

Target Date for completion		Task	% Completion	Comments
6/8/2020	1	A first-responder will be sent on all Potomac River Incidents	100	Communications General Order 2020-004 (Incidents in or around the Potomac & Shenandoah Rivers)
6/30/2020	2	Montgomery County ECC will be conferenced in all Potomac River Incidents after a location and callback phone number have been obtained.	100	Communications General Order 2020-005 (Transferring Calls to Other Jurisdictions)
	3	Questions about specific fire/rescue incidents must be directed to MCFRS personnel at the MC-ECC.	100	
6/1/2021	4	Refer the current Potomac River Rescue, Assistance, and Emergency Incident Response Plan (Appendix G) back to the MWCOG Senior Operations Chiefs Committee and Technical Rescue Subcommittee for revision to include the dispatch and response updates as proposed by the Fire Chiefs from Loudoun and Fairfax Counties to the Chairman of the MWCOG Fire Chiefs Committee on June 23, 2020	100	This referral was made on June 23, 2020. The Operations Chiefs from MCFRS and LCFR, as well as Fairfax VA and Frederick MD, are currently in discussion about Potomac River responses. On 12/9 the COG Technical Rescue Subcommittee received formal direction from COG Senior Ops Chiefs to update the Potomac River Rescue Agreement to include the Upper Potomac. Completion date is to be March 1. March 2, 2021 - No update. Awaiting document to pass Sr. Ops. Being presented to COG Senior Ops on Thursday, May 6. Approved by COG Senior Ops, moving to COG Fire Chiefs. Approved June 2021

6/30/2020	5.1	Given the dynamic of emergency incidents along the Potomac River, it is imperative that both Loudoun and Montgomery Counties work cooperatively with others in the region who receive 9-1-1 calls for incidents in or along the Potomac River to develop a comprehensive, cohesive policy that addresses the following: Procedures for processing 9-1-1 calls, including conferencing in other jurisdictions to avoid unnecessary call transfers.	100	Item 1 - Complete - Communicaitons General Order 2020-005 (Transferring 9-1-1 Calls to Other Jurisdictions)
6/1/2021	5.2	Standardized water rescue response complements that include assets from both sides of the river	100	Loudoun County has established a standard Potomac River Response that includes conferencing in adjoining jurisdictions and advise their response. Conversations continue to refine what a standard complement for the adjoining jurisdictions response means. March 2, 2021 - See Item 4 comment. Upper Potomac River Response Agreement being presented to COG Senior Ops Thursday, May 6, 2021. Approved by COG Senior Ops, moving to COG Fire Chiefs. Approved June 2021
	5.3	Standardized radio channels for river incidents to ensure that operational personnel are able to communicate across jurisdictions, along the length of the river	50	Several meetings with surrounding jurisdictions have taken place. March 3, 2021 - No additional updates. May 4, 2021 - No additional updates. SW Guidance SIB being sent out will cover expectation to respond on 6L and request adjoining jurisdiction's channel if not provided. Working with ECC to run call taking simulations to incorporate establishing incident radio talkgroups.
	5.3.1	Standardized radio channels for river incidents (Loudoun County)	50	No change as of 12/8/2020. Waiting on results of radio testing from COG.

				<p>March 3, 2021 - No additional updates 4/20/2021 - Radio coverage testing is on hold 5/26/21 - ongoing conversations at the regional level regarding use of ISSI to facilitate river communications.</p>
6		<p>Develop a comprehensive Potomac River Atlas that includes points of interest, islands, boat ramps, and vehicle access on both sides of the river, ranging from Chain Bridge (connects Washington D.C. to Virginia) Northwest to Hancock, Maryland. This resource is currently in development by the LCFR Special Operations Division and will be made available to all jurisdictions that are part of mutual aid agreements for Potomac River response with Loudoun County.</p>	100	<p>River Points training completed by Staff; Emailed to ECC staff on 8/17/2020; Staff will provide training to all ECC staff on the improved/updated River Atlas in October or November - Dates TBD; 9/23/2020 - Staff working on updating the new atlas and will provide the link and info to Staff for dissemination. 11/6/2020 - the ECC has the most updated link and the Atlas is fully functional for use. Regional GIS and Special Ops meetings are being held to continually refine data elements and features. Staff to develop video training for Atlas in place of in person sessions. Video produced and distributed to ECC. Additional videos under production. Tours of River Points of interest being conducted with all ECC Teams. 5/26/21 - All four ECC Teams participated in in-person tours of points of interest in the County</p>
				<p>PIO reported to Senior Staff on 9/21/2020 - Signage for Perdido Bay Terrace was approved; working with top 10 water areas and trying to get this out. 3-2-21 Update: As weather warms, PIO team will be reaching out to River Creek HOA as well as identified contacts at Algonkian Park to coordinate signage placement. Need to get two additional quote on purchase of 2 signs for each of the 10 identified parks. March 2, 2021 - 2 places have been identified for signage (Confluence Park and Algonkian Park)</p>

