

**Dakota Communications Center (DCC)**  
**Board of Directors**  
**Minutes of Meeting: 10.18.07**

**Members Present:** Apple Valley – Bob Erickson; Burnsville – Elizabeth Kautz; Dakota County – Nancy Schouweiler; Farmington – Kevan Soderberg; Hastings – Ed Riveness; Inver Grove Heights-George Tourville; Lakeville-Laurie Rieb; Mendota Heights – Ultan Duggan; Rosemount – Bill Droste; West St. Paul – Darlene Lewis

**Members Absent:** Eagan – Mike Maguire; South St. Paul – Beth Baumann

**Alternates Present:**

**Others Present:** DCC - Kent Therkelsen, Diane Lind, Jennifer Hildebrandt; Executive Committee Chair – Steve Mielke

**Call the Meeting to Order:** There being a quorum, Chair Kautz called the meeting to order at 8:00 AM.

**Roll Call:** Roll was called. Members in attendance are noted above.

**Announcements:**

Open House – Therkelsen (DCC) informed the group that they should have all received their invitations to the Dakota County building dedication and DCC open house had been scheduled for Saturday, October 27<sup>th</sup> from 10:00 am to 2:30 pm. Therkelsen added that the event was being promoted on the web, in the local papers and on the cable television. Therkelsen commented that there would be a cable crew present at the event who hoped those in leadership roles at the different communities would take a couple of minutes to comment on how the transition to the DCC would affect their community. Therkelsen then assured that there would be further information.

Therkelsen (DCC) clarified that the building dedication was expected to last from 10:00 am – 10:30 am and that Commissioner Schouweiler would speak on behalf of the County and Chair Kautz would speak on behalf of the Board. Therkelsen stated that the open house would immediately follow the dedication.

**Additions to Agenda:**

None

**CONSENT AGENDA**

- 3a. Approve Minutes from Regular Board meeting of September 20th, 2007.**
- b. Adopt and Ratify Executive Committee's Approval of 08/01/07 – 08/30/07 Paid Claims.**
- c. Approve August, 2007 Financial Reports.**

**Discussion:**

No discussion.

**Action:** Motion by Schouweiler (Dakota County) to approve the consent agenda. Second by Droste (Rosemount). Motion passed unanimously.

**REGULAR AGENDA**

**4. Executive Director Performance Evaluation – Receive report from Executive Committee Chair and consider recommendation for approval.**

**Discussion:**

Chair Kautz (Burnsville) reminded the group that the JPA and Bylaws require that the Executive Committee and specifically the Executive Committee Chair facilitate the yearly performance evaluation of the Executive Director. As part of this evaluation, the Executive Committee Chair is to obtain comments from both the Board Chair and Vice-Chair and the Operations Committee Chairs. Chair Kautz added that since the evaluation had already been presented to the Executive Director and since recommendation has been made for Board consideration, the Executive Director and Staff would not be asked to leave the room. However, if at any time, a Director felt the need to discuss an item in confidence, the Executive Director and Staff would be asked to leave the room.

Mielke (Lakeville) commented that one of the wonderful things about evaluations is that they allow people to look back at what they have accomplished over the past year. Mielke added that the accomplishments to date have been tremendous.

Mielke (Lakeville) reminded members that when the Executive Director position was being filled, the original intent was to, in essence, hire a city manager who would be empowered to maintain day-to-day administration and who would also hold hire/fire authority.

Mielke (Lakeville) informed members that when the Executive Committee was discussing how to handle the Evaluation, it was decided to use a rating system of 1 to 5, 5 being the best rating. He added that the operations committee chairs, and the Board chair and vice-chair provided input on the evaluation to ensure a well-rounded look at the performance of the Executive Director. Mielke commented that going forward, it may be better to handle the evaluation in a different manner. Mielke then referred to the Summary Report and stated that all evaluations were compiled into the one document and provided to Board members earlier in the week for review. A copy of the document was distributed to all members who didn't have one available.

Chair Kautz (Burnsville) informed members that the Executive Director had an overall rating of 3.75. Kautz then directed attention to the last page of the Performance Evaluation Summary Report and reminded that in looking at the ratings, members should remember the guidelines.

Mielke (Lakeville) informed members that the main topics were listed in bold and that each bullet point under the topic was given a rating by all participants on the review panel. Mielke then reviewed the summary report with members of the Board. When Mielke arrived at the Personnel Management topic, he noted that some participants put a 3 and some noted that it was not applicable but all participants stated that they didn't feel they had adequate information to rate the Executive Director on the topic. Mielke commented that in the future, there should be feedback from the Executive Director's subordinates. Chair Kautz added that personnel were currently disbursed over a number of agencies, which is difficult to manage.

