



**HARRISONBURG-ROCKINGHAM  
EMERGENCY COMMUNICATIONS CENTER**

**2023 ANNUAL REPORT**

# LETTER FROM THE DIRECTOR



Community Members and Colleagues,

We are excited to present the Harrisonburg-Rockingham Emergency Communications Center's (HRECC) 2023 Annual Report, a testament to a year of remarkable achievements and unwavering service. Each milestone we've reached is a source of pride for us all, and a reassurance of our commitment to the community.

In 2023, we focused on enhancing our organizational structure, addressing staffing challenges, and advancing our technological capabilities. Despite employee turnover, our team worked tirelessly, undergoing rigorous training to maintain our high standards. We also implemented a comprehensive cybersecurity training program and began the development of a comprehensive Disaster Recovery Plan.

Fiscally, we stood strong and successfully completed an independent financial audit, a testament to our sound management. Our strategic initiatives, focusing on project management, support service efficiency, and staff development, have set the stage for continued growth and improvement, instilling a sense of security and confidence in our operations.

As we look forward to 2024 and beyond, our commitment to our mission—to provide the right help, to the right place, in the right way, every time—remains steadfast. We will continue to build on our successes, expand our community outreach, and invest in our team's professional development.

I extend my deepest gratitude to our dedicated team, Governing and Advisory boards, and community partners. Your support and collaboration are invaluable.

Thank you for reviewing our 2023 Annual Report. Together, we will continue to ensure the safety and well-being of our community and public safety partners.

Sincerely,

A handwritten signature in blue ink that reads "Courtney Doberstein". The signature is fluid and cursive.

**Courtney Doberstein, Director**  
Harrisonburg-Rockingham Emergency Communications Center



# AGENCY FOUNDATIONS

2023 ANNUAL REPORT



# WHY WE SERVE

We believe that every interaction is an opportunity to make a difference. We are driven by our conviction that everyone deserves safety and security and that every life has value. Our commitment to providing prompt, efficient, and effective access to public safety and emergency services is unwavering. We integrate advanced technology with our Emergency Communications Officers' unmatched skills and professionalism to ensure a swift and coordinated response that our community and responders can always depend on.

# VISION

To provide the right help, to the right place, in the right way, every time.

A dimly lit control room with multiple computer workstations and large windows. The room is filled with rows of desks, each equipped with several monitors displaying various data and maps. A person is visible in the foreground, focused on their work. The overall atmosphere is professional and high-tech.

# MISSION

We SHOW-UP and stand together as one team, the infinite critical link that bridges distress to safety.

# VALUES



**Sincere & Empathetic:** We engage with authenticity, understanding, and compassion in every interaction, fostering a culture of trust and mutual respect.



**Honest & Humble:** We serve with transparency and humility, acknowledging our strengths and opportunities. We continuously refine our skills and systems for the greater good of our team and community.



**Optimistic:** We maintain an encouraging and hopeful attitude even in dire situations, inspiring confidence in ourselves and one another to rise above challenges.



**Well-Informed & Willing:** We are committed to continuous learning and improvement personally and professionally. We remain flexible to the dynamic nature of our profession, adaptable to changing technologies, and are solution oriented. Above all else, we seek to understand.



**Upbeat & Positive:** Despite the intense pressures we face, we maintain a positive and resilient atmosphere, inspiring and empowering each other to excel.



**Procedurally Compliant:** We ensure seamless, effective, and timely coordination of emergency services and community resources by adhering to policy and procedure while maintaining professionalism and integrity in every interaction.



# AGENCY GOVERNANCE & LEADERSHIP

2023 ANNUAL REPORT



# AGENCY GOVERNANCE

The HRECC operates under the governance of an Administrative Board, which includes the City of Harrisonburg's City Manager and Rockingham County's County Administrator, with the Director of the HRECC reporting directly to this board.

The HRECC Advisory Board, a crucial part of our governance structure, is composed of the City of Harrisonburg Chief of Police, Rockingham County Sheriff, City of Harrisonburg Fire Chief, Rockingham County Fire Chief, President of the Emergency Services Association of Officers, and James Madison University Chief of Police. This board plays a pivotal role in providing guidance on the center's operational policies and practices.

