



STATE AND LOCAL FISCAL RECOVERY FUNDS

GUILFORD COUNTY

2025 RECOVERY PLAN

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Executive Summary

"There's a saying. That you really don't know who you are until you have been tested during hard times. That same holds true to our local government. Over the last few years. The pandemic tested both our commitment and our community. And we excelled. I'm more optimistic today than ever before because each and every one of you in this room and watching online rose to the occasion to tackle every obstacle the pandemic put us through.

...

Like many other counties across our state. The pandemic exposed some cracks in our foundation. We were forced to take a hard look at major issues through different lenses, just like food insecurity, the state of our community's physical health and mental well-being, access to healthcare and childcare, and shortage in our housing, and the need to strengthen our schools and our economy so we are better prepared for any future crisis. We studied the impact. We learned, we not only passed the test, but we also surpass even our own expectations as a united community, building a better future for all our cities. By working together. We did develop a framework for our recovery and resilience plan. And then, in the last year, we leveraged federal, state and local dollars to fund dozens of community-based projects."

*-Melvin "Skip" Alston, Chairman, Guilford County Board of County Commissioner
2023 State of the County Address*

Guilford County, North Carolina, is the third most populous county in the state, with an estimated population of 550,202 residents. It is a diverse community, with 54.2% of residents identifying as White, 36.3% as Black, 10.2% as Hispanic or Latino, 5.7% as Asian, and 3.6% as another race or multiracial.

The county is a center for educational excellence, home to several higher education institutions including North Carolina A&T State University, the University of North Carolina at Greensboro, Bennett College, High Point University, Guilford College, Greensboro College, and Guilford Technical Community College (GTCC).

The median household income in Guilford County is \$66,027. Major employers include Cone Health and the Guilford County School System.

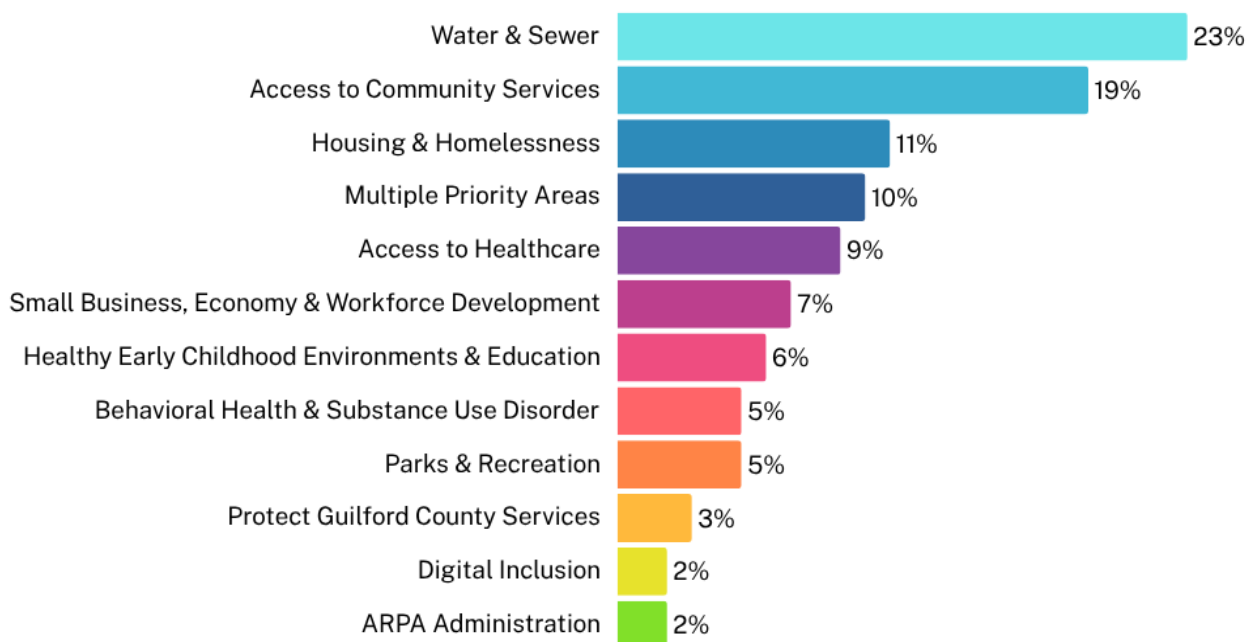
Guilford County's plans for Fiscal Years 2021-2027 are guided by a strategic framework centred on three core pillars: Successful People, Strong Community, and Quality Government. While not formally adopted by the Board of County Commissioners, this

framework outlines specific goals and projects designed to empower residents, promote economic growth, and ensure transparent, effective governance.

The County received \$104.3 million in Coronavirus State and Local Fiscal Recovery Funds (CSLFRF), delivered in two tranches in July 2021 and July 2022. More than 2,200 residents participated in community outreach events and online feedback forums to share their priorities for investing the American Rescue Plan Act (ARPA) funds.

On March 18, 2022, the Board of County Commissioners (BOCC) identified key priorities for the expenditure of CSLFRF funds. The County then launched a Growth and Recovery Request for Ideas (RFI) process designed to gather collaborative project ideas. More information about this process can be found in the [2022 Recovery Plan](#).

In 2023, the BOCC reviewed community feedback and project ideas submitted through the RFI process, heard a series of presentations from community partners, and made funding allocations aligned with their strategic priority areas.



Through these funding allocations, Guilford County demonstrated a strong commitment to deep collaboration with the community.

- 9 municipal partners were contracted to implement water/sewer & recreation programs.
- 46 nonprofit organizations were contracted to lead programs or initiatives.
- 100+ community organizations engaged in programming or supporting program implementation.

The County also balanced investments that built off existing County and regional efforts with investments in innovative concepts and pilot programs.

Over **\$25 million** invested in innovative ideas and pilot programs.

Including integrated service delivery, recovery housing for pregnant women and women with children, school telehealth, and development of a food security network.

Approx. **\$29 million** invested in projects also receiving state funding.

Including municipal water infrastructure, broadband infrastructure expansion, and the Steelhouse construction.

Over the past year, Guilford County has continued to make major strides in community collaboration, dedication to improving the outcomes for residents, and preparation through strengthening both infrastructure and partnerships to tackle future challenges.

The County has celebrated groundbreaking efforts for projects like the Oak Ridge Water Infrastructure Project and the Jamestown Park Accessibility Project. Several projects have been successfully completed such as the Steelhouse Project, a renovated manufacturing space to support small businesses in the community. Collaborative efforts have flourished through programs like The Forge and Educational Continuum of Care, which bring together public, private, and nonprofit partners to address complex needs.

Through the end of FY23, Guilford County experienced \$90,233,145 in total revenue loss based on the U.S. Treasury formula outlined in the Final Rule. These funds are being used to support projects that align with strategic priority areas for CSLFRF funding as well as for county operating expenses to free up other county funds for longer term strategic initiatives.

The following 2025 Plan describes Guilford County's CSLFRF investment strategy and provides details and status updates on all programs and projects utilizing county CSLFRF.

Uses of Funds

On July 15, 2021, the County Manager presented a CSLFRF Engagement and Investment Strategy to the Board of County Commissioners. The Strategy included several funding principles that the County committed to follow in the expenditure of CSLFRF, across all expenditure categories, and throughout each phase of obligation and spending:

- **Center community voice** in decision-making.
- **Honor County values** of equity and inclusion, accountability, service excellence, and transparency/communication.
- **Build on foundation** of existing County and regional efforts.
- **Maximize funding** by cross-mapping initiatives against more restrictive funding streams and State and Federal opportunities.
- **Invest in best practices** by adding capacity, infrastructure, and expertise early.
- **Focus on sustainability** with one-time uses or by establishing a path to sustainability.

CSLFRF Investing Timeline

The Guilford County Board of Commissioners identified investment priorities as listed below and determined the governance structure for proposal consideration. More information on the community feedback and investment priorities can be found in the [2022 Recovery Plan](#).

- Access to Community Services
- Access to Healthcare
- ARPA Administration
- Behavioral Health & Substance Use Disorder
- Broadband & Digital Inclusion
- Health Early Childhood Environments & Education
- Housing & Homelessness
- Parks & Recreation
- Protect Guilford County Services
- Small Business, Economy, & Workforce Development
- Water & Sewer Infrastructure

Below is an overview of the CSLFRF investing timeline, beginning in 2021 to the present.

