

Development of a More Efficient, Effective and Responsive Government



Doing More With Less

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**Summary Report
of the
Guilford County
Effective, Efficient Government Committee**

Presented to

**The Guilford County Board of
Commissioners**

Tuesday, March 17, 2009



Summary Report

Guilford County

Effective, Efficient Government Committee

Introduction

The Effective, Efficient Government Committee was appointed in December 2008 by Guilford County Board of Commissioners Chairman Melvin “Skip” Alston, with a charge to “bring efficiencies and increased effectiveness within Guilford County Government.” This included developing short term actions that might affect the 2009 – 2010 fiscal year budget, intermediate term actions, and long term actions that can streamline and strengthen County government.

The members of the Effective, Efficient Committee include:

Commissioners

- Carolyn Coleman (Committee Chairwoman)
- Kirk Perkins

Community Leaders

- Robert S. Chiles
- Mark Kiel
- Richard “Skip” Moore
- Steve Showfety

County Staff

- Brenda Fox
- Sharisse Fuller
- Billie Martin Pierce
- Jeff Thigpen

County Administrative Assistant, Lisa Kimber, provided administrative support to the committee.

Overview

The potential for building efficiency must be examined from three points of view:

- *Short term actions:* These are actions that can be taken immediately and have a direct affect on the 2009-2010 fiscal year budget.
- *Intermediate term actions:* These are actions that could be implemented as soon as possible, but the financial savings may not be fully realized in the next fiscal year. However, these actions should lay the groundwork for greater efficiencies to be realized and help the County avoid future budget increases.
- *Long term actions:* These are actions that will redefine the way the County conducts its business. These initiatives will require more extensive study and development work prior to implementation. While not likely to provide immediate savings and efficiencies, they have significant long term potential.

Given the compressed schedule for budget development, the initial focus of the committee has been to study County operations with the goal of making recommendations by March 17, 2009. We believe this will be more useful to the Budget Committee and Board of Commissioners in preparing for the upcoming fiscal year. During the meetings, the committee:

- Heard presentations on the overall organization/structure of County Government.
- Reviewed actions that would affect the overall fiscal status of the County.
- Heard presentations from most departments about their operations and budgets. In these presentations, department directors offered their assessment of the operational impact from budget reductions of three and five percent.

The committee members have agreed to continue meeting after the March 17th initial report submission to identify additional long term actions. A report will be delivered to the Commissioners upon completion of the committee's work. These recommendations will include ideas on:

- Improving effectiveness of services and responsiveness.
- Reducing costs.
- Merging and/or consolidating services.
- Reassessing business operations to improve functionality.
- Enhancing technological capabilities in County departments to realize short and long term savings for citizens.

This report presents recommendations developed over the course of three months. The committee believes the following actions lay the foundation for more efficient and effective County government. The specific recommendations of the committee and associated savings reflect projected total reductions of approximately \$13.5 million, including:

- Departmental/Operational reductions - \$5.3 million.
- Voluntary Enhanced Retirement Option reduction - \$5-6 million.
- Merit freeze for employees - \$2.2 million.
- Significant energy savings are projected but not quantified at this time. The Energy Audit will be completed prior to budget finalization.

Foundation for Planning

The County is currently developing a strategic plan. For the upcoming fiscal year, departments have been charged with submitting budgets that prioritize their activities into three categories:

- Mandated, no cost control.
- Mandated, can control cost.
- Not mandated.

The committee feels that all of these should be carefully considered in the budgetary process.

To ensure that activities are aligned closely with strategic planning, the committee recommends that each department develop a set of appropriate “best practices” related to:

- Assessing and streamlining business operations.
- Enhancing technology capabilities toward effective and efficient service.
- Cross training of staff in core office functions.
- Developing the ability to assess and track customer service performance.

With such best practices in place, performance measurement should become a priority for each department and should be based on clear goals, objectives and verifiable outcomes for accountability.

Short Term Actions

Short term actions that will have an impact on the upcoming fiscal year can be separated into two categories:

- Across-the-board actions that impact the overall County.
- Department-specific actions that impact the activities of individual departments.

