

**Dakota 911
Board of Directors
Meeting Minutes: December 11, 2025**

Members Present: Cara Schulz – Burnsville; Mike Slavik – Dakota County; Mike Supina – Eagan; Nick Lien – Farmington; Jeff Weisensel – Rosemount; Lori Hansen – South St. Paul; Pat Armon – West St. Paul

Members Absent: John Bergman – Apple Valley; Dave Pemble – Hastings; Tony Scales – Inver Grove Heights; John Bermel – Lakeville; John Maczko – Mendota Heights

Alternates Present: Dan Wolter - Lakeville

Others Present: Dan Wietecha – Executive Committee; 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 Weisensel (Rosemount) called the meeting to order at 8:00 am.

2. Pledge of Allegiance

3. Roll Call

	Apple Valley	John Bergman		Clint Hooppaw
X	Burnsville	Cara Schulz		Dan Gustafson
X	Dakota County	Mike Slavik		Bill Droste
X	Eagan	Mike Supina		Gary Hansen
X	Farmington	Nick Lien		Steve Wilson
	Hastings	Dave Pemble		Mary Fasbender
	Inver Grove Heights	Tony Scales		John Murphy
	Lakeville	John Bermel	X	Dan Wolter
	Mendota Heights	John Maczko		Stephanie Levine
X	Rosemount	Jeff Weisensel		Paul Theisen
X	South St. Paul	Lori Hansen		Todd Podgorski
X	West St. Paul	Pat Armon		Doug Fromm

4. Approve Agenda

Discussion:

Slavik (Dakota County) offered to provide a pension reform update under other business.

Action: Motion by Weisensel (Rosemount) to approve the modified agenda to include a pension reform update in other business. Second by Slavik (Dakota County).

Motion passed.

CONSENT AGENDA

5. Consent Agenda – Board of Directors Chair

- a. Approve minutes from the September 18, 2025 regular meeting.
- b. Adopt and ratify July, August, September, 2025 paid claims.
- c. Approve September 2025 Unaudited Financial Report.
- d. Received Contracts and Agreements executed between August 27 and October 29, 2025.
- e. Approve 2026 Depository Appointment
- f. Approve 2025 Audit Engagement Agreement
- g. Approve 2026 Board of Directors Meeting Schedule
- h. Approve 2026 Employee Handbook Updates
- i. Approve 2026 Budget Amendment – Fiscal Agent Fees

Discussion: No discussion.

Action: Motion by Supina (Eagan) to approve the consent agenda. Second by Lien (Farmington).

	Apple Valley
Aye	Burnsville
Aye	Dakota County
Aye	Eagan
Aye	Farmington
	Hastings
	Inver Grove Heights
Aye	Lakeville
	Mendota Heights
Aye	Rosemount
Aye	South St. Paul
Aye	West St. Paul

Motion passed.

REGULAR AGENDA

Action Items

6. Receive LELS Local 336 Public Safety Telecommunicators 2026-2027 Contract and consider approval.

Discussion:

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

Hieserich noted that the negotiations team agreed to a 4% cost of living increase in 2026 and a 3% cost of living increase in 2027, which would keep Dakota 911 PST wages competitively positioned in the 75th 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 each incur an 8 – 9.5% increase, sharing the overall 8 – 9.5% medical insurance premium 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 during the staffing and compensation report.

Hieserich reminded members that Dakota 911 went through a rebranding effort in 2021, and all remaining Dakota Communications Center uniform wear was being retired at 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.

Action:

Motion by Hansen (South St. Paul) to approve the LELS Local 336 Public Safety Telecommunicators 2026-2027 Contract. Second by Supina (Eagan).

	Apple Valley
Aye	Burnsville
Aye	Dakota County
Aye	Eagan
Aye	Farmington
	Hastings
	Inver Grove Heights
Aye	Lakeville
	Mendota Heights
Aye	Rosemount
Aye	South St. Paul
Aye	West St. Paul

Motion passed.

7. Board of Directors Chair and Vice-Chair Nominations

Discussion:

Hieserich (Dakota 911) recapped Board of Directors bylaw requirements of chair and vice chair positions stating that elections needed to be held at the first meeting of even-numbered years with appointments going into effect at the close of that meeting. Hieserich stated that terms are two years in length and no member can serve more than two consecutive terms. Because of that, current Chair Weisensel and current Vice Chair Slavik are not eligible for reappointment to their current seats for the 2026-2027 term.

