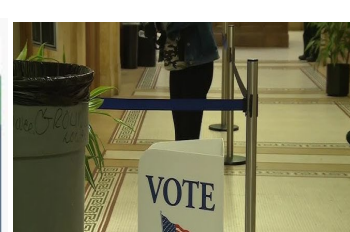
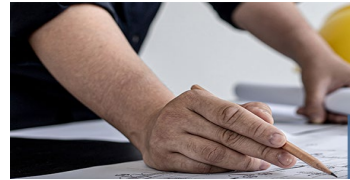
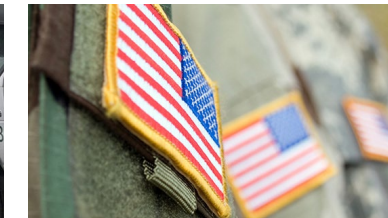
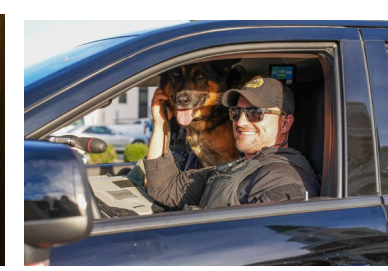


# Department Updates



# Purpose of Meetings

Over the next few months, Department Directors will provide updates on:

- Overview of County Services
- Internal/External factors driving service demand
- Metrics to “tell the story” about operations
- Opportunities or Threats that may impact operations

These are intended to give the Board of Commissioners a better understanding of county operations leading into the budget process.

## **December**

Animal Services  
Emergency Services  
Parks  
Inspections

## **January**

Public Health  
Social Services  
Sheriff's Office

# One Guilford: Vision - Our Why & How

3

**Purpose:** Empowering *Successful People* to thrive in a *Strong Community* supported by *Quality Government*

## Successful People

Guilford County is made up of thriving Successful People who have equitable access to a range of coordinated social, physical, and behavioral health services and partnerships that meet them where they are to support their life journeys. Our education and credentialing systems produce graduates with high academic achievement and skill levels that allow them to compete successfully in our thriving job market and support themselves and their families. Our residents are healthy, educated, housed, and employed throughout their lives. Communities within our county are connected and our residents are engaged, supported and fulfilled.

## Strong Community

Guilford County is a Strong Community that protects the safety and security of its residents through strategically coordinated and professional public safety services. We have strong and inclusive local and regional economies; a clean environment with quality recreational outlets; and vibrant arts, culture, and entertainment options. Our community has a continuum of safe and affordable housing and a strong safety net for those who are experiencing housing insecurity. We have quality public infrastructure that is accessible to all ages and abilities and is equitably distributed across the county. Guilford County is an attractive, fun, and diverse community that welcomes newcomers and retains our home-grown talent. People readily choose to live and raise families here.

## Quality Government

Guilford County is a fiscally-sound Quality Government that promotes transparency, equity, accountability, and efficiency, meaning our government is a trusted and inclusive partner that is genuinely engaged with and reflective of our community. We are a highly sought-after organization that values and supports a high-performing, professional, thoughtful, and innovative workforce where our team members are excited to work. We provide data-informed, high-quality strategic leadership that supports resilient and sustainable services while optimizing and safeguarding the public's assets. Guilford County is a community of firsts and is regularly recognized for its unique and effective programs. Our team members and residents enjoy safe public facilities that meet the service, access, and technological needs of our community.



# Emergency Services



*Academy Graduation from November 2024*

# Emergency Services Overview

Guilford County Emergency Services seeks to serve as a safety net for members of our community when they are faced with a health, traumatic, fire, or environmental emergency, as well as to focus on preventing such emergencies.

Guilford County Emergency Services was established in 1979 by combining EMS and Fire Services, and later adding Emergency Management. EMS was the State's first professional paramedic agency (1974) and maintains the highest level of accreditation since 2000 (CAAS).

Emergency Services provides the following services:

- Emergency Management
- Emergency Medical Services
- Fire Inspections & Investigations
- Administrative Coordination
- GM911 Coordination
- Other Operations – Fleet Maintenance
- Other Operations – 800MHz Radio System
- Community Paramedicine
- Fire Operations
- Coordination of Rural Fire Protection

*Alignment with Strong Community Goals*

## Strong Community

Goal 1: Maintain safe and secure communities through strategically coordinated and professional public safety services.



# Emergency Services Overview

## **Policy Framework:**

- County-operated vs. Contracted services
- Respond to all calls (Alpha through Echo)
- Same response time goals across the county
- Two-tiered BLS/ALS medical response where Guilford County has a first tier (fire departments/EMT's) and second tier (ambulance/Paramedics) for most medical responses, which means the first tier (BLS) responds to a medical call before the second tier (ALS) arrives
- Special event coverage
- Jointly funded GM911 System, operated by City of Greensboro, and excluding High Point
- County-funded fire operations support to rural departments
- Rural department org/funding structure



# Emergency Services Overview

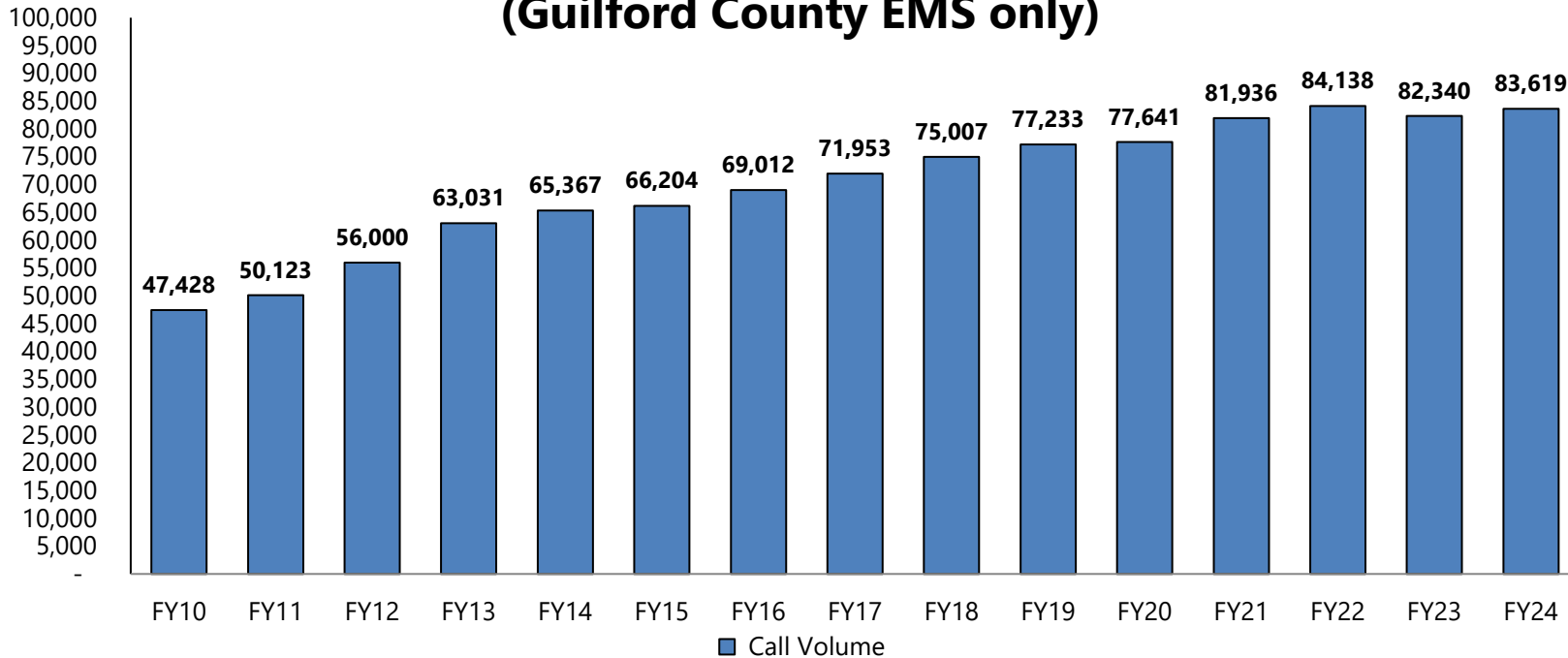
<b>Quadrant A – (N/A)</b>	<b>Quadrant B – (\$7,681,655)</b> <ul style="list-style-type: none"><li>• Emergency Management</li><li>• Emergency Medical Services</li><li>• Fire Inspections &amp; Investigations</li></ul>
<b>Quadrant C – (\$8,286,630)</b> <ul style="list-style-type: none"><li>• Administrative Coordination</li><li>• GM911 Coordination</li><li>• Other Operations – Fleet Maintenance</li><li>• Other Operations – 800MHz Radio System</li></ul>	<b>Quadrant D – (\$2,776,208)</b> <ul style="list-style-type: none"><li>• Community Paramedicine</li><li>• Fire Operations</li></ul>

