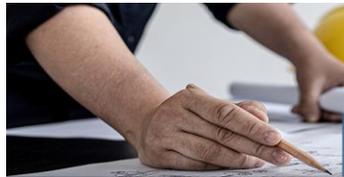


Department Updates



Guilford County
North Carolina
Annual Comprehensive Financial Report

REAL PROPERTY LISTING FORM - ONLINE
[click here](#)



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.

Nov. – Dec. Strong Community

Emergency Services
Animal Services
Sheriff’s Office
Security
Inspections

Dec – Jan. Successful People

Public Health
Social Services
Behavioral Health
Juvenile Detention
Family Justice Center

Feb. Quality Government

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.



Strategic Alignment



Core Values
(Transparency & Communication, Equity & Inclusion, Accountability, Service and Outcomes Excellence, Our People Matter)

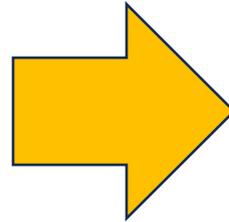
One Guilford: Successful People

5

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

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Goal 1: Ensure our social, physical, and behavioral health services are coordinated, easily accessed, and effective. (work hyperlocal here)

Goal 2: Protect and enhance the health of our residents and community.

Goal 3: Ensure safety and promote self sufficiency and permanency in the lives of adults, children, and families.

Goal 4: Provide a continuum of behavioral healthcare services to improve residents' mental well-being and reduce substance misuse. (Opioid Recovery Plan)

Goal 5: Support an education and credentialing continuum that produces graduates with high academic achievement and skill levels to successfully compete in the job market.

(Transparency & Communication, Equity & Inclusion, Accountability, Service and Outcomes Excellence, Our People Matter)



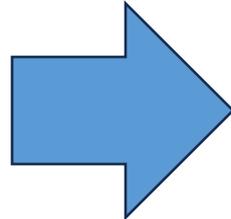
One Guilford: Strong Community

6

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

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

Goal 2: Work with stakeholders to support a continuum of safe, adequate, and stable housing.

Goal 3: Expand and diversify the local and regional economies and create quality jobs that provide opportunities for all residents.

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

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

(Transparency & Communication, Equity & Inclusion, Accountability, Service and Outcomes Excellence, Our People Matter)



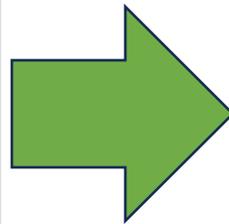
One Guilford: Quality Government

7

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

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Goal 1: Be good stewards of the County's money and other assets to meet the service, access, and technology needs of our teams and community.

Goal 2: Develop systems that are data-informed, innovative, and effective to support high quality services and outcomes.

Goal 3: Promote community understanding of and engagement in County services, initiatives, and resources through transparent and trustworthy communication.

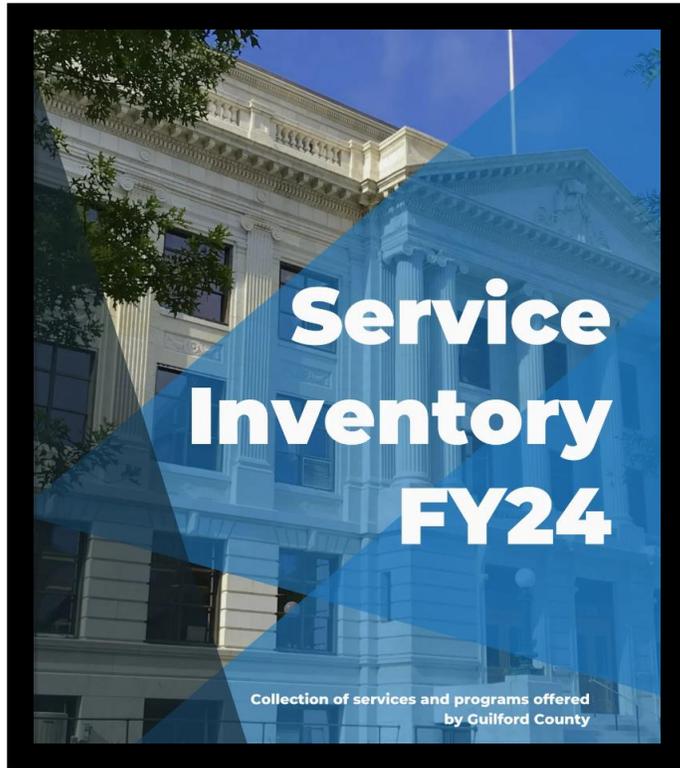
Goal 4: Recruit, retain, and advance diverse, high-performing, and innovative teams that are reflective of our community.

