

GUILFORD COUNTY

EMERGENCY MANAGEMENT



ANNUAL REPORT FISCAL YEAR 2023

*Guilford County Emergency
Services Emergency Management
Division 1002 Meadowood St.
Greensboro, NC 27409
(336) 641-2278*

Introduction to Emergency Management

Vision and Mission

Guilford County Emergency Management's vision is:

A community resilient from all threats and hazards.

Guilford County Emergency Management's mission is:

To promote a whole community that is resilient and sustainable from all threats and hazards. This will be met through a proactive and professional Emergency Management Program that fosters partnerships within the community to create a model of excellence for preventing, protecting against, responding to, mitigating, and recovering from emergencies and disasters.

Emergency Management Overview

Emergency management is the managerial function charged with creating the framework within which communities reduce vulnerability to threats and cope with disasters. Emergency

management is comprised of five individual but overlapping mission areas that are designed to support the National Preparedness Goal, as defined by Presidential Policy Directive 8:



National Preparedness Goal

A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

Prevention, Protection, Mitigation, Response, and Recovery. Prevention is primarily focused on avoiding or stopping a potentially disastrous incident or event from occurring.

Protection is comprised of the protection of citizens, residents, visitors, and assets against the greatest threats and hazards that may occur. Mitigation focuses on reducing the loss of life and property by either reducing the likelihood of an incident occurring or minimizing its impact. Response focuses on rapid emergency response to save lives, protect property, and the environment, as well as maintenance of basic human needs in the immediate aftermath of a

disaster. Finally, Recovery focuses on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy. Recovery also includes repairing the health, social, cultural, historic, and environmental fabric of communities affected by disasters.

Meet the Staff

During Fiscal Year 2023 (FY2023), the Emergency Management Division was staffed by six full-time employees EM Coordinators and three part-time employees.

Steven Grose – Emergency Management Division Director

Kevin Turner-Senior Emergency Management Coordinator-Burlington

Conor Baker – Emergency Management Coordinator

Cassie Hughes-Emergency Management Coordinator (August 2022-March 2023)

Catherine Hughes – Emergency Management Coordinator

Marlene Kostyrka- Emergency Management Coordinator

Part-Time Staff

Craig Aberbach – Emergency Management Coordinator

Rachel Faucette – Emergency Management Coordinator

Taylor Jones-Emergency Management Coordinator

Partner Agencies

Guilford County Emergency Management partners with a variety of agencies to ensure residents' needs are met. These include nonprofit agencies such as the American Red Cross, United Way, Goodwill Industries, the Salvation Army, and the Volunteer Center of the Triad; private sector businesses, such as Duke Energy and Energy United; healthcare entities such as Cone Health, Atrium Health Wake Forest Baptist, and Kindred Healthcare; first response agencies such as Guilford County EMS, Greensboro Police Department, Greensboro Fire Department, High Point Police Department, High Point Fire Department; state agencies such as the North Carolina Department of Emergency Management and the North Carolina Department of Transportation, educational entities such as the Guilford County School System, Guilford Technical Community College, University of North Carolina at Greensboro, and North Carolina A&T State University; and local government entities such as Guilford County Public Health, Greensboro Water Resources, High Point Electrical Utilities, and Jamestown Public Services.

Hazards Affecting Guilford County

Guilford County can be affected by various types of hazards. These hazards can be natural hazards, which are the most frequently occurring, and may come in the form of winter storms, tornadoes, high winds, and flooding. Other hazards are man-made or technological, such as hazardous materials or transportation incidents that occur on the road and rail networks.

Guilford County Emergency Management analyzes and compiles information from various sources to create a Hazard Identification and Risk Assessment (HIRA) for the county. The HIRA defines the hazards Guilford County is vulnerable to and ranks the hazards based on probability, impact, spatial extent, warning time, and duration. The HIRA can be accessed at readyguilford.org and selecting “Learn about Hazards”.

The 8 highest ranked hazards in Guilford County are list in order below.

1. Winter Storm
2. Hurricane/Other Tropical Disturbance
3. Thunderstorm (Wind/Lightning)
4. Flooding
5. Hazardous Materials Incidents
6. Tornado
7. Public Health/Emerging Disease Threat
8. Communications System Disruption/Failure



Hazardous materials can be found throughout Guilford County, both in the transportation system and within a variety of facilities. According to the most recent E-Plan data, Guilford County has 16 Risk Management Program (RMP) facilities, 237 Tier II facilities with Extremely Hazardous Substance (EHS) chemicals, 24 Toxic Release Inventory (TRI) facilities with EHS chemicals, and 520 facilities with Tier II submissions. Emergency Management collaborates with the Guilford County Local Emergency Planning Committee (LEPC) to identify facilities in Guilford County that manufacture, process, or store hazardous chemicals and assist them with preparing emergency response plans.