Chair Kautz (Burnsville) reminded that the goal setting section of the evaluation was based on individual performance and accomplishment goals of the individual. Mielke (Lakeville) added when the Board gets together the beginning of 2008 and sets organizational goals and accomplishments it will be important to make sure that the goals and accomplishments set for the Executive Director are in line with the goals set for the organization. Mielke then addressed each goal the panel was recommending to the Board for consideration. Chair Kautz (Burnsville) requested discussion on the recommended goals be held and opened the floor for discussion.

Erickson (Apple Valley) commented that the first thing that should be on the summary report was a brief statement of acknowledgement and approval of the work that has been done so far. Chair Kautz (Burnsville) agreed and stated that looking at all of the accomplishments, the Executive Director had done an exceptional job.

Droste (Rosemount) commented that had leadership not been above and beyond expectations, City officials would have heard much more as consolidation brings stress. Droste added that he felt some of the scores could have been much higher. Chair Kautz (Burnsville) acknowledged that in evaluations you look for signs of a good leader. One of those signs is having the ability to listen and deliver good execution and another is surrounding yourself with good staff and resources to ensure success.

Mielke (Lakeville) reminded the group that the Executive Director not only had to manage the construction of the facility and the consolidation of staff, but also was an active participant in the collaboration of the county conversion to the 800 MHz system.

Duggan (Mendota Heights) asked if it would be appropriate to make a motion that the Board comments be included in the performance evaluation. Chair Kautz (Burnsville) confirmed and stated that the motion could be that not only did the Board accept the summary report from the Executive Committee but also that they had additional comments for the personnel file.

Soderberg (Farmington) commented that Chair Kautz summed it up stating that the transition from concept to actual start-up was probably one of the most difficult times in the formation of an entity. Soderberg added that the fact that the transition was going so smoothly was a testament that Mr. Therkelsen was the correct person for the position.

Chair Kautz (Burnsville) acknowledged that the Executive Committee had gone through the rigors of the interview process and congratulated them on their recommendation of Mr. Therkelsen.

Chair Kautz (Burnsville) referred to the Problem Solving topic and acknowledged that there were many groups involved in the decision making. She then asked Executive Director Therkelsen if it was cumbersome trying to arrive at solutions with so many interested parties. Therkelsen (DCC) responded that he felt our governance structure is the appropriate model for the DCC at this time. He clarified that it is inherently slower to arrive at resolutions and added that it was his job to make sure when people arrived at meetings, they are all heard. Therkelsen continued that with the number of members and the broad scope of environments across the county, it would take time to arrive at decisions but that it also allowed for a good forum to work through issues. Lewis (West St. Paul) resounded the opinion that if Therkelsen weren't a good problem solver, there would be more to discuss on this topic of the performance evaluation. Erickson (Apple Valley) agreed and added that really to arrive at a rating members should forget about the different topics discussed, look at how things were going and arrive at a rating. Erickson commented that he felt the rating should be between 4 & 5. Kautz (Burnsville) clarified that at the end of the discussion, Erickson could make that motion, which would then be open to further discussion.

Lewis (West St. Paul) commented that in regards to results/deliverables, it was simply that the project was kept on time and under budget. Schouweiler (Dakota County) added that just organizing a new entity is a huge undertaking but adding oversight of the facility and 2 office relocations just complicated things further.

Chair Kautz (Burnsville), in reference to communications skills, commented that all the material produced such as newsletters, the website, etc. are very well handled and keep members informed. Lewis (West St. Paul) added that that communication allowed Board members much easier communication with their councils.

Duggan (Mendota Heights) commented that he would like to propose removal of the 3.0 rating for personnel management or taking the average of the other ratings. Mielke (Lakeville) acknowledged that removal of the rating altogether may be a good choice.

**Action:** Motion by Duggan (Mendota Heights) to change the rating on the Personnel Management portion of the performance review to NA. Second by Schouweiler (Dakota County). Motion passed unanimously.

Chair Kautz (Burnsville) commented that the fiscal agent selection process was handled very well and that the City of Lakeville was providing very thorough reports. Riveness (Hastings) added that considering the budget process and how well it went, the rating was possibly a bit low.