	7	<p>Develop partnerships with public and private groups in Loudoun County to improve public awareness of river safety and location identification in case of emergencies. LCFR has initiated a partnership with a local foundation to install signage that provides warnings and geographical location references at popular recreational swimming locations throughout the county. Over ten signs are currently on order.</p>	75	<p>5/3/2021 Update: Most recently we met with Algonkian Park staff along with Staff to determine proper placement and appropriate sizing for water safety signage for the park. This is the busiest location for boating, kayaking and fishing so this will be a priority location along with Confluence Park. Several locations were noted, we are now working with staff to design the sign with NOVA Parks staff to match the current signage. They have asked that we tweak our colors to match the aesthetics of new park signage they have just posted. They were extremely supportive of our efforts and willing to place the water safety sign as well as the 9-1-1 location sign. 6-3-21 - Staff confirmed that the water safety and 911 location signage have both been installed at Confluence Park with assistance of the River Creek Owners Association - Tom Denney. 9/7/2021 - please add that PIO and special operations will continue working with parks staff from Loudoun County Parks and Recreation Services, NOVA Parks, Town leadership and community groups to place specific safety signage to the remaining water access points in Loudoun County.</p>
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	8	Conduct a County-wide review of commonplace names to ensure their entry into the CAD system is updated and maintained. As of July 24, 2020, 240 commonplace names have been added to the CAD system, including Confluence Park.	100	March 2, 2021 - Staff to work on creating an instructional video for the Common Place Data Collection app. Staff will need names of personnel who will be using the app so that she can add them into ARC GIS. Staff would like to see this become a system wide approach and any member of the system be able to access and update. April 19, 2021 - Staff have trained on using the App. They also provided additional names to be users to add to the group. Folks have been testing in the field and so far everything looks good. GIS is ready to expand the number of users at this point."
7/10/2020	9	Develop policies/procedures that empower communications personnel to send resources to a general area to investigate an incident, particularly in areas along jurisdictional borders when it is unclear exactly where a victim is located. Further, reinforce LCFR-ECC staff's ability to reach out to any of the uniformed command officers on-duty 24 hours/day for guidance or assistance.	100	Communications General Order 2020-004 (Incidents in or around the Potomac & Shenandoah Rivers)

	10	Develop a comprehensive LCFR-ECC Communications Manual which includes policy and standard operating procedures for all aspects of the Center's operations. These authoritative sources will provide direction and guidance for all personnel in the ECC and will undergo an annual review by the ECC Management and LCFR Command Staff to ensure that the manuals remain current and inclusive of all relevant information addressing ECC Operations. Topics in the manuals should include but not limited to:	90	1st rough draft due by October 15, 2020; dispatch manual edits are complete; manual now includes all relevant information, still working to integrate policies; Staff re-writing Call Taker section. Call Taker Section rewritten. 7/1/2021 Working on completing changes to Dispatch Section 9/3/2021 - working on final draft formatting
12/31/2020	10.1	Basic Call Taker/Dispatcher Training Curriculum	100	Call Taker and Dispatcher Manual draft sections complete and up to date and being used by current trainees - 12/31/2020
	10.2	County Familiarization	100	Call Taking section 2
4/19/2021	10.3	Regular Updates to Commonplace names in CAD	100	GIS updates common place layers with each CAD Update which occurs about once a month.
	10.4	Mutual Aid Response Protocols	90	See Item 10
	10.5	Potomac River Response	100	I think this can be updated to 100% based on everything that has been put into place
	10.6	Assignment of Radio Frequencies for Emergency Incidents	100	Dispatcher Manual
	10.7	Procedures and Methods for Identical of Incident Location	100	CAD Section - Call taking manual (JCC)
	10.8	Staffing	100	Cover Policy with Call Taking - Section 1, will need to add to manual 4/19/21 - has not been added to the manual yet, Staff advised it will be added in the future.

