FY 2021 - 2027

Guilford County, NC 📍

Strategic Plan

December 2024 Update

DRAFT

Table Of Contents

Guilford County - Our Why

Empowering *Successful People* to thrive in a *Strong Community* supported by *Quality Government*
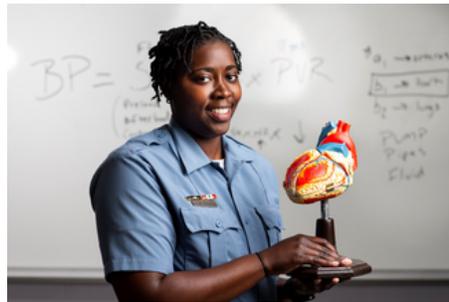
Our Values - Our How

Transparency & Communication
We are committed to open and accessible government driven by information sharing.

Equity & Inclusion
We celebrate diversity and support equitable service delivery and stakeholder inclusion.

Accountability
We are stewards of the public's resources and accept responsibility for the fiscal and physical health of the county.

Service and Outcomes Excellence
We strive for compassionate and professional service delivery provided in an innovative and effective way.

Our People Matter
We provide a positive and compassionate work environment that supports the financial, physical, mental, and social wellbeing of our team members.

4

Guilford County's Strategic Alignment

Guilford County Vision Statements

Guilford County's vision statements are intricately woven into 15 goals, with 107 initiatives identified over the past three years. The alignment between vision, goals, and initiative ensures a cohesive approach to addressing both immediate needs and long-term aspirations, driving meaningful progress across multiple sectors.

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.

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

Goal 2: Promote 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.

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.

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.

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.

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.

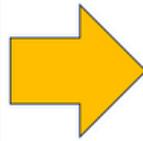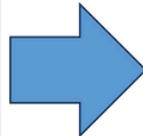# Guilford County's Strategic Alignment

This document outlines the high-level, strategic direction that the Board of Commissioners desires to achieve in order to operationalize the vision statements. This strategic direction provides a framework which allows Guilford County to accomplish transformational, long-term goals on top of the core county and mandated services provided to residents each day.

In a *Plan, Do, Evaluate, and Iterate* model, the Board's direction set within this plan, the Comprehensive Plan, and the annual budget process help establish our direction. This however, does not negate the hard work achieved every day by departments providing core county services. In the "Do" phase, departments provide these core services each and every day, in addition to supporting the achievement of these strategic initiatives.

In the "Evaluate" phase, the County seeks to report on performance metrics associated with staffing ratios and key performance metrics, quantify a return-on-investment through program evaluations and solicit public input through budget town hall meetings.

The County then seeks to "Iterate" or improve our services through a continuous process improvement framework that feeds into the annual budget process.
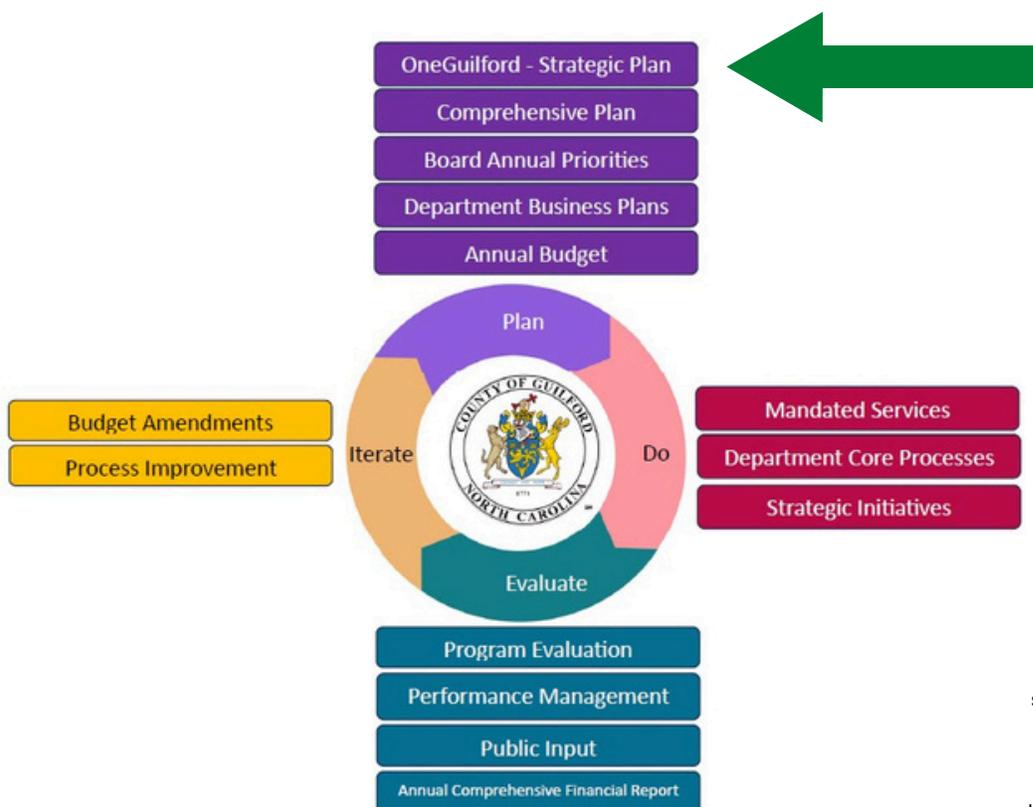
For more information on our over 200 core services, and better understanding around the mandates that drive these services, please review the County's service inventory, located on the County's website. This information is broken out into "Quadrants", which help define the alignment of these services with federal or state mandates. Over 75% of the County's most flexible funding goes to support these mandated services.

Defining Terms

The following definitions are used throughout the report to signify the status of an initiative.

Getting Started: This initiative may be in the information gathering phase, early planning, discovery, or "Identifying Resource Needs".

Running: This initiative is moving, action is taking place, coordination is underway. Some of these items may be a 100 yard sprints, while others may be a marathon that are multi-year efforts.

Relay: This initiative is not completely directed by the County, and staff has transitioned or is collaborating on those projects with partner organizations, through direct engagement or county investment.

Finish Line: This initiative, or current defined phase of the initiative, has achieved the Board's direction. The initiative may be moving into monitoring and evaluation. Additional phases to the project may be developed.

Defining Terms

Initiatives within this plan started, or will start, at different times. A timeline is included in the report to provide an estimated range of time that a project may take to complete. This status update is as of December 2024.

Short Term (0 - 2 Years) - This is anticipated to take up to 2 years to complete based on the scope and scale of the initiative.

Medium Term (3 - 5 Years) - This is medium range initiative anticipated to take up to 5 years to complete, based on the financial or staff resources to manage the work, or based on the scope and scale of the initiative.

Long Term (6+ Years) - Long-term challenges are those that span multiple generations and require sustained, strategic efforts over an extended period, typically 6 years or more. These issues are often complex, multi-faceted, and interconnected, commonly referred to as "wicked problems." Addressing them demands an adaptive, phased approach that evolves over time, with recurring investment in resources, policy, and community engagement. Solutions are not immediate but must build progressively through ongoing collaboration, innovation, and continuous assessment to ensure lasting impact.

The following categories are used throughout the report to signify the origin of an initiative.

Pandemic Recovery:
This initiative was identified and prioritized from ARPA funding or through the Opioid Strategic Plan.

Board Strategic Interest:
This initiative was prioritized and discussed by the Board of County Commissioners through a defined Board action, Board Retreat, or through the Annual Budget Process.

Overall County Progress
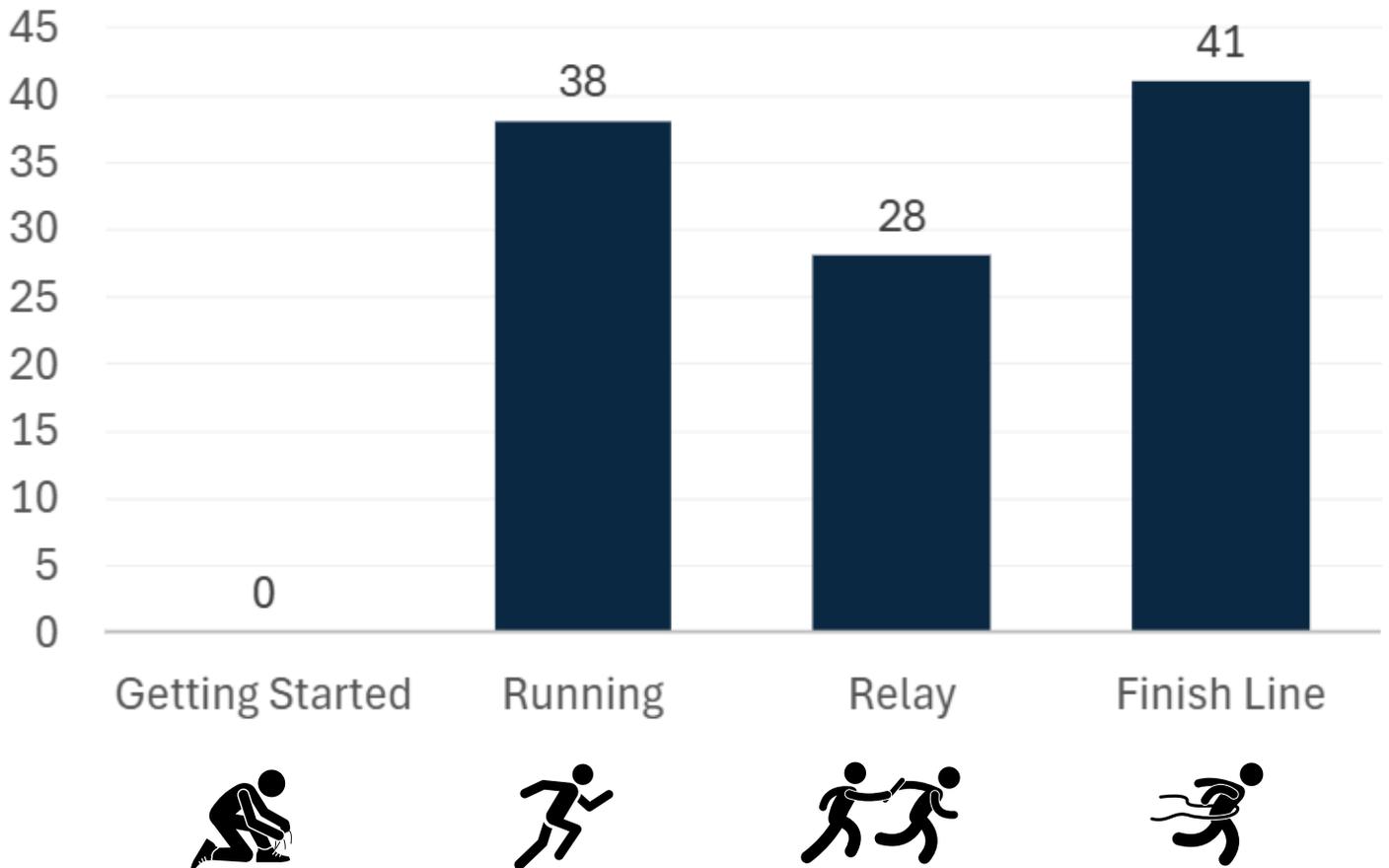
Guilford County has 107 initiatives
that span varying stages of progress.