July - October 2021: Community Engagement & ARPA Administration

Guilford County contracted with the ETI Institute to conduct a community survey to assess the community's needs and desires for investment of CSLFRF. The work was completed in 2021, and the survey results were presented to the Board of Commissioners. More information on the community survey can be found [here](#).

October - December 2021: Emergency Funding

Funding allocations were made to emergency management for personal protective equipment and cleaning supplies to support efforts to address the ongoing public health emergency.

February - March 2022: Request for Ideas & Investment Priorities

The County opened a Growth & Recovery Request for Ideas (RFI) process from February 14 - March 13, 2022. 75 submissions from external entities were collected, totaling over \$260 million in funding opportunities. Internal departments were then invited to submit proposals.

May - August 2022: Project Presentations

The Board heard proposals for ARPA funding from internal departments, nonprofits, municipalities, and other community partners. These proposals addressed a wide range of issues, including but not limited to integrated service delivery, child and adult protective services, first responder training expansion, food security, recovery housing, water and infrastructure projects, and community development programs.

The Board of Commissioners also approved CSLFRF management policies developed by the Pandemic Recovery Team.

August - October 2022: Funding Allocations

On August 4, 2022, the Board approved \$4.3 million in funding for the following initiatives: Children's Home Society, the Family Justice Center/Department of Social Services Protective Services Team, the Food Security Program, and the EMT/Paramedic Academy Expansion and Fire Academy Launch.

On August 9, 2022, the Board approved \$41 million in funding for municipal projects across various jurisdictions.

On September 15, 2022, the Board approved an additional \$8.3 million in funding for projects in the municipalities of High Point and Jamestown.

On October 6, 2022, the Board allocated the remaining \$37 million to support projects focused on Healthy Childhood Environments, Housing and Homelessness, Behavioral Health & Substance Misuse Resources, Access to Health Care, Small Business, Economic & Workforce Development, and initiatives in the Town of Sedalia.

November 2022 - June 2023: Contract Development & Project Implementation

After all funding allocations were made, the Pandemic Recovery Team worked with community partners and county departments to create detailed scopes of work and budgets for the funded programs. Contracts with external agencies were then brought back to the Board of Commissioners for approval.

The Pandemic Recovery Team developed implementation plans to aid organizations in compliance with the federal spending and monitoring requirements. Quarterly Project and Expenditure Reports were submitted and can be found on the [Guilford County ARPA website](#).

On December 15, 2022, the Board allocated a portion of ARPA funding to support general county operating expenses and established the ARPA Enabled General Fund Department.

July 2023 – June 2024: Project Implementation, Monitoring, & Data Collection

Fiscal Year 2024 was characterized by ongoing implementation of funded projects, monitoring project progress and addressing challenges, and collecting output and preliminary outcome data. It included groundbreaking for the Steelhouse, AT&T broadband expansion, and multiple locations across the county for municipal water, sewer, and recreation projects. It has also seen growth in impactful programs such as an 80% increase in enrolled fellows for the Campus Greensboro Fellows Program and expansion to a total of 15 elementary schools with the Cone Health Telehealth program. Furthermore, projects still under development took critical steps toward implementation such as the release of a Request for Ideas process for transportation initiatives, the creation of a Board Subcommittee for Pregnant and Parenting Women’s Residential Recovery, and the city and county collaboration on facility design for the Windsor Chavis Nocho Community Complex.

On January 18, 2024, the Board reallocated a portion of revenue replacement funds to general county operating expenses and increased the general fund allocation to ARPA Enabled projects.

July 2024 – June 2025: Project Groundbreakings & Completions

In addition to continuing administration of programs through monitoring and reporting, Guilford County has made significant strides across a range of initiatives over the past year.

Project Groundbreakings & Openings. Several major projects broke ground this year, marking the beginning of developments aimed at enhancing the community:

- Jamestown Parks Accessibility
- Oak Ridge Water Infrastructure
- The Bridge
- Northstate GREAT Grant Broadband Projects

Project Completions. The County celebrated successful completion of several projects:

- Jamestown Stormwater System
- Oak Ridge Town Park
- The Steelhouse
- Out of School Time – Social & Emotional Learning Program

More detailed information about project progress and data can be found in the project inventory section of this report.

Alignment with CSLFRF Expenditure Categories

Guilford County's strategic priority areas were informed by the goals of this funding, and the County's allocations align with CSLFRF expenditure categories as outlined below:

Expenditure Categories		
Addressing the Public Health Emergency		Fund COVID-19 mitigation efforts, medical expenses, behavioral healthcare, and certain public health and safety staff
Investing in Local Infrastructure		Improve access to clean drinking water, support wastewater and stormwater infrastructure, and expand affordable access to broadband internet
Responding to the Negative Economic Impacts of COVID-19		Respond to the economic harms to workers, families, small businesses, nonprofits, and impacted industries, including the rehiring of public sector workers
Replacing Lost Revenue		Provide government services up to the amount of revenue lost due to the pandemic
Increasing Public Sector Capacity		Support employee retention in essential services, engage the community in recovery planning, and implement integrated service delivery systems

Addressing the Public Health Emergency

- \$319k to emergency PPE & Cleaning Supply needs.

Investing in Local Infrastructure

- \$23.7M to water and sewer infrastructure.
- \$1.2M to broadband analysis and infrastructure.
- \$20M to infrastructure projects focused on improving access to community services.
- \$5.7M to improve recreation infrastructure.

Responding to the Negative Economic Impacts of COVID-19

- \$11.5M to programs supporting the needs of people experiencing homelessness through programs such as Eviction Mediation and the services of the Continuum of Care.
- \$9M to access to healthcare programs such as school-based telehealth, a food security initiative, and EMT/Fire Academy programs.
- \$6.2M to small business, economy, & workforce development initiatives such as career development programs, infrastructure for a small business center, and business development support for arts organizations.

- \$6.4M to healthy early childhood environments and education programs such as infant mortality collective impact work, young adult engagement programs, OBGYN navigation and referral services, and out of school learning programs.
- \$4.8M to behavioral health programs such as recovery housing for mothers and pregnant women and emergency transitional foster care.
- \$1M to identify and implement pilot projects to address transportation access challenges across the county.

Replace Lost Revenue

- \$48.1M to county operating expenses which allowed for the investment in ARPA Enabled Projects. Funding amounts for ARPA Enabled projects were included in the expenditure category alignment sections above. Learn more about the funding strategy and goals for ARPA Enabled Projects below.

Increasing Public Sector Capacity

- \$2.9M to protect employee retention in Guilford County's core services of emergency management and detention center operation.
- \$0.9M to conduct community engagement and develop a pandemic recovery team to ensure the county effectively manages CSLFRF funding investments.
- \$10M to develop a system and implement cohorts to integrate service delivery across county and community functions.

ARPA Enabled Projects

The ARPA Enabled Fund was created to budget and expend funds for ARPA Enabled Projects. ARPA Enabled Projects are defined as programs or activities funded by County general funds, which have been made available using ARPA Revenue Replacement funds to support regular county operating expenses.

Guilford County received a total State and Local Fiscal Recovery ARPA award of \$104.3 million under the American Rescue Plan Act. From the total award, the amount of funding eligible for use under the Revenue Replacement expenditure category is determined by an annual annually using a revenue loss formula provided by the U.S. Treasury. This formula calculates the revenue lost by governments due to the impacts of COVID-19. From FY21 through FY23, Guilford County experienced a total revenue loss of \$90,233,145.

According to the U.S. Treasury's Final Rule, Revenue Replacement funds may be used for the provision of government services. This includes general fund expenditures, operating costs, and administrative expenses, among a broad range of spending authorities. By

applying Revenue Replacement funds to cover County operating expenses, Guilford County can free up general funds to support strategic initiatives that align with ARPA goals but require more time to develop and implement than the ARPA deadlines allow. These initiatives are referred to as ARPA Enabled Projects.

The County's Pandemic Recovery Team conducted a comprehensive review of each project, budget, and timeline within the \$104.3 million ARPA award to determine the appropriate eligibility category in accordance with U.S. Treasury guidance. Since ARPA Enabled Projects are funded through County dollars rather than directly from ARPA, they are not subject to ARPA's obligation and expenditure deadlines. This flexibility allows the County to invest in long-term, systemic change initiatives with the necessary time and care to achieve meaningful outcomes. To ensure accountability and transparency, ARPA Enabled Projects are held to the same monitoring and reporting standards as ARPA-funded projects.