*Shows net county funds*



# Emergency Services – Number of Calls

**Call Volume  
(Guilford County EMS only)**



Since FY2010, call volumes grew at an average of **5%** per year, while population grew by **0.9%** per year

Greatest growth in call volume is in:

- Non-emergency calls
- High system utilizers

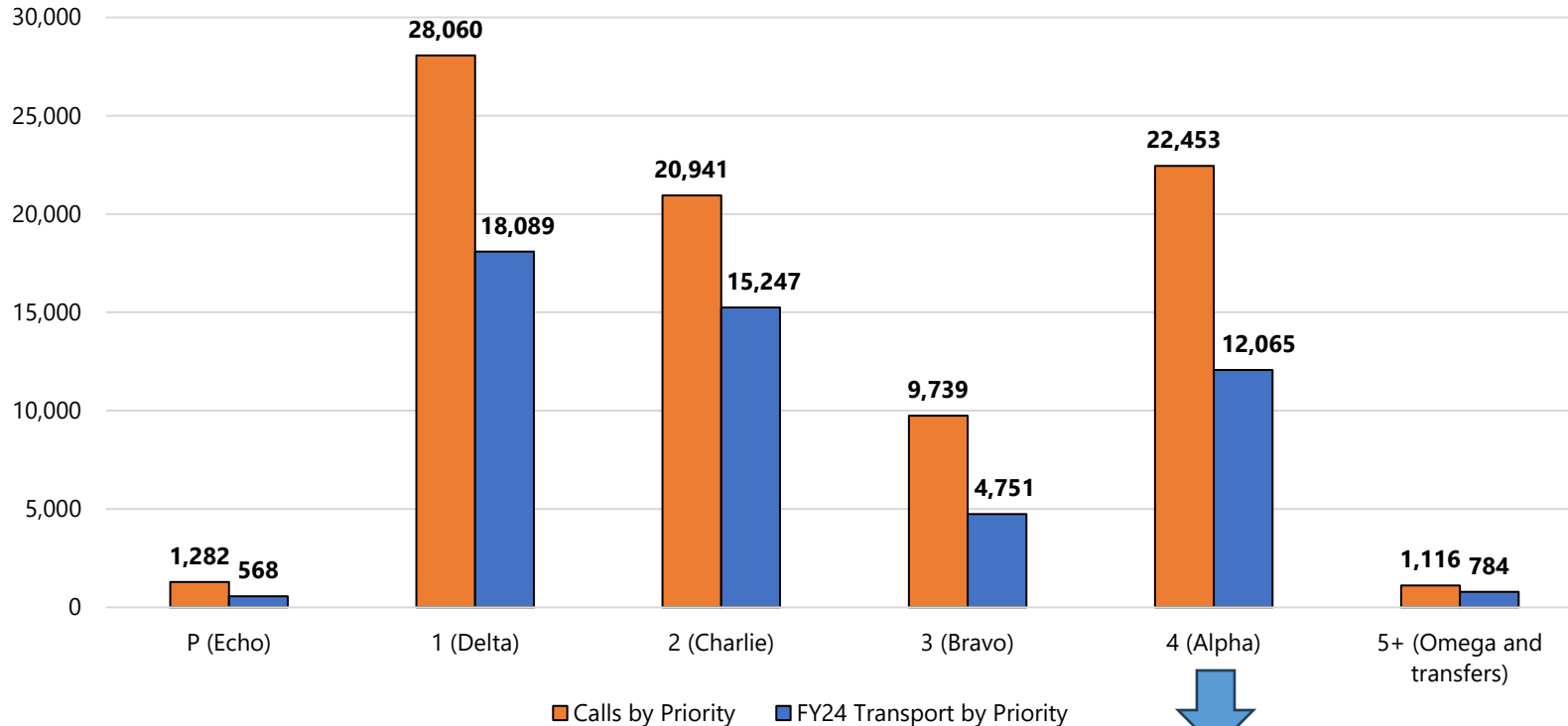
Call volumes have **stabilized** since Fiscal Year 2021, partly associated with efforts to decrease high system utilizers and Fire only responses





# Emergency Services – Type of Calls

**FY24 Call and Transports by Priority**



Response to **Alpha** calls is a policy dial, including refining response time standards and exploring alternative service delivery methods.

**Echo Calls** - *imminent life threat calls that require immediate intervention (e.g. cardiac arrest, hanging, underwater, respiratory arrest, choking, etc.)*

**Delta Calls** - *Life-Threatening Emergency — Chest pain, difficulty breathing, unconsciousness, seizures, dangerous bleeding, structure fire, serious vehicle crashes, gunshot.*

**Charlie Calls** - *a potentially life-threatening emergency such as difficulty breathing, Non-responsiveness, Stroke, Substance overdose, Diabetic problems*

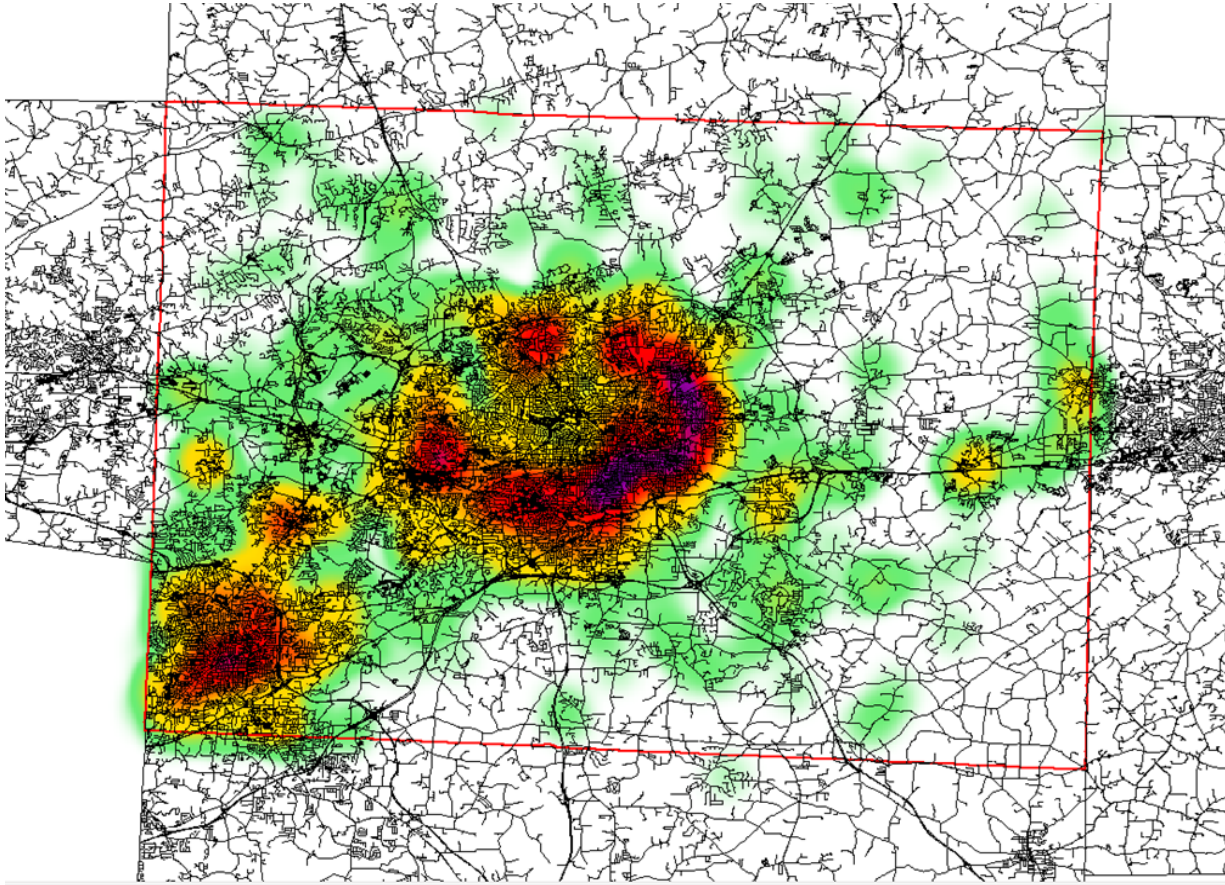
**Bravo** - *a limited emergency or limited caller information. Accidents with unknown injuries, Falls with reported injury, Unknown medical issues*