Successful People

Behavioral Health
Child Support Services
Court Services
Family Justice Center
Integrated Services
Juvenile Detention

Health & Human Services: Administration
Health & Human Services: Public Health
Health & Human Services: Social Services
Health & Human Services: Transportation
Veterans' Services

5 Total Goal Areas | 32 Total Initiatives

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.

Successful People Initiatives

Getting Started	Running	Relay	Finish Line
0	15	8	9
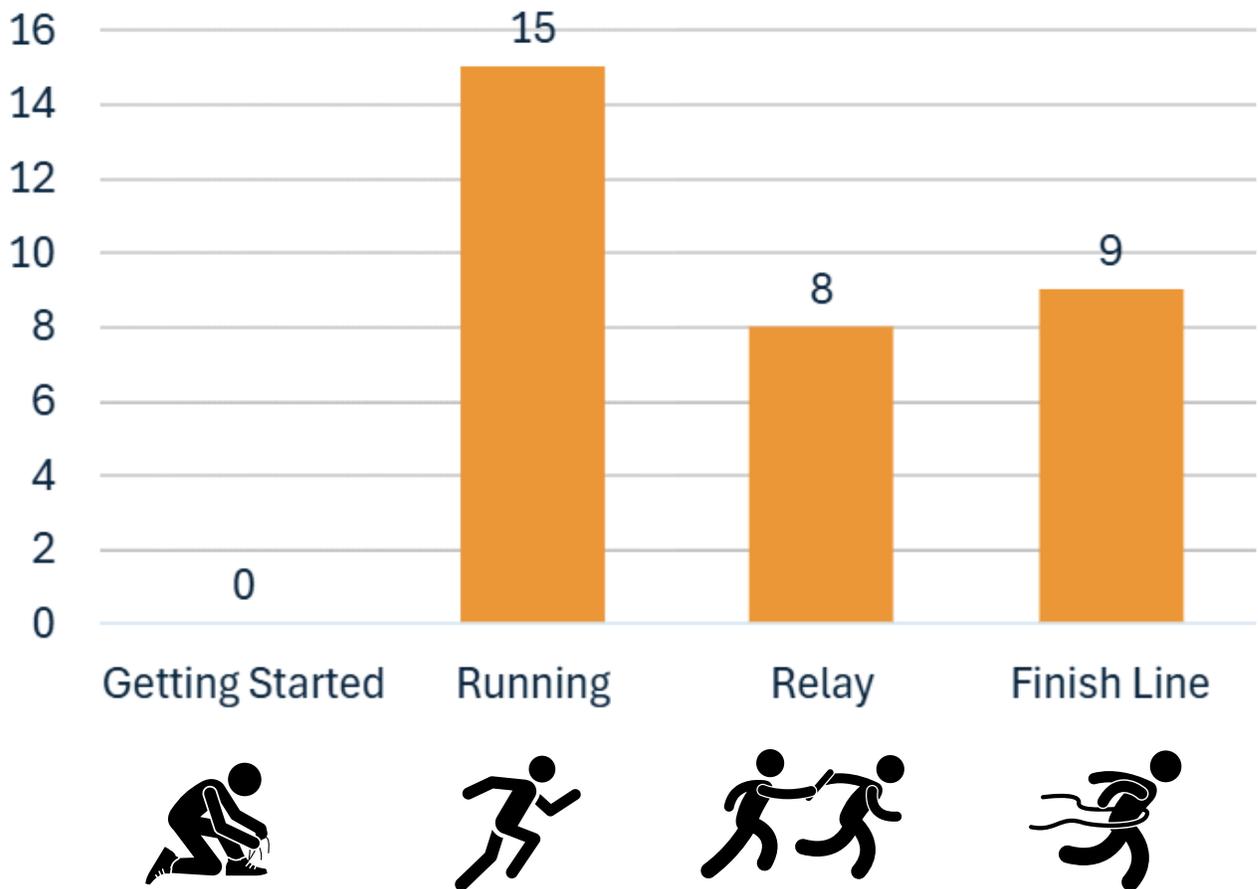
Successful People Updates

Goal 1: Ensure our social, physical, and behavioral health services are coordinated, easily accessed, and effective.

7
Major Initiatives

Getting Started	Running	Relay	Finish Line
0	**3**	**3**	**1**
	Develop & Implement Health & Human Services Comprehensive Strategic Plan	Support the Windsor Chavis Nocho Community Center	Enhance Responsiveness for Veterans
	Develop & Implement Opioid Response Strategic Plan	Establish County as CoC Collaborative Applicant & Staffing Support	
	Citizen Wellbeing Safety Net Collaborative: Integrated Service Delivery and Data System	The Bridge	

Successful People Updates

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

5
Major Initiatives

Getting Started	Running	Relay	Finish Line
0	4	0	1
	Decrease Infant Mortality Rate in Guilford County		Triad Food Pantry
	Develop & Implement a Food Security Plan		
	Expand Mobile Public Health Units		
	Community Collaborator Partnership on Gun Violence Prevention Efforts		

Successful People Updates

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

11

Major Initiatives

Getting Started   **Running**   **Relay**   **Finish Line**

0   **3**   **3**   **5**

Running	Relay	Finish Line
Increase Staffing for Adult Protective Services	Tomorrow's Titans	Establish DSS/FJC Protective Services Team
Increase Staffing to Strengthen Child Protective Services	Out of School Time (OST) Social & Emotional Learning Program	Increase number/ availability of Foster Families
Expand Emergency Therapeutic Transitional Foster Care Services	Launch a Guilford County Age-Friendly Initiative	Establish Child Welfare Support & Early Intervention Team
		Establish Adult Resource Team for Prevention & Intervention
		Increase staffing for Medicaid Expansion

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

4

Major Initiatives

Getting Started	Running	Relay	Finish Line
0	3	0	1
	Develop Residential Recovery Programs: Lees Chapel & Gibson Park Develop Residential Recovery Programs for Women & Children Open and Operationalize the Behavioral Health Center		Provide Pandemic Funding for GCSTOP Programs

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.

5

Major Initiatives

Getting Started	Running	Relay	Finish Line
0	2	2	1
	Improve Guilford County Schools Facilities	**Enhance School Health Services:** Expand School Telehealth Services	**Enhance School Health Services:** Add County School Nurses
	Enhance School Health Services: Establish School Health Alliance	Support Ready/Ready and Shift_Ed Collaborations	

Goal 1: Ensure our social, physical, and behavioral health services are coordinated, easily accessed, and effective.

Status	Initiative	Type of Initiative	Timeline	Status Update
	Develop & Implement a Health & Human Services Comprehensive Strategic Plan	Board Strategic Interest	**Plan** Completed **Implementation** 6+ Years	Guilford County engaged Cansler Consulting (CCR) to design an integrated strategic planning process to provide research and guidance on best practice in opioid response, behavioral health, and integration improvement strategies. DHHS Admin is now shifting to finalizing an "operational framework" from this plan and it will be the roadmap for implementation.
	Develop & Implement Opioid Response Strategic Plan	Pandemic Recovery	**Plan** Completed **Implementation** 6+ years	In accordance with Option B of North Carolina's Opioid Settlement Agreement, Guilford County has hired a Drug and Injury Prevention Manager to conduct community engagement and outreach efforts, has built a recommendation plan with consultants, began funding naloxone distribution, opioid syringe services, GCSTOP, and is working on plans to expand treatment services at Gibson Park and Lee's Chapel. Additional work includes EMS MAT induction, pregnant and parenting recovery, and START program planning. The use of planned resources will extend over the next two decades.

Goal 1: Ensure our social, physical, and behavioral health services are coordinated, easily accessed, and effective.

Status	Initiative	Type of Initiative	Timeline	Status Update
	Citizen Wellbeing Safety Net Collaborative: Integrated Service Delivery and Data System	Pandemic Recovery	6+ years	A Director of Integrated Services has been hired and is working with internal and external partners to identify opportunities for collaborative work and areas of improvement in service delivery. Best in Class communities have been identified with the goal of site visits and exploratory conversations to inform the design form a perspective of lessons learned in other local government entities. A bid for the technology functions has been finalized and the Request for Proposals (RFP) will be issued in early 2025.
	Establish County as CoC Collaborative Applicant & Staffing Support	Pandemic Recovery	**Completed**	Guilford County was established as the Collaborative Applicant for the Continuum of Care, which the Department of Housing & Urban Development defines as the eligible applicant to coordinate and maintain CoC registration, to submit the CoC Consolidated Application, and apply for CoC planning funds. Policy development, partner consensus building, and direct-support work is currently ongoing as the County continues to apply for and monitor grants with our existing team. ARPA funding was used for broader community support and work to provide assistance to unhoused populations.

19

Goal 1: Ensure our social, physical, and behavioral health services are coordinated, easily accessed, and effective.