2023 Year in Review

Exercises

Guilford County Emergency Management participated in 12 exercises during FY2023. Six were tabletop exercises, 4 were functional exercises, and 2 were full-scale exercises. The exercises that Guilford County Emergency Management participated in and/or hosted and the dates on which they were conducted are listed below.

FY 2023 Exercises

Name	Date	Virtual/In-Person	Host
Guilford County Quarterly WebEOC Exercise	September 22, 2022	Virtual	Guilford County Emergency Management
Burlington Water Resources Tabletop Exercise	October 7, 2022	In-Person	City of Burlington
Stokesdale Elementary School Active Assailant Functional Exercise	October 24, 2022	In-Person	Guilford County School System
Guilford County EMS MCI Exercise	October 25, 2022	In-Person	Guilford County EMS
Bank of America Virtual Tabletop Exercise	October 26, 2022	Virtual	Bank of America
NCEM SERT Activation Exercise	December 14, 2022	Virtual	North Carolina Emergency Management
Piedmont Triad Regional Council Winter Weather Tabletop Exercise	January 26, 2023	In-Person	Piedmont Triad Regional Council
Burlington Water Resources Full Scale Exercise	February 1, 2023	In-Person	City of Burlington
NCEM SERT Activation Exercise	March 15, 2023	Virtual	North Carolina Emergency Management
Guilford County Emergency Operations Center (EOC) Exercise	March 16, 2023	In-Person	Guilford County Emergency Management
PTIA Tabletop Exercise	April 28, 2023	In-Person	Piedmont Triad International Airport
NCEM Statewide Exercise	May 9-10, 2023	Virtual	North Carolina Emergency Management

Corrective Action Planning Program

Guilford County Emergency Management participates in after action assessments after all incidents, events, and exercises to streamline operations and planning efforts. The Emergency Management Division has a formalized process to manage a Corrective Action Planning (CAP) program by identifying and tracking various items identified as being beneficial to address and improve upon. The CAP program aims to track trends for improvement within agency and partner operations and to allow for a streamlined approach to improvement planning.

Work on CAP items in FY23 involved various stakeholders. At the end of FY2023, of the CAP items from past incidents, events, and exercises, 8 items were assigned and in progress, 25 items were assigned and on hold, and 28 items had been completed. CAP items completed in FY2023 were from the following incidents and exercises: the 2022 Primary Elections EOC activation, the May 2022 WebEOC exercise, the COVID-19 Pandemic, and the 2018 Hurricane Season.

Community Outreach

The Emergency Management Division enhances community disaster resilience through providing disaster preparedness education and assisting local businesses with emergency planning. Presentations are given to communities, businesses, and healthcare facilities. These presentations inform residents about the emergency management program, hazards they may face, and ways to be better prepared.

In FY2023, Emergency Management staff delivered 15 preparedness events. At least 100 individuals from within the community attended these presentations, and emergency management staff members spent over 20 hours working on these programs. Twelve of these events were preparedness presentations, two were community events, and one was the provision of preparedness materials to the Town of Whitsett.



Stakeholder Training

The Emergency Management Program hosts regular training opportunities for stakeholder agencies to operate in the EOC during an activation. New and ongoing training was provided to at least 15 stakeholder agencies through routine and just-in-time training in FY2023.

Meetings and Committees

The staff members of Guilford County Emergency Management were involved in a variety of different committees and groups during FY2023. A list of committees and groups that staff are engaged in is below.