Goal 5: Promote strategic leadership to address broad system-level opportunities to advance County development and initiatives.

(Transparency & Communication, Equity & Inclusion, Accountability, Service and Outcomes Excellence, Our People Matter)



Service Inventory Framework



<p>Quadrant A –</p> <ul style="list-style-type: none">• Clear Federal/State Mandate• Service Level is Defined• No Cost Control	<p>Quadrant B –</p> <ul style="list-style-type: none">• Clear Federal/State Mandate• Service Level May be Defined or Recommended, including Performance Standards• Potential Cost Control
<p>Quadrant C –</p> <ul style="list-style-type: none">• No Federal/State Mandate• Supports Compliance with Regulatory Standard• Potential Cost Control	<p>Quadrant D –</p> <ul style="list-style-type: none">• No Federal/State Mandate• Connected to a Board Priority or Provided as Enhanced Service for County Resident• Full Cost Control

So now what?

- Provide the Board with an understanding of factors/dials impacting core service delivery.
- Identify and aggregate the key service issues to help the Board collectively determine how to prioritize the use of limited resources to advance visions.
- Support the development of the Fiscal Year 2025-26 budget process.



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

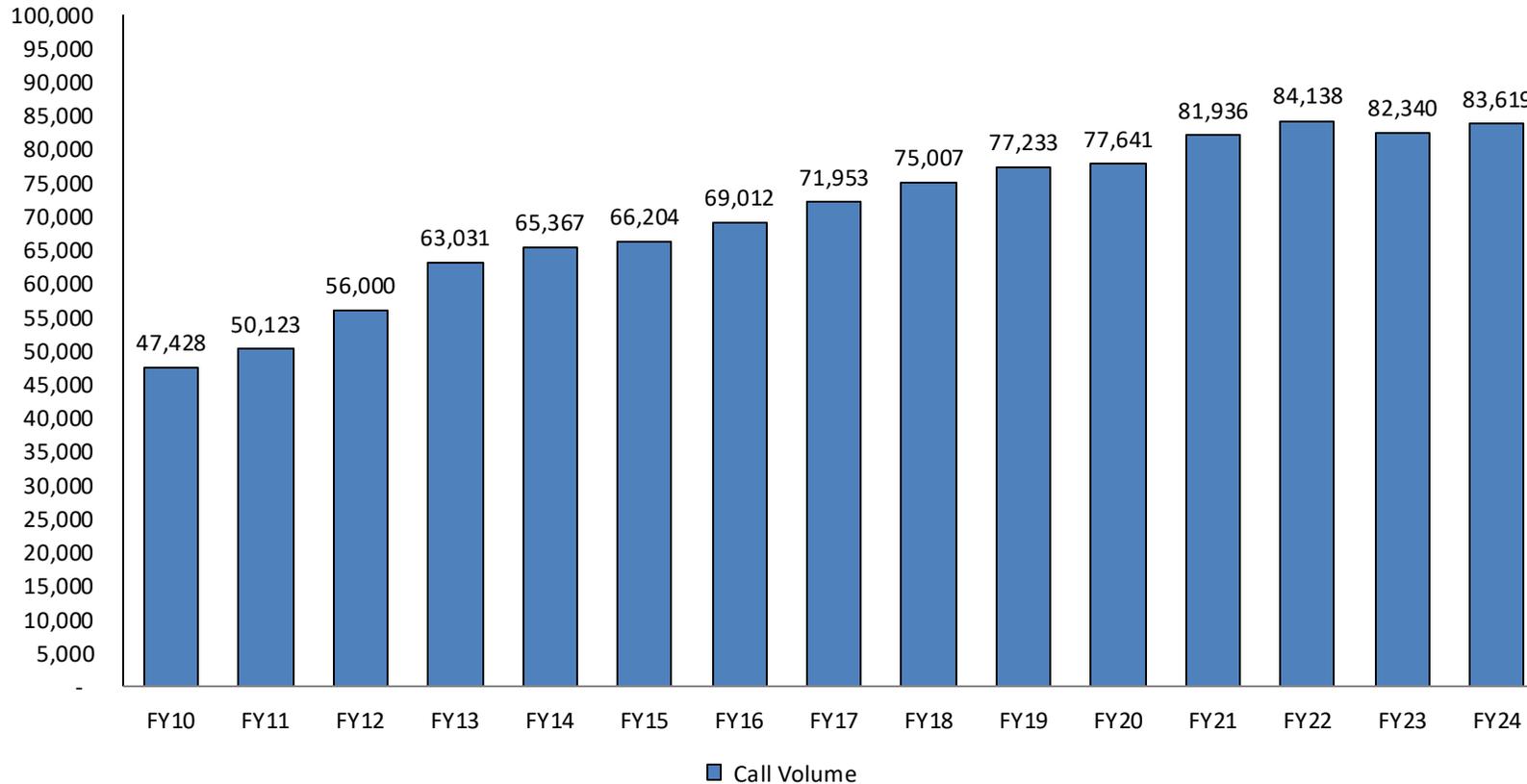
Quadrant A – (N/A)	Quadrant B – (\$7,681,655) <ul style="list-style-type: none">• Emergency Management• Emergency Medical Services• Fire Inspections & Investigations
Quadrant C – (\$8,286,630) <ul style="list-style-type: none">• Administrative Coordination• GM911 Coordination• Other Operations – Fleet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