Lien (Farmington) asked if Director Slavik was eligible for nomination for Chair. Hieserich (Dakota 911) confirmed.

Supina (Eagan) inquired whether Director Weisensel was eligible for nomination for Vice Chair. Hieserich (Dakota 911) confirmed, but Director Weisensel noted that he would likely be leaving the Board to allow another Rosemount Councilmember to have the opportunity.

Supina (Eagan) asked for clarification on the responsibilities of Vice Chair. Slavik (Dakota County) explained that the Vice Chair would assume Chair responsibilities in the absence of the Chair. Slavik continued that the Vice Chair also participated in some sub-committees when needed but that there was very little need for that with how smoothly everything was running.

Weisensel (Rosemount) commented that nominations, once opened, would remain open to allow for any possible member agency assignment changes at the beginning of the year. Weisensel then opened the floor for nominations for Dakota 911 Board of Directors Chair for the 2026 – 2027 term.

Director Lein (Farmington) nominated Director Slavik (Dakota County) for appointment as Dakota 911 2026 – 2027 Board of Directors Chair. Director Slavik accepted the nomination and noted that he'd be honored to accept the appointment if elected. There were no other nominations for Chair.

Director Supina (Eagan) expressed interest in the Vice Chair appointment but agreed that since nominations would remain open pending member agency appointments, formalization of any nomination could remain open pending member agency appointments.

Action: No action.

Motion passed.

8. Receive Staffing and Compensation Recommendations and consider approval.

Discussion:

Hieserich (Dakota 911) referred to the September meeting when the Board received the 911 Authority staffing and compensation study report, reminding that action would be requested at the following meeting after staff had time to interpret report findings and consider recommendations for the next meeting.

Hieserich referred to a presentation, stating that she first wanted to state that she was pleased to report that the 2026 – 2027 two-year budget impact of \$27,996 could be covered with the 2026 adopted and 2027 forecasted budgets without additional amendments. Hieserich noted that knowing this affirmed that the planning that took place before the study occurred was headed down the right path, from a fiscal standpoint.

Recommendation: Reclassification of the Training Program Manager to Professional Standards Manager

Hieserich (Dakota 911) explained that this reclassification recognizes an increased scope of responsibility. Hieserich added that per study recommendations, the wage structure for this position went from three steps to seven steps in an effort toward a standardized overall organizational compensation structure. Hieserich detailed how the employee currently in the role would slide into step 6 of the proposed 2026 scale, ensuring a wage increase comparable to other staff members and resulting in a \$47 budget increase for 2026. Hieserich continued, stating that an overall 3% scale adjustment would result in a two-year \$4,622 budget impact.

Recommendation: Reclassification of the Lead CTO to Training Coordinator

Hieserich (Dakota 911) referred to the previously approved Public Safety Telecommunicator 2026 – 2027 Collective Bargaining Agreement and reminded members that it made sense to drop the Lead CTO Memorandum of Agreement because of the difficulties inherent of assigning administrative tasks to a member of a union. Hieserich noted, however, that training was the biggest lift in the organization and there was great need for a person in this position. Hieserich detailed how this position would work directly with trainers and trainees, providing focused training and support including classroom training upwards of 20 weeks over the course of a year. Hieserich stated that the only change membership would see would be an added position on the organizational chart. Hieserich explained how, to facilitate this assignment reclassification, the 2026 authorized PST staffing level would be adjusted down from 58 to 57 full time equivalents resulting in a \$0 budget impact.

Armon (West St. Paul) asked how long this lead assignment had been in place.

Hieserich (Dakota 911) responded that the MOA had been in place for almost 2 years.

Lien (Farmington) commented that the reclassifications of the Professional Standards Manager and Training Coordinator seemed more like renaming. Hieserich (Dakota 911) clarified that the reclassifications came with increased accountability and scope of responsibilities. Hieserich noted that the Training Coordinator would be very hands-on, providing training team oversight while the Professional Standards Manager would be more organization-wide, managing training, quality assurance, and oversight of other operational aspects that went hand-in-hand with those two very important programs. Hieserich continued, stating that prior to the staffing study, one of the floor supervisors had a supplemental administrative assignment to support the training program. Hieserich added that the staffing study recommendation included a training supervisor, but the decision was made to wait and see how these two reclassifications worked before further growing the program staffing.