**Alpha** - *a non-emergency*



# Emergency Services – Moments of Demand

10



- Temporal Demand: **When calls occur** (Hour of Day and Day of Week)
- Geospatial Demand: **Where calls occur** (location)
- We must have adequate units to meet both for response times to be acceptable
- We are challenged at numerous times a day, and forced to “hold” low priority calls

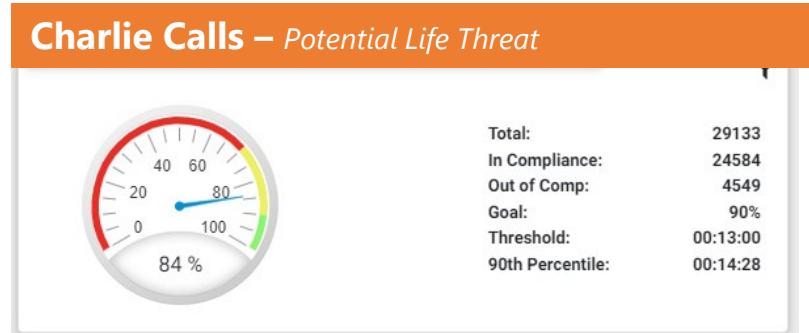
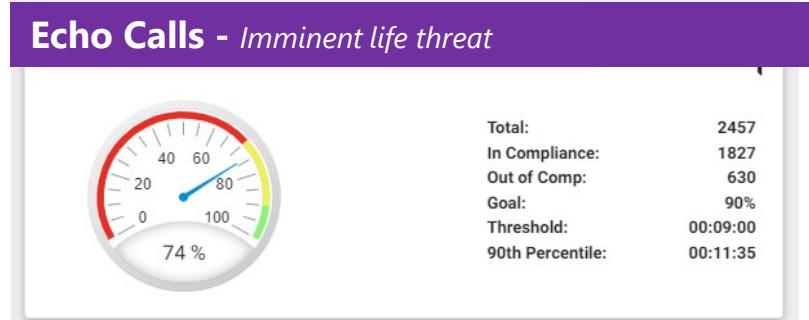
# Emergency Services – Response Time

## Unit Time to Response –

In 2000, the Board of Commissioners affirmed system-wide second tier response time goals for Advanced Life Support (ALS) (EMS units):

EMS Emergency ALS Response Time Goals (wheels rolling until an ambulance arrives on the scene)	
Echo calls (imminent life threat)	9 minutes – 90% of the time countywide
Delta calls (life threat)	11 minutes – 90% of the time countywide
Charlie calls (potential life threat)	13 minutes – 90% of the time countywide

- Echo response times are currently ~75% within 9 minutes. Reaching a 90% response time for Echo calls has been challenging as far back as data is available, including reviewed data over the last ten fiscal years.
- Response times in urban areas are closer to our target time.
- During 2021, this response rate hovered at a low point of ~42%, as the broader healthcare system strained under the workload demands and staffing challenges of the pandemic. Post pandemic, the County has improved by 79% from the low, but the county has not fully recovered to pre-pandemic levels.



# Emergency Services – Other Service Areas

- Emergency Management
- Fire Inspections & Investigations
- Fire Operations
- ES Maintenance
- ES Logistics
- Rural Fire Districts



# Key Successes

- Fire Only Responses / IMPACT / BLS Tiers
- Adult Resource Team (ART)
- EMT LaunchPad
- Centralized County Wide Fire Records Management System
- Behavioral Health Response Team (BHRT)



# Emergency Services Overview

<b>Opportunities</b> <i>These are factors/dials that can help achieve goals</i>	<b>Challenges</b> <i>These are factors/dials that can prevent the achievement of goals</i>
<b><u>Policy Framework:</u></b> <ul style="list-style-type: none"> <li>• <i>Response Times</i></li> <li>• <i>Management of Lower Acuity Calls (Alternatives of Care)</i></li> </ul>	
<ul style="list-style-type: none"> <li>• Increased Staff Resources (currently have 21 vacancies, or 7% vs a low point of 15% during pandemic)</li> </ul>	<ul style="list-style-type: none"> <li>• Shift relief factor (goal of 1.2 FTE for every working position)</li> </ul>
<ul style="list-style-type: none"> <li>• Continued partnerships to reduce non-emergency calls on the system</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce Retention</li> </ul>
<ul style="list-style-type: none"> <li>• Redefine the EMS Delivery Systems</li> </ul>	<ul style="list-style-type: none"> <li>• Funding and Resource Availability</li> </ul>
<ul style="list-style-type: none"> <li>• Advocacy at the Federal level to change the reimbursement structure from a transportation benefit to assessment/treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Succession Planning</li> </ul>
	<ul style="list-style-type: none"> <li>• Rural Fire District rapidly declining volunteerism and funding challenges.</li> </ul>



# Parks Department



# Parks Overview

The Parks Department's purpose is to create a Strong Community through interconnected park, trails, and recreational system that provides better access for residents and supports the environmental goals of the community.

The system was developed through the consolidation of numerous municipal parks starting in 2012. The facilities included Bur-Mill Park, Hagan-Stone, Southwest, Gibson and Northeast parks.

Parks then operated as a division of Facilities & Property Management until FY2022, when it was established as a stand-alone department.

Parks provides the following services:

- Parks Administration
- Parks Operations
- Outdoor Adventure
- Parks Preserves and Trails

*Alignment with Strong Community Goals*

## Strong Community

Goal 4: Enhance residents' quality of life through vibrant recreational, cultural, and entertainment opportunities.

**Guilford County Parks:**  
7 Regional Parks  
10 Park Preserves  
2 Marinas  
County Farm  
60+ miles of trails & greenways  
4500 +/- Acres





## Policy Framework:

- Active vs. Passive Parks System – Type of assets, activities, and services offered at each park and associated operating structure.
  - At the January 2014 retreat, the BoCC, via a consensus vote, adopted the County Parks model, which a focus on maintaining facilities, programming and programming staff would be contracted out using private entities and facilities would offer minimal number of large-scale special events.
- Municipal Partnerships:
  - Triad Park (Forsyth County) – currently not investing in capital (Interlocal Agreement)
  - Bryan Park (City of Greensboro) currently no funding to develop park (Interlocal Agreement)
  - Guilford-Macintosh Park (City of Burlington) - Interlocal Agreement
- Fee Philosophy and Cost Recovery in fee structure

# Parks Overview

<b>Quadrant A – (N/A)</b>	<b>Quadrant B – (N/A)</b>
<b>Quadrant C – (N/A)</b>	<b>Quadrant D – (\$4,366,530)</b> <ul style="list-style-type: none"><li>• Parks Administration</li><li>• Parks Operations*</li><li>• Outdoor Adventure</li><li>• Parks Preserves &amp; Trails</li></ul>

