



EMERGENCY OPERATIONS PLAN
EOP

City of Fayetteville	Version: 5.1
Emergency Operations Plan	Date: August 2025

Statement of Promulgation

The City of Fayetteville Emergency Operations Plan is intended to provide a comprehensive framework to manage disasters and emergencies that threaten the City of Fayetteville. The plan provides the structure for coordinating response activities among departments or programs and assigns tasks and responsibilities to department personnel. It also defines responsibilities and roles during a disaster or emergency that threatens this city.

All employees and staff must be well-versed with this plan. This understanding is key to ensuring the effective and efficient implementation of their departments' and programs' responsibilities. Departments, divisions, and programs should develop and maintain written emergency plan implementation instructions and standard operating plans (SOPs) to support this plan. The City of Fayetteville can better serve its employees and citizens by being prepared.

Implementing this Emergency Operations Plan (EOP) requires extensive communication, collaboration, coordination, and cooperation between all departments, employees, local agencies, and businesses. When necessary, collaboration and coordination with local, state, and federal agencies will be employed. The size and scope of the disaster or emergency will determine the level of support required by federal, state, and local partners. All programs and departments are expected to cooperate and collaborate, following the National Incident Management System (NIMS) framework to manage events that adversely affect this city.

The City of Fayetteville Emergency Operations Plan ensures consistency with current policy guidance and describes the interrelationship with other levels of government. The plan is designed to evolve, responding to lessons learned from actual disaster and emergency experiences, ongoing planning efforts, training and exercise activities, and Federal guidance. This adaptability ensures its effectiveness and your confidence in its ability to protect our city.

Therefore, in recognition of the emergency management responsibilities of the City of Fayetteville, the City of Fayetteville Emergency Operations Plan is hereby promulgated.

Douglas J. Hewett, City Manager
City of Fayetteville

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Approval and Implementation

This plan supersedes all previously dated City of Fayetteville Emergency Operations Plan versions.

This EOP describes the management and coordination of resources and personnel during periods of major emergencies. This comprehensive local emergency operations plan is developed to ensure mitigation and preparedness, appropriate response, and timely recovery from natural and man-made hazards that may affect the City of Fayetteville residents. This plan is also intended to clarify expectations for an effective response by local officials in support of first responders in the field, which can save lives, protect property, and more quickly restore essential services.

This EOP was developed by the City of Fayetteville and is aligned with the National Response Framework, the National Disaster Recovery Framework, and guidance from the North Carolina Emergency Operations Plan. It was also developed with lessons learned from previous disasters and emergencies that have threatened the City of Fayetteville, as well as exercises and training events.

The line of succession for the City Council proceeds from the mayor to the members of the Council according to the Council policy. If a member of the Council is unavailable, the City of Fayetteville Emergency Operations Plan delegates the City Council authority to specific individuals. The chain of succession in a major emergency or disaster is as follows:

- A. City Manager or designee
- B. City Emergency Management Coordinator or designee
- C. City Department Heads

Statement of Approval I, the undersigned, agree to the responsibilities assigned to their named agency or jurisdiction in the City of Fayetteville Emergency Operations Plan. By signing this Statement of Approval, I agree to implement the roles and responsibilities outlined in this plan with the equivalent departments within my jurisdiction or organization. Plan modification and maintenance shall be the responsibility of the City of Fayetteville Office of Emergency Management.

Mayor, City of Fayetteville 	Date
Manager, City of Fayetteville	Date 09/11/2025

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Foreword

The City of Fayetteville Emergency Operations Plan establishes a comprehensive policy framework and guidance for local disaster preparedness, response, recovery, and mitigation operations. This plan outlines the capabilities, authorities, and responsibilities of specific individuals, offices, divisions, departments, agencies, and organizations within the City.

The EOP is built upon the policy and guidance reflected in the National Incident Management System (NIMS) and the National Response Framework (NRF). NIMS provides a consistent nationwide template that enables partners at all levels of government and non-governmental organizations to collaborate in preventing, protecting against, responding to, recovering from, and mitigating the effects of incidents, regardless of their cause, size, location, or complexity. The NRF is built upon the scalable, flexible, and adaptable concepts identified in the NIMS and describes the doctrine under which the Nation responds to incidents. The EOP utilizes the Comprehensive Planning Guide (CPG 101) concepts and guidance, following an Emergency Support Function format.

The Basic Plan provides an overview of the City of Fayetteville’s emergency management system and assigns legal responsibilities. The basic plan facilitates coordination, cooperation, and effective utilization of responding agencies within the City of Fayetteville. The plan contains an analysis of hazards, an overview of organizations with response duties, and basic conceptual and policy frameworks. The Emergency Support Functions Appendices (ESF) include the 15 ESFs identified by the CPG and NRF documents, the primary and supporting agencies, and the responsibilities of each agency in support of the ESF. The ESFs describe the framework through which the City of Fayetteville’s departments and partners will coordinate and execute the common emergency management strategies. Each ESF describes a coordinating agency as well as partner agencies.

The Emergency Operations Plan does not define how each Department or partner agency will perform their individual task. The tasks to be performed will be outlined within each department or partner agency’s standard operating procedure, guidelines, and checklist. Companion documents referenced throughout this EOP should be consulted when implementing portions of the plan. This document contains some referenced materials, including emergency management authorizing ordinances, mutual aid agreements, and memorandums of understanding.

The 2025 Emergency Operations Plan, upon approval and adoption by the City Council, supersedes all previous versions of this plan. The plan shall remain in effect until a proper replacement plan has been implemented.

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Record of Change

Date	Version	Description	Author
July 31, 2007	1.0	Created original version of the EOP	Mike Costa
December 31, 2013	2.0	Updated version 1.0	Scott Bullard
February 20, 2020	3.0	Updated version 2.0	Scott Bullard
June 1, 2022	4.0	Updated version 3.0 & re-branding	Scott Bullard
February 2025	5.0	Complete overhaul. Implementation of Emergency Support Functions (ESF).	Laura Smith
August 2025	5.1	Incorporation of Office of Community Safety	Laura Smith

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Basic Plan

Purpose

This plan coordinates and establishes actions to be taken by the government and private organizations of the City of Fayetteville to reduce the vulnerability of people and property to disaster. This EOP contains basic information that provides a framework for response to any disaster regardless of its size, scope, or causes. The EOP serves as the primary tool for city emergency management to prepare for, respond to, and recover from disasters by defining disaster-specific procedures and outlining roles and responsibilities.

Scope

The City of Fayetteville EOP is an all-hazards plan that includes all personnel and equipment that may be called upon to help facilitate a response to specific disasters and emergency events. The EOP defines the responsibilities of all personnel in the phases of emergency management, including prevention, protection, mitigation, response, and recovery in the City of Fayetteville. It may be activated in support of planned events, emergencies in the City of Fayetteville, and major disasters affecting the entire county or a portion of the city.

Situation Overview

Geography:

The City of Fayetteville is located in Cumberland County, southeast of North Carolina. Fort Bragg Military Reservation and Pope Army Airfield are adjacent to the city. The economy is based on manufacturing, retail, tourism, and the military.

Fayetteville has a population of approximately 208,501¹ Citizens. The City of Fayetteville is the county seat of Cumberland County. The city covers an area of approximately 146 square miles. (*OEM demographics are from the NC Office of the State Budget and Management, 2021).

¹ Population, Census April 1, 2020 – www.census.gov

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City of Fayetteville Departments and Organizations

The City of Fayetteville is governed by the Fayetteville City Council, which consists of ten members, including the mayor, elected at large. The Council members are elected from individual districts, and only citizens within the city limits are eligible to vote for those seats on the Council. The City of Fayetteville operates through independent departments and offices:

- | | |
|----------------------------------|-----------------------------|
| Airport | Human Relations |
| Budget & Evaluation | Human Resources Development |
| City Attorney’s Office | Information Technology |
| City Manager’s Office | Marketing & Communications |
| Development Services | Parks & Recreation |
| Economic & Community Development | Police |
| Finance | Public Services |
| Fire | Transit |

Transportation

State roads are the major commercial and tourist traffic routes through the county. Hurricane evacuees and people seeking shelter from coastal counties could use highway routes into and through the City of Fayetteville. Public roadways within Cumberland County are almost exclusively owned and maintained by the NC Department of Transportation. The NC Department of Transportation has identified several key bridges crucial for the safe movement of traffic through the city and for intra-county movement. Blockage of these roads could temporarily isolate areas of the city.

Bridges:

- | Location | Route |
|-------------------|--|
| • Cape Fear River | US 301/I-95 US 301 N/S |
| • Cape Fear River | Person Street Eastern County/ Western County |
| • Cape Fear River | I-95 South North/South |
| • Cape Fear River | I-95 North North/South |
| • Cape Fear River | I-295 East East/West |
| • Cape Fear River | I-295 West East/West Major |

Motor Vehicle Traffic Arteries:

- Interstate 95 • NC 24 • NC 59
- US 13 • NC 53 • I-295
- US 301 • NC 87
- US 401 • NC 210

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Railroad:

- Aberdeen & Rockfish • Amtrak
- Cape Fear • CSX

Airports:

The Fayetteville Regional Airport provides commercial air service to the city and backup service to the military airfields at Pope Army Airfield and Simmons Army Airfield. The airport is located on Airport Road off US 301 South. The cargo terminals are located on Doc Bennett Road. The following airports are in Cumberland County:

- Fayetteville Regional Airport • Gray’s Creek Airport
- Pope Army Airfield • Simmons Army Airfield
- Eastover Air Ranch

Major Pipelines:

- Motiva

Hazard Analysis

The City of Fayetteville is exposed to numerous hazards that have the potential to disrupt local communities, cause damage, result in casualties, and affect communication networks. It is essential to recognize that one type of hazard (e.g., a hurricane) can also trigger secondary hazards (e.g., hazardous materials release) and cascading effects, such as contamination of water supplies and power outages. The city has identified known potential hazards.

Earthquake

An earthquake is a movement or shaking of the ground. Most earthquakes are caused by the release of stress accumulated because of the rupture of rocks along opposing fault planes in the Earth’s outer crust. These faulty planes are typically found along the borders of the Earth's 10 tectonic plates. The areas of greatest tectonic instability occur at the perimeters of the slowly moving plates, as these locations are subjected to the greatest strains from plates traveling in opposite directions and at different speeds. Deformation along plate boundaries causes strain in the rock, resulting in the buildup of stored energy. When the built-up stress exceeds the rock's strength, a rupture occurs. The rock on both sides of the fracture is snapped, releasing the stored energy and producing seismic waves that generate an earthquake.

Dam Failure

A dam failure is the collapse or breach of a dam that causes downstream flooding. Natural events, human-caused events, or a combination of the two may cause dam failures. Due to the

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lack of advance warning, failures resulting from natural events, such as hurricanes, earthquakes, or landslides, may be particularly severe. Prolonged rainfall and subsequent flooding are the most common causes of dam failure.

