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EMERGENCY OPERATIONS PLAN

2016

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I. INTRODUCTION

A. Mission

The mission of the City of Fargo departments and agencies assigned responsibility in the Fargo Emergency Operations Plan (FEOP) is to coordinate and make available resources in support of local government to minimize the impact of emergencies and disasters on people, property and the environment.

B. Declaration Statement/Limitations

1. Declaration Statement

Government at all levels has the responsibility for protection of life, property and the environment from hazards, which are known to threaten the jurisdiction. Therefore, by the authority of the City of Fargo Commission, we do hereby order that the City of Fargo Emergency Operations Plan be put into effect and be disseminated to all appropriate entities in the City. The plan assigns tasks and responsibilities to City and Fargo agencies, and establishes a broad concept for conducting preparedness, response, and recovery efforts if an emergency or disaster threatens or occurs.

2. Limitations

This Plan is adopted as an exercise of the lawful power of Fargo to protect and preserve the public peace, health, safety and welfare. Its provisions shall be liberally construed for the accomplishment of these purposes.

The Plan is intended to serve as a guide and organizational structure to assist in the delivery of a management system capable of responding to a broad array of emergencies that may affect our City. The Plan may not address all events in every instance, and by .

Ovirtue of changes in the law, public policy, organizations, programs, systems, process, and the environment, the Plan will require revision and updating and thus may not be useful in addressing a particular event. It is impossible to guarantee the delivery of a perfect emergency management system capable of responding at every given moment in time and in all circumstances. The decision to implement all or any portion of this plan including the means by which to implement it in an emergency rests in the sole discretion of the City.

Nothing contained in this Plan is intended to be nor shall be construed to create or form the basis for any liability on the part of the City or its employees or agents, for any injury or damage resulting from failure of any public official or employee to comply with the provisions of this Plan, or by reason or in consequence of any act or omission in

connection with the implementation or enforcement of this Plan on the part of the City by any of its employees or agents.

It is expressly the purpose of this Plan to provide for and promote the health, safety and welfare of the general public. It is not intended to create or otherwise establish or designate any particular class or group of persons who will or should be especially protected or benefited by its provisions.

C. Purpose

The purpose of the emergency response plan for the City of Fargo is to:

- Define the responsibilities of departments within the City of Fargo and appropriate private entities
- Ensure a coordinated effort using the Incident Command System (ICS) by local, state, and federal government, as well as private response agencies
- Save lives and to protect property and the environment in the event of an emergency or disaster
- Facilitate short-term and long-term recovery activities

D. Scope/Assumptions

1. Scope

This plan addresses natural and technological hazards that could adversely affect the City and surrounding area, as well as threats to homeland security. The FEOP outlines preparedness and incident management activities required by all departments and agencies tasked in the City of Fargo ERP to provide assistance during an emergency, disaster or catastrophe.

The FEOP contains the Base Plan, Incident Annexes, Capabilities Annexes, Duty and Operations Officers' Guide, Emergency Operations (EOC) Guide. When the FEOP is activated, all or portions of these documents can be implemented.

While the FEOP outlines the policies and procedures for a coordinated local response, each department and agency is expected to keep its own standard operating procedures or guidelines (SOPs/SOG's) and to maintain updated contact and resource information.

2. Assumptions

Proper implementation of this plan will reduce or prevent loss of life, damage to property and the environment. Key officials within the City of Fargo are aware of the possible occurrence of any emergency or major disaster and their responsibilities in the execution of this plan:

1. The Mayor of Fargo and the City Commission has the overall statutory responsibility for the continued use, development and maintenance of this plan. Delegation of responsibilities to department heads does not abrogate the authority of heads of local governments to make necessary decisions or changes to the plan for the protection of life, property and the environment.
2. The contents of this plan must be known and understood by those people responsible for its implementation. The emergency services coordinator (emergency manager) is responsible for briefing personnel and city officials concerning their role in emergency management and the contents of this plan.
3. The plan shall incorporate the use of ICS, allowing flexibility for response to a variety of emergencies.
4. Cabinet members (department heads) are responsible for development and maintenance of their respective functions and tasks in this plan. In order to realize the potential of local capabilities and to achieve an economy of scale in integrating and applying resources, departments and support organizations are arranged into one or more of the 15 ESFs Annexes.
5. Local government and departments will develop and maintain plans to respond to emergencies and disasters, using resources to the full extent of their capabilities.
6. Each Emergency Support Functional (ESF) coordinator (cabinet members) and task coordinators must maintain supporting standard operation guidelines or procedures (SOGs or SOPs) describing how functions/tasks will be accomplished or implemented. SOGs/SOPs are located at appropriate functional facility locations and will be updated yearly by the appropriate coordinator.
7. An annual review of this plan will be conducted by all officials involved in its execution. The emergency services coordinator will coordinate this review and any revision and distribution found necessary.
8. The plan will be tested at least once a year in the form of a simulated emergency exercise in order to provide practical, controlled experience to functional coordinators and task coordinators responsible for plan maintenance and response. Exercise and evaluation of the plan will follow the Homeland Security Exercise and Evaluation Program (HSEEP).
9. Fargo will continue to be impacted by natural and technological hazards with flooding, fires, severe storms, droughts and hazardous materials as the most repetitive types of incidents.
10. Fargo's thriving financial, educational, commercial and industrial setting represents a potential terrorist target as does its multiple transportation routes.

11. The impact of an emergency, disaster or catastrophe will vary significantly by hazard and has the potential to produce substantial consequences to critical human needs and public infrastructure.
12. The City of Fargo will execute the FEOP through the Emergency Operations Center (EOC), located in the Fargo Public Safety Building, Fargo, ND, or alternate EOCs.
13. Departments and agencies will be able to respond on short notice to provide effective and timely assistance.
14. State agencies have emergency resources and are capable of supporting local government.
15. Federal agency resources and expertise can be mobilized to augment local and state efforts.
16. Local agencies are responsible for coordinating with their state, federal and private counterparts and encouraged to establish memorandums of understanding in advance of an emergency or disaster.
17. The Incident Commander has the authority to discontinue commercial electrical power as a life-saving precaution when hazards, such as flooding and fires, threaten public safety and property. State law requires appropriate restoration of commercial electrical power by licensed electrical contractors who must provide a North Dakota Wiring Certificate to the power supplier indicating a premise wiring is safe to energize.
18. A major incident or catastrophe could happen at any time. Tornadoes, pandemics, or terrorist attacks are examples of hazards that could cause catastrophic level of impacts.
19. Weather related incidents that trigger coordination under this plan may occur several times a year.
20. Vulnerable populations, including individuals with access and functional needs, are at greater risk of being significantly impacted by an incident.
21. The time of year, day of the week, time of day, and weather conditions can affect the seriousness of an incident and the City's ability to respond.
22. The City's 24/7 operational departments (Fargo Fire Department, Fargo Police Department, Department of Public Works, Fargo Enterprise and Public Utilities) are prepared and have sufficient resources to adequately handle most commonly encountered incidents.
23. Generally, departments do not maintain caches of food, water, equipment and supplies in sufficient quantity to support the anticipated scale of operations after major incident has struck.

24. Some incidents would severely stress normal municipal systems and would likely require outside assistance from the state and federal governments.
25. In a major incident, the City of Fargo government response may be overwhelmed, requiring the community to be without basic services for at least the first 72 hours after an event and possibly longer.
26. In some scenarios the impacts could be catastrophic, with local governments in the region, including the City of Fargo, struggling to provide even the most basic of services or even maintain some semblance of local government authority.
27. The level of personal preparedness of City employees directly affects their availability to work during a disaster.
28. Despite ongoing efforts, the level of preparedness of the general public, while difficult to measure, is likely insufficient to meet the challenges posed by a major incident.
29. Some incidents, due to their scope and complexity, could result in a recovery effort that could take years to complete.
30. The amount of information regarding the disaster impacts and response operations can quickly overwhelm even the most organized emergency operations center.

II. SITUATION

A. Conditions

The City of Fargo Emergency Operations Plan (FEOP) establishes the parameters for a systematic, coordinated approach to prepare, response and recovery from emergencies or disasters occurring within the City. This plan describes the policies and procedures for coordinating local support, in collaboration with state, federal, volunteer and private agencies, based on the principles of the Incident Command System (ICS). It also outlines the mechanisms used for supporting disaster response in other Jurisdictions or locations. The FEOP also outlines procedures for facilitating short-term and long-term recovery.

The EOP is intended to be consistent with the National Incident Management System (NIMS), the National Response Framework (NRF), the Emergency Management Accreditation Program (EMAP) standards, the Department of Homeland Security's Target Capabilities List (TCL) and other mandates, as applicable.

The City of Fargo and its residents are vulnerable to numerous hazards, any one of which has the potential to disrupt services, cause damage and casualties.

B. Hazards

This FEOP focuses on natural, man-made and technological disasters including weapons of mass destruction. The plan will provide procedures that will guide staff and elected officials during the events and eliminate duplication of effort or confusion of leadership and assure state and federal guidelines are followed to secure maximum support and financial assistance.

- **Natural disasters** common to this area that can cause damage and personal loss include tornadoes, windstorms, heavy precipitation (hail, rain, blizzards), extreme cold or hot weather, drought, and flooding of the Red River. Uncommon events which these procedures also address could be an earthquake, firestorm or medical emergency dealing with an outbreak of a disease.
- **Man-made and Technological situations** which are addressed include incidents on major transportation corridors (rail or highways/streets) involving oil, gas, or chemical spills and explosions, contamination of waterways or drainage systems, plane or vehicle accidents, fires, bomb threats along with cyber and foreign or domestic terrorism.
- **Weapons of mass destruction** incidents include any weapon, agent, or device that is intended, or has the capability, to cause death or serious injury to a significant number of people, plants or animals. This includes chemical, biological, radiological, nuclear, and explosive. The use of a weapon of mass destruction does not necessarily make an incident an act of terrorism, but alerts responders to that possibility. An incident must include the intent to intimidate or coerce to be considered terrorism.

The Fargo “Threat and Hazard Identification and Risk Assessment” (THIRA) describes the hazards that could impact the city of Fargo and the Metro area.

The information provided in the THIRA forms the foundation for City disaster planning. It gives a risk score for each hazard (with Flooding ranking the highest) and projects the expected and potential impacts that might occur from each of these hazards. The THIRA document is still under development.

III.CONCEPT OF OPERATIONS

A. Phases of Emergency Management

Such planning will also take into account the five phases of emergency management, which are defined in the NIMS Manual as:

1. **Prevention:** “Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.”
2. **Mitigation:** “The activities designed to reduce or eliminate risks to person or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.”
3. **Preparedness:** “The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.”
4. **Response:** “Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance

and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.”

5. **Recovery:** “The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.”

B. Response Plan Execution

This Fargo Emergency Operations Plan (FEOP) is in effect at such time as:

- An emergency, disaster or catastrophe occurs or is imminent.
- Emergency management, requests appropriate local agencies to perform emergency operations in response to a hazard or incident that has the potential for becoming an emergency, disaster or catastrophe.
- The Mayor of Fargo declares an emergency, disaster or catastrophe.

Emergency management activities are categorized into three operational phases, which often occur concurrently. These phases include:

Stage 1 – Prevention, Mitigation and Preparedness

Stage 2 – Response

Stage 3 – Recovery

In all phases, the City of Fargo works with its federal, state, local and private partners to ensure a comprehensive emergency management system.

1. Stage 1 – Prevention, Mitigation and Preparedness

- **Prevention:** Protecting lives and property through actions to identify, deter or stop an incident from occurring or growing in magnitude. These activities include such countermeasures as law enforcement operations, such as gathering and analyzing intelligence and detaining suspected terrorists; and public health measures, such as immunizations, isolation, quarantine and public education.
- **Mitigation:** Actions to eliminate or reduce damages to infrastructure and prevent or minimize the loss of life and property. Such measures include building codes, public education, hazard vulnerability analysis and zoning laws and resolutions.
- **Preparedness:** Advance emergency/disaster measures to enhance operational capabilities and facilitate response operations. These may include the

development of plans, warning and communications systems, mutual aid agreements, emergency public information processes and participation in training and exercises.

i. Preparedness

National Incident Management System, which has been adopted by the City, defines preparedness as "a continuous cycle of planning, organizing, equipping, training, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response."



City Preparedness Cycle

Whole Community concept - The City uses the Whole Community approach, developed by the Federal Emergency Management Agency (FEMA), in preparing for, protecting against, responding to, recovering from and mitigating against all hazards. This approach requires participation and collaboration from across the community. Disaster after disaster demonstrates that communities that are engaged prior to the event have a much better chance of recovering quickly and wholly from a disaster. This concept is a fundamental shift from “planning for the community” to “planning with the community.” FEMA describes this partnership as:

“This larger collective emergency management team includes, not only FEMA and its partners at the federal level, but also local, tribal, state and territorial partners; non- governmental organizations like faith-based and non-profit groups and private sector industry; to individuals, families and communities who continue to

be the nation's most important assets as first responders during a disaster. Both the composition of the community and the individual needs of community members, regardless of age, economics, or accessibility requirements, must be accounted for when planning and implementing disaster strategies."