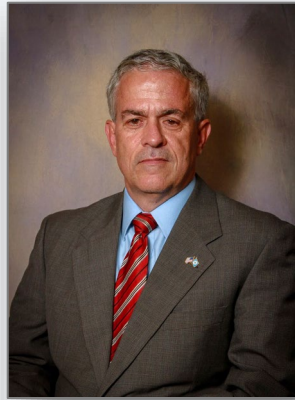


# ADMINISTRATIVE & ADVISORY BOARDS

## Administrative Board



**Ande Banks**  
City Manager  
City of Harrisonburg



**Stephen King**  
County Administrator  
County of Rockingham

## Advisory Board



**Jeremy Holloway**  
Chief  
Rockingham County Fire & Rescue



**Bryan Hutcheson**  
Sheriff  
County of Rockingham



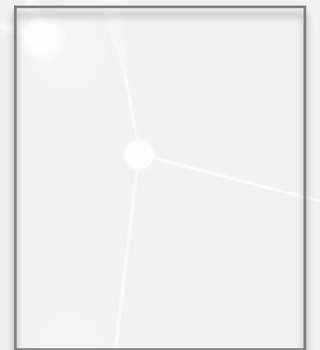
**Kelley Warner**  
Chief  
Harrisonburg Police



**Matt Tobia**  
Chief  
Harrisonburg Fire



**Anthony Matos**  
Chief  
JMU Police



**Chad Stover**  
ESOA Chairman

# AGENCY LEADERSHIP

## **Executive Leadership Team**

Director: Courtney Doberstein

Deputy Director of Operations: Chad Siever

Deputy Director of Technology: Jesse Martin

## **Senior Leadership Team**

Training & Quality Assurance Specialist: Stephanie Burton

Accreditation & Professional Standards: April Corbin

Administrative Specialist: Tonya Keller

Administrative Services Specialist: Peter Fulton

## **Infrastructure & Technology Team**

Network Administrator & ISO: Joel Craig

Radio System Administrator: Amber Siever

CAD & 9-1-1 Specialist: Stephanie Quick

Software Portfolio Specialist: Camden Reedy

## **Operations Leadership Team**

Shift Supervisor: Mark Monger

Shift Supervisor: Brittany Wampler

Interim Shift Supervisor: Carenda Strawderman

Interim Shift Supervisor: Alan Pineda

Assistant Shift Supervisor: Jess Houff

Assistant Shift Supervisor: Starla Back

Interim Assistant Shift Supervisor: Kristin Martin



**HARRISONBURG-ROCKINGHAM  
EMERGENCY COMMUNICATIONS CENTER**



# AGENCY DATA & DEMOGRAPHICS

2023 ANNUAL REPORT

# POPULATION SERVED

HRECC serves as the consolidated emergency communications center and Public Safety Answering Point (PSAP) for the County of Rockingham and the City of Harrisonburg, including all towns. Over the past 15 years, this region has experienced steady population growth. Rockingham County and Harrisonburg have a combined population of approximately 134,000 residents.

Additionally, HRECC supports the substantial student populations of James Madison University, Bridgewater College, and Eastern Mennonite University, which collectively add over 25,000 students to the service area .

## Population Trends (2004-2024)

The population of Harrisonburg has shown a steady increase over the past 20 years. In 2004, the population was approximately 39,701 and grew to about 51,430 by 2024. This represents a 29.5% increase over the period, with an average annual growth rate of approximately 1.475%. When including the student populations from James Madison University (JMU) and Eastern Mennonite University (EMU), the adjusted population in 2024 is about 74,630.

Rockingham County's population has also seen consistent growth. Starting from an estimated population of 72,000 in 2004, it grew to about 85,000 by 2024. This growth represents an 18% increase over the period, with an average annual growth rate of approximately 0.9%. Including the student population from Bridgewater College, the adjusted population in 2024 is about 86,500.

# POPULATION DIVERSITY

This diverse and expanding population presents unique challenges and necessitates a comprehensive approach to emergency communications, ensuring that both permanent residents and transient student populations receive timely and effective public safety services. The inclusion of these academic institutions amplifies the demand for responsive and adaptive emergency communication strategies, further highlighting the critical role HRECC plays in maintaining the safety and well-being of the community.