Drought

Drought is a deficiency in precipitation over an extended period. It is a normal, recurrent feature of climate that occurs in virtually all climate zones. The duration of droughts varies widely. There are cases when drought develops relatively quickly and lasts a very short period, exacerbated by extreme heat and/or wind, and there are other cases when drought spans multiple years or even decades.

Extreme/Excessive Heat

According to the National Weather Service, about 175 Americans die from heat exposure, and nearly 20,000 people died between 1936 and 1975 from the effects of heat and solar radiation. Humans dissipate heat by varying the depth of blood circulation and sweating. Heat disorders typically occur when the body’s ability to remove heat is disrupted or by a chemical imbalance of salt caused by excessive sweating. Sun exposure, wind conditions, age, and physical condition influence susceptibility to heat disorder.

Hurricane/Tropical Storm

A hurricane is a type of tropical cyclone or severe tropical storm that forms in the southern Atlantic Ocean, Caribbean Sea, Gulf of Mexico, and in the eastern Pacific Ocean. All Atlantic and Gulf of Mexico coastal areas are subject to hurricanes. The Atlantic hurricane season lasts from June to November, with the peak season from mid-August to late [MONTH]. While hurricanes pose the greatest threat to life and property, tropical storms and depressions also can be devastating. A tropical disturbance can grow more intensely through increased sustained wind speeds.

Flooding

Flooding is the rising and overflowing of water onto normally dry land. FEMA defines a flood as a general and temporary condition of partial or complete inundation of 2 or more acres of normally dry land or two or more properties. Flooding can result from an overflow of inland waters or an unusual accumulation or runoff of surface waters from any source.

Severe Weather (thunderstorm, wind, lightning, and hail)

Thunderstorms are responsible for developing and forming many severe weather phenomena, posing great hazards to the population and landscape. Damage from thunderstorms is mainly inflicted by downburst winds, large hailstones, and flash flooding caused by heavy precipitation. Stronger thunderstorms can produce tornadoes and waterspouts.

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Tornado

According to the Glossary of Meteorology (AMS 2000), a tornado is "a violently rotating column of air, pendant from a cumuliform cloud or underneath a cumuliform cloud, and often (but not always) visible as a funnel cloud." Tornadoes can appear from any direction. Most move from southwest to northeast or west to east. Some tornadoes have changed direction amid the path or even backtracked.

Wildfire

Wildfire is an uncontained fire that spreads through the environment. Wildfires can consume large areas, including infrastructure, property, and resources. When massive fires or conflagrations develop near populated areas, evacuations may ensue. Not only do the flames impact the environment, but the huge volumes of smoke spread by certain atmospheric conditions also impact the health of nearby populations.

Public Health Emergency

According to the World Health Organization (WHO), a public health emergency (the condition that requires the governor to declare a state of public health emergency) is defined as “an occurrence or imminent threat of an illness or health condition, caused by bioterrorism, epidemic or pandemic disease, or (a) novel and highly fatal infection agent or biological toxin, that poses a substantial risk of a significant number of human fatalities or incidents or permanent or long-term disability.

Hazardous Material Release – Transportation

A HazMat release, intentional or accidental, during transport can pose a significant concern to the health and safety of the population, property, and the environment throughout Cumberland County. These situations can pose considerable concern, particularly regarding the release of mobile containers on roadways.

Hazardous Material Release – Fixed Site

A hazardous material (HazMat) is a substance or material that may pose an unreasonable risk to safety, health, or property. A HazMat release from a fixed-site facility, whether intentional or accidental, can significantly concern populations, property, and the environment throughout Cumberland County.

Radiological Release

Radiological release involves the exposure of a radiation source or the detonation of a nuclear weapon in a populated area, which would cause environmental contamination, radiation exposure, and possible physical injuries. Incidents may be sudden (acute), as when radiation is released into the environment, or they may be characterized by a slow onset. The main radiological risk to the City of Fayetteville is the Harris Nuclear Plant (HNP).

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Train Derailment

Train derailments occur when one or more train sections leave the track, causing injuries, death, or other damage. The main causes of derailments include defective or worn rails or train equipment, human error (such as excessive speed), collision with an object on the track, and collision with another train. One of the greatest concerns during train derailment is if the train is hauling HazMat.

Airplane Incident

Cumberland County has three Airports and two Army Airfields, with the Fayetteville Regional Airport in the footprint of the City of Fayetteville. In the event of an airplane crash or incident, facilities could be shut down for an extended period because of debris, property damage, or building damage. In addition, incidents involving fatalities could cause facilities to close for an additional period.

Active Assailant

An active assailant is an individual(s) actively engaged in killing or attempting to use deadly physical force on other people in a confined and populated area wherein, in most cases, active assailants utilize a firearm(s), and there is generally no pattern or method to their selection of victims.

Cyber Attack Against Data

A cyber-attack is a set of actions performed by an individual or group of individuals to gain unauthorized access, steal data, or damage computers, computer networks, or other computing systems. These types of attacks can be launched from any location.

Vulnerability Analysis

The city is vulnerable to several human-caused, natural, and technological hazards, which may present as individual isolated incidents or events affecting the entire county. Natural hazards to which the city is most vulnerable include hurricanes and flooding events. Human-caused hazards to which the city is most susceptible include a fixed-site or transportation-related HazMat release and public health emergencies.

Mitigation Overview

The Cumberland-Hoke Hazard Mitigation Plan has developed goals, objectives, and courses of action to mitigate the effects of natural threats and hazard events identified as having the highest prevalence and/or potential impact. The City of Fayetteville's mitigation actions include multiple

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and diverse efforts related to preventative measures, public information activities, stream monitoring, structural projects, and emergency services measures.

Planning Assumptions

The occurrence of any one or more of the emergency/disaster events previously listed could impact the City of Fayetteville severely and include several of the following possibilities:

- a. Loss of electric service.
- b. Loss of water distribution and storage system.
- c. Loss of part or all of waste treatment systems.
- d. Severance of road/highway network.
- e. Necessity for mass care and feeding operations.
- f. Need for debris clearance.
- g. Multiple injuries/fatalities.
- h. Increased media attention.
- i. Damage to the communications network.
- j. Damage to the telephone network.
- k. Severe economic impact.
- l. Increase in number of insects and other pests.
- m. Need for official public information and rumor control.
- n. Need for County, State, or Federal assistance.
- o. Re-entry of the public into damaged/evacuated areas.
- p. Damage to vital records.
- q. Need for damage assessment.
- r. Need for auxiliary power.
- s. Solicited/Unsolicited goods.
- t. Contamination of private wells.
- u. Exhaustion of local resources.
- v. Lack of staffing.
- w. Loss of facilities is vital to maintaining essential services.
- x. Environmental impact/wildlife, natural resources destruction.
- y. Need for management of reconstruction.
- z. Need for coordination of staged resources.
- aa. Damage to historical sites.
- bb. Isolation of populations.
- cc. A Presidential Disaster Declaration. etc.

The occurrence of one or more of the previously listed emergency/disaster events could result in a catastrophic situation, which could overwhelm local resources.

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The City of Fayetteville must plan for and be able to carry out coordinated disaster response and short-term recovery operations utilizing local resources; however, outside assistance is likely to be available and needed in most major disaster situations affecting the city.

If an emergency or disaster exceeds the capabilities of City resources, mutual aid agreements will be activated, and coordination will be made with Cumberland County for additional assistance.

There is a high probability that emergencies and disaster occurrences could disrupt government functions. This necessitates that the city and its departments develop and maintain standard operating guidelines to ensure government continuity should a disaster occur. These guidelines will address the depth of staffing, line of succession, and mode of operation. These processes and procedures will be managed through a separate Continuity of Operations Plan. The Emergency Management Coordinator for all City Departments maintains and manages this plan.

Most natural disasters have the potential to leave at least some part of the city isolated and on its own for a period of time. Families should be encouraged to train and prepare to be self-sufficient for these events for three days.

City officials are aware of the threat of a major emergency or disaster and will fulfill identified responsibilities as needed to the extent possible.

Implementing this plan will reduce or prevent the loss of lives and property damage.

Concept of Operations

A. Preparedness:

As provided in North Carolina General Statutes 166A-2, the City of Fayetteville has the authority and responsibility to organize and plan to protect life and property from the effects of hazardous events or disasters. The statute allows municipalities to develop plans for the prevention of, preparation for, response to, and recovery from natural, technological, or human-caused disasters.

Facilities vital to the operation of the city government have been identified (Continuity of Operations Plan). Restoration of service will be prioritized for these facilities.

Planning and training are necessary and integral parts of emergency and disaster preparation and must be a prerequisite to effective emergency operations.

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Coordination and mutual aid agreements with adjoining jurisdictions are essential when events that impact beyond City jurisdictional borders occur.

It is the responsibility of elected officials to ensure that all legal and sensitive documents of a public and private nature recorded by designated officials are protected and preserved in accordance with existing laws, statutes, and ordinances.

B. Response:

The Policy/Administration Group will manage direction and control during declared emergencies/disasters. Attachment A, Assignment of Responsibilities, lists the members of this group.

The City of Fayetteville's Coordination Center (CCC) will be staffed by City employees and internal/external stakeholders as the situation dictates. When activated, operations are supported by ranking representatives from city departments, the private sector, and volunteer organizations as needed to provide information, data, and recommendations to the Policy/Administration Group.

When an emergency develops, the senior elected official or the designee of the jurisdiction (as defined in GS 14-288.1) may declare a State of Emergency to exist within the jurisdiction (or a part thereof) and begin implementing emergency procedures.

The City Manager and City Emergency Management Coordinator will coordinate City resources.

The Public Information Officer will utilize all available media outlets to distribute emergency information to the public. This may also be accomplished using an Integrated Public Alert and Warning System (IPAWS), as prescribed by the Federal Emergency Management Agency, in cooperation with the County of Cumberland, as well as other mass notification tools.

Should local government resources prove inadequate during emergency operations, requests for assistance will be made to other jurisdictions, higher levels of government, and/or other agencies in accordance with existing mutual-aid agreements and understandings. Requests for State or Federal resources must be made through the City of Fayetteville Emergency Management Agency to Cumberland County Emergency Management through WebEOC.

C.Recovery:

Termination of a State of Emergency shall be declared by the authority by whom it was proclaimed. (Authorizations and Authorities Section)

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D.Mitigation:

Following any major emergency/disaster event, an After-Action Review (AAR) will be held to evaluate the city's response to the event. The AAR will include the following issues related specifically to recovery:

- 1.Mitigate potential problems using Hazard Mitigation Grants and other resources.
- 2.Plan revision based on lessons learned.
- 3.Unmet needs status.
- 4.Management of donated goods.
- 5.Interdepartmental cooperation.
- 6.Damage Survey Report process and documentation.
- 7.Training needed.

Plan Development and Maintenance

Each agency/department of local government is responsible for developing standard operating guidelines to support this plan. The Emergency Management Coordinator should receive a copy of these guidelines for filing.

The City Manager mandates that all officials involved in developing and regularly reviewing this plan will coordinate necessary revisions through the Emergency Management Coordinator. This review will be conducted annually and documented. It shall include a critique of the actions taken in support of the plan following any event requiring implementation of the plan.