(1) Warning Systems

No single warning can assure all residents will receive warnings when an emergency occurs. The City of Fargo utilizes a comprehensive warning system with several methods available for use during crisis situations. These include:

1. **Outdoor warning sirens:** Outdoor warning sirens are utilized by The City of Fargo. In most cases, outdoor warning sirens are activated by the Red River Regional Dispatch Center. Protocol for siren activation is established in the Red River Regional Dispatch Center Siren Manual. Once sirens sound, it is expected that people will go indoors and access weather radio, local radio or television for further instructions. Communities not connected to the metro system activated by RRRDC are responsible for activating the sirens for their jurisdiction. The outdoor warning sirens may be activated for any life safety event where citizens of Fargo need further direction. Once these sirens sound, it is expected that people will go indoors and turn on the television or radio for further instructions. Red River Regional Dispatch will be contacted for activation of the sirens for any of the following:
 - Tornado
 - Severe Storms
 - Hazardous Materials Spill
 - Life Threatening Incidents
2. **National Weather Radio:** The National Weather Service provides automated, advanced weather information for Cass County and the City of Fargo. Weather radios should be utilized in all public buildings and all residences in the City of Fargo.
3. **Emergency Alert System:** The EAS system is the national public warning system characterized by the harsh alert tones heard on radio and television stations along with recorded messages providing warnings about local, state or national emergency situations.
4. **CodeRED:** City of Fargo has access to an automated, phone message system that allows public safety personnel to activate emergency phone calls for selected geographical phone users or cell phones within portions of or all of the City of Fargo.

5. **Wireless Emergency Alerts (WEA):** Wireless Emergency Alerts (WEA) are emergency messages sent by authorized government alerting authorities through your mobile carrier. WEAs can be sent to your mobile device when you may be in harm's way, without the need to download an app or subscribe to a service.
6. **TTY messages:** Sent through the Red River Regional Dispatch Center, text messaging and Emails will also be available to persons with disabilities. Qualified sign language interpreters may be called to assist in emergency messaging.
7. **Social Media:** Social media sites are used by city departments to give updates on road closures, events and emergencies.
8. **Law Enforcement/Fire PA systems:** As a last resort, public safety personnel will use their vehicle public address systems to notify residents of emergency situations and may also physically go door to door.

(2) [Mutual Aid Agreements \(NDCC 37-17.1-24, 25\)](#)

Mutual Aid Agreements are required in disaster situations for any federal reimbursement for expenses incurred in providing or requesting services from other governmental agencies. City of Fargo will utilize the format for mutual aid agreements proscribed in state statute. Existing agreements will be maintained in the office of City of Fargo Emergency Management or in the offices of the respective Emergency Response Departments. It is the responsibility of the originator of the agreement to review and update the agreement on an "as needed" basis. All contracts, MOU's and agreements executed on behalf of the City shall be to the best of their abilities compliant under the "Americans with Disabilities Act."

(3) [Volunteer Operations](#)

During a disaster situation, there is often a need for volunteers within City of Fargo. To lessen confusion and keep organization, volunteer operations will be established through First Link's existing Volunteer Center.

(4) [Shelter in Place](#)

Based on circumstances, Incident Command will issue a warning to shelter-in-place or initiate an evacuation as described in the following evacuation plan. Shelter-in-place should be used in the event there is a hazardous materials emergency (spill, leak, etc.). Shelter-in-place should be used when there is not enough time to evacuate the area prior to dangerous exposure to the hazard.

(5) Evacuation (see Annex L – Evacuation Plan)

City of Fargo will strive to ensure the safe and orderly evacuation of residents who are threatened by hazards. The need to evacuate citizens from portions of the City of Fargo may arise in a number of varying situations. Hazardous material releases, plane crashes, terrorist activities, and civil disorder may require the evacuation of an area. Likewise flooding may require the evacuation of very small or large area. Portions of this plan may also be of use during large weather events such as tornadoes, flooding, and power outages during severe weather.

Police Department or Fire department may have the need to evacuate all or part of a small number of buildings during smaller emergency incidents. Both departments are tasked with use of their discretion and these types of incidents do not come under the scope of this plan.

In the event of an emergency or disaster resulting in the need to evacuate people and/or pets/animals/livestock the Mayor for the City of Fargo has the final authority on all decisions, including evacuations. When the Mayor is unavailable, the Deputy Mayor may delegate this authority to another as identified in the EOP.

It is understood that in some situations an Incident Commander (IC) from a Fire Department, the Police Department or Public Health may initiate emergency operations, such as an evacuation. However, priority will be given to the notification of the Mayor, the appropriate Commissioners, the City Administrator, and appropriate Department Heads.

Persons who have mobility impairments, vision impairments, hearing impairments, cognitive disabilities, mental illness, or other disabilities to safely self-evacuate or be evacuated by others, may voluntarily self-register with the special needs registry set up by the City of Fargo and managed by Fargo Cass Public Health. Persons registered may need individualized evacuation assistance or notification. This Registry is voluntary and all information shall be kept as confidential as possible. The registry shall be kept updated annually and all changes in registrant's information shall be the responsibility of that registrant.

(6) Sheltering (Also see Annex M - sheltering Plan/Shelter in Place/Mass Care)

Emergency sheltering for people displaced from their residence by an emergency or disaster within the city of Fargo shall fall upon the city. If in the event that the City may not be able to fulfill that obligation then the State may set up shelter for those residents. Sheltering within the City of Fargo shall be tasked to the American Red Cross to manage and operate shelters on their behalf. All shelters shall be surveyed and opened according to needs of the displaced.

(7) Special Needs Population

Special needs populations in City of Fargo include, but are not limited to the elderly, children, and those with developmental disabilities. Special needs may also include visually impaired, hearing impaired; citizens with speech and/or language impediments, emotional disorders, multiple disorders and religious or cultural diversity. The City of Fargo shall ensure that it regularly solicits and incorporates input from persons with a variety of disabilities and those who serve them in this Emergency operation plan. Metro Area Mayors Committee for People with Disabilities and the Critical Care Task Force meetings are examples of that solicitation of information but not limiting to these groups.

(8) Functional and Task Coordinators

Significant responsibilities common to emergencies and disasters are grouped into Emergency Support Functions (ESF's). The departments having responsibility by law or day-to-day resource and operational capability within each of these functions are identified and assigned by specific task/responsibility, and are listed on subsequent pages.

Any City agency or department may be assigned to an emergency support function. The Director or supervisor of each department is responsible for the accomplishment of an assigned task or function through the development of Standard Operating Procedures (SOPs) located at their facility. In addition, each department is assigned the following general tasks:

- Provide personnel, equipment, and facilities on a 24-hour basis.
- Plan and provide for the safety of employees and protection of public property in the event of an emergency.
- Coordinate actions with the Emergency Services Coordinator and with departments having related tasks.
- Train personnel assigned to emergency tasks and participate in exercises to test emergency plans and procedures.
- Provide for record keeping and documentation of the emergency and actions taken.
- Prepare damage assessments.

(9) Vulnerable Populations

The City of Fargo is committed to providing disaster related programs, services and activities that address the letter and spirit of the ADA. Examples include:

- The City Fargo meets monthly with a representative from the Fargo Commission for People with Disabilities.

- All ESF Coordinators are instructed by the Fargo Emergency Services Coordinator to ensure their section of the City plan addresses the requirements of access and functional need populations.
- All Departments are instructed by Fargo Emergency Services Coordinator to ensure their portion of plan is compliant with Chapter 7 of the ADA Toolkit.
- The City of Fargo participates in a countywide program called “Safe Neighbor” that allows residents to create a personal safety profile in a secure database.
- Public meetings are held on a regular basis to solicit input from all members of the community regarding disaster planning.
- Members of the community can also provide comments through email or the city web site.

2. Stage 2 – Response

Actions taken during or after an emergency/disaster to save lives, protect property, minimize damages and enhance recovery operations. These measures include activation of emergency operation plans (EOPs) and resource deployment.

i. All-Hazards Emergency Response Process

When emergencies or disasters occur in Fargo, local government has an initial responsibility given their proximity to events. The SEOC supports these efforts by coordinating technical and resource assistance from state, federal, private, volunteer and other local agencies.

Incident Command System (ICS): Provides the foundation for the Fargo All-Hazards Emergency Response Process. This system design allows for flexibility in all emergencies or disasters. The Operations Guide and Incident Annexes provide more detail on how ICS will be implemented for each hazard.

ICS is considered the most effective system for managing emergencies. The National Fire Academy ICS can be used as a standard for Emergency Management Operations. The City of Fargo subscribes to the use of ICS as an important part of NIMS. ICS is a standardized, flexible, on-scene, all-hazard incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

Unified Command System (UCS): A part of ICS, is established upon activation response to an incident. This system enables agencies with responsibility for the incident to participate in the decision making process. Under UCS, agencies work together through the designated members of the Unified Command to analyze information and establish a common set of objectives and strategies.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Following is a summary of this process, outlining the response continuum, from incident to catastrophe, based on response activities on three levels – local, state and federal:

1. **Local**: Primary responsibility for emergency management activities lies with the local government because of its proximity to the event. Other levels of government provide resources not available at the local level. If local resources (city, county and private) are not available, the city/county may request assistance through Cass Fargo Emergency Management after the political subdivision has issued a disaster or emergency declaration.
2. **State**: When the emergency exceeds local government’s capacity to respond, assistance from the state government will be requested through the North Dakota Department of Emergency Services, Division of Homeland Security.
3. **Federal**: After the city/county has issued a disaster or emergency declaration, the Governor will request federal assistance through a presidential emergency or major disaster declaration. The federal government may provide assistance and resources to the state where needed. Federal assistance may be extended to aid in recovery from major disasters.

Emergency Operations Center (EOC): will be activated for all incidents requiring a significant dedication of resources and/or extraordinary interagency coordination outside the realm of normal day-to-day emergency situations responded to by law enforcement, fire and EMS agencies. Day-to-day functions that do not contribute directly to response actions to an emergency may be suspended for the duration of the emergency. The resources and efforts that would normally be required for those

functions may be diverted to the accomplishment of emergency tasks by the agency managing the use of the resources.

ii. Emergency Response Task Force: Emergency Support Functional (ESF) Coordinators

Significant responsibilities common to emergencies and disasters are grouped into 15 emergency support functions (Can be found in Annex ESF). Resource and operational capabilities within each of these functions are identified and assigned by specific on subsequent pages.

Any city agency or department may be assigned an emergency mission. The head of each department is responsible for the accomplishment of an assigned task or function through the development of Standard Operating Guidelines (SOGs) or emergency action plans located at their facilities and the EOC. Assignment to emergency support functions. In addition, each department is assigned the following general tasks:

1. Complete functional assessment of essential services and develop action plan to sustain these services.
2. Plan and implement protection/recovery/restoration action plan.
3. Provide personnel, equipment, and facilities on a 24-hour basis.
4. Plan and provide for the safety of employees and protection of public property in the event of an emergency.
5. Coordinate actions with the local Emergency Services Coordinator and with departments having related tasks.
6. Train personnel assigned to emergency tasks and participate in exercises to test emergency plans and procedures.
7. Provide for record keeping and documentation of the emergency and actions taken.
8. Prepare damage assessments.
9. Administer public/private contractor support activities.
10. Complete assessment of system performance and vulnerability and recommend mitigation/improvement strategies.

3. Stage 3 – Recovery

The Recovery Stage is the restoration of private and public infrastructure after an emergency/disaster. Measures include damage assessment, infrastructure repairs and supplemental assistance to individuals and public entities.

Damage Assessment Process: As soon as emergency response activities are underway, local officials conduct an initial assessment to determine whether lives are in danger and the extent of property and environmental damage. This information is critical in

determining the need for assistance. The North Dakota Disaster Procedures Guide, contained in the Resource Library of the SEOP, outlines in more detail activities related to the assessment process.

Damage assessments by local, state, federal and volunteer organizations determine loss and recovery needs.

Managing State Status for Disaster Recovery Programs: North Dakota has been designated as one of the few Managing States in the nation with oversight for disaster recovery operations. If the state receives a Presidential Disaster Declaration, NDDDES is authorized to manage the administration, inspection and project management of FEMA's Public Assistance Program, Hazard Mitigation Grant Program (HMGP) and Pre-Disaster Mitigation Competitive Grant Program (PD-C). FEMA provides approximately 75 to 90 percent for the cost of the program while the state and local governments share the remaining costs.

Unmet Needs Committee: If the City does not receive a declaration allowing FEMA's Individual Household Program, NDDDES will activate the State Unmet Needs Committee. The committee's purpose is to process and address any unmet needs of individuals and families. This committee consists of state agencies and the N.D. Voluntary Organizations Active in Disaster (NDVOAD).

Preservation of Records: The preservation of important records and the taking of measures to ensure continued operations and, if necessary, reconstitution of local government during and after catastrophic disasters or national security emergencies is the responsibility of the executives of each jurisdiction. Records to be preserved should include, at a minimum:

- **Records required for protecting the rights of individuals.** These records include: marriage licenses and divorce papers, property and land titles, tax statements and licenses, and records required by health, fire, law enforcement and public works to conduct emergency operations.
- **Records required to re-establish normal government functions and to protect the rights and interests of government.** Appropriate department heads will be responsible for securing documents necessary for continuing operation during times of emergencies.

Relocation of Government: All critical facilities at the city and county level such as the EOC, law enforcement, fire and the city hall should have an alternate location if evacuation becomes necessary. Each city department has their own Continuity of Operations plan that should be referred to in the event relocation is necessary. Educational facilities, public works buildings, jails, communications centers, fire stations and law enforcement centers are possible relocation facilities as they already contain considerable communication equipment.

IV. PLANNING

A. Administration and Logistics of the FEOP

The Fargo Emergency Operations Plan (FEOP) will be under the responsibility of the City Emergency Services Coordinator (ESC). The City ESC will also coordinate the FEOP, the North Dakota State Department of Emergency Services, the Fargo Emergency Planning Committee (FEPC), City Administration, Department Heads and the City Commission.