Recommendation: Adding an Administrative Assistant Position

Hieserich (Dakota 911) noted that this recommendation was formalization of the addition of a new position that was previously discussed and allowed for with 2026 staffing contingency. Hieserich envisioned how this position would support the leadership team with no added budget impact.

Slavik (Dakota County) commented that he was usually critical of government and administrative support but noted that Dakota 911 had grown substantially without increased support for the administrative team. Slavik commented that he supported the addition of this position 100% and that he was surprised it hadn't happened years prior.

Recommendation: Reclassification of the HR Coordinator/Executive Assistant to Administrative Services Manager

Hieserich (Dakota 911) commented that the current HR Coordinator/Executive Assistant wore many hats, including governance and administrative support, human resources, benefits and leave administration and payroll processing. To allow for candid conversation, Hieserich requested current HR Coordinator/Executive Assistant Jen Hildebrandt leave the room for this portion of the conversation. Hildebrandt left the room while Hieserich detailed the basis for the recommendation as well as the budgetary impact. Upon discussion completion, Hildebrandt was asked to return to the meeting.

Hieserich (Dakota 911) referred to the recommendations thus far and acknowledged that approval would require modification of the current organizational structure. Hieserich provided a visual representation of what that modified organizational structure would look like.

Hieserich noted that the compensation study recommended adjustments to the two Directors' scales to remain competitive in peer markets and to support organizational growth and internal alignment.

Hieserich noted that the study recommended moving both positions from their current 9-step wage scales to 7-step scales, each with a 6 – 10% structure increase. Hieserich clarified that while she was detailing conversations had at the November Executive Committee meeting, she would only be providing the Operations Director recommendation for consideration and action at this meeting. Hieserich explained that there was a need for continued conversations with Governance to develop a compensation strategy. Hieserich added that both director positions were benchmarked against PSAPs in the Minneapolis-St. Paul region, statewide comparators, local public safety leadership, and a small set of agencies in similar markets with comparable population served, cost of living and organizational size (other JPA PSAP organizations).

Recommendation: Change the Operations Director Compensation Scale from 9 steps to 7 steps with a 9% adjustment.

Hieserich informed the group that the Operations Director wage scale was currently about 8% below the median, and 11% below comparator public safety positions within Dakota County. Hieserich noted that there is a shared leadership framework between the two directors and given the operations director does not directly oversee all facets of operations independently, she was comfortable with a 9% recommendation that resulted in the Operations Director position being at approximately 2% below the regional median wage. Hieserich noted that approval of this recommendation would result in an \$8,717 2-year budget impact.

Hieserich (Dakota 911) referred to the Executive Director position, detailing the comparators used in the study and explaining that the wage scale for the current position was 3% below median. Hieserich explained that the study recommended a 6 – 10% wage scale increase for this position, which she formalized in a 6% wage scale increase recommendation to the Executive Committee. The Executive Committee, recognizing that a 6% increase would result in the incumbent still being below the median, decided that it was in the organizations best interest to hold a recommendation for the Executive Director wage adjustment, pending further consideration of a compensation strategy. Hieserich explained that the workgroup tasked with administering her 2025 performance evaluation was also tasked with consideration of a compensation strategy recommendation. Hieserich noted that the board could expect both items on their February 2026 agenda.

Slavik (Dakota County) acknowledged Hieserich's reference to difficulties associated with identifying comparators and how, except for the telecommunications positions, the organizational position comps were historically difficult to validate. Slavik agreed with the decision to hold a recommendation for the Executive Director wage structure pending an Executive Committee compensation strategy conversation.

Hieserich noted that the report made some other suggestions that she wanted to share, but that were not being immediately recommended.