Each agency or department shall participate in training and exercises annually to test emergency plans and procedures, including actual responses to real emergency events, but not in lieu of.

Authorities and References

General

- 1.Actions taken during incidents/events require legal guidelines to assure the protection of the general public and maintain law and order within the city limits of the City of Fayetteville.

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2. Verbal and written mutual aid agreements exist between the City of Fayetteville and other response agencies.

Authorities

The following listed authorities and references form the legal basis for action outlined in This plan was consulted during the subsequent revisions and updates to this plan.

Federal

1. Civil Defense Act of 1950, as amended
2. Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended by Public Law 100-77, August 2016
3. OSHA 1910.120
4. Emergency Planning and Community Right-to-Know Act (EPCRA)
5. The Superfund Amendments and Reauthorization Act (SARA)
6. FAA Authority (FAR) to close airspace over disaster areas.

State

1. N.C. General Statute 166-A, Emergency Management Act
2. North Carolina Emergency Operations Plan
3. As amended, the North Carolina Oil Pollution and Hazardous Substance Control Act.
4. North Carolina Statewide Emergency Management Mutual Air and Assistance Agreement, as amended.

Local

1. City of Fayetteville Emergency Management Ordinance
2. Sample Proclamation of a State of Emergency
3. Sample Termination of State of Emergency
4. Mutual Aid Agreements with Partner Agencies
5. Cumberland-Hoke Regional Hazard Mitigation Plan

The Code of the City of Fayetteville, North Carolina

Sec. 9-1. Short title.

This chapter shall be known as the "Emergency Management Ordinance for Fayetteville, North Carolina," and may be cited and referred to as such.

(Code 1961, § 10A-1)

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Sec. 9-2. Intent and purpose.

(a) It is the intent and purpose of this chapter:

1. To authorize and establish an agency that will ensure the complete and efficient utilization of the personnel and material resources of the city to carry out its emergency management responsibilities and functions, pursuant to G.S. 14-288.12, as amended, and G.S. 166A-41.
2. The city emergency management agency and the city manager's office will coordinate all activities related to city emergency management. They will be the instrument through which the city council may exercise the authority and discharge the responsibilities vested in them during disaster emergencies.

(b) This chapter will not relieve any unit of local government, or any department, commission, office, or other agency of such unit, of any responsibilities or authority given it under the Constitution and laws of the United States or the state or any charter or ordinance of the local unit of government, except as expressly provided in such laws.

(c) This chapter is not intended to supersede or adversely affect the work of any volunteer agency organized for relief in disaster emergencies, except as expressly provided in the Constitution and law of the United States or the state or as explicitly provided in this chapter.

(d) The following definitions shall be applied when interpreting this article.

Attack means direct or indirect assault against the city, its government, its environs, or the nation by the forces of a hostile nation or its agents, including assault by bombing, conventional or nuclear, chemical or biological warfare, terrorism, or sabotage.

City emergency management means the basic government functions of maintaining public peace, health, and safety during an emergency. This term shall include plans and preparations for protection and relief, recovery, and rehabilitation from the effects of an attack by the forces of an enemy nation or the agents thereof or an emergency as defined in this section. It shall not, however, include any activity that is the primary responsibility of the military forces of the United States.

City emergency management forces mean the employees, equipment, and facilities of all city departments, boards, councils, institutions, and commissions. It shall also include all volunteer personnel, equipment, and facilities contributed by or obtained from volunteer people or agencies.

The city manager or his designee is the city manager or the person or persons he delegates certain responsibilities to.

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"Coordinator" means the coordinator of the city's emergency management agency, as employed as prescribed in this chapter.

Emergency means, but is not limited to, actual or threatened enemy attack, sabotage, extraordinary fire, flood, storm, epidemic, accident, chemical spill, or other impending or actual calamity endangering or threatening to endanger the constituted government's health, life, or property.

An emergency management volunteer refers to any person duly registered, identified, and appointed by the coordinator of the city's emergency management agency and assigned to participate in the city's emergency management activities.

Regulations mean plans, programs, and other emergency procedures deemed essential to emergency management.

Volunteer means contributing services, equipment, or facilities to the city emergency management agency without remuneration.

(Code 1961, § 10A-2)

Sec. 9-3. Organization and appointments.

(a) The emergency management agency shall be organized within the city government's operating departments under the city manager's direction. The head of the emergency management agency shall be known as the coordinator, and this position shall be appointed by the city manager. Such assistants and other employees, as are deemed necessary for the proper functioning of the agency, will be appointed.

(b) When the emergency operations plan is implemented, the emergency management agency will coordinate all emergency response/recovery force activity and be the agency through which the city council exercises the authority vested in it during accidents and disasters.

(c) The employees and resources of all city departments, boards, institutions, and councils shall participate in the emergency management activities. Duties assigned to city departments shall be the same as or similar to the department's normal duties, where possible.

(Code 1961, § 10A-3)

Sec. 9-4. Duties and responsibilities of the coordinator.

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(a) The coordinator shall be responsible for planning, coordinating, and operating emergency management activities in the city. The coordinator's duties shall include, but not be limited to, the following:

(1) Develop and coordinate plans for the emergency use of the city's facilities, equipment, manpower, and other resources.

(2) Educating the public in case of attack or disaster.

(3) Coordination of public practice alerts authorized by appropriate local units of government designed to ensure the readiness of emergency response/recovery forces and to familiarize residents of the city with emergency management regulations and activities that will be implemented and conducted in the event of an attack or disaster.

(4) Liaison with county, state, and federal authorities and the authorities of appropriate political subdivisions outside the city to ensure the preparation of effective emergency management plans and regulations and the effective coordination of the agency's emergency management activities with those of the other authorities in the event of attack or disaster.

(5) Promulgation of standard operating procedures controlling the activities of city employees in fulfilling the responsibilities and conducting the functions designated in subsection (a) of this section.

(b) The coordinator shall designate deputy coordinators to assume the coordinator's duties in the event of his absence or inability to act.

(Code 1961, § 10A-4)

Sec. 9-5. Emergency management plans.

(a) Comprehensive emergency management plans shall be adopted and maintained by resolution of the city council. In preparing these plans as they pertain to city organization, it is intended that the services, equipment, facilities, and personnel of all existing departments and agencies shall be utilized to the fullest extent. When approved, it shall be the duty of all departments and agencies to perform the functions assigned by these plans and to maintain their portions of the plans in a current state of readiness at all times. These plans shall be incorporated by reference as outlined in this section and shall have the effect of law whenever an emergency has been proclaimed. The resolution shall be located in the city clerk's office. The plans shall be located in the city's emergency operations center.

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(b) Each service chief and department head assigned responsibility in the plans shall be responsible for carrying out all duties and functions assigned therein. Duties will include organizing and training assigned employees and, where needed, volunteers. Each service chief/department head shall formulate the standard operating procedure to implement the plans for their service.

(c) When a required competency or skill for an emergency function is unavailable within the city or when city resources are exhausted, the coordinator is authorized to seek assistance from persons outside the city. The assignment of duties, when of a supervisory nature, shall also include the granting of authority for the persons assigned to carry out such responsibilities before, during, and after the occurrence of an emergency. Such services from persons outside of government may be accepted by local government on a volunteer basis. Such citizens shall be enrolled as emergency management volunteers.

(Code 1961, § 10A-5)

Secs. 9-6—9-30. Reserved.

Sec. 9-31. Proclaiming a state of emergency.

The mayor of the city may proclaim a state of emergency as authorized under G.S. 14-288.12 and G.S. 166A-8 to respond to disasters and states of emergency as defined under the aforementioned statutes and place into effect any or all the restrictions authorized in this article.

(Code 1961, § 10A-20)

Sec. 9-32. Proclamation imposing prohibitions and restrictions.

(a) The mayor may, by proclamation, impose as many of the prohibitions and restrictions specified in sections 9-34 through 9-38 as necessary to maintain an acceptable level of public order and services and protect lives, safety, and property.

(b) The proclamation shall be in writing and incorporated by reference as set forth in this section. Reasonable efforts will be made to give notice of the terms of the proclamation to those affected by it. The city clerk will post a copy in the city hall lobby. Reports of the substance of the proclamation shall be sent to the public information officer for dissemination to the mass communications media that serves the affected area.

(Code 1961, § 10A-21)

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Sec. 9-33. Evacuation.

The mayor may direct and compel the evacuation of all or part of the city's population by prescribed routes and modes of transportation and control entry to and egress from a disaster area, the movement of persons within the area, and the occupancy of premises therein.

(Code 1961, § 10A-22)

Sec. 9-34. Curfew and restricting access to areas.

(a) A curfew may prohibit public appearance in certain areas and during certain periods for anyone not exempted. The proclamation shall specify the geographic regions and the period during each 24-hour day the curfew applies.

(b) Unless otherwise specified, the curfew shall continue to apply until removed by a new proclamation or until the state of emergency is terminated as described in this article.

(c) The proclamation may prohibit obtaining access or attempting to obtain access to designated areas in violation of any order, clearly posted notice, or barricade indicating that access is denied or restricted.

(d) Authority to close roads or limit access to affected areas during a locally declared state of emergency pursuant to G.S. 166A-19.31(b)(1). Providing for the closure within the emergency area of streets, roads, highways, bridges, public vehicular areas, or other areas ordinarily used for vehicular travel, except for the movement of emergency responders and other persons necessary for recovery from the emergency. In addition to any other notice or dissemination of information, notification of any closure of a road or public vehicular area under the authority of this sub-subdivision shall be given to the Department of Transportation as soon as practicable.

(Code 1961, § 10A-23; Ord. No. S2020-003, § 1, 03/16/2020)

Sec. 9-35. Restrictions on possession, consumption, or transfer of alcoholic beverages.

The proclamation may prohibit the possession or consumption of any alcoholic beverage other than on one's own premises and may restrict the transfer, transportation, sale, or purchase of any alcoholic beverage within the area described in the proclamation. The prohibition, if imposed, may apply to transfers of alcoholic beverages by employees of alcoholic beverage control stores and anyone else within the geographic area described.

(Code 1961, § 10A-24)

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Sec. 9-36. Restriction on possession, transportation, and transfer of dangerous weapons and substances.

The proclamation may prohibit the sale, purchase, transportation, or possession of one's premises of any dangerous weapon or substance as defined in G.S. 14-288.1(2).

(Code 1961, § 10A-25)

Sec. 9-37. Exemptions from restrictions.

The mayor is hereby authorized to exempt those classes of persons whose exemption will benefit public safety, health, and welfare from all or any part of the restrictions imposed by the emergency proclamation. These persons shall be exempt from the proclamation's restrictions only while acting within the scope of their official duties or acting under the direction of emergency response/recovery force personnel. Those exempt from restrictions include, but are not limited to, firefighters, law enforcement personnel, EMS personnel, doctors, nurses, military personnel, communications personnel, public utilities employees, and newspaper, radio and television employees.