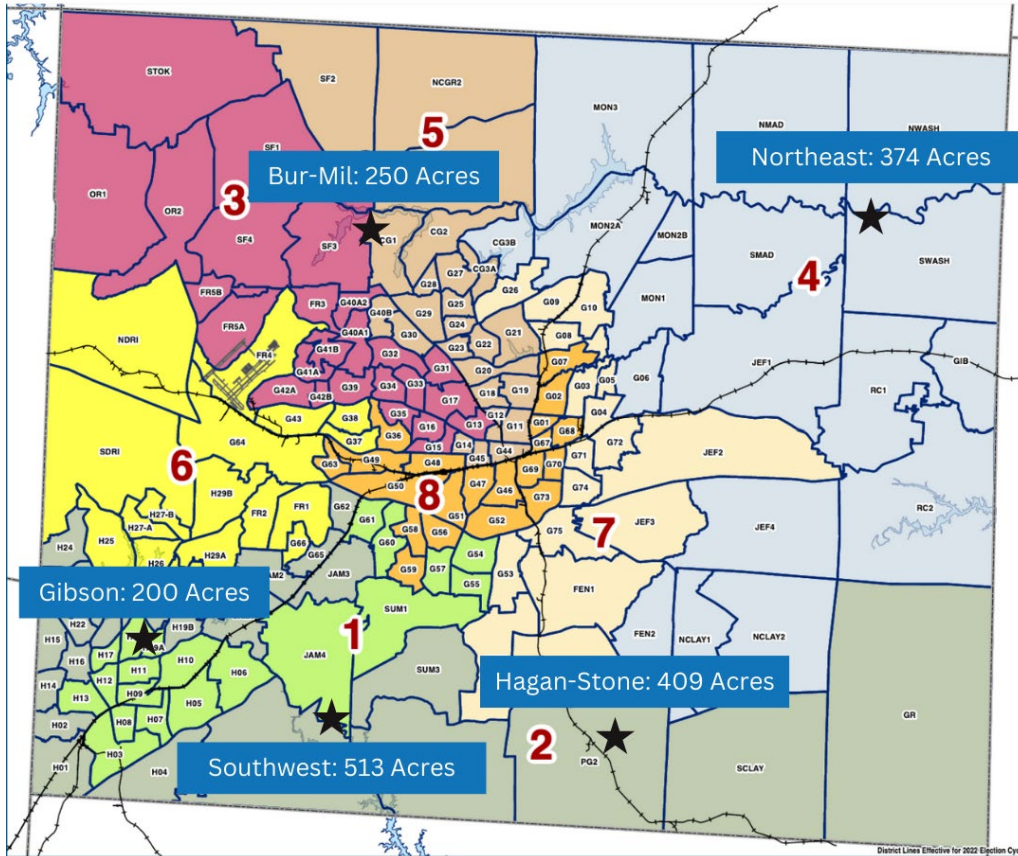
*Shows net county funds*

*\*Includes: Bur-Mil, Gibson, Guilford-Mackintosh, Hagan-Stone, Northeast, Southwest, Triad Park & County Farm*

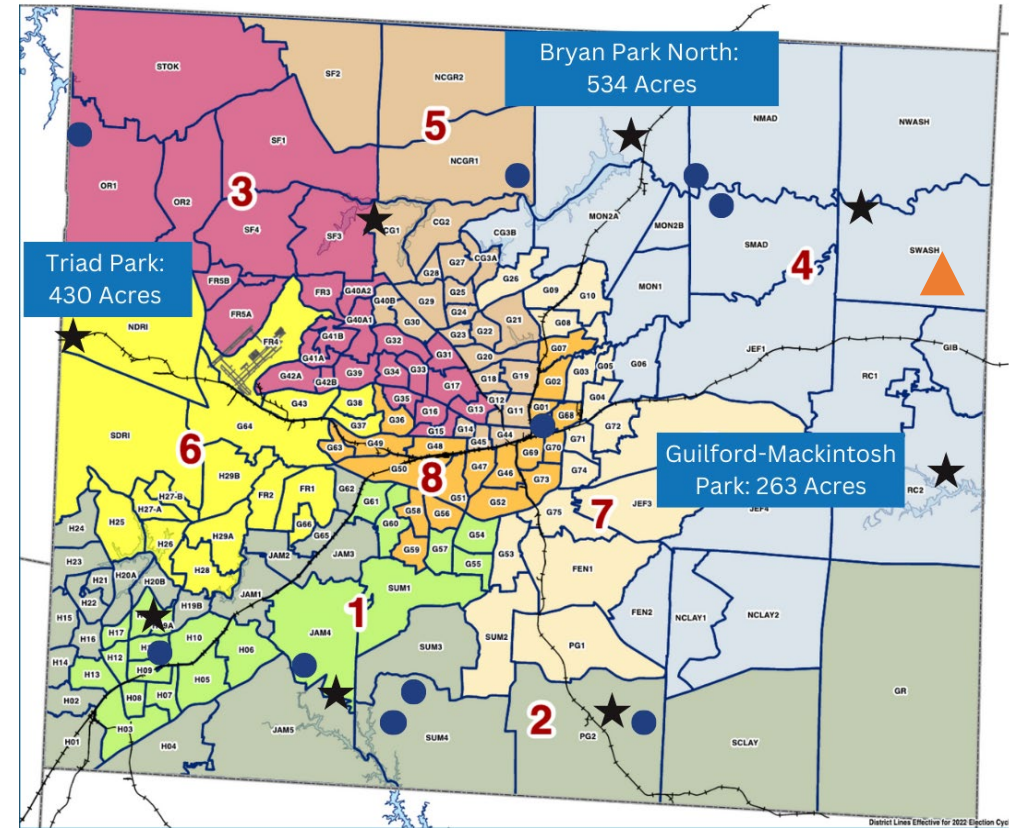


# Parks - Service Levels

Map – BOC Decision 2012



Map – 2024



★ Guilford County Parks (1,746 acres)

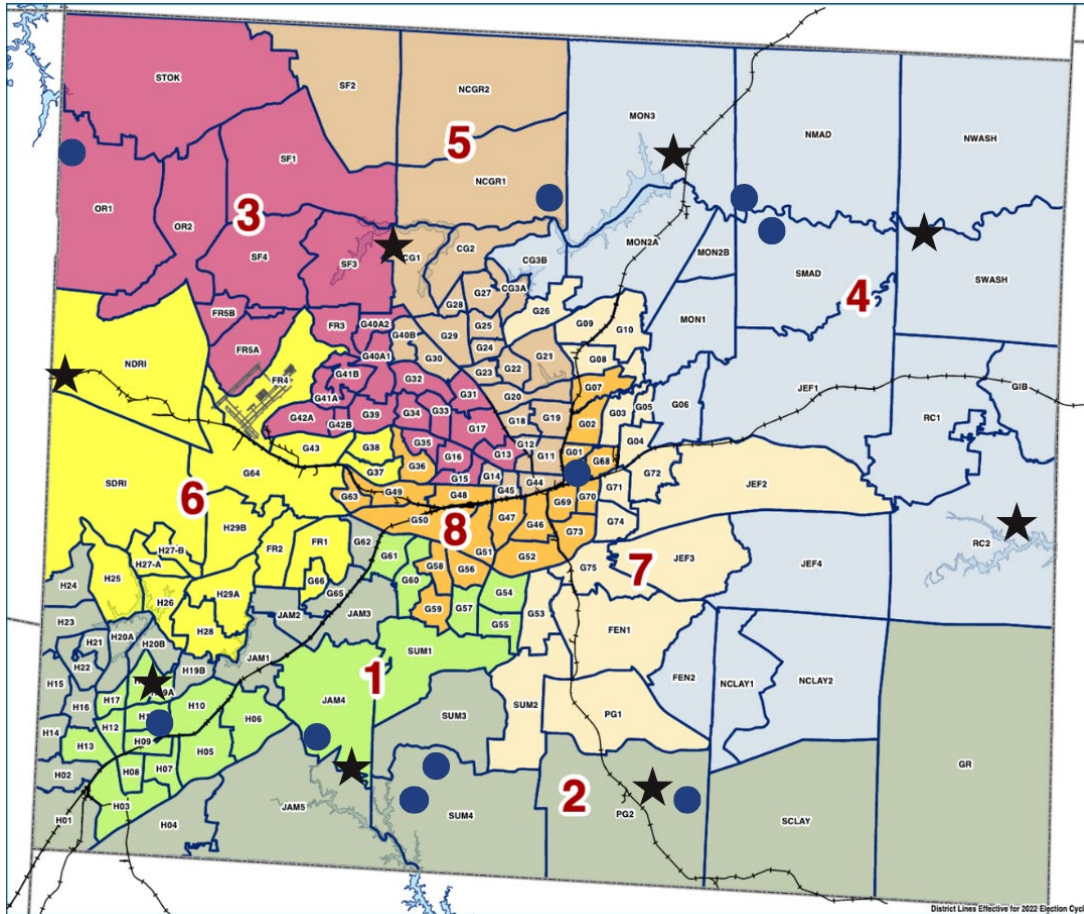
★ Guilford County Parks (2,973 acres)

● Park Preserves (1800 acres)

▲ County Farm (720 acres)



# Parks - Service Levels



★ Guilford County Parks  
● Park Preserves

## National Parks & Recreation Association (NRPA) Park Classifications

### Neighborhood:

Small park serving a close-knit neighborhood with basic amenities like a small playground and picnic area.

### Community:

Larger than a neighborhood park, offering more extensive facilities like multiple sports fields, a larger playground, and potentially a community center.



### District:

Park that serves a larger population and geographic area than a neighborhood park but is smaller than a regional park, typically offering larger playgrounds, sports fields, picnic areas, and walking trails within a specific district or community.



### Regional:

Very large park (50+ acres) serving a wider region and surrounding smaller communities with diverse recreational opportunities including hiking trails, water access, and natural areas.