- Greensboro Community Sustainability Council
- Guilford County Joint Information System
- Guilford County Epidemiology Team
- Guilford County Local Emergency Planning Committee
- Guilford Metro 911 Radio Users Group
- International Association of Emergency Managers Emerging Technology Caucus
- Moses Cone Health System-Wide Emergency Management Committee
- North Carolina Department of Transportation Traffic Management Group
- Triad Healthcare Preparedness Coalition (THPC)
- Triad Regional Advisory Committee
- Triad Region Operability Network (TRON)



FY2023 Incidents and Events

Incidents and Events

In FY2023, Guilford County Emergency Management staff responded to 22 incidents and received notification of an additional 159 incidents requiring resource coordination or reporting. In addition, the EOC was activated twice to a Level 2 – Partial Activation status and maintained a Level 3 – Monitoring Activation in response to the COVID-19 pandemic until August 15, 2022, when the local State of Emergency was terminated. A local State of Emergency was

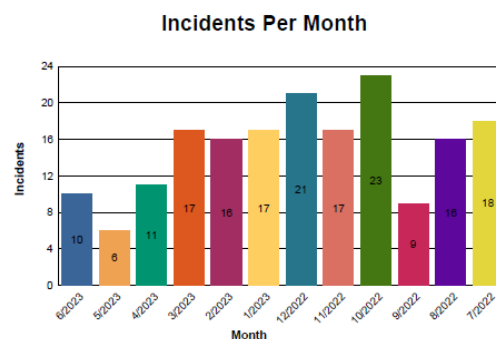


Figure 1

declared on September 30, 2022, in anticipation of impacts from Hurricane Ian. The WebEOC system was also activated 16 times for incident support and documentation needs. Emergency Management staff also continued to provide resource and logistical support through WebEOC for ongoing COVID-19 requests. Figure 1 shows a breakdown of the number of incidents per month and Table 1 lists the number of occurrences of the types of incidents the county experienced during FY2023.

Table 1 Incidents by Type

Incident Type	No Response	Responded – Emergency	Responded – Non-Emergency	Total Occurrence
Aircraft Event	14	0	5	19
Fire - Building	4	0	2	4
Fire – Other	4	0	0	4
Good Intent	7	0	1	8
HazMat Spill – Chemical	4	0	1	5
HazMat Spill – Other	11	0	0	11
HazMat Spill – Petroleum	37	0	2	39
HazMat Spill – Radiation	1	0	0	1
Health or Medical Event	2	0	1	3
Law Enforcement Event	7	2	5	14
Mass Gathering	1	0	0	1
Missing Person	5	0	2	7
Mutual Aid Given	1	0	0	1
Other	13	0	2	15
Railway Incident	4	0	0	4
Sewage Spill	37	0	0	37
Utility Failure	3	0	1	4
Weather – High Wind	1	0	0	1
Weather –Thunderstorm	3	0	0	3
Totals:	159	2	20	181

Guilford County Emergency Alert, Notification, and Information (GEANI) System

Guilford County's Emergency Mass Notification System, or GEANI, is utilized to disseminate emergent and urgent warnings to

community members. The system uses phone numbers listed on the yellow and white pages. Also, it allows residents to self-register their cell phone number and email address. In addition to phone calls and texts,

the system provides access to FEMA's Integrated

Public Alert and Warning System (IPAWS) utilizing Wireless Emergency Alerts (WEA).

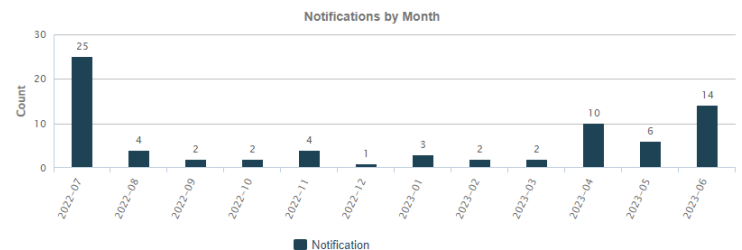


Figure 2

In FY2023, 104 emergent and urgent notifications were delivered by GEANI to community

members (Figure 2). Guilford County Emergency Management did not activate the WEA system in FY2023.

During public outreach campaigns, both in person and through social media, Guilford County residents are regularly reminded about the benefits of registering for the GEANI system. Registrations for the system were slow to increase over the past 3 fiscal years, largely due to limitations caused by the COVID19 pandemic. However, in

FY2023, over 1,300 new users were added, a marked increase from the previous 3 fiscal years.