Status	Initiative	Type of Initiative	Timeline	Status Update
	Support the Windsor Chavis Nocho Community Center	Pandemic Recovery	3-5 years	The County has contracted with the City of Greensboro to provide $15 million in funding. Successes to date includes a high level of collaboration between the City of Greensboro and Guilford County Public Health, DSS, Cooperative Extension, and IT to design a space within the facility to provide core eligibility services and better understand how common areas could be utilized. City and County MWBE departments have developed participation goals for the program and hosted events to bring more MWBE participation into the bidding process. The final design and shared space usage terms are still under development and additional information will be shared in 2025.
	The Bridge	Pandemic Recovery	3-5 years	This project increases access to recreation, health and wellness initiatives, workforce development, and other community services to improve quality of life and health outcomes for Guilford County residents. Project initiatives, such as Medicare Enrollment Support and the Farming Apprentice Program, are led by the Hayden-Harmon Foundation. Community partners include High Point University, D-UP, YMCA and Morehead Recreation Center. Guilford County Transportation and Mobility Services (GCTAMS) provides support by aiding Adults with Disabilities and Senior Citizens to gain access to health and wellness initiatives through safe and secure transit services.

Goal 1: Ensure our social, physical, and behavioral health services are coordinated, easily accessed, and effective.

Status	Initiative	Type of Initiative	Timeline	Status Update
	Enhance Responsiveness for Veterans	Board Strategic Interest	Complete	The Board added two (2) positions to the Veteran Services Department to support increased responsiveness for veteran eligibility enrollment.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Decrease Infant Mortality Rate in Guilford County	Board Strategic Interest	6+ years	Every Baby Guilford is in Year 4 of implementation of the Collective Action Strategic Plan which leads us into Phase 3 of the work to scale developed programming and implement continued learning with community partners. The program won the 2023 Best in Category NACo Achievement Award in the Health Category.
	Community Collaborator Partnership on Gun Violence Prevention Efforts	Board Strategic Interest	6+ years	Public Health has engaged and convened Guilford County community based organizations, law enforcement agencies and other partners to develop a comprehensive public health strategy to prevent firearm violence. The Guilford County Violence Prevention Initiative was developed with violence prevention partners, and Public Health will spearhead ongoing efforts to collaboratively curate a county-wide strategic plan. Since these efforts started firearm safety locks have been distributed within Guilford County via community forums including the City of Greensboro Office of Community Safety Annual Peace on Purpose event, NC S.A.F.E Week of Action and National Night Out. Additionally, over 50 stakeholders from multiple agencies and organizations including Greensboro and High Point Police Departments, the City of Greensboro, High Point Community Against Violence, Gate City Coalition, Triad Adult & Pediatric Medicine and UNCG, attended one or both stakeholder engagement meetings.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Expand Mobile Public Health Units	Pandemic Recovery	3-5 years	The BoCC appropriated $0.4 million to purchase a larger mobile unit. These funds are encumbered and the team is working on purchasing a unit. A local vendor has been identified to provide the unit and a service contract. Representatives from Public Health's Executive Team attended the Mobile Health Summit in September 2024. Next steps are to formalize plans for strategically placing the unit across the county, listening sessions with the community to determine exactly what they want and what they feel they need. We also will soon finalize the plans for the creation of the actual unit so that production can begin.
	Triad Food Pantry	Pandemic Recovery	**Complete**	Support the continuation of the Triad Food Outreach Project, which conducts food pick-up 7-days per week from 15+ different grocery and convenience stores. Food is distributed via mobile food delivery to housing authorities, churches, seniors and schools via volunteers and agency partners.
	Develop & Implement a Food Security Plan	Pandemic Recovery	3-5 years	Developing a Food Security Plan by April 2025 to address food insecurity in the community that has existed before and during the Pandemic, this work involves coordinating data sharing and communication between agencies in Guilford County. Two staff positions and funding for Community Liaison positions were added to support this work. During Year 1 efforts, over 8,000 individuals were impacted by this food security work. In Year 2, 8897 individuals have been positively effected.

23

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Increase Staffing to Strengthen Child Protective Services	Board Strategic Interest	3-5 years	The FY2023 budget included 12 Child Protective Services positions to meet state staffing ratios based on caseloads. The state standard is 10 cases per CPS worker and 1 supervisor per 5 CPS workers. Guilford County's current ratio is 13.2 cases per filled CPS worker. Mid-year in FY2024, the Board added an additional 27 positions to continue this investment. A Continuous Quality Improvement Team has been hired and work on Sobriety Treatment And Recovery Team (START) has begun in CPS. START is geared towards supporting and improving outcomes for parents with substance use disorder who are also involved in CPS. START can only get new cases and cannot accept transfers/referrals of open cases.
	Expand Emergency Therapeutic Transitional Foster Care Services	Pandemic Recovery	3-5 years	The County invested $1.5 million through the American Rescue Plan to support therapeutic services for foster youth who are experiencing persistent mental illness, with the goal of improvement placement stability while awaiting the transition to higher levels of care. DSS is working to develop a full cost-model of this program, similar to the State's "Placement First+" program. A vendor has been identified as a service provider and is creating an operating plan.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Increase Staffing for Adult Protective Services	Board Strategic Interest	3-5 years	Staffing resources were added in Adult Services to address staff resource constraints. Two positions are in Adult Protective Services, one in Guardianship Services, and one for In-Home Aide. Five additional Social Services positions were added in FY25 to enhance the ability and capacity of Adult Protective Services to respond to additional reports and instances of abuse, neglect and/or exploitation. Future phases include developing 3-5 year projections based on current demand to population ratio and projected growth in the "aging adult" population.
	Launch a Guilford County Age-Friendly Initiative	Pandemic Recovery	0-2 years	Guilford County is partnering with Senior Resources as our community partner on this initiative, and a Memorandum of Agreement and contract for FY25 have been signed to initiate work. As of November 2024, Guilford County is officially the 22nd North Carolina community to join AARP's Age-Friendly Network, which provides access to a global network of participating communities, technical expertise, and financial assistance to promote activities and projects intended to improve the quality of life for residents of all ages with a particular focus on senior neighbors.
	Increase number & availability of Foster Families	Pandemic Recovery	**Complete**	Our efforts to increase the number and availability of foster families in Guilford County has resulted in positive growth. From November 2022 to June 2024, we conducted 1,735 marketing activities, resulting in 113 families completing applications, and 29 families completing licensures for foster care.

25

Goal 3: Ensure safety and promote self sufficiency and permanency in the lives of adults, children, and families.				
Status	**Initiative**	**Type of Initiative**	**Timeline**	**Status Update**
	Establish DSS / FJC Protective Services Team	Pandemic Recovery	**Complete**	Utilizing ARPA funding, a unique Department of Social Services team was established specifically for the FJC in order to meet the complex challenges of vulnerable families living in Guilford County. This project focuses on the most crucial areas of need as defined by the staff and community partners of the Guilford County Family Justice Center. These positions have been filled and held 680 collaborations with FJC partners.
	Establish Child Welfare Support and Early Intervention Team	Board Strategic Interest	**Complete**	The County established a seven-member team in the Social Services Division to provide primary prevention services and serve as a "warm line" to support child safety. Cases are referred to this unit from other departments as well as from the child abuse hotline, schools, law enforcement, and community partners. The team consists of social workers, supervisors, and community support technicians who offer direct services and referrals. The team fosters transformational change by collaborating with stakeholders, including families with lived experience, community leaders, houses of worship, and service providers, to create a nationwide model for primary preventive services that improve child safety, prevent foster care involvement, and address the disproportional representation of children and families of color in the child welfare system, while reimagining child protection as a preventive, not reactive, process.

Successful People

Goal 3: Ensure safety and promote self sufficiency and permanency in the lives of adults, children, and families.				
Status	**Initiative**	**Type of Initiative**	**Timeline**	**Status Update**
	Increase Staffing for Medicaid Expansion	Board Strategic Interest	**Complete**	As part of North Carolina's Medicaid expansion efforts, Guilford County added an additional 54 positions to Social Services to review Medicaid eligibility applications and support individuals through the Medicaid enrollment process. Since Medicaid expansion began, the County received 68,494 applications (Dec 1, 2023-Nov 30,2024), resulting in 35,443 additional enrollees. The addition of these positions supported quicker wait times and better customer service for applicants.
	Establish an Adult Resource Team for Prevention & Intervention	Board Strategic Interest	**Complete**	Emergency Services high-need clients are defined as patients who call more than 6 times in a 30 day period. Some of these patients have declining health conditions, but many have chronic health issues and lack the necessary support to maintain independent daily living. This is often seen as a lack of social, psychological, physical or spiritual health. ART's job is to do in-depth assessments of these patients in their social environment and link them to necessary services. This has been highly successful in reducing non-emergency EMS responses to the highest system utilizers, but is also creating referral opportunities for patients that have just started their health declines/system resource needs. This initiative won a NACo "Best in Category" Award in 2024.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Tomorrow's Titans	Pandemic Recovery	3-5 years	This program supports the mental, physical, financial, social, and overall safety and wellbeing for youth ages 14-24 by decreasing violence among youth. The lead organization, Welfare Reform Liaison Project (WRLP), utilizes methods to support mental, physical, social, and overall safety and well-being for youth ages 14-24. The program aims to decrease violence among youth, reduce the number of youth and young adults entering and re-entering the detention and criminal justice systems, and encourage skills training and full-time employment that provides a living wage and benefits for young adults. Program options include Employment Skills Training, Restoration Services Mentoring, "Chop It Up" program, Commander Peace Academy Boxing Club, and after school and summer programs. Tomorrow's Titans completed the 23-24 school year with 31 graduating seniors and have transitioned to a summer program with weekly sessions and skills training classes.
	Out of School Time (OST) Social and Emotional Learning Program	Pandemic Recovery	3-5 years	American Rescue Plan Funds ($0.5 million) allocated to support the YMCA of High Point's Out of School Time (OST) Social and Emotional Learning Program, an after-school and summer program for children ages 5-16. The program offers a variety of physical enrichment activities and educational support to help children regain learning losses due to the pandemic. In 2024, 200 youth have participated in after school programs, and 50% of participants ages 5-16 come from low-to-moderate income households.

