

**Dakota Communications Center (DCC)**  
**Board of Directors**  
**Minutes of Meeting: 10/18/2018**

**Members Present:** Dakota County – MaryLiz Holberg; Eagan – Gary Hansen; Farmington – Jason Bartholomay; Hastings – Joe Balsanek; Inver Grove Heights – George Tourville; Mendota Heights – Ultan Duggan; South St. Paul – Lori Hansen; West St. Paul – Dick Vitelli

**Members Absent:** Apple Valley – John Bergman; Burnsville – Bill Coughlin; Lakeville – Colleen LaBeau; Rosemount – Jeff Weisensel

**Alternates Present:** Rosemount – Mark DeBettignies

**Others Present:** DCC – Tom Folie, Cheryl Pritzlaff, Jen Hildebrandt; Executive Committee Chair – Mark McNeill; Executive Committee Member – Matt Smith

**1. Call the Meeting to Order:**

There being a quorum, Chair Tourville (Inver Grove Heights) called the meeting to order at 8:02am.

**2. Pledge of Allegiance**

**3. Roll Call**

Members in attendance are noted above.

**4. Approve Agenda**

**Discussion:**

Executive Director Folie requested the addition of the Motorola Support Contract to the action items portion of the agenda.

**Action:** Motion by Hansen (Eagan) to approve the agenda with the noted amendment. Second by Holberg (Dakota County). Motion passed unanimously.

***CONSENT AGENDA***

**5.**

- a. Approve minutes from the regular Board meeting on May 17<sup>th</sup>, 2018.
- b. Adopt and ratify the Executive Committee's approval of paid claims:
  - April 1<sup>st</sup> – 30<sup>th</sup>, 2018
  - May 1<sup>st</sup> – 31<sup>st</sup>, 2018
  - June 1<sup>st</sup> – 30<sup>th</sup>, 2018
  - July 1<sup>st</sup> – 31<sup>st</sup>, 2018
  - August 1<sup>st</sup>- 31<sup>st</sup>, 2018
- c. Approve Financial Reports
  - April, 2018 Unaudited Financial Report
  - May, 2018 Unaudited Financial Report
  - June, 2018 Unaudited Financial Report
  - July, 2018 Unaudited Financial Report
  - August, 2018 Unaudited Financial Report

- d. 2019 Ancillary Benefits
- e. 2019 Dental Insurance
- f. 2019 Medical Insurance
- g. 2019 Non-Union Wage Increase
- h. 2019 Board of Directors Meeting Schedule
- i. Administrative Policies & Procedures Modifications
- j. Executed Contracts between April 25<sup>th</sup> and September 26<sup>th</sup>

**Discussion:** None

**Action:** Motion by Vitelli (West St. Paul) to approve the consent agenda. Second by Holberg (Dakota County). Motion passed unanimously.

## ***REGULAR AGENDA***

### ***Action Items***

#### **6. Workstations**

**Discussion:**

Folie (DCC) reviewed a PowerPoint presentation with members. Folie reminded members that the workstations currently on the dispatch floor were the same ones since doors opened in 2007 making them 11 years old. Folie noted that the expected life-cycle of a workstation is 10 – 15 years and the workstations needed repairs and some parts were no longer manufactured. Folie noted that some of the equipment was no longer serviceable and was being rigged to continue to work. Folie noted that the original budget amount for the workstation replacement project was \$325,000.

Folie recapped the basis for the original layout, and how practices had changed along the way due to identified needs and improvements. All along, using the same floor layout as originally conceptualized. Folie explained that shortly before he joined the DCC, agencies sent representatives from their law enforcement to the DCC to observe operations. Folie commented that all agencies participated and the result of the many hours of observation returned a report that included a theme that the layout was no longer conducive to operational needs. Folie stated that staff often communicated verbally to expedite response, and that could be across the large dispatch floor.

Folie noted that in addition to the law enforcement observation feedback, there was considerations of future dispatch center technology needs, including the idea that centers are becoming data hubs including video. Folie stated that while it was not currently budgeted, he was envisioning the need for a video display wall in future years. Folie provided examples of how these video display walls were already in use in many locations locally and across the nation. Folie stated that if the future of the center was to include a video display, all workstations should be facing the same way. Folie stated that the current floor layout also had one supervisor station facing the opposite direction so it couldn't see any of the workstations.