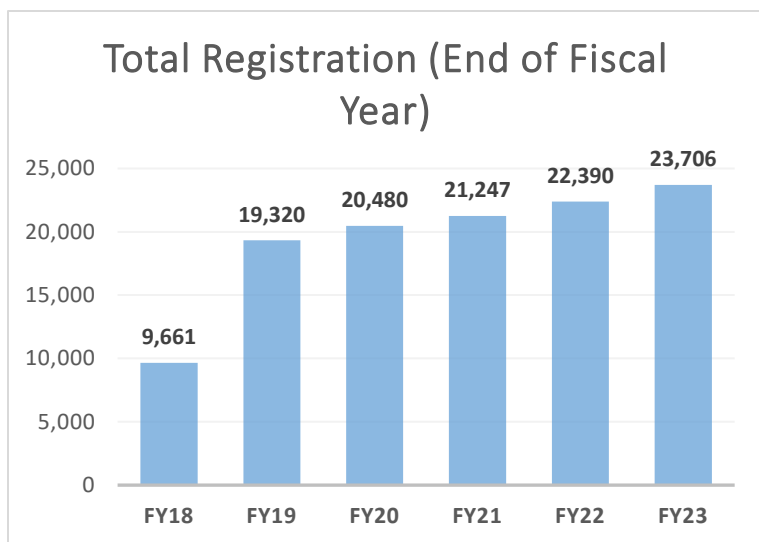


Figure 3

Internal Everbridge Notification System

In addition to emergency notifications, Guilford County Emergency Management uses Everbridge as a Stakeholder notification system to communicate and coordinate with stakeholder agencies. This system is also used by Guilford County Public Health to communicate with local health providers. In FY2023, this system was used 140 times to disseminate internal messaging to update stakeholders related to Guilford County's hazards and COVID-19.

Everbridge also provides an internal notification system for Guilford County, the City of Greensboro, the City of High Point, and Guilford Metro 911. The system can be used to notify

employees of a governmental closure or delayed opening, an emergency event at their place of work, or can be used to dispatch special teams (such as the Special Event Response Team or the Hostage Negotiation Team). In FY2023, these internal systems were utilized 76 times by the City of Greensboro, 24 times by the City of High Point, 53 times by Guilford Metro 911, and 179 times by Guilford County.

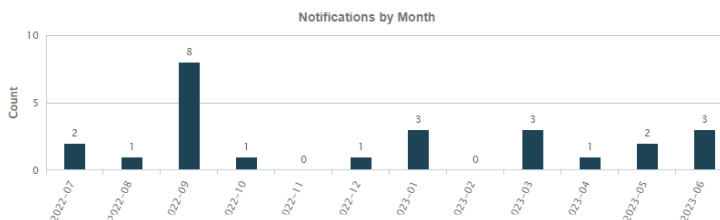
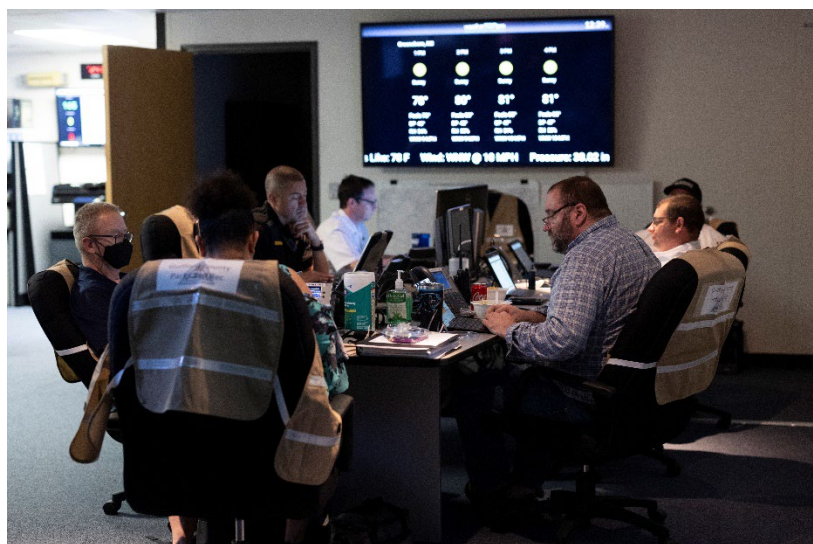


Figure 4

Fiscal Year Incident Spotlight

2022 General Election Support

The 2022 Primary Election occurred on November 8, 2022, with early voting beginning on October 20th and ending on November 5th. GCEM worked with the Guilford County Board of Elections and 33 other agencies to develop Incident Action Plans for the early voting period and



election day to ensure a smooth voting process for Guilford County voters. Any incidents during the early voting period were resolved virtually and the EOC was activated to a Level 2 on May 17th to provide support on election day. Ten agencies participated in person at the EOC, and twenty agencies

participated virtually from a variety of locations around the county. Participating agencies included parks and recreation departments, local public safety agencies, and local utilities. During this event, fifty-five users accessed the WebEOC system for incident coordination needs.