The consistent growth trends underscore the importance of continual enhancements in our services and infrastructure to meet the evolving needs of our service population.

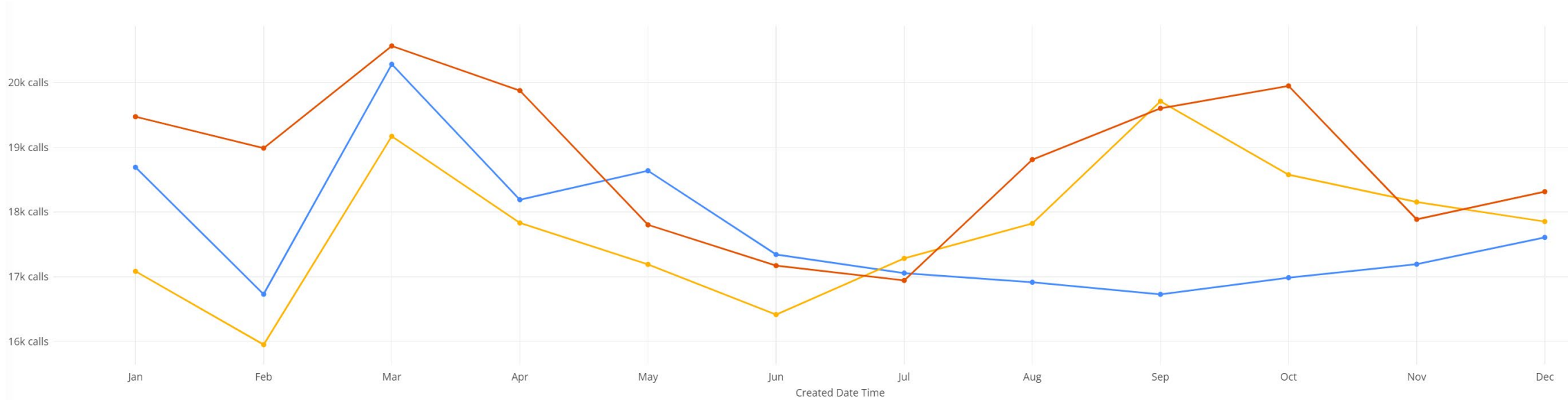


# AGENCIES SERVED

The Harrisonburg-Rockingham Emergency Communications Center (HRECC) serves the Harrisonburg Police Department and the Rockingham County Sheriff's Office, along with eight independent police departments within the county. Additionally, it supports the Harrisonburg Fire Department, the Rockingham County Department of Fire Rescue, 14 volunteer fire agencies, and 13 volunteer rescue agencies.



# CALLS FOR SERVICE ANALYSIS



In 2023, the Harrisonburg-Rockingham Emergency Communications Center (HRECC) experienced a 6.06% increase in calls for service from 2021 and a 5.79% increase from 2022. Despite monthly fluctuations, the overall trend in call volume indicates a consistent year-over-year increase. This growth reflects the rising demand for our services and underscores the importance of our continuous efforts to enhance operational efficiency and readiness.