Across-the-Board Actions

- Freeze the hiring of all non-essential County positions.
- Freeze employee merit increases for fiscal year 2009-2010. This recommendation is made in order to save personnel costs, and be fiscally responsible in the current economic climate. The estimated savings are approximately \$2.2 million.
- Provide early retirement incentives, for a projected approximate savings of \$5-6 million. Departments have been directed to realign positions and redesign business practices to avoid filling non-essential positions.
- Review retirement health benefits for long term competitive advantage.
- Open present contracts for (re)negotiation for more favorable rates for services.
- Make performance management a priority in all County department, based on clear goals and objectives, establishing and utilizing verifiable criteria to measure outcomes.
- Evaluate potential consolidation of some County offices with locations in both Greensboro and High Point to eliminate duplication.
- Update County space utilization study to explore consolidation and potential sale of at least one County building.
- Study department directors' mileage usage and travel allowances along with the potential use of pool vehicles.

Department-Specific Actions

- Examine centralization of human resources functions currently being provided within the Human Services Departments for potential consolidation under County Human Resources; develop appropriate job descriptions, reduce or reassign staff as needed, and develop an implementation plan.

- Provide customer service training for County employees. Human Resources will be responsible for hiring staff and developing a program with clear goals, objectives and performance measurements. Standards would include verifiable outcomes.
- Reorganize and realign business practices in the Greensboro Tax Department collections office.
- Evaluate the current organization of the County Legal Department and explore centralization; consider option of engaging County Attorney on a contracted basis.
- Install and maintain energy and space utilization strategy, to be supported by Planning Department staff, including inspectors. Lighting, retrofitting, and cable installation are examples of tasks to be performed.
- Reassign automobiles to County departments to reduce the amount of current reimbursement for use of employees' personal vehicles.
- Determine the average cost of vehicle maintenance per year. Compare costs with counties of comparable size that operate or contract their own maintenance centers.
- Explore the feasibility of a joint City/County maintenance center.

Intermediate Term Actions

A number of actions can begin in the near term, but cost savings and efficiencies may not be realized in the next twelve months. However, most of these recommendations could be implemented immediately with efficiencies and savings accruing thereafter. Again, some recommendations are general in nature while others are targeted.

- Continue to explore software options to increase technology and automation to further streamline intake functions in the Human Services Departments.
- Develop a digitization initiative to transform Guilford County government into a more “paperless” operation. Department of Social Services (DSS), Department of Public Health, Sheriff, Legal Department and Clerk to the Board presented significant needs for scanning and digitization. The Register of Deeds and Information Services will partner with these departments to complete these projects. As a result, this effort will enhance the capabilities of the Harmony system, implementation and search of e-Medical records, criminal records, legal contracts and Board of Commissioners’ actions.
- Explore current billing practices (Human Services, Emergency Services, Tax, etc.) to evaluate operational efficiency, confirm compliance and maximize revenues.
- Evaluate the feasibility of call center implementation based on departmental reports of frequently requested customer information and service requests.
- Review more efficient use of cellular phones through study of other organizations.
- Suggest the Board of Commissioners consider seeking legislative authority to conduct a “Voting Center” pilot in Guilford County in 2010, thus eliminating Election Day precinct costs.
- Explore inter-jurisdictional partnerships and/or merger of Guilford County, City of Greensboro and City of High Point Planning Departments. Each entity could potentially save financial resources and improve customer service in the areas of planning, permitting and inspections through increased collaboration.
- Consider reorganization of Animal Control; explore intergovernmental partnerships to identify possible cost savings and improve customer service.
- Begin initial energy audits of five County buildings by North Carolina A & T Center for Energy Research and Technology to identify short and long term savings.

Long Term Actions

It is clear that significant long term efficiencies and savings may be realized by rethinking many business and operational practices. While some recommendations are presented in this report, the committee plans to meet further and issue a follow-up report that delves more deeply into long-term possibilities. Some of the initiatives listed below are also identified as Intermediate Term Actions and are considered as an ongoing process.