(Code 1961, § 10A-26)

Sec. 9-38. Removal of prohibitions and restrictions and proclamation termination.

The mayor shall terminate the entire declaration of emergency or remove any of the prohibitions and restrictions by proclamation when the emergency no longer requires them or when directed to do so by the city council. A proclamation shall expire five days after the imposition unless renewed.

(Code 1961, § 10A-27)

Sec. 9-39. Absence or disability of the mayor.

In case of the absence or disability of the mayor, the mayor pro tem or other such person as may be designated by the city council shall have the authority to exercise all the powers given to the mayor in this article.

(Code 1961, § 10A-28)

Sec. 9-40. Extraordinary powers and duties.

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(a) If no declaration of emergency as heretofore required has been made, but an attack or disaster within the legal jurisdiction of the city has occurred and timely communication with the governing body of the city cannot be had; or if there is an imminent threat of an attack or disaster within the legal jurisdiction of the city, and such a threat is verified by proper county, state or federal authorities, and timely communication with the governing body of the city cannot be had, and in either instance immediate action is necessary to protect life and property and preserve critical resources, the city manager, or his designee, shall be authorized to declare that an emergency exists and, without any declaration by the city government, implement prior approved plans and promulgation of prior approved regulations to the extent necessary, in his judgment, to protect life, property, and critical resources in danger. If, in the judgment of the city manager or his designee, the emergency is such that the implementation and promulgation of prior approved plans and regulations will be insufficient to protect endangered life, property, and critical resources adequately, the city manager or his designee, shall have the authority to implement modified plans and promulgate additional regulations necessary to provide such protection. Modified plans and additional regulations may include, but shall not be limited to the following:

- (1) Control of the movement of vehicles to facilitate the work of emergency response/recovery forces or the mass movement of persons from critical areas within the city and authority to close roads or limit access during a locally declared state of emergency to affected areas. Including, but not limited to, conditions under Section 9-34, Curfew and Restricting Access to Areas, of this article. Prescribing routes, modes of transportation, and destinations in connection with evacuation.
- (2) Limitations on the movement of people in public places by imposing a curfew.
- (3) Limitations of the operation of offices, business establishments, and other places to or from which people may travel or at which they may congregate.
- (4) Protection and maintenance of communications facilities.
- (5) Protection of food, water, and other vital supplies necessary to preserve public safety, health, and welfare.
- (6) Control of rioting and looting.

(b) The city manager, or his designee, shall possess such extraordinary powers and duties only until communication can be established or re-established with the governing body of the city

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or until such governing body is lawfully succeeded or reconstituted. No action taken under the provisions of this chapter by the governing body or by the city manager shall preclude, contravene, or be inconsistent with the lawful assumption of operational control of the agency and emergency response/recovery forces thereunder by the governor or the state general statutes or by duly constituted authorities of the government of the United States acting by law.

(c) *Violation.* Any person who violates any provision of an ordinance or a declaration enacted or declared under this section shall be guilty of a Class 2 misdemeanor in accordance with G.S. 14-288.20A.

(Code 1961, § 2-29; Ord. No. S2020-003, § 2, 03/16/2020)

Secs. 9-41—9-60. Reserved.

Sec. 9-61. Violation and penalty for violation.

(a) It shall be a misdemeanor for any person to violate any of the provisions of this chapter or plans or restrictions issued pursuant to the authority contained in this chapter or to willfully obstruct, hinder, or delay any member of the emergency response force in the enforcement of the provisions of this chapter or any plan or restriction issued under this chapter.

(b) Any person violating any prohibition or restriction imposed by a proclamation authorized by this chapter shall be guilty of a misdemeanor, as provided by G.S. 14-4, in addition to any other civil or criminal liability provided under the law.

(Code 1961, § 10A-40)

Sec. 9-62. Authority of law enforcement officers and others preserved.

Nothing in this chapter shall restrict the police, firefighters, or other relevant public officers and agencies from exercising their authority to protect public health and safety, as that authority is established by state and local law.

(Code 1961, § 10A-41)

Sec. 9-63. Governmental and private liability.

(a) The conduct of emergency management activities or the implementation of plans or the promulgation of regulations under the provisions of this chapter and the compliance in good faith on the part of the governmental officials, emergency management volunteers, and private parties with the provisions of such plans and regulations are hereby declared to be governmental functions of and on behalf of the city which functions are intended for the protection of the

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public peace, health, and safety. Neither the city nor agents and representatives of the city, nor any individual, receiver, firm, partnership, cooperation, association, or trustee or any of the agents thereof in good faith carrying out, complying with, or attempting to comply with any order, rule or regulation, promulgated under the provisions of this chapter, shall be liable for any damage sustained to persons or property as the result of such activity.

(b) Any person owning or controlling real estate or other premises who voluntarily and without compensation grants the city the right to inspect, designate, and use a whole or any part or parts of such real estate or premises to shelter persons during an actual, impending, or practice disaster situation, is hereby declared to be serving a governmental function of and on behalf of the city and shall not be civilly liable for the death of or injury to any persons on or about such real estate or premises under the license, privilege or other permission, or for the loss or damage to the property of such person occurring while such real estate or premises are used to shelter persons during such actual, impending, or practice disaster situation.

(Code 1961, § 10A-42)

Sec. 9-64. Inconsistent provisions.

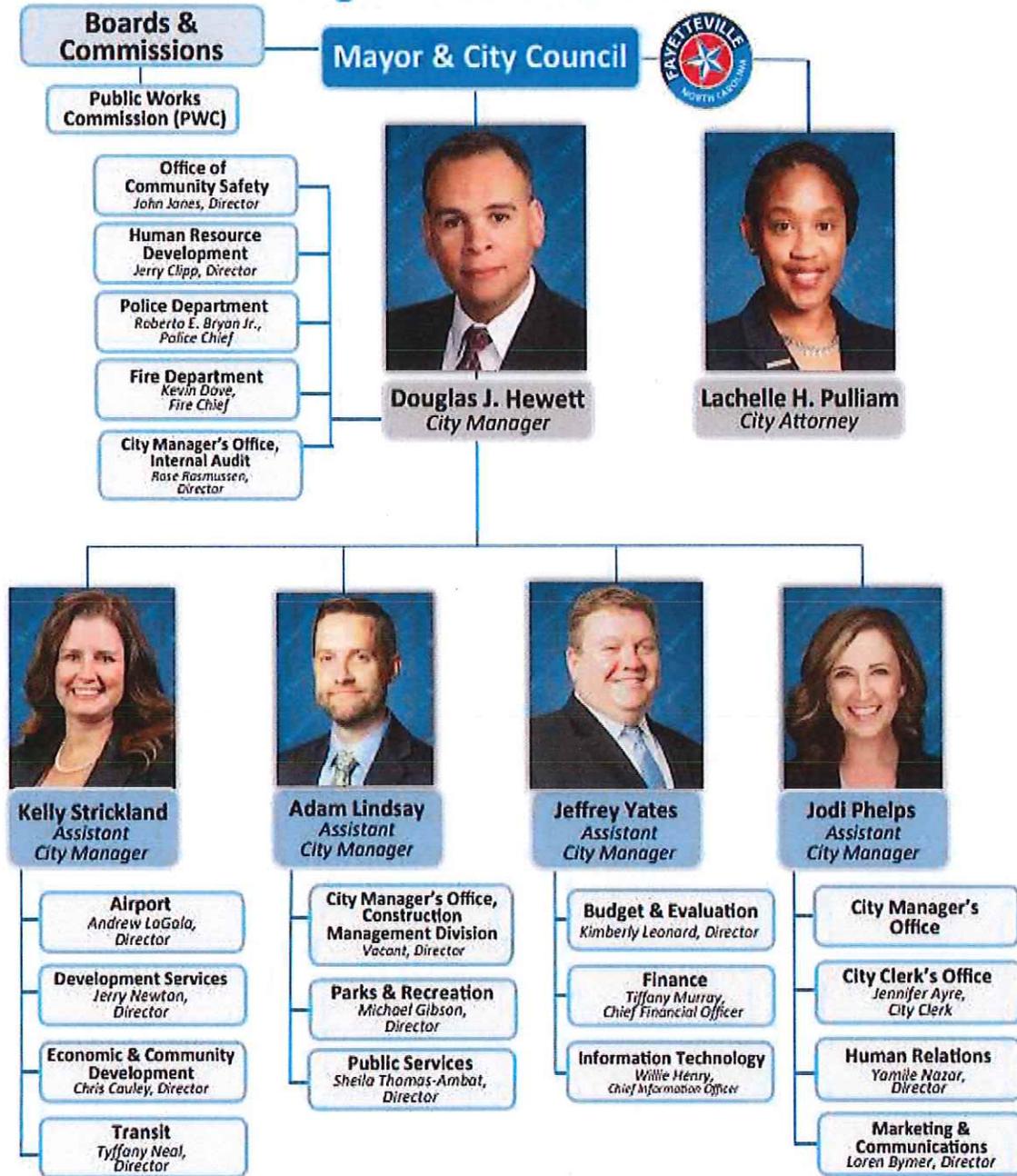
This chapter intends to comply with G.S. 14-288.12 provisions and G.S. 166A-41 et seq. Where the provisions of this chapter are inconsistent therewith, the provisions of the general statutes shall prevail.

(Code 1961, § 10A-45)

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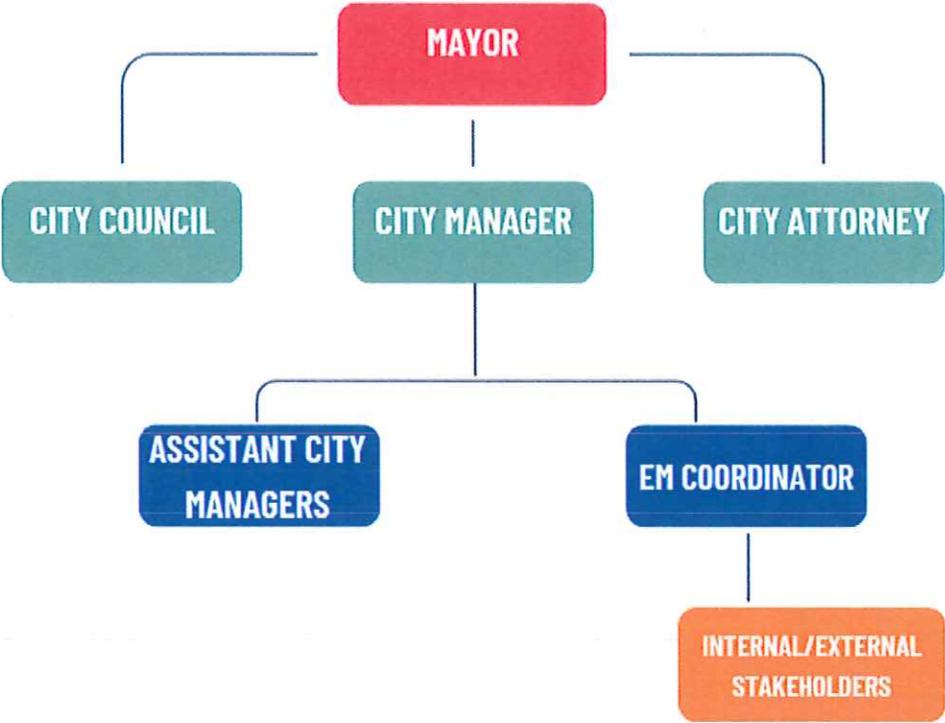
Organizational Chart



Current as of July 2025

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CCC ORGANIZATIONAL STRUCTURE



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Glossary

Amateur Radio Emergency Services: A public service group of licensed amateur radio operators who have voluntarily registered their qualifications and equipment to provide emergency communications for public service events as needed.