# Parks - Service Levels

## Regional Park Performance Measures

*Includes Bur-Mil, Gibson, Hagan-Stone, Northeast, and Southwest Parks*

Performance Measure	FY21-22	FY22-23	FY23-24
Park Visitors Served Annually	1,142,900 (est.)	1,143,800 (est.)	1,200,000 (est.)
Shelter Reservations*	1,300	1,676	976
Campground Reservations (Nights)*	10,548	10,898	11,957
Pool Attendance*	65,375	84,546	82,078
Event Center Room Reservations*	381	537	512
Special Events Attendance est. (Festivals, 5k's, etc.)	34,400	42,700	27,000
<i>Golf Driving Range (# of Buckets Sold)</i>	13,604	14,363	15,275
<i>Parks Revenue Generated (RecTrac)</i>	\$728,600	\$1,207,324	\$1,434,386

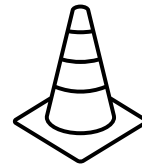
*\*denotes core revenue-generating activities*





## **We have focused on Land Acquisition and growing Guilford County Parks Assets.**

- Funding set to acquire land and acreage as County property
- Continued / expanded interlocal partnerships without maintenance or staff funding
- This means a greater inter-connected Parks System which increases access and enjoyment for residents.



## **Board Policy and funding is not aligned with a more active parks system and associated costs.**

- Land upkeep (*trail and vegetation management*) not built into recurring budgets.
- Public activities and programs (*pools, pickleball courts, playgrounds*) not funded for sustainable operation and maintenance.
- Parks Capital Improvements (*pool resurfacing, court repaving*) compete with mandated county services, but still needed to meet our goal of Service & Outcomes Excellence for the public.

- Finalizing a Parks Master Plan
- Implemented software for better data tracking to more accurately demonstrate visitation and use of Parks amenities
- Continue to grow annual visitor numbers and participation in Parks Special Events (4th July, Fall Fest, Big Pick)
- Continue to grow Internal and External Partnerships
  - County Departments using Park Facilities for retreats and planning sessions
  - Partnerships with City of Greensboro, City of High Point, PTRC

## Opportunities

*These are factors/dials that can help achieve goals*

## Challenges

*These are factors/dials that can prevent the achievement of goals*

### Policy Framework:

- *Passive vs. Active Parks System*

- Implement the Master Plan

- Enhanced connectivity with regional park systems through greenways

- Developing a fee philosophy and adjusting fees

- Development of Bryan Park through interlocal agreement with City of Greensboro (\$10-\$15 million)

- Future parks, bonds, grants and revenue sources

- Determine what type of system we want to become and resources to execute that plan

- Part-time seasonal pay rates continue to increase, which could put additional pressure on seasonal lifeguards

- Bicentennial Greenway Funding

- Catching up on deferred maintenance on parks building and deferred daily task maintenance

- County Farm Future Direction





# Inspections



# Inspections Overview

The purpose of the Inspections department is to enforce the North Carolina Building Codes and the Development Ordinance through inspections of building construction, plumbing, heating and cooling equipment, and electrical connections.

Inspections provides the following services:

- Code Compliance
- Inspections
- Permitting
- Plan Review
- Minimum Housing

*Alignment with Strong Community Goals*

## **Strong Community**

Goal 5: Ensure safe, secure, and clean environments through responsible growth, development, and management.

# Inspections Overview

27

**Quadrant A – (N/A)**

**Quadrant B – (\$1,868,894)**

- Code Compliance
- Inspections
- Permitting
- Plan Review

**Quadrant C – (N/A)**

**Quadrant D – (N/A)**

- Minimum Housing

*Shows net county funds*



# Inspections Overview

## Policy Framework:

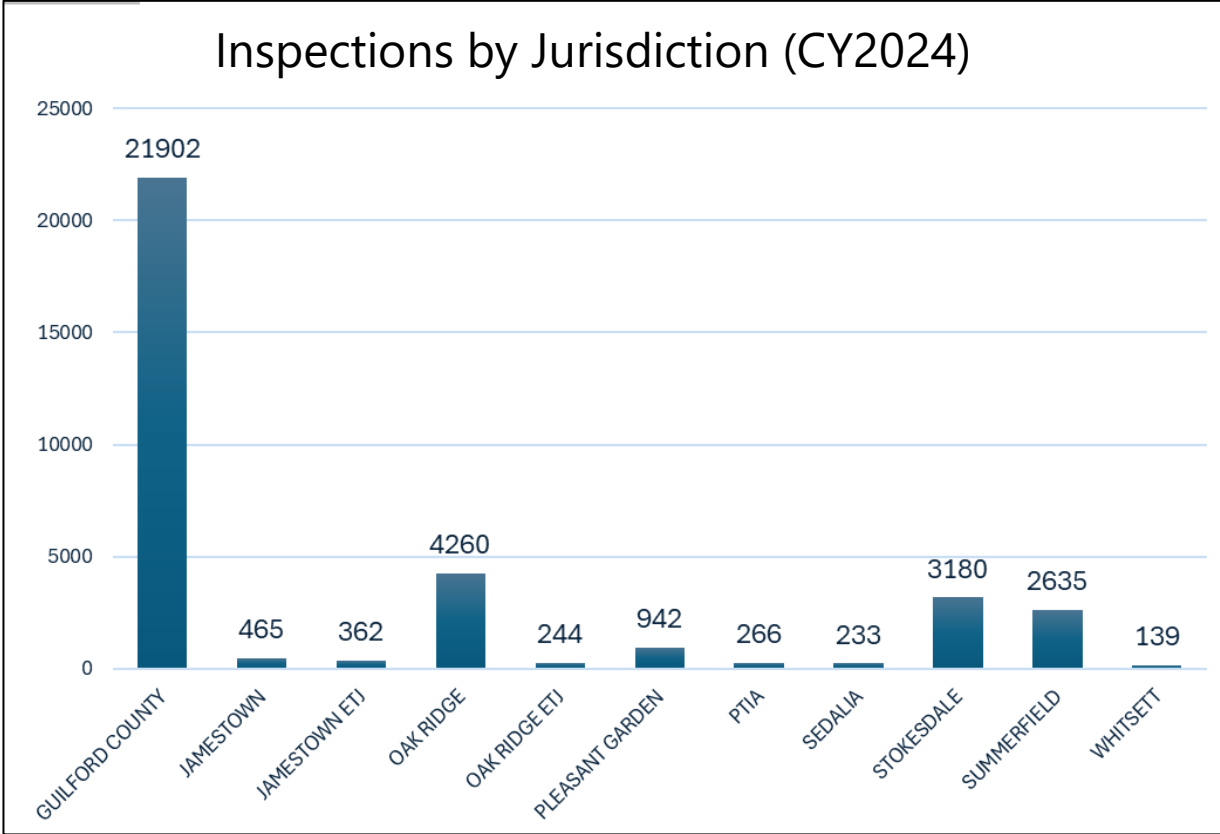
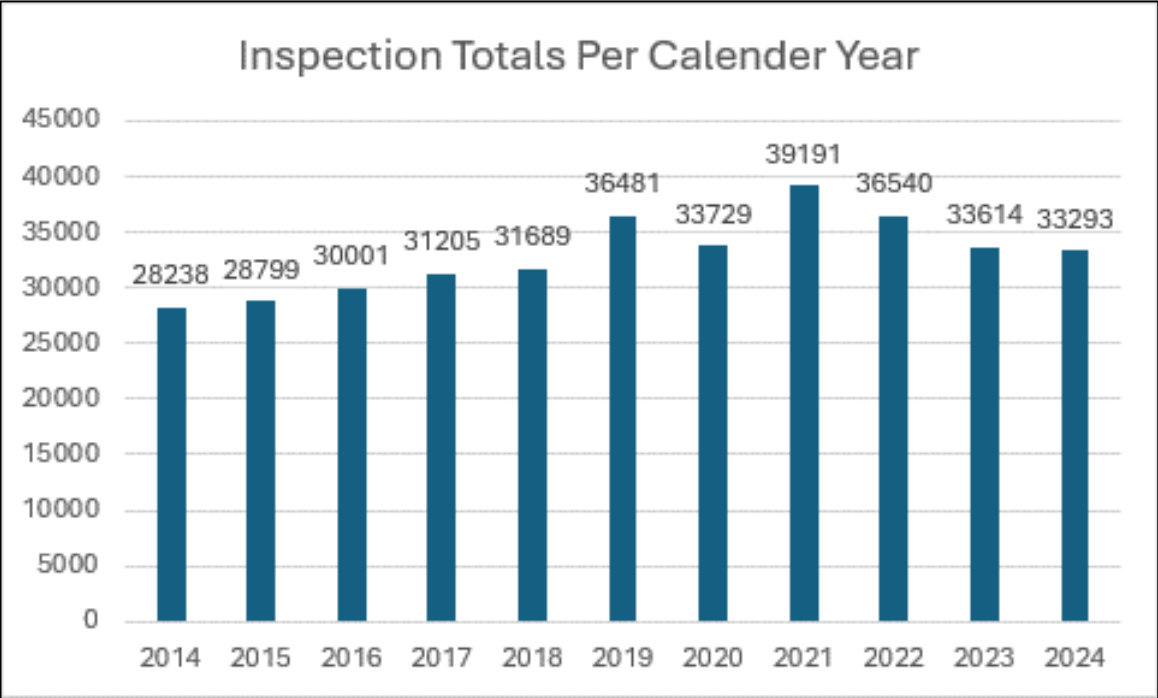
- Fee Philosophy and Cost Recovery in fee structure
- Staffing level kept to ensure higher than 95% completion of same-day inspections.
- County ordinance establishes a process to ensure minimum housing standards
- Providing inspection services to surrounding jurisdictions