The following initial recommendations are introduced and may be further developed through additional committee meetings:

- Complete a comparative analysis on the benefits of issuing bonded debt in the near term, to take advantage of reduced construction costs due to current economic conditions and lower bond interest rates, instead of delaying bonds until the economy improves. Will immediate cost savings outweigh increased costs and interest in the future?
- Undertake a department by department study to analyze mandated services versus service and programs that have developed over time that, while useful, may be considered for reduction or elimination. A subset of this study should include a space requirement study for future County facilities.
- Review mutual service agreements between the County and each of the towns and cities to determine levels of costs and services.
- Explore inter-jurisdictional partnerships and/or merger of duplicated services between the County and the City of Greensboro as well as with other jurisdictions such as High Point that desire to participate. Among the specific studies that should be continued are:
 - Explore merger of County and City Animal Control services.
 - Undertake a study to identify other areas for mutual service or consolidation such as Purchasing and Fleet Maintenance.

Conclusion

Although the targets presented to departments for reduction were three percent and five percent, the economic outlook continues to present new challenges. Sales tax revenues are declining and lottery dollars may not be available for school debt service. The committee recognizes its efforts include limited findings and recommendations from December 2008 to March 2009. The committee's recommendations are the result of in-depth research and meetings with many department directors, yet we recognize that more review and discussion by the Board of County Commissioners is needed as the County moves through the budget process.



Supplemental Material

Guilford County

Effective, Efficient Government Committee

**Effective, Efficient Government Committee
Quantification of Recommended Savings**

Department	Percentage	Amount
Community Services		
Cooperative Extension	5%	\$ 31,314
General Government		
Board of Commissioners	3%	\$ 20,671
Budget Management & Evaluation	3%	\$ 14,759
Clerk to the Board	3%	\$ 5,682
County Administration	3%	\$ 33,136
Finance	3%	\$ 72,468
Human Resources	3%	\$ 69,640
Purchasing	5%	\$ 25,143
Register of Deeds	5%	\$ 117,549
Tax	3%	\$ 149,566
Human Services		
The Guilford Center (Mental Health)	5%	\$ 719,095
Public Health	5%	\$ 1,056,272
Social Services	3%	\$ 706,793
Transportation	5%	\$ 89,447
Public Safety		
Animal Control	2%	\$ 11,514
Court Alternatives	3%	\$ 153,626
Emergency Services	3%	\$ 373,400
Law Enforcement	3%	\$ 1,492,572
Support Services		
Facilities	3%	\$ 117,957
Parking & Fleet	5%	\$ 20,000
	\$	5,280,604

Effective, Efficient Government Committee Supplemental Report On Department Budgets Departmental Reviews Process and Recommendations

The following Committee recommendations are a result of presentations and written summaries submitted by department directors. Each department director was asked to submit suggestions for budget reductions of three and five percent. Committee recommendations are based on assessments of the information presented and may be revised based on future financial challenges and projections, the budgetary needs, and Board of Commissioners decisions.

COMMUNITY SERVICES

Cooperative Extension

Guilford County's Cooperative Extension Service (CES) draws from grants provided by NC A&T State University and NC State University to assist individuals, families, and communities improve their quality of life and develop life skills in youth. CES focuses its efforts on five major initiatives: 1) enhancing agricultural, forest and food systems; 2) developing responsible youth; 3) strengthening and sustaining families; 4) conserving and improving the environment and natural resources; and, 5) building quality communities. Guilford County citizens are educated through workshops, trainings, requests via telephone, radio broadcasts, newspaper and television outreach, educational mailings, face-to-face contacts with staff, and website visits.

Through educating and empowering the community, CES continually strives to maximize the County's return on investment.

Recommendation: The Committee recommends a 5% (\$31,314) reduction.

Planning & Development and Inspections

Planning & Development's Administrative Division manages all departmental divisions and supports the following Boards and Commissions: Planning Board, Board of Adjustment, Advisory Board for Environmental Quality, and the Historic Properties Commission.

Planning & Zoning:

- Prepares, implements and updates the Comprehensive Plan and Area Plans.

- Administers and enforces the Development Ordinance, including zoning and subdivision regulations, floodplain, and watershed regulations.
- Names roads, assigns street numbers, and maintains the Official Road and Zoning Maps.
- Reviews and recommends additions to the NCDOT secondary road system.
- Supports the Planning Board, Board of Adjustment and Historic Preservation Commission.
- Provides planning and zoning services to the Towns of Pleasant Garden, Oak Ridge, Sedalia, Stokesdale, and Summerfield.