American Red Cross: A humanitarian organization led by volunteers, that provides relief to victims of disasters and helps prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

Command Section: One of the five functional areas of the Incident Command System. The function of command is to direct, control, or order resources, including people and equipment, to the best possible advantage.

Command Post: That location at which primary Command functions are executed; usually collocated with the Incident Base. Also referred to as the Incident Command Post.

Command Staff: The command staff includes all positions that assume responsibility for key activities at an incident and are not part of the line organization. The command staff is headed by the incident commander and may include the positions detailed on the table below. If a position is not filled by the IC, the IC performs the relevant duties directly.

Coordinating Agency: The coordinating agency shall be responsible for detailed planning, testing, and evaluation of their respective emergency support function. The Department Director of the coordinating agency shall serve as the principal advisor to the City Executive during the response and recovery phase. In addition, the Department Director of the coordinating agency must assure that essential operations of his/her agency will continue, unless otherwise directed by the City Executive or his/her designee.

Coordination: The process of systemically analyzing a situation, developing relevant information, and informing appropriate personnel of viable alternatives for selection of the most effective combination of available resources to meet specific objectives.

Emergency: Any occurrence, or threat, whether natural, technological, or man-made, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources and may involve governmental action beyond that authorized or contemplated by existing law because governmental inaction for the period required to amend the law to meet the exigency would work immediate and irrevocable harm upon the citizens or the environment of the county or clearly defined portion or portions thereof.

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Decontamination: The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials (HAZMAT).

Emergency/Disaster/Incident: An event that demands a crisis response beyond the scope of any a single-line agency or service that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the scope of local capabilities, a major emergency or disaster usually requires resources beyond what is available locally.

Emergency Alert System: A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency.

Emergency Operations Center: A facility from which the government directs and controls its emergency operations, where information about the status of the emergency is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

Emergency Operations Plan: A document that provides for preplanned and coordinated response in the event of an emergency or disaster situation.

Emergency Management: The preparation for and the carrying out of functions (other than functions for which military forces are primarily responsible) to prevent, minimize, and repair injury and damage resulting from natural, technological, or manmade disasters. These functions include firefighting, police, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare.

Emergency Support Function: A functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and maintain public safety.

Exercise: An activity designed to promote emergency preparedness; test or evaluate emergency operations plan, procedures, or facilities, train personnel in emergency response duties, and Demonstrates operational capability. There are three specific types of exercises: tabletop, functional, and full-scale.

Evacuation: Assisting people to move from the path or threat of a disaster to an area of relative safety.

Federal Disaster Assistance: Aid to disaster victims and/or state and local governments by

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federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of (PL 93-288).

General Staff: The general staff is responsible for the functional aspects of the incident command structure and typically includes operations, planning, logistics, and finance/administration section chiefs (if activated).

Geographic Information System: A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e.-data identified according to their locations.

Hazardous Materials: Substances or materials which may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored, or disposed of, which may include materials which are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

Incident Command System: A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span or control, predesigned facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning, and Finance/Administration.

Incident Commander: The individual responsible for the management of all incident operations. **Initial Damage Assessment Report:** A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

Local Emergency: The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or hardship. Only the Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

Local Emergency Planning Committee: Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring that the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III) are complied with.

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Mitigation: Activities that eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes, and regulations.

Mutual Aid Agreement: A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and/or equipment in an emergency.

National Response Framework: A guide to how the Nation conducts all-hazard response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the nation.

National Weather Service: The federal agency which provides localized weather information to the population, and during a weather-related emergency, to state and local emergency management officials.

Preparedness: The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises, and resources necessary to achieve readiness for all hazards, including Weapons of Mass destruction incidents.

Presidential Declaration: A presidential declaration frees up various sources of assistance from the Federal government based on the nature of the request from the governor.

Public Safety Policy Group/Executive Policy Group: For significant incidents and special events, the OEM may convene the Public Safety Policy Group. At times, the group is identified as the Executive Policy Group when there is less of a public safety focus. This group includes the Mayor, City Manager, Mayor’s Chief of Staff, OEM, Police Chief, Fire Chief, City Attorney, and other senior executives on an incident-specific basis. The Policy Group provides policy, decision-making, and resource support to incident commanders and unified commands. If the City Coordination Center (CCC) is activated, the Policy Group generally supports incident commanders through the CCC.

Resource Management: Maximizes the use of available resources, consolidates like resources, and reduces the communications load on the Incident Command Operation.

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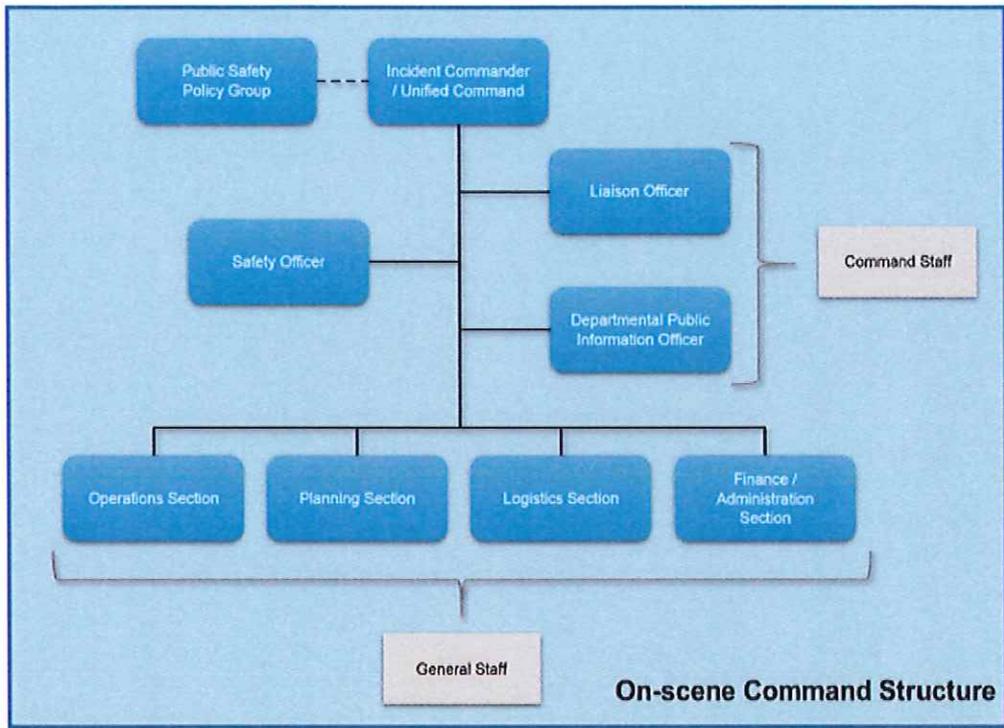
Situation Report: A form which, when completed at the end of each day of local Emergency Operations Center operations will provide the County with an official daily summary of the status of an emergency and of the local emergency response. A copy should be submitted to the State EOC via fax or submitted through WebEOC.

Span of Control: As defined in the Incident Command System, Span of Control is the number of subordinates one supervisor can manage effectively. Guidelines for the desirable span of control recommend three to seven persons. The optimal number of subordinates is five for one supervisor.

State of Emergency: The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the State is of sufficient severity and magnitude to warrant disaster assistance by the State to supplement local efforts to prevent or alleviate loss of life and property damage.

Superfund Amendments and Reauthorization Act of 1986: Established Federal regulations for the handling of hazardous materials.

Unified Command: Shared responsibility for overall incident management because of a multijurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations, and maximizing the use of all assigned resources.



Position	Responsibility
Liaison Officer	Serves as IC/UC's point of contact for representatives of other governmental agencies, non-governmental organizations, and the private sector.
Safety Officer	Monitors incident operations and advises IC/UC on all matters relating to operational safety.
Public Information Officer	Works in coordination with other agency PIOs and, in some cases, Mayor's Press Office, to provide timely, accurate, and accessible information to the public.

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List of Acronyms

ARC.....	American Red Cross
CRDP.....	County Receiving and Distribution Point
CFR.....	Code of Federal Regulations
CHEMTREC.....	Chemical Transportation Emergency Center
CIKR.....	Critical Infrastructure and Key Resources
CISM.....	Critical Incident Stress Management
COG.....	Continuity of Government
CWP.....	County Warning Point
DAC.....	Disaster Assistance Center
DENR.....	Department of Environment and Natural Resources
DHS.....	U.S. Department of Homeland Security
DMAT.....	Disaster Medical Assistance Team
DOD.....	Department of Defense
DOE.....	Department of Energy
DOT.....	Department of Transportation
DPS.....	Department of Public Safety
DROC.....	Disaster Recovery Operations Center
DRT.....	Disaster Response Team
DSS.....	Department of Social Services
DWQ.....	North Carolina Division of Water Quality
EAS.....	Emergency Alert System
EM.....	Emergency Management
EMS.....	Emergency Medical Services
EOC.....	Emergency Operations Center
EOP.....	Emergency Operations Plan
EPA.....	U.S. Environmental Protection Agency
ESD.....	Emergency Services Director
ESF.....	Emergency Support Function
FCC.....	Federal Communications Commission
FCO.....	Federal Coordinating Officer
FEMA.....	Federal Emergency Management Agency
GIS.....	Geographical Information Systems
GS.....	General Statute
HAZMAT.....	Hazardous Materials
IAP.....	Incident Action Plan
IC.....	Incident Commander
ICP.....	Incident Command Post
ICS.....	Incident Command System
IMT.....	Incident Management Team
JFO.....	Joint Field Office

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JIS.....Joint Information System
 MOU.....Memorandum of Understanding
 NAWAS.....National Warning System
 NCDA.....North Carolina Department of Agriculture
 NCEM.....North Carolina Division of Emergency Management
 NCEM.....EOP North Carolina Emergency Operations Plan
 NCGS.....North Carolina General Statutes
 NCNG.....North Carolina National Guard
 NC SHP.....North Carolina State Highway Patrol
 NDMS.....National Disaster Medical System
 NFIP.....National Flood Insurance Program
 NHC.....National Hurricane Center
 NIMS.....National Incident Management System
 NOAA.....National Oceanic and Atmospheric Administration
 NRF.....National Response Framework
 NWS.....National Weather Service
 OEM.....Office of Emergency Management
 PA.....Public Assistance
 PDA.....Preliminary Damage Assessment
 PIO.....Public Information Officer
 PSA.....Public Service Announcement
 RRT.....Regional Response Team
 SA.....Staging Area
 SAR.....Search and Rescue
 SARA.....Superfund Amendment and Reauthorization Act
 SCO.....State Coordinating Officer
 SITREP.....Situation Report
 SNS.....Strategic National Stockpile
 SOP.....Standard Operating Procedure
 SOG.....Standard Operating Guide
 SWP.....State Warning Point
 USDA.....U.S. Department of Agriculture

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Our vision is to create a prepared and resilient Fayetteville.