Chair Kautz (Burnsville) asked members if there was anything else they would like to see added to the goals list for the upcoming year. Hearing none, Chair Kautz reiterated that

there was a motion in order to amend the Executive Committee's performance review of the Executive Director.

**Action:** Motion by Erickson (Apple Valley) to amend the Executive Committee's overall performance evaluation of the Executive Director to a 4 rating. Second by Riveness (Hastings).

**Further Discussion:** Tourville (Inver Grove Heights) suggested the motion include the scale of from 1 to 5. Schouweiler (Dakota County) also suggested the motion include addition of an overall summary statement to the performance review summary report in the form of the Board's position as reasoning for the action members were about to take. Chair Kautz (Burnsville) confirmed that the minutes should reflect all the comments made and consolidate them into the personnel record as Board comments with the overall rating of 4. Chair Kautz (Burnsville) then asked Directors Erickson if they were OK with the amendments to the motion. Both directors confirmed.

Mielke (Lakeville) clarified that the report presented was the product of work done by the Executive Committee and was their recommendation. Chair Kautz (Burnsville) acknowledged and further clarified that the summary report done by the Executive Committee should not be changed. The Board comments would be consolidated into a document that would be added to the top of the report for the Executive Director's personnel file.

Motion passed unanimously.

**Action:** Motion by Schouweiler (Dakota County) to adopt the performance evaluation recommendation from the Executive Committee. Second by Rieb (Lakeville). Motion passed unanimously.

## **5. Board Process – Receive update from Executive Director. No Action.**

**Discussion:** Chair Kautz (Burnsville) reminded the group that when the JPA was originally put in place, it was decided that the Board should meet at least twice a year. Kautz then commented that going into 2008 it may be better to look at having a quarterly meeting. Kautz then suggested the discussion be put on the DCC Board of Directors retreat currently in discussion.

Chair Kautz (Burnsville) commented that there were a number of topics that should be discussed at the suggested retreat such as governance policies, Board Policies, Executive Committee policies, etc. In addition, Chair Kautz noted that there needed to be clarification from the Fiscal Agent regarding having good controls in place.

Therkelsen (DCC) commented that the information was summarized in the agenda memo. Therkelsen clarified that it was not an action item but more of a chance to revisit discussions that began in September regarding Board responsibilities. Therkelsen further clarified that the request was made in September for this item to be on the agenda for

further discussion but after conversations with the Board and Executive Committee Chairs, it was requested that the item be delayed to the November meeting for Board action on the scheduling of the retreat.

Mielke (Lakeville) suggested that if the intent of the Board was to hold a retreat it could be scheduled sometime the end of January or beginning of February, 2008. Mielke clarified that the timing would allow staff to get their feet under them, but also allow members to meet before their budgeting started, which would allow members to take any initiatives and include them in the 2009 budget process. Chair Kautz (Burnsville) added that the timing would allow members to obtain a facilitator for the meeting. Kautz clarified that the facilitator should be someone who understands municipalities and governing body operations. Schouweiler (Dakota County) recommended obtaining a facilitator through Extension. Tourville (Inver Grove Heights) suggested members who have potential facilitators in mind do some background checking and be prepared to make recommendations. Duggan (Mendota Heights) suggested members contact these facilitators and request they send a resume to the Executive Director. Chair Kautz directed members to make facilitator recommendations to Executive Director Therkelsen.

Duggan (Mendota Heights) suggested the retreat be scheduled on the third Thursday of the month and be kept to a ½ day timeframe. Chair Kautz commented that the 2008 meeting schedule had not yet been set and would have to be part of the November discussion. Erickson (Apple Valley) agreed with Duggan's suggestion to keep the retreat to ½ day to ensure the group would stick to the items at hand. Chair Kautz requested the November Agenda Packet include a proposed outline of items to cover as well as facilitator options.

Droste (Rosemount) noted that there were some other value add items the DCC could provide to its communities. Chair Kautz commented that the value add topic would be a good one for the proposed outline. Droste (Rosemount) commented that there is also some discussion that could be had regarding the DCCs participation in agency disaster recovery efforts. A number of meeting participants commented on this topic and Chair Kautz confirmed that the topic should be discussed at the retreat as a long-term goal. Chair Kautz also reminded the group that service enhancements come with a price.

**Action:** No Action. Information Only.

## **6. Executive Director Report**

### **Discussion:**

Therkelsen (DCC) took a moment to thank the Board and the Executive Committee for the performance appraisal. Therkelsen added that he felt the review done by the Executive Committee was exceedingly fair. Therkelsen then commended his staff for the work they have done in assisting him so far and added that the next couple of months would be a real test of consortium and relationships. He acknowledged that there would be some anxiety in the beginning but that the strong underlying relationships would pull through.