The ARPA Enabled Projects include:

1. Homelessness Taskforce - \$8.5 million
2. Integrated Data System Project - \$10 million
3. Transportation Initiatives - \$1 million
4. Windsor Chavis Nocho Community Complex - \$15 million
5. Pleasant Garden Water/Sewer Infrastructure - \$5.5 million
6. Pregnant and Parenting Women's Recovery Housing - \$3 million
7. The Bridge - \$2 million
8. Transitional Therapeutic Foster Care - \$1.5 million
9. Broadband Initiatives - \$282,918.51
10. Infant Mortality - \$85,000
11. EMT/Paramedic Academy - \$393,052
12. Food Security - \$439,581
13. Legal Support Center - \$544,000

Collaboration

One of the defining features of Guilford County's use of CSLFRF is the high level of collaboration involved in program development and implementation across all strategic priority areas. These funds have not only supported critical initiatives but have also helped forge new and strengthened partnerships between the County and its municipal, nonprofit, and private sector partners. These collaborations are essential to building strong, sustainable programs that reflect the needs and values of the community.

Below are a few examples of the collaboration efforts that have shaped the project work and enhanced the impact of the CSLFRF investments:

Pleasant Garden Municipal Water & Sewer. The Town of Pleasant Garden received funding to develop a preliminary water and sewer system to support residents and the downtown business district. To develop this system, the town would need to connect to the City of Greensboro system and utilize staff expertise from the city to manage the project. At the time of funding allocation, the city had a policy against expansion of their system outside city limits that prevented this work for Pleasant Garden. Through months of collaborative conversations with the county, city, and town, the city was able to bring a recommendation to their board to change their current policy and initiate the development of an interlocal agreement with Pleasant Garden that would make this project possible. This collaboration furthermore helped bring an additional \$5.5 million in funding from the state to the City of Greensboro to support this project.

Adult Residential Services Expansion. As part of Guilford County's Opioid Settlement funding strategy, Guilford County contracted with Daymark to expand their adult residential services program to include use of medication assisted treatment (MAT). In kicking off this expansion, Daymark was able to collaborate with GCSTOP, an ARPA supported initiative, to use their existing infrastructure for prescribing MAT. GCSTOP can prescribe clients MAT and refer them to treatment with Daymark, where Daymark can maintain their MAT through the GCSTOP prescriber. Daymark has experienced delays in finding their own MAT prescriber, and therefore, this collaboration has allowed them to kick off expansion without delays and strengthen their referral network.

School Telehealth. With the expansion of the Cone Health Telehealth program in Guilford County Schools, there was a need to define roles and responsibilities between the telehealth program and the School Health Program run by the Guilford Public Health Department. Through collaboration with the county, the schools, and Cone Health, the parties were able to develop an MOU that outlined the division of duties while also setting up practices and protocols allowing the programs to lean on each other while providing coordinated health services for students. [Learn more about this MOU by clicking on this link.](#)

Windsor Chavis Nocho Community Complex. The City of Greensboro and Guilford County staff have been strong collaborators on designing what a shared space for the county in this complex could look like. This has involved staff from Public Health, Social Services, Cooperative Extension, the County Manager's Office, Information Technology, and SBED to develop a functional space in the facility that will allow the County to provide

access to core eligibility services while also working effectively in the city's overall design for the space.

Transportation Pilot Program Evaluations. During the Request for Ideas process for transportation pilot programs, a City and Regional Planning profession from the University of North Carolina at Chapel Hill (UNC-CH) connected with Guilford County staff to express interest in the RFI process. This interest evolved into the development of a contract with UNC-CH to conduct formal program evaluation of two of the transportation RFI projects to better understand the impact of the pilots and give Guilford County the ability to make data informed decisions about future initiatives at the end of the pilot period. These evaluations will be collaborative work between UNC-CH and the pilot program lead agencies and were made possible because of the continued commitment to be transparent and engage the community in program development.

These are just a few of the exciting collaborations making the County's use of CSLFRF funds successful. Read through the full Project Inventory section of this report to learn more about collaborative work on other projects.

Conclusion

Guilford County is using its CSLFRF funding with a strong focus on intentionality in hearing community voice, focusing on addressing systematic challenges systems level issues, and making strategic investments that will support long-term, sustainable growth for the community. allow our community to grow successfully in the future.

Promoting Effective Outcomes

Guilford County has prioritized a thoughtful approach for recovery planning and implementation, ensuring that programs and services are responsive to the needs of all residents, particularly those most affected by the COVID-19 pandemic.

Early Emergency Response

In the initial stages of the pandemic, the County partnered with UNC Greensboro to identify areas with the greatest need for support. This collaboration helped guide the distribution of emergency resources and ensured that assistance reaches communities facing the most significant challenges.

The pandemic revealed gaps in how services were delivered and highlighted the need to reassess outreach strategies. This prompted the County to take a step back, evaluate existing assumptions, and begin rethinking how to better serve all areas of the community.

Emergency Rental Assistance Program (ERAP): Working with UNCG, the County identified neighborhoods in High Point with high poverty rates and housing cost burdens. Outreach efforts in these areas led to nearly 70% of approved ERAP applications and 63% of assistance being directed to three key zip codes near Qualified Census Tracts (QCTs).

COVID-19 Vaccination Access: UNCG also supported an analysis of COVID-19 vaccination rates and contributing factors to disparities in access, helping the County better understand and address gaps in public health outreach.

Recovery Plan Development

As Guilford County developed its long-term recovery strategy, community input and data-driven decision-making remained central.

Community Engagement: A national survey firm was contracted to conduct a broad-based, demographically representative survey of County residents. This helped identify pandemic-related challenges at both the neighborhood and countywide levels.

Requests for Proposals (RFPs): The County incorporated specific requirements into the RFPs to ensure that vendors addressed service gaps and considered the needs of different population groups. For example, the broadband study required an assessment of how to expand digital access, and the economic analysis included a review of how different communities were impacted by the pandemic.

Growth & Recovery Request for Ideas (RFIs): During the RFI process, applicants were required to provide detailed information on the populations to be served by the proposed

project. Additionally, applicants were asked to detail how they engage with and will ensure inclusive participation for the County residents served. As County staff reviewed project proposals, this information was used to guide funding decisions and ensure that projects were designed to reach those most in need.

Implementing a Community-Focused Recovery Strategy

Guilford County has prioritized investments that respond to the needs of residents and neighborhoods most affected by the pandemic. Funding decisions have been guided by data and community input to ensure that resources are directed where they can have the greatest impact.

Targeting Areas with Limited Access

Several projects and programs were selected to serve neighborhoods with limited access to essential services, including those in QCTs, low-income zip codes, and areas identified as having unmet infrastructure or service needs.

Examples of these projects include:

- Winsor Chavis-Nocho Community Complex
- The Bridge
- Washington Street Enhancement Project
- The Steelhouse
- Tomorrow's Titans
- GREAT Grant Match

More information about each of these projects can be found in the Project Inventory section of this report. Two of these projects are highlighted below for their focus on expanding access and opportunity in historically under-resourced areas:

Tomorrow's Titans: This program is run by the Welfare Reform Liaison Project with the goal of reducing violence among youth in High Point by providing skills training, case management, paid summer jobs, recreational activities, and other supportive services. It focuses on two neighborhoods in High Point, specifically Census Tracts 142 and 143, which have been identified as areas with high concentrations of youth and economic challenges. By concentrating outreach and services in these areas, the program ensures that resources are directed to neighborhoods where youth are most likely to benefit from additional support and opportunity.

GREAT Grant Match: The Growing Rural Economies with Access to Technology (GREAT) Grant is a competitive grant program that supports broadband expansion in areas without

reliable internet access. The program provides funding to private broadband providers to build last-minute infrastructure in unserved communities. These areas are defined as “terrestrially deployed internet access service with transmission speeds of at least 25 megabits per second (Mbps) download and at least 3 Mbps upload (25/3).”¹

Guilford County supported this effort by committing matching funds to strengthen proposals and increase the likelihood of state investment. Projects that included a partnership with the County received additional points in the scoring process. This investment reflects the County’s commitment to expanding digital access in areas where residents currently lack reliable connectivity. It helps to close service gaps and improves access to education, employment, and healthcare.

Reaching Residents with Specific Service Needs

In addition to geographic targeting, Guilford County has also directed funding toward projects and programs designed to serve specific groups of residents who face unique challenges in accessing services. These efforts focus on addressing barriers related to health, education, housing stability, and economic opportunity. Rather than being defined by location, these initiatives are shaped by the characteristics and needs of the populations they aim to support.