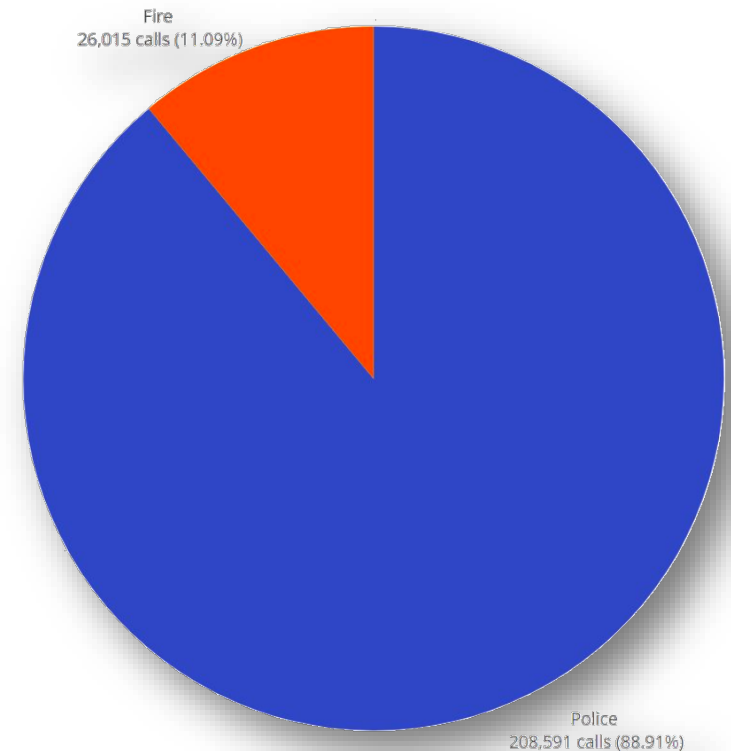
# CALLS FOR SERVICE BY TYPE

**In 2023, HRECC handled a total of 234,606 calls for service.**

Of these, 26,015 calls (11.09%) were Fire/Rescue-related, while the remaining 208,591 calls (88.91%) were related to Law Enforcement.

This distribution highlights the predominant demand for Law Enforcement services within our community. The significant proportion of Law Enforcement calls underscores the critical role these services play in maintaining public safety. Meanwhile, the substantial number of Fire/Rescue calls also reflects the essential nature of these emergency services.

Understanding this distribution is vital for resource allocation and strategic planning to ensure we meet the needs of all public safety partners effectively.



# CALL VOLUME ANALYSIS

**In 2023, the Harrisonburg-Rockingham Emergency Communications Center (HRECC) processed a total of 231,512 calls.**

This total includes all inbound and outbound calls across emergency and administrative lines. Of these calls, 58,661 were emergency calls, which includes both 9-1-1 and 10-digit emergency calls. The breakdown is as follows:

**9-1-1 Calls:** 50,594 | **10-Digit Emergency Calls:** 8,057

In addition to emergency calls, the HRECC handled a significant number of non-emergency or administrative calls:

## Administrative Calls

**Inbound:** 96,854 | **Outbound:** 72,071 | **Total:** 169,510

This data highlights the extensive volume of calls managed by the HRECC, demonstrating the critical role of the center in ensuring effective communication and response for both emergency and non-emergency situations.

The average call duration for the year was 102.4 seconds, indicating the efficiency and rapid response of our communications team in handling a diverse array of situations. The consistent handling of high call volumes underscores the importance of our ongoing efforts to enhance our operational capabilities and infrastructure to meet the growing demands of our community.

		2021	2022	2023	Total
911	Inbound	49,124	48,064	50,594	147,782
	Abandoned	3,945	2,846	3,341	10,132
	Abandoned %	7.43%	5.59%	6.19%	6.42%
	Unparsed	0	0	0	0
	Total	53,069	50,910	53,935	157,914
10-Digit Emerg	Inbound	8,673	9,031	8,057	25,761
	Abandoned	14	14	10	38
	Outbound	0	0	0	0
	Unparsed	0	0	0	0
	Total	8,687	9,045	8,067	25,799
Administrative	Inbound	100,300	92,984	96,854	290,138
	Abandoned	314	285	585	1,184
	Outbound	74,617	71,710	72,071	218,398
	Unparsed	12	5	0	17
	Total	175,243	164,984	169,510	509,737
	Avg Call Duration	106.8	107.4	102.4	105.5
	Total	236,999	224,939	231,512	693,450

# ANSWER TIME ANALYSIS

The HRECC's performance in 2023 demonstrates a robust capacity to manage emergency calls efficiently and promptly. The consistent high percentages of calls answered within 10 to 60 seconds across all months underscore the center's dedication to maintaining high standards of service. These metrics reflect the effectiveness of the HRECC's operational protocols and the commitment of its staff to ensure public safety through swift emergency response.

## Annual Performance:

**Across the entire year, out of a total of 53,935 calls, which includes abandon lines, 94.83% were answered within 10 seconds, 98.93% within 15 seconds, and 100% within 60 seconds.**

## Key Observations:

- High Responsiveness:** The data consistently shows that a vast majority of calls are answered within 10 seconds, highlighting the center's high responsiveness.
- Exceeding Standards:** The center consistently achieves or exceeds the 99% threshold for answering calls within 60 seconds, reflecting exceptional performance and adherence to public safety answering standards.
- Peak Performance:** The months of January, February, and December particularly stand out, with over 96% of calls answered within 10 seconds, demonstrating peak performance during these months.