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.

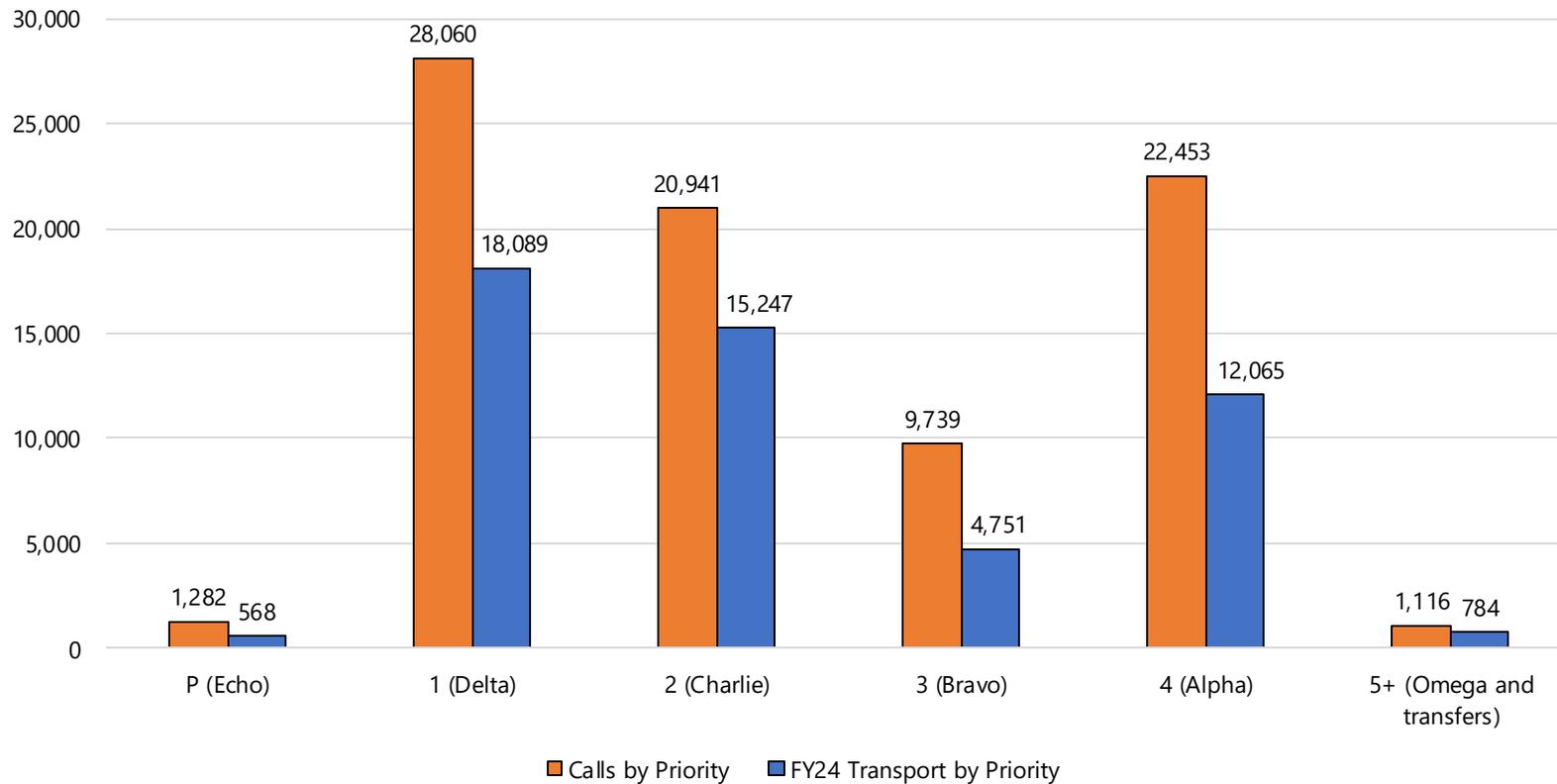
Greatest growth in call volume is in:

