



# City of Harrisonburg

City Hall  
409 South Main Street  
Harrisonburg, VA 22801

## Meeting Minutes - Final Emergency Communications Center Administrative Board

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Thursday, February 27, 2025

10:00 AM

101 N. Main Street, 5th floor

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### Call To Order

#### 1. Approval of Minutes

1. The meeting was called to order at 09:59 by Mr. Banks, with Mr. Armstrong, Director Doberstein, Deputy Director Siever, and Deputy Director Martin in attendance.
2. Vote to approve the January (01.23.2025) minutes with one modification as noted by Director Doberstein passed unanimously.
3. Director Doberstein presented the ECC Personnel status update. There are zero (0) ECO vacancies. There have been two (2) operational departures since the last meeting one (1) full-time resignation and one (1) part-time resignation. One (1) Assistant Shift Supervisor position remains vacant and filled in an interim capacity. All 2025 hiring classes, total of 9 new hires, are doing well with the exception of one (1) individual. An additional candidate is starting in March. We anticipate being able to fill the all remaining approved over-hires. The positing for ECO I will go live within the month. Mr. Banks inquired about the new hire classes being staggard and varying numbers. DDO Siever explained spacing classes out for the 7-9 week internal academy as this allows us to split the new team members into a wide range of tasks.
  - 3.1. Director Doberstein provided the Admin Board members the report on the maximum consecutive days worked by staff. Discussion ensued to explain the changes to format and the additional information now provided. The board inquired about the high number of overtime hours for Alpha shift compared to the other rotations. DDO Siever explained the impact of an in-progress Performance Improvement Plan (PIP) and other training variables creating an increased need for overtime coverage by the Alpha team. The board asked about two (2) employees who had worked many consecutive days. Mr. Armstrong asked if there were any rules to limit consecutive workdays to prevent burnout or wellness issues. ECC currently has no restrictions on volunteering for overtime or standby. The group discussed AI solutions that could monitor behavior, tone, and work patterns to help identify early signs of stress or overwork.
4. The ECC financial update was distributed to board members.
  - 4.1. DDO Siever spoke to the board about a request from the budget meeting to shift part-time payroll funds toward hiring a fifth Communications Shift Supervisor. He explained that frequent gaps in supervisor coverage often force existing supervisors to fill in for each other. Factors like vacation time, 12-hour shifts, and unexpected absences contribute to staffing shortages and high overtime hours for supervisors. Mr. Armstrong asked about multiple supervisors being on vacation at the same time. DDOps Siever

clarified that each shift rotation has a Shift Supervisor and an Assistant Shift Supervisor. Supervisors on the same shift and rotation cannot take leave on the same day, but those on different shifts or rotations can, which can create coverage issues if someone calls out sick. The board briefly discussed previous conversations about part-time staff leaving and shifting those positions to full-time roles. DDOps Siever requested approval in this budget cycle to reallocate part-time vacancies to fund a fifth supervisor. The board approved ECC to work with Finance and ultimately HR to reallocate the vacant part-time positions to a supervisor.

5. Project Updates:

5.1. CAD Tyler Cloud - DDoT Martin advised IT is working with our partners to compile necessary network information. As of yesterday, Network System Administrator Craig confirmed that the first cloud connection is live, and data migration has begun.

5.1.1. Mr. Armstrong asked about the recent upload issue mentioned in the 2.26.2025 Advisory Board meeting. DDoT Martin explained the current setup and how the GIS updates caused problems for various partners. Moving to the cloud will eliminate server downtime and reduce dependence on local bandwidth for downloads. After following up with Tyler, DDoT Martin discovered that the root issue stemmed from a major jump in CAD versions during the last upgrade. This leap created multiple unnecessary map layers that would have been removed in smaller, more frequent updates. Because the upgrade spanned multiple years, Tyler failed to consider the older versions for potential issues, leading to oversized GIS files that some partners struggled to load. DDT Martin also raised concerns about JMU's handling of the GIS update and subsequent outage. JMU failed to keep ECC IT informed and was the only entity completely locked out of the system. DDoT Martin was notified at approximately 2100 that JMU was still experiencing issues-at which point JMU insisted that Tyler roll back the entire update. Doing so would have forced all partner agencies to endure another long download/upload process and then repeat the update later. By this time, all other agencies had successfully updated, making a rollback an impractical solution. Had ECC agreed to JMU's demand, most agencies would have been in the middle of the rollback during the JMU dorm fire, leaving them unable to access CAD data. Instead, ECC IT responded to JMU's site and worked to restore their connection. JMU field units maintained access to their MDTs throughout the night, but JMU dispatch lost CAD access. DDoT Martin offered JMU dispatch staff the option to use ECC equipment workstations at HRECC while IT worked to bring their system back online.

