

HARRISONBURG-ROCKINGHAM



EMERGENCY COMMUNICATIONS CENTER

2025

ANNUAL REPORT



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ADMINISTRATIVE BOARD & ADVISORY BOARD

Administrative



Ande Banks
City Manager
City of Harrisonburg

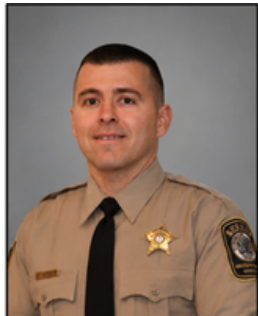


Casey Armstrong
County Administrator
County of Rockingham

Advisory



Jeremy Holloway
Fire Chief
Rockingham County



Bryan Hutcheson
Sheriff
Rockingham County



Joe Tucker
Police Chief
City of Harrisonburg



Matt Tobia
Fire Chief
City of Harrisonburg



Anthony Matos
Police Chief
James Madison
University

Not Pictured: Chad Stover
ESOA Chairman
Rockingham County

DIRECTOR'S MESSAGE

Harrisonburg-Rockingham Emergency Communications Center (HRECC) demonstrated resilience, adaptability, and an ongoing commitment to service throughout 2025. Despite significant staffing challenges and increasing operational demands, the center maintained a high level of service while establishing a foundation for long-term stability and growth.

A major focus during the year was stabilizing staffing and restoring a sustainable work-life balance for communications personnel. With the support of the Administrative Board, HRECC contracted with an outside firm to provide travel telecommunicator coverage, increasing operational staffing to nearly 60% by year-end and significantly reducing overtime.

Despite reduced staffing levels, the Technology Department successfully maintained critical systems while advancing key initiatives, including planning for a cloud-based CAD migration, enhancing cybersecurity protections, and upgrading on-premises infrastructure to improve operational resilience.

HRECC also benefited from Rockingham County's support through the assignment of a dedicated liaison who assisted with administrative and operational initiatives, helping advance critical projects and strengthen organizational effectiveness.

Several important initiatives were advanced during the year, including:

- Revamping the training program to streamline instruction and specialty certification while maintaining competency standards and providing greater flexibility for recruitment and onboarding.
- Strengthening leadership through the promotion of an Operations Manager, appointment of interim Operations Supervisors, and enrollment of supervisory staff in an internal leadership development program.
- Continuing preparations for the upgrade of the radio system's microwave infrastructure, a critical investment in the region's public safety communications network.
- Beginning architectural planning for facility renovations to enhance security, expand training space, and upgrade the backup communications center into a fully functional alternate ECC site.

A significant achievement in 2025 was HRECC's successful attainment of its fifth CALEA accreditation, reflecting the dedication of its personnel and the organization's commitment to professional excellence, accountability, and continuous improvement. HRECC remains grateful for the support of its partner agencies, governing bodies, employees, and community stakeholders and looks forward to building on this progress in the years ahead.



Ben Zimmerman
Interim Director

A stylized, handwritten signature of Ben Zimmerman in dark blue ink.

OPERATIONS

Overview

Throughout 2025, HRECC demonstrated resilience, adaptability, and a strong commitment to excellence while continuing to provide reliable emergency communications services to the community. Although staffing shortages, retention challenges, leadership changes, and competing priorities affected progress on some objectives, the agency made meaningful advancements in leadership development, workforce planning, policy modernization, and organizational stability, laying a strong foundation for future growth.

Maintained Service Delivery During Workforce Challenges

- Continued to provide uninterrupted emergency communications services despite significant staffing and retention challenges.

Leadership Development and Organizational Stability

- Identified and utilized internal personnel in interim leadership roles to maintain continuity during transitions.
- Received positive feedback on leadership development efforts, with plans for continued workshops.

Workforce Development Initiatives

- Continued work toward class specification and career development initiatives designed to support employee growth, retention, and succession planning.
- Reinforced the importance of establishing clear career pathways and long-term workforce development strategies.

Policy and Procedure Modernization

- Initiated a comprehensive review and update process for operational policies and procedures.

Quality Assurance Advancement

- Formed a multidisciplinary working group to evaluate future implementation of AI-supported quality assurance technologies.
- Established collaborative planning efforts that will support future QA program enhancements.