Finally, Folie noted that future expansion needs also needed to be considered. Folie acknowledged that the size of the floor was conceptualized to ensure room for future expansion. Folie then displayed the proposed floor layout stating that workstations were closer together to address proximity concerns and to allow for future expansion. Folie added that both supervisor stations were overlooking the entire floor, and all workstations were facing one direction in consideration of future needs. Folie commented that while these were all vast improvements, floor layout modifications came with an added price beyond the budgeted workstations replacement.

Folie reminded that an RFP was issued in April and the DCC received five proposals from four vendors. Folie noted that only one response was under budget, and that was the current vendor, Xybix. Folie noted that Xybix was the industry front runner in the area. Folie stated that after working extensively with Xybix to get workstations costs down, he also worked with Dakota County to identify any portions of the cost that may be covered by the repair and maintenance fund. Folie reminded members that they had been paying into the repair and maintenance fund since the 61<sup>st</sup> month of the lease, and that cost went up due to inflation each year. Folie reported that the County confirmed that the costs for the relocation of the supervisor riser, carpet replacement, data cabling, and electrical would be covered with the repair and maintenance fund.

Folie stated that while the total cost of the project was coming in at just under \$372,000, staff was requesting authorization to spend up to \$400,000 if needed. Folie clarified that the additional funds would not be spent if not necessary, and that it was just contingency as most projects had additional unexpected costs. Folie reported that the capital fund balance was currently near \$1,000,000 and increased by about \$400,000 each year. Folie added that the projected capital expenditures over the next couple of years was under \$300,000.

Folie stated that the Executive Committee recommended the Board approve capital budget expenditures not to exceed \$400,000 for the workstation replacement project.

DeBettignies (Rosemount) asked for clarification on the need for dispatchers having to yell across the room. Folie (DCC) assured that technology was in place for the calltakers and dispatchers to communicate, however, it was simply faster for staff to relay information they were receiving verbally for important calls.

DeBettignies (Rosemount) inquired about how often CAD went down. Folie (DCC) responded that it was going down approximately a couple times a month which was much more than desired. Folie assured that staff was working to track this and resolve this ongoing issue.

Tourville (Inver Grove Heights) asked if the video display would allow the supervisors to pull up anything they needed and if it would allow for multiple events. Folie (DCC) confirmed that would be the intent, but added that a video display was not yet in the capital budget.

Duggan (Mendota Heights) asked for clarification on how long the new workstations were expected to last. Folie (DCC) responded that they had an average life span of 10 – 15 years.

Vitelli (West St. Paul) commented that he would be concerned that the \$28,000 contingency would be enough.

**Action:** Motion by Vitelli (West St. Paul) to approve capital expenditures not to exceed \$400,000 for the workstation replacement project. Second by Duggan (Mendota Heights).

**Further Discussion:** Vitelli (West St. Paul) asked when the project would occur. Folie (DCC) responded that there was an 8-week lead time on the workstations. Folie stated that the Training Room would have to be used for storage starting mid-January and running through the month of February. Folie noted that installation would probably be a 4 week project.

Duggan (Mendota Heights) clarified that the proposed layout could accommodate more workstations. Folie (DCC) commented that the layout could accommodate more workstations,

but that they were not being purchased. Folie explained that the current number of workstations could accommodate increased dispatch staffing levels. Folie further explained that projections reflected Dakota County to have a population of around 475,000 people by 2030 and keeping a per capita staffing level could be accommodated with the current number of workstations. Folie noted that timeline would coincide with the next workstation replacement project and additional workstations could be considered at that time.

Tourville (Inver Grove Heights) recapped that the current floor space could accommodate more staffing, but there may be the need for added workstations down the road. Folie (DCC) confirmed stating that the new layout could accommodate the addition of four workstations, more if additional minor adjustments were made.

The motion was approved unanimously.

## **7. Motorola**

### **Discussion:**

Folie (DCC) noted that the Motorola support agreement ended with 2018 and the renewal reflected a 1.2% increase over what was budgeted for 2018. Folie assured that the expense was allowed for in the budget so there would be no additional impact. Folie stated that 2020 reflected a 3% increase and if not engaged by December 1<sup>st</sup>, there would be a 5% increase to the contract. Folie stated that it was a sole source contract with Motorola under the state contracts umbrella.