B. Emergency Response Plan Development and Maintenance

The City ESC will be responsible for the review and updates of the plan on an annual basis. The City ESC will also be responsible for the distribution and awareness of the plan with the functional and task coordinators identified in the plan. The City ESC shall also regularly solicit input using a whole community approach from citizen groups such as persons with disabilities or special needs, and organizations such as Red Cross and the Salvation Army. In most instances, the responsibilities of City departments are embodied in The City Charter and the Fargo Municipal Code. Local law also largely determines departmental assignments for “lead agency.” The lead agency is responsible for leading the tactical response in the field during an incident as contrasted with a strategic, City wide approach that is coordinated at the Emergency Operations Center.

Given these legal parameters and the tendency of people to react intuitively in the midst of a crisis situation, the City’s approach to emergency management has been to emphasize the use of familiar systems and practices. By design, this plan leverages the array of interdisciplinary skills and collective resources that are part of normal City government services and operations, and fuses the totality of these capabilities into an integrated organization—that serves as a common and mutually supportive backbone for any emergency response. It also provides the City with a mechanism for accessing a more comprehensive network of external resources. Thus, whenever an incident taxes the capabilities and/or authority of departments in a manner that seriously challenges their ability to keep pace with emergent demands and/or dangers, there is an established means to readily obtain supplemental aid and assistance. Such forms of ancillary support are initially sought from other City departments, mutual aid, designated support organizations, and the private sector. If unmet needs are serious enough, this may be followed by requests from the Mayor for specific forms of aid from regional providers, and as a last resort from the state and federal governments.

In order to realize the potential of local capabilities and to achieve an economy of scale in integrating and applying resources, departments and support organizations are arranged into one or more of the 15 ESFs Annexes.

Under the leadership of respective Coordinators, the constituent members of each annex have a responsibility to collectively devise and maintain the currency of their assigned annex. For content, each annex shall:

- Describe how the lead department and supporting departments and agencies contribute to and jointly accomplish the mission
- At a minimum contain sectional components that clarify the strategies, concept of operations, methods, priorities, critical decision points or thresholds, and resources that will be used to carry out all primary and support responsibilities that are designated in the Plan.

C. Fargo Emergency Operations Plan Maintenance

The Fargo Emergency Operations Plan (FEOP) is under continual review to ensure accuracy and applicability to hazards and incidents impacting Fargo. Plan updates also occur based on incident response and subsequent After Action Reviews. The Emergency Services Coordinator updates to plan and is responsible for maintaining the FEOP. The plan describes the emergency management system in the City and includes three types of annexes that provide additional details:

1. Emergency Support Function Annex.

The Emergency Support Function Annex in the FEOP defines the primary and support roles for City departments and other partners. This information provides guidance to departments in the development of plans, procedures and checklists.

The FEOP follows federal numbering for ESF Annexes with one exception; the City does not have an ESF #11 Annex at this time.

2. Incident Annex.

Each Incident Annex focuses on a particular scenario and provides more specific and detailed guidance to responders.

3. Support Annex.

A Support Annex describes how certain missions or functions will be accomplished within an overall response.

D. Assignment of Responsibilities

1. Mayor and City Commission

1. Has promulgating authority for this plan.
2. Supports and encourages personal preparedness by all City employees.

3. Reviews modifications to be made, and approves recommendations for improving the readiness and response capabilities of the City.
4. The Mayor is the City's Chief Executive whenever the FEOP or EOC is activated provided the Mayor is within the City and or available by voice or text message contact with the City Administrator and EOC Director. The Mayor does not need to be physically present in the EOC to assert executive authority.
5. Defines the values and desired end state for the response and recovery.
6. Determines the strategic priorities for the City response.
7. Chairs the Emergency Executive Board (EEB). Provides visible leadership and presence in the community during an emergency or disaster.
8. Hosts state and federal officials, legislative delegations and other dignitaries offering disaster assistance.
9. City Administrator, Cabinet members and Emergency Management shall be advised of the Mayor's schedule for those times when the Mayor will be absent from the City or otherwise not in a position to exercise the powers and authority of the Mayor.

2. City Administrator

1. Arranges for the Commission to receive periodic briefings on the planning by any City department, or departments, to host or support a major event.
2. Keeps the Mayor and or Pro-Tem advised of the circumstances surrounding any imminent or emergent situation that may require the activation of the EOC. Such advice will continue to regularly occur and may include additional or all Council members should it be necessary to proclaim a "Civil Emergency," issue executive orders, and when possible, to terminate the "Civil Emergency."
3. Submits all proclamations and related executive orders to the City Council for review and appropriate legislation. This includes those for exercising "emergency powers"; ordering the use of outside services, equipment, commandeered property, gifts, grants, and loans; and for dispensing with normal purchasing practices.

3. City Commission

1. Supports and encourages personal preparedness by council staff.
2. Acts on all proclamations and executive orders issued by the Mayor.
3. Reviews emergency expenditures and makes the decision on authorization of payment.
4. Determines the funding source for authorized emergency expenditures.

5. Acts on all substantive revisions to the City Disaster Readiness and Response Plan that are submitted for review and approval by the Mayor.
6. Reviews budget increments submitted by the Mayor for improving the City's emergency management capability, and makes the decision on acceptance and source of funding.

4. City Attorney

1. Advises and supports the Mayor, City Council and the EOC staff.
2. Assist in Drafting proclamations and executive orders as needed.
3. Review actions contemplated in the EOC Incident Action Plan to minimize risk that measures devised to remediate hazards and threats caused by the disaster do not expose the City to litigious civil action and claims.
4. Aids the EOC Director in briefing the Mayor on legal issues.
5. Provide legal advice to the City Council.
6. Provide for a legal review of the Fargo Emergency Operations Plan
7. (FEOP) whenever significant and substantive changes are proposed for adoption.

5. City Departments

1. Support and encourage personal preparedness of City employees.
2. Maintain a basic level of preparedness and response capabilities.
3. Develop and maintain department plans, procedures and guidance to support disaster preparedness, response and recovery and ensure that such documents are integrated with the FEOP.
4. Support the development and maintenance of the FEOP which includes the associated Incident, Support and Functional Annexes.
5. Comply with Chapter 7 of the Title II Americans with Disabilities Act (ADA) Best Practices Toolkit in emergency and disaster related programs, services and activities.
6. Conduct, or participate in, training and exercises to develop and maintain capability to respond and recover from an incident.
7. Contribute information, as directed by Fargo OEM, to the annual City NIMS Compliance Report.

8. Maintain callout lists and schedules and provide copies to Fargo OEM to ensure rapid and efficient notification of department personnel and ESF responders even when regular communication systems are interrupted.
9. Ensure all staff assigned to duty in the EOC have completed required training to work in the Fargo EOC.
10. Coordinate all public information through the ESF-15 Coordinator when directed.
11. Coordinate strategic operations through the EOC, when it is activated, as directed in the EOC Consolidated Action Plan and as outlined in the FEOP.
12. When requested, support the development and execution of the EOC Consolidated Action Plan and other EOC plans and documents.
13. Provide situation updates, damage assessment information and updates on operations as defined in the Essential Elements of Information (EEI) list and the EOC Consolidated Action Plan (CAP).
14. Be prepared to support or conduct specialized operations as directed.
15. As soon as possible, restore department's essential services, functions and facilities.
16. Ensure staff and designated response personnel understand their roles and responsibilities during an emergency.
17. Develop and maintain Continuity of Operations Plans (COOP) for sustaining essential city government and departmental functions and services.
18. Maintain a "Line of Succession" for department leadership and provide those designations on an annual basis to Fargo OEM or as needed if a position changes.

6. Emergency Support Functions

City departments, agencies and offices are organized under 15 Emergency Support Functions. Each ESF has a designated lead department.

The "Lead Department," as designated for the incident type, is responsible for leading the tactical response in the field, maintaining the assigned Emergency Support Function (ESF) Annex and assisting with the update of Incident Annexes as directed by OEM.

All organizations listed as "Supporting Departments and Agencies" for each ESF will support the Lead Department guided by:

- City response goals, priorities and objectives
- Needs identified by the lead Department
- Available resources and capabilities
- Laws and agreements governing their support and use of assets

E. Fargo Emergency Operations Plan – Response Activation Algorithm

1. Incident Complexity Table

Incident and/or event complexity determines emergency and incident response personnel responsibilities as well as recommended audience for NIMS curriculum coursework delivery. The *NIMS Training Program* training recommendations reflect the following five levels of complexity:

<p>Type 5</p>	<ul style="list-style-type: none"> The incident can be handled with one or two single resources with up to six personnel. Command and general staff positions (other than the incident commander) are not activated. No written IAP is required. The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. Examples include a vehicle fire, an injured person, or a police traffic stop.
<p>Type 4</p>	<ul style="list-style-type: none"> Command staff and general staff functions are activated only if needed. Several resources are required to mitigate the incident, including a task force or strike team. The incident is usually limited to one operational period in the control phase. The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. No written IAP is required but a documented operational briefing will be completed for all incoming resources. The role of the agency administrator includes operational plans including objectives and priorities.
<p>Type 3</p>	<ul style="list-style-type: none"> When incident needs exceed capabilities, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. A Type 3 IMT or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT. The incident may extend into multiple operational periods. A written IAP may be required for each operational period.
<p>Type 2</p>	<ul style="list-style-type: none"> This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. Most or all of the command and general staff positions are filled. A written IAP is required for each operational period. Many of the functional units are needed and staffed. Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.
<p>Type 1</p>	<ul style="list-style-type: none"> This type of incident is the most complex, requiring national resources for safe and effective management and operation. All command and general staff positions are filled. Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. Branches need to be established. A written incident action plan (IAP) is required for each operational period. The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. Use of resource advisors at the incident base is recommended. There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

2. Local & State Response by Incident Complexity Type

i. Type 5 or 4 Incident – Local Response

Notification – When an incident occurs, notification may take place as follows:

- The Public Safety Answering Point (PSAP) or Red River Regional Dispatch Center (RRRDC) receives an initial report of an incident and request for response.
- The PSAP or RRRDC dispatches the appropriate response organizations within its authorities.

Initial Response – The initial response takes place as follows:

- First responders are dispatched and respond to the incident.
- Response protocols are executed and ICS is implemented.
- Media coverage may occur and response may be necessary.

- 1) Decision Point: The Incident Commander (IC) determines if the incident is controlled. If yes, the incident ends, per local protocols.
 - a) If it escalates - The Incident Commander may establish Unified Command and bring in other city departments and mutual aid agencies.
 - b) The IC should provide briefings to the department head and local officials.
- 2) Decision Point: The IC decides whether to activate the Command positions, such as Safety officer and the PIO.
 - a) If the incident is not controlled and beyond departmental resources, and mutual aid is inadequate:
- 3) Decision Point: The IC/UC decides whether to recommend the activation of the Fargo Emergency Operations Plan (FEOP) and/or the activation of Emergency Operations Center (EOC). The Mayor at this time may or may not declare an emergency or sign and issue an Emergency Declaration. The Emergency Response Task Force (Cabinet) should be assembled at this time.
 - a) At the request of the IC (Incident Command), the City Administrator or the Emergency Services Coordinator, may activate the EOC for support operations without a Declaration. RRRDC may contact the EOC staff for the activation.
 - b) The EOC informs or notifies NDDDES and reports the incident and provides brief periodic updates.
- 4) Decision Point: The UC evaluates again whether the incident has been controlled. If yes, the incident ends, per local protocols.

ii. Type 5 or 4 Incident - State Response

Notification – When an incident occurs, notification may take place as follows:

- City of Fargo Emergency Services Coordinator, through WebEOC, notifies the state.

Initial Response – Initial response takes place as follows:

- NDDDES monitors the event and conducts appropriate pre-planning.

Incident Escalation – If the incident escalation does not take place, then:

- NDDDES may monitor the event and await a closing report.

1) Decision Point: If incident escalation takes place then:

- a) NDDDES may contact the Adjutant General (TAG)/Governor’s Office and provide a briefing.
- b) NDDDES Operations Officer issues a Response Alert Notification (RAN), if necessary, to state lead and support agencies.
- c) State lead and support agencies execute the RAN.
- d) The Governor is briefed on the RAN.
- e) The IC and the local EOC receive a detailed briefing on the RAN.
- f) NDDDES monitors the event and conducts appropriate planning.

iii. Type 3, 2 or 1 Incident – Local Response

Notification – When an incident occurs, notification may take place as follows:

- Fargo Emergency Operations Plan and Emergency Operations Center should be activated.
- Emergency or Disaster Declaration may be signed and issued by the Mayor.
- The Emergency Services Coordinator will forward the declaration to the NDDDES.

Decision Point: The IC determines if the incident is controlled. If yes, the incident ends, per local protocols.

Incident Escalation – If the incident expands beyond the control of local responders and mutual aid resources, the following takes place:

- If local resources are exhausted, the local EOC forwards requests to NDDDES for additional resources.
- The local EOC coordinates with officials to issue an emergency declaration.

Mayor’s Briefing

Upon notification that the EOC has been activated, then:

- The Mayor, or representative, reports to the EOC for a situational briefing.
- The Emergency Response Task Force is assembled

Lead and support agencies’ response

When notified of an incident:

- City lead and support agencies brief the Mayor and commission on their initial planning/response support efforts.
- The Mayor or through EOP protocol may name the EOC Unified Command (UC).
- Departmental support plans are finalized and briefed to the EOC, UC and the EOC staff.
- IC/UC or EOC briefs the local Field Command.