Data and Reporting Improvement Planning

- Identified data analysis and reporting as an ongoing priority area for future development as staffing resources improve.

Focus on Future Readiness

- Recognized the need for continued attention to retention, staffing alignment, professional development, policy modernization, and operational assessment.

HRECC PERFORMANCE METRICS

Telephone Calls

Incoming Emergency Calls – 56,836
Incoming Non-Emergency Calls – 87,568
Outgoing Calls – 66,342
Totals – 210,746

Telephone: 911

Inbound – 48,321

10-Digit Emergency Calls

Inbound – 8,515

Additional Performance Metrics

Average Call Duration – 115.9 seconds
Total Calls (including Abandoned) – 216,409

Calls Resulting in Dispatch

Law Enforcement – 53,800
Fire/EMS – 27,593

210,746

Total Calls

81,393

Dispatched

1.5 min

Avg Processing



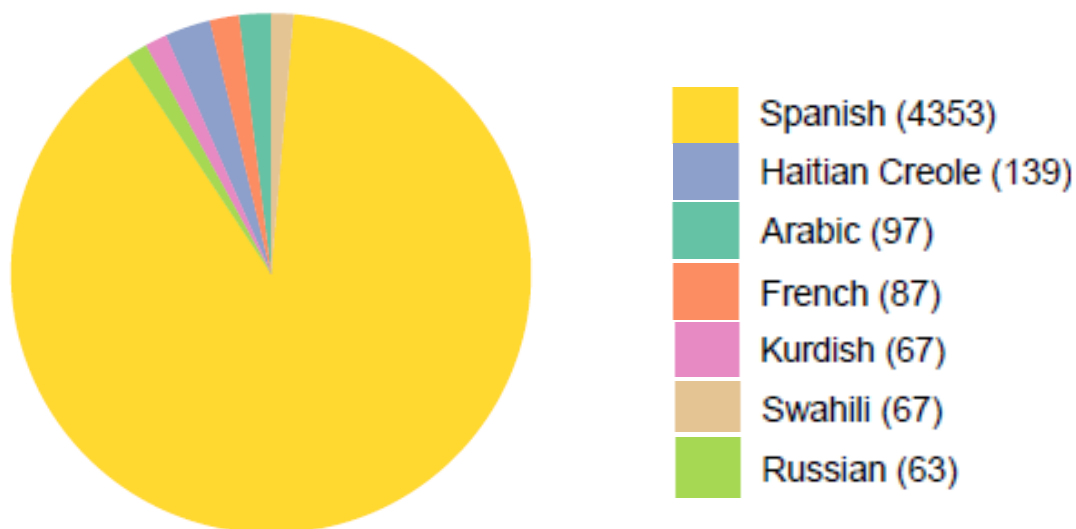
LANGUAGES TRANSLATED



In 2025, the Harrisonburg-Rockingham Emergency Communications Center (HRECC) continued to serve an increasingly diverse community by providing language interpretation services for both emergency and non-emergency calls in **44 different languages**. Through the use of translation

resources, emergency communication officers (ECOs) ensured that callers could receive critical assistance regardless of language barriers. Spanish remained the most frequently requested language, accounting for 4,353 calls and 46,664 minutes of interpretation services. Other commonly utilized languages included Haitian Creole, Arabic, French, Kurdish, Swahili, Russian, Kurdish (Sorani), Tigrigna (Eritrean), and Kinyarwanda. Even languages with lower call volumes demonstrated the importance of maintaining broad language access capabilities, with the tenth most utilized language generating 25 calls and 265 minutes of interpretation time. These services reflect HRECC's commitment to equitable access to emergency communications and its dedication to ensuring all residents and visitors can obtain timely assistance when needed.

2025 Top 7 Languages by Number of Calls



GENERAL INFORMATION

Number of Reported Items

Training Deficiencies	4
Failure of Policy	11
Inattention to Detail	30
Other	25
Total Reported Items	70

Personnel Actions

Suspensions	0
Demotions	0
Resignations in Lieu of Termination	2
Terminations	5
Other	63
Totals	70

Grievances	0
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TECHNOLOGY

Overview

Throughout 2025, HRECC's Technology Department continued to strengthen the reliability, security, and resiliency of the region's public safety communications systems. Despite staffing challenges, the department advanced several strategic initiatives focused on operational continuity, cybersecurity, infrastructure modernization, and future growth.