Community Services manages the following County programs:

- Water & Sewer
- Housing
- Road Paving
- Street Lighting
- Floodplain
- Solid Waste

These programs collectively promote orderly and prudent community growth, while sustaining healthy business climates within the County's incorporated and unincorporated areas. In addition, the Housing Program provides affordable housing and rehabilitation of owner/occupied homes for low-income citizens within the County – outside the city limits of Greensboro and High Point.

Inspections:

- Reviews construction plans.
- Provides inspection services.
- Conducts permitting.

- Issues Certificates of Occupancy upon the completion of construction, as required by the North Carolina State Building Code and the Guilford County Development Ordinance.
- Administers the environmental regulations of the Watershed Protection Ordinance, Soil Erosion and Sedimentation Control Ordinance, and Pond Maintenance Program.
- Investigates drainage/flooding/ erosion complaints.
- Provides soil investigation assistance to the Guilford County Health Department.
- Conducts plan review for grading, watersheds and ponds, and residential and commercial/industrial construction.
- Provides public education in each of these areas.
- Extends its services, by contract, to the towns of Jamestown, Oak Ridge, Pleasant Garden, Sedalia, Summerfield, Stokesdale, and Whitsett.
- Seeks to consistently apply and enforce safety standards to strengthen the community's structural assets.

Recommendation: The Committee recommends a 5% reduction in expenses already achieved through RIF (Reduction in Force).

GENERAL GOVERNMENT

Board of Commissioners

An eleven-member board committed to rendering quality service to the citizens in a courteous, efficient and cost-effective manner. Pursuant to this, it shall be County policy to conduct ongoing assessments of the service delivery process to ensure that the Board of Commissioners is meeting the needs of those whom it serves and is providing citizens with the highest return on each tax dollar.

Recommendation: The Committee recommends a 3% (\$20,671) reduction.

Board of Elections

The Board of Elections provides all qualified citizens with the opportunity to vote in fair, accurate, open elections, according to Constitutional and Statutory rights and requirements. Voter registration services are provided to all eligible county citizens and the registration file for the County is maintained. The Board of Elections files candidates for office, provides campaign finance reporting services, and conducts all elections for county and municipalities in the county.

Recommendation: The Committee budget recommendation has already been realized by a 22% reduction in the submitted budget.

Budget Management & Evaluation

Budget Management and Evaluation assists departments, County management, and the Board of Commissioners in the preparation and management of a balanced budget. The annual budget is prepared and maintained in a manner that is consistent with the goals and objectives of the Board of County Commissioners, in accordance with the Local Government Budget and Fiscal Control Act. The department coordinates the development of the County's annual budget planning and development process, reviews and evaluates program performance, and monitors expenditures during the year to ensure adherence to county policies and procedures. In addition, employees assist departments in the preparation of performance measures and respond to requests for information from Board members, County management, departments, other agencies, the media, and the public.

Recommendation: The Committee recommends a 3% (\$14,759) reduction.

Clerk to the Board

The Clerk to the Board attends all Board meetings, records and transcribes minutes, and produces and safeguards a permanent record of meetings/minutes for future use. The Clerk maintains an Ordinance Book, separate from the official source of information regarding actions taken by the Board. Interested parties are notified of Board actions and all documents, maps, and minutes presented to be considered by the Board are kept available for public examination. Finally, the Clerk to the Board prepares the meeting agenda, advertises all notices of hearings and other issues as required by law, and attests contracts, deeds, bonds, and other legal documents.

Recommendation: The Committee recommends a 3% (\$5,682) reduction.

County Administration

The County Manager's office provides professional management and support of county government by directing and supervising all County offices, departments, boards, commissions, and agencies under the general control of the Board of Commissioners.

Included in this department's budget is the Reserve for Contingencies. This fund is used to address unexpected expenditures that may arise throughout the year. The transfer of funds from this account to other departments is routinely reported to the Board of Commissioners at subsequent Board meetings.

Recommendation: The Committee recommends a 3% (\$33,136) reduction.