- Technical leadership and tiered technical roles – Hieserich (Dakota 911) informed members that while the compensation structure was prepared to recognize future positions, recommendations would be held for the Technical Assessment slated for 2026.
- Tiered PST roles – Hieserich (Dakota 911) noted that this was originally a request from the PST union, allowing for call takers, dispatchers, trainers. Hieserich explained that a proposal was pulled together and preliminary conversations were held, but no recommendations have been formalized yet.
- Addition of a dedicated QA/QI position – Hieserich (Dakota 911) noted that this was tabled to allow time to evaluate the AI assisted QA solutions put into place in 2025.
- Implementation of a Pitman 12-hour schedule – Hieserich (Dakota 911) acknowledged how a schedule of this nature is a cost-effective staffing strategy. The Pitman 12-hour schedule involves built-in overtime every pay-period and all 12-hour shifts, versus the current modified 12-hour schedule the team works today. Hieserich also noted that while most other PSAPs in the region were working 12-hour schedules, it was important to fully evaluate options as there could be negative implications. Hieserich noted that it would be important that any new schedule maintain every other weekend off for recruitment and retention benefits. Hieserich acknowledged that people either love the 12-hour schedules or hated them. Weisensel (Rosemount) inquired if the 12 hours included breaks. Hieserich confirmed.

Armon (West St. Paul) referred to the AI feature and asked if there was any data on how the AI feature was performing. Hieserich clarified that the AI being evaluated as part of the dedicated QA/QI (quality assurance/quality improvement) position identified in the staffing study was specific to QA/QI. Hieserich explained that Dakota 911 was trialing two platforms, one that was up and running and one that was not yet in operation. Hieserich noted that staff was focused on setting up foundational protocols for use in the AI QA platform, intended to support identification of trends that would drive future process improvement efforts. Hieserich clarified, however, that QA AI was just an assistive tool and there would be continuous need for human intervention and oversight. Lien (Farmington) agreed, stating that a common oversight is that you can't just plug in AI and assume it is going to work. Lien explained that AI requires data to work or it is useless. Hieserich (Dakota 911) added that staff was currently working through the first step of generating data for the AI QA tool to use. Hieserich commented on the AI attendant Dakota 911 recently implemented as well and noted that Amazon Connect was basically a speech recognition tool, and staff was working with the consultant who had implemented it in many organizations across the country to

continuously improve the data used by the tool, including built-in keywords and phrases, as well as unique Dakota 911 workflows.

Hieserich summarized the agenda item recommendations stating that the total 2026 budget impact would be \$9,496 and the two-year total impact would be \$27,996, both of which could be absorbed in the approved 2026 and forecasted 2027 budgets.

Action: Motion by Lien (Farmington) to approve the resolution that supports the Staffing and Compensation Recommendations as presented. Second by Supina (Eagan).

	Apple Valley
Aye	Burnsville
Aye	Dakota County
Aye	Eagan
Aye	Farmington
	Hastings
	Inver Grove Heights
Aye	Lakeville
	Mendota Heights
Aye	Rosemount
Aye	South St. Paul
Aye	West St. Paul

Motion passed.

Information Updates/Discussion Items

9. 2025 Goals and Objectives Update

Discussion:

Hieserich (Dakota 911) directed Board attention to the detailed narrative that was included in the packet, commenting that most of the 2025 goals and objectives had been completed. Hieserich noted that there were a few objectives and actions that she would like to specifically recap.

Goal #2 to improve operational efficiency and emergency response. Hieserich (Dakota 911) assured that while the objective to improve the efficiency of non-emergency triage and administrative call processing had been marked as completed, this objective would remain on the radar for constant and continued improvement. Hieserich stated that the operational impact of implementation of a virtual assistant to support administrative call handling was already showing a 35 – 40% reduction in answering of non-emergency calls, freeing up staff time to focus on emergency calls. Weisensel (Rosemount) asked if those calls being supported by AI were counted in CAD numbers. Hieserich (Dakota 911) responded, saying that if there was no staff involvement, the call was not billable.

Weisensel commented that if call volume decreased, that may decrease staffing numbers, which could positively impact the budget. Hieserich (Dakota 911) referred to the objective to improve emergency data processing and explained that live transcription and language translation had been implemented, but staff was still cautiously working to develop how the organization wanted to move forward with the multi-media piece. Hieserich noted that Dakota 911 was trying to obtain best practices and examples before turning on video and image capabilities.

Goal #4 to ensure Dakota 911's ability to maintain continuity of critical services stating that efforts would continue to strengthen and reinforce continuity. Hieserich (Dakota 911) explained that Dakota 911 was partnering with Ramsey County for backup support, including remote and relocation if needed. Hieserich noted that staff was currently working through testing and was targeting exercise dates in 2026.