28

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Develop Residential Recovery Programs: Lees Chapel & Gibson Park	Pandemic Recovery	3-5 years	The Lee's Chapel Facility has been identified to house residential recovery programs and is currently in the design phase. A roadblock has been the low readiness of the building to provide these types of service at the time of purchase, which has extended the timeline with the need for re-zoning, community engagement, TRC review, and a larger design and construction scope. As of November 2024, the Planning Committee was reviewing and evaluating proposals to identify a service provider for the program and facility development phase.
	Develop Residential Recovery Programs for Women and Children	Pandemic Recovery	3-5 years	The program research phase is completed, a service model has been identified and building selected to house services. A service provider is under contract to provide program and facility design and community engagement work. We are now entering into the community engagement phase with our stakeholder group and service provider, supported by NIATx. Once this phase is completed, facility design and construction work will begin.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Open and Operationalize the Behavioral Health Center	Board Strategic Interest	**Open Facility:** Complete **Normalize Operating Model:** 3-5 years	A Board Oversight Committee was established to provide strategic direction and oversight. The Behavioral Health Center has been providing mental and behavioral health care for all ages, 24 hours a day, 7 days a week since opening in June 2021. Between Urgent Care Services, Outpatient Services, and Facility Based Crisis Services, the Center provides care to around 1300 patients per month.
	Provide Pandemic Funding for GC STOP Programs	Pandemic Recovery	Complete	The Guilford County Solution to the Opioid Problem (GCSTOP) is a set of programs built around the community collaboration of non-traditional partners to prevent opioid overdose deaths in Guilford County. With Guilford County funding for Medication-Assisted Treatment (MAT) expansion, Daymark Recovery Services expanded its collaboration with GCSTOP to improve access to MAT for those seeking residential treatment. While individuals are in treatment, they can continue MAT with the GCSTOP provider. This collaboration improved the referral pipeline to residential treatment and allowed for immediate MAT expansion while Daymark works to set up their own MAT provider. GCSTOP received a 2023 National Association of Counties (NACO) award in the Risk and Emergency Management category.

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.

Status	Initiative	Type of Initiative	Timeline	Status Update
	Improve Guilford County Schools Facilities	Board Strategic Interest	**Develop Model Principles:** Complete **Implementation** 6+ years	The County continues to support GCS in its implementation of the $2 billion school facility improvement plan. The Board authorized a $180 million Issuance Resolution in February 2024, in addition to $120 million previously issued. County Staff meet monthly with Guilford County Schools to closely review cash flows, capital expenditure reimbursements and any other project updates. The County is planning for an additional issuance in early 2025 for up to $575 million.
	Support Ready/Ready and Shift_Ed Collaborations	Pandemic Recovery	3-5 years	Programs and navigators are fully implemented and providing services for families and students. The Navigators support young families and increase access to resources that support the healthy growth and development of babies and young children with the goal of kindergarten readiness. In 2024, Navigators have developed 4 partnerships with community organizations, helped create 85 jobs, collaborated for over 3,000 hours to create more than 20 cross program integrations to make services more seamless for families.

Successful People

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.

Status	Initiative	Type of Initiative	Timeline	Status Update
	Enhance School Health Services: **Add County School Nurses**	Board Strategic Interest	**Completed**	Since FY2022, the Board of County Commissioners has added 25 school health positions for a total of 66 positions. The additional staff align to 1 nurse for every 1,157 students or 1 nurse for every 2 schools.
	Enhance School Health Services: **Establish School Health Alliance**	Board Strategic Interest	3-5 years	Contract is fully executed for consultation services to create a school health alliance. Next steps include a proposal to be developed by the consultant for GCS to review and then a meeting with GCS stakeholders for their input. Public Health is working to formalize service provider details and identify service sites, and we are exploring co-location of services with Cone Health around adding services at existing telehealth sites.
	Enhance School Health Services: **Expand School Telehealth Services**	Pandemic Recovery	3-5 years	A Memorandum of Understanding (MOU) between Cone Health, GCS, and Public Health was established to provide tele-health services, with monthly leadership meetings occurring between school health staff and tele-health staff in schools. During the 23-24 school year, 11 tele-health sites were in operation at elementary schools. For the 24-25 school year, the county added 5 additional sites, with anticipation of adding 4 more during the spring semester.

Strong Community

Animal Services	Parks
Cooperative Extension	Planning & Development
Coordinated Services (& JCPC)	Security
Diversity, Equity, Inclusion & Belonging	Sheriff's Office
Emergency Services	Soil & Water Conservation
Inspections & Permitting	Solid Waste

5 Total Goal Areas | 45 Total Initiatives

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.

Strong Community Initiatives

Category	Value
Getting Started	0
Running	10
Relay	19
Finish Line	16

36
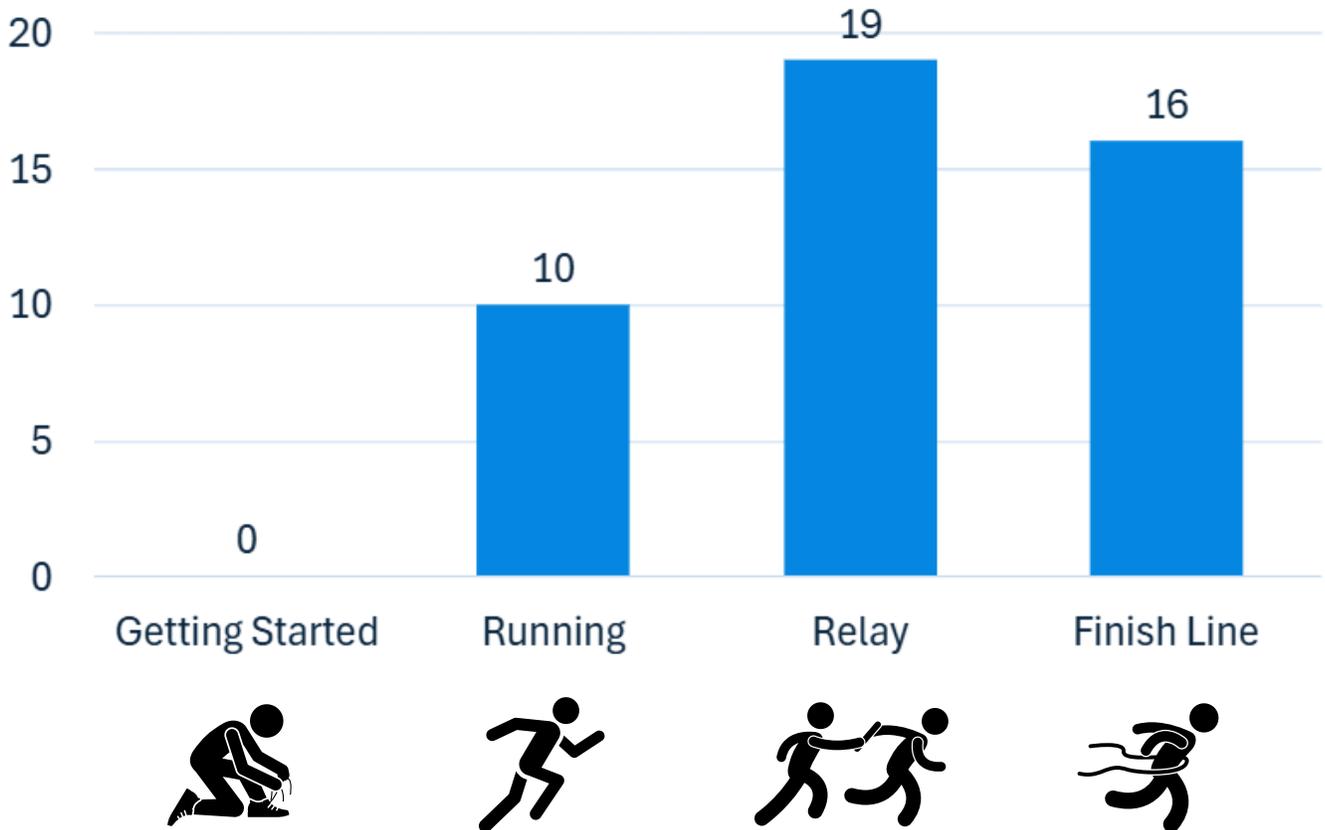
Strong Community Updates

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

13
Major Initiatives

Getting Started

Running

Relay

Finish Line

0

3

Expand Paramedic Academy

Implement a EMT Academy

Construction & Occupancy of new Sheriff's Administration Building

2

Expand Broadband Access for Rural Fire Departments

Implement a Rural Fire District Academy

8

Implement Fire Records Management System

Install Fire Service Hydrants in Southwest Guilford County

Expand Detention Center Medical & Mental Health Services

Install New Law Enforcement BDA/DAS Technology

EM PPE, Cleaning Supplies

LE Detention & Paramedic Incentive Program

Open New Animal Shelter

Enhance Building & Ground Security

Strong Community Updates

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

5

Major Initiatives

Getting Started	Running	Relay	Finish Line
0	**2**	**1**	**2**
	Address Systemic Issues Contributing to Chronic Homelessness: Develop & Implement Homelessness Strategic Plan Provide funding support for High Point Area Day Shelter	Support Eviction Mediation, Landlord Engagement & Tenant Education Programs	**Address Systemic Issues Contributing to Chronic Homelessness:** Provide one-time funding support for CoC Services Provide funding to Servant Center for Medical Respite building

Strong Community Updates

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

8

Major Initiatives

Getting Started	Running	Relay	Finish Line
0	**2**	**4**	**2**
	Establish MWBE Department & Implement Strategic Plan based on Disparity Study	One time support for The Steelhouse	Support Megasite Development
	Manage & Contribute to EconDev Incentives to support growing job market	One Time Support for the Forge Project	Workforce Recovery & Impact Analysis
		One Time Support for Emerging Talent Career & Professional Development - Action GSO	
		Golden Leaf Community-Based Grants Initiative Support	

Strong Community Updates

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

9

Major Initiatives

Getting Started

Running

Relay

Finish Line

0

2

6

1

Develop a Parks Master Plan

Plan Development for the Bicentennial Greenway

Support the New Creative Investment - United Arts Council of Greater Greensboro

Support One Time Funding for Washington Street Enhancement Project: D-Up

Support one time funding for Jamestown Sidewalk Project

Jamestown Parks Accessibility

Support one time funding for Summerfield Bandera Farms Park

Sedalia Community Park & Sidewalk Project

Support One Time Funding for Oak Ridge Town Park

Strong Community Updates

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

10

Major Initiatives

Getting Started

Running

Relay

Finish Line

0

1

6

3

Update Comprehensive Land Use Plan

Support One Time Funding for Town Water/Sewer Initiatives:
- Gibsonville Highway 61 Water Connector