**Action:** Motion by Hansen (South St. Paul) to approve the contract as presented. Second by Hansen (Eagan). Motion approved unanimously.

### ***Information Updates/discussion Items***

## **8. Winbourne Operational Evaluation**

### **Discussion:**

Folie (DCC) recapped that in mid-2016, the Executive Committee directed staff engage a firm to administer an operational evaluation. Folie noted that Winbourne Consulting was the selected firm as they had done evaluations nation-wide and came in the lower of two bids. Folie noted that Winbourne did their fact-finding in April and May, visiting with staff and law/fire representatives. Folie stated that the report was delivered in September and received by the Executive Committee at their October 3<sup>rd</sup> meeting. Folie then recapped the report with members.

### **Single/Two-Stage analysis**

Folie (DCC) stated that he came into this topic with an open mind, interested to hear what the evaluation returned. Folie stated that every professional he has talked to stated that given the size of the DCC organization, single-stage would not work at the DCC. Folie explained that there were a lot of factors that contributed to that determination, one of which was the pre-arrival instructions that the DCC provided as an added service. Folie stated it would be difficult for a call taker to communicate with the caller, including pre-arrival instructions, and dispatch and give the responders the attention they needed. Folie acknowledged that the evaluation identified both advantages and disadvantages of staffing related to single v two-stage dispatching, but he didn't see there being any advantage center with more than one dispatcher on duty. Folie stated the Winbourne recommendation was to continue with the two-stage process.

Duggan (Mendota Heights) asked if staff was going to be able to see the report. Folie (DCC) responded stating that staff had seen the report and there were things that staff agreed with, and

things that staff didn't agree with. Folie noted that "911 for all" was a big topic with Winbourne. Folie stated that the organization knows the NENA standard and that the MN NENA standard differed. But that was the direction the consortium decided to follow. Yet, Winbourne insisted on putting it in their report. Duggan acknowledged stating "call 911 for everything" has been the mantra for quite a while. Folie agreed.

#### Technology

Folie (DCC) stated that the report reflected that DCC technology was on track. Folie noted that Winbourne noted that there wasn't really an operational technology plan. Folie stated that the capital fund acted as the operational technology plan.

Folie (DCC) stated that Winbourne reported on the LOGIS Hosting of CAD/Motorola and RMS. Folie noted that the advantage of LOGIS hosting was the decreased need for fairly expensive staff. The disadvantage was the decrease in CAD flexibility due to some features being based on global settings that had to be determined by the entire LOGIS consortium.

Folie (DCC) commented that there were some basic critiques of the DCC Continuity of Operations Plan (COOP), but that the State held it up as the plan to follow. Folie acknowledged that the noise in the data room was concerning and staff was working on that with Dakota County Facilities with hopes that the fan speeds could be turned down if there was ever the need to relocate. Folie added that Winbourne urged a full scale facility abandonment exercise which hadn't been done. Folie and Pritzlaff (DCC) noted that Ramsey County was the backup for the DCC, and the DCC was the backup for Rice/Steele, Ramsey and Anoka.

Folie (DCC) stated that Text-to-911 was starting on October 23<sup>rd</sup>, EFD was in the works to be implemented later this year, and ASAP to PSAP was not yet in the plan but being discussed. Folie clarified that ASAP to PSAP gave alarm companies the ability to populate information into CAD w/o making a phone call. Folie reported that CAD-to-CAD with Allina was working great, and staff was striving to get the same with HealthPartners.

Folie (DCC) referred to Caller Location Improvements noting it was in a state of flux. Folie commented that currently, calls from cell phones didn't always give precise locations. Folie added that locations sometimes were only within 10,000 meters which could be a very vast area. Folie noted that he was hoping that when the improvements came, they would be at no cost to the PSAP. Folie said there was an alternative option called Rapid SOS, but that came at a price it integration with the CAD system is desired.

Folie (DCC) noted that bringing CAD in-house was a topic for future discussion and was not currently on the project timeline.

Folie recapped that technology-wise, Winbourne noted that while there were no real technology gaps, but there was also no formal process for new projects. Folie commented that the DCC wasn't a big project institution where the DCC was responsible for the execution of the project. Instead, it is typically vendors who are doing a project and does the project management. Folie stated that he felt the report made a bigger deal of this than was warranted.