The Last 12 Months Answer Time Report is representative of the caller's answer time experience. Seizure-to-Answer Time is measured from the time of call seizure to the time of agent answer. Times shown include Setup, and may include Queue Seconds and/or Ring Seconds depending on PSAP configuration.

	PSAP						
	Total Calls	Percent Answered Within 10 Secs	Percent Answered Within 15 Secs	Percent Answered Within 20 Secs	Percent Answered Within 40 Secs	Percent Answered Within 60 Secs	Percent Answered Within 120 Secs
January	4,271	96.39 %	99.32 %	99.77 %	100.00 %	100.00 %	100.00 %
February	4,056	96.35 %	99.26 %	99.73 %	100.00 %	100.00 %	100.00 %
March	4,489	95.41 %	99.06 %	99.82 %	100.00 %	100.00 %	100.00 %
April	4,968	94.93 %	98.77 %	99.48 %	99.94 %	100.00 %	100.00 %
May	4,929	94.08 %	98.80 %	99.63 %	99.98 %	100.00 %	100.00 %
June	4,930	94.10 %	98.82 %	99.57 %	99.96 %	100.00 %	100.00 %
July	4,855	95.18 %	99.28 %	99.86 %	99.96 %	100.00 %	100.00 %
August	4,568	94.96 %	99.08 %	99.72 %	99.93 %	100.00 %	100.00 %
September	4,042	93.52 %	98.42 %	99.51 %	99.88 %	99.95 %	100.00 %
October	4,589	93.33 %	98.39 %	99.54 %	100.00 %	100.00 %	100.00 %
November	4,136	93.52 %	98.69 %	99.59 %	100.00 %	100.00 %	100.00 %
December	4,102	96.44 %	99.34 %	99.66 %	99.98 %	100.00 %	100.00 %
<b>Total</b>	<b>53,935</b>	<b>94.83 %</b>	<b>98.93 %</b>	<b>99.66 %</b>	<b>99.97 %</b>	<b>100.00 %</b>	<b>100.00 %</b>



23:04:10

# ORGANIZATIONAL CHALLENGES

2023 ANNUAL REPORT

# STAFFING

**Employee Turnover:** Employee turnover remains the number one issue facing the HECC. Six members of the current operational workforce were promoted to newly implemented positions on the new organizational chart.

**Staffing Shortages:** By the end of 2023, the HRECC was down 14 positions: 11 ECOs, two Supervisors, and one Operations Manager. The entire Operations Team worked increased overtime to offset staffing shortages and ensure high-quality service.

**Training and Cross-Training:** Training and cross-training new team members remains a challenge due to the number of employees who are not fully trained in all specialties. The time it takes to get new team members certified in all positions adds additional strain. To address this, efforts are being made to recruit and train additional Communications Training Officers (CTOs) to enhance the training process.

**Training Program Overhaul:** The training program is being overhauled to improve efficiency and effectiveness, ensuring that knowledge is effectively handed over to newly implemented positions and creating appropriate notification channels for relevant personnel.

# TECHNOLOGY & CYBERSECURITY

**Implementing Cybersecurity Best Practices:** Enhancing our network's security by integrating industry-standard cybersecurity best practices remains a top priority. This involves continuous monitoring and updating of our systems to protect against potential threats.

**Improving Cybersecurity Awareness and Disaster Recovery Capabilities:** Elevating the cybersecurity awareness of our staff and improving our disaster recovery capabilities is essential. This includes comprehensive training programs for end users and technology staff, as well as the development and maintenance of a formal disaster recovery plan.

**Improving Project Management and Implementation Capabilities:** Strengthening our project management processes is crucial for successful implementation of various initiatives. This includes developing a robust Technology Strategic Plan and a system maintenance program.

**Developing a Project Management Program:** Creating a project management program that incorporates best practices from the Project Management Institute (PMI) will enhance our ability to manage and execute projects efficiently.