Emergency Support Function

Each ESF is supported by a coordinating agency(s) designated based on its authorities, resources, and capabilities in the functional area. ESFs are expected to support one another in carrying out their respective missions.

This plan identifies the purpose of each ESF, the primary and supporting agencies, Emergency Operations Center (EOC) and City Coordination Center (CCC) staffing requirements, planning assumptions, concept of operations, and actions for the preparedness and recovery phases of the disaster response.

Concept of Operations

Emergency Management Doctrine

The City of Fayetteville’s emergency management program is premised on a shared vision and shared responsibilities.

This vision is realized through the combined efforts of government, non-governmental organizations, and members of the community. OEM coordinates these efforts through the development, implementation, and continuous refinement of a comprehensive emergency management program. The program is supported by risk assessment and consultative and strategic planning processes led by OEM and informed by the priorities listed below. Organizational and programmatic goals are elaborated in greater detail in the Emergency Management Strategic Plan and operational goals are specified in various hazard-specific and functional plans.

Preparedness Priorities

1. Conduct regular threat and hazard assessments to identify and assess risk
2. Build and sustain capabilities to address risk in a strategic way
3. Develop and maintain operational and scalable plans and procedures
4. Establish and maintain systems, structures, and processes to support emergency operations
5. Promote personal and organizational preparedness among all members of the community

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OEM's mission is to focus people, plans, and programs to promote a prepared and resilient Fayetteville.

Response Priorities

1. Protect the life-safety of emergency responders and the public
2. Stabilize the incident
3. Minimize damage to property and the environment
4. Provide timely and accurate information to the public
5. Coordinate response operations to maximize capability and minimize duplication

Recovery Priorities

Short-term Priorities

1. Address health and welfare needs
2. Provide accessible sheltering for all affected individuals
3. Initiate damage assessment and debris removal activities
4. Engage in public information and community relations activities
5. Restore essential public facilities, infrastructure, and services
6. Restore utility and transportation services
7. Coordinate federal disaster assistance programs

Long-term Priorities

1. Initiate housing plans for those displaced
2. Redevelop and revitalize damaged areas
3. Rebuild social, economic, and educational systems
4. Address recovery needs across sectors of the economy and community

Mitigation Priorities

1. Protect public health and safety
2. Protect property
3. Protect the environment
4. Promote a sustainable economy
5. Increase public preparedness for disasters
6. Recover and rebuild smarter: minimize future risk and avoid repetitive loss

Responsibilities

The Role of the Office of Emergency Management (OEM) is responsible for emergency management in the City of Fayetteville. OEM leads a collaborative emergency management

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program that engages the public, all levels of government, non-profit organizations, and the private sector to prepare and plan for emergencies and disasters.

OEM Programs

OEM pursues its mission through three divisions and a variety of programs.

The Planning Division includes health and human services, infrastructure, and homeland security planning, data analysis and mapping, city service preparedness, and regional preparedness. These programs lead interagency planning initiatives, critical infrastructure protection projects, and training and exercise activities.

The Operations Division includes information technology, logistics, emergency operations center, operational coordination, public alert and warning, and OEM response programs. These programs provide the city with field response services, logistics coordination, and advanced facilities and systems to promote operational coordination.

The Strategy, Engagement, and Administration Division includes training and exercise, community engagement, public information, and administration and grants management programs. The division leads preparedness programming and performs public information functions during emergencies, facilitates training opportunities for all emergency management stakeholders.

City departments and agencies maintain exercise and training programs suited to agency-specific requirements. OEM manages a citywide training and exercise program to coordinate and complement agency-specific training and exercise programs.

Departments and agencies are responsible for training and maintaining certification records of personnel. OEM supports agency training programs by:

- Providing advanced National Incident Management System and Incident Command System training to agency-identified emergency personnel.
- Coordinating the delivery of specialized training to select personnel based on departmental need
- Maintaining records of City personnel who have participated in OEM-coordinated training courses
- Briefing newly elected and appointed officials regarding responsibilities and procedures contained in the EOP and other relevant plans, upon request

Departments and agencies are responsible for maintaining exercise programs consistent with agency-specific requirements. OEM supports agency exercise programs by:

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- Evaluating and implementing citywide plans through discussion-based and operations-based exercises
- Facilitating the broad participation of City departments and agencies in local and regional exercises
- Providing exercise planning support to City departments and agencies
- Promoting the disciplined development, tracking, and implementation of corrective actions

The OEM Training and Exercise Program develops exercise activities in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines to evaluate the efficacy of emergency management plans and procedures. These exercises are intended to build capabilities, improve information-sharing, and test existing plans and policies.

OEM Operations Support

OEM personnel and programs provide operations support for various types of incidents, citywide emergencies such as severe weather events, and special events. Operations support activities range from on-scene liaison officer services to situation reporting, to decision-making support, to full-scale activation of the City’s Coordination Center (CCC). The Emergency Management Coordinator (OEM) serves as the primary official responsible for emergency management in the City of Fayetteville.

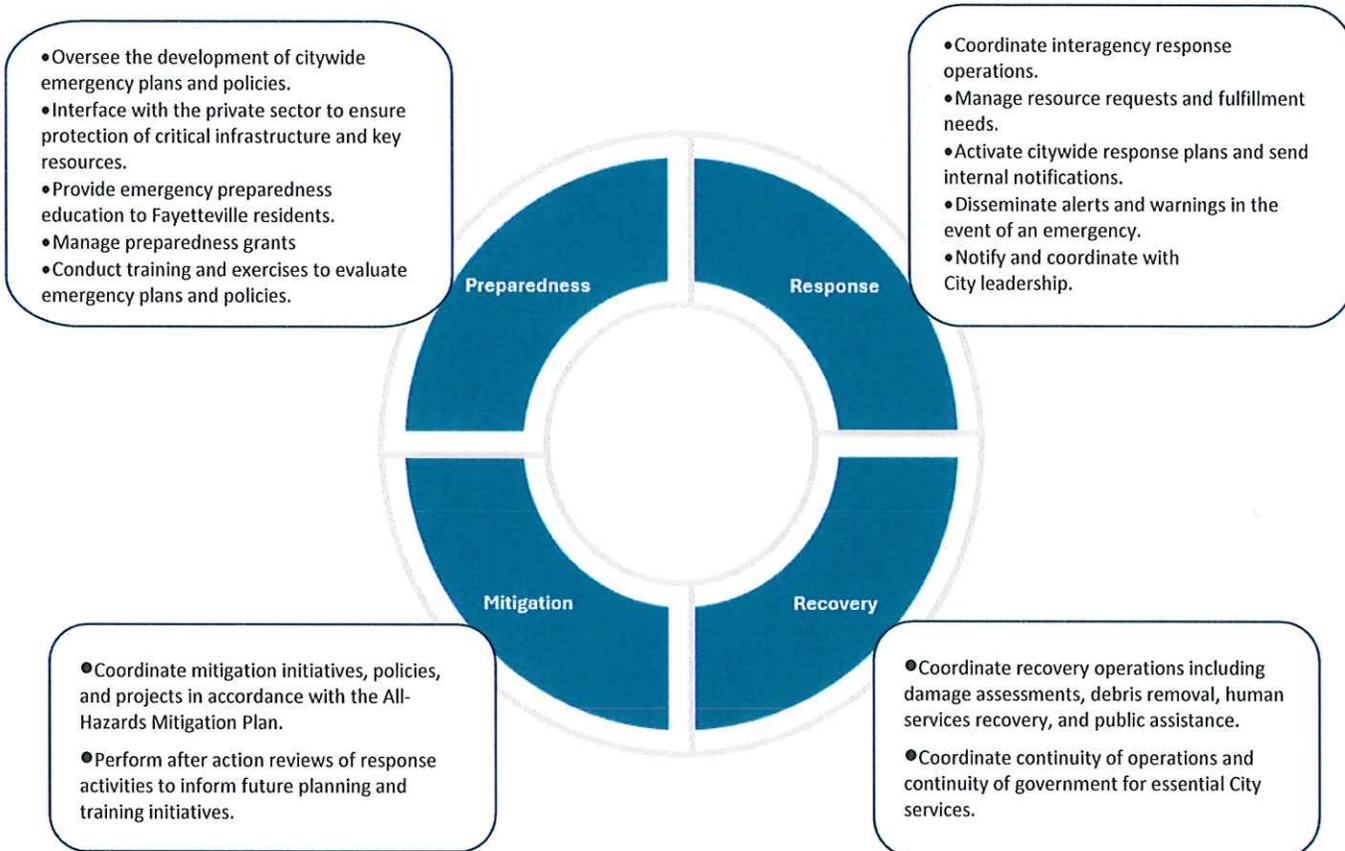
Program Strategy

Every three years, OEM will lead the development of an emergency management program strategic plan. The strategic plan defines the program’s mission, goals, objectives, milestones, and performance measures.

Program Evaluation

Select elements of the strategic plan will be evaluated on an ongoing basis. Six months before the expiration of the current strategic plan, OEM will lead a comprehensive review of program activities. This review will evaluate program elements, identify opportunities for improvement, and specify corrective actions. This review will inform the development of the next iteration of the emergency management program strategic plan.

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The Role of Primary Responding Agencies

EOC Operations Section and Emergency Support Function/Recovery Support Function Structure

The City of Fayetteville organizes City departments and agency activities into 15 Emergency Support Functions (ESFs) to coordinate and execute complex interagency and intergovernmental operations. The purpose of ESF organization is to identify and coordinate the activities of significant government and non-governmental agencies with a given type of functional responsibility and capability. For example, ESF 13: Public Safety and Security unites all involved agencies with law enforcement responsibilities to address security issues efficiently and effectively.

The OEM activates ESFs on a selective basis according to incident-specific requirements. City ESFs may be combined and integrated with state and federal ESFs to varying degrees depending on the nature of an incident and the particularities of individual ESFs.

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By default, OEM serves as the coordinating agency for all ESFs. Depending on the context and scale of an incident, the OEM may designate a particular agency to lead one or more ESFs. This agency then assumes the ESF Coordinating Agency role.

ESF Coordinating Agency Roles and Responsibilities

The coordinating agency provides leadership, coordination, and oversight for its designated function. Specifically, coordinating agencies are responsible for chairing ESF meetings, coordinating the operations of ESF agencies, reporting on progress and challenges, and communicating unmet needs to OEM. ESF Agency Roles and Responsibilities All EOC liaisons are responsible for collaborating horizontally with one another and vertically with departmental leadership to share information, establish citywide priorities, commit resources, and coordinate response and recovery operations. This process is supported by OEM staff and the City’s executive leadership. This organizational approach promotes interagency coordination and accelerates problem-solving. The table below describes each ESF and the relevant local and regional agencies associated with each function. Any of these agencies may be asked to assume a coordinating role within a designated ESF.