Examples of these projects include:

- Infant Mortality
- Food Security
- Eviction Mediation
- Out of School Time & Social Emotional Learning
- School Telehealth
- New Creative Investment
- Emerging Talent Program
- Homelessness Taskforce
- Transportation Taskforce

More information about each of these projects can be found in the Project Inventory section of this report. Three of these projects targeting underserved populations are highlighted below.

Infant Mortality: “In 2021, Guilford County was one of the top five worst of 100 counties in North Carolina. Of the 5,974 babies born in Guilford County in 2021, 44 babies died before their first birthday. The county infant mortality rate was 7.6 per 1,000 births and

¹ [G.S. 143B-1373](#)

over 10% higher than North Carolina's rate of 6.8 and over 40% higher than the national rate of 5.4.

More alarmingly, the infant mortality rate for African American infants is 2 to 6 times higher than the rate of White, Hispanic, and Asian infants in Guilford County. In Guilford County in 2021, for instance, the infant mortality rate (IMR) for Black babies was 12.3, while the IMR for white babies was 4.5. Black infant deaths make up 64% of total infant deaths in Guilford County. For every White baby that died before their first birthday, three Black babies died. In addition, Black women at every socioeconomic level have higher rates of infant death than white women who have not completed high school."

By understanding the disproportionate negative outcomes for African American mothers, Every Baby Guilford is working to build a collaborative, community-centered initiative focused on improving maternal and infant health outcomes. The program brings together families, healthcare providers, and local partners to develop solutions that address long-standing disparities and ensure that all mothers and babies in Guilford County have the support they need to thrive.²

Food Security: Guilford County's Small Business and Entrepreneurship (SBED) and the Guilford County Food Security Team joined the Triad Black Faith Leaders & Black Farmers Network for a Juneteenth Triad Black Farmers Market over the past two years. The event highlighted efforts by local leaders to bring produce to areas that experts consider food deserts. The market is held in a Qualified Census Tract. Over the past two markets, 7,000 people have attended, and 10 farmers, 23 artisans, and 28 community organizations were able to conduct business and community outreach activities.



² [The Issue - Infant Mortality | Guilford County](#)

School Telehealth: This program is a partnership with Cone Health and Guilford County Schools to expand telehealth programs into 26 schools with the goal of addressing absenteeism, improving access to pediatric medical care, and reducing unnecessary trips to emergency departments. This program is being introduced in Title 1 schools starting with schools with the highest percentage of low-income families. “Guilford County has identified 83 Title I public schools for the 2022-2023 school year, and at least 52.61% of the families in each of these schools are identified as low income.”³

As Guilford County continues with program monitoring, efforts remain focused on tracking performance, strengthening data collection, and evaluating outcomes to ensure effective service delivery. A prototype for testing Point of Care has been developed and is being implemented at telehealth sites across the County. Protocols are developed using the evidence-based CDC Health School Model and are continually evaluated through collaboration between Guilford County Schools and the Guilford County Health Department. More information on the project can be found in the Project Inventory section of this report.

³ [Federal and Special Programs - Guilford County Schools](#)

Community Engagement

Since August 2021, Guilford County has conducted extensive community engagement through conversations, surveys, and focus groups. The objective has been to hear from a representative sample of Guilford County's population. These efforts have strengthened relationships with residents and stakeholders, ensuring that community needs are considered in decision-making and enhancing public understanding of how the County is allocating CSLFRF funds.

This engagement has provided valuable insights into investment opportunities that address both countywide priorities and the specific needs of individual zip codes and census blocks.

Guilford County's approach to community engagement related to ARPA has received state and national recognition. The County was asked to present on these efforts at the North Carolina Association of County Commissioners Funding Strategy Summit, as well as the National Association of Counties 2022 Annual Conference.

The County's engagement process involved four different efforts, which are outlined below:



Community Survey

In 2021, the ETC Institute administered a community survey to residents of Guilford County to evaluate the impact of the COVID-19 pandemic and identify the most critical areas of support needed for recovery. The County exceeded its goal of collecting 1,600 surveys, with 200 responses from each Commissioner district. A total of 1,804 surveys were completed, providing a comprehensive overview of community priorities.

Major survey findings included:

- Access to Healthcare and Education are most important to County residents and their top two priorities for investment of CSLFRF.

- 25 percent of respondent's experience "severe daily disruption" in seven areas.
- One in ten respondents accessed unemployment and food assistance.
- Three out of five respondents received local COVID-19 information from television.

Overall, the results were statistically valid with a margin of +/- 2.5 percent at the 96 percent confidence level. The randomized sample of respondents were representative of Guilford County's actual age, race/ethnicity, and household income demographics.

The community feedback received through the survey helped the Board of County Commissioners identify priorities for expenditure of CSLFRF.

More information regarding the survey and its findings can be found [here](#).

Listening Sessions and Community Conversations

In September and October of 2021, the Guilford County BOCC hosted a series of Listening Sessions, accompanied by a survey. These efforts were designed to provide residents with an opportunity to reflect on how the pandemic personally affected them. Additionally, the sessions and survey gathered initial community input on how CSLFRF should be prioritized.

Each Listening Session was held in a different County Commissioner district to ensure a broad cross-section of residents had the opportunity to participate. The meetings were complemented by both online and paper surveys. The survey results were compiled into the Phase 1 Outreach Summary found [here](#).

Through Community Conversations, Guilford County engaged with individuals and community organizations across the county, with a particular focus on residents living in Qualified Census Tracts (QCTs). Over 60 individuals attended the six meetings. Attendees, and those unable to attend, were asked to complete a survey, and the County collected over 150 surveys. The Community Conversations and associated survey added depth to the data, helping to more clearly define key themes identified in the ETC Institute survey.

The County expanded on the Community Conversations by hosting Growth and Recovery staff conversations across six meetings. During these meetings, the Pandemic Recovery team shared insights from community feedback and engaged with County staff to explore how the findings aligned with their experiences.

More information regarding the Community Conversations can be found [here](#).

Workforce Skills Analysis

Guilford County partnered with the labor market analytics firm, Emsi Burning Glass, to conduct a workforce skills analysis. The purpose of the analysis was to identify employer-

talent skill gaps, connect high-paying, high-demand skills to workers from various demographic groups, and provide upskilling and reskilling opportunities to regional stakeholders. The analysis was based on 18 billion labor market data points, over 100 million job postings, more than 110 million profiles and resumes, and 30,000 open-source skills from Emsi.

Overall, the analysis revealed significant opportunities exist in Guilford County within the healthcare industry. This industry presents strong potential for upskilling and reskilling across a range of skill sets and demographic groups, particularly within communities of color.

As outlined in the analysis agreement, the County received 15 license seats for the Emsi Burning Glass Skillscape tool. These licenses have been shared with key workforce development institutions to better leverage data for the creation of collaborative action steps. Organizations utilizing these licenses include Guilford County Schools, GuilfordWorks, the Greensboro Chamber of Commerce, Business High Point, and the Community Foundation of Greater Greensboro.

More information regarding the analysis can be found [here](#).

Broadband Analysis

In late 2021 and early 2022, Guilford County engaged in the development of a broadband strategy to match potential broadband projects with recommended funding sources, including ARPA and other federal funding. This process included stakeholder and public engagement through a broadband reliability survey, as well as an infrastructure analysis report assessing broadband availability and reliability across the county.

The analysis found that 30 percent of Guilford County's population resides in census tracts with low availability (i.e., broadband is not available at an adequate speed necessary for school or work). Additionally, 22 percent of the population cannot afford the broadband speeds available to them.

Based on the findings, three broadband typologies were created to address core challenges related to:

1. **Availability** - Is broadband available at a sufficient speed for work or school?
2. **Affordability** - Are the available speeds at an affordable price point?
3. **Adoptability** - Could households successfully use broadband if it was available and affordable?

To improve broadband accessibility, the following strategic methods were recommended to the Board of County Commissioners:

- Dedicate a centralized broadband resource.
- Encourage ISP expansion to improve internet access.
- Launch pilot programs and iterate on successful program designs.
- Collaborate with other local governments on advocacy efforts.
- Explore developing public-provided, open access fiber infrastructure.

The BOCC added Broadband & Digital Inclusion as a priority area for ARPA funding and has allocated resources towards the strategic methods listed above.

More information regarding the analysis can be found [here](#).

OneGuilford

In addition to the community engagement efforts outlined above, Guilford County developed the OneGuilford framework. This interorganizational initiative aims to build a new level of collaboration among local entities. The goal is to share resources and effectively address joint interests that support long-term recovery. The initiative specifically focuses on addressing issues that cross jurisdictional boundaries and on forming innovative partnerships that enhance an entity's capacity for greater collective impact.