### Provides Permitting Services for:

Stokesdale  
Oak Ridge  
Pleasant Garden  
Sedalia  
Whitsett  
Jamestown  
Summerfield  
Piedmont Triad Airport Authority  
Unincorporated Guilford County

# Inspections - Service Levels

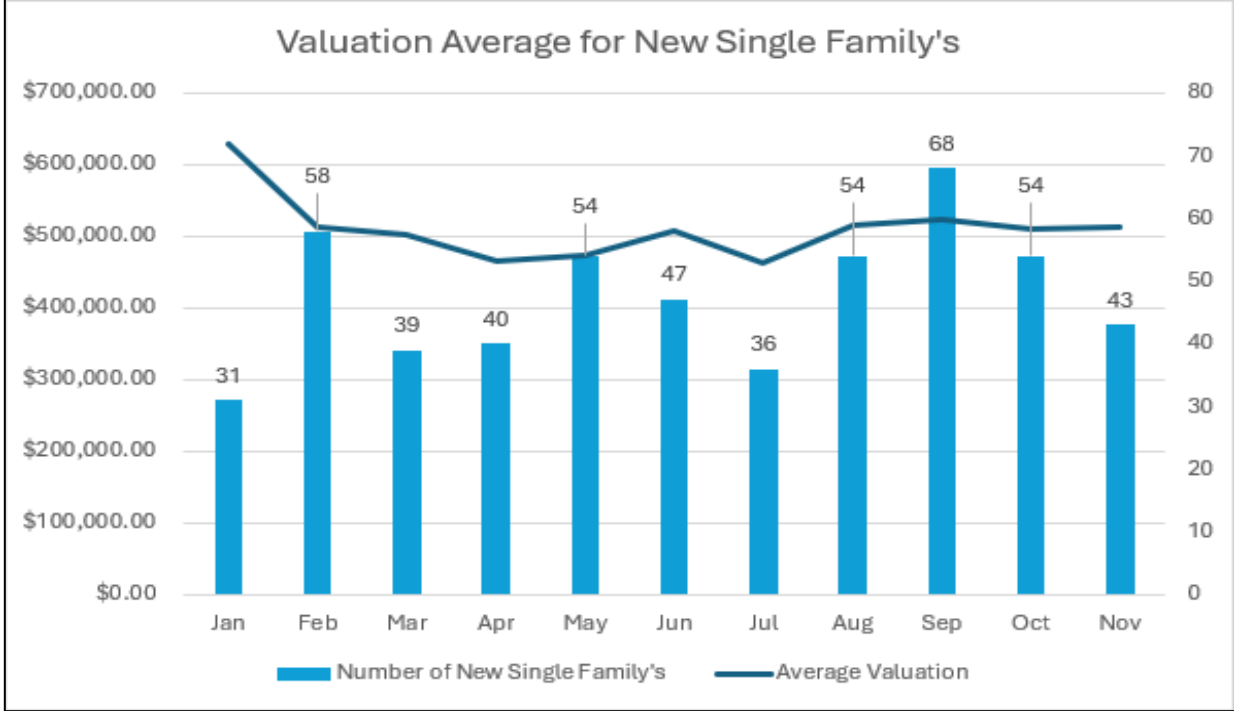
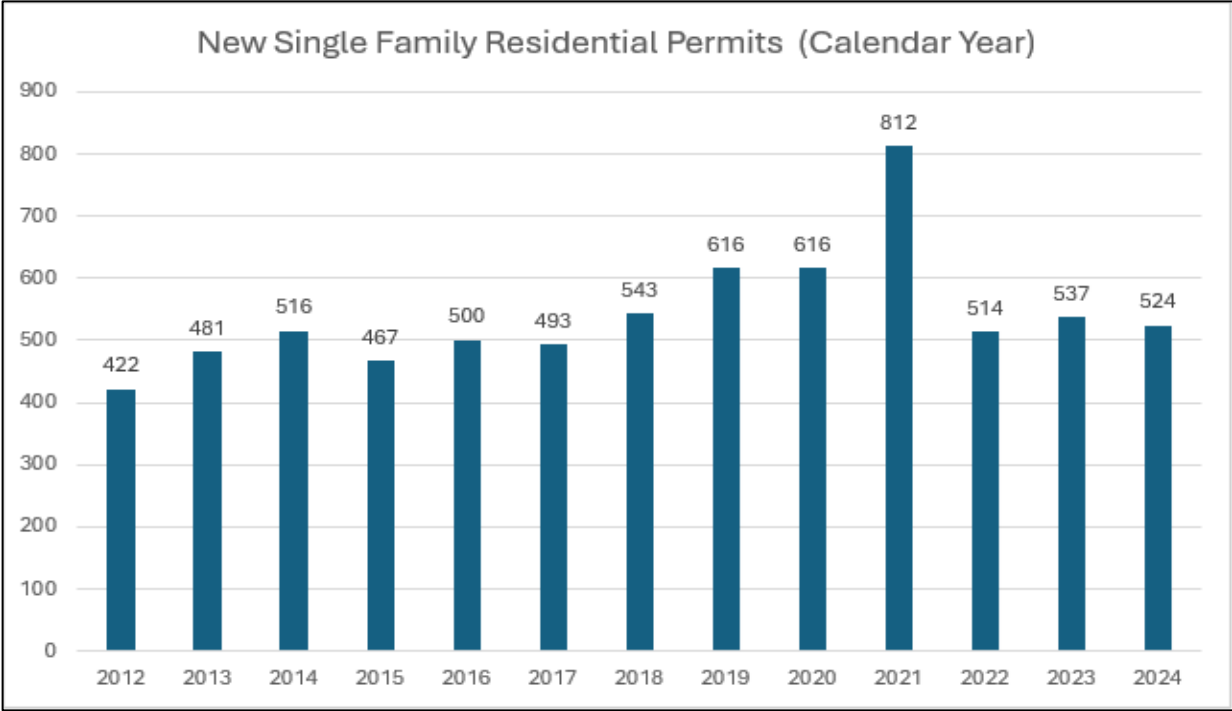
**33,293 Total Inspections For Calendar Year 2024**  
(Residential & Commercial)