County Attorney

The County Attorney and staff provide prompt, efficient and effective legal advice and representation to the Board of Commissioners, County Manager, County departments, and related agencies. Legal counsel is provided on all areas of local government, including:

- Contracts.
- Civil procedure.
- Litigation.
- Constitutional law.
- Open meetings.
- Public records.
- Purchasing.
- Property tax assessment and collection.
- Budget and financial procedures.
- Personnel matters.

Because the County is self-funded for liability purposes, this office handles virtually all cases. This office serves two courthouses and a variety of clients in two major cities. The County Attorney's Office represents and defends individual commissioners, officials, and all County-related employees in the absence of a conflict.

Note: The Legal Department was not reviewed by the Efficiency Committee.

Finance

The Finance Department administers and manages the County's fiscal affairs in compliance with laws and regulations and in conformity with generally accepted accounting principles in an efficient and cost-effective manner. Efficiency involves the continued monitoring of procedures for improvements to absorb the continually increasing volume of transactions. Cost-effectiveness is achieved through increased efficiency and cost reductions, as well as maximization of revenues. Funds are disbursed to county vendors and employees in compliance with laws, regulations, budget ordinance and county policy. The department bills certain accounts receivable and invests County funds in accordance with state laws and County investment policy to maximize returns within the parameters of preserving principal and maintaining necessary liquidity. Finance prepares the County's Comprehensive Annual Financial Report and the annual financial report to the Local Government Commission.

Recommendation: The Committee recommends a 3% (\$72,468) reduction.

Human Resources

Human Resources provide a variety of personnel management services in the following areas: Recruitment, Employee Relations, Training, Classification and Compensation, Benefits, and HRMS. The department is responsible for ensuring the County's compliance with various state and federal laws, developing and monitoring the annual Health Care Budget, reviewing and processing various HR/Payroll transactions, maintenance of required personnel records, and creating and analyzing statistical reports for County Commissioners, media, and departments.

The budget for this department also contains the County's share of the group insurance premium expense for retirees who are enrolled under the County's Retiree Health Insurance Program.

Recommendation: The Committee recommends a 3% (\$69,640) reduction.

Internal Audit

The Internal Audit Department serves the citizens of Guilford County by providing consulting and audit services that help County government reduce risk through proper internal controls by promoting accountability through efficient use of resources.

Recommendation: The Committee recommends a hold the line budget. This recommendation is based on the limited operational expenses of the department.

Purchasing

The Guilford County Purchasing Department's primary purpose is to obtain the necessary commodities and services required by our Guilford County Departments on a best value basis (quality, service and price). Purchasing also fulfills this purpose by dealing with every supplier in an open, above board, fair, equal, and businesslike manner. The procurement procedures adhere to the North Carolina General Statutes and Guilford County Purchasing Policies. The department realizes that purchasing is a service to each Guilford County Department and for all Guilford County tax payers and analyzes our purchases to maximize the use of each tax dollar.

The Purchasing Department:

- Solicits bids through various processes.
- Awards contracts for project bids as well as price only contracts.
- Participates in Business Fairs and Outreach efforts to increase bidding opportunities for all vendors.
- Performs consulting activities for all vendors.

The department has a Minority and Women Owned Business Enterprise Program (MWBE) and encourages and assists MWBE vendors to participate in the bidding process and addresses any questions they may have with the vendor application through the bidding process.

Recommendation: The Committee recommends a 5% (\$25,143) reduction.

Register of Deeds

The Register of Deeds preserves, maintains and provides public access to real estate and vital records in an effective manner in accordance with North Carolina General Statutes. Real estate

records processed and services regulated by NC General Statutes include deeds, Deeds of Trust including Excise Taxes, Right of Way Plans, Cancellations of Deeds of Trust and Mortgages, Plats, and Acknowledgements. The office administers oaths of office for Notary Publics and processes a variety of notarial acts. Vital records processed and documents issued in accordance with NC General Statutes include Marriage Licenses, Certified copies of Birth, Death, and Marriage Certificates, Delayed Birth Certificates, Removal of Grave Certificates, Legitimations, Amendments, and Military Discharges.

Recommendation: The Committee recommends a 5% (\$117,549) reduction.