Mayor's Response

After receiving the situational briefing:

The Mayor, or designee, may brief local and state government officials regarding initial response.

Decision Point: The Mayor decides whether to activate the Policy Room. If no, he receives periodic briefings from the EOC UC.

Mayor's Policy Room Activation

If the Policy Room is activated:

The Mayor his/her Staff, the Commissioners and city lead and support agencies' directors, or their designees, report to the Policy Room. The Emergency Response Task Force (Cabinet) should be included in this.

Public policy is developed and provided to the EOC UC and Joint Information Center (JIC).

The EOC / UC decides whether to activate the JIC.

JIC Activation

If the JIC is activated, the following takes place:

- Public Information Officers (PIOs) for the City and lead and support agencies report to the EOC.
- PIOs jointly formulate information for public release.
- The EOC UC grants final approval of JIC news releases.
- The JIC schedules press conferences and prepares spokespersons, if applicable.
- The Mayor, or designee, delivers the critical message regarding the incident.

The JIC continues to monitor the incident and responds accordingly.

iv. Type 3, 2 or 1 Incident - State Response

Resource Requests

Incident Escalation – The following takes place when NDDDES receives the request for additional resources:

- NDDDES verifies local resources have been exhausted.
- NDDDES verifies local assets have been exhausted. If no, NDDDES analyzes alternatives and recommends options to local EOC.

Resource Coordination

Incident Escalation – If NDDDES determines local assets have been exhausted, the following action steps take place:

- NDDDES evaluates whether to activate the SEOC.
- NDDDES initiates direct communications with the local EOC.
- NDDDES coordinates activation of pre-planned resources with the local EOC.
- NDDDES institutes the Situation Report process, whereby notifying local, state, federal and private agencies.

NDDDES determines whether to activate the SEOC. If no, NDDDES continues to monitor and provide updates to the Governor and state lead and support agencies.

SEOC Activation

If NDDDES decides to activate the SEOC, then the following takes place:

- NDDDES contacts the TAG/Governor’s Office and provides an update on the SEOC activation.
- NDDDES activates the SEOC and contacts state lead and support agencies to report to the SEOC.

v. Governor’s Emergency Declaration.

(1) State Emergency Declaration Process

- The Judge Advocate General (JAG) or alternately the Planning Chief, drafts the Governor’s Emergency Declaration Executive Order and evaluates the necessity of drafting a Governor’s letter alerting the N.D. National Guard (NDNG) to provide assistance.
- The Governor’s legal counsel reviews the draft Executive Order and, if appropriate, the NDNG activation letter, for the Governor’s approval.
- The Governor authorizes the Governor’s Emergency Declaration and, if appropriate, the NDNG activation letter and authorizes the JIC to prepare and distribute a news release.
- NDDDES Director or designee contacts the Federal Emergency Management Agency (FEMA) and provides a briefing.
- NDDDES staff initiates preparation of the Presidential Disaster Declaration request package for the Governor.

(2) State Resource Support

Resource management and notifications take place as follows:

- State lead and support agencies monitor/track incident response and continue planning.
- The Emergency Preparedness Liaison Officers (EPLOs) are notified of possible needs, as required.

(3) Federal Assistance Request

If the Governor decides to request a Presidential Disaster Declaration, the following takes place:

- FEMA sends a Liaison Officer (LNO) to the SEOC to facilitate initial federal coordination.
- NDDDES requests a formal local-state-federal Preliminary Damage Assessment (PDA).
- Based on the PDA, the Governor requests a Presidential Disaster Declaration.
- The Governor evaluates and, if deemed necessary, authorizes partial or full activation of the N.D. National Guard units.
- The SEOC personnel contacts federal agencies to obtain support and equipment.
- The NDDDES staff initiates the Emergency Management Assistance Compact (EMAC) protocols to secure assets from other states.
- The Governor, TAG or NDDDES staff contacts NORTHCOM (Northern Command) and provides a briefing.

(4) Preparation for Federal Response

While the request for a Presidential Disaster Declaration is being evaluated, the following takes place:

-
- The Governor appoints a State Coordinating Officer (SCO).
- Emergency Response Team—Advance (ERT-A) locates to North Dakota and initiates contact with the SEOC or Area Command EOC.
- State agencies are responsible for coordinating with Fargo and federal counterparts.

vi. Presidential Declaration Disaster or Catastrophe

(1) Federal Response

The President, based on a joint assessment by local/state and FEMA, decides whether to approve a Presidential Disaster Declaration. FEMA notifies the

Governor of the decision. If denial occurs, the Governor, in consultation with the SEOC UC, evaluates whether to submit the request again with additional supporting documentation.

(2) Deployment of Federal Assets

If the President approves the request, the following takes place:

- The President assigns a Lead Federal Agency (LFA), Primary Federal Officer (PFO) and Federal Coordinating Officer (FCO).
- The LFA, FCO and the SCO establish a Joint Field Office (JFO) in North Dakota.
- Appropriate Federal Emergency Support Functions (ESFs) locate to the JFO.
- The FCO coordinates with the SCO to push assets to the IC through Area Command.
- The JFO sends a Federal Incident Response Support Team (FIRST) to the IC to integrate federal assets in operations.

The SCO, FCO and IC determine whether the incident is controlled. If yes, then the process ends.

(3) Expanded Deployment of Federal Assets

If the incident is not controlled, the following takes place:

- The Governor can authorize federal troops to be deployed in the state of North Dakota.
- NORTHCOM may task the Joint Task Force Civil Support (JTF-CS) to locate to the military Federal Operations Center (FOC), which is tied to or collocated with the JFO.
- NORTHCOM JTF-CS may coordinate military support.
- Federal assistance is provided until the state is able to assume resourcing.

V. LOGISTICS

The EOC's logistical support will first focus on the Incident Commander's resource requirements and then on the internal operations of the EOC. While it is the IC's responsibility to fully evaluate local assets and determine additional resource requirements, it is the EOC's role to anticipate the need and coordinate availability of resources. Timing is critical to meet the potential needs of the IC, Emergency Management and the local and state EOCs will maintain a Master Resource List (MRL) of local, state, federal and private resources. All local agencies will support the maintenance of the MRL and support resource tasks of emergency, disaster or catastrophic incidents ahead of routine missions or work. A local declaration authorizes agencies to use existing resources and/or contract for private assets. Costs incurred outside a declaration are the responsibility of each department or agency.

A. Emergency Support Functions (ESFs)

The concept of logistical support operations follows the ESFs as outlined in the NRP. Local and State agencies will support local incident and EOC emergency operations. The following outlines initial response requirements based on the ESFs. The EOP Incident Annexes contain hazard-specific emergency situations and support requirements in more detail.

ESF 1 – Transportation.

- Initial support to the IC is critical. All agencies will identify their transportation assets in the MRL. Agencies will be tasked for resources based on kind, type (capability), availability and proximity to the incident site. Agencies must plan for and be ready to support initial delivery of transportation assets in and around the incident site. Agencies are authorized to procure (lease or rent) private resources to support the emergency operations or regular critical missions. All costs associated with transportation must be tracked at the agency level.
- Initial support to the EOC will be provided by those agencies listed as lead and support in accordance with the Incident Annexes. All agencies will supply personnel transportation resources in support of their staff members assigned to the EOC.
- The Public Works Director is the primary point of contact (POC) for City ESF-1 coordination through the EOC.

ESF 2 – Communications.

- All operating entities responding to an emergency event will report all available communications equipment. IC requiring radio assets will be supported by agencies with radio communications equipment that meets interoperable requirements.

- Initial support to the EOC will be provided by NDDES. Additional assets as needed by agency personnel in support of the emergency operations are required to support those needs internally. Agencies are responsible to ensure that internal radios meet the requirements of this plan.
- Fargo’s Chief Information Officer is the primary POC for ESF-2 coordination through the EOC.
- Communication with staff and other departments is done with the City’s radio system. Cellular phone connections are also used to contact key personnel. Use of these systems should be undertaken in a professional manner and for the purposes of providing information and instructions to address the problems.
- News conferences should be held to alert the public of the actions of the City departments. The Mayor and City Commissioners should be notified of the conferences and the Incident Commander will be responsible for the information provided and the release of information to the media.

ESF 3 – Public Works and Engineering.

- The City of Fargo has access to robust public works department and local engineering assets. The SEOC will support ICs’ requests by coordinating with organizations with capabilities to task the appropriate agency, or procure the service from the private sector.
- Public works and engineering support to the EOC will be coordinated on an as needed basis.
- The City Engineer and/or the Director of Public Works will be the POC’s for federal ESF-3 coordination through the EOC.

ESF 4 – Firefighting and All Hazard Incident Response.

- The IC will order firefighting and first response resources first through mutual aid compacts. If local and state emergencies are declared, the IC will coordinate with the EOC when ordering resources. The EOC will coordinate procurement and support from jurisdictions outside of the incident area.
- The EOC will rely on local resources for all internal needs.
- The Fire Chief is the primary POC for federal ESF-4 coordination through the EOC.

ESF 5 – Emergency Management.

- Incident management will always follow the ICS, independent of local, state, federal or private agencies supporting the event. The roles of specific agencies as

identified in laws or plans will be fulfilled within ICS by the use of EOCs and Multi-Agency Coordination Centers (MACCs). The FEOC will serve as the single POC for all ICs unless direct coordination authority is granted. State and Federal partners operating within the incident area do not have command authority over ICs with the exception of terrorist events when the Federal Bureau of Investigation (FBI) assumes control.

- EOC personnel will support internal operations management in accordance with EOC operational procedures.
- The Emergency Services Coordinator is the primary POC for federal ESF-5 coordination at the SEOC.

ESF 6 – Mass Care, Housing and Human Services

- When required, local shelters in accordance with local plans will be used as the first level of response. Local and voluntary organization resources will be used based upon availability.
- The Fargo Planning Director is the primary POC for federal ESF-6 coordination at the EOC.

ESF 7 – Resource Support Annex

- ICs who operate beyond two to three operational periods will expand the organization to provide for the needs of operational personnel. Support needs not available in the immediate area can be coordinated through the EOC.
- Except for relocation during initial activation, all agencies supporting EOC operations will provide supplies and resources to sustain their personnel during the first 24 hours of operations. Beyond 24 hours, the Logistics Chief will provide for the needs of all personnel assigned to the EOC. If an event requires EOC staff to relocate to an alternate EOC, personnel should report with resources to sustain themselves for 24 hours.
- The Fargo Planning Director is the primary POC for federal ESF-7 coordination at the EOC.

ESF 8 – Public Health and Medical Services Annex

- ICs are responsible for providing health and medical support for personnel responding to the incident and for the general populace. If the needs are beyond local health and medical assets, the IC will request assistance from the EOC. In support of pandemic operations, the EOC will immediately transform into a

Unified Command and assets identified by ICs will be prioritized and supported based on citywide command objectives.

- EOC staff requiring health or medical support will rely on local availability and agency sponsored-healthcare programs and/or medical insurance. The Logistics Chief will coordinate medical support if the event the EOC is relocated to an alternate EOC and/or extended operations are required.
- The Health Officer of Fargo Cass Public Health and the Director of Public Health are the primary POC's for federal ESF-8 coordination at the EOC.

ESF 9 – Urban Search and Rescue.

- Search and rescue (SAR) operations will require assets that are not universally available across the state. ICs requiring support or operational assets should plan on using available resources and expect a three- to eight-hour delay in receiving additional technical support or tactical resources.
- The Fire Chief is the primary POC for federal ESF-9 coordination at the EOC.

ESF 10 – Oil and Hazardous Materials

- Any agency representative encountering a hazardous material must report the situation to the local Public Safety Answering Point (911 center). Haz Mat operations will require assets that are not universally available across the state. ICs requiring support or operational assets should plan on using available resources and expect a three- to eight-hour delay in receiving additional technical support or tactical resources.
- The Fire Chief is the primary POC for federal ESF-4 coordination through the EOC.

ESF 11 – Agriculture and Natural Resources Annex

- As an agriculture state and as a potential geographical area that could be affected by animal/zoonotic or plant diseases, the SEOC will transform into an Area Command and support the ICs within that structure. Assets identified by ICs will be prioritized and supported based on command goals on a statewide basis.
- The Board of Animal Health is the primary POC for federal ESF-11 coordination at the Area Command for incidents involving animal/zoonotic diseases. The Department of Agriculture is the primary POC for federal ESF-11 coordination at the Area Command for incidents involving plant diseases.
- No local POC at this time

ESF 12 – Energy Annex

- ICs requiring energy support (fuel or power generation equipment) beyond local availability should contact the EOC to determine resource availability and coordinate delivery. Energy restoration services are an industry responsibility or the responsibility of facility owners. An IC who is unable to influence the industry or owner’s restoration priorities based on incident demands should contact the SEOC for assistance.
- All agencies supporting the EOC and/or operating in the incident area but not under the direction of the IC are required to secure their own fuel supplies.
- The City Engineer is the primary POC for federal ESF-12 coordination.

ESF 13– Public Safety and Security

- ICs who have identified safety and security issues before, during or after an incident will either coordinate with law enforcement agencies or contact the EOC to request state or federal resources.
- Fargo Police is responsible for maintaining site security for the EOC facility. Reporting agencies have no requirements to provide security.
- The Police Chief is the primary POC for federal ESF-13 coordination at the EOC.