Duggan (Mendota Heights) asked if staff was pleased with the report. Folie (DCC) acknowledged that there were definitely take-aways that would need follow up. However, there

were parts of the report with which staff disagreed. Folie commented that the proposed staffing structure was way too top heavy and staff did not agree with the staffing report.

Folie commented that there was no question that the DCC was short-staffed as the staffing level was the same as it was in 2007. Folie noted that efforts were underway to address that, increasing the FTE by ½ each year. Folie noted that while the County population has been growing, DCC staffing levels have remained flat. With that said, the report did not reflect a lot of substance in the numbers to support the recommended increase of 7 – 8 call takers.

Folie (DCC) noted that the Winbourne project referred to Systems Thinking Perspective and the stats that were put out every month. Folie commented that there was a lot of time and effort put in to those stats and he disagreed with the Winbourne comments since the DCC stats were for the governance to measure DCC performance, not Law and Fire performance. Folie stated that agencies had that data and could report on it as the organization saw fit. Folie recognized, however, that many people didn't look at the stats and some chiefs have stated that they only looked at one or two items. Folie assured staff would work with the operations groups to see if there was a better way to put that information out.

Folie (DCC) referred to the out of scope information that was reported on including recruitment, career advancement & mobility and governance. Folie commented that centers nationwide were struggling with staffing & retention. Pritzlaff (DCC) noted that adjustments were being made to the schedule to try and address the staffing shortage. This included a variety of shifts that helped reduce overtime by about 300 hours in the first month alone. Pritzlaff added that there were a couple trainees finishing up their training which would also help a lot. Pritzlaff noted that many of the staffing losses were people coming in that just couldn't do the job. Some were reporting it was way more than they bargained for, others were saying they couldn't deal with the stress. Tourville (Inver Grove Heights) acknowledged the need for a psychological evaluation had been discussed at great length earlier in the year and it action was taken to get them added into the pre-employment process. Tourville added that unemployment was low, which didn't help organizations hiring to work nights, holidays and weekends. DeBettignies (Rosemount) agreed addressing the costs associated.

Holberg (Dakota County) commented that there had been a report earlier in the year noting the consideration of part-time positions. Holberg asked if there had been any advancement on that. Folie (DCC) commented that the DCC was still talking about it. Folie cautioned, however, that given the enormity of the DCC dispatch services, it was being looked at more in the capacity of keeping long-term employees around longer, not bringing in new hires. Folie cautioned that there were likely current employees who would be interested in part-time which could further exasperate the current staffing issue by resulting in more positions to be filled.

Bartholomay (Farmington) asked if the DCC had considered sign-on bonuses. Folie (DCC) responded that it hadn't been discussed. Folie commented that he did know the DCC starting wage was falling behind some other single-agency centers which was becoming problematic and needed to be addressed.

DeBettignies (Rosemount) asked if there was any inclination of why employees were leaving. Hildebrandt (DCC) responded that the DCC was not losing employees to other dispatch centers. And a number of those who did leave returned within a year. Hildebrandt noted that the dispatchers who were leaving were either retiring, moving into law enforcement/fire, leaving the industry entirely, or leaving due to familial changes that restricted availability for required shift-work. Hildebrandt added that most of the newer employees were leaving due to struggles during

training. Hildebrandt reminded members that DCC dispatchers were fully trained to take calls, & dispatch services to numerous agencies with potentially varying directives. They provide EMD pre-arrival instructions, and they have to familiarize themselves with a very large geographical area. This, added to the tension of being new to an organization can cause much stress on new hires and prove to be overwhelming for some. Hildebrandt assured that staff was working on metrics that would help improve the pre-employment process. Through the use of the metrics, and findings in exit interviews, the intent was to further streamline the hiring process. Hildebrandt reiterated that the DCC was identifying very qualified candidates for hire and while efforts toward retention needed to continue, this disparity was not unique to the DCC as numerous agencies in the area (and nationwide) were in the same situation.