As a result of a series of conversations and meetings with elected officials and their staff in 2021, the following municipal investment priorities were identified:

Safe and Reliable Water and Sewer Infrastructure	Connected & Sustainable Transportation Infrastructure
Revenue Replacement for Lost Municipal Fees	Housing Access and Affordability
Enhancing Recreation and Tourism for Economic Development	Age-Friendly Growth and Development
Affordable and Reliable High-Speed Internet	Safe and Modern Schools
Small Business Support	Non-Profit Support

These conversations and priorities guided decision-making as local jurisdictions presented projects to the BOCC, and Commissioners made funding allocations to local municipalities.

Using Community Engagement Findings

The County's extensive community engagement and collaboration efforts guided the development of the Board's strategic priority areas for CSLFRF investment. As project ideas were collected through the RFI process, these priority areas, along with insights from community engagement, helped the Board evaluate proposals for strategic alignment with community needs and interests. The priority areas guided all Board funding discussions and ultimately allowed the BOCC to make funding decisions based on a comprehensive understanding of how individual project allocations contributed to broader, high-level investment strategies.

Beyond major funding decisions, the County's deep community engagement work has continued to inform its work in various ways. For example, in 2023, County staff utilized information from the broadband analysis to inform a submission of staff comments on the NCDIT Division of Broadband and Digital Equity's draft five-year plan for investing \$1.5 billion in federal Broadband Equity, Access, and Deployment (BEAD) funding.

Ongoing Project-Based Community Engagement

Over the past three years, Guilford County has transitioned from making funding allocations to implementing recovery projects. At this stage, community engagement efforts have shifted to focus on how residents can help shape the design and implementation of specific projects. This project-based engagement approach builds on high-level insights and recommendations gathered during earlier phases, working collaboratively with residents to refine the next steps and guide the deployment of solutions.

Additionally, this approach fosters deeper relationships with communities served by CSLFRF funding. Examples of project-based community engagement are outlined below.



Integrated Service Delivery Design Session: As Guilford County considered a \$10 million funding allocation for Integrated Service Delivery, a collaborative design process was launched to further understand and support the project concept. In August 2022, approximately 40 individuals representing nonprofit organizations, hospital systems, and municipal governments attended an initial design session. During the session, community partners participated in design activities such as developing problem statements and creating personas to inform the areas of need for service and data integration across the county.



US Digital Response Research: The broadband analysis identified public housing authority (PHA) communities as a key area for investment to address disparities in broadband availability, affordability, and adoptability. To better understand the knowledge gaps and lived experiences related to internet access among PHA residents in Greensboro and High Point, Guilford County partnered with U.S. Digital Response (USDR), a nonpartisan, nonprofit organization that provides research and technical support. Together, they aligned project priorities, scope, research questions, participant recruitment, and final deliverables. Over a 16-week period, the County and USDR conducted 14 in-depth interviews with residents to explore their current experiences, behaviors, and barriers to internet access. The insights and recommendations from this study will inform future solutions and foster partnerships aimed at expanding internet access for residents in High Point and Greensboro.

Homelessness Taskforce & Transportation Stakeholder Group: Two important areas of need identified through community engagement were 1) housing and homelessness and 2) transportation. The BOCC prioritized these issues for CSLFRF funding but recognized

that addressing such complex systems would require further collaboration and engagement with community partners already doing work in these areas, as well as with residents who have lived experience. To support this effort, the BOCC established a Homelessness Taskforce and a Transportation Stakeholder Group. These groups brought together elected officials from local municipalities, County staff experts, community organizations, and other public and private partners. Through ongoing dialogue, participants have helped partners gain a more holistic understanding of the issues and begin generating ideas and potential solutions.

The **Homelessness Taskforce** leveraged collaborative discussions to develop and recommend specific projects for funding to the BOCC. Notable recommendations include support for Coordinated Entry and the Homelessness Management Information System (HMIS) to strengthen Continuum of Care agencies, as well as programmatic and facility expansion for the Center for Hope and Healing, a project led by Open Door Ministries. Additional details about the work of the Homelessness Taskforce can be found in the Project Inventory section of this report.

The **Transportation Stakeholder Group** has held numerous listening sessions, gathered input through community surveys, and collaborated with local officials from the cities of Greensboro and High Point, as well as the Piedmont Authority for Regional Transit (PART), to identify areas of concern related to public transportation. The primary issues identified include transportation access to employment, public human services (such as Social Services and Public Health), and behavioral health services.

In May 2024, Guilford County issued an RFI for the Transportation Pilot Program, inviting applicants to propose solutions that address at least one of these critical areas. Following a thorough review process, the BOCC approved the allocation of up to \$474,724 in ARPA-enabled funds in January 2025 to support several pilot projects. These initiatives include programs focused on re-entry services, workforce transportation, and behavioral health access, each designed to address critical mobility barriers identified through community engagement.

Cone Health Telehealth Collaboration: Cone Health, in collaboration with the Guilford County Department of Health and Human Services (DHHS) and Guilford County Schools, is working to expand telehealth services within Guilford County Schools. In April 2024, North Carolina DHHS Secretary Kody Kinsley, along with members of the State Board of Education, visited Washington Montessori Elementary in Greensboro to learn about the telehealth program and its role in reducing chronic absenteeism. The visit highlighted how improved access to healthcare enables students to receive medical attention without missing school. With continued governmental support, DHHS and Guilford County

Schools plan to further implement both mental and physical health services through this initiative. More information about the program can be found in the Project Inventory section of this report.



Kody Kinsley at Washington Montessori Elementary

Food Security Program Food Access Survey: The Food Security Program continues to advance its efforts to better understand and address food challenges across the community. A Food Access Survey was developed and distributed widely, resulting in 531 responses. This input is helping shape the first draft of the community food assessment, which is now complete.

The survey was shared through a combination of digital outreach, community partnerships, and in-person engagement. A core group of stakeholders is scheduled to meet to review the assessment's key findings, provide feedback, and help identify priorities for the next phase. More information about the Food Security Program can be found in the Project Inventory section of this report.

Sedalia Park Community Meetings: The Town of Sedalia continues to work towards constructing its first Community Park, which will include a walking trail, sidewalks, and crosswalks to increase community access. The Sedalia Park Committee has gathered input from residents through surveys and community meetings and has incorporated that feedback into the project's design. Planning services have been conducted through Foothills Planning & Design and the Piedmont Triad Regional Council, and the Town is preparing for construction. More information can be found in the Project Inventory section of this report.

Recovery Housing: Volunteers of America of the Carolinas was brought onboard as the future service provider for women and children residential recovery services. They were

onboarded early in the program development process to serve as subject matter experts in facility and program design as the concept was formalized by the county. As part of their work, they contracted with the NIATx Foundation to do deep community engagement work directly around the community needs for this service line. This involved surveys, individual interviews, and focus groups with community health providers and people with lived experience. This work was ongoing at the end of this fiscal year, and the results will be critical to opening a program that is tuned into the nuances of the Guilford County service network and is trusted by community members because of its responsiveness to the needs the community identified for itself.

ARPA Dashboard

Guilford County is committed to ensuring that all residents can stay informed about the progress of projects funded through ARPA. To support transparency and public engagement, the County maintains a public dashboard that shares spending and performance data related to ARPA-funded projects. This dashboard can be found [here](#).

Other Ongoing Engagement & Collaboration

Statewide CSLFRF Administration Collaboration: North Carolina benefits from a strong network of organizations that support local jurisdictions in managing federal recovery funds. The UNC School of Government (SOG), the North Carolina Association of County Commissioners (NCACC), and the North Carolina League of Municipalities (NCLM) have provided a high level of education and technical support to local governments since the initial allocations of ARPA funds. These support systems have enabled local governments across the state to take a thoughtful approach by building internal expertise on federal funding requirements and developing strategic plans for the use of their funds.

Guilford County has been highly engaged in this statewide collaborative effort. The County has contributed by teaching federal reporting practices in the UNC School of Government ARPA courses, leading discussions on contract management and monitoring during an NCACC webinar, participating in a panel on ARPA at the North Carolina Local Government Budget Association conference, and maintaining ongoing engagement with peer jurisdictions to share and learn from ARPA implementation efforts across the state.

Budget Town Halls: The County successfully hosted three public town halls to receive feedback on the FY 2025-26 budget process. During these meetings, residents from across Guilford County shared their experiences and feedback directly with Commissioners and staff. This community feedback played a key role in shaping the Board's service vision statements and the recommendations included in the FY 2026 budget. Additionally, the town halls helped residents gain a better understanding of the County's role in providing

public services, the current investments being made through both CSLFRF and general county funds, and the decision-making process behind community investments.