- Gibsonville Water Tank

- Oak Ridge Water Infrastructure

- Pleasant Garden Water/Sewer Infrastructure

- Stokesdale Water System

- Summerfield Water Infrastructure

Support one time funding for Jamestown Stormwater

Implement New Land Use Software (Phase I)

Decrease turnaround time for building inspections

Strong Community

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Expand Paramedic Academy	Pandemic Recovery	0 -2 Years	This represented facility upgrades and equipment to enhance the on-going programming. The funding allowed renovating all of the space that is instructional, including the ability to be hybrid, as well as high fidelity mannequins.
	Implement a EMT Academy	Pandemic Recovery	3 -5 Years	The EMT Academy was implemented to help create a pipeline of trained emergency first responders to add to Guilford County's EMS workforce. This EMT Launchpad has graduated 25 EMTs. The current Paramedic Academy has 4 of the Launchpad students progressing. This will help ensure the county's vacancy rate remains low and supports providing more timely response.
	Construction & Occupancy of new Sheriff's Administration Building	Board Strategic Interest	3-5 years	The LE Admin Facility project is in progress with 30% of the new building in place and on schedule for late 2025 completion.
	Implement Fire Records Management System for Fire District Support	Board Strategic Interest	**Complete**	Guilford County Emergency Services centralized the county's fire records management system across all departments, aiming to streamline incident documentation, hydrant and property management, training records, and enable county-wide reporting. With 21 departments involved, the goal was not only consolidation but also facilitating seamless information sharing. This initiative successfully achieved its objectives, significantly enhancing efficiency, collaboration, and data accuracy across all county fire departments. The effectiveness, measurable results, and innovative approach in implementing the Fire Records Management System was recognized, earning a 2024 NACo Achievement Award.

Strong Community

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Implement a Rural District Fire Academy	Pandemic Recovery	3-5 Years	The Fire Academy was created to provide funding to support certain wages for Fire Academy candidates as they complete Fire and EMT training at GTCC. Candidates are employed by Guilford County Rural Fire Departments prior to graduation, and will remain as employees once training is complete. So far, all 18 sponsored candidates that successfully completed the GTCC Fire Academy have been retained as employees with the sponsoring Fire Department.
	Install New Law Enforcement BDA/DAS Technology	Pandemic Recovery	**Complete**	This initiative was funded with American Rescue Plan funding ($0.2 million) to refresh equipment for the existing 800 MHz public safety DAS and the 850 MHz Verizon Cellular DAS at the Guilford County Jail and Courthouse. This systems allows effective communication within the jail and courthouse, to ensure public safety team members can communicate via the radio system in all parts of the facilities.
	Expand Detention Center Medical and Mental Health Services	Pandemic Recovery	**Complete**	Through BoCC action, this service line was expanded to provide behavioral health services in addition to providing high quality medical services in the County's two detention centers (High Point and Greensboro). American Rescue Funding ($4.3 million) was utilized to help offset county costs in expanding these services. Funding has since transitioned back to the General Fund. These services support over 900 residents, on average, each day. In total, the increase in investment totaled almost $6 million.

43

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Install Fire Service Hydrants in Southwest Guilford County	Pandemic Recovery	**Complete**	The addition of 11 pressurized hydrants in an area of the district previously without pressurized water sources has significantly improved fire suppression capabilities. Before their installation, the fire department relied on dry hydrants, typically ponds on private property, which required dedicated Engine Companies to set up and shuttle water to the fire scene. Dry hydrants are often difficult to access and time-consuming to use. With the new pressurized hydrants, fire apparatus can fill directly from the hydrants, reducing setup time and allowing more personnel to focus on other tasks. This improvement has also eliminated the need to maintain and test dry hydrants in the area, streamlining operations and enhancing efficiency.
	Expand Broadband Access for Rural Fire Departments	Pandemic Recovery	3-5 Years	Currently, 19 departments are receiving funding for FirstNet devices and service costs, improving resiliency and reach for public safety operations. Through American Rescue Plan Funding, the Board appropriated $0.6 million to connect rural fire departments to the emergency services broadband network. This funding covered internet service costs and equipment including tablets, phones, mobile gateways, computers, and mounting hardware. This investment has ensured that emergency responders are able to communicate and connect in all areas of the County. Remaining work involves 3 additional years of service coverage, covered through a reimbursement process.

Strong Community

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Emergency Management P.P.E. & Cleaning Supplies	Pandemic Recovery	**Complete**	Purchase of Personal Protective Equipment (P.P.E.) to support safe County operations and prevent the spread of COVID-19. P.P.E. items included gloves, N95 respirators, surgical masks, gowns, and other protective items.
	LE Detention & Paramedic Incentive Program	Pandemic Recovery	**Complete**	Fund an attraction and retention program to fill 70 vacancies in Law Enforcement Detention Services, and to address the 12% vacancy rate for specified positions in Emergency Services.
	Open New Guilford County Animal Shelter	Board Strategic Interest	**Complete**	Guilford County began construction of the new shelter facility in June of 2020 and opened in October of 2021. The new 33,000 square foot Animal Resource Center highlights state of the art medical facilities, including a spay and neuter suite, surgery prep areas, and an animal ICU. The new shelter is designed to adjust to fluctuations in animal populations and can house up to 550 animals.
	Enhance Building and Ground Security	Board Strategic Interest	**Complete**	The Board added 10 positions mid-year during FY2022 to support and provide resiliency to maintain full security coverage. In FY24, the Security Department increased staffing by 12 positions. 5 of these positions were transferred from Behavioral Health to replace prior Deputy Sheriffs, while the other 7 were newly created positions to provide security coverage at the new Animal Shelter and at Social Services.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Address Systemic Issues Contributing to Chronic Homelessness: **Develop & Implement Homelessness Strategic Plan**	Pandemic Recovery	**Convene Taskforce** Complete **Develop Plan** 0-2 Years **Implement Plan** 6+ Years	The County is under contract with CSH to conduct strategic planning work. Project is ongoing; we are currently working on recruiting people with lived experience and have rolled out a funding survey. Budget amount includes task force administrative funding ($95,000) and funding to support initial implementation of plan recommendations ($555,574). The Guilford County Homelessness Taskforce was established in November 2022, which brings together County Commissioners, elected officials from the City of Greensboro and the City of High Point, the Guilford County Continuum of Care, County staff and community partners. Guilford County allocated $8 million in federal American Rescue Plan Act (ARPA) funding toward projects to support work to end the experience of homelessness for Guilford County residents.
	Address Systemic Issues Contributing to Chronic Homelessness: **Provide one-time funding support for CoC Services**	Pandemic Recovery	**Complete**	The County's effort in this project was providing funding (Summer 2023) to support programmatic and personnel costs. Final quarterly data is being gathered to evaluate impact. As of March 2024, 655 individuals utilized case management services, and 92% overall HMIS completion and accuracy across all Guilford County agencies.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Provide funding to Servant Center for Medical Respite building	Pandemic Recovery	**Complete**	The County's effort in this project was providing $1 million in American Rescue Plan funding to support the purchase of the building, which has now been purchased. Data will be collected over time on clients served in the facility.
	Support Eviction Mediation, Landlord Engagement & Tenant Education Programs	Pandemic Recovery	3-5 years	The County entered into a 17-month agreement (end date of 11/30/2025), using the total funding allocation for eviction mediation. As of the previous quarter, 3,556 households have been served across eviction mediation, rental assistance, and referrals to other services. 37% of all evictions that were on the court docket, on days when the clinic was present in court were dismissed by the court or the landlord.
	Provide funding support for High Point Area Day Shelter	Pandemic Recovery	3-5 years	The County is still in the evaluate phase to support the Center for Hope and Healing concept, which is still under development. Use of funding allocation ($1,000,000) to be determined as planning group continues to work on the concept.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Manage & contribute to Economic Development Incentives to support and contribute to growing job market	Board Strategic Interest	6+ years	Since 2021, Guilford County and the Piedmont Triad region have experienced unprecedented economic development success, particularly in the aerospace, innovative manufacturing, and life sciences sectors. Over the last two years, companies have announced expansion plans in Guilford County that include more than $900 million in private investment and nearly 2,400 jobs.
	Support Megasite Development	Board Strategic Interest	**Initial Work** Complete **Manage Anticipated Impacts from Growth** 6+ Years	The Greensboro - Randolph megasite was built to be able to bring an automotive assembly to the Piedmont Triad Area. The prep work included all the infrastructure needed and being able to reroute water and sewer from Greensboro. Toyota announced over $8 billion in investment to develop a battery plant. This regional collaboration involved surrounding municipalities, Chamber of Commerce, the State of North Carolina, and Guilford County Government. While the initial investment and coordination have been complete, future work will involve ensuring growth occurs in a coordinated way, including transportation, where schools may be needed, and future water supply.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	One-Time support for The Steelhouse	Pandemic Recovery	0-2 years	The County is under contract with the Nussbaum Center for Entrepreneurship (NCFE) to support facility construction ($2,000,000). The demolition phase was just completed and moving to next step of construction to support Phase 1 & 2 of the building.
	One-Time support for Expanding Sustainable Impact at The Forge	Pandemic Recovery	3-5 years	Program continues to expand its partnerships. Recent highlights include: • 86 unique participants attended 226 mentoring sessions, individuals upskilling their abilities to work for Toyota and *She Built this City*. • 369 youth participants have been introduced to a STEM curriculum. • 16 jobs have been created and filled due to Forge.
	One-Time support for Emerging Talent Career & Professional Development with Action Greensboro	Pandemic Recovery	3-5 years	The County provided one-time funding ($1.2 million) to support Action Greensboro in developing an Emerging Talent Career and Professional Development program. This program provides 4 career and professional development programs for students, educators, and community members. These programs include Campus Greensboro Fellows program, Refresh Learning Series, synerG Career Seeker Cohort, and synerG Young Professional Educators Academy. The program is currently in year 2 and continues to experience successes across the 4 program areas.