- Non-emergency calls
- High system utilizers



Emergency Services – Type of Calls

FY24 Call and Transports by Priority



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*

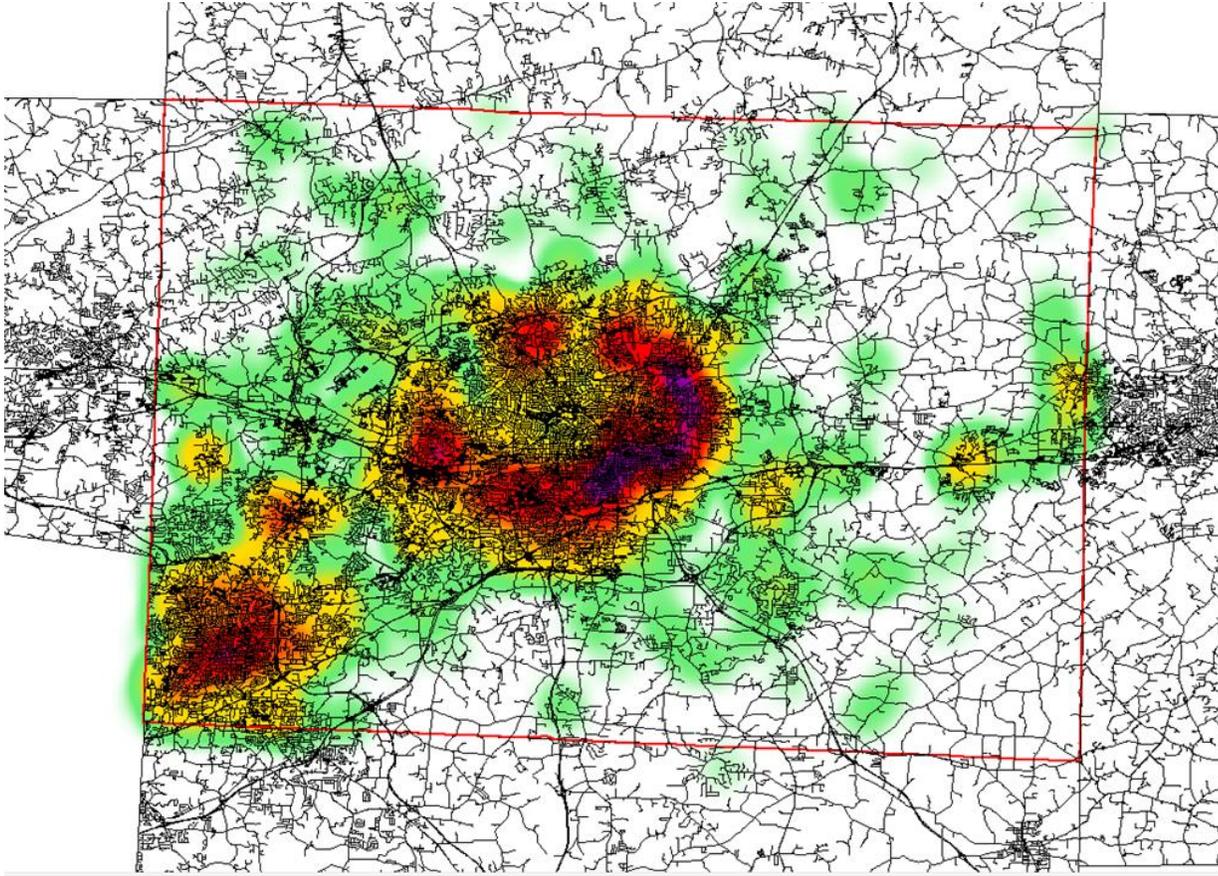
Bravo - *a limited emergency or limited caller information. Accidents with unknown injuries, Falls with reported injury, Unknown medical issues*

Alpha - *a non-emergency*



Emergency Services – Moments of Demand

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- 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