Tropical Storm Ian

On Tuesday, September 27, 2022, the National Weather Service in Raleigh issued an initial briefing for potential impacts from Hurricane Ian. In preparation, GCEM participated in webinar updates held by the Central Branch Office of North Carolina Emergency Management and hosted a briefing for Guilford County Stakeholders. Further preparation included focused meetings regarding sheltering with Human Services and Mass Care Stakeholders should the need for population sheltering arise. On September 30, 2022, the Chair of the Board of Commissioners declared a local State of Emergency in preparation for the storm's arrival, and the EOC activated to a Level-3 Monitoring state. During the activation, multiple stakeholders were represented in the EOC, and over 100 users accessed the WebEOC system for information. The primary impacts to Guilford County were high winds and widespread power outages. Between 25 and 30 homes made calls for service for trees onto structures, and power outages

peaked above 43,000 customers between Duke Energy and the City of High Point, with some Duke Energy outages extending multiple days. After the storm passed, the State of Emergency was terminated on October 3, 2022, at 1 pm.

December 23rd Extreme Cold

On December 19, 2022, the National Weather Service in Raleigh issued a briefing for potential severe winter weather from December 22 through December 25, with the most significant impacts forecast in the overnight hours on December 23 and 24. On December 21, the forecast was revised, placing wind chills during the overnight hours of December 23 to 24 in the -10-to-0-degree Fahrenheit range. On the 24 and 25, temperatures were observed to be 15 to 20 degrees below normal, with daytime wind chills in the teens and 20s- and single-digit wind chills at night.

Predicted impacts included isolated power outages, dangerous driving conditions, and the risk of frostbite or hypothermia to people and pets exposed to the extreme cold. In the overnight hours of December 22 and 23, Duke Energy reported approximately 17,000 power outages, and High Point Electric reported about 200. On December 24, due to the extreme demand on the electric grid caused by the extended cold temperatures, Duke Energy implemented load-shedding protocols, which caused rolling blackouts across all of North Carolina, including Guilford County.

During this event, Emergency Management Staff and Guilford County EMS coordinated with Cone Health and Atrium Health Wake Forest Baptist for the potential use of space for patients with power-dependent medical needs who may not have electricity. In response to increased 911 calls for service due to power outages and traffic collisions, the Guilford County Fire System implemented System Status Yellow, which limits resources dispatched to specific calls to conserve resources and keep responders as safe as possible.

Fiscal Year Key Projects and Programs

During FY2023, Guilford County Emergency Management worked on a variety of projects, many of which will carry over into FY2024.

Elected Officials Workshop

On January 30, 2023, the Emergency Management Division hosted an Elected Officials Workshop at Bur-Mil Park. Along with the emergency management division, emergency

SENIOR AND ELECTED OFFICIALS' ROLE



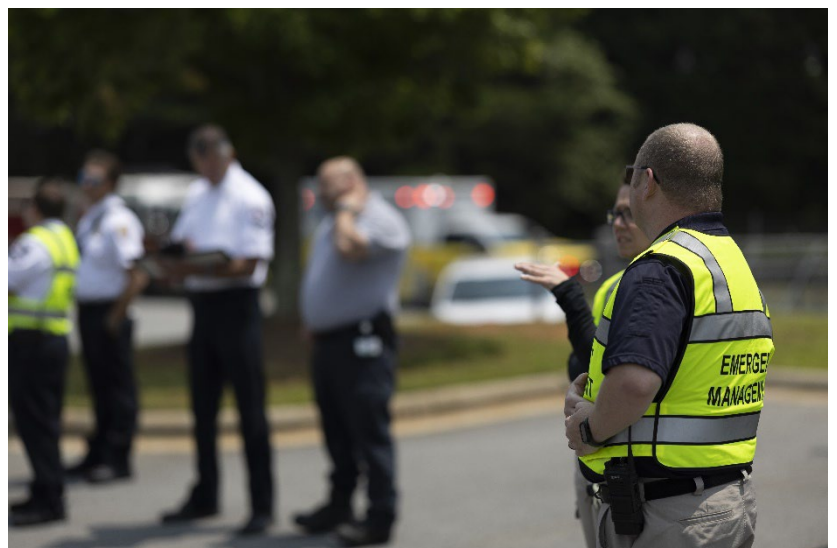
- Jurisdictional Managers
 - Provide policy guidance on priorities and objectives based on situational needs
 - Reduce barriers from bureaucratic processes
 - Liaise with Elected Officials
- Elected Officials
 - Relay constituent concerns to the County Manager
 - Support a coordinated voice on disaster information
 - Sign or sign on to a State of Emergency Declaration if needed