5.2. CALEA - In progress for the 4th annual and the full 4-year assessments both will take place this year one in summer and one in fall.

5.3. Everbridge - Work continues with City departments for phase 1 deployments. DDT Martin says he has received glowing reports from project manager Quick that city transportation is really showing a great aptitude for using the system right out of the gate.

5.4. Functional back up site - No change currently the project remains on hold.

5.4.1. There have been no additional changes as we continue to work to shore up the

primary site and complete other high priority projects (JMU Fiber, CAD upgrade, Radio upgrade, etc). It was discussed that we would not verbally go over the previous details each meeting but the summary would continue to be listed in the notes each meeting for documentation and ease of locating the information.

5.4.2. The following was not discussed but is included for documentation purposes:

5.4.2.1. Purchased equipment thus far: phone equipment required to operate on the new ESInet 280K. Everything else has been done from decommissioning old equipment from the primary site. Mr. King and Chief Holloway toured the facility on 9.11.2024 w/DD Martin.

5.4.2.2. Refresher of completed pieces: Racking for the equipment, fiber connectivity, Vesta phone equipment and connectivity deployed, tested, and migrated to NG 9-1-1.

5.4.2.3. Remaining elements include physical workstations, radio equipment and connectivity, CAD workstations and connectivity, determinations on ECC network connectivity, additional cybersecurity considerations.

5.5. HVAC replacement - No change, in progress through coordination with City Public Works.

5.6. PSB Roof Replacement - No change, in progress through coordination with City Public Works.

5.7. Radio System upgrades

5.7.1. Microwave infrastructure replacement - working with CTA to get the best price and appropriate statement of work for tower modifications. One less radio tower will need modifications, a co-locator on one of the towers upgraded some of their equipment which changed the overall tower load and eliminated the need to make additional modifications to install our new microwave.

6. Old Business

6.1. Marcus Alert - no update, CSB continues their work and will engage ECC at the appropriate time.

6.2. Gap analysis - A short discussion took place regarding the history of this project; what it was, what we have completed, and what we are working on. Director Doberstein offered to give a more thorough review of the project at a future meeting if desired.

6.2.1. Multiyear plan - updating of the multiyear plan remains paused, with the completion of the budget planning process this will return to focus.

6.2.2. Space Planning - no change, remains paused will resume as time permits.

6.2.3. Project Paradigm - no change, policies are being updated it is the overhaul that remains paused to address operational matters and will resume as time permits. A short description regarding the history of this project was provided to the board as a refresher.

6.3. JMU Fiber connection - No substantive change, the EPL has been established and is functional. ECC IT continues to work with JMU on routing (switch configurations) JMU has been notified of the status and we are waiting on them for next steps.

6.4. Recognition Ceremony - to recognize the employees and their performance during the wildfires and the Dayton fire has been scheduled for April 11th at 1800. DDOps Siever

will be reaching out to the board to see if they or a representative will be able to attend. During the 2.26.25 Advisory Board meeting, DDOps Siever advised the group of the event and requested Chief Holloway attend to give his remarks to the attendees.

- 6.5. Town radio concerns - ECC met with Town PD Chiefs. They have decided to inquire with the Sheriff to identify avoidable traffic on the radio and to request some radio etiquette changes. ECC has offered to attend and support with radio data as requested.

7. New Business

- 7.1. LifeSpot - Discussion ensued regarding recent meetings. The chronology of events was reviewed with the group. DDOps Siever asked Mr. Armstrong if he had any issues or concerns with our response to LifeSpot. Mr. Armstrong reported nothing specifically directed at ECC.

- The following is the chronology reviewed.
- On January 31, 2025, ECC met with Mr. Armstrong and RCPS officials (Superintendent Shifflett and Director of Safety and Security Caleb Bailey) to coordinate efforts and answer outstanding questions regarding LifeSpot activations. The following ECC chronology was discussed.