Conclusion

The extensive community engagement efforts that have guided the County's CSLFRF investments, along with continued collaboration over the past year, represent one of the most robust engagement initiatives the County has ever conducted. This work has brought a diverse range of stakeholders to the table and established new channels of communication between the County and community partners. The significant increase in engagement and partnership development has improved trust and understanding between local and state entities. Building this foundation remains a priority as the County looks to sustain and expand these relationships in the years ahead.

Labor Practices

As of July 30, 2024, no infrastructure projects are being undertaken that require labor practice reporting.

Project Inventory

Between the award date and June 30, 2025, Guilford County has obligated \$104,339,752.00 and expended \$76,463,428.99 of its total CSLFRF allocation. Obligations and expenditures by expenditure category are outlined in the table below. Any project that is eligible for use of CSLFRF funds under other expenditure categories may also be funded under the revenue replacement category to the extent of revenue loss the County has experienced. The County has chosen to fund many projects under the revenue replacement expenditure category because of availability of revenue loss; however, the County is continuing to monitor these projects akin to those funded in other expenditure categories. This is to support the County's efforts to ensure the performance and effectiveness of all CSLFRF projects is monitored and used in future decision making.

Expenditure Category	Obligations	Expenditures
1: Responding to the Public Health Emergency	\$2,868,239.66	\$1,863,161.95
1.11 Community Violence Interventions	\$2,548,901.00	\$1,543,823.29
1.5 Personal Protective Equipment	\$289,622.06	\$289,622.06
1.7 Other COVID-19 Public Health Expenses	\$29,716.60	\$29,716.60
2: Responding to Negative Economic Impacts	\$8,947,254.95	\$6,117,970.86
2.1 Job Training Assistance	\$4,098,390.95	\$2,467,885.04
2.13 Healthy Childhood Environments: Services to Foster Youth/Families Involved in Child Welfare System	\$350,000.00	\$350,000.00
2.18 Housing Support: Other Housing Assistance	\$2,298,864.00	\$1,539,860.26
2.24 Addressing Educational Disparities: Aid to High-Poverty Districts	\$2,200,000.00	\$1,760,225.56
3: Public Sector Capacity	\$688,417.83	\$688,417.83
3.1 Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Service Workers	\$468,000.00	\$468,000.00
3.4 Public Sector Capacity: Effective Service Delivery	\$220,417.83	\$220,417.83
5: Infrastructure	\$500,000.00	\$500,000.00
5.21 Broadband: Other Projects	\$500,000.00	\$500,000.00
6: Revenue Replacement	\$89,669,207.56	\$65,834,026.04
6.1 Provision of Government Services	\$89,669,207.56	\$65,834,026.04
7: Administration	\$1,666,632.00	\$1,459,852.31
7.1 Administrative Expenses	\$1,666,632.00	\$1,459,852.31

Projects listed in the project inventory have been identified and approved by the Guilford County BOCC to be funded as of June 30, 2025. Projects are organized in the following pages by the eleven major priority areas. The numbers reported in the table below are reflective of ARPA and ARPA Enabled Projects and exclude federal funding spent directly on Guilford County operating expenses.

Strategic Priority Area	Budget	Obligation	Expenditure
Access to Community Services	\$20,000,000.00	\$5,000,000.00	\$701,331.83
Access to Healthcare	\$8,597,775.86	\$ 8,430,414.04	\$7,042,548.35
ARPA Administration	\$923,208.00	\$923,208.00	\$758,672.38
Behavioral Health & Substance Use Disorder	\$4,749,581.00	\$249,580.89	\$249,580.89
Broadband & Digital Inclusion	\$1,208,119.70	\$1,208,119.70	\$829,461.75
Healthy Childhood Environments & Education	\$6,366,901.00	\$ 6,366,901.00	\$4,166,844.41
Housing & Homelessness	\$11,577,706.00	\$ 9,885,995.75	\$8,948,614.27
Multiple Priority Areas	\$10,544,000.00	\$3,017,661.84	\$993,811.97
Parks & Recreation	\$5,715,000.00	\$5,715,000.00	\$1,656,644.23
Protect Guilford County Services	\$3,203,847.92	\$3,203,847.92	\$3,203,847.92
Small Business, Economy, & Workforce Development	\$7,185,000.00	\$ 6,664,274.00	\$4,754,015.10
Water & Sewer Infrastructure	\$23,727,388.00	\$23,727,388.00	\$3,452,888.66

Find more information about each project in the sections below including a performance update and discussion of the use of evidence relevant to the project.

Access to Community Services

This strategic priority area captures municipal and non-profit programs and infrastructure developments that are designed to offer increased access to recreation, health and wellness, workforce development, and other community services with the overall goal of improving the quality of life for Guilford County residents.

Total Allocation: \$20,000,000.00

Projects:

- The Bridge (*ARPA Enabled Projects*)
- Washington Street Enhancement Project
- Windsor Chavis Nocho Community Complex (*ARPA Enabled Projects*)



Washington Street Enhancement Project

Project ID: ARPA00137

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$3,000,000

Timeline: January 2023 – December 2026

Lead Organization(s): City of High Point; D-Up Inc.

Project Description: Revitalize historic Washington Street into a thriving district to support youth and families. Develop year-round STEM, gymnasium complex, and arts facility for all ages and abilities at a central location to bring communities and visitors together for high quality fitness, recreation, education, arts, and culture. Develop 500 Washington Street into the Blackbox Theater, as a retail space for small business owners and events.

This project will expand the capacity of the Washington Street Enrichment Program from 50 to 175 students. Metrics for other facility usage will be determined after project design phase.

Performance Update: The project has successfully moved beyond the design development phase. All construction documentation has been submitted, and final plans were completed as of August 2024. Construction is expected to begin in Fall 2025, with a groundbreaking ceremony planned for late summer or early fall.



Washington Street Final Plans

A property blessing was held on June 28, 2024, with over 200 community members, business leaders, and partners in attendance. The event was featured in the *High Point Enterprise* and marked a major milestone in community engagement.

Fundraising efforts continue to gain momentum. D-UP is working with The McKiver Group to launch a public fundraising campaign. They have engaged the community through merchandise sales, engraved brick fundraising, and monthly campus tours. As of July 2025, over \$8 million dollars have been raised during the quiet phase of the Capital Campaign, with a public launch scheduled for Fall 2025.

The project continues to progress, with construction completion targeted for March 2026.

Milestone	Performance
Design Development	Completed August 2024
Finalize Construction Plans	Completed August 2024
Finalize Demolition & Disposal Plans	Completed January 2024
Finalize Contract	Completed March 2025
Permit Acquisition	Completed June 2025
Begin Construction	Planned Fall 2025
Construction Completion	Planned March 2026

Learn More about the Program:

- <https://www.itstime2dup.com/>
- [Carolina Cares Show](#)
- [High Point Discovered Podcast](#)

Access to Healthcare

This strategic priority area was identified with the objectives of advancing health equity in Guilford County by expanding hyperlocal access to care, developing, and expanding the talent pipeline to increase the healthcare workforce, and fueling intention collaboration through identification of service area gaps.

Total Funding Allocation: \$8,597,775.86

Projects:

- Detention Center Medical & Mental Health Services
- EMT and Paramedic Academy Expansion (*ARPA Enabled Projects*)
- Fire Academy
- Food Security Program
- School Telehealth
- Triad Food Outreach Project



Detention Center Medical and Mental Health Services

Project ID: 3100-530100-601

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$4,327,000

Timeline: March 1, 2022 – June 30, 2024

Lead Organization(s): Guilford County Law Enforcement, Guilford County Juvenile Detention

Project Description: This project focused on expanding the detention center's medical and mental health services contract to include mental health support and a Medication-Assisted Treatment (MAT) program at the Greensboro and High Point Detention Centers, as well as services for Juvenile Detention. Additionally, the contract included full-time equivalents (FTEs) to meet staffing needs for effective service delivery. The contract was amended to cover necessary increases in staffing costs due to an escalating labor market.

Fire Academy

Project ID: ARPA00109

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$1,125,000

Timeline: January 1, 2023 – December 31, 2026

Lead Organization(s): Guilford County Emergency Services, Guilford County Rural Fire Departments



Graduating Fire Academy Candidates

Project Description: The County Fire Departments are non-profit 501C3 or 501C4 organizations that started as volunteers and have migrated to paid departments with a volunteer complement. Volunteer decline accelerated dramatically during the pandemic. The loss of volunteer support is pushing Fire Departments to increase staff, but the applicant pool has shrunk.