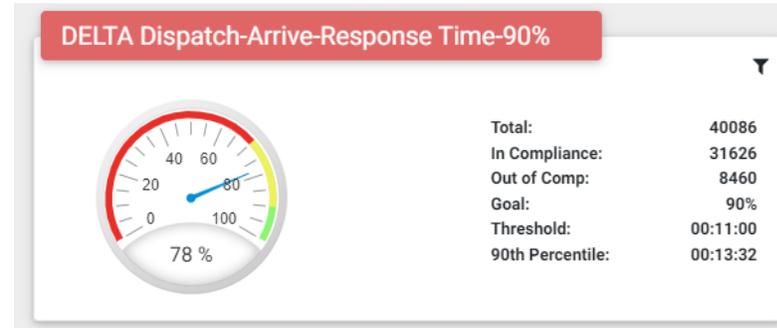
Unit Time to Response –

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

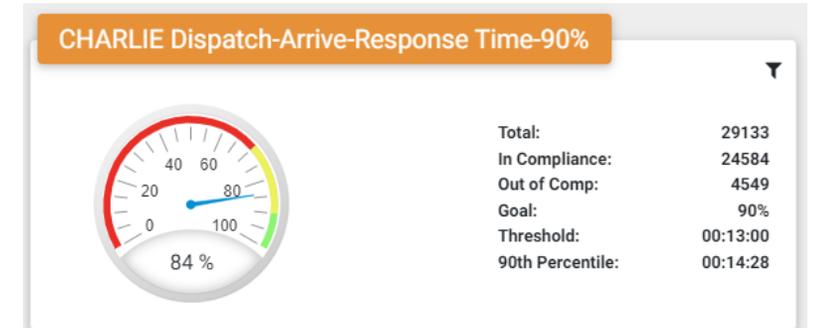
EMS Emergency ALS Response Time Goals (wheels rolling until an ambulance arrives on the scene)	
Echo calls (imminent life threat)	8 minutes – 90% of the time countywide
Delta calls (life threat)	10 minutes – 90% of the time countywide
Charlie calls (potential life threat)	12 minutes – 90% of the time countywide



Echo Calls - Imminent life threat



Delta Calls - Potentially life-threatening emergencies



Charlie Calls – Potential Emergency

While Echo response times are now ~75% within 8 minutes, during 2021, this response rate hovered at a low point of ~42%, as the system strained under the workload demands and staffing challenges of the pandemic

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

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

Animal Services



Animal Services Overview

Guilford County Animal Services houses seized, stray, homeless, quarantined, abandoned, and/or unwanted animals held by Guilford County, providing housing and food for the animals as well as medical treatment and, for qualified animals, opportunities for adoption.

Guilford County was authorized by the NC General Assembly to jointly construct an animal shelter with the Cities of Greensboro and High Point in 1955. The shelter was constructed and an agreement for shelter operation was agreed to in 1961. In 2011, the Cities of Greensboro and High Point and county agreed contractually that the county would assume full financial responsibility for shelter operations.

Animal Services provides the following services:

- Animal Shelter
- Animal Control
- Community Relations

Alignment with Strong Community Goals

Strong Community

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

New Shelter Opened:

November 2021



Animal Services Overview

Guilford County operated as a contractual services and the operating framework carried forward into current operations.

Policy Framework:

- Operates as an Open Admission Shelter – Guilford County does not turn away animals
- Goal is to have a live release rate greater than 90%