management officials from the cities of Greensboro and High Point presented on the emergency management program in those cities, and how they interact with the county. Elected and appointed officials representing nine jurisdictions attended,

totaling 31 participants. The workshop included an overview of emergency management principles, emergency management in North Carolina, an introduction of EM staff and their roles and responsibilities, state of emergency coordination, the state and federal reimbursement process, mass care and public information coordination, and the roles of senior and elected officials.

Active Assailant Working Group

Guilford County Emergency Management led a team of public safety members in a year long process of developing a county wide framework for response to Active Assailant Incidents. The team consists of local hospitals emergency managers, colleges/universities law enforcement



and emergency managers, Sheriff's Office, Greensboro City Police and Fire, County Fire Representatives, City of High Point Fire, Guilford Metro 9-1-1, Guilford County Emergency Medical Services, and Guilford County Schools.

The group is working through final revisions of the framework and is expected to publish the final version by the end of 2023. The group has goals of training all personnel and working towards conducting a full-scale exercise by the end of 2024 or early 2025. This working group has built relationships across agency lines to produce a framework that all response agencies can incorporate, with the goal of being prepared to serve and protect the community if an incident of this nature should occur.

Burlington Emergency Management

Burlington is a city in central North Carolina located mostly in Alamance County and partially in Guilford County. The city has a population of over 50,000 and has an Emergency Management Coordinator position. In July 2020, GCEM began providing emergency management on call and some programmatic services to the city on a contractual basis. In the FY2021 budget, the Guilford County Board of Commissioners approved the creation of an Emergency Management Coordinator position, funded by the City of Burlington, to provide Emergency Management services to the City. In October 2021, Kevin Turner was hired to fill this position.

Incident Highlight

Fiscal year 2023 saw no major incidents that resulted in an EOC activation. Late September brought Tropical Storm Ian and Emergency Management assisted with incident coordination between multiple City of Burlington departments and Alamance County Emergency Management. Emergency Management responded to several smaller incidents at the request of specific departments as well as complaint investigations.

Major Projects

EOP Approval and Implementation

In July the Emergency Operations Plan (EOP) was completed, approved, and implemented. The EOP was developed with the involvement and input of internal and external stakeholders. A draft was submitted from the All-Hazards Planning Committee to City Administration for final approval prior to presenting to council for final approval and implementation. Training programs for the new EOP along with City Coordination Center operations and WebEOC are in development and will be delivered in 23 Q4, 24 Q1 and Q2.

Integrated Preparedness Plan and Workshop development

In conjunction with the EOP approval, EM began to develop the Integrated Preparedness Plan Workshop (IPPW) to be conducted in Q4 2023. The IPPW will solicit stakeholder input to develop the Integrated Preparedness Plan (IPP). The IPP is a multi-year plan that combines efforts of stakeholders across the elements of the Integrated Preparedness Cycle to ensure the City enhances or builds the capabilities necessary to respond to its threats and hazards.

Special Events

Emergency management continues to be a vital stakeholder in planning major city sponsored events. Emergency Management participates in the planning and the Incident Command Post for:

- Carousel Festival
- Independence Day Fireworks
- Halloween Fireworks
- Christmas Parade
- Mission Man Triathlon

Water Resources Tabletop and Full-Scale Exercises

Emergency Management designed and facilitated a tabletop exercise (TTX) for the Water Resources department. The TTX brought together stakeholders to discuss a response to a chlorine gas leak at the wastewater treatment facilities.

The TTX culminated in a Full-Scale Exercise (FSE) designed to test the City and its mutual aid partners response to a chlorine gas leak at the East Plant Wastewater Treatment Facility. This exercise involved multiple response agencies as well as Alamance Burlington School System. Agencies worked to isolate the impacts of and mitigate the leak, extricate simulated patients, perform decontamination, simulate the evacuation of residents and schools, and communicate with the public.

These exercises were designed and conducted to not only build capabilities within the City but also assist Water Resources with meeting pending regulatory mandates as an RMP facility.