Key accomplishments included:

- Advanced system resilience and continuity through the transition to AWS GovCloud for High Availability CAD and expanded network redundancy.
- Established Starlink satellite connectivity and strengthened regional failover capabilities, enhancing backup communications and emergency preparedness.
- Strengthened cybersecurity through partnerships with CISA and industry stakeholders while evaluating emerging AI-related threats.
- Completed research and testing of AI-assisted dispatch technologies and implemented agency-wide AI governance policies.
- Established a Strategic Technology Governance and Project Management Program to guide major initiatives and improve accountability.
- Expanded mobile technology capabilities through deployment of MDTs, tablets, and mobile devices to improve field connectivity and operational awareness.
- Continued progress on microwave radio infrastructure upgrades to strengthen the region's public safety communications network.
- Initiated long-range facility and infrastructure planning to support future agency growth and operational expansion.
- Improved service delivery through enhanced technology support systems, AI-assisted diagnostics, and expanded cross-agency collaboration.
- Invested in workforce development through training, certifications, cross-training initiatives, internship opportunities, and knowledge-sharing programs.

Alyssa Clark - Software Portfolio Specialist
Stephanie Quick - CAD & 9-1-1 Specialist
Joel Craig - Network Administrator & ISO



TRAINING

Overview

The Harrisonburg-Rockingham Emergency Communications Center (HRECC) remained committed to strengthening its training program to support workforce development, operational readiness, and employee retention. Significant progress was made toward expanding training capacity, enhancing instructional methods, and developing future leaders within the organization.

Expanded Communication Training Officer (CTO) Program

- Successfully established three new CTO positions to increase training capacity.
- Developed additional in-house expertise, with one CTO trained in all three specialties and two others trained in multiple specialties.
- Expanded mentorship opportunities by utilizing experienced staff members to support contractor and employee development.

Implemented a New Training Framework

- Conducted a comprehensive evaluation of the HRECC Training Program.
- Introduced a new training model that combines structured classroom instruction with formalized on-the-job training.
- Improved consistency and delivery of training while creating a stronger foundation for future enhancements.

Focused on Continuous Improvement

- Gathered feedback from Operations Leadership and CTOs to identify opportunities for refining training methods.

83

Average Training Hours

1

Completed Training

16

Employees Retained for
3 years or More

14

Employees Retained for
5 years or More

ACCREDITATION

The Harrisonburg-Rockingham Emergency Communications Center (HRECC) was awarded national accreditation on November 15, 2025, by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA[®]) in the Communications program.

Accreditation is earned following a multi-year self-assessment phase and a meticulous site-based assessment of community engagement, policy, procedures, equipment and facilities by CALEA assessors.

HRECC Interim Director Ben Zimmerman and Accreditation Manager April Corbin attended CALEA's conference in Jacksonville, FL., where they went before CALEA's 21-member Board of Commissioners which reviews all findings and determines agencies' accreditation status.

"This award is a testament to the hard work and dedication of our telecommunicators and support staff at HRECC," Zimmerman said. "In spite of many challenges throughout the accreditation period our staff continues to rise to the occasion, providing world-class service to the citizens of Harrisonburg and Rockingham County. I would like to especially credit April Corbin, our accreditation manager, who works tirelessly to ensure that the HRECC understands and incorporates the many professional standards on which we are assessed. This award would not have been possible without her efforts."

HRECC was first accredited in November 2011, with this being the organization's fifth award of national accreditation. The department now moves into CALEA's four-year accreditation cycle that includes four annual remote, web-based file reviews and a site-based assessment in the fourth year.



CALEA Executive Director Craig Hartley,
HRECC Accreditation Manager April Corbin,
HRECC Interim Director Ben Zimmerman and
CALEA President Matthew Packard

COMMUNITY OUTREACH

Highlights

HRECC remained committed to community engagement and public education. Through the efforts of the Community Outreach Team (COT), personnel participated in a variety of outreach events, presentations, and public engagement opportunities, connecting with community members of all ages.