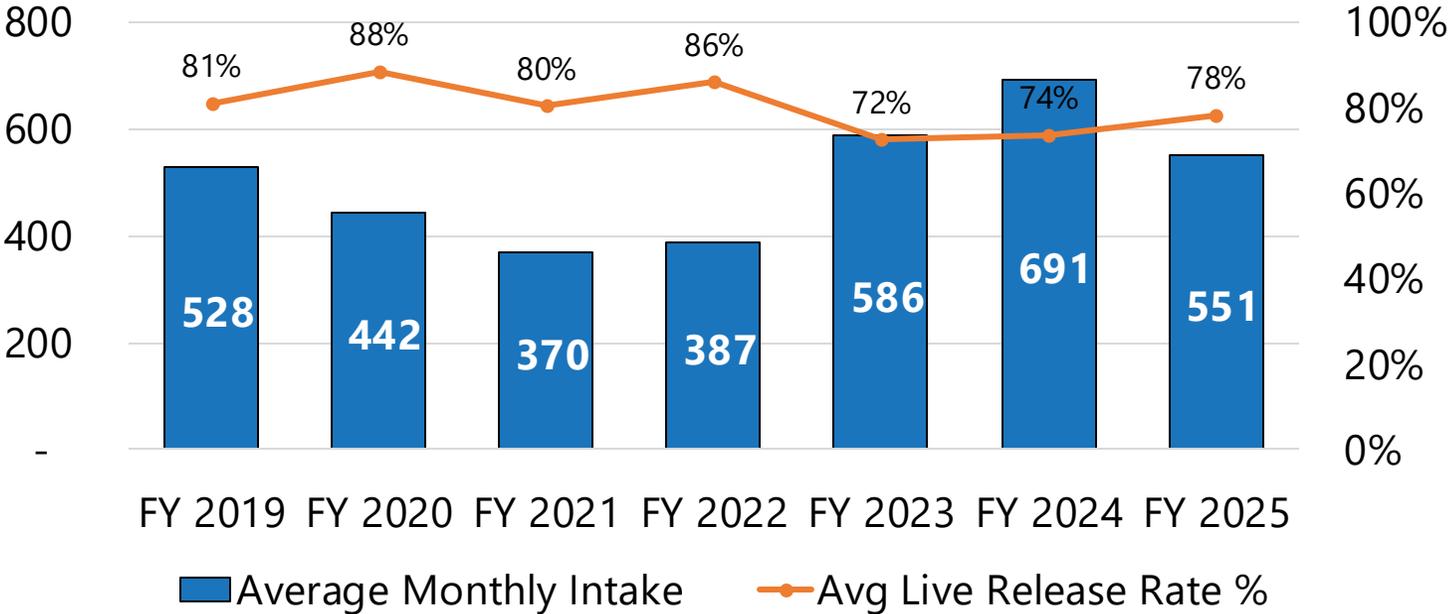
Animal Services Overview

Quadrant A – (N/A)	Quadrant B – (\$715,673) <ul style="list-style-type: none">• Animal Control
Quadrant C – (\$3,371,271) <ul style="list-style-type: none">• Animal Shelter	Quadrant D – (\$80,000) <ul style="list-style-type: none">• Community Relations

Shows net county funds

Animal Services - Service Levels

Avg Monthly Intake vs. Avg. Live Release Rate



Live release rate
(Live Outcome/Live Intake):

74%
for dogs

82%
for cats

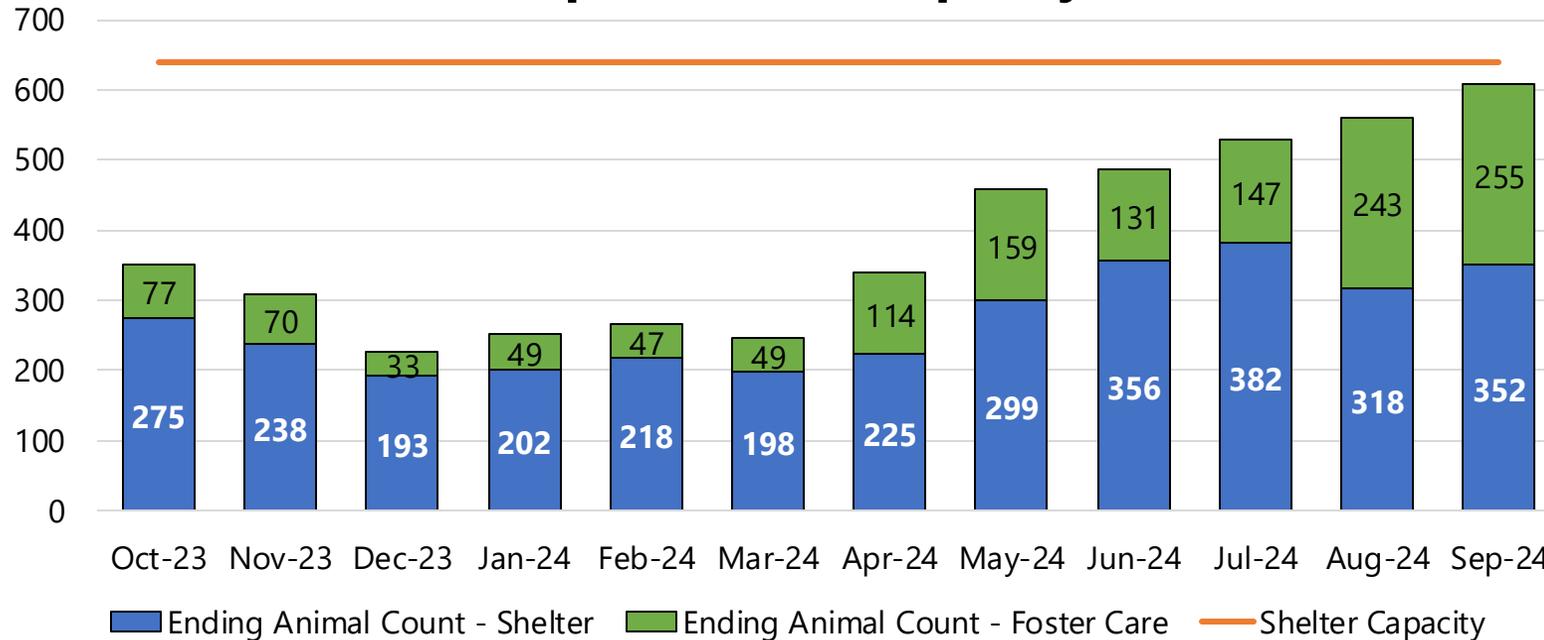
Last 12 months
Department targets 90%, greater than 90%, is considered a "No Kill Shelter"