Support Function	Description	Coordinating Agency
ESF 1- Transportation	This ESF addresses transportation requirements of organizations to perform their respective missions during an emergency and provides guidance for other support functions to accomplish response recovery and assistance missions to include evacuation out of an area at risk to a safe area within or outside of the county.	Airport Transit FCPR Public Services FPD FFD
ESF 2- Communications	This ESF describes communication systems and resources and establishes communications and warning procedures to be used by the County, and the surrounding municipalities during an emergency.	Information Technology FPD/Fay911 Human Relations FFD
ESF3- Public Works and Engineering	This ESF provides guidance to coordinate public and private public works services during an emergency or disaster. The public works services may include solid waste disposal, water distribution, sewer system, and debris removal. Coordination of services includes technical advice, technical evaluations, engineering services, construction management, inspections, emergency contracting, and repairs.	Development Services Public Services Fayetteville PWC

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ESF4- Firefighting	This ESF provides guidance for the coordination of fire resources and activities to ensure the safety of life and property within the County during imminent or actual emergency situations.	FFD
ESF5- Emergency Management	This ESF supports activation and coordination of the Emergency Operations Center and coordination of incident management and response efforts in accordance with NIMS.	OEM
ESF6- Mass Care and Emergency Assistance	This ESF provides guidance for establishing a system of identifying, procuring, distributing, sustaining, coordinating, and tracking resources for emergency operations within the county. Also included is a method of tracking the expenses incurred to locate, transport, and consume these resources.	Transit Economic & Community Development FCPR FFD FPD OEM Office of Community Safety Marketing & Communications
ESF7- Logistics Management and Resource Support	This ESF provides guidance for establishing a system of identifying, procuring, distributing, sustaining, coordinating, and tracking resources for emergency operations within the county. Also included is a method of tracking the expenses incurred to locate, transport, and consume these resources.	Budget & Evaluation Finance FFD Public Services Fleet
ESF8- Public Health and Medical Services	This ESF provides guidance for general coordination of public health, emergency medical services, mass medical activities, mental health services, and mortuary needs in an emergency. It also establishes a process to obtain additional emergency health and medical services, if required.	OEM Office of Community Safety
ESF9- Search and Rescue	This ESF provides guidance in coordinating search and rescue (SAR) activities in the county, to include a search for a missing or lost person(s), missing watercraft, or suspected drowning. It outlines the general procedures that may be implemented as necessary for a successful search, to include providing medical assistance to victims upon rescue.	OEM FFD FPD
ESF10- Hazardous Materials	This ESF provides basic information and guidance for a coordinated response to a potential or actual hazardous material (HazMat) incident (chemical, biological, and radiological) within Cumberland	OEM FFD FPD Public Services

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	County, or a surrounding municipality.	
ESF11- Agriculture and Natural Resources	This ESF coordinates support for the protection of the agricultural, natural, and cultural resources during an emergency or disaster. This section also works to coordinate animal and agricultural health issues, animal and plant disease pest response, and food safety security. It also discusses directions for handling issues related to animals before, during, and after a disaster situation.	OEM FCPR
ESF12- Energy	This ESF provides guidance to coordinate public and private sector response and recovery activities for continued energy sources during an emergency that may impact or threaten to impact the county. The primary responsibilities addressed in this ESF are the restoration of public utilities and energy during an emergency.	Public Service Fayetteville PWC
ESF13- Public Safety and Security	This ESF provides guidance for coordination of law enforcement activities, security of resources and CIKR, and traffic control during an emergency and disaster situations.	FPD FFD
ESF14- Recovery	This ESF describes the damage assessment and recovery process and outlines the criteria for individual assistance and public assistance programs.	Development Services Economic & Community Development Public Services FFD FPD
ESF15- External Affairs	This ESF provides guidance for the distribution of emergency public information and protective action guidance. It also is responsible for the staffing, operating, maintaining, and coordination of Public Information Centers and Joint Information Centers.	Human Relations Marketing & Communications

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It's important to prepare yourself, your family, and your loved ones for the hazards Fayetteville faces. Everyone is responsible for having an emergency plan, storing emergency supplies in the home, and knowing how to Shelter-in-Place and evacuate.

The Role of Individuals and Organizations

Individuals and households, non-governmental organizations, and the private sector play a leading role in the city's preparedness for, response to, and recovery from emergencies. The city government promotes community preparedness through programs including OEM public education, alert and warning, and other initiatives.

Individuals and families are responsible for taking steps to prepare themselves for disasters. This includes making a plan, setting aside supplies, and keeping informed of events that may affect the safety of the community. City departments and agencies support these efforts by offering a variety of preparedness workshops, trainings, and outreach programs that provide guidelines and information to inform planning and preparedness.

Non-governmental organizations also perform critical services before, during, and after emergencies and disasters. These organizations are essential to the capacity of the community to respond to and recover from disasters. Private sector organizations play a similarly important role. Through these relationships, the city is able to coordinate expanded preparedness initiatives and response and recovery activities that would not be possible through government activities alone.

Continuity of Government

The purpose of continuity of government planning is to ensure that City government can be preserved, maintained, and/or reconstituted in the event of an emergency. In accordance with the *City of Fayetteville Continuity of Operations Plan*, this document specifies the succession of authority for the Office of Mayor, succession and delegation of authority for senior appointed positions, and command and control.

Mayor

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In the event that the mayor is incapacitated, formal succession to the Office of Mayor is established in the City of Fayetteville charter in the following order:

1. Mayor Pro Tem

Appointive Offices

Succession and delegation for senior appointed positions are addressed in the City of Fayetteville Continuity of Operations Program. Agency-specific continuity of operations plans elaborate position, authority, delegation to position, triggering conditions, and limitations in detail.

Command and Control

In the event that continuity of government plans is to be implemented, command and control relationships remain as specified in other existing policies, plans, and procedures.

City of Fayetteville Continuity of Operations Program

Department and agency-specific continuity of operations planning support the City’s continuity of government planning. The purpose of continuity of operations planning is to ensure that agencies can continue to perform essential city functions under a broad range of circumstances. For this reason, OEM has established the City of Fayetteville Continuity of Operations Program. Through this program, City departments and agencies develop and maintain continuity of operations plans for the maintenance and/or prompt resumption of essential city services and functions. For City agencies, the Office of Innovation and Technology is a primary partner in the citywide continuity of operations program.

City Departments/Agencies/Offices

City departments and agencies will identify a continuity of operations planning officer and establish and update annually a continuity of operations plan that:

- Identifies the official (and at least three successors) responsible for directing the organization’s emergency response operations.
- Identifies circumstances under which succession authorities would become effective.
- Identifies the specific emergency authorities that may be assumed by a designated successor during emergencies.
- Identifies the stakeholders responsible for the organization’s physical and virtual environments; and
- Prescribes procedures to be followed in executing the organization’s emergency response tasks.

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Preservation of Records

The elected officials and heads of departments and agencies will ensure that all documents of both public and private nature recorded by City officials are protected from unauthorized disclosure, damage, or destruction at all times.

Emergency and Disaster Declarations

Levels of Government

The direction of emergency services is the responsibility of the lowest level of government capable of managing a given incident. During an emergency, the mayor will direct and coordinate response and recovery operations through the regularly constituted government structure, assisted by OEM.

Municipal State of Emergency/Local Declaration of Disaster Emergency

The Mayor is authorized to declare a State of Emergency by the Article 1A, Chapter 166A, N.C.G.S.; N.C.G.S. §166A-19.22 and Chapter 9 of the Code of Ordinances, City of Fayetteville they find that the city or any part thereof is suffering or is in imminent danger of suffering civil disturbance, disorder, riot, or other occurrence which will seriously and substantially endanger the health, safety, and property of the citizens.

By declaring a State of Emergency and Declaration of Disaster Emergency, the Mayor may take any of the following measures:

- Prohibit or limit the number of persons who may gather or congregate upon the public highways or public sidewalks, or in any outdoor place, except persons who are awaiting transportation, engaging in recreational activities at a usual and customary place, or peaceably entering or leaving buildings.
- Halt access or egress upon public highways to or from the city or any part thereof.
- Suspend operations at municipal airports.
- Halt the movement of trains, boats, or other vehicles into, within, or from the city.
- Establish a curfew limiting the hours when people may go upon or travel the public streets.
- Require the closing of taprooms and bars and prohibit the sale or service of alcoholic beverages in any hotel, restaurant, club, or other establishment.
- Prohibit or restrict the sale of gasoline or other inflammable liquids; and
- Prohibit the sale, carrying, or possession on public streets or public sidewalks, or in any public park or square, of weapons including, but not limited to, firearms, bows and arrows, air rifles, slingshots, knives, razors, or missiles of any kind.

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The State of Emergency declared by the mayor shall exist for the period set forth in the proclamation unless it is formally terminated prior to the date set forth.

State Declaration of Disaster Emergency

The Governor of North Carolina may declare a disaster emergency by executive order or proclamation if a disaster has occurred or if the threat of a disaster is imminent. When two or more counties are affected by a disaster emergency, the Governor will exercise directional authority and control through NCEM. The NCEM Director shall be prepared to become the Executive Officer in charge of carrying out the decisions of the gubernatorial administration for direction, coordination, and support of response activities for all commonwealth departments/agencies, counties, municipalities, and designated institutions. NCEM will exercise this authority through the affected county emergency management agencies. If and when a disaster exceeds the resources of the Commonwealth, the Governor may request assistance from the Federal government through a variety of programs including a Presidential Disaster Declaration. Under a declaration of disaster emergency, the Governor is granted powers over temporary housing, debris, and wreckage removal, distribution of community disaster loans, individual and family assistance, and grants for hazard mitigation, appropriation of federal funds, and the suspension of certain laws during emergency assignments.

In addition to the powers listed above, the declaration grants the Governor the authority to take any of the following measures:

- Suspend the provisions of any regulatory statute prescribing the procedures for the conduct of Commonwealth business, or the orders, rules, or regulations of any Commonwealth agency, if strict compliance with the provisions of any statute, order, rule, or regulation would in any way prevent, hinder, or delay necessary action in coping with the emergency.
- Utilize all available resources of the Commonwealth Government and each political subdivision of the Commonwealth as reasonably necessary to cope with the disaster emergency.
- Transfer the direction, personnel, or functions of Commonwealth agencies or units thereof for the purpose of performing or facilitating emergency services.
- Subject to any applicable requirements for compensation under NCGS 166A-11, commandeer or utilize any private, public, or quasi-public property if necessary to cope with the disaster emergency.
- Direct and compel the evacuation of all or part of the population from any stricken or threatened area within the Commonwealth if this action is necessary for the preservation of life or other disaster mitigation, response, or recovery.
- Prescribe routes, modes of transportation, and destinations in connection with evacuation.