**Integration of New Hardware/Software:** Successfully integrating new hardware and software for our end users is an ongoing challenge. Ensuring that staff are properly trained and that the transition is smooth is critical for maintaining operational efficiency.

# FISCAL CONSIDERATIONS

**Staying Competitive in the Job Market:** In order to attract and retain top talent, we face the ongoing challenge of staying competitive in the job market. This includes offering competitive salaries, benefits, and professional development opportunities to our employees.

**Rising Costs for Technology:** The cost of acquiring and maintaining advanced technology continues to rise. This includes expenses related to new hardware, software, and cybersecurity measures necessary to keep our systems up-to-date and secure.

**Rising Costs for Infrastructure Maintenance and Support:** Maintaining and supporting our infrastructure requires significant investment. This includes regular maintenance, upgrades, and the necessary support to ensure that our operations run smoothly and efficiently.

A group of people are seated around a large conference table in a meeting room. They appear to be in a meeting, with some looking at laptops and others talking. The room has large windows on the left side, and the walls are covered with various charts, sticky notes, and documents. The overall atmosphere is professional and collaborative. The image is overlaid with a dark blue tint.

# ORGANIZATIONAL ACHIEVEMENTS

2023 ANNUAL REPORT



# COLLABORATION



## Consultant Collaboration for Organizational Improvement

HRECC collaborated with a consultant group renowned for implementing best practices at similar organizations. This partnership aimed to identify opportunities for improvement within our operations. The consulting team gathered data, conducted staff interviews, and presented a comprehensive report with actionable insights to the administrative board.

Numerous positions were reallocated based on best practices and tailored to specific skill sets. After extensive discussions, we implemented the proposed recommendations.

In 2023, these roles were filled by individuals selected for their knowledge, expertise, and abilities, enabling our organization to grow and enhance our service to the HRECC, responders, and the community.

# RECRUITMENT, TRAINING, & SERVICE DELIVERY

To uphold high standards and foster a supportive work environment, the following objectives were implemented:

## Recruitment Goals

**Assess Staffing:** Identify gaps through data analysis.

**Recruitment Strategy:** Target candidates via job fairs, online platforms, and educational partnerships.

**Update Job Descriptions:** Clarify roles and opportunities.

**Streamline Hiring:** Reduce recruitment and onboarding time.

**Outcomes:** More qualified applicants

Reduced time-to-hire

## Training Goals:

**Training Needs Assessment:** Identify skill gaps

**Develop Training Modules:** Cover essential areas

**Scenario-Based Training:** Use simulations

**Evaluate Effectiveness:** Gather feedback

**Outcomes:** Enhanced skills

Improved service quality

# TRAINING

The HRECC training program is comprehensive, encompassing a classroom curriculum, a certification period, hands-on training, and on-the-job training with a certified training officer. Our program focuses on three specialties: Call Taking, Law Enforcement Radio, and Fire Rescue Radio. By the end of the year, five Emergency Communications Officers (ECOs) had completed training in all specialties, achieving full certification.

In 2023, HRECC hired and trained 11 new employees, with seven ECOs still in the program by year's end. Throughout the year, six ECOs became certified in one specialty, four ECOs achieved certification in two specialties, one ECO achieved certification in all three specialties, and seven ECOs departed from our agency.

HRECC General Instructors were given the opportunity to serve as classroom instructors during Basic Communications Training Classes at the Central Shenandoah Criminal Justice Training Academy, further enhancing their skills and experience.

In July 2023, HRECC executed its Annual Evacuation/EOP/Operational Procedures training. Supervisors distributed a prerecorded video, incorporated a "Family Feud" review session, and conducted a walkthrough of the backup facilities, ensuring all team members are well-prepared for emergency situations.

Earlier in the year, the Deputy Director of Operations oversaw the training division until the newly appointed Training & QA Specialist assumed the role, bringing new leadership and focus to the program.

This rigorous training ensures that our team is well-prepared to handle the diverse and demanding needs of emergency communications, providing the highest level of service to our community.

# INFRASTRUCTURE & TECHNOLOGY

## Cybersecurity & Disaster Recovery

- Delivered end-user cybersecurity training.
- Conducted threat simulations and in-house penetration tests.
- Deployed automated email threat alerts.
- Hired Network Administrator and Information Security Officer.
- Coordinated with City of Harrisonburg for best practices.

