

	<b>Standard Operating Guideline – West Fargo Fire Department</b>		<b>01.002</b>
	Subject: Continuity of Operations		
	Section: Deployment and Safety		
	Date Authorized: 12/1/2019	Authorized by:	
Date Reviewed: 10/2/2020	Chief Daniel Fuller		

**Intent**

To provide staffing level guidelines for the operation of the fire suppression division during normal operations, major events, or after an unexpected or unavoidable loss of resources.

**References**

National Fire Protection Association (NFPA) 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments (2020 edition)

**Definitions**

*Critical event:* A critical event is one occurring within West Fargo city limits typically requiring increased personnel that meets any one of the following criteria:

- a. Responding to a large fire within the multiple alarm box system
- b. Responding to emergencies involving large areas of life or property loss (e.g. entire neighborhoods from a tornado)
- c. Responding to emergencies causing a large negative economic impact within the city
- d. Responding to emergencies affecting critical city infrastructure
- e. Any event declared to be a citywide emergency by a governing authority (e.g. city commission, governor, etc.)

*Major event:* A major event is an impending event requiring significant preparation to protect the City of West Fargo. A major event meets any one of the following criteria:

- a. Preparation to prevent large areas of life or property loss (e.g. entire neighborhoods from flooding)
- b. Preparation to prevent a large negative economic impact within the city
- c. Preparation to prevent a loss of critical city infrastructure
- d. Any event with the potential to be declared a citywide emergency by a governing authority (e.g. city commission, governor, public health, etc.)

*Essential services event:* Events that could result in a significant reduction in department personnel due to reasons beyond the department’s control. For example, staff are unavailable because of a pandemic.

The fire department defines four staffing levels:

- a. Normal Staffing Level: 17
- b. Critical Event Staffing Level: 36
- c. Major Event Staffing Level: 13
- d. Essential Services Staffing Level: 1

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**Guideline**

1. Incidents that require immediate response beyond the capabilities of the 1<sup>st</sup> Alarm resources assigned should follow Standard Operating Guideline 01.001 Response to Alarms and Standard Operating Guideline 01.007 Mutual Aid Response. Incidents that are beyond the scope of SOG 01.001 and SOG 01.007 are considered Critical Incidents. The following guidelines correlate to staffing during a critical incident
  - a. In the event of a large incident with an expected short duration of less than 12 hours, all available resources should be dedicated to the incident with the exception of a dedicated unit to respond to subsequent calls for service.
  - b. For extended operations where, mutual aid is not available (large, regional incidents) SOG 01.007 Mutual Aid covers calling in additional units outside the metro area. In the interim, West Fargo Fire should suspend all vacations and duty schedules, and place the entire department on a 10/14 schedule as described below.
    - i. 14 hours on shift/10 hours off
    - ii. Half the department shall be assigned to two shifts, which rotate the 14 hours on and 10 hours off
  - c. The 14-hour shift is to provide overlap for changeover activities
  - d. For extended operations where, mutual aid from outside the region is available, 100% of firefighting staff will commit to the emergency scene, then ½ will go off shift for 10 hours, followed by the second half. A 14/10 schedule will then be followed.

Major Event					
Apparatus Staffing	B70	E76	E71	L76	L75
<b>17</b>	1	4	4	4	4
<b>16</b>	1	4	3	4	4
<b>15</b>	1	4	2	4	4
<b>12</b>	1	3	0	4	4
<b>13</b>	1	2	0	4	4

2. The essential services staffing level is only used during a catastrophic event that incapacitates large numbers of employees beyond the department’s control. In the event that large portions of firefighters were incapacitated, the two off-duty shifts could augment the personnel. During times of extreme staffing shortages, crews will be reduced according to Table 2. Crews responding to an emergency should follow all guidelines concerning actions to take when entering an IDLH atmosphere. Reduced crew sizes increase the likelihood of using defensive actions from the outset of an incident until circumstances, such as a sufficient number of resources arrive, change to allow offensive strategies and tactics.

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3. As staff officers and line officers become unavailable or incapacitated, the fire department has an established line of authority that designates an order of succession for reasons of authority.
4. When 17 personnel cannot be maintained, station staffing should be adjusted as follows

<b>Essential Services</b>					
<b>Apparatus Staffing</b>	B70	E76	E71	L76	L75
<b>17</b>	1	4	4	4	4
<b>16</b>	1	4	3	4	4
<b>15</b>	1	4	2	4	4
<b>12</b>	1	3	0	4	4
<b>11</b>	1	2	0	4	4
<b>9</b>	1	0	0	3	4
<b>7</b>	1	0	0	2	4
<b>4</b>	1	0	0	0	3
<b>3</b>	1	0	0	0	2
<b>1</b>	1	0	0	0	0

5. Changes in call handling should be considered to match the situation as described in the call handling section below.
6. When staffing drops to 19 or less or a situation such as a critical event taxes available resources, we will change the standard call handling guide as follows:
  - a. Terminate fire department response to medical calls, except when requested by FMA. Apparatus will still respond to lift assists
  - b. Apparatus will continue responding to vehicle accidents, hazardous materials, and technical rescue calls with a modified response described below
  - c. Fire department response shall be a single engine to all calls except structure fires or reports of smoke or odors for a fire alarm or when the first arriving officer or battalion chief deems appropriate based on the dispatch information
  - d. All scheduled training will cease
7. The West Fargo Fire Department has local mutual aid agreements with
  - a. Fargo Fire
  - b. West Fargo Rural Fire
  - c. Moorhead Fire

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- d. Hector Field Fire
  - e. Dilworth Fire
  - f. Horace Fire
  - g. Mapleton Fire
  - h. Harwood Fire
8. Use of police and EVAC in situations that are non-emergency in nature and are primarily traffic control situations should be turned over to the FPD. EVAC should not be used in situations as a sole responder in incidents where there is a danger to citizens' (live electrical lines etc.), unless there are extenuating circumstances, and then only at the request of the shift commander.
  9. Personnel whose duties are unique and not routinely performed by others shall be identified. Those individuals shall create a folder that identifies and details these duties. These shall be routinely updated. The folders shall be linked to a common file – CONTINUITY OF OPERATIONS. Backup personnel shall be identified and briefed on these duties.
  10. Backup special response equipment, (e.g. hazardous materials, technical rescue, and truck companies) must be stored in a separate location away from the primary response unit. This will avoid complete loss of equipment necessary for any one special function in event of the loss of one fire station.

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