Goal 3: Expand and diversify the local and regional economies and create quality jobs that provide opportunities for all residents.				
Status	**Initiative**	**Type of Initiative**	**Timeline**	**Status Update**
	Support organizations navigating Golden Leaf Community-Based Grants Initiative in the Piedmont-Triad Prosperity Zone	Board Strategic Interest	0-2 years	The Golden LEAF Board awarded $384,550 to GuilfordWorks/Workforce Development Board to support education and training for workers in the growing renewable energy, clean energy, and electric vehicle industries. Guilford Technical Community College received $310,000 to expand its short-term construction training programs, including a bootcamp, with goals of 45 additional completers and 30 students earning third-party credentials within the first year. The Nussbaum Center for Entrepreneurship was granted $750,000 for electrical infrastructure upgrades at The Steelhouse, part of a $36 million redevelopment. The project will create 177 new full-time jobs and support 11 new businesses, plus six existing businesses, in the area.
	Workforce Impact & Recovery Analysis	Pandemic Recovery	**Complete**	Analysis conducted to help understand the pandemic's impacts on Guilford County's economy, workforce, and industrial base. The analysis used data on employment and career trends, identified employer-talent skill gaps, and evaluated the skills and training necessary for residents to return to work or to transition into high-demand roles.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Establish MWBE Department & Implement Strategic Plan based on disparity study	Board Strategic Interest	**Establish Department** Complete **Implement Plan** 3-5 years	The County established an MWBE Department, with a total of 8 staff, and completed a disparity study, which examined whether there are inequities in the way that public contracts are awarded to disadvantaged businesses, women, and minorities. Based on this data, MWBE established a strategic plan with 11 strategies, 8 of which have been implemented: 1. Adopt an official MWBE program policy and administrative manual for 2023 Disparity Study, 2. Set MBW & WBE contract-by-contract goals, 3. Enhance contract compliance efforts, 4. Review bonding requirements, 5. Improve communication between County bidders & potential bidders, 6. Invest in broader and more targeted outreach and supporting services, 7. Require join ventures on large construction projects, 8. Allocate additional resources & staffing.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Support the New Creative Investment - United Arts Council of Greater Greensboro	Pandemic Recovery	3-5 years	The County provided one-time funding ($2.5 million) through the American Rescue Plan to support organizational sustainability, arts in schools programming, and growth in the ecosystem of Guilford County's arts organizations. The Arts Council of Greater Greensboro is contracted to run the program through December 2026.
	Support One-Time Funding for Washington Street Enhancement Project: D-UP	Pandemic Recovery	3-5 years	The County provided one-time funding ($3.0 million) through the American Rescue Plan and have contracted with D-Up to complete the project. The program is currently in the design development phase, having completed demolition and disposal of old building in January 2024. The project is on track to finalize construction plans by September 2024, with construction beginning in September 2024. More information can be found on D-UP's website.
	Support One-Time Funding for Jamestown Sidewalk Project	Pandemic Recovery	3-5 years	The County provided one-time funding ($2.3 million) to complete gaps in the pedestrian network to connect critical public locations. The design work has been completed, and the town is in the process of executing contacts with design firm handling the E. Main Street at Ragsdale sidewalk and the three smaller sidewalk contracts have been awarded. The Town of Jamestown is the project lead.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Jamestown Parks Accessibility	Pandemic Recovery	3-5 years	This project will improve Jamestown Park with the addition of two shelters, a dog park, relocating the sand volleyball area, developing a natural play area and trail, and renovating the basketball court and sidewalks. New play equipment will also be installed with funds from an AFP grant, which will provide all-accessible usage to benefit individuals of all abilities and ages.
	Support One-Time Funding for Summerfield Bandera Farms Park	Pandemic Recovery	3-5 years	Initial project engineering complete. Major roadblocks include pricing for the project coming in double what was originally estimated and staff turnover at the Town. Project is under contract with the town but current progress is stalled.
	Support One-Time Funding for Oak Ridge Town Park	Pandemic Recovery	Complete	The County provided one-time funding ($0.3 million) through the American Rescue Plan for renovation of the historic Redmon House. Architectural plans and construction documents for renovation are completed and demolition of the old deck began in Jan. 2024. The Town of Oak Ridge is the project lead and the town anticipates project completion in October 2024.
	Support One-Time Funding for Sedalia Community Park and Sidewalk Project	Pandemic Recovery	3-5 years	The County provided one-time funding ($0.5 million) to support the design and construction of the town's first park and walking trail. The town has received planning services through Foothills Planning & Design and the Piedmont Triad Regional Council, including project base maps, composing draft site plans, completing on-site design, and submitting documents to the Technical Review Committee. The Town of Sedalia is the project lead.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Plan Development for the Bicentennial Greenway	Board Strategic Interest	0-2 years	The County engaged with regional partners to discuss the Bicentennial Greenway, a 13.6 mile multi-jurisdictional multi-use path. A kick-off was coordinated by the Piedmont Triad Regional Council to outline the structure for the collaborative effort and the first partnership meeting will be scheduled in September. Staff continue to look for grant opportunities to help support the initiative.
	Develop a Parks Master Plan	Board Strategic Interest	0-2 years	The Parks Department engaged with a third-party to complete the Guilford County Parks, Trails, and Open Space Comprehensive Master Plan. This plan is a visionary blueprint that will shape the recreational landscape of our community for the next decade. This comprehensive plan will be a collective vision for immediate, short-term, and long-range recreational needs and interests, providing a roadmap for the future. This initiative explores collaborative opportunities to enhance the overall impact, bringing together stakeholders to collectively contribute to the vision. The plan serves as a tool to unify regional planning efforts, pinpoint potential partners and funding strategies, foster collaboration, and ensure a well-rounded approach to community recreation. Plan development began in October 2023 and included 8 community engagement opportunities. The plan is approximately 70% complete. While this phase of the project is 0-2 years, following the completion of the plan, next steps will include identification of funding sources and implementation.

54

Strong Community

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Support Town Water/Sewer Initiatives: **Jamestown Stormwater**	Pandemic Recovery	**Complete**	The County provided one-time funding ($0.2 million) through the American Rescue Plan to replace a crucial stormwater infrastructure to allow for better sewer management. As of April 2024, the project has been completed, and repair was made to the 50 year old storm drain that was in the process of collapsing. This prevented the area from flooding and provided safety for the residents and visitors of Jamestown.
	Support Town Water/Sewer Initiatives: **Gibsonville Highway 61 Water Connector**	Pandemic Recovery	3-5 years	The County provided one-time funding ($3.1 million) to support the installation of a 12" water line along highway 61 to connect to the existing waterline that feeds into the town. The water line improves water quality in the historically underserved northwest part of town. Water permits have been secured and the project has been advertised for bidding. The water line will improve water quality and increase fire flow for residents. The Town of Gibsonville is the project lead.
	Support Town Water/Sewer Initiatives: **Gibsonville Water Tank**	Pandemic Recovery	3-5 years	The County provided one-time funding ($2.8 million) for the construction of a new water tank in Gibsonville, which will provide increased fire flow and double the water capacity storage. Engineering contracts have been signed and a survey has been completed. The project will improve water pressure stability and quality for 4,054 households, as well as support public safety and accommodate for future growth. The Town of Gibsonville is the project lead.

Strong Community

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Support Town Water/Sewer Initiatives: **Oak Ridge Water Infrastructure**	Pandemic Recovery	3-5 years	The County provided one-time funding ($3.3 million) through the American Rescue Plan for the development of infrastructure to support a municipal water system in Oak Ridge to construct a new water tank and water main. The project is currently in the award process for construction bids for the elevated water tank. 30% of engineering designs have been completed. The project will enhance fire safety and offer reliable potable water to a growing segment of the population. The Town of Oak Ridge is the project lead.
	Support Town Water/Sewer Initiatives: **Pleasant Garden Water/Sewer Infrastructure**	Pandemic Recovery	3-5 years	The County provided one-time funding ($5.5 million) through the American Rescue Plan to develop Phase I of the Pleasant Garden Business District water and sewer project. Major accomplishments to date include: securing $5.5M in additional funding from the state for the project, a City of Greensboro policy change to allow for this expansion of their system, and an interlocal agreement developed between the City of Greensboro and the Town of Pleasant Garden. The initial project scoping is complete and the project is now moving toward a contract between Guilford County and Pleasant Garden for established scope of work. Pleasant Garden is the project lead.

Goal 5: Ensure safe, secure, and clean environments through responsible growth, development, and management.				
Status	**Initiative**	**Type of Initiative**	**Timeline**	**Status Update**
	Support Town Water/Sewer Initiatives: **Stokesdale Water System**	Pandemic Recovery	3-5 years	The County provided one-time funding ($5.5 million) to expand Summerfield's water connectivity through construction of an elevated tank. Final design and permitting is in process and the preliminary Engineering Report is completed. Major roadblocks include staff turnover at the Town and decisions around final project scoping on line size and location. Under contract with the town but still waiting to learn more about next steps. The Town of Summerfield is the project lead.
	Support Town Water/Sewer Initiatives: **Summerfield Water Infrastructure**	Pandemic Recovery	3-5 years	The County provided one-time funding ($3.1 million) through the American Rescue Plan to construct a dual water main, adding a diffuser to an elevated tank to improve water quality, and adding and electronic value for quality control. The Town Council accepted the engineered plans for the elevated water storage tank, and permit applications were filed with the North Carolina Department of Environmental Quality (NCDEQ). 30% of engineering designs have been completed. The Town of Stokesdale is the project lead.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Update Comprehensive Land Use Plan	Board Strategic Interest	0-2 years	2040 Guiding Guilford Comprehensive Plan just completed its 30 day public comment period on the draft document. Key activities forthcoming are review of public comments (including any revisions that may be needed), review and recommendation by Planning Board, and ultimate review and approval by the Board of Commissioners. Tentative completion date is Fall 2024.
	Implement New Land Use Software (Phase I)	Board Strategic Interest	**Complete**	The County implemented two phases of a new land use software integrating the Watershed/Stormwater Program to the County's land management system (Phase II). The first two phases have been completed, streamlining county operations and improving efficiency between functional areas. Future items have been identified among disciplines for Phase III.
	Decrease turnaround time for building inspections	Board Strategic Interest	**Complete**	In May 2022, the Board of Commissioners added 11 new positions, including 6 Inspectors, a Business Process Analyst, a Chief Plans Examiner, and a Planning Technician to support the over 3,500 monthly inspections. At the time, staffing issues and workload ratios were resulting in a rolling backlog of inspections outside the target of 48-hours. Now, ~99% of inspections are completed within-24 hours, vs. a goal of 95%.

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Quality Government

Quality Government Overview

5 Total Goal Areas | 30 Total Initiatives

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.

