive Director performance evaluation process. Hieserich reviewed the process and proposed timeline for the 2025 process. Hieserich noted that the first step in the process was to identify members of the annual workgroup. Noting that past workgroups consisted of the Chair, Vice-chair, and one other committee member, Hieserich reminded the committee that the 2024 workgroup consisted of Chair Wietecha, Vice-chair Gorski and Administrator Garcia. Hieserich explained that the goal for this meeting was to consider the proposed timeline and identify the third member of the workgroup. Hieserich commented that Dakota 911 would provide evaluation material to members of the committee, who would then engage their board and operations representatives, compile one response on behalf of their respective organization, and submit the feedback within the identified timeline. The workgroup would then consider the report and review it with the Executive Director in anticipation of presentation to the full committee at the February, 2026 meeting. Wietecha (Hastings) reiterated the importance of participation and assured that he would work with staff to facilitate the process.

Miller (Lakeville) volunteered to join Chair Wietecha and Vice-chair Garcia on the 2025 workgroup.

Hieserich added that she hoped to include a summary of 2025 organizational accomplishments in the initial engagement email to committee members as a point of reference.

**Action:** No action.

## **7. Executive Committee Chair and Vice Chair Nominations**

### **Discussion:**

Hieserich (Dakota 911) referred to the Dakota 911 by-laws where it detailed how the Executive Committee Chair and Vice-chair elections were to occur at the first meeting of each even-numbered year. Hieserich noted that Chair Wietecha was completing his 2-year term. Hieserich continued, stating that with the departure of Vice-chair Lynn Gorski mid-2025, Ryan Garcia had been appointed to that role to complete the same 2-year term. Hieserich noted that while there was no action needed at this meeting, this agenda item served as a reminder that members should be considering upcoming nominations and appointments needed at the February meeting.

**Action:** No action.

## **8. Staffing and Compensation Recommendations**

**Discussion:**

Hieserich (Dakota 911) referred to the September meeting when the committee received a staffing and compensation study report from 911 Authority, stating that she considered and interpreted the findings from the report and developed some resulting recommendations. Prior to continuing, Hieserich identified a \$5,000 miscalculation, and a \$47 budget impact that was intentionally excluded for simplification.

Hieserich noted that she was pleased to report that the total two-year impact of the proposed changes was approximately \$37,000. Hieserich assured that the approved 2026 and estimated 2027 budgets were able to support all recommendations without modifications. Hieserich then recapped and detailed each proposed change.

Training Program Manager reclassification to Professional Standards Manager. Hieserich informed members that this reclassification was really a title change as the result of modified responsibilities over the 1 ½ years the position had been in place. Hieserich noted that this position was being moved from a 3-step to a 7-step compensation structure, consistent with other non-union positions in the organization and aligning with pay equity. Hieserich noted that this reclassification was consistent with findings in the comp study and resulted in a 2-year impact of approximately \$4,600.

Lead CTO reclassification to Training Coordinator.

Hieserich commented that the organization found great value in having a Lead CTO the past couple of years. Hieserich noted that the Lead CTO alone spent an average of 20 weeks in classroom training, and Dakota 911 was targeting 3 – 4 classroom academies a year, each ranging from 4 – 6 weeks. If not in classroom, this position would provide oversight and coordination of trainees as they progress through training. Hieserich noted that with the PST Union Lead CTO MOA ending at the close of 2025, staff was recommending reclassification of the Lead CTO assignment to a non-union permanent Training Coordinator position. Hieserich noted that to accommodate this reclassification, which was consistent with findings in the comp study, the 2026 authorized PST staffing count would be dropped by 1 FTE from 58 to 57, and the compensation would align with the previous CTO wage structure so there would be a \$0 budget impact.

New Administrative Assistant.

Hieserich (Dakota 911) reminded the committee that this position had been forecasted in the approved 2026 budget, but that approval of the addition of this position to the organization was delayed pending the staffing and compensation study. Hieserich noted that the study suggested addition of this position to support leadership, which would provide some relief to the overtasked administrative team.

HR Coordinator/Executive Assistant reclassification to Administrative Services Manager.

Recognizing that the employee in this position was participating in the meeting, Hieserich requested Hildebrandt leave the room to allow for open conversation about the basis for this proposed reclassification. Hieserich noted that this reclassification was

supported by findings in the comp study and resulted in a 2-year impact of approximately \$14,657.