Cutover Schedule – Therkelsen (DCC) commented that the group should have all received the email notification stating that the cutover date had been bumped back to December 10<sup>th</sup>. Therkelsen added that he was confident that the December date would hold true. Therkelsen assured that the cutover would still take place in 3 phases but would be compressed.

Building Dedication – Therkelsen (DCC) acknowledged that this topic had already been discussed earlier in the meeting.

Insurance and Benefits Renewals – Therkelsen (DCC) commented that at the November meeting members would be discussing insurance renewals as quotes were just starting to come in. Therkelsen added that the Board would also be asked to establish 2008 performance and general adjustments for the non-bargaining employees.

Board Appointments – Therkelsen (DCC) reminded the group that in late November, early December Board appointments/reappointments would be in order. Therkelsen clarified that any member could choose to appoint or reappoint every year if they were to see fit but that normal terms were 2 years.

Farmington Fire – Therkelsen (DCC) informed the group that staff anticipated some media attention on a problem from a couple nights earlier where a fire event in the City of Farmington was paged and nobody responded. Therkelsen assured that the issue was due to a phone line disconnection as directed by the City of Farmington and had nothing to do with how DCC staff performed their duties. Therkelsen acknowledged that Lakeville Fire protocol is to respond if needed and they did so.

DCC Fiscal and Operations Efficiencies – Therkelsen (DCC) distributed a handout that listed fiscal and operational efficiencies the DCC had already or was striving to attain. Therkelsen clarified that it is difficult to compare the existing service model with consolidated operations because there will be enhanced services the day staff opens the doors. Therkelsen clarified that the document was really informational for members and provided to be used as a resource for members if they are asked questions. Droste (Rosemount) asked if the dispatchers have had EMD training yet. Therkelsen (DCC) responded that the training was in process and that the majority of staff had received it already. Droste (Rosemount) commented that would be an immediate enhancement. Therkelsen (DCC) confirmed. Kautz (Burnsville) acknowledged that the efficiencies were good talking points that members could use to ensure they are all addressing the same topics.

Erickson (Apple Valley) informed the group that the Sun Current published an article on the DCC.

Tourville (Inver Grove Heights) commented that under the personnel piece of the Board goals there should be mention of how employees will be evaluated and how personnel training would be set up. Therkelsen (DCC) assured that Operations Director, Diane

Lind, had been very busy with the training program and that staff would be happy to produce that piece.

**Action:** No action. Information only.

## **7. Miscellaneous**

**Discussion:** Tourville (Inver Grove Heights) asked if there had been any discussion regarding placing a flag in the Training Room. Therkelsen (DCC) responded that the Capital Projects group from Dakota County was working on a flag display but that he wasn't sure it would be in the building in time for open house. He added that he thought the plan was to place the flags in the lobby.

Tourville (Inver Grove Heights) briefly commented on Voice Over IP (VOIP) services and the difficulties that accompany. Tourville commented that when there are problems it is usually proved that the dispatch center didn't do anything wrong. Tourville (Inver Grove Heights) encouraged staff to promote that citizens do a test call to 9-1-1 to ensure their address is coming up correctly on CAD. Therkelsen (DCC) commented that there is some information on the website regarding VOIP. He added that Fire Marshalls call 9-1-1 to verify addresses as part of their fire inspection process.

Mielke (Lakeville) informed the group that there was a topic in discussion at the Executive Committee level regarding fees for non-member agencies. Mielke clarified that there are currently 2 fire departments in non-member cities who are dispatched through Dakota County. Mielke noted that the Executive Committee is working with the Executive Director to figure out what the fees should be for agencies who receive dispatching services from the DCC, but do not meet the membership requirements of 10,000 residents and a Law Enforcement agency to become a member. Tourville (Inver Grove Heights) questioned sending a letter out to agencies requesting better participation at the Board meetings. Chair Kautz (Burnsville) responded that she would send a letter out as the Board Chair on behalf of the Board to remind member cities to send either the director or their alternate

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

## **8. Adjourn**

**Action:** Motion by Soderberg (Farmington) to adjourn the meeting. Second by Droste (Rosemount). Motion passed unanimously. Meeting adjourned at 9:37 am.

**Next Meeting:**  
**Thursday, November, 15<sup>th</sup>, 2007**  
**8:00 am**  
**Location: DCC**