Folie (DCC) referred to the Winbourne-recommended organization structure stating that he agreed with some of it, but it seemed as though wherever there was a need, Winbourne created another position. Folie agreed that the HR Coordinator/Executive Assistant position was overloaded and if the desire was to push outreach, the DCC would need to address that position. Folie stated that the report stated that the Supervisors were diluted with administrative responsibilities and the Supervisor assigned to Admin position was a fragmented compilation of duties. Folie agreed that there could be modifications to these positions, but the recommendation was to have the Operation Director sit and listen to the City/County needs and then bring that back to another management level position to put it into effect. Folie commented that simply wasn't necessary. Folie stated that he agreed there was a need to separate some of the duties from the Administrative Supervisor position to a new position. They would divide current CAD and QA duties and include adding scheduling to one of them. Folie stated that he didn't feel there was a need for a strategic technologies director. Folie acknowledged that an opportunity for career advancement would be nice, and currently dispatchers didn't have much of that beyond moving into a supervisory ranks. Folie commented, however, that he also didn't think the DCC should create positions just for the purpose of providing advancement opportunities.

Folie (DCC) referred to the Winbourne comments on DCC governance and noted that this discussion was already in progress amongst the membership and was not requested of Winbourne.

Folie (DCC) recapped stating that the final thoughts provided by Winbourne were that overall, the DCC was doing well. Folie acknowledged that there were things that could be improved and the intent was now to prioritize any/all actions being considered.

Hansen (South St. Paul) commented that she was of the same opinion of the review as staff seemed to be in that the report came out reflecting things were much worse than what she believed to be true. Hansen noted that the report seemed quite negative and didn't provide a lot of positive nor encouraging thoughts or ideas. Folie (DCC) acknowledged stating that the first time he read through the first draft of the report, he was angry. However, efforts to get Winbourne to alter some of their findings in the report were unsuccessful.

DeBettignies (Rosemount) asked if Winbourne also administered the previous operational evaluation. Folie (DCC) clarified that the previous evaluation was administered by APCO. Folie noted that there were two bids for this project and Winbourne came in the cheaper of the two. APCO had not submitted a bid.

Duggan (Mendota Heights) acknowledged that one key section of the report seemed to focus on hiring and retention and how the DCC could do a better job. Vitelli (Wes St. Paul) agreed adding that maybe there were additional resources available that could also evaluate the dispatch work schedule and provide some recommendations. Folie (DCC) concurred stating that staff believed there were things that could be done in recruitment, hiring and training and some of those steps were already being taken.

Tourville (Inver Grove Heights) commented that if the report came back saying everything was wonderful, the consortium would question whether or not they got their money's worth. Tourville recapped that the report provided some food for thought. Folie (DCC) agreed assuring that staff would work to put a plan in place.

## **9. Board of Directors Representation**

### **Discussion:**

Board Appointments – Folie (DCC) noted that board appointment reminders would be sent out the beginning of November. Folie added that the Executive Committee had also been reminded at their October meeting.

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

## **10. Director Report**

### **Discussion:**

CAD to CAD - Folie (DCC) reported that CAD to CAD with Allina was running very smoothly and the hope was to implement the same with HealthEast. Folie commented that while the effort was still underway, some hurdles had been encountered along the way slowing progress.

911 Outage on August 1<sup>st</sup> – Folie (DCC) commented that there was a partial outage with some cell phone providers on August 1<sup>st</sup> that was determined to be related to human error by a CenturyLink contractor. Folie noted that DCC Staff was disappointed by the lack of communication during the outage. Folie clarified that Hennepin County was the first PSAP to notice and relay the issue to others in the metro area. Folie stated that it wasn't until a half hour after the outage was detected that Century Link notified PSAPS of the outage. The Department of Public Safety Emergency Communications Network division will continue to look into this.

Server Hosting – Folie (DCC) reported that there was the opportunity to save some money hosting some servers at LOGIS. Currently the DCC has three servers that were slated to be replaced. It now appears that the DCC can get by with one server located at the DCC and the others hosted at LOGIS. This will result in savings overall especially in the capital replacement of the servers. The hosted servers will become a part of the operational budget

FirstNet Devices – Folie (DCC) noted that FirstNet handled public safety broadband, which allowed for public safety priority use of cellular and data. Folie stated that the DCC had exchanged a few of its devices as the broadband was twice as fast downloading information. Folie stated that the DCC would ultimately be going to FirstNet on everything which would save some money and be faster.