Tax

The Tax Department:

- Lists, appraises, and assesses real and personal property for taxation.
- Collects taxes due on these classifications of property; processes water and sewer assessments.
- Collects hotel room occupancy taxes; intercepts state income tax refunds when appropriate to satisfy unpaid accounts due Guilford County.
- Processes applications for tax relief and tax exemptions that may be granted under state law; maintains records of property ownership and detailed tax maps.
- Collects real and/or personal property taxes for the municipalities of Greensboro, High Point, Jamestown, Archdale, Sedalia, Summerfield, Oak Ridge, Burlington, Pleasant Garden, and Kernersville.

Recommendation: The Committee recommends a 3% (\$149,566) reduction.

HUMAN SERVICES

Child Support Enforcement

Child Support Enforcement ensures that children in single parent households are supported by their non-custodial parents. Specific services include:

- Location of non-custodial parents, establishment of paternity when an issue.
- Establishment of child support.
- Collection and disbursement of payments.
- Enforcement of orders.

Recommendation: Based on federal funding formulas, Child Support Enforcement will require no County dollars.

Coordinated Services

Coordinated Services enhances the quality of life for the citizens of Guilford County through the coordination of services offered by public and nonprofit agencies to children, juveniles, and other vulnerable populations.

Recommendation: The Committee recommends a hold the line budget based on the department's minimal operating expenses.

The Guilford Center (Mental Health)

The Guilford Center (Guilford County's Area Mental Health, Developmental Disabilities and Substance Abuse Program) is organized under the N.C. Department of Health and Human Services and Guilford County. Guilford Center staff work in partnership with community providers to provide family-centered services that make a measurable difference in the lives of people who have, or are at risk of developing, mental illnesses, developmental disabilities, and/or substance abuse problems.

Program support:

- Provides administrative oversight and support to all components of the Guilford Center, including community providers.

- Endorses and monitors community providers.
- Builds and maintains a network of qualified providers.
- Provides 24/7 access to care.
- Provides care coordination services.
- Offers technical assistance based on best practices.

Community Provider Services contracts for an array of services for citizens experiencing problems with mental illness, developmental disabilities, and/or substance abuse. The division also includes two specialty services provided by Guilford Center staff – the juvenile sex offender program and intake services.

Internal Provider Services provides psychiatric services and crisis/emergency services for persons who, or are at risk of developing, mental illness, developmental disabilities, and/or substance abuse problems. The division also provides liaison services for the courts, jails, and hospitals.

Recommendation: The Committee recommends a 5% (\$719,095) reduction.

Public Health

The Department of Public Health provides clinical, community, environmental, and public health preparedness services. These services include Community Health activities such as:

- School nursing.
- Cardiovascular disease prevention.
- In-home and elderly nursing services.
- Maternal and child services (newborn home visitation and childcare center consultation).
- Communicable disease tracking and reporting.

Clinical Health Services include:

- Communicable disease control (TB, HIV, influenza, etc.)
- Adult health care.
- Family planning.
- Refugee screening.
- Dentistry.
- Breast/cervical cancer screening.

Environmental Health:

- Oversees chemical spill investigations.
- Conducts on-site water and sewage inspections, in addition to food and lodging inspections.
- Performs radon testing.
- Conducts lead poisoning investigations and mosquito control.

Allied Health services include:

- Dental services.
- Tobacco-use prevention programs.
- Women's and children programs.
- Communicable disease health education programs.

The department also works to assist the community in the event of wide-spread health-related issues affecting the community as a whole.

Recommendation: The Committee recommends a 5% (\$1,056,272) reduction.

Social Services

The Department of Social Services uses a holistic approach to assure safety, promote self-sufficiency and permanency in the lives of adults, children and families through collaboration and partnership within the community. The department operates under four units: Program Support, Aging & Adult Services, Family and Children and Economic Services.

Program Support ensures that services and benefits are made available to all eligible County residents in the most professional and cost effective way, and includes:

- General Administration.
- Economic Services Administration.
- Services Administration.
- Fiscal Operations
- Social Services Board expense.

The Adult Services unit of Social Services equips families with the necessary skills and resources to care for their elderly and disabled members.