- Participated in 8 community outreach events, including 3 formal presentations delivered by HRECC personnel.
- Engaged with nearly 1,000 community members representing a wide range of age groups.
- Maintained consistent public education and outreach efforts despite staffing shortages and organizational transitions.
- Expanded outreach capacity by incorporating contracted personnel into community engagement activities.
- Continued to promote employee involvement through the Community Outreach Team, encouraging participation from all personnel.
- Reported no media issues, surveys, or complaints during the year.
- Ongoing recruitment, training, and contracted staffing initiatives are expected to further enhance HRECC's ability to support future community engagement opportunities.

These activities strengthened public awareness of emergency communications services, fostered positive relationships with stakeholders, and demonstrated HRECC's continued dedication to serving the community beyond emergency response operations.



PROMOTIONS



Wood Lean Ambroise
Emergency Communications
Officer II



Alan Dean
Emergency Communications
Officer II

Great Job!!



Michael Sherman
Interim Shift Supervisor



Izabella Stuart
Emergency Communications
Officer II

STAFF ACCOMPLISHMENTS



Starla Back
Center Manager
Certification Program



Stephanie Quick
Emergency Number
Professional



Carenda Strawderman
Center Manager
Certification Program



Xan Stevens
Veterans of Foreign Wars (VFW)
Bridgewater Post
Dispatcher of the Year

HRECC HEROES

Steven Taylor
CPR - AED
Save



Brianna Mullen
CPR - AED
Save



Jessica Murray
Childbirth

Bryna Roderick
Childbirth



CONGRATULATIONS TO MARK MONGER ON HIS RETIREMENT



After an outstanding career spanning 32 years, 5 months, and 21 days, Mark Monger has retired from the Harrisonburg-Rockingham Emergency Communications Center (HRECC) as a Shift Supervisor.

Throughout his years of service, Mark demonstrated unwavering dedication to the citizens of the City of Harrisonburg and Rockingham County. His commitment to public safety, professionalism, and leadership made a lasting impact on the agency and the community we serve. Respected by his peers and valued by all who had the privilege of working alongside him, Mark's positive attitude and dependable nature helped shape the culture of HRECC. In addition to his service in emergency communications, Mark proudly served as a firefighter, further exemplifying his passion for helping others and protecting his community.

Outside of work, Mark is known for his love of NASCAR and his enthusiasm for the sport. He also enjoys aviation, motorcycle rides, and attending concerts. Above all, Mark's greatest passion is spending time with family and friends. He approaches life with the same energy, dedication, and enthusiasm that defined his career.

We extend our sincere gratitude to Mark for more than three decades of exceptional service and wish him a long, healthy, and well-deserved retirement filled with happiness, relaxation, and cherished moments with family and friends.



HARRISONBURG ROCKINGHAM ECC

Proudly Serving:

Bergton Volunteer Fire Company - C55

Bergton Station, Broadway Emergency
Squad - R55

Bridgewater Volunteer Fire Company - C15

Bridgewater Volunteer Rescue Squad - R15

Broadway Volunteer Fire Company - C50

Broadway Emergency Squad - R50

Clover Hill Volunteer Fire Company - C17

East Rockingham Emergency Response
Station - R80

Elkton Emergency Response Station - St 30

Fulks Run Emergency Response Station - St 12

Grottoes Volunteer Fire Company - C20

Grottoes Volunteer Rescue Squad - R20

Harrisonburg Volunteer Rescue Squad - R40

North End Emergency Response Station - St 10

McGaheysville Volunteer Fire Company - C80

Port Republic Road Emergency Response Station - St 41

Singers Glen Volunteer Rescue Squad - R7

Singers Glen Volunteer Fire Company - C75

Timberville Volunteer Fire Company - C60

Harrisonburg Fire Station #1

Harrisonburg Fire Station #2

Harrisonburg Fire Station #3

Harrisonburg Fire Station #4

Harrisonburg Fire Station #5

Rockingham County Sheriff's Office

Broadway Police Department

Bridgewater Police Department

Dayton Police Department

Elkton Police Department

Grottoes Police Department

Timberville Police Department

Harrisonburg Police Department

**And all visitors and residents of the City of Harrisonburg,
County of Rockingham, and the Towns within!**