Prairie Island Nuclear Plant Test - Folie (DCC) reported that the FEMA test was a great success for the DCC and all of Dakota County. Folie was happy with the DCC's performance. Folie credited Dakota County Emergency Management for the successful effort.



IPAWS Training – Folie (DCC) commented that through the use of IPAWS, the DCC and member agencies were able to pinpoint a specific tower and send a notification to all cellphones using that tower's service. Folie stated while this use of IPAWS was very specific, the State of MN and Dakota County provided training to DCC supervisors. Folie commented that the training was very well received.

MetroTraffic Control Camera Capability – Folie (DCC) reported that the DCC currently has public access to MNDOT cameras. Folie commented that over the summer, it was identified that there was also a restricted camera access for use by public safety. Folie commented that all agreements had been signed, there was no cost for the access.

Text to 911 – Folie (DCC) reported that while use of Text-to-911 had gone live the end of 2017, all contact was going through other PSAPS including Hennepin County. Folie stated that the DCC would now be receiving text-to-911 calls directly if the text originates in Dakota County. Folie commented that because there was a large education campaign in 2017, there wasn't any additional push being planned.

Fire Open Houses – Folie (DCC) informed members that the DCC participated in any/all open houses it was invited to and thanked member fire departments for including staff.

Everbridge – Folie (DCC) referred to the recent water contamination messages that had gone out over the mass telephone notification system stating that upon review of registrations, there were only 8,120 cell registrations across the county. Folie commented that seemed quite low and suggested members consider including the educational cards in resident welcome packets. Folie also suggested that maybe a report could be run and shared by city. Folie assured that he had been in discussions with member fire and police departments, making them aware of the low registration. DeBettignies suggested consideration of tying the message in with utility notifications. Folie (DCC) acknowledged. Some members expressed concern on whether that could be done without notice.

December 20<sup>th</sup> Board Meeting – Folie (DCC) commented that while there is the need for a year-end meeting, there were concerns about how close the December meeting was to the holidays. Folie reminded that there would be the need for a quorum.

**Motion:** Action by Duggan (Mendota Heights) to change the December meeting to the 6<sup>th</sup>.  
Second by Vitelli (West St. Paul).

**Further Discussion:**

Folie (DCC) reminded that would be one day after the December Executive Committee meeting. Holberg (Dakota County) asked if the OPA review would be pushed to February, 2019. McNeill (Executive Committee Chair) responded that the Executive Committee would prefer to have it in December. The general consensus is to wait until any new board members are seated in February to begin that discussion.

Motion approved unanimously.

**11. Member Community Highlights**

**Discussion:**

Duggan (Mendota Heights) reported that Sibley High School would be building a new football stadium and Mendota Heights would also be refurbishing a fire station.

Tourville (Inver Grove Heights) reported that Inver Grove Heights just had groundbreaking for their new fire hall, expected to be up in the next 9 – 12 months.

Vitelli (West St. Paul) noted that West St. Paul was getting a new HyVee, there would finally be a river link under Robert Street and redevelopment of the golf course was underway.

Hansen (South St. Paul) reported that the new Kaposia Club would be opening in November and the VFW sold their building.

Hansen (Eagan) informed the group that preliminary approval of a Vikings hotel and convention center was given and there was an ambitious goal to be up and running in three years.

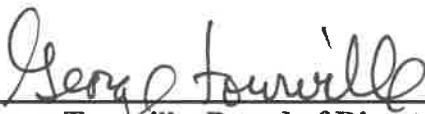
DeBettignies (Rosemount) noted that Newland Development was working towards a mixed development of the in-process purchase of 400+ acres of UMore property.

Bartholomay (Farmington) reported that the Hyvee efforts were still in process.

**ADJOURN**

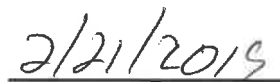
**Action:** Motion by Holberg (Dakota County) to adjourn. Second by Duggan (Mendota Heights). Motion passed unanimously. Meeting adjourned at 9:43am.

**NEXT MEETING:  
THURSDAY, DECEMBER 6<sup>TH</sup>  
8:00AM  
DCC TRAINING ROOM**

  
\_\_\_\_\_  
**George Tourville, Board of Directors Chair**

  
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**Tom Folie, Executive Director**

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**Date**

  
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**Date**