Goal #5 to ensure that the highest standards of service are maintained. Hieserich (Dakota 911) reported that a citizen survey tool had been implemented and activated earlier in the year. Hieserich noted that staff was seeing a 96 – 97% satisfaction rating in responses received to this survey of lower priority calls and was keeping a watchful eye on this to ensure the rating doesn't decline as the result of the AI attendant. Hieserich reported that additional engagement solutions were in the works to be rolled out through the platform in coming months. Hieserich offered how one such solution could be sharing a call incident number as confirmation of call receipt with the reporting party, along with how to contact additional support related to that incident going forward.

Weisensel (Rosemount) referred to the speech recognition feature and asked if it was multi-lingual. Hieserich (Dakota 911) confirmed, but clarified that outside of Spanish, it was not robust enough to offer all workflows in varying languages.

Hieserich (Dakota 911) recapped how proud she was of the lean team for the progress made in 2025 and commented that she was looking forward to taking some time in 2026 to grow experience and build out the tools and applications put into place. Hieserich noted that governance could expect to hear more about 2026 goals at the February 2026 meeting.

Action: No action. Update only.

10. Executive Director Report

Discussion:

Staffing update – Hieserich (Dakota 911) reported that while staffing was always a struggle, it was not specific to Dakota 911. Hieserich reported that Dakota 911 continued its aggressive recruitment and hiring efforts and had implemented a monthly interview cadence. Hieserich stated that current telecommunicator staffing was 49, six

of which were in training. Hieserich added that there were two groups of new hires starting, one in January and the other targeting February.

Executive Director Performance Evaluation – Hieserich (Dakota 911) informed members that the evaluation process had started, and they should be expecting to hear from their executive committee representatives. Hieserich asked that all members take advantage of the opportunity which was anticipated to wrap up on December 19th. Hieserich explained that the workgroup would be convening in early January to review the feedback and prepare a recommendation for consideration in February.

Wietecha (Executive Committee Chair) commented that he would continue to send reminders out to his protégés as the feedback was important.

2026 – 2027 BOD appointment reminders – Hieserich (Dakota 911) reminded members that per Dakota 911 bylaws, Apple Valley, Burnsville, Dakota County, Eagan and Lakeville were required to make Board of Directors appointments in 2026, and other members may also need to, based on member appointment practices. Hieserich asked that any changes be noticed to Dakota 911 and thanked all members for their 2025 participation.

Action: No action. Update only.

OTHER BUSINESS

11. Pension Update

Discussion:

Slavik (Dakota County) acknowledged the political aspects of pension reform. Slavik explained that currently, all Dakota 911 employees were in the General PERA pension, which identified a retirement age of 66 before drawing without penalty. Slavik commented that public safety law enforcement, fire and corrections pensions, due to the growing aspect of trauma in the workplace, had alternative pensions with lower retirement ages. Slavik acknowledged how legislature had been discussing a modified pension plan for telecommunicators, but there was continued pushback from communities as it would likely require a 2-3% levy to fund. Slavik stated that a compromise was being considered in a workgroup that consisted of PERA representation and elected officials that recommended a pension reform that would decrease the telecommunicator retirement age without penalty to 60, and an increased employee contribution. Slavik noted that while there is still some tweaking occurring, support of this reform will likely become a reality. Slavik reiterated that the financial impact is not on the organization and may improve the quality and culture for the telecommunicators. Hieserich (Dakota 911) commented that this could go a long way in recruitment and retention. Hieserich noted that staff had been tracking this item for the last few weeks and there were discussions on what the compromise/balance is for those who put in significant time for past service credits. Hieserich commented that

while this may not be exactly what everyone had hoped for, there has been great progress, and this is great for the industry. Armon (West St. Paul) asked when this would roll out. Slavik (Dakota County) speculated that if approved by legislature, it could be as soon as mid-2026.

ADJOURN

Action: Motion by Weisensel (Rosemount) to adjourn. Second by Armon (West St. Paul). Motion passed. Meeting adjourned at 9:40am.

**Next Regular Meeting:
February 19, 2026
8:00am
Dakota 911 Training Room
2860 160th Street W, Rosemount, MN 55068**



Jeffery D. Weisensel, Board of Directors Chair

02/19/2026
02/19/2026



Heidi Hieserich, Executive Director

2/19/2026
02/19/2026