ESF 14 – Long-Term Community Recovery and Mitigation

- ICs have limited responsibility to assess the social and economic consequences of an impacted area. An exception would be those concurrent recovery efforts that are prolonged or delayed due to response activities within the impacted area from a prior incident that consume resources needed for response and recovery. ICs requiring assistance will contact the EOC and request support. IC is required to provide information and recommendations regarding recovery issues resulting from the event. All departments and agencies with disaster recovery expertise are required to assist the IC with assessing the social and economic consequences of an incident and evaluating long-term recovery needs.
- Agencies with personnel, resources and facilities impacted by an emergency event, are required to activate their Continuity of Operations Plan (COOP).
- The Fargo Planning Director is the primary POC for federal ESF-14 coordination at the EOC.

ESF 15 – External Affairs Annex

- ICs will coordinate emergency information and warnings with the on-site Public Information Officer. The EOC will support the IC's request for assistance with the release of information to the public.
- The EOC will establish a JIC and use the Joint Information System for coordination of news releases and warnings by all agencies. All agencies are required to coordinate news releases and alerts through the JIC.
- Mayor, City Administrator, or PIO may be the POC's for federal ESF-15 coordination at the EOC.

VI. COMMAND & CONTROL

A. Line of Authority

The Fargo City Commission and its chairperson (Mayor) are the final authority on all decisions. During emergency conditions the Mayor, City Administrator, and Commissioner responsible (having the portfolio) for the department managing the incident (liaison commissioner) will be contacted and informed of the status of the situation.

An Emergency Response Task Force made up of the Mayor, the City Administrator Emergency Services Coordinator, City PIO and Department Heads will meet to assess the conditions prior to, during, and immediately after the emergency event. The Department Heads include City Engineer, Fire and Police Chiefs, Director of Public Health, Director of Operations - Public Works, Planning Director and others as required.

1. Interdepartmental Coordination

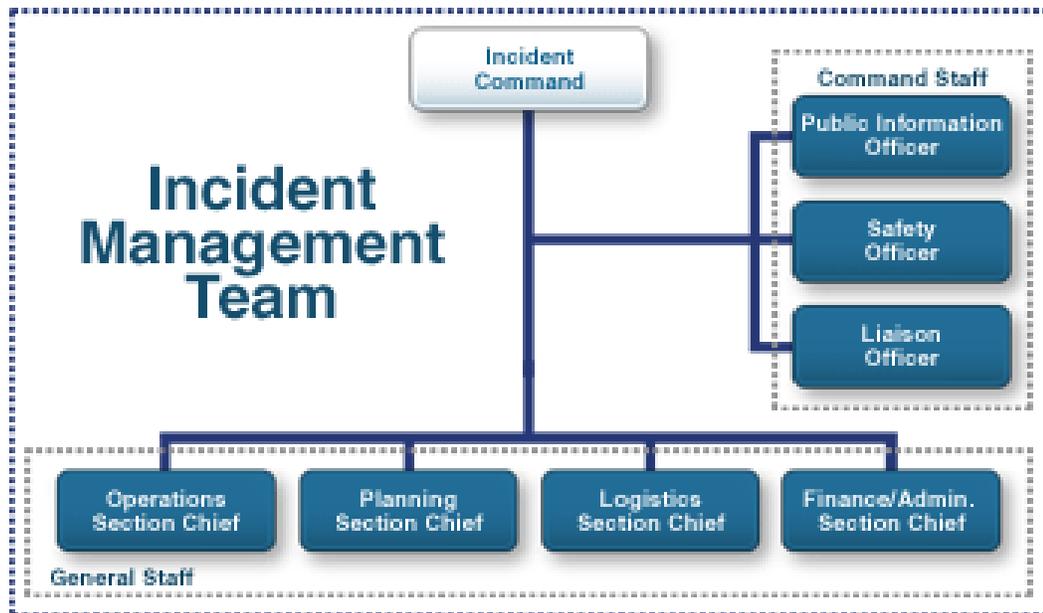
During disaster events it is important that all City departments cooperate and work together. The lead departments in addressing a crisis will be determined by the type of incident as indicated. All functioning Incident Commanders will follow the ICS protocols and will have established sign-in, check-in, logistics, monitoring and tracking, and financial accountability as described in the ICS.

The EOC will have the same systems in place as well as the following:

- All departments and agencies are responsible for providing periodic updates to the EOC to insure current contact and resource information for the Master Contact List, the Master Resource List and situation reports. Additionally, all departments and agencies are responsible for coordinating public information with the JIC and/or providing copies of emergency- or disaster-related news releases and meeting summaries to the EOC.
- All personnel functioning at the EOC will be under the administrative control of the EOC director.

2. Command

Response protocols contained in the EOP incorporate the use of ICS as a standard, flexible, incident management system for use on all jurisdictional levels. ICS divides an emergency response into five functional areas: Command, Operations, Planning, Logistics, and Finance and Administration.



i. Incident Command

Command will be established on all incident types and the lead agency shall report that command is established and location of the command post. The incident should be named by address or event name (FargoDome Command). Incident commander will be responsible for all command and general staff positions unless they are reassigned to others.

ii. Unified Command

A Unified Command (UC), using functional and technical experts, will be implemented based on the demands of the emergency, disaster or catastrophe. This system allows agencies with responsibility for the incident to participate in command decisions. Under a UC, agencies will work together through the designated members of the UC to analyze information and establish a command set of objectives and strategies.

The UC consists of lead and support departments or agency personnel who have the highest level of expertise required for the incident. Duties include:

- Establishing incident objectives and priorities.
- Approving the Incident Action Plan.
- Providing personnel, equipment and facilities in support of local operations.
- Evaluating local and state support and the need for additional outside resources.
- Assigning individual agencies with providing on-scene technical assistance.

- Monitoring and assessing conditions that could result in or exacerbate an emergency, disaster or catastrophe.
- Providing periodic briefings to the Mayor, Commission and the Emergency Task Force Members and agencies, as necessary.
- Approving media releases and participating in media conferences.
- Evaluating the need for the Mayor to issue an Emergency or Disaster Declaration.
- Participating in on-site tours and briefings in disaster areas, as necessary.

iii. Command & General Staff Positions

(1) Public Information Officer (PIO)

The Public Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations. The PIO may have assistants, as necessary, and the assistants may represent assisting agencies or jurisdictions.

Duties include:

- Determine from the Incident Commander if there are any limits on information release.
- Develop material for use in media briefings.
- Obtain Incident Commander's approval of media releases.
- Inform media and conduct media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Obtain media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident and provide information of status of incident to assigned personnel.

(2) Safety Officer

The Safety Officer's function on the Command Staff is to develop and recommend measures for assuring personnel safety, and to assist and/or anticipate hazardous and unsafe situations. Duties Include:

- Advises the Incident Commander on issues regarding incident safety.
- Works with Operations to ensure safety of field personnel.
- Ensures safety of all incident personnel.

(3) Liaison Officer

Incidents that are multijurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff. The Liaison Officer is the contact for agency representatives assigned to the incident by assisting or cooperating agencies. These are personnel other than those

on direct tactical assignments or those involved in a Unified Command. Duties include:

- Be a contact point for Agency Representatives.
- Maintain a list of assisting and cooperating agencies and Agency Representatives.
- Keep agencies supporting the incident aware of incident status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.

(4) Operations Section Chief

The Operations Chief will be the agency representative with the highest level of expertise required for the incident. Duties include:

- Coordinating field operations with assistance from the Section Chiefs.
- Conducting periodic analyses with Section Chiefs to ensure appropriate response.
- Determining the need for specialized resources.
- Reviewing the Incident Action Plan (IAP) with the Unified Command for approval.

(5) Planning Section Chief

The Planning Chief will be assigned by the Emergency Task Force. Duties include:

- Conducting periodic pre-planning to ensure appropriate response.
- Coordinating establishment of incident priorities with Command and General Staffs.
- Coordinating development of incident objectives and response strategies with Command and General Staffs.
- Coordinating with other Command and General Staffs to assess potential state support and evaluating the need for additional outside resources.
- Facilitate briefings to the Mayor and agencies staffing the EOC.
- Collecting, evaluating, documenting and disseminating information.
- Producing documents necessary to support incident response.

(6) Logistics Chief

The Logistics Chief will be assigned by the Emergency Task Force. Duties include:

- Coordinating resources to support responders and EOC staff to include personnel, equipment and facilities.
- Assisting with establishment of incident priorities.
- Assisting with development of incident objectives and response strategies.
- Participating in briefings to the Mayor and agencies staffing the SEOC.

(7) Finance/Administration Chief

The Finance/Administration Chief will be the Director of Finance or designee with the highest level of expertise required for the incident. Duties include:

- Providing financial, administrative, and cost analyses.
- Ensuring compliance with requirements established by funding sources.
- Assisting with establishment of incident priorities.
- Assisting with development of incident objectives and response strategies.
- Participating in briefings to the Mayor and agencies staffing the SEOC.

3. City departmental roles and responsibilities

An additional chart showing departmental roles and responsibilities can be found in Annex _____

Mayor: The Mayor of Fargo has overall responsibility for providing for the public safety and welfare of Fargo residents: Duties include:

- Oversee city government and the operations necessary to support local government.
- Issuing, amending or rescinding orders and regulations, under certain emergency conditions and, as required, to alleviate suffering or to facilitate response.
- Signing the Emergency declaration to request State assistance when it becomes apparent the local capabilities are insufficient or have been exceeded or exhausted.

City Administrator: The City Administrator shall direct City operations unless otherwise designated by the Mayor: Duties include:

- Coordinating all city departments.
- Requesting city departments and outside agencies to perform emergency operations in response to an incident.
- Serving as liaison for the Mayor during declared disasters.

Lead Agencies: Lead agencies make up the Unified Command. They are those departments and agencies tasked to provide critical response and recovery advisory leadership in support of EOC operations. Lead agencies also have technical knowledge that can be useful at the scene of an incident. Departments and Agencies providing staff capable of making the critical decisions required of the Unified Command vary based on the type of incident and the agency's area of expertise.

Support Agencies: Support agencies are those City departments or agencies with resources and personnel capable of carrying out tasks at the direction of the Unified

Command. City support depends on departments and agencies' capabilities to address specific hazards and capabilities.

Fargo EOC Staff: The Fargo staff supports operations and provides daily monitoring of threats that could develop into an emergency, disaster or catastrophe. Their duties include:

- Assessing the impact or potential impact of natural or technological hazards and incidents or threats to homeland security.
- Coordinating activation of the EOC with NDDDES.
- Providing operational, logistical and planning support.
- Collecting and analyzing data relevant to the incident.
- Supporting WebEOC implementation.

ESF ANNEX

ESF #1 - Transportation

Lead Department: Fargo Public Works and Engineering

Responsible for maintaining the ESF #1 Annex.

1. Act as “lead department” for summer and winter storms, snow and ice removal, hail storms; straight line winds; and tornadic storms.
2. Act as liaison to any other transportation related agencies during EOC activations.
3. Develop the City of Fargo Snow and Ice Readiness Plan.
4. Designate a Primary along with a 1st and 2nd Alternate ESF Representatives for EOC activations.
5. In coordination with ESFs 3 (Fargo Public Works) and 12 (Fargo Engineering) leads, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director. As necessary and as a subcomponent of the EOC Infrastructure Branch, be prepared to designate a Transportation Group Supervisor and alternates.
6. Coordinate with Metro Transit to align snow and ice routes with bus routes where possible.
7. Develop and maintain procedures to assign a Liaison Metro Transit and the Police Department to the Operations Center if the EOC is not open
8. Maintain and update as needed the City Online Mapping System and Master Street Closure List.
9. Determine when it becomes necessary to activate the ESF #1 Department Operations Center.
10. Oversee damage assessments of City roadways and bridge structures.
11. Clear streets of snow and ice.
12. Coordinate with ESF #4 (Fargo Fire Department) for priority clearing of primary fire response routes, to include removal of center-line snow accumulations (that act as a jersey barrier when they ice up).
13. Designate snow and ice routes by service levels.
14. Conduct or arrange for technical inspections of damaged roadways and bridges. Designate those sections of roadways and bridges that are unsafe for vehicular traffic and require closure; coordinate this information with the EOC Operations Section Chief and City’s DOCs, especially the Fargo Fire and Police. As the situation dictates:
15. Arrange to restrict access Designate emergency traffic routes.
16. Determine and post detours around closed roadways and bridges, or routes used for emergency traffic only. Oversee the removal of roadway obstructions (e.g., Debris, trees, subsidence, etc.).
17. For downed power lines coordinate with Xcel Energy and Cass County Electric, and for storm drain flooding, sewer backups or broken water mains coordinate with Fargo Public Utilities.
18. Manage debris clearance of City roadways, including ingresses/egresses to critical infrastructure, incident scenes and services.
19. Coordinate draft warning messages with City Administration, Incident Command, PIO (Fargo Communications Manager), EOC Communications, ESF #15 supervisor and the EOC Planning Section Chief.
20. Determine when it is safe to reopen closed roadway structures.
21. Provide emergency signage and barricades as necessary.
22. Oversee the repair and restoration of damage to roadway structures, traffic signals and road signs.

23. Support the Fargo Police Department in rerouting traffic around incident exclusionary areas. Similarly in a major evacuation of areas of the City, determine optimal exit routes, including the establishment of contra-flows if appropriate and the reprogramming traffic signals to facilitate orderly traffic flows.
24. Will, within available means, assist the Fargo Fire Department with stabilization of structures in danger of collapse and/or during technical rescues through the use of heavy equipment and operators, and shoring and cribbing materials.
25. Coordinate with ESF #4 (FFD) for removal of debris from structural collapse or other rescue scene.
26. Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.

Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

ESF #2 - Communications

Lead Department: Department of Information Services (IS)

Responsible for maintaining the ESF #2 Annex.

1. Assume the role of “lead department” for cyber terrorism.
2. Act as liaison to any other communications related agencies (public or private) during EOC activations.
3. Designate a Primary and 1st and 2nd Alternate ESF-2 Representatives for EOC activations.
4. Establish and staff the Communications Support Unit in the EOC Logistics Section.
5. Designate a Primary and 1st and 2nd Alternate Unit Leader.
6. As necessary, alert the EOC to potential threats to network security.
7. As necessary, perform damage assessment and trouble-shooting of City telecommunication systems and networks.
8. ESF #2 Representatives in Coordination with the Information Technology
9. Department Operations Center (ITOC) direct and coordinate information technology operations and telecommunications infrastructure operations across all departments.
10. Restore interrupted City owned or leased telecommunication systems as quickly as possible.
11. If necessary, assist the EOC Operations Section Chief in establishing priorities for patching radio system and use of operable systems, e.g., radios.
12. If necessary establish priorities for network restorations, e.g., critical public safety emergency systems are normally first.
13. As requested, acquire additional communication systems to support expanded needs of City departments.
14. Ensure the City can maintain interoperability with external resources that arrive to support the City. Such resources may be part of mutual aid, State Fire Mobilization, EMAC or FEMA Incident Management Teams (IMTs), etc.
15. Remedy any network security issues as quickly as possible, and determine what -- if any -- interim measures need to be put in place.
16. Maintain contact with commercial service providers to determine the extent and type of outages they may have experienced, and the expected time or time intervals it will take to restore and resume their service.
17. Provide desktop and communications support to the EOC.
18. Restore damaged City warning systems.
19. Ensure that critical needs, which have been identified by the Information
20. Technology Operations Center (ITOC) and that exceed the Department of Information Service’s ability to acquire, are referred to the EOC Logistics Section.

Comply with guidance given in this Plan’s Support Annexes and perform duties as assigned in the Incident Annexes.

ESF #3 – Public Works

Lead Departments: Department of Public Works, Fargo Engineering and Enterprise.

Responsible for maintaining the ESF #3 Annex.

1. Act as the “lead department” for slides, subsidence, water contamination, flooding.
2. Determine when it becomes necessary to activate the Department Operations Center (DOC) and Support Organizations.
3. Designate a Primary and 1st and 2nd Alternate ESF-2 Representatives for EOC activations.
4. Coordinate draft warning messages with the EOC Director, Communications Manager (PIO), ESF #15, and the EOC Planning Section Chief.
5. Coordinate citywide GIS mapping through all phases of emergency management.
6. Designate a Primary and 1st and 2nd Alternate Unit Leader.
7. In coordination with ESFs 1, 2 and 12, designate a Primary and 1st and 2nd
8. Alternate Infrastructure Branch Director.
9. As necessary and as a subcomponent of the EOC Infrastructure Branch, be prepared to designate a Utilities and Engineering Group Supervisor and alternates.
10. Comply with guidance given in this Plan’s Support Annexes and perform duties as assigned in the Incident Annexes.
11. Conduct damage assessment of City’s water (treatment plants, reservoirs, mains and feeders), sanitary sewers and storm drain systems, and solid waste facilities.
12. Support the Fire Department as necessary to maintain water pressure for firefighting.
13. Prioritize or recommend priorities for restoration of Public Utility systems and services
14. Assist the Fire Department, within resource availability, with life safety priority requests for support.
15. Oversee, with the assistance of other departments as necessary, the remediation, repair and restoration of damaged systems.
16. Support EOC Logistics Section in the distribution of potable water at Points of Dispensing (POD) and other locations.
17. As necessary, distribute or arrange for the temporary water distribution systems.
18. Restore or provide temporary water services to critical areas or sites.
19. As appropriate, provide the community with sandbags.
20. Through Department of Planning, consolidate initial structural damage assessments from other departments, conduct evaluations of structures using excepted structural methodology, coordinate use of mutual aid or contracted building inspectors to evaluate and inspect structures, support efforts of property owners to address structural issues.
21. Provide assistance in stabilizing damaged structures, such as making available heavy equipment and operators and shoring and cribbing materials.
22. Provide assistance as necessary in debris clearance and waste disposal including household and commercial hazardous waste.
23. Provide assistance with emergency fencing.

ESF #4 - Firefighting

Lead Department: Fargo Fire Department (FFD)

Responsible for maintaining the ESF #4 Annex.

1. Act as the “lead department” for fires (including structural, brush and vehicle fires), air crashes, mass casualty incidents and life safety issues like manmade and natural disasters, technical rescue to include confined space, structural collapse, trench, and high angle transportation operations.
2. Act as liaison to any other fire or rescue related agencies during EOC activations.
3. Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
4. Designate a Primary and 1st and 2nd Alternate Fire Branch Director.
5. Follow direction from Public Health regarding fatality management.
6. Determine when it becomes necessary to activate the Fargo Fire Department Resource Management Center (RMC).
7. Conduct primary damage assessments in the immediate aftermath of a Tornado or major storm and promptly provide that information to the EOC and other responding departments.
8. Support pre-hospital treatment and transport, and implement the Mass Casualty Plan as required.
9. If displaced residents need warmth, contact Metro Area Transit (MAT) for a bus and, if it appears resident may need a shelter or additional assistance, contact the American Red Cross. If residents are going to be displaced for more than a few hours, contact the EM and request assistance from the ESF 6 Coordinator.
10. Support technical, confined space, high angle and marine rescues as required.
11. Coordinate draft warning messages with the EOC Director, PIO - Communications Manager, ESF 15 Supervisor, and the EOC Planning Section Chief.
12. As necessary support the conduct of arson investigations.
13. Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.
14. Comply with guidance given in this Plan’s Support Annexes and perform duties as assigned in the Incident Annexes.
15. Commandeer needed resources by the authority of the Fire Code.

ESF #5 – Emergency Management

Lead Department: Cass Fargo Emergency Management (CFEM)

Responsible for maintaining the ESF #5 Annex.

1. Act as liaison to any other emergency management agencies including county, state and federal levels during EOC activations.
2. Provide the Primary, 1st and 2nd Alternate EOC Directors, deputy director and staff for the EOC Warning and Communications group.
3. Responsible for the planning and maintenance of the outdoor warning sirens.
4. Provide the Primary, 1st and 2nd EOC Admin Section Chief.
5. Coordinate with the Planning Section Chief and staff the Planning Section in all EOP activations and EOC activations.
6. Coordinate all mapping during EOC activations with direct support from ESF #3 and Fargo Public Utilities.
7. Lead the Fargo Emergency Planning Committee (FEPC), Strategic Work Group, and develop the Annual Work Program for the Cabinet’s approval.
8. Lead the Cass Fargo - Local Emergency Planning Committee (CF-LEPC), Strategic Work Group, and develop the Annual Work Program for the CFEM board’s approval.
9. Organize and support Fargo’s Emergency Response Task Force.
10. Oversee the maintenance of the City of Fargo’s Emergency Operations Plan, and administer the updating and approval process.
11. Maintain, update, and coordinate the OEM 5 Year Strategic Plan.
12. Maintain and update the Fargo Threat and Hazard Identification and Risk Assessment (THIRA) document.
13. Assist with maintenance of the Cass County All-Hazards Mitigation Plan.
14. Work with neighboring jurisdictions and the state to ensure that emergency management planning efforts are consistent, complementary, mutually supportive and compatible with one another.
15. Regularly brief the Mayor, City Council and the Cabinet on the status of the City’s emergency management program.
16. Maintain the City’s EOC facility and all equipment and operational procedures, so that the EOC can be readily activated at any time.
17. Lead the City’s emergency management programs.
18. Coordinate with the City’s Applicant Agent in all Stafford Act public and individual assistance programs.
19. Coordinate the city-wide compliance with National Incident Management System and other standards.
20. Coordinate City wide trainings, exercises, drills and events.
21. Coordinate all after action reviews and improvement planning for city-wide events and exercises.
22. Discharge responsibilities assigned in the Basic Plan; ESF-5, and Support and Incident Annexes.

ESF #6 – Mass Care, housing and Human Services
Lead Department: Fargo Department of Planning

Responsible for maintaining the ESF #6 Annex.

1. Designate Primary and 1st and 2nd Alternate ESF Representatives for EOC activations
2. (Include representatives from other respective departments and agencies, i.e., First Link, American Red Cross, Salvation Army, Fargo Library, ect.).
3. Provide or designate a Primary and 1st and 2nd Alternate Health and Human Services Branch Director.
4. Act as liaison to human service and mass care related agencies during EOC activations.
5. Through ESF-6 partners, provide situational awareness on impact to people, service and companion animals, and human services.
6. Establish shelters as needed, in conjunction with the American Red Cross. Include the capacity to accommodate access and functional needs. The Fargo Public Schools is the facility lead for shelters in School facilities.
7. Support City shelters as needed, in partnership the American Red Cross, ESF 8 and other ESF 6 partners. This can include the provision of food, health and hygiene services, counseling and social services.
8. Determine the need to establish pet shelters in conjunction with the Fargo’s private animal shelters.
9. Help respond to requests for support if shelters are established in Fargo by the American Red Cross or other partners.
10. In partnership with Fargo Cass Public Health, and other ESFs, identify populations most at risk from the disaster impacts and develop strategies to help and communicate with these populations.
11. Establish mass feeding or food distribution sites with ESF 6 partners as needed.
12. Coordinate with ESF 7 the establishment of any Community Points of Distribution (CPODs).
13. If a person is unable to be housed in a shelter due to severe medical needs or other situations that cannot be accommodated, if possible, arrange transport to a medical facility or offer other appropriate options for the person’s situation.
14. Establish warming or cooling centers to supplement available facilities as needed.
15. Request the EOC Logistics Section and ESF1 to assist with transportation and equipment needs. This includes accessing emergency shelter cache supplies as appropriate.
16. Request the Fargo Police Department to assist with security at Shelters and other service locations as needed.
17. Request the Department of Planning, to inspect shelter facilities, Animal Shelter, and other critical human service infrastructure facilities if needed.
18. Request Fargo Public Works to assist with access to shelter and cache sites if roads to sites are blocked.
19. Request the Fargo Enterprise, Utilities and the EOC Logistics Section assist with the delivery of potable water, sanitation, and waste removal at shelters (human and animal) as needed.
20. Support strategies to help reopen schools if they were closed by the event.
21. Be prepared to open reception centers if Fargo is used to receive evacuees from locations outside the City.

22. If a Family Assistance Center (FAC) is established by ESF-8, coordinate ESF-6 support to the FAC as needed.
23. Arrange for interpreter services as needed.
24. As resources allow, arrange computer access for impacted population to communicate with family/friends, obtain disaster information and apply for disaster assistance.
25. In partnership with the Fargo Planning department and Fargo Public Housing Authority and the American Red Cross, help support efforts to address housing needs for people displaced by the disaster.
26. Activate a Disaster Case Management plan if needed.
27. Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.
28. Rescue pets trapped, injured or in distress; impound stray, injured or lost animals; and dispose of animal remains.
29. As part of pet sheltering and animal response activities, the animal sheltering groups will coordinate their animal care and rescue groups with the EOC.

Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

ESF #7 – Resource Support

Lead Department: Fargo Department of Planning

Responsible for maintaining the ESF #7 Annex.

1. Provide the Primary, and 1st and 2nd Alternate EOC Logistic Section Chiefs and EOC Logistics Section Staff.
2. Activate the EOC logistics section as requested by the EOC Director.
3. Act as liaison to any other logistics or resource management agencies or services during EOC activations.
4. Oversee the provision of logistical support, services and registered “emergency worker” volunteers and reassigned City employees to City departments whenever such needs exceed the requesting department’s capacity or purview.
5. Provide non-medical logistical support to healthcare facilities in coordination with ESF #8.
6. As needed, establish, administer, and support the provisioning of “Emergency Volunteer Centers”.
7. Advise the EOC Director, EOC Operations Section Chief and EOC Planning Section Chief when critical resource needs exceed the means of the City to transact acquisition on its own, or through existing mutual aid or other contractual arrangements.
8. Direct and track the arrival and reception of supplemental resources that are made available through the State EOC, federal government, or private donors.
9. Manage donations of funds and goods.
10. Advise EOC Director when commandeering may be needed and request law enforcement support when commandeering property.
11. With input of other City departments, maintain accountability for all equipment, services, supplies, and associated costs that are expended to respond to the declared emergency.
12. As necessary, support the relocation and reconstitution of essential city operations to alternate facilities.
13. Develop a demobilization plan that covers the inspection and release of equipment, disposition of items purchased for the event, and any unused materials.
14. Maintain and/or supply emergency generators and fuel at critical City owned facilities, and as feasible provide such assistance to critical care facilities or other facilities providing essential public services.
15. As necessary, support the set up and resupply of staging areas, base camps, points of distribution, shelters, family assistance centers and helipads.
16. Serve as the coordination point for designating city facilities for disaster related operations.
17. As necessary, support the establishment of Disaster Recovery Centers and coordination by ESF #6 to work with outside agencies to manage donations.

Comply with guidance given in this Plan’s Support Annexes and perform duties as assigned in the Incident Annexes.

ESF #8 – Public Health and Medical Services

Lead Department: Fargo Cass Public Health

Responsible for maintaining the ESF #8 Annex.