## Project Management

- Developed Technology Strategic Plan.
- Completed IT inventory and network mapping.
- Implemented daily project updates and Kaizen methodologies.
- Prioritized mission-critical system upgrades.

## Support Services Efficiency

- Deployed service desk software, processed 110 support requests.
- Maintained open communication with stakeholders and vendors.
- Onboarded key positions: Deputy Director of Technology, Network Administrator, Radio Systems Administrator, CAD and 9-1-1 Specialist, Software Systems Specialist.

**Conclusion** Significant strides in cybersecurity, project management, and support services, positioning HRECC to handle future challenges effectively.

# STRATEGIC PLANNING & IMPLEMENTATION

**Strategic Planning:** With the recruitment of the Deputy Director of Operations and Technology, strategic planning began, initiating the development of an updated multi-year plan to guide future growth and improvements.

**Technical Implementation:** Five positions were added to the technology division to enhance the team's expertise and capabilities.

**Finance :** Recruitment of two Administrative Specialists

**Administrative Specialist** - Responsible for handling payroll, Freedom of Information Act (FOIA) requests, and acting as the Human Resources Liaison.

**Administrative Services Program Specialist** - Manages accounts payable, accounts receivable, contract negotiations, and serves as the procurement liaison.

# PROJECTS & RETENTION

## Projects:

**Comprehensive Overhaul of the Training Process:** Revamping the training program to ensure newly hired team members receive thorough and effective training tailored to their roles.

**Migration to Next Generation 9-1-1 (NG9-1-1):** Transitioning to NG9-1-1 to enhance emergency communication capabilities, improve accuracy and efficiency, and comply with federal law.

## Recruitment:

**Ongoing Process Evaluation:** Continuously evaluating and refining the recruitment process to identify and implement improvements for attracting and hiring top talent.

## Development and Achievements:

**Modernization of Job Titles and Classifications:** Updated the title and job classification of "Communicator" to "Emergency Communications Officer" to better reflect the role's responsibilities and professionalism.