Quality Government Initiatives

Getting Started	Running	Relay	Finish Line
0	13	1	16
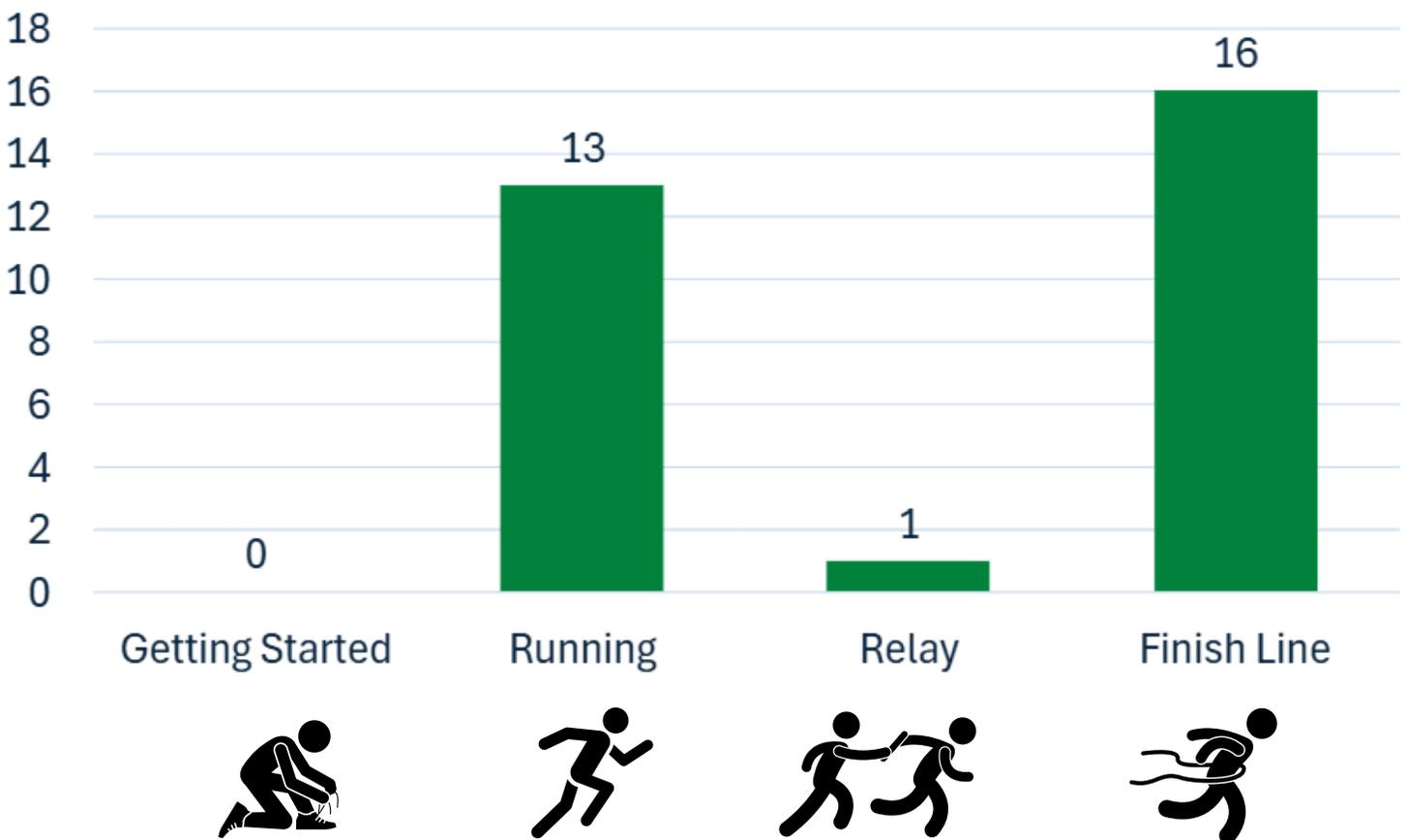
Quality Government Updates

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.

7

Major Initiatives

Getting Started	Running	Relay	Finish Line
0	**4**	**0**	**3**

Running

Manage COVID-19 Pandemic Related Funding (CARES, SLFRF/ARPA)

Maintain Balanced & Principled School Bond Funding Model

Protect County Facility Assets: Implement $42 million in facility improvements

Safeguard County's Data Assets: Establish an Information Security Framework

Finish Line

Protect County Facility Assets: Conditions Assessment

Safeguard County's Data Assets: IT Security Team Staffing

Demolish Old Animal Shelter

Quality Government Updates

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

4

Major Initiatives

Getting Started	Running	Relay	Finish Line
0	3	0	1

Running

Build County's Capacity to use Data to Improve Operations:
- Create Team to implement modernized & interconnected Information Architecture

- Implement Responsible & Responsive Data Governance

- Digital Government Transformation

Finish Line

Establish a Continuous Quality Improvement Team

Quality Government Updates

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

5

Major Initiatives

Getting Started	Running	Relay	Finish Line
0	2	0	3
	Enhance County-Resident Communication: - Develop County Brand Framework - Redesign County Website		Conduct Community Engagement to Determine Highest Priorities for ARPA Investments **Enhance County-Resident Communication:** - Establish a County Communications Department - Conduct Budget Town Halls & Service Fairs

65

Quality Government Updates

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

7

Major Initiatives

Getting Started	Running	Relay	Finish Line
0	**1**	**0**	**6**

Running

Rebuild & Stabilize County Workforce: Implement an updated Total Rewards Strategy to align with the Family Forward NC framework

Finish Line

Increase staffing to County Attorney's office & support E-Court Rollout

Rebuild & Stabilize County Workforce:
- Implement a Compensation Study

- Establish GC as a Member of Guilford Apprenticeship Partners

- Implement Total Rewards Strategy to stabilize & rebuild workforce

- Develop & Implement DEIB Strategy

- Complete Application to Achieve Family Forward NC *Certification*

66

Quality Government Updates

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

7

Major Initiatives

Getting Started	Running	Relay	Finish Line
0	**3**	**1**	**3**
	One Guilford Initiative	Coordinate with Court System on development of a Legal Support Center Framework	**Expand Broadband**: - Complete Gaps & Needs Infrastructure Analysis
	Assess Innovative Approaches to Improving County-Wide Accessible Transportation		- GREAT Grants
	Explore Opportunities for Community & Economic Development on Erwin site		Respond to COVID-19 Pandemic

Quality Government

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.

Status	Initiative	Type of Initiative	Timeline	Status Update
	Maintain a Balanced & Principled School Bond Funding Model	Board Strategic Interest	**Establish Plan** Complete **On-Going Monitoring** 6+ years	The Board of Commissioners established a goal at the 2021 Board Retreat to issue $300M in General Obligation bonds. The Board then established a plan to implement findings from the Joint Capital Facilities committee to address the over $2 billion in identified needs. The Board moved forward with an additional $1.7 billion in school bonds that was approved by the voters. The County has issued $300 million and has plans to issue an additional $570M in February 2025. Supporting this plan is a balanced funding model that was recognized by the Government Finance Officer Association with an Award of Excellence. This model demonstrates the Board's forward thinking approach to funding $2.0 billion in debt, including setting aside $50+ million a year to fund future debt service.
	Protect County Facility Assets: **Conditions Assessment**	Board Strategic Interest	**Complete**	The project has been completed, and we are currently utilizing the data for ongoing space planning. Key deliverables include a Capital Improvement Plan, a detailed inventory of space use and storage, and recommendations for managing unused properties to minimize maintenance and potentially generate revenue. Additionally, the study provides options for future County development within a campus model for certain services. The next phase of this project is implementation of the Capital Improvement Plan.

Quality Government

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.				
Status	**Initiative**	**Type of Initiative**	**Timeline**	**Status Update**
	Protect County Facility Assets: **Implement $42 million in facility improvements**	Board Strategic Interest	3-5 years	The Plaza Parking Deck Renovation is 65% complete and remains on schedule for a May/June 2025 completion. Various waterproofing projects are in process with GSO and HP Jails 90% complete, GSO Public Health complete, GSO New Courthouse 80% complete. Additional projects, including Old Courthouse water intrusion and Public Health HVAC are continuing with design and procurement. The elevator refurbishment is scheduled to begin during the Christmas holiday. Parts delivery delays continue to impact the schedule. We are currently at an approximate 40% complete with the entire portfolio.
	Safeguard County's Data Assets: **Establish Information Security Framework**	Board Strategic Interest	0-2 years	The County strengthened information security by adopting the NIST Cyber Security Framework (CSF) 2.0, aligning with North Carolina and NACo recommendations. On August 1, 2024, the Guilford County IT Staff Committee approved the creation of a Subcommittee on Information Security, Privacy, Data Loss Prevention, and IT Risk, chaired by the County Chief Information Security Officer.

Quality Government

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.

Status	Initiative	Type of Initiative	Timeline	Status Update
	Safeguard County's Data Assets: **IT Security Team Staffing**	Board Strategic Interest	**Complete**	The County has increased Information Security staffing from 2 FTE to a team of 6 under the leadership of a CISO. This has allowed us to make significant progress and achieve success in protecting the County from external attacks and improving incident response capabilities. While this initiative speaks to initial phase of increasing County's capacity to safeguard our assets, additional resources will be needed moving forward to remain compliant with best practice standards and evolving issues.
	Manage COVID-19 Pandemic Related Funding (CARES, SLFRF/ARPA)	Board Strategic Interest	6+ years	Management of ARPA and ARPA enabled funding will continue through July 2027. Activities to manage the program include: treasury reporting, public reporting via the dashboard, audit support, project payment processing, and project monitoring. Over 150 different non-profit, government, and private organizations have been involved in the development, management, or implementation of ARPA funded projects.
	Demolish Old Animal Shelter	Board Strategic Interest	**Complete**	Demolition was completed in late 2023. The site is jointly owned by Guilford County, the City of Greensboro, and the City of High Point. The County now owns Lot 2 (3.67 acres), half of Lot 3, and Lot 1 (0.4 acres), while the Humane Society is entitled to 1.31 acres of Lot 2 if it is sold. The property, with its direct Wendover Ave. access, is estimated to be worth around $1 million.