Hieserich informed members that before proceeding with details of each of the two director positions, she wanted to provide an overview of recommendations related to both positions. Hieserich explained that the compensation study recommended moving both director positions from the current 9-step to a 7-step compensation structure to be consistent throughout the organization and increasing both wage ranges by 6 – 10% to remain competitive and to support internal alignment. Hieserich stressed the importance of continued discussion around the compensation strategy for these two positions, including the desired approach of governance. Hieserich noted that both roles were benchmarked against PSAPs and peers in the metro area.

Hieserich (Dakota 911) informed the committee that the comparables used in the study for the executive director position included city leadership roles including administration, chiefs and sheriff, Dakota County director roles including emergency management and human resources, local joint powers, and non-local PSAP JPA leadership adjusted for cost of living.

Hieserich (Dakota 911) informed the committee that the comparables used in the study for the operations director position included county PSAP directors, local deputy chief and local fire captain positions.

Miller (Eagan) referred to the county PSAP directors and asked if that meant there wasn't an executive director in those organizations. Hieserich (Dakota 911) confirmed, stating that, while it varied, leadership in those organizations reported to a sheriff or county administrator/manager and has support by other internal departments.

Hieserich referred to visual aid graphs while representing Executive and Operations Director recommendations.

#### Executive Director

Hieserich (Dakota 911) informed members that the staffing and compensation study suggested a 6 – 10% wage increase for the Executive Director position. Hieserich displayed a graph that provided visual representation of where the position would fall among comparables for a 6% recommendation and a 10%. Hieserich noted that a 6% recommendation would result in the position being an estimated 1% below median, while a 10% recommendation would result in the position being an estimated 3% above median. Hieserich clarified that there were some assumptions built into the graph, including an assumed 3% cost of living raise. Hieserich noted that staff proposed a 6% recommendation, which would be a net 2% increase because 4% was already allowed for in the "me too" cost of living raise. Hieserich noted that if 6% were recommended the 2-year impact would be approximately \$9,000.

Wilson (Inver Grove Heights) asked if the reported budget impacts included salary, taxes and PERA. Hieserich (Dakota 911) assured that the estimated impact included everything and had been verified and validated by the fiscal agent.

Miller (Lakeville) acknowledged that the visual graph depicted how, with a 6% recommendation, the incumbent would be placed in step 7 of the modified 7-step wage structure and asked what step she would be placed in with a 10% recommendation. Hieserich (Dakota 911) clarified that she placed the position at step 5 of the modified 7-step structure, which was the most comparable step. Hieserich commented that while this reflected a lower step than what she was currently at, she did not believe placing herself at step 7 of the 10% was fiscally responsible.

Martin (Rosemount) commented that the downside of a 6% recommendation was that the incumbent immediately topped out. Hieserich (Dakota 911) confirmed. Martin (Rosemount) questioned if there would be value in a 10% recommendation. Hieserich (Dakota 911) suggested that the 10% recommendation would cost the organization less in 2026 due to placement on the structure at a lower step but longer term it would cost the organization more.

Martin (Rosemount) noted that a 6% recommendation was below median. Hieserich (Dakota 911) confirmed. Martin (Rosemount) acknowledged that Hieserich was being humble and appreciated the conservative recommendation. Martin expressed, however, the need for further discussion. Hieserich (Dakota 911) suggested that while it wouldn't be part of the 2025 performance evaluation, a deeper dive could be done by the workgroup for reporting back to the committee in February. Hieserich commented that the compensation for the position was already falling behind and there was a need for conversation about where governance wanted to see the position placed among comparables going forward.

Wilson (Inver Grove Heights), referred to the 6% recommendation and asked when that would occur. Hieserich (Dakota 911) noted that it would occur in January.