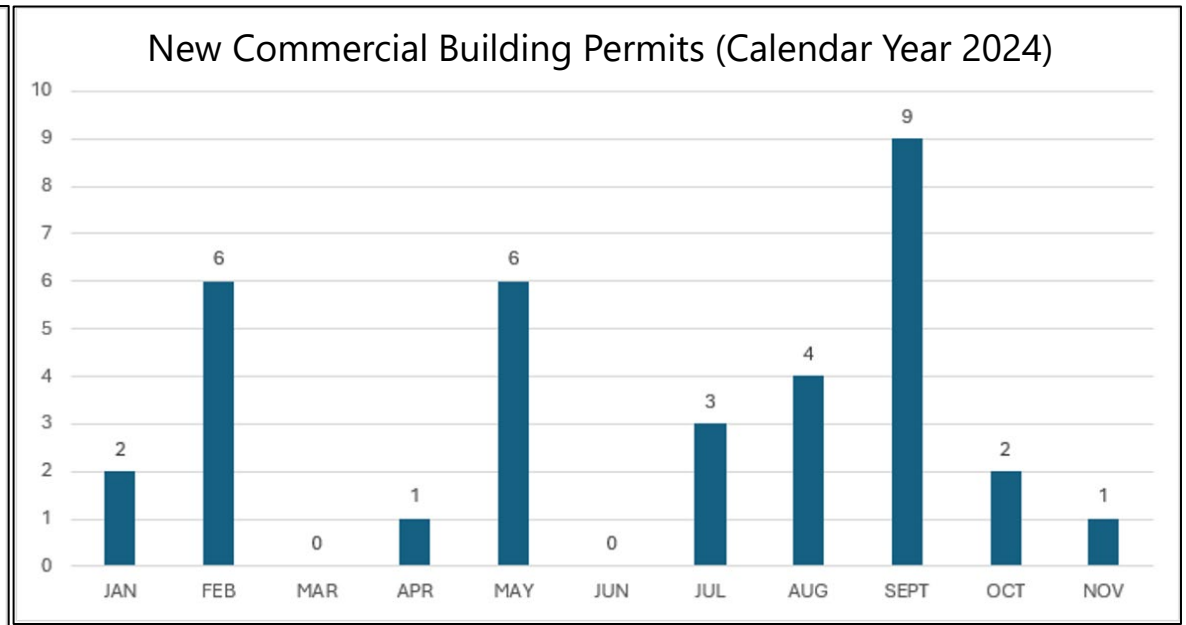
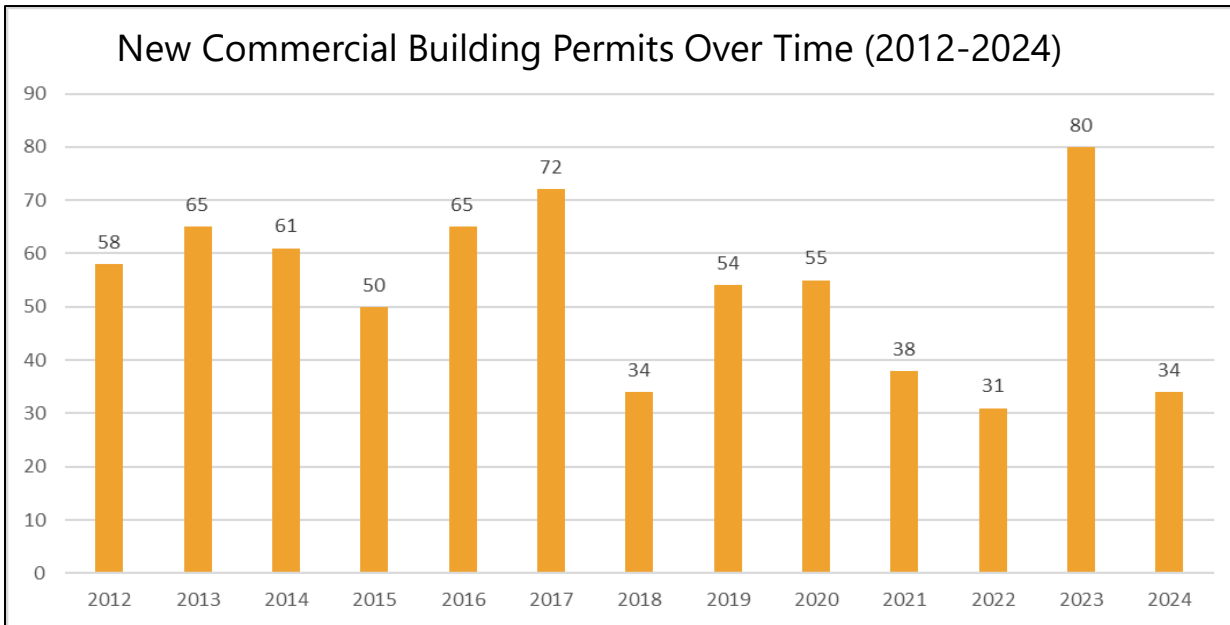
# Inspections - Service Levels

**524**  
**New Residential Permits**  
*For Calendar Year 2024*

Average Home Valuations  
(Jan-Nov 2024):  
**~\$510,000**



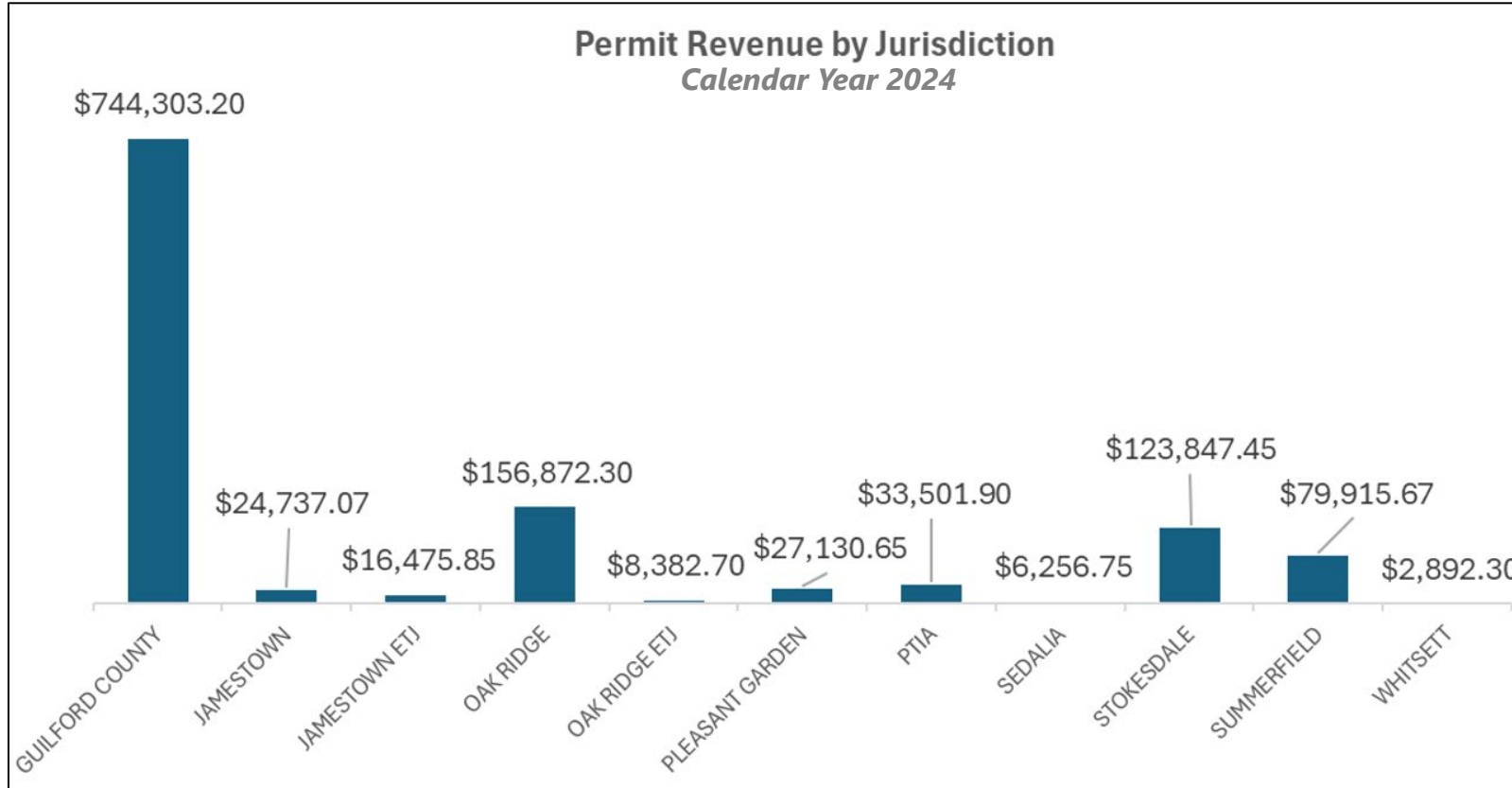
## 34 New Commerical Permits *For Calendar Year 2024*