- Chronology up to 1.31
  - October 2024
    - 10.15-23.24 - First notification to ECC regarding LifeSpot; meeting held with C. Bailey and ECC personnel; C Bailey requested a launch date of 10/31/24. ECC advised not possible but suggested possible launch on 12/1/24.
    - 10.24.24 - LifeSpot training given to Supervisors; draft policy completed
  - November 2024
    - 11.18.24 - LifeSpot app launched - No notice given to ECC (date based off of information obtained by ECC in December).
      - Email sent to RCSO regarding related operational matters
    - 11.21.24 - Awareness Training given to operations leadership
  - December 2024
    - 12.03-20.24 - DDOps Siever attempts follow up with RCSO regarding email; Policy draft distributed; DDoT Martin communicating with Rapid SOS & LifeSpot CEO including meeting with both. ECC receives email replies from RCSO and School Board member regarding meeting which takes place later in the month. On 12.13.24 - LifeSpot unintentional activation occurs, ECC facilitates response. Subsequent to the 12.19.24 meeting with RCSO and ECC at RCSO office, School Board member stated they would be speaking with C Bailey regarding these matters and would be back in contact with ECC. No reply as of 01.31.25 or 2.25.25. Emails sent to RCSO & RCFR requesting response plan build for

LifeSpot activation in CAD, RCSO completed in December (ECC had outstanding clarification request, remedied 2.26.25 during Advisory Board meeting);

RCFR completed as of 2.4.2025

- January 2025
  - On the 13th & 21st emails from DDOps to C Bailey requesting a meeting went unanswered (later learned ECC had incorrect email address). The unintentional LifeSpot activation occurs on the 27th. DDOps communicates with C Bailey the same day. On the 31st the joint meeting takes place with County officials, RCPS leadership, and ECC leadership.
- Decisions and important events during the 1.31.2025 meeting
  - LifeSpot application access was granted to HRECC by the vendor today based on effort by the DDoT. LifeSpot mobile application downloaded to the ECC Supervisor phones and the executive team phones, computer application downloaded, fully completed for all appropriate personnel by Monday 2.3
  - Mr. Armstrong felt strongly the Advisory Board should convene to discuss these events and took the task to speak with Chairman Chief Holloway for scheduling.
  - The existing draft policy was released to the Operations Leadership Team (OL) giving direction to follow the existing CAD response plans with the stated understanding that as the plans are developed by the remaining partners, CAD will be updated appropriately
  - LifeSpot training originally disseminated 11.21.2024 to OL Team and the Executive Leadership Team (ELT) was disseminated again to the OL & EL Teams with instructions to review it again.
  - Correct information was distributed to appropriate county and city personnel to assist them in addressing the false information shared on social media with their constituents as necessary
- Chronology since 1.31
  - 2.3.25 - An emergency meeting convenes with C Bailey 2.3 at 1400 to discuss questions surrounding addressing and geofencing. ECC extends much appreciation for their willingness to drop everything and respond to coordinate this - we didn't expect that quick of a response and are grateful
    - RCPS agreed to modify 3 geofences to facilitate more precise response locations and allow for reports of more than one bad actor.
    - RCPS agreed to modify the active list to remove locations outside of HRECC jurisdiction
    - RCPS agreed to do some research into a school within a shared locality
  - 2.4.25 - RCFR emails ECC indicating response plans built for the LifeSpot Activation calltype and requested a TAC (radio channel) assignment for a

- situation that does not programmatically exist, they have been advised of the existing available solution(s)
- HFD requests ECC (2.4) to manually change the calltype anytime they might be involved in an event. HFD has been advised this is not practical and provided alternatives
  - HFD requested, via email, an advisory board meeting to work out the remaining outstanding issues - subsequently took place at RCFR 2.26.2025
8. JMU MOU meeting scheduled for 3.4.25. Director Doberstein expressed some ongoing concerns with interagency cooperation with JMU, it was decided this will be discussed further between Director Doberstein and Mr. Banks. The board will be kept apprised of any developments.
9. Part-Time scheduling requirements and revisions were presented by DDops Siever. ECC proposes placing a minimum number of hours for shift coverage blocks to be 8 or 12. ECC also proposes to increase the minimum monthly hours requirement to 32 from 24. Due to time, the board agreed to receive the proposal information via email for consideration and response. Follow up was conducted via email and the board approved the changes to be effective April 1, 2025.
10. The meeting was adjourned at 11:36 by unanimous vote.

*\*\*This meeting was recorded on Director Doberstein's work phone for the sole purpose of making sure the notes were correct and was deleted upon completion of the transcription.*

**1.a. Draft minutes from the January 23, 2025 ECC Administrative Board Meeting**

Final ECC Board minutes for February 2025

**These minutes were approved**

**1.b. Agenda Packet**

**2. Staff Updates**

**3. Financial Updates**

**4. Project(s) Update**

**5. Old Business**

**6. New Business**

**7. Closed Session**

**8. Adjournment**

**Notice to Public**

**Residents/Media will be able to attend the meeting.**