Training, Education, and Involvement

The following is a highlight of training completed by Emergency Management staff:

- Emergency Management Institute (EMI) Emergency Management Basic Academy
- EMI Instructional Presentation and Evaluation Skills
- EMI/NFA All-hazards Incident Management Team
- Managing the Inland Search Function
- Certified by North Carolina Emergency Management as a Homeland Security Exercise Evaluation Program (HSEEP) course instructor
- Continued work to become an Incident Command System instructor
- North Carolina Emergency Management Association (NCEMA) Spring Conference
- NCEMA Municipal Caucus Secretary
- International Association of Emergency Management Municipal Conference Member
- Alamance County Local Emergency Planning Committee (LEPC) Vice-Chair

Annual Updates

Updates on strategic planning initiatives and identified resource shortfalls are provided below.

Guilford County Emergency Management Strategic Plan

Goal 1: Enhance public outreach efforts to develop a “Culture of Preparedness” in Guilford County.

Supporting Objective	Milestone	Update
Adopt a whole community approach to emergency management that promotes equitable access and integration of historically underserved and at-risk populations and organizations in emergency planning processes	Ongoing	GCEM continues to promote and utilize a whole community approach to emergency management through ongoing planning processes.
Increase user registrations and community awareness of the GEANI community notification system by 1,500 registrations annually	Annually	GEANI added 1316 users in FY2023.
Promote a “culture of preparedness” through twenty community events annually	Annually	GCEM participated in 15 community events during FY2023.
Promote the awareness of preparedness resources by increasing site visits to ReadyGuilford and interactions on social media channels by ten percent annually.	Annually	ReadyGuilford had 13,934 site visits in FY2023.
Further develop relationships with partner agencies, businesses, industry, non-profit, and faith-based organizations to improve communications and coordination in all emergency management mission areas	Ongoing	GCEM continues to develop relationships with partner agencies and organizations across all emergency management mission areas.

Goal 2: Continuous improvement of the Guilford County multi-agency coordination systems by strengthening capabilities for interagency coordination during emergencies and disasters.

Supporting Objective	Milestone	Updates
Improve the end user experience in WebEOC through system improvements and enhanced user trainings.	Ongoing	WebEOC training is offered quarterly with just in time training offered as needs arise. WebEOC continues to be evaluated to improve the end user experience.
Implement WebEOC on mobile devices by January 2021	Q1 2021	On hold due to needed WebEOC updates.
Design, build, and operate a new Emergency Operations Center that meets	2025	Still in the planning process. Phase 1, the emergency services logistics facility, was

the needs of the Emergency Management Program		opened in October 2020. The EOC is anticipated to be part of Phase 2.
Resolve 50% of CAP Board items within 12 months of issue identification	Ongoing	28 CAP items were resolved during FY 2023.
Increase coordination meetings with stakeholder agencies	Ongoing	GCEM continues to engage and coordinate with stakeholder agencies in all areas of emergency management.

Goal 3: Assure that Guilford County maintains a comprehensive all hazards training and exercise program to evaluate and test all aspects of local emergency management systems.

Supporting Objective	Milestone	Updates
Implement the FEMA Integrated Preparedness Cycle model by July 2021	Q3 – 2021	On hold due to staffing challenges. The implementation of the FEMA Integrated Preparedness Cycle will continue in FY2024.
Complete the Training and Exercise Workshop and develop the Multi Year Training and Exercise Plan by December 2020.	Q4 - 2020	MYTEP covering 2021-2023 was finalized in December 2020.
Facilitate the implementation of a training and exercise calendar annually.	Annually	Training and exercise calendar was completed for calendar year 2021.
Continue the exercise program, support partners in exercises, and participate in regional and state-wide exercises	Ongoing	GCEM participated in 2 full scale exercises, 4 functional exercises and 6 tabletop exercises hosted by a variety of partner agencies. GCEM hosted 2 functional WebEOC/EOC exercises.

Goal 4: Strengthen emergency management planning within the Emergency Management Program and support stakeholders in the development and maintenance of key responsibilities in the Emergency Management Program.

Supporting Objective	Milestone	Updates
Support partners in the enhancements of mass care capabilities to include special medical needs and functional needs support.	Ongoing	GCEM coordinates annual meetings between ESF-6 & ESF-8 partners to address mass care capabilities and needs, in addition to as needed coordination meetings prior to a potential incident.
More closely integrate with public health preparedness planning, special event planning, and special operations planning within the Emergency Management Program	Ongoing	GCEM continues to engage public health, special event, and special operations partners in planning processes when appropriate.