# INDIVIDUAL ACHIEVEMENTS

2023 ANNUAL REPORT

# PROMOTIONS

## Executive Leadership Team



**Chad Siever**

Operations Manager  
to  
Deputy Director of Operations



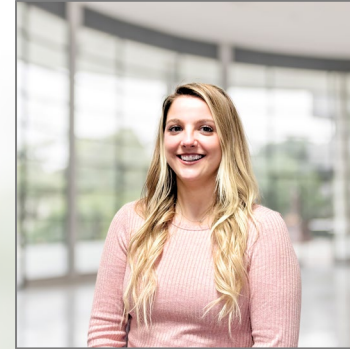
**Jesse Martin**

Emergency Communications Officer II  
to  
Deputy Director of Technology



**Tonya Keller**

Shift Supervisor  
to  
Administrative Specialist



**Stephanie Burton**

Emergency Communications Officer II  
to  
Training & QA Specialist

## Infrastructure & Technology Team



**Stephanie Quick**

Emergency Communications Officer II  
to  
CAD & 9-1-1 Specialist



**Camden Reedy**

Communications Intern  
to  
Software Portfolio Specialist



**Amber Siever**

Emergency Communications Officer II  
to  
Radio System Administrator



**Carenda Strawderman**

Assistant Shift Supervisor  
to  
Interim Shift Supervisor



**Alan Pineda**

Assistant Shift Supervisor  
to  
Interim Shift Supervisor



**Starla Back**

Emergency Communications Officer II  
to  
Assistant Shift Supervisor

## Senior Leadership Team

## Operations Leadership Team



# CERTIFICATIONS

## Communications Training Officer

**Ashley Long**  
Emergency Communications Officer II

**Kiele Nix**  
Emergency Communications Officer II

**Kristin Martin**  
Emergency Communications Officer II

**Ashleigh Scull**  
Emergency Communications Officer II

## Specialty Certifications

**Courtney Whetzel**  
Fire Rescue Certification

**Hunter McKenzie**  
Fire Rescue Certification

**Hunter McKenzie**  
Law Enforcement Certification

**Camden Reedy**  
Fire Rescue Certification

**Anna Maslennikova**  
Law Enforcement Certification

**Ashleigh Scull**  
Call Taking Certification

**Katie Martin**  
Fire Rescue Certification

**Trey Langford**  
Law Enforcement Certification

**Mark Meredith**  
Call Taking Certification

**Kiele Nix**  
Fire Rescue Certification

**Kristin Martin**  
Law Enforcement Certification

**Hunter McKenzie**  
Call Taking Certification

**Trey Langford**  
Fire Rescue Certification

**Ashley Long**  
Law Enforcement Certification

**Kristin Martin**  
Fire Rescue Certification

**Starla Back**  
Law Enforcement Certification

**Starla Back**  
Fire Rescue Certification

**Katelyn Kauffman**  
Law Enforcement Certification

# PROFESSIONAL DEVELOPMENT

## APCO's Registered Public-Safety Leader (RPL)

Carenda Strawderman

Brittany Wampler

## NENA'S Center Manager Certification Program (CMCP)

Brittany Wampler

Tonya Keller

Jerry (JD) Duncan

## General Instructor

Ashley Burgoyne

Lauren Hall

Jessica Houff

Brittany Sheffer

Stephanie Quick

## APCO Communications Training Officer (CTO)

Jessica Houff

Brittany Sheffer

Stephanie Quick



# RECOGNITION OF SERVICE



Mark Monger  
30 Years of Service

Christina Pollard  
15 Years of Service

Ashley Burgoyne  
5 Years of Service

Amber Siever  
10 Years of Service

Mattea See  
5 Years of Service



# TEAM & COMMUNITY ENGAGEMENT

2023 ANNUAL REPORT

# AMBASSADOR TEAM

The Employee Engagement & Ambassador Committee was established by the Harrisonburg-Rockingham Emergency Communication Center's (HRECC) leadership team to facilitate open communication, provide networking opportunities, encourage the exchange of ideas, enhance team satisfaction, and improve processes and procedures for the benefit of HRECC, the agencies we serve, and our communities.

Since its inaugural meeting on January 28, 2022, the Committee has been dedicated to these goals. During this first meeting, the team collaboratively developed foundational goals and commitments to guide their work. Each member of the team affirms their commitment to uphold the goals and purpose of the Committee, ensuring it operates effectively in pursuit of its objectives.

In 2023, the Ambassador Team took an active role in developing and improving new processes and procedures, playing a critical role in moving our organization forward. Their efforts have been instrumental in advancing our mission and ensuring HRECC continues to provide exceptional service to our community.



# COMMUNITY OUTREACH TEAM

In the past year, our team attended 17 events when staffing permitted, prioritizing operational hours over outreach requests due to staffing challenges. Despite these obstacles, our small yet enthusiastic team made a significant impact in the community, spreading smiles and providing valuable education about 9-1-1 services.

Looking ahead to 2024-2025, as staffing challenges are resolved, we plan to expand our team's membership and involvement to better serve the community. We aim to enhance our team structure for greater efficiency and cohesion. Additionally, we are offering operations team members the opportunity to participate in events regardless of official team affiliation.

This initiative supports the growth and development of individuals and allows both the individuals and the team to explore new opportunities without an immediate long-term commitment. By doing so, we ensure the HRECC is well-represented throughout the community.



# VAHR COMMUNICATIONS CACHE

The Harrisonburg-Rockingham Communications Cache is a team of 20 highly trained personnel equipped with specialized public safety communications equipment. Their mission is to provide interoperable communications during large-scale incidents, disasters, or situations that overwhelm government agencies.

As one of five teams in Virginia, the Harrisonburg-Rockingham Communications Cache work closely with the Virginia Department of Emergency Management, forming a coordinated statewide asset of 130 personnel, ready to respond within two hours across Virginia and beyond.

In 2023, the team participated in various training events, emergent deployments, educational outreach events supporting our immediate community and region.

Funding for the team's equipment and operations is provided through local appropriations and federal grants.





## CONTACT US

For additional information, contact:

**Harrisonburg-Rockingham ECC**  
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Harrisonburg, VA 22801

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