1. Maintain 24/7 a primary point of notification for health and medical emergencies in Fargo and Cass County.
2. Designate a Primary and 1st and 2nd Alternate ESF #8 Representatives for EOC activations.
3. Act as liaison for any other health related agencies during EOC activations.
4. Determine when it becomes necessary to activate the health and medical area command.
5. Provide leadership and direction in responding to health and medical emergencies across Cass County consistent with the authority of the Local Health Officer.
6. Assess the health and medical impacts and potential consequences posed by emergencies and disasters and determine appropriate courses of action.
7. Provide medical advice and treatment protocols regarding communicable diseases and other biological hazards to EMS, hospitals, and healthcare providers.
8. Coordinate assessment and response to disaster consequences affecting food safety, water quality, and sanitation.
9. Coordinate the response of regional veterinarian services and animal care groups, in partnership with Animal Care and Control, as appropriate.
10. Coordinate and provide emergency health services including communicable disease control, immunizations, and quarantine procedures.
11. Direct and manage local emergency medication distribution strategies.
12. Coordinate laboratory services for identification of biological samples.
13. Coordinate with local funeral directors and the Cass County Coroner's Office regarding the filing of death certificates and issuing of cremation / burial transit permits for fatalities.
14. Through Cass County Coroner's Office, track incident related deaths and manage disaster related human remains.
15. Direct and manage regional medical surge capabilities including alternate care facilities, medication centers and temporary morgues.
16. Manage and direct the mobilization of medical volunteers through the Health and Medical Volunteer Management System, including Public Health/Medical Reserve Corps.
17. Implement crisis standards of medical care, as directed by the Local Health Officer.
18. Coordinate and manage incident information and medical resources for healthcare agencies across Cass County.
19. Coordinate requests for medical resources with private vendors, local and state EOCs.
20. Support the Cass County Human Services and the American Red Cross in meeting demands for regional mental health services.
21. Inform elected officials and leaders of policy decisions made by the ESF 8 MAC and response actions taken by the ESF #8 Area Command during disasters with public health consequences.
22. Connect healthcare facilities with their local EOCs for non-medical resource support, and provide non-medical resource support for ESF 8 agencies when local EOCs cannot respond.
23. Collaborate with local EOCs to provide logistical support for medical needs shelters, alternate care facilities, medication centers, mortuary operations, family assistance centers, and other public health field response operations.

24. Coordinate with the United Blood Services to support the blood distribution system.
25. Coordinate with NDDOH to provide assistance on bed availability and patient tracking, as needed.
26. Manage the health and medical Joint Information System to ensure consistent, accurate health messaging across Cass County.
27. Direct the development and dissemination of health messages to the public, media, response partners, and community based organizations.
28. Provide coordination of family assistance center(s) to provide information and assistance to families of the missing and deceased; handling mass deaths and burials.
29. Coordinate and provide environmental health services including inspections for water and food contamination; vector control; temporary shelters, emergency housing, and schools for proper sanitation; Temporary Debris Staging and Reduction Sites (TDSRS); disposal of disaster related solid waste.
30. Coordinate with ESF #4 (FFD) for guidance on PPE for first responders to include prophylaxis and response considerations based on disease type.
31. Coordinate public health warning and advisories with Fargo's PIO - Communication Manager before release.

Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

ESF #9 – Search and Rescue

Lead Department: Fargo Fire Department (FFD)

Responsible for maintaining the ESF #9 Annex.

1. Act as the “lead department” for air crashes, mass casualty incidents, structural collapses, tornado and or other natural or manmade disasters.
2. Act as liaison for any other rescue related agencies or operations during EOC activations.
3. Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
4. Provide for the leadership and staffing of the Fire Branch in the EOC.
5. Work in coordination with Fargo Cass Public Health regarding fatality management.
6. Coordinate and support all technical, confined space, and high angle rescue operations, regardless of causation.
7. Coordinate water rescues and underwater search and rescue operations with Fargo Police Department, Valley Dive Rescue, and the Cass County Sheriff’s water rescue Unit.
8. Advise the EOC Director, EOC Operations and planning Section Chiefs when a request needs to be made to ask for Federal assistance through the National Urban Search and Rescue Response System (USAR).
9. With the EOC logistics Section, arrange to receive, stage, deploy, and sustain USAR teams.
10. Provide necessary support in demobilizing and arranging for the return of USAR teams.
11. Ensure the EOC logistics section is made aware of the unavailability of critical needs and assets.

Comply with guidance given in this Plan’s Support Annexes and perform duties as assigned in the Incident Annexes.

ESF #10 – Oil and Hazardous Materials Response
Lead Department: Fargo Fire Department (FFD)

Responsible for maintaining the ESF #10 Annex.

1. Act as the lead department for all hazardous materials releases.
2. Maintain the City’s Local Emergency Planning Committee (LEPC) Plan, and lead the activities of the LEPC.
3. Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
4. Act as the “lead agency”* for all hazardous materials releases.
5. Determine when it becomes necessary to request activation of the EOC, Operations Logistics and Planning Section Chiefs.
6. Within the City, oversee the direction, management, and support of all hazardous materials (HAZMAT) response operations.
7. Keep the EOC Operations and Planning Section Chiefs posted on exclusionary zone(s), and areas that need to be evacuated. Ensure the RMC coordinates with other City Department Operating Centers, as necessary, to acquire support and assistance.
8. Coordinate draft warning messages with the EOC Director, Fargo’s Communications Manager, ESF #15 Supervisor, and the EOC planning Section Chief.
9. Advise the EOC Director, EOC Operations and Planning Section Chiefs when a request needs to be made to ask for outside assistance.
10. If residents are going to be displaced for more than a few hours, contact the Emergency Management and request assistance from the ESF #6 Coordinator.
11. Determine, and as necessary coordinate, arrangements to receive, stage, deploy, sustain, demobilize and return HAZMAT teams from other jurisdictions.
12. Ensure the Fargo Fire Department Management is made aware of the unavailability of critical needs and assets.

Comply with guidance given in this Plan’s Support Annexes and perform duties as assigned in the Incident Annexes.

ESF #11 – Agriculture and Natural Resources

Lead Department: Inactive at this time

This ESF has limited relevance in the City. The following responsibilities that would normally be included in ESF #11 are addressed as follows:

1. Conservation of open spaces, such as shorelines and riparian buffer zone and landslide prone hillsides- ESF #3 Public Works and Engineering
2. Food supply – ESF #6 Mass Care Housing and Human Services
3. Food safety – ESF #8 Public Health and Medical Services
4. Animal and plant disease and pest control – ESF #8 Public Health and Medical Services
5. Preservation of historical properties – ESF #14 Long Term Community Recovery and Mitigation.

ESF #12 – Energy

Lead Department:

Responsible for maintaining the ESF #12 Annex.

1. Act as the “lead department” for power failures.
2. Act as liaison for any other energy related agencies during EOC activations.
3. Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
4. In coordination with ESFs 1 and 3, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.
5. Conduct damage assessment of City’s power infrastructure and service areas, and as warranted, include transmission system, substations, feeders, laterals, transformers, undergrounds, and service drops.
6. Respond to assist to Fire Department requests for life safety priority support within available means.
7. Restore power outages, or in the interim if the outage(s) will last for an extended period, assist critical facilities and critical care centers with priority restoration, or emergency generators if needed. Request assistance from ESF 7 to acquire, arrange for delivery, and resupply generators with diesel fuel.
8. Coordinate power restoration priorities with the EOC Director, Operations, Logistics and Planning Section Chiefs.
9. Coordinate public information releases with Fargo’s PIO Communications Manager and the ESF #15 Coordinator.
10. Coordinate with the ESF #6 Coordinator if people need to be relocated and provided with temporary shelter, or if there are people on life-support systems that need aid and assistance.
11. Have the Red River Dispatch Center advise Fargo Police, Fargo Fire, and Fargo Public Works of those areas without power and to give an estimate of how long it will take to restore service. Continue to update these departments as more information becomes available.
12. Ensure the EOC logistics section is made aware of the unavailability of critical needs and assets.

Comply with guidance given in this Plan’s Support Annexes and perform duties as assigned in the Incident Annexes.

ESF #13 – Public Safety and Security

Lead Department: Fargo Police Department (FPD)

Responsible for maintaining the ESF #13 Annex.

1. Act as the “lead department” for response to criminal incidents, civil disorders, bomb threats, and terrorism (see Terrorism Incident Annex);
2. Provide the Primary and 1st and 2nd Alternate police Branch Directors in the EOC.
3. Act as liaison with other public or private law enforcement or security related agencies during EOC activations.
4. Act as liaison with the North Dakota Fusion Center during EOC activations.
5. Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
6. Act as the City lead for crime prevention to include educating public and private sectors, and aiding with security audits as resources permit. Conduct criminal intelligence and investigations to deter, preempt or interdict criminal activity, and apprehend lawbreakers.
7. Determine when to activate the Fargo Police Operations Center.
8. Conduct windshield damage survey in the immediate aftermath of an earthquake.
9. Should looting be a concern, conduct “emphasis patrols.”
10. Assist Fargo Public Works in securing and preventing unauthorized access to damaged or impassable roadway structures.
11. Provide perimeter security, and crowd and traffic control for major incidents.
12. Responsible for leading, managing, or coordinating with the incident lead agency all aspects related to criminal investigations on incidents involving a criminal act.
13. Establish exclusionary and evacuation areas for shooter, hostage, and bomb incidents.
14. In all major incidents and as soon as time and circumstances permit, report street closures to the Fargo Public Works in addition to advising Fargo Fire Department, North Dakota Highway Patrol, North Dakota Department of Transportation, Metro Area Transit. Depending on the location of the incident, alert Burlington Northern and State Radio.
15. Provide assistance to the ESF 6 Coordinator in arranging for shelter security when requested and as officers are available
16. Assist with outreach to vulnerable populations in coordination with the ESF 6 Coordinator, if needed and as resources allow.
17. Ensure the EOC Logistics Center is made aware of the unavailability of critical needs and assets.

Comply with guidance given in this Plan’s Support Annexes and perform duties as assigned in the Incident Annexes.

ESF #14 – Long Term Recovery and Mitigation

Lead Department:

Responsible for maintaining the ESF #14 Annex.

1. Provide the Primary and 1st and 2nd Alternate ESF representatives for EOC activations.
2. Act as liaison with any other recovery-related organization or agency during EOC activations.
3. Establish and maintain a trained City organization capable of mobilizing all necessary resources to: conduct and compile an “Initial Damage Assessment,” a “Supplemental Justification,” and effectively interface with the state and federal government officials to complete a timely “Preliminary Damage Assessment.”
4. In Presidentially Declared Disasters affecting the City of Fargo, develop and administer a City Recovery Plan to match the range of needs for restoring the community, government, economy, and environment to a pre-disaster state of normalcy. Such planning, will include the administration of all necessary actions and measures, and will conform to policies and procedures prescribed for the Interdepartmental Recovery Team in the ESF #14 Annex.
5. In conjunction with the Office of Emergency Management, designate the City’s Applicant Agent.
6. Seek opportunities in the recovery phase to mitigate chronic hazards and to apply for grants for this purpose.
7. Through an After Action Report, make recommendations to the Mayor and City Council for changes in policy and/or law to better protect the City’s population, government, infrastructure, economy, environment and natural resources by eliminating a danger from recurring, or lessen the most serious effects.

Comply with guidance given in this Plan’s Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies:

- American Red Cross
- Department of Information Services
- Department of Planning
- Department Public Works
- Fargo Public Utilities
- Fargo Cass Public Health
- Fargo Fire Department
- Fargo Parks & Recreation
- Fargo Police Department
- Fargo Public Housing Authority
- Fargo Public Library
- Fargo Public Schools
- Finance and Administrative Services
- Human Services Department
- North Dakota State University
- Office of Emergency Management
- Salvation Army
- United Way

ESF #15 – External Affairs

Lead Department: City Administration

Responsible for maintaining the ESF #15 Annex.

1. Provide the Primary and 1st and 2nd Alternate Directors of Communication, Joint Information Center Supervisor and ESF #15 representatives for EOC activations.
2. Act as liaison to other public information entities.
3. Arrange host services for visiting elected officials and dignitaries.
4. Establish the Joint Information Center (JIC) organization, to include administering policies and procedural guidance for mobilizing and assigning Public Information Officers (PIOs); directing, controlling, and approving all City originated public information; supporting field PIOs, arranging for and advertising news briefings and preparing the Mayor and other department heads as necessary; monitoring the media (including social media) and responding to media inquiries; rumor control; using all available and appropriate City and local TV and radio media communications channels and alert systems to communicate with the public. Such communications may include warnings, advisories, web postings, social networks, and media releases.
5. Ensure public messaging is consistent with situation reports released by the EOC,
6. Ensure maps released to the public are consistent with maps created in the EOC to support operations.
7. Coordinate with Emergency Management to manage the volume of telephone communications with the public.