Host the FEMA Integrated Emergency Management Course for the Emergency Management Program to coincide with the opening of a new Emergency Operations Center	2025	Still in the planning phases.
Continue to support the disaster planning needs of the healthcare community	Ongoing	Review of DHSR plans continue to be conducted by GCEM upon request

Goal 5: Enhance the Recovery Program in Guilford County, including comprehensive planning efforts and collaboration with nontraditional partners.

Supporting Objective	Milestone	Updates
Hold a recovery workshop to enhance collaboration and understanding of the key Emergency Management Program responsibilities	Q2- 2021	A full revision of the Recovery Plan is scheduled for FY2024, including extensive stakeholder meetings.
Revise the Recovery Plan and supporting documents by July 2021 through a collaborative process with community stakeholders	Q4-2021	A full revision of the Recovery Plan is scheduled for FY2024.
Implement the FEMA Lifelines process by December 2021	Q4-2021	FEMA Lifelines have been incorporated into the situation report and flash report templates.

Identified Resource Shortfalls (Resource Management Report and Gap Analysis)

Resource Need	Estimated Timeframe	Updates
Staffing Capabilities		
Red Cross needs Volunteer Disaster Responders in both planning and operations	Ongoing	ARC continues to recruit volunteers, and mutual aid can be used as needed
Red Cross needs volunteers for Disaster Health Services	Ongoing	ARC continues to recruit volunteers, and mutual aid can be used as needed
There is a lack of Mental Health support for shelters.	Ongoing	Mutual aid as needed as a temporary solution and the county continues to foster partnerships with local mental health services
Guilford County does not maintain staffing or equipment to operate a call center for daily or disaster operations.	Ongoing	A contract company has been hired to fulfil this role on an interim basis.

DSS does not have the staffing capacity to support shelter operations due to pre-storm requirements from NC DHHS.	Ongoing	DSS is exploring alternate staffing options for shelters.
Several agencies expressed staffing turnover as a potential issue limiting extended disaster operations.	Ongoing	Addressed through the training and exercise plan.
Equipment		
County Animal Control needs pickup truck and a large trailer for large animal rescue and large equipment transport	Ongoing	Capital Improvement Plan (CIP), grant opportunities.
The Health Department lacks a conditioned warehouse space and material handling equipment to support a Local Receiving Site for SNS assets.	Ongoing	The Emergency Services logistics facility on Pepperstone Drive will serve as the LRS.
High Point 9-1-1 does not have CAD access in the Guilford County Emergency Operations Center.	Ongoing	This is being addressed as needed through the use of MCTs.
The Public Health Command Center does not have dedicated phone lines or supporting technology.	Ongoing	Command Center has been moved to the 4 th floor of 1100 East Wendover and has been upfitted with technology to better suit the mission.
Generator Issues		
Intersections in High point need to have portable generator hookups installed.	Ongoing	Mitigation Grant Request, CIP Requests internally; Mitigation funding was requested
The generator at 1100 E Wendover does not provide enough power to maintain cooling for medications and vaccines for long term power outages.	Ongoing	Coolers are on the generator circuit and the Emergency Services logistics facility has been identified as a backup.
The generator at the BB&T Building does not provide power to the third-floor meeting space and computer lab which have been used as makeshift call centers or a temporary EOC for elections.	Ongoing	Due to a shortage of capital funding, this will be addressed at a later point.
Sheltering Concerns		
High Point needs to have a shelter identified within city limits and have generator installed there	In Progress	Two generator projects are currently in progress through Federal Mitigation funding; contractors have been assigned, though installation is delayed due to supply chain shortages.
Lack of ADA compliant shelters in Guilford County, need to retrofit some pre-identified shelter locations	Ongoing	The primary shelter has been retrofitted for ADA compliance. Other locations are scheduled to be retrofitted through the

		City's Capital Improvement Plan.
Emergency Services Needs		
GCEM staff with Ford Escapes, which have proven to be insufficient for their job responsibilities	2021-Completed	All GCEM Ford Escapes have been replaced with more suitable vehicles.
The Emergency Operations Center will only allow 30 – 35 people in the main coordination room which limits interagency coordination. A larger space for EOC Activations is needed.	Ongoing	County CIP Process.