**Commercial permit requests come from the towns – A challenge is water/sewer constraints**



# Inspections - Service Levels



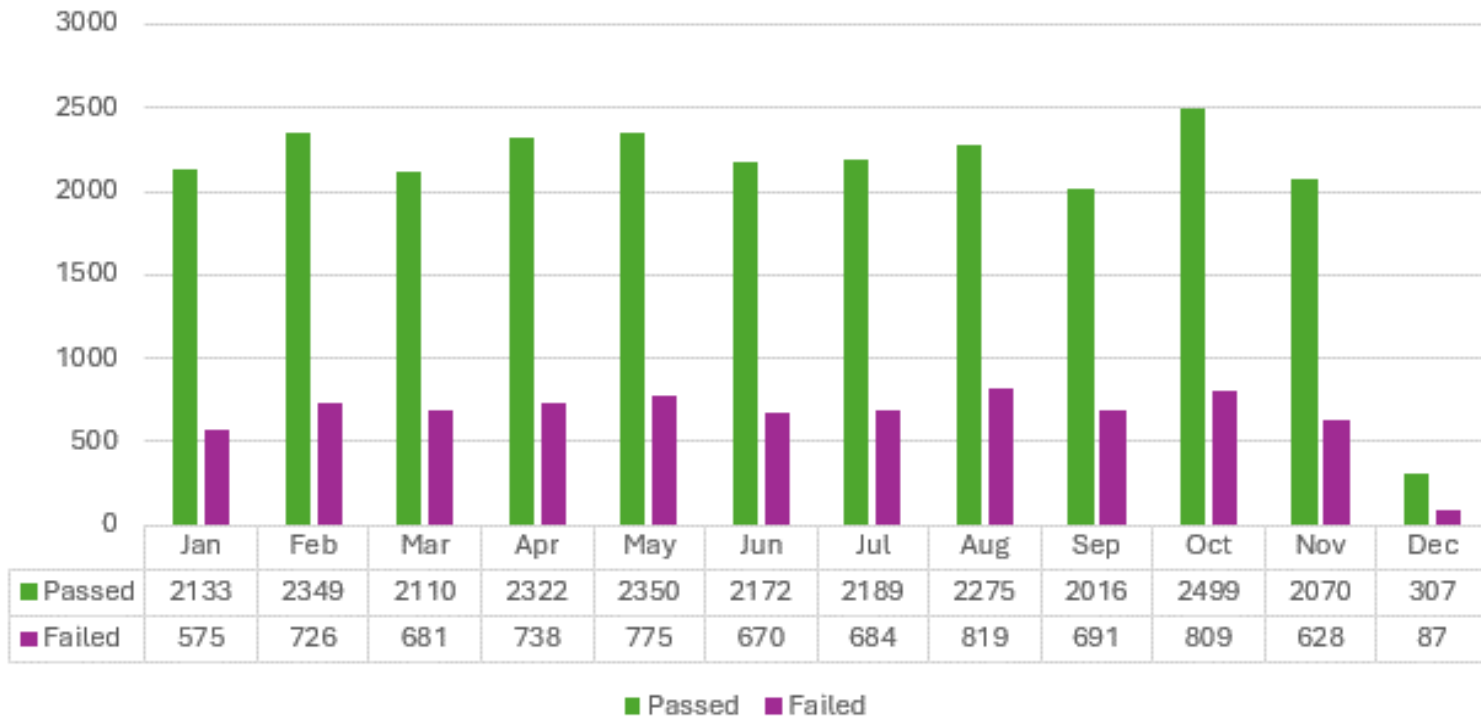
**Permit Revenue**  
*For Calendar Year 2024*





# Inspections - Service Levels

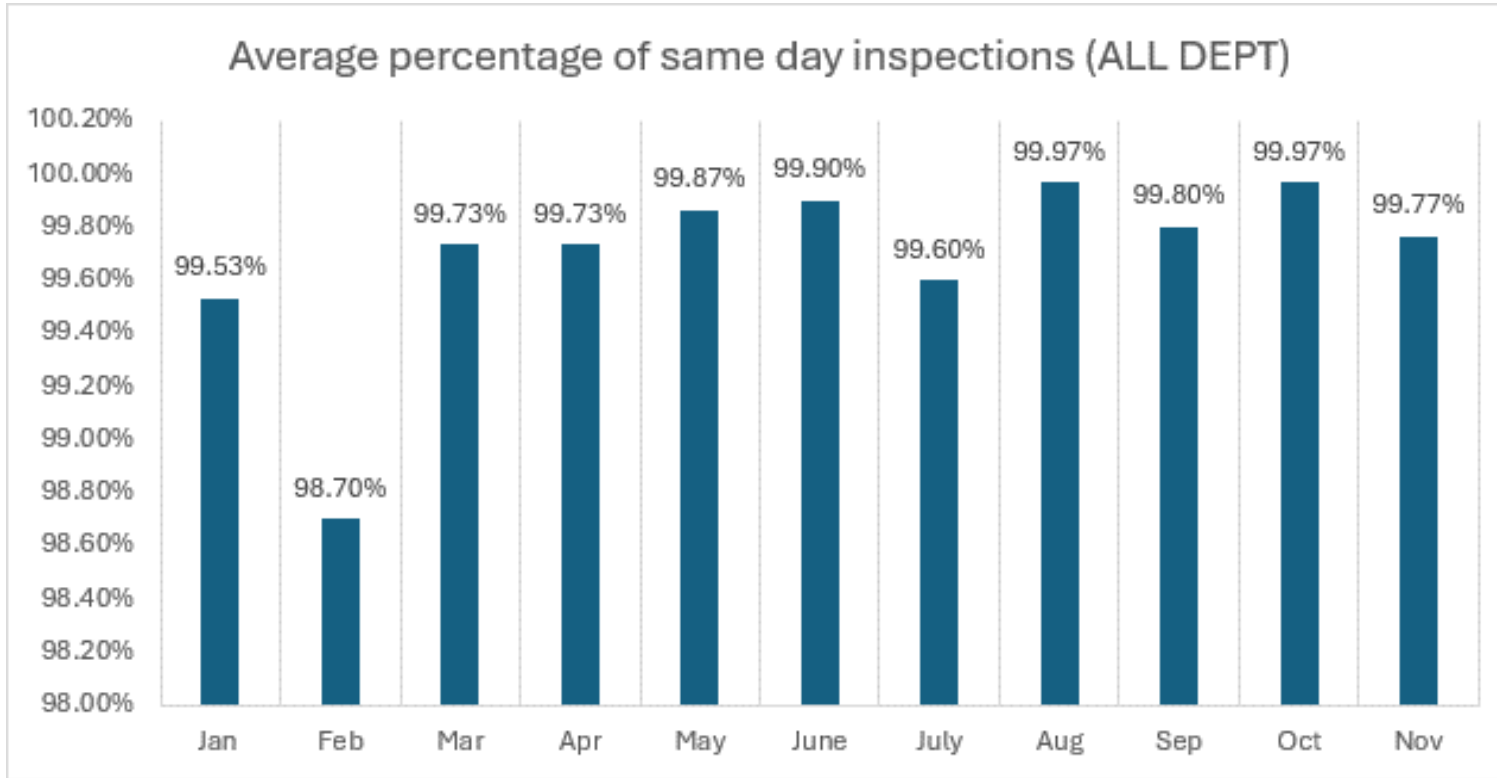
Pass / Fail Inspection Rate for CY2024



**Inspection failure means an inspector goes back out, and there is a re-inspection fee. (First inspection free for residents)**

**Fail rate this year was higher than in past years.**

# Inspections - Service Levels



Average Percentage of Same-Day Inspections (Jan-Nov 2024):

**99.68%**  
**(target = 95%)**

June 2022-  
500 Inspections  
backlog.

Our team is **fully staffed with exceptional field inspectors**, enabling us to deliver **outstanding results and exceed expectations**. The resources added in 2022 mean our capacity to serve is closely aligned with community demand.



# Inspection Overview

<b>Opportunities</b> <i>These are factors/dials that can help achieve goals</i>	<b>Challenges</b> <i>These are factors/dials that can prevent the achievement of goals</i>
<p style="text-align: center;"><b><u>Policy Framework:</u></b></p> <ul style="list-style-type: none"><li>• Fee Philosophy &amp; Cost Recovery</li><li>• 95% completion of same-day inspections.</li></ul>	
<ul style="list-style-type: none"><li>• Additional resource would allow follow through on minimum housing ordinance</li></ul>	<ul style="list-style-type: none"><li>• Impact of minimum housing standards on other county support departments</li></ul>
<ul style="list-style-type: none"><li>• Implementing Phase III of EPL</li></ul>	<ul style="list-style-type: none"><li>• Recruiting Plan Reviewers</li></ul>
<ul style="list-style-type: none"><li>• Additional efficiency of multi-trade inspectors</li></ul>	<ul style="list-style-type: none"><li>• Resiliency within staffing structure and trades</li></ul>
<ul style="list-style-type: none"><li>• Cost recovery concept: Stepped Re-inspection fees and commercial fees- 42% Collection Rate</li></ul>	

# CBO Update



# Fiscal Year 2025-26 Process Update

- January 6 – Virtual Information Session at 9:00 AM or 3:00 PM
- January 20 - February 28: Application Period
- February 4: Additional Q&A Session at 3:00 PM
- March 1–April 18: Application review
- May 15: County Manager's Recommended Budget
- June 5: Public Hearing on the Recommended Budget
- June 19: Anticipated Budget adoption
- June 23: Contract routing for approved organizations start

Estimated 0.2% of FY26 Budget

**\$1,740,000**