#### Operations Director

Hieserich (Dakota 911) informed members that the staffing and compensation also study suggested a 6 – 10% wage increase for the Operations Director position. Hieserich displayed a graph that provided visual representation of where the position would fall among comparables for a 6% recommendation and a 10%. Hieserich noted that the operations director position today came in 3% below median among the PSAP comparables and 10% below median when pulling public safety comparables. Hieserich detailed how a 9% recommendation (net 5% after the “me too” increase) would place the position an estimated 2.4% below median. Hieserich commented that there just wasn't a lot of great history captured on strategies for either position, and it was difficult as there were no apples-to-apples comparisons. Hieserich stated that because Dakota 911 has a shared leadership framework and the operations director position doesn't handle all aspects of the operation, this 9% percent recommendation placing the position at 2.4% below median among comparables was acceptable. Hieserich added that this recommendation was supported by the data in the compensation study and would have a 2-year impact of approximately \$8,717.

Hieserich recapped requested reclassification and compensation restructuring noted in the proposed resolution stating that the total 2026 impact would be approximately \$14,000 and the total 2-year impact would be just over \$37,000. Hieserich reiterated that she proposed recommendation of the resolution provided in the packet, recognizing the need for compensation strategy for the director positions.

Miller (Lakeville) asked if the proposed recommendation would be brought to the December 4<sup>th</sup> Board meeting. Hieserich (Dakota 911) confirmed, stating that her intent was, if recommended, to bring the resolution to the Board meeting on December 4<sup>th</sup>. Hieserich reiterated, however, that the recommendation could be modified to exclude the director's portions of the recommendation for further discussion. Hieserich explained that she would likely just move forward with the 4% increase to current structures on 1/1/2026 to allow time for further consideration. Miller (Lakeville) acknowledged the discomfort that comes with proposing wage structure modifications for your own position and thanked Hieserich for the detailed report. Miller commented he was comfortable with the overall recommendation. Miller commented that it was the committee's responsibility to take a deeper dive into the data provided and while he fully thought the result would be something within the recommendation, it would be a good idea for the workgroup to consider the executive director's position structure. Miller added that if deliberation took longer than the meeting timeline allowed, the end decision could be retroactive.

Gorski (Farmington) agreed, stating that it removed Hieserich from the situation and put ownership on the committee.

McKnight (Dakota County) also agreed and noted that the result may be the 10% recommendation.

Miller (Lakeville) commented that the committee owed it to the executive director to discuss the data among members of the committee.

Hieserich (Dakota 911) commented that she would really appreciate the strategy clarify which would allow staff the ability to maintain alignment.

Martin (Rosemount) agreed with Miller's comments and suggested adding participants to the workgroup. Wietecha (Hastings) acknowledged the suggestion and welcomed additional workgroup participants. Wietecha reminded that with or without additional participants, the entire committee would see the proposed recommendation before going to governance.

Miller (Eagan) also agreed with comments and suggested adding another workgroup member.

Martin (Rosemount) commented that so much is done around benchmarking of comparables and where the organization wants positions to fall, percentagewise among comparables. Martin continued, stressing the need for that direction for the organization.

Hieserich (Dakota 911) commented that it had been a struggle, not having that for all positions. Hieserich noted that there is a clear strategy with the organized groups to remain in the 75<sup>th</sup> percentile and questioned if that should be organization wide.

Jungmann (Burnsville) recollected how identifying comparables and a targeted percentile for Dakota 911 positions which don't have apples-to-apples comparables out

there has been a struggle for years. Jungmann agreed that governance needed to agree to and identify comparables and organizational compensation strategy.

Lawell (Apple Valley) noted that he completely agreed. Lawell asked who the study identified as comparables. Hieserich (Dakota 911) responded that the Dakota 911 provided positions used as comparables in previous compensation studies but did not direct 911 Authority on which to use. Hieserich then referred to the presentation in September when the consultant tried to give the concept of comps and then add a premium for broader organizations scope. Hieserich acknowledged the confusion that caused and stated that she believed identifying comparables and a targeted percentile that would be used consistently moving forward would be extremely beneficial.

Jungmann (Burnsville) commented that he really appreciated all the work put into the recommendations stating that he doesn't know that recommendations coming out of a study have ever been as clear and concise.

**Action:** Motion by Miller (Lakeville) to recommend approval of a modified resolution removing costs associated with the executive director position contingent upon review by the executive committee. Second by Garcia (South St. Paul). Motion passed.

**Further Discussion:**

Hieserich (Dakota 911) noted that there were other recommendations in the staffing study that required no action today, but that she wanted to bring to the attention of the committee.