Demand for the animal shelter is driven by the number of animals eligible or otherwise brought for "intake" at the shelter. Intake spiked post-pandemic, including owner surrender, which currently is a no-cost service. As intake spikes, ability to support ensuring a positive outcome is challenging.



Animal Services - Service Levels

Population Vs. Capacity



Drivers of Demand:

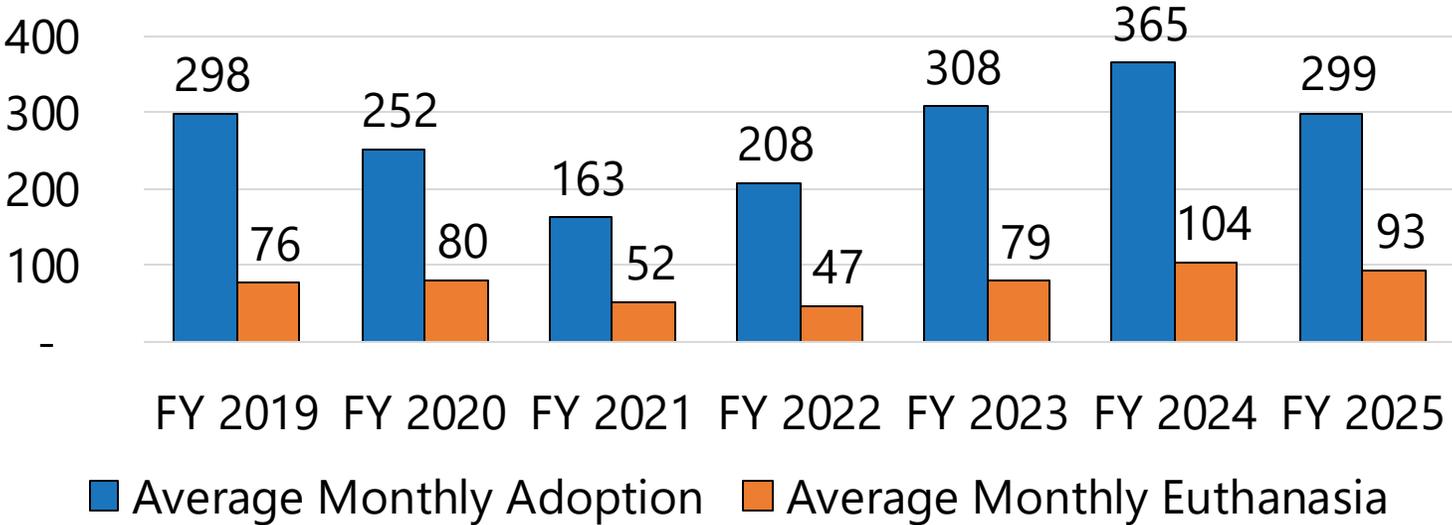
- More litters
- Cost of care

The total capacity in the shelter for cats and dogs is ~640 animals (340 dogs and 300 cats). Over prior 12 months, average of 114 animals were placed in foster placements. Average length of foster is two weeks.