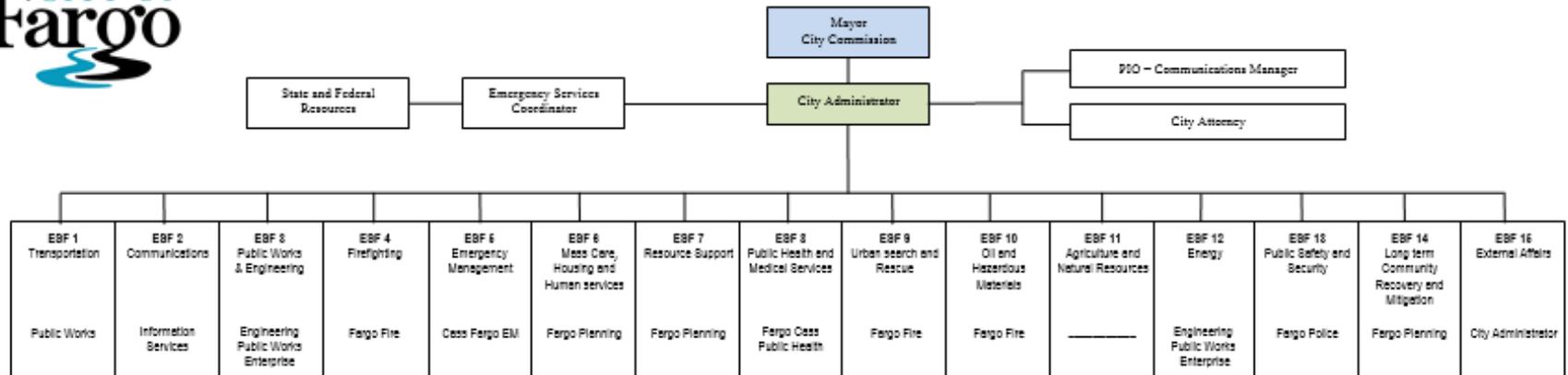
Comply with guidance given in this Plan’s Support Annexes and perform duties as assigned in the Incident Annexes.

ESF CHARTS ANNEX

The relationship between city departments and agencies to Emergency Support Functions (ESFs) with the Fargo Emergency Operations Plan is portrayed on this chart.

Departments Agencies or NGO's (P – Primary S-Support)		ESF 1 Transportation	ESF 2 Communications	ESF 3 Public Works	ESF 4 Fire	ESF 5 Emergency Management	ESF 6 Mass Care, Housing & Human Services	ESF 7 Resource Management	ESF 8 Public Health	ESF 9 Search and Rescue	ESF 10 Oil and HazMat	ESF 11 – Agriculture & Natural Resources	ESF 12 Energy	ESF 13 Public Safety	ESF 14 Long Term Recovery Mitigation	ESF 15 External Affairs	
Fargo Mayor		Command and Control															P
Fargo City Commissioners		Policy															
Fargo City Administration		Command and Control															
PIO	Communications Manager	Support Role															P
Fargo Engineering		S	S	P	S	S	S	S					P	S	S	S	
	Traffic	Support Role															
	Street Lighting	Support Role															
Fargo Enterprise		S	S	S	S	S							S	S	S	S	
	Solid Waste	Support Role															
	Water Treatment	Support Role															
	Waste Water Treatment	Support Role															
Fargo Finance						S	S	S	S				S	S	S	S	
	Assessor	Support Role															
	Auditor	Support Role															
	Buildings and Grounds	Support Role															
Fargo Cass Public Health				S	S	S	S		P	S	S	S	S		S	S	
Fargo Fire Dept		S	S		P	P			S	P	P		S	S	S	S	
Ops	Regional Haz Mat										S						
Ops	Regional Tech Rescue								S								
EM	Emergency Management		S	S	S	P	S	P	S	S	S	S	S	S	P	S	
Fargo Human Resources		Support Role															
Fargo Information Services			P			S		S						S	S	S	
Fargo Library		Support Role															
Fargo Planning		S			S	S	P		S			S		S	P	S	
	Metro Transit																
	Building inspections														S		

Fargo Police Dept	S				S	S		S	S	S			P	S	S
Ops	SWAT												S		
Ops	Regional Bomb												S		
(P – Primary S-Support)	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
Departments Agencies or NGO's (P – Primary S-Support)	ESF 1 Transportation	ESF 2 Communications	ESF 3 Public Works	ESF 4 Fire	ESF 5 Emergency Management	ESF 6 Mass Care, Housing and Human Services	ESF 7 Resource Management	ESF 8 Public Health	ESF 9 Search and Rescue	ESF 10 Oil and HazMat	ESF 11 – Agriculture and Natural Resources	ESF 12 Energy	ESF 13 Public Safety	ESF 14 Long Term Recovery/Mitigation	ESF 15 External Affairs
Fargo Public Works	P	S	P		S		S			S	S	S		S	S
	Central Garage	Support Role													
	Forestry														
	Mains & Hydrants														
	Street														
Red River Regional Dispatch		P	S	S			S		S	S			S		
Fargo Public Schools								S						S	S
Fargo Private Schools								S							S
Fargo Parks and Recreation			S				S							S	S
Hector Airport															S
FargoDome							S								
NDSU															
Xcel Energy												S		S	
Cass County Electric												S		S	
Ottertail Power												S		S	
Cable One		S												S	
Midcontinent Cable		S												S	
American Red Cross							S							S	
Salvation Army							S							S	
First link							S							S	
United Way					S										
United Blood Services								S							
Red River Radio Amateurs' - ARES		S													
Public / Private EMS Providers	S			S				S					S		
Sanford Health Care System						S		S							
Essentia Health Care System						S		S							
Fargo VA Health Care System								S							
Fargo Family Health								S							
Fargo Public Housing Authority							S							S	
BNSF										S					
(P – Primary S-Support)	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15



Event	Response		Recovery	Mitigation	Comments
	Life Safety Issues	Non Life Safety			
Spring Flood	ESF 4	ESF 3	ESF 3 & 14	ESF 3	
Summer Storm	ESF 4,6,8,9,13 & 15				
Winter Storm		ESF 3	ESF 3 & 14	ESF 3	
Tornado	ESF 4,6,8,9,13 & 15	ESF 3,8,13 & 14	ESF 3 & 14	ESF 3	
Environmental Hot / Cold Event					
Drought					
Hazardous Material Spill or Leak					
Har Mat Train Derailment – Oil					
Vehicle accident – MCI					
Airplane – Crash – MCI					
Structural Collapse -					
Violent Intruder / Active Shooter	ESF 13	ESF 14 & 15	ESF 14 & 15	ESF 13	
Bomb					
Explosion					
Cyber Attack					
Biological					
Pandemic -					
Utility Failure					
WMD – CBRNE					
Terrorism – Event – MCI					
Civil unrest					

EOC Activation Annex

A. EOC Activation

When an emergency, disaster or catastrophe has occurred or is imminent, the Mayor may issue an Emergency Declaration, which activates all portions of the EOP. In the absence of a state declaration, Emergency Services Coordinator and Emergency Management may activate portions of this plan in accordance with appropriate levels of mobilization to facilitate response, readiness or monitoring activities.

Activation of the Emergency Operations Center (EOC) may be initiated when an emergency, disaster or catastrophe has occurred or is imminent.

The Emergency Operations Center (EOC) will be activated for all incidents requiring a significant dedication of resources and/or extraordinary interagency coordination outside the realm of normal day-to-day emergency situations responded to by law enforcement, fire and EMS agencies.

Day-to-day functions that do not contribute directly to response actions to an emergency may be suspended for the duration of the emergency. The resources and efforts that would normally be required for those functions may be diverted to the accomplishment of emergency tasks by the agency managing the use of the resources.

B. Fargo Emergency Operations Center Activation

An Emergency Operations Center (EOC), may be activated when an emergency, disaster or catastrophe has occurred or is imminent. The Mayor or his designee will make the decision to activate the EOC based on the incident commander's request for EOC activation. Upon the Mayor's decision to activate the EOC, the incident commander will contact the Red River Regional Dispatch Center to relay that the EOC has been activated and send out notification. The EOC will house the Emergency Response Task Force, which will be contacted by dispatch. Task specific operations centers will be set up as needed to manage emergency activities, i.e. public information, volunteers, etc. The mayor or designee will make the decision regarding EOC activation. Not all disasters require full activation, in those instances, partial EOC activation will be ordered, and only relevant agencies and functional coordinators will be activated.

In the event of major structural damage to City buildings caused by a disaster, temporary operation facilities will be established as identified by the Mayor and Emergency Response Task Force. If City Hall remains functional, it may be the operation headquarters. Other facilities that may be used include the Police & Fire Department facilities, the Public Works buildings, and the Fargo Cass Public Health. Only after all these facilities have been determined to be inoperable will other facilities be sought to provide operational assistance such as Fargo Public School and Fargo Park facilities.

The EOC will have access to emergency operational plans for departments and outside agencies' such as:

- City of Fargo Emergency Response Plan
- Fargo Fire Department Suggested Operations Guidelines
- Fargo Police Department Emergency Operation Plan
- Public Health Emergency Operations Plan
- Influenza Pandemic Response Plan
- The National Stockpile Plan
- Post Event Smallpox Plan
- Red River Flood Protection Plan/Precautions and Procedures
- Debris management Plan
- Evacuation Plans

The following criteria indicate when EOC activation should be considered:

- Local, private and mutual aid resources have been exhausted and state resources are requested.
- The incident is expected to go into multiple operational periods.
- A written Incident Action Plan (IAP) is required.
- Regional and/or federal resources are required to effectively manage the incident.
- Coordination of preparedness activities is necessary in anticipation of an emergency or disaster (e.g. spring flooding).
- Major policy decisions will or may be needed.
- Activation of the EOC will be advantageous to the successful management of the incident.
- Multiple departments or agencies are responding.
- A local or state emergency or disaster is declared.
- A state agency requests activation in support of their operations (e.g. law enforcement investigations).

The following are the levels of activation utilized by the EOC:

Level III – Daily Operations – Level III typically encompasses normal day-to-day operations staffed by Emergency Management personnel. Monitoring activities take place and minor incidents are handled via the first response departments and agencies.

Level II – Partial Activation – Level II is partial activation staffed by CFEM. Based on the incident parameters additional agencies are required to staff the EOC; extended hours of operation will likely be required. Additional agency participation, in support of the EOC, may take place from alternate locations (e.g. on-scene, department operations centers, and offices). Considerations and other complexities that may cause an operational shift

- Development of a common operational picture (e.g. Incident Summaries, Incident Action Plans, Mapping);
- Coordination of resources;

- Activation of staff, beyond Operations for support.
- Multiple or simultaneous events/situations;
- Anticipated support will require extensive coordination or response;
- Events/situations affect large geographic areas;
- More than two (2) operational periods are anticipated;
- Escalation of event(s) occurs;
- There is a need for resources outside the affected area(s);
- Emergency Management Assistance Compact (EMAC) resources are required;
- There is a need for state and federal assistance;
- City damage assessment is required;
- Warning or anticipation of WMD or Terrorism incident.

Level I – Full Scale Activation – Level I is full scale activation staffed by CFEM, and appropriate departments and outside agency personnel. Based on the incident parameters additional local, private, voluntary and federal agencies may staff the EOC; 24/7 operations will likely be required. Additional response, in support of the EOC, by agencies is taking place from alternate locations (e.g. on-scene, department operations centers, offices). In addition to Level II considerations other complexities that may cause an operational shift from Level II to Level I are as listed below:

- Numerous or expanded operational periods are anticipated;
- Multiple or simultaneous events requiring 24/7 response and coordination;
- Immediate life-safety support response is required;
- A terrorist event or credible threat of a terrorist event within the state; or
- Large-scale movement and deployment of resources.
- Program and/or functional area expertise is requested at all times in the EOC.

Alternate EOCs - The primary EOC is located in the Fargo Public Safety Building at 4630 15th Ave N. Fargo. Alternate EOC locations have been designated in the event the EOC is rendered inoperable.

Possible locations

- City Hall
- Carlson Library
- FargoDome
- Fargo Fire Stations
- Fargo Cass Public Health Building
- Main Library
- Fargo School Facilities
- Fargo Park Facilities

Legal Basis

Following are the authorities and references for implementation of this plan:

- The North Dakota Disaster Act of 1985, North Dakota Century Code Chapter (NDCC) 37-17.1.
- State Board of Animal Health, Powers of Board Over Contagious and Infectious Diseases, NDCC 36-01.
- N.D. Department of Health, Communicable Confinement Disease Procedure, NDCC 23-07.6, North Dakota Administrative Code (NDAC) § 33-06-03-03, <http://www.legis.nd.gov/information/acdata/html/33-06.html>,
- N.D. Department of Health, Waiver of Medical Practice, NDCC. § 43-12.1-04(1), NDCC§ 37-17.1-16(2), NDCC. § 37-17.1-14.2(5)
- NDCC § 32-03.1-01(4), NDCC. § 32-12.2-03(2), NDCC § 32-12.2-01(6) and (8), NDCC § 32-12.2-02(1) NDCC § 32-12.2-03(4) and (6) NDCC. § 37-17.1-16(1) and (2) NDCC § 37-17.1-17 NDCC § 37-17.1-04(2) NDC. § 37-17.1-05(2) and (3) NDCC § 37-17.1-14.2(5) NDCC § 37-17.1-14.5
- 54-59-09 -- Information technology standards;
- 12.1-11.05 – Tampering with Public Records
- 12.1-21.05 – Criminal Mischief
- 12.1-21-06 – Tampering with or Damaging a Public Service
- The Federal Defense Act of 1950, as amended, Public Law 920.
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, Public Law 100-707.
- Homeland Security Act of 2002, Public Law 107-296.
- Homeland Security Presidential Directives 5 and 8, (HSPD-5), (HSPD-8)
- National Incident Management System (NIMS), Department of Homeland Security, 2004.
- National Response Framework, Federal Emergency Management Agency, <http://www.fema.gov/emergency/nrf/>.
- Cass County Resolution, dated July 7, 2003
- Cass County NIMS Adoption, dated January 18, 2005