The Fire Departments in Guilford County are a major part of the EMS system of care for first response. At times during the pandemic, they responded solo to medical calls due to extremely limited EMS resources, and assisted with public health responses including vaccine clinics, testing set up, and other community needs.

This project allows the Fire Departments to select candidates for inclusion in a Guilford County Fire Academy program. Guilford County funds are used to cover certain wages for

candidates as they complete Fire and EMT training at Guilford Technical Community College. The candidates will be employed by the Rural Fire Departments before beginning their training at the academy, and once candidates have completed training, they will remain employees of the Rural Fire Departments.

Learn More About the Program: [Fire Academy \(gtcc.edu\)](https://gtcc.edu)

Performance Update:

Performance Measure	Performance Data
Number of participating fire departments	12 Departments
Number of candidates sponsored for the GTCC Fire Academy	49 Candidates
Number of candidates currently in the GTCC Fire Academy	14 Candidates
Number and percent of candidates successfully completed the GTCC Fire Academy	97% of Candidates
Number and percent of candidates remaining employed with the sponsoring Fire Department	91% of Candidates
Number and percent of candidates remaining employed with any Guilford County Fire Department	97% of Candidates
Average Age of Fire Academy Candidates	24 Years Old
Race demographics of Fire Academy Candidates	73% White; 13% Black; 7% Hispanic; 2% Asian; 4% Other



Fire Academy candidates participating in a practice burn at a house donated to support firefighter training.

Food Security Program

Project ID: ARPA00127

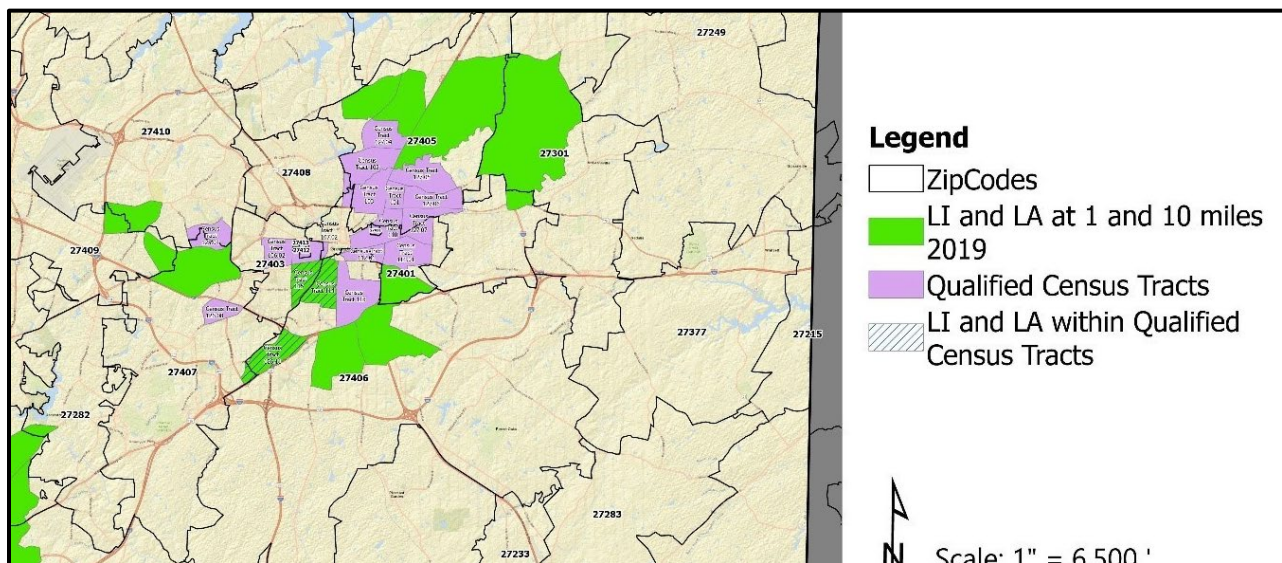
Eligibility Category: 2.1 Household Assistance: Food Programs

Funding Amount: \$885,133 (ARPA Enabled Funds-\$439,581 ARPA Funds-\$445,552)

Timeline: August 2022 – June 2026

Lead Organization(s): Guilford County Cooperative Extension

Project Description: The project works collectively with community partners for collaboration and capacity-building to improve overall food security throughout Guilford County. The work involves improving access to food and building the capacity of existing organizations that connect people to food.



Map of Guilford County Food Deserts

Use of Evidence: About one in five Guilford residents experience food insecurity. The county has seven identified food deserts and ranks 14th in the nation for food insecurity. This data informed the need for the Food Security Program. The work is guided by the established best practices recommended by USDA, by the research-based knowledge around food security of faculty members at NC State University and NC A&T State University, and by the knowledge of local organizations who are already serving community needs in Guilford County (The Weaver Foundation, Second Harvest, High Point University, and the Greensboro Food Task Force, among others).

Project managers work in conjunction with the food security coordinators in Durham, Wake, and Buncombe Counties to ensure alignment with other efforts going on at the state level and to share learning amongst participating counties. Evidence is gathered

through ongoing performance tracking, and the program is currently undergoing regular evaluation by the Guilford County Pandemic Recovery Team, which monitors established performance measures as part of its evolving program evaluation strategy.

Performance Update:

Performance Measure	Performance Data
Individuals impacted by food security work over the life of the grant	59,000 screen views and 29,000 engagements, with 32 people on the Steering Committee

The Food Security Program has experienced considerable progress through strategic programming, community engagement, and data-driven efforts.

A major milestone was the completion of the Guilford County Food System Assessment, a comprehensive analysis that is now informing the Guilford Food Action Plan, which will be presented to the Board of County Commissioners later this year.

In January 2025, Cooperative Extension hosted the first “Growing Together: A Buyer-Farmer Meetup,” successfully connecting nine local farmers with eleven buyers to strengthen regional food systems and support local agriculture. The Guilford County Food Action Network (GCFAN) also expanded its reach, beginning the year with a meeting of 32 organizational partners committed to addressing food insecurity and promoting equitable food access.



GCFAN Meeting



Buyer-Farmer Meetup

The Farm to Early Childhood Education (ECE) Project continued in partnership with UNCG and NC State University, with five ECE centers beginning the process of accessing wholesale produce.

The Greater High Point Food Finder App remains a vital tool, with over 13,800 views and nearly 7,000 engagements in the first quarter of 2025. Additionally, the launch of the Food Security Hub website in March 2025 created a centralized platform connecting individuals, farmers, and organizations to essential food access resources and programs.

Another major initiative was the “Framing the Future” Photovoice Project, which culminated in a powerful public exhibit. Through community-submitted photographs and personal narratives, community members shared their lived experiences with food insecurity. The exhibit highlighted challenges such as transportation barriers and the emotional toll of food insecurity, offering a platform for voices often unheard.



“Framing the Future” Photovoice Exhibit

Due to widespread interest, the team is collaborating with NC State University to co-develop a ‘How-To Guide’ for Extension agents, including a Photovoice Extension Agent Guide to support statewide replication. This project was featured at the National Urban Extension Leaders (NUEL) Southern and 1890s Regional Conference, where the Food Security Team presented and engaged with Extension colleagues from across the South.

These efforts, supported by a growing team of trained community contacts, reflect a coordinated and equity-focused approach to improving food access throughout Guilford County. The project is supported by a collaborative effort of 28 core community partners.

Learn More About the Program:

- [Guilford County Food Security](#)
- [Guilford Food Security 6-Month Updated](#)
- [Greater Guilford Food Finder App](#)

School Telehealth

Project ID: 90005088

Eligibility Category: 2.24 Addressing Educational Disparities: Aid to High-Poverty Districts

Funding Amount: \$2,200,000

Timeline: March 1, 2023- December 31, 2026

Lead Organization(s): Cone Health

Project Description: This project supports Cone Health in operating 26 school-based telehealth clinics located in Title I elementary schools across Guilford County. An additional 10 clinics are scheduled to open during the 2025-2026 school year, further expanding access to essential health services for students in high-need communities.