Animal Services - Service Levels

Avg Monthly Adoption vs. Avg Monthly Euthanasia



The shelter has an actual average length of stay of:

17
days for dogs

20
days for cats

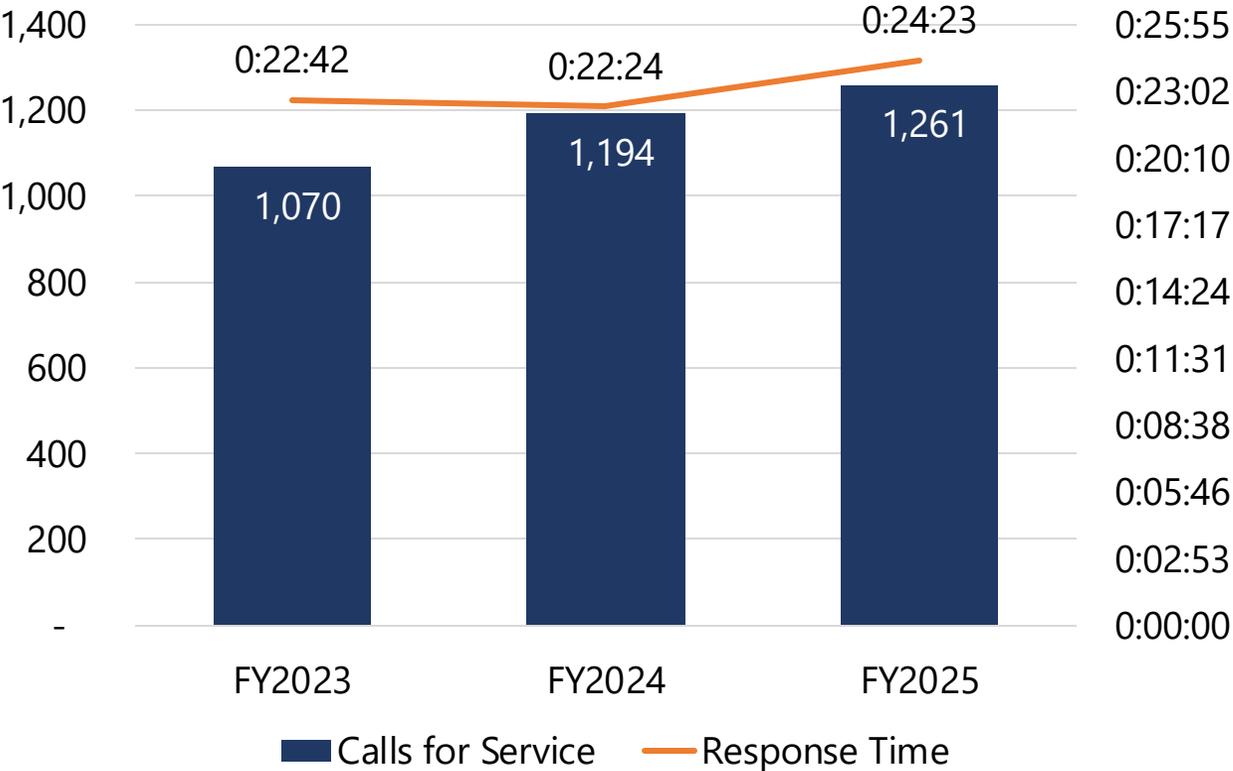
Calendar year 2024
Industry standard is 14 days

Higher intake numbers and longer length of stay result in a higher shelter population. The minimum demand is set by the state through its minimum 72-hour stray hold; the shelter must have sufficient space to hold animals for three days (per animal, not average).



Animal Services - Service Levels

Average Monthly Calls for Service and Response Time for All Calls



Calls for Services are driven by:

- Abandoned Animal
- Allowed to Run at Large
- Animal Attack
- Animal Bite
- Bat/Raccoon in Residence
- Confined
- Cruelty
- Dog Locked in Vehicle
- Injured Animal
- Tethering Call



Key Successes

- New Animal Resource Center
- Internal and External Partnerships
- In-kind & Financial Donations
- Spay & Neuter Voucher Program
- Community Engagement & Retention Programs



Animal Services Overview

Opportunities <i>These are factors/dials that can help achieve goals</i>	Challenges <i>These are factors/dials that can prevent the achievement of goals</i>
<u>Policy Framework:</u> <ul style="list-style-type: none"> • <i>Open Admission Shelter</i> • <i>90% Live Release Rate</i> 	
<ul style="list-style-type: none"> • Additional resource would allow partnerships with internal/external organizations to promote “no wrong door” 	<ul style="list-style-type: none"> • Capacity for Care
<ul style="list-style-type: none"> • Enhanced capacity for care with additional seasonal staffing 	<ul style="list-style-type: none"> • Utilizing more seasonal staff than budget allocation, so a reduction in seasonal staff impacts capacity for care, positive outcomes (adoptions)
<ul style="list-style-type: none"> • Providing more pet related resources to keep pets and people together 	<ul style="list-style-type: none"> • Affordability for pet ownership and impacts on capacity