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- Control ingress and egress to and from a disaster area, the movement of persons within the area, and the occupancy of premises therein.
- Suspend or limit the sale, dispensing, or transportation of alcoholic beverages, firearms, explosives, and combustibles.

Federal Disaster Declarations

If the Governor deems that the disaster exceeds the capacities of the Commonwealth, they may submit a request for assistance via FEMA to the President of the United States, who upon approval may direct supplemental assistance to the affected jurisdiction(s).

The Robert T. Stafford Act provides two types of federal assistance:

- **Emergency Declarations** – The President can issue an Emergency Declaration for any occasion or instance when the president determines federal assistance is needed. Emergency Declarations supplement state and local efforts in providing emergency services, such as the protection of lives, property, public health, and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. The total amount of assistance provided for a single emergency may not exceed \$5 million. If this amount is exceeded, the President shall report to Congress.
- **Major Declarations** – The President can declare a Major Disaster Declaration for any natural event, including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought, or, regardless of cause, fire, flood, or explosion, that the president believes has caused damage of such severity that it is beyond the combined capabilities of state and local governments to respond.

During Major Declarations, three main types of federal financial assistance may be provided. Federal assistance may be provided individually or in conjunction, depending on the needs identified:

- **Individual Assistance** – Financial assistance to individuals and households
- **Public Assistance** – Financial assistance to state and local governments and certain private nonprofit organizations for emergency work and the repair or replacement of disaster-damaged facilities
- **Hazard Mitigation Assistance** – Financial assistance to state and local governments and certain private nonprofit organizations for actions taken to prevent or reduce long-term risk to life and property from natural hazards

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Direction, Control, and Coordination

Incident Management Field Operations

The mayor, acting through the Managing Director, is responsible for the overall management of incidents affecting public welfare. Operational responsibilities are delegated to City departments and agencies with statutory jurisdiction. Field operations are overseen by a single incident commander or a unified command depending upon the jurisdictional and functional scope of an incident. Incident commanders and unified command structures perform primary tactical-level, on-scene incident command functions. Command is exercised from a location specified by the incident commander or unified command. This location is identified as the Incident Command Post. Ranking officers and supervisors from responding agencies report to the Incident Command Post to coordinate field response operations. All agencies are required to identify and train personnel with emergency responsibilities in the National Incident Management System (NIMS) and Incident Command System (ICS). OEM offers NIMS and ICS training of various types to personnel from all City agencies and key partner organizations. City agencies and partner organizations are responsible for identifying personnel who should receive NIMS and/or ICS training and ensuring that selected individuals' levels of training are appropriate and current.

Interagency Coordination and Support

During routine incidents, ICs rarely require centralized policy and coordination support. However, ICs and UCs may require assistance during unusual, expanding, or complex incidents. OEM will dispatch liaison officers, deploy mobile command resources, and/or activate the City's CCC to provide enhanced coordination services to support field operations.

The OEM and/or City leadership may employ enhanced multi-agency coordination measures for incidents of:

- Significant magnitude and scope
- Unusual complexity
- Extended duration
- Substantial interagency involvement

Executive Coordination

In the event of a citywide emergency, the OEM will convene the Policy Group to include select executives from departments with significant roles in the City's response and recovery efforts.

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City Coordination Center

The CCC is the City’s primary venue for interagency coordination and decision-making. The CCC is staffed by liaisons from City, State, and Federal governments; the private sector; and non-governmental organizations.

The CCC supports and coordinates incident command by:

- Collecting, analyzing, and sharing information
- Coordinating interagency operations
- Providing decision-making support
- Establishing citywide priorities
- Managing resource requests and logistics support

The OEM, in consultation with the Managing Director, will activate the CCC to one of three staffing levels depending on the requirements of a given incident, as described in the table below.

Activation Level	Posture
Monitor	<ul style="list-style-type: none"> • OEM enhance incident monitoring activities • Agency coordination is generally achieved via telephone and virtual communication.
Partial	<ul style="list-style-type: none"> • OEM and select agency liaisons staff the CCC, typically one to three emergency support functions are represented. • Senior Leadership may respond to the CCC to support decision-making and coordination process • This may be done in person or virtually, dependent on incident severity.
Full	<ul style="list-style-type: none"> • OEM and a full complement of agency liaisons staff the CCC, typically more than three emergency support functions are represented. • Senior Leadership may respond to CCC to support the decision-making and coordination process. • This may be conducted both virtually and in person, depending on the severity of the incident.

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CCC Organization and Management

The CCC is organized to complement the administrative structure of City government, provide for scalability and flexibility, and align with Commonwealth and federal organizational structures. The CCC employs a hybrid Incident Command System/Emergency Support Function (ICS/ESF) organizational model. The main components of the CCC organization are summarized in the following table and the Operations Section is described in additional detail in the sections that follow.

EOC Organizational Unit	Function
CCC Command	CCC Command is maintained by the OEM or designee. OEM is supported by Command Staff including CCC Manager, Public Information Officer, ESF Coordinators, and on-scene liaison officers. The OEM may convene select senior executives for ongoing consultation via the Policy Group.
Citywide Operations Section	Citywide Operations coordinates and supports interagency operations through an ESF structure.
Citywide Planning Section	Citywide Planning maintains situational awareness through the generation of regular situation reports, data tracking and analysis, and GIS activities. Future planning is also conducted during complex events with both Incident Action Plans and function-specific concepts of operations when warranted.
Citywide Logistics Section	Citywide Logistics serves as the single ordering point for significant citywide incidents, performing resource tracking functions, and managing the interagency and intergovernmental resource request process.
Citywide Finance & Administration Section	Citywide Finance & Administration provides procurement and public assistance support services to departments and agencies.

Incident Command Post/City Coordination Center Interface

The CCC complements but does not displace the authority of incident commanders and unified command structures at the scene of an incident. Command—defined by NIMS as “the act of

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directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority”—is exercised in the field and supported from the CCC. On-scene commanders interface with the CCC via their designated agency liaison officers and/or OEM on-scene Liaison Officers. The CCC interfaces with City, County, and State departmental operations centers and communications centers.

Intergovernmental Coordination and Resource Support

OEM, through the CCC, leads intergovernmental information sharing, operational coordination, and resource requests during emergencies. OEM works laterally with other agencies, counties, and those with a standing mutual aid agreement, as well as vertically with the Commonwealth of North Carolina and other levels of government when appropriate.

Operational Coordination

OEM establishes operational coordination through liaison relationships with local and regional departments and agencies, the forum of the CCC, and other coordination mechanisms, such as mobile command posts and video conferencing. When a particular incident requires support from the county, state or other jurisdictions, OEM will partner with Cumberland County Emergency Management and other emergency management agencies to maintain a unified coordination structure and process centered around the incident action planning cycle.

Resource Support

As a major municipal government, the City of Fayetteville maintains considerable resources and capabilities. Furthermore, the city participates in mutual aid agreements that promote the prompt transfer of resources across jurisdictional boundaries. OEM manages the non-routine interagency and intergovernmental sourcing of resources for all City departments and partner agencies.

Public Information and Alert & Warning

The city provides accurate, coordinated, and actionable information as promptly as possible to the whole community through all proper communications platforms while considering accessibility and language access needs to relay hazards, mitigation efforts and protective actions, services, and assistance being made available to the community.

To ensure consistent, one-voice messaging with stakeholders to avoid confusing and conflicting public information, a Joint Information System is created before, during, and/or after a complex event. The group consists of internal and external agencies’ communications representatives who are connected via email, phone, virtual, or in-person. The group is used to inform, de-conflict,

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and present a common understanding of departmental information before it becomes public. If a response requires ongoing multi-agency communications coordination and publication of information, a Joint Information Center (JIC) may be created as a space for tracking media inquiries and to create official, vetted information for social media or media release. Publication of information can be through OEM and city-managed communications assets on social media, digital media, news media, fliers, door-to-door and public address, press releases, media interviews, live-streamed press conferences, and protective actions statements.

Finance and Administration

Citywide Finance and Administration supports the purchasing, financial, and administrative coordination of a response. This includes liaising between City central departments (Procurement, Finance, Budget, Law, City Management Office (CMO), and Recovery) and operational departments. During a response, OEM will contact and when necessary, bring into the CCC, a representative from the City’s Procurement Department. OEM will also request a representative from Budget and/or Finance be available 24/7 during a response. OEM will contact and/or convene the Finance and Administration Department, whenever an event is anticipated to need procurement, it is likely to be a reimbursable event or is requested by an operating department for assistance. The OEM/CCC Finance and Administration Section will work with the central department representatives to find purchasing and contracting solutions for resource and professional service needs. This may include existing contracts, emergent contracting, purchase card uses, or other solutions. OEM/CCC Finance and Administration Section will also work with central and operational departments to ensure communication and action is taken regarding potentially reimbursable activities, which would require tracking of personnel straight time, overtime, equipment usage, and contract usage.

Plan Requirements, Maintenance, and Distribution

This Plan has been written with the guidance of the Comprehensive Preparedness Guide (CPG) 101 - Developing and Maintaining Emergency Operations Plans.

Plan Maintenance

City leadership and personnel with responsibility for emergency management and/or designated essential services shall adhere to the policies and procedures established in this plan. The plan components will be reviewed and updated every three years or sooner as determined by the OEM. OEM conducts several different planning efforts, including hazard-specific plans, functional plans, playbooks, and incident action plans.

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Hazard-based plans describe how departments and organizations will organize and act to manage a specific hazard event such as a hurricane or winter storm. These plans integrate and synchronize elements from relevant functional plans and add hazard-specific context and tactical considerations. OEM maintains a limited number of hazard-based plans.

Functional plans describe how departments and organizations will organize and act to perform a specific mission or service in any number of contingencies. Most OEM plans are functional in nature. Functional plans may be activated in various combinations to flexibly meet the operational requirements of a given contingency. Examples include the Mass Care Plan, Mass Casualty Plan, and Public Assistance Plan.

Incident action plans are special events or significant no-notice event planning documents detailing command and control and public safety, communications, transportation, public information, and event-specific policies and procedures.

Plans maintained by OEM are intended to be updated on a regular schedule. Hazard-specific plans will be reviewed annually. Functional plans are intended to be reviewed every two years. Incident action plans are developed for specified events and expire once the event concludes. Continuity of Operations Plans are intended to be reviewed every two years. The Hazard Mitigation Plan is intended to be reviewed every five years.

Enforceability

This plan is enforceable under the provisions of N.C.G.S. Chapter 166A – North Carolina Emergency Management Act.

Execution

This plan provides the standing framework for the management of natural disasters, accidents or failures, and terrorist or major criminal incidents affecting the City of Fayetteville. City agencies will activate functional and hazard-specific plans in concert with this plan as circumstances require.

Distribution

This base plan is a public document developed by OEM in consultation with City executives and approved by the Fayetteville City Council. The plan is distributed to the City Council and all OEM liaisons and is also available on the City’s website.