Tiered Technical Support

Hieserich stated that the study suggested a tiered technical support org structure, but that would be delayed pending the anticipated 2026 IT services study.

Tiered Public Safety Telecommunicator

Hieserich stated that the study suggested a tiered public safety telecommunicator org structure. Hieserich informed the committee that this was originally requested by the PST union, but through discussions, there were just too many challenges that needed to be thoroughly considered before proceeding. Hieserich noted that staff was very interested in this option, as it could retain new hires that needed more time to attain fully cross-trained status.

Dedicated QA/QI Position

Hieserich reported that the study suggested a dedicated QA/QI position, but that had been tabled to allow for evaluation AI capabilities before adding an additional position.

Implementation of a Pitman Schedule

Hieserich informed members that there was a lot of potential savings with a 12-hour schedule like the Pitman Schedule. However, this is a very sensitive topic that needs to be approached very carefully and with staff engagement. Hieserich speculated that implementing a Pitman Schedule may result in loss of staff.

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

### **9. 2025 Goals and Objectives Update**

#### **Discussion:**

Hieserich (Dakota 911) referred to 2025 goals and encouraged members to read the narrative provided in the packet. In the interest of time, Hieserich condensed her update, identifying a couple specific objectives.

Hieserich referred to Implementation of AI to support non-emergency calls and reported that while staff continued to work through adjustments based on staff, member operations representation and the community, the AI feature was working well reporting an offloading of about 40% of the non-emergency call volume. In turn, this also resulted in online reporting numbers doubling. Hieserich commented that this AI feature brought great potential, but staff was monitoring it very closely for service quality

Hieserich referred to activation of the Prepared Assist live transcription and language platform which had been in use for over a month, stating that experience has been phenomenal. Hieserich explained how the platform recognizes the language being spoken and staff already had some great success stories. Hieserich added that the platform also recognizes key words and background noises, acting like a second set of ears on every call.

Hieserich commented that staff was also experimenting with an AI trial program within the Prepared Assist platform that assisted with evaluating call and service quality.

Hieserich recapped the 2025 goals update stating that most goals had been completed or were coming to completion in coming months.

Hieserich noted that Dakota 911 and Ramsey County served as each other's backup and each had to step in and take the other's calls a couple of times in 2025. Hieserich noted that staff was continuing to improve contingency planning efforts working with Ramsey County to ensure backup capabilities are in place and ready to work when needed.

#### **Action:**

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

#### **Discussion:**

Staffing – Hieserich (Dakota 911) reported that the authorized staffing level of 55 was at a gross of 48. With five in training, the net staffing was at 43. Hieserich noted that the 2025 average staffing level remained at 51. Hieserich stated that 1 – 2 trainees were anticipated to be out of training by the end of the year. Administration is working to on-board one more new hire before the end of the year, and three others were slated to start in January. Hieserich noted that with the recent departure of a part-timer, the part-time equivalent was sitting at 1.5 PSTs.

911 Public Messaging – Hieserich (Dakota 911) noted that 911 public messaging had fully-launched with postings and videos out on social media. Hieserich encouraged

members to grab and share social media posts. Hieserich added that messaging and starter kits had been distributed to law and fire public safety partners for posting and dissemination as they see fit. Hieserich stated that the City of Eagan helped prepare language for newsletters and utility billing, which she would share with the Executive Committee for further distribution to their communications departments for use as the organization sees fit.

Regional Updates – Hieserich (Dakota 911) reported that the vendor had not been selected for the indoor school mapping effort. Hieserich added that Hennepin County was still waiting for response to their requested grant for funding that would support a metro-wide CAD to CAD data sharing initiative.

Board Appointments - Hieserich (Dakota 911) reminded the committee that per Dakota 911 JPA/By-laws Apple Valley, Burnsville, Dakota County, Eagan and Lakeville would all need to designation Dakota 911 Board Primaries and Alternates at their first meeting in 2026.

**Action:** No action. Update only.

## **OTHER BUSINESS**

### **ADJOURN**

**Action:** Motion by Jungmann (Burnsville) to adjourn. Second by Wilson (Inver Grove Heights). Motion passed. The meeting adjourned at 4:16pm.

## **NEXT REGULAR MEETING**

**February 4, 2026**

**3:00pm**

**Dakota 911 Training Room**