This unit:

- Enables the elderly and disabled adults to remain as self-sufficient as is reasonable.
- Ensures that the elderly and disabled are able to access basic medical care.
- Prevents and/or protects these adults from abuse, neglect and exploitation.

The Family and Children unit of Social Services strengthens families by preventing incidents of abuse, neglect or exploitation, and protecting children when these incidents occur. It works to reunite families whenever possible and create new families for children through Adoption Assistance and Foster Care. It assists all families in becoming self-supporting through counseling, community support, teaching skills for daily living and employment.

The Economic Services unit of Social Services assists all families in becoming self-supporting through:

- Counseling.
- Community support.
- Teaching skills for daily living.
- Employment assistance.
- Provides safe and accessible daycare for children.

Public Assistance Mandates

The Special Assistance to Adults program provides cash assistance for individuals 19 and above who are in domiciliary care facilities and meet state eligibility requirements for Special Assistance.

Emergency Temporary Assistance for Needy Families (TANF) provides financial stabilization to families with children who have been deprived of the care and/or support of both parents.

The County Medical Assistance Program provides timely and accurate medical benefits to eligible citizens in Guilford County including the blind, elderly and disabled, families with children, pregnant women, children in DSS custody and emancipated young adults.

Recommendation: The Committee recommends a 3% (\$706,793) reduction.

Transportation

Guilford County Transportation and Mobility Services helps persons without access to transportation by providing shared ride services for senior citizens, Medicaid recipients and disabled persons throughout the County, as well as and general public transportation to individuals residing outside of the Greensboro and High Point urban areas.

Recommendation: The Committee recommends a 5% (\$89,447) reduction.

Veterans Services

The Veterans Services Department:

- Advises and counsels local veterans and their dependents regarding their rights and entitlements under various federal and state laws.
- Actively assists them with completing forms.
- Assists with obtaining supporting documentation.
- Assists in forwarding this material to the North Carolina Department of Veterans' Affairs.

Recommendation: The Committee recommends a hold the line budget. This recommendation is based on the limited operational expenses of the department.

PUBLIC SAFETY

Animal Control

Animal Control enforces County ordinances regarding animals, including the issuance of warrants to violators and the seizure of animals from owners found to be in violation of the ordinances.

Recommendation: The Committee recommends a 2% (\$11,514) reduction.

Court Alternatives

The Court Alternatives Department provides services which include:

- Juvenile Detention, providing safe and secure custody of court-involved youth while they await adjudication.
- Community and gang awareness outreach.
- Adult Day Reporting Program, 100% of which is grant-funded.
- Monitoring two Community-Based Organizations – Summit House of the Piedmont, a rehabilitation service for non-violent female offenders, and One Step Further, a mediation services and sentencing alternative program.

Recommendation: The Committee recommends a 3% (\$153,626) reduction.

Emergency Services (Medical, Fire, Emergency Management, Communications)

Guilford County Emergency Services strives to provide the highest standard of service to all of the citizens and visitors of the County in the areas of:

- Fire Protection.
- Emergency Medical Services.
- Emergency Management.
- HazMat (hazardous materials).
- Emergency Communications.

The Department also operates a self-contained Fleet Maintenance Facility to assure that all vehicles in the various divisions are roadworthy, and remain in service to the maximum extent possible. The Department operates in conjunction with other County agencies – most notably to Law Enforcement and Public Health, to provide the highest level of service possible.

Recommendation: The Committee recommends a 3% (\$373,400) reduction.

Law Enforcement

The Guilford County Sheriff's Office consists of more than 500 employees divided among the Operations Bureau and the Detention Bureau. The Administrative/Operations Bureau is responsible for the law enforcement functions of the Department and the School Resource Officers Program. Sworn officers with the Sheriff's Department have jurisdiction anywhere within the County, including all incorporated areas within the County limits.

Officers within Field Operations are assigned to districts (District I – Summerfield; District II – Stoney Creek; and District III – Jamestown). Each District provides 24-hour patrol protection to the citizens of the County. The Criminal Investigation Section of each district handles all follow-up on crimes and the prosecution of suspects through the court system.

Recommendation: The Committee recommends a 3% (\$1,492,572) reduction.