	10.9	Quality Assurance Program and Procedures - includes an assessment of the adherence to industry performance standards and best practices on a recurring basis. This program should review the instances of event type changes, application of EMD and EFD as well as high-risk/low frequency call review.	100	Reviews will continue to be done at least yearly.
	10.1	Incident Command Operational & Working incident procedures	100	In dispatcher section
	10.11	Radio Communicaitons and Responder Safety	100	In dispatcher section and is covered in call taking training - will add written section for this in call taking section.
	10.12	LC-CFRS Organizational & Governance Structure	100	Organizational Chart covered in Call Taking - Section 2
	10.13	Back up procedures for loss of primary services (radio system, CAD2CAD, Computer systems)	90	Radio system is covered in Policy review. Ensure Radio Cache request is part of these procedures. See Item 10.
	10.14	Policy & procedure whereby ECC Management & Supervisors collaborate with the DC of Communications & Support Services to initiate and lead an annual review of dispatch algorithms with the OMD, EMS DC & AC of Operations.	100	
6/30/2020	11	When multiple jurisdictions will be responding along the Potomac River, those jurisdictions should be conferenced into the 9-1-1 call so that the original receiving center can still use a phone's location information to pinpoint the caller. It is imperative that this occurs as quickly as possible to ensure that resources are dispatched in an expedient fashion from both sides of the River.	100	Communications General Order 2020-005 (Transferring Calls to Other Jurisdictions) This item will become part of #10 (Manual)

9/2/2020	12	<p>When serving as the Supervisor, personnel should not be responsible for direct oversight of a trainee. Optimally, the supervisor should be monitoring the actions of each of the various call-takers and dispatchers, making sure each team member is performing his/her duties in a satisfactory manner, and be familiar with the overall operational picture. The practice of a supervisor conducting basic training with a trainee concurrent with call-taking and dispatch supervisory responsibilities has been discontinued in the LCFR-ECC.</p>	100	<p>Communications General Order 2020-009 (Supervisor Training Responsibilities)</p>
7/1/2021	13	<p>Add three Call Taker/Dispatchers to the center in order to ensure each shift is staffed with a like number of FTEs.</p>	100	<p>Staff submitted budget item for consideration; 11/9/2020 - Staff has submitted the 3 FTE's in the budget proposal. 4/20/2021 - BOS approved 3 additional Dispatchers for the FY22 budget. Scheduled to be onobarded Q1 or Q2-FY22</p>
1/1/2021	14	<p>Develop a relief pool of Call Takers and/or Dispatchers by crosstraining unformed members to serve in these positions when off duty from field operations.</p>	100	<p>LCFR IB 2020-013 (ECC Staffing Pilot Program); 28 day FSLA 10/15/2020 - 11/11/2020; Criticall Testing 9/10/2020 & 9/11/2020; Selection letters sent 9/15/2020; Fingerprint form sent 9/15/2020; Names and telephone numbers provided to LCSO on 9/15/2020 for LCSO to schedule fingerprints; LCSO was provided names for CJIS training; 5 Uniform personnel began for their 28 day training period on October 15. 11/9/2020 - 5 Uniform personnel completed classroom training; working to becoming released. All 5 Uniform Dispatchers released as of 12/30/20</p>