70

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

Status	Initiative	Type of Initiative	Timeline	Status Update
🏃	**Build County's Capacity to use Data to Improve Operations:** **Create Team to Implement Modernized & Interconnected Data Architecture**	Board Strategic Interest	3-5 years	Started establishing basic tools and processes to support data management and data analytics using Azure and Power BI, including a dedicated SQL Server for data warehousing. Operating procedures for data extraction transformation and loading (ETL) into presentation layer (Power BI) are in place, supporting 16 production dashboards. Significant staffing, including three data integration specialists, supports this effort under the County Chief Data Officer (CDO).
🏃	**Build County's Capacity to use Data to Improve Operations:** **Implement Responsible & Responsive Data Governance**	Board Strategic Interest	3-5 years	Inaugural meeting of the Guilford County Information and Technology (IT) Staff Committee was held in August 2024. The Manager approved the formation of a Subcommittee on Data Governance and Data Operationalization Strategy, chaired by the CDO. Initial drafts of governance guidelines and procedures, including data inventory and classification templates, are completed.
🏃	**Build County's Capacity to use Data to Improve Operations:** **Digital Government Transformation**	Board Strategic Interest	3-5 years	Work is underway through the Integrated Data Team, in partnership Information Technology, to continue existing efforts to promote Digital Government Transformation, including system inventory, kick-off of data inventory and continual improvement of existing systems.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Establish a Continuous Quality Improvement Team	Board Strategic Interest	Complete	In 2023 the County established a fully staffed Continuous Quality Improvement team that functions as a project management and capacity building team to facilitate the improvement of County operations and strategy implementation. This team supported the development of the Service Inventory, hosts monthly SPARK Labs, and supports numerous continuous quality improvement projects.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Conduct Community Engagement to Determine Highest Priorities for ARPA Investments	Pandemic Recovery	Complete	A community survey was initiated in response to Guilford County's allocation of federal funds, under the American Rescue Plan Act (ARPA), to respond to and recover from the COVID-19 pandemic. The purpose of the survey was to help the County evaluate the impact the COVID-19 Pandemic had on the community and determine what support is most needed during County recovery efforts. Data compiled from 1,804 completed surveys informed County decisions to best help County residents and businesses navigate pandemic conditions and build a resilient future. The County has engaged in community engagement since August 2021, including community surveys, listening sessions, and analyses. Community engagement findings informed ARPA allocations and most recently the implementation of projects. There continues to be community engagement in project implementation such as an Integrated Service Delivery Design session, the Homelessness Taskforce, and Transportation Stakeholder Groups. External stakeholders have also integrated their own community engagement, including Cone Health, through their work with DHHS and GCS on a Telehealth program. Guilford County received state and national recognition for its community engagement approach implemented to inform the County's ARPA spending priorities. Guilford County presented our community engagement model at the NCACC Funding Strategy Summit and the NCACC 2022 Annual Conference.

Quality Government

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Enhance County-Resident Communication: **Establish a County Communications Department**	Board Strategic Interest	**Complete**	Our County Communications Department was established by the Board in 2021 and welcomed its first director in June 2022. As of December 2024, all vacancies in the department are filled.
	Enhance County-Resident Communication: **Develop a County Brand Framework**	Board Strategic Interest	0-2 years	Our county-wide branding project began in April 2023 and is currently at 40% completion with an expected launch date of early 2025.
	Enhance County-Resident Communication: **Complete a Redsign of the County Website**	Board Strategic Interest	3-5 years	The website redesign project is currently in the website migration and content building phase with an expected launch in early 2025.
	Enhance County-Resident Communication: **Conduct Budget Town Halls & Service Fairs**	Board Strategic Interest	**Complete**	Guilford County conducted town halls starting with the Fiscal Year 2023-24 budget process, hosting four town halls geographically distrusted across the County. Over 100 individuals participated in the first year. For the Fiscal Year 2024-25 budget process, the County hosted three town halls with over 200 participants. The Town Halls included a service fair for county residents to learn more about county operations and services.

Quality Government

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Rebuild & Stabilize County Workforce: **Implement a Compensation Study to Stabilize and Rebuild Workforce**	Board Strategic Interest	**Complete**	Initial compensation study has been completed. Continued work is occurring around defining our compensation philosophy and monitoring positions for market competitiveness. In November 2022, the vacancy rate was 13.9%, whereas in November 2024, the vacancy rate was 9.9%.
	Rebuild & Stabilize County Workforce: **Establish Guilford County as a Member of Guilford Apprenticeship Partners**	Board Strategic Interest	**Complete**	Since joining the Guilford Apprenticeship Program (GAP) in 2022, Guilford County has successfully trained four apprentices through the program. GAP's proven model allows companies to proactively address workforce talent challenges by developing a reliable talent pipeline. This approach equips apprentices with advanced skills to innovate, lead, and drive success for participating businesses.
	Rebuild & Stabilize County Workforce: **Complete Application to Achieve Family Forward NC Certification**	Board Strategic Interest	**Complete**	The Family Forward NC Employer Certification designates employers that offer policies and practices that support the health and wellbeing of working families and children. The certification is effective for two years.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Rebuild & Stabilize County Workforce: **Implement an Initial Total Rewards Strategy to Stabilize and Rebuild the Workforce**	Board Strategic Interest	**Complete**	Being intentional about offerings other than compensation that add to our employee value proposition. This includes changes to four (4) existing employee regulations and the adoption of two (2) new employee regulations to allow for the implementation of Paid Caregiver Leave, Bereavement Leave, an additional four (4) hours of Parental School Leave, the recognition of all NC Local Government Employees' Retirements System service for Vacation Leave accruals, and an increase in the amount we offer for Tuition Reimbursement.
	Rebuild & Stabilize County Workforce: **Implement an Updated Total Rewards Strategy to align with the Family Forward NC Framework**	Board Strategic Interest	0-2 years	After the Board of Commissioners approved updates to employee leave offerings, and with Guilford County's designation as a "Family Forward" employer, we are now preparing to engage our cross-functional EPC team to assess our current Total Rewards offerings and identify gaps in alignment with the Family Forward NC framework. We are in the preliminary stages of researching best practices and gathering data to inform the development of a tailored strategy.

Quality Government

Goal 4: Recruit, retain, and advance diverse, high-performing, and innovative teams that are reflective of our community.				
Status	**Initiative**	**Type of Initiative**	**Timeline**	**Status Update**
	Rebuild & Stabilize County Workforce: Develop & Implement a Diversity, Equity, Inclusion, and Belonging Strategy	Board Strategic Interest	3-5 years	Our DEIB (Diversity, Equity, Inclusion, and Belonging) efforts began with a comprehensive climate study, which included focus groups and surveys to gather qualitative data from our staff. This research was conducted by a consulting agency (Innolect), and their report / recommendations are currently under review by county management. We are using their recommendations to guide our next steps as we finalize our roadmap for the first year of the county's DEIB initiative. Additionally, we hired a DEIB Manager in July 2024, who is actively supporting and engaged with these efforts while also building relationships with staff as a first step toward advancing DEIB objectives within the organization.
	Increase Staffing to County Attorney's Office Capacity & Support E-Court Rollout	Board Strategic Interest	**Complete**	Between FY22-FY24, 5 positions were added to the Attorney's Office, including 2 positions to provide paralegal support across the office, incorporate two additional attorneys to assist with meeting the industry standard recommended caseload, and one attorney positions to support E-Court rollout.

Quality Government

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	OneGuilford Initiative	Board Strategic Interest	6+ years	Comprehensive and strategic planning efforts led by Guilford County and coordinated amongst municipal and community partners to enhance service delivery, strengthen preparedness for continued growth, and coordinate action to better serve and support residents. Key county-wide initiatives include the Guilford County Homelessness Taskforce, economic development projects, and advancing access to mental health services.
	Coordinate with Court System on development of a Legal Support Center Framework	Board Strategic Interest	0-2 years	The Legal Support Center Project is in research phases to create operational planning options with the Court System and Court Support for Families. At a November 2024 work session, the Guilford County Board of Commissioners approved a budget amendment and capital project outlay that will establish two Legal Support Centers in Guilford County. Facilities upfit will start in early-mid 2025.
	Expand Broadband: **Complete Broadband Gaps & Needs Infrastructure Status Update**	Pandemic Recovery	**Complete**	A Broadband Gaps & Needs Infrastructure Analysis was conducted to develop, draft, and iterate on a Broadband strategy to address challenges of accessibility and digital equity. The strategy development process involved stakeholder engagement, data analysis, and a focus on infrastructure, digital literacy, and affordability goals. The document outlines targeted strategies to address challenges related to broadband availability, affordability, and adoption in Guilford County.

Quality Government

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Expand Broadband: **Complete GREAT Grant Applications for expansion of fiber-to-home infrastructure**	Pandemic Recovery	3-5 years	Internet Service Providers (ISPs) AT&T and Northstate completed "Growing Rural Economies with Access to Technology" grant applications and are under contract with Guilford County for GREAT Grant Projects. An estimated 16 businesses and 523 households will benefit from these efforts.
	Explore Opportunities for Community & Economic Development on Erwin Site	Board Strategic Interest	3-5 years	In October 2023, Guilford County purchased the former Erwin Montessori Elementary School. In May 2024, the county engaged the Development Finance Initiative (DFI), to analyze the redevelopment feasibility of the former school site and assist with attracting private investment for the redevelopment of the site. In September 2024, Guilford County hosted a series of public input sessions to share with the community about the Erwin School Redevelopment Project and allow residents an opportunity to share their feedback to help plan the future of the former school site.

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

Status	Initiative	Type of Initiative	Timeline	Status Update
	Assess Innovative Approaches to Improving County-wide Accessible Transportation	Pandemic Recovery	3-5 years	In May 2024, Guilford County is opened a Request for Ideas (RFI) solicitation to gather Transportation Pilot Program ideas that would improve access to jobs, human services, and care, especially for people most in need. The county will use $1 million allocated from the American Rescue Plan Act (ARPA) to fund pilot programs. Currently, we are in RFI Application Review Process and funding has not yet been awarded.
	Respond to COVID-19 Pandemic	Board Strategic Interest	**Complete**	County provided routine services to the community throughout the COVID-19 Pandemic, while also managing Emergency Communications, Vaccine logistics and immunization efforts, PPE coordination with community partners, among other pandemic-related activities.

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FY 2021 - 2027

Guilford County, NC

Strategic Plan