Other Protection

Other Protection is an “umbrella” for 3 distinct functions: Pre-Trial Services, Drug Court (High Point), and Mental Health Court – all involved with activities aimed at reducing overcrowding in the Guilford County Detention facilities (Greensboro & High Point). Also included in this “department” are funds to allow the County to contract with local Community Based Organizations with similar goals and objectives.

Recommendation: The Other Protection budget was not reviewed by the Efficiency Committee.

Security

The Security Department provides physical and procedural control for the protection of people, property, and assets at Guilford County facilities. It provides approximately 1,500 security man-hours per week in key county facilities and screens about 1.1 million people and 1.8 million hand-carried items in the courthouses per year. The department also provides 24-hour mobile patrol and security console operations, monitors alarms and CCTV surveillance systems in Greensboro and High Point, and maintains the ID badge and access control systems for approximately 5,000 users.

The Security department:

- Conducts investigations and makes referrals to Law Enforcement when required.
- Conducts workplace violence training and security surveys for departments.
- Reserves courthouse meeting rooms for County staff, organizations, and the public.
- Serves as a liaison with local, state and federal law enforcement and security agencies.

Recommendation: The Committee recommends a 5% reduction that has already been realized.

SUPPORT SERVICES

Facilities

The Facilities Department provides maintenance for all County owned facilities, special maintenance and renovations projects, lawn/grounds and janitorial services. The department also provides mail service to all County facilities and installs/maintains all County road signs.

Recommendation: The Committee recommends a 3% (\$117,957) reduction.

Information Services

The Information Services (ISV) Department seeks to continually improve Guilford County's business processes through the exploration and integration of technology, and the development of user core competencies. Representative of this commitment, the department has engaged in an internal reorganization to consolidate functions and improve business processes:

ISV's Administrative Division and new Program Management Division provide administrative support and project/program management, respectively;

Client Services Division

- Operates the County's Enterprise Computing, production printing, and inserting environment.
- Provides technical support for integrated Enterprise Computing solutions.
- Installs/maintains systems software and the communications network.
- Manages data resources and security.
- Provides training and support for PC/LAN systems and end-user tools.
- Provides consultation and technical support for all hardware platforms.
- Manages/operates the County's telecommunications systems.

Application Software Services Division

Assists County departments in fulfilling operational responsibilities through:

- Needs/workflow assessments.
- Evaluation and/or selection of applications packages/interfaces.
- Technical assistance with Requests for Proposals (RFPs) systems implementation.
- Development of user documentation/procedures.
- Systems and operational documentation/procedures, and end-user training.

GIS

- Data creation and maintenance.
- Generation of geographic data representations for County departments, the private sector, other governmental entities, and the public.

Recommendation: The Committee recommends a hold the line budget, due to pressing information technology needs.

Parking & Fleet Operations

Parking/Fleet Operations provides adequate parking for public and employees in a fair and equitable manner and provides the most economical and efficient transportation for County departments and personnel. The Parking/Fleet Department manages fleet operations for all county vehicles, excluding Sheriff's Department, Emergency Services and Animal Control. This includes managing the County's contracts with outside vendors to ensure proper and timely preventive maintenance is performed on vehicles. The department manages over 2200 parking spaces in Greensboro and High Point and maintains and provides vehicle titles and registrations for all county vehicles, including Sheriff's Department and Emergency Services.

Recommendation: The Committee recommends a 5% (\$20,000) reduction.

Property Management

Property Management/Courts (PMC) provides real estate services (site selection, surveying, assessment, appraisal, and leasing), as well as planning and project management for the County's major building and renovation projects. PMC also provides mandated, and non-mandated, physical space and services to the N.C. Judicial System's 18th District Courts District:

- Providing and maintaining approximately 265,000 sq. ft. of furnished Courts space in Greensboro and High Point;
- Providing access to the National Police Information Network computer-generated juror list and data storage; and,
- Staffing and maintaining two Law Libraries to ensure public access to legal materials.

Property Management/Courts is committed to providing functional, cost-effective work spaces for County departments. PMC also strives to provide facilities that are attractive, inviting, and easy to navigate.

Recommendation: The Committee recommends a 5% reduction, which has already been realized.