	15	<p>Implement a Uniformed Fire Officer (“UFO”) program in the ECC. The UFO is a uniformed supervisor that is primarily responsible for providing technical guidance and advice to the ECC personnel. This includes authority to ensure a prompt response to emergency incidents and assure adequate deployment of resources. The UFO would also be responsible for monitoring the deployment of department resources, ensuring adequate emergency vehicle coverage throughout the county, and keeping department staff informed of significant incidents or events. As the liaison between LC-CFRS administrative and operational members and ECC staff, the UFO’s performance is crucial to a seamless dispatch operation.</p>	75	<p>11/9/2020 - UFO's are1 priority in the budget. 12/8/2020 - no change. The budget process is ongoing. Staff are working on the policies, procedures, etc. that will support the program so we are ready when the request is approved as anticipated. March 2, 2021 - working on the framework; a timeline has been established. the program should proceed as if the budget item has been approved as this is his #1 budget enhancement item. BOS Approved 4 UFO for FY'22. 4/20/2021 - Solicitation IB 2021-008 was distributed on 4/15/2021. Training to begin 8/5/2021 with minimum staffing expected on or about 10/29/2021. Continuing to work on draft UFO manual. Virtual meeting with Fairfax on 3/23/2021. 5/26/2021 - email to system deferring UFO implementation until Spring 2022; however, he will be assigning a Captain to the ECC Summer/Fall timeframe to assist with UFO program development. 9/7/2021 - Operations Captain has been transferred to Communications Division and has began building the UFO program. 10/29/21 - Class to train new UFO's is scheduled for March 2022.</p>
	16	<p>Implement regular refresher training on all current and future</p>	100	<p>Map Dispatch Feature Training sent via email to ECC staff on 7/24/2020</p>

		methods of loading CAD incident locations, to include Enhanced 911 Phase 1 and 2, RapidSOS, Automatic Location Information (ALI) imported from the 9-1-1 phone system, manual entry of numerical addresses, manually entry of the intersection of two roadways, manually entry of a “commonplace” name, manual entry of a Mile Marker, Mile Post, or Exit, via Enhanced 911 Phase 1 and 2 latitude and longitude imported from the 9-1-1 phone system. These can be manually inputted or “dropped” onto the map.		
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	17	<p>Implement training that focuses on both effective and empathetic listening in the Emergency Communications Center to help personnel obtain more accurate information from 9-1-1 callers. The objective of this training is to develop a servant leadership philosophy by call takers and dispatchers handling 9-1-1 calls in the LCFR-ECC.</p>	90	<p>Meeting with LCSO Staff on 9/22 to discuss LCSO Empathy training to be provided to the entire ECC (LCFR & LCSO); Emailed inquiring if she would have any suggestions or resources; will also survey the PSAP Managers at the next meeting on 9/21/2020. *Contacted County HR regarding the Compassion Fatigue class that they offer. Class is 6 hours and costs \$4000 per day. We would need a minimum of 2 days with possibly needing up to 4 to get all staff through the class. March 2, 2021 - ECC has one employee registered for APCO Crisis Negotiations for Telecommunicator class. Management will evaluate the feedback once the class is completed. If the class meets the needs of the ECC, all staff will eventually be registered to attend. April 19, 2021 sent email to (LCSO) inquiring a status. - Assigned 2 Customer Service CDE's through College of Emergency Dispatch that include training on Empathy and Active listening. 7/1/21 7/6/2021 - Find classes to will accomodate an inperson session. August 19, 2021 - is working with procurement - Compassion Fatigue Class by Anger Management Techniques. Once this is completed, 2 classes will be scheduled to incorporate the attendance of all ECC personnel. 9/7/2021 - Classes sheduled for December 3 & 15, 2021. 10/29/21 - Compassion Fatigue Class was completed in september 2021.</p>
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	18	Increase the LCFR-ECC basic training curriculum to include 16 hours of familiarization with County geography, with field ride-alongs. Require ongoing training of incumbent employees to keep up with development and growth.	90	New Recruit Training has 40 hrs of County Geography, 16 hour of classroom and 24 hours of field ride-alongs. March 2, 2021 - Staff will be meeting to discuss how to best incorporate incumbent employees into the ride-along program to increase County geography. April 28, 2021 - All Teams have a scheduled POI tour by Operations Staff. These tours will be at least 5 hours in length and will be completed in the Month of May, 2021. 9/7/2021 - Staff working with Operations Division to schedule employee ride alongs.
	19	Implement an initial supervisory development program/curriculum for LCFR-ECC Dispatch Supervisors and Assistant Dispatch Supervisors.	60	March 2, 2021 Staff have accepted the task to assist in creating a SV Manual; 4/19/2021 - A list of items and work has begun to write the manual draft.
	19.1	ECC Supervisors should be required to recertify to keep their APCO certifications current.	100	Creation of Access Database with all employees of the ECC and their required certifications. Staff reviews the database for upcoming expirations and sends an email to the employee with actions to re-cert.; 12/7/2020 - met regarding using Orion to maintain required certifications; Staff will be tasked to complete this task while on TRD in December. 12/30/2020 All required certifications have been scanned and are in an electronic file now. March 2, 2021 - will work to determine how/where to put the required certs in Orion until the Department decides where/how all certs will be kept/managed. 4/19/2021 - Meeting scheduled with Technology group for inclusion of ECC required certs into Orion 4/19/2021 - A list of certifications as well as a list of position requirements will be provided for update to Orion by COB on 4/23/2021

10/1/2020	20	Implement mandatory shift briefings by the supervisor at the start of each ECC shift. These briefings should be at least 30 minutes in length and should include pass on information, review of new or existing policy or procedures, incident case reviews, opportunity for staff to raise concerns or issues that need attention, updates from field operations.	100	Memo sent to Staffl on 8/5/2020; Tentatively - October 1 for implementation; Majority of personnel would prefer to come in before shift to hold shift briefing. Communications General Order 2020-010. 4/20/2021 - reviewing cadence of meetings with ECC Supervisors. 5/26/21 - cadence changed to once/tour on first day back based on feedback from ECC staff. Div GO 2021-002
9/2/2020	21	Implement policy that requires a review and summary of all incidents involving multi-jurisdictional response in or along the Potomac River, the manager (or their designee) shall be required to initiate a review and summary. This summary shall be shared with the respective ECC leadership, Assistant Chief of Operations and Deputy Chief of Communications and Support Services. This policy shall remain in effect until such time that the multi-jurisdictional policies have been tested and refined through emergency responses and there is sufficient evidence that the system and policy is producing the desired results.	100	Communications General Order 2020-008 & Water Rescue QA Summary Form
	22	Research and develop a proposal for quarterly training for all ECC supervisors, dispatchers and call takers. This proposal must include budget implications and examples of lesson plans for prescribed training topics.	100	Researching - Set up meeting . Dispatchers are currently running scenarios with the training division on MayDay procedures - Meeting on 4/21 to set up an up-to 8 hr Water training for each shift. This will include site visits for water ways (river, boat ramps, ponds, lakes, etc.)

	23	Research, develop and implement an active listening training program in the Emergency Communications Center to assist personnel in gathering accurate information from 9-1-1 callers.	90	(Same as Item 17) March 2, 2021 - ECC has one employee registered for APCO Crisis Negotiations for Telecommunicator class. Management will evaluate the feedback once the class is completed. If the class meets the needs of the ECC, all staff will eventually be registered to attend. March 4, 2021 - ECC Staff will view a video on active listening during Roll Call over the next week. Assigned 2 Customer Service CDE's that include Empathy and Active Listening in the training. 7/1/21 JCC; August 19, 2021 - working with procurement - Active Listening Class by Anger Management Techniques. Once this is completed, 2 classes will be scheduled to incorporate the attendance of all ECC folks. 9/7/2021 - Classes scheduled for September 28, 2021 and October 2, 2021. 10/29/21 - Compassion Fatigue class was completed in September 2021
	24	Implement quarterly briefings by the ECC Manager and Assistant Manager with industry and technology updates and information from Regional ECC Manager/Communications Committee meetings. These briefings shall be scheduled at the January, April, July, November, LCFR Command Staff meetings.	100	Attended Command Staff meeting in January - Radios May 26, 2021 - since the cadence of Command Staff meetings has changed to every other month, the briefings shall be 2 times per year.

Completed
51-99%
25-50%