Schools involved in 2024-25 school term include:

- Alderman Elementary
- Bessemer Elementary
- Bluford STEM Academy
- Brightwood Elementary
- Cone Elementary
- Fairview Elementary
- Falkner Elementary
- Frasier Elementary
- Gillespie Park Elementary
- Hunter Elementary
- Joyner Elementary
- Kirkman Park Elementary
- McNair Elementary
- Montlieu Elementary
- Northwood Elementary
- Oak Hill Elementary
- Oakview Elementary
- Parkview Village Elementary
- Peck Elementary
- Rankin Elementary
- Sedgefield Elementary
- Simkins Elementary
- Sumner Elementary
- Union Hill Elementary
- Vandalia Elementary
- Washington Montessori

Use of Evidence: Early dismissal and absenteeism are major causes of lost instructional opportunity. Since 2019, more than 15,000 elementary students have been seen in the Emergency Department for conditions that could have been addressed by a telehealth visit. A major goal of the school-based telehealth program is to return as many children as possible to the classroom. A pilot school-based telehealth program was launched at Bessemer Elementary School in April 2021. Since implementation, over 90% of the students seen in the clinic return to learning the same day. Building on this success, Cone Health has expanded the program to 26 Title I elementary schools. Evidence from the pilot and early expansion sites has informed the program's design and implementation. Prototype point-of-care (POC) testing has also been successfully piloted and is being



implemented in 14 schools. The program continues to use PowerSchool and Power BI to track outcomes. This ongoing performance monitoring ensures that the program remains data-driven and responsive to student needs.

Performance Update: The School Telehealth program continues to build on the strong foundation laid in 2024. The \$1 million grant from UnitedHealthcare, awarded in 2024, has been instrumental in expanding behavioral health services and ensuring program stability through 2026. This investment has enabled the program to grow in both scale and impact, while maintaining a focus on access.

The program operates in 26 Title I elementary schools, with 10 additional sites identified for the 2025-2026 school year. These include Foust, Guilford, Jamestown, Shadybrook, Triangle Lake, Irving Park, Pilot, Reedy Fork, Jefferson, and Jones. These are selected in collaboration with Guilford County Schools to serve communities facing disproportionate poverty.

Key infrastructure improvements include:

- A fully operational clinical tracking tool
- Enhanced leadership structures to support daily operations and long-term sustainability
- A dedicated Telehealth Coordinator to streamline communication and logistics

The program has also launched a pilot for virtual behavioral health services at Alderman Elementary, marking a significant step toward broader integration of mental health support. A new initiative to reduce waitlists for therapeutic interventions has completed its planning phase and will be implemented in prototype schools in the upcoming year.

Partnerships with school nurses have matured into a consistent and collaborative network. Regular meetings are now embedded in daily operations, aligning care strategies and improving student outcomes.

Performance Measure	Target	Performance Data
Percent reduction in chronic absenteeism	10% Reduction	20% Reduction among consented students
Percent reduction in non-scheduled early dismissals that require parents to travel to school	25% Reduction	80% Reduction — 80% of students returned to class after telehealth visits
Percent increase in number of students with a medical home	10% Increase	10% Increase — Over 90% Medicaid coverage in high-poverty schools
Percent increase in power school scores for mid-year and end of year performance ratings for participating and non-participating students	Improved scores for consented students	Math improved in all 14 schools; Reading improved in 10 of 14 (2023-24 school year)
Math Scores	—	+0.3 points (with consent) / -0.4 points (without consent)

Partnering Organizations:

- Guilford County Schools
- Guilford Education Alliance
- Carolina School Based Telehealth Learning Collaborative
- TAPM
- Cone Health Medical Group

Learn More About the Program:

- [Cone Health brings telehealth services to Guilford County Schools - YouTube](#)
- <https://www.conehealth.com/news/news-search/2023-news-releases/telemedicine-makes-the-grade-in-guilford-county-schools/>
- <https://www.conehealthphilanthropy.org/giving/giving-values/giving-stories/school-based-telehealth-takes-off/>
- <https://www.ednc.org/telehealth-is-helping-this-school-district-fight-chronic-absenteeism-and-improve-mental-health/>

ARPA Administration

The allocation of LFRF funds to Guilford County is an opportunity to make a historic and transformational impact on our community. The county identified ARPA Administration as a funding priority area to ensure funding allocations were strategic and community informed and project implementation was professionally managed.

Total Allocation: \$923,208.00

Projects:

- Community Engagement
- Guilford County Operating Expenses
(amount not included in total allocation above)
- Pandemic Recovery Team



Community Engagement for ARPA Investment Strategy

Project ID: 9211021001-90003475

Eligibility Category: 3.4 Public Health-Negative Economic Impact: Public Sector Capacity

Funding Amount: \$35,417.83

Timeline: October 2021 – September 2022

Lead Organization(s): Public Participation Partners

Project Description: A comprehensive public engagement process was conducted to solicit feedback from residents, nonprofits, for-profits, and other stakeholders. Conversations focused on the pandemic's impact on the community and ideas for the strategic use and investment of American Rescue Plan Act's (ARPA) State and Local Fiscal Recovery Funds.

Deliverables included:

- Creation and implementation of an engagement strategy
- Production and distribution of marketing and outreach materials and activities
- Facilitation of community conversations conducted both in-person and virtually
- Collection and analysis of quantitative and qualitative data from surveys and conversations
- Identification of pandemic impacts and prevalent recovery needs
- Prioritization of community recovery needs along with cohesive and intentional strategy and investment recommendations
- Special attention was given to collecting feedback from areas most impacted by the pandemic

Performance Update:

Performance Measure	Performance Data
Number of Community Survey Responses Received	1,804

Find the report from this project [here](#).

Pandemic Recovery Team

Project ID: 9211021001-staff

Eligibility Category: 7.1 Administrative Expenses

Funding Amount: \$887,790

Timeline: December 2021 – December 2026

Lead Organization(s): Guilford County Manager's Office

Project Description: These funds provide central support for ARPA Fund Management. The Pandemic Recovery Team coordinates funded projects, manages federal compliance and reporting, responds to Commissioners' requests, and evaluates programs.

Performance Update: The Pandemic Recovery Team has been consolidated into a single role responsible for federal compliance, reporting requirements, and program evaluation.

County Operating Expenses

Project ID: 9211021001-601 AEP

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$48,144,551.51

Timeline: July 2022 – June 2024

Lead Organization(s): Guilford County

Project Description: This project covered the general operating expenses of the County as outlined below:

- Animal Services - \$651,122 (Salaries and Benefits, Utilities, Fuel)
- Behavioral Health - \$4,040,709 (Remittance to Authorities)
- Court Services - \$265,048 (Salaries and Benefits)
- Culture & Libraries - \$2,239,116 (Professional Services)
- Recreation - Parks - \$1,346,649 (Salaries and Benefits, Utilities, Fuel)
- Law Enforcement - \$6,610,889 (Salaries and Benefits, Utilities, Fuel)
- Planning & Development - \$246,202 (Salaries and Benefits)
- Public Health - \$1,358,073 (Salaries and Benefits)
- Social Services - \$2,242,192 (Human Services Assistance)
- Education - \$29,144,551.51 (School Operating Expenses)

Learn more about the funding strategy for this allocation in the Use of Funds: ARPA Enabled Projects section of this report.

Behavioral Health

This strategic priority area is focused on assisting Guilford County residents currently suffering from substance use disorder (SUD) to find relief and recovery options to benefit their lives, and the lives of those in their community.

Total Allocation: \$4,749,581.00

Projects:

- GCSTOP
- Recovery Housing (*ARPA Enabled Projects*)
- Transitional Therapeutic Foster Care (*ARPA Enabled Projects*)



GCSTOP

Project ID: 9211021001-GCSTOP

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$249,580.89

Timeline: July 1, 2021 – June 30, 2024

Lead Organization(s): Guilford County Emergency Services, University of North Carolina at Greensboro



Food giveaway at a GCSTOP Community Supply Distribution Event

Project Description: 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. The GCSTOP program is administered through the Department of Social Work in the School of Health and Human Sciences at the University of North Carolina at Greensboro. One of the unique aspects of GCSTOP as a harm reduction organization is that its structure is based on a field unit model that utilizes undergraduate and graduate social work students to support program service provision. The field unit is overseen by the GCSTOP program director who is a licensed clinical social worker (LCSW) and licensed clinical addiction specialist (LCAS).



Drug screening test and Narcan nasal spray that GCSTOP provides to the community.

Students go through an intensive orientation and training process with the GCSTOP program director and other content experts preparing them for their roles that include direct service provision, program development, program evaluation, advocacy, and community education. Content experts include clinicians that are specialized in motivational interviewing and cognitive behavioral therapy, representatives from the local drug user union, and the evaluator of GCSTOP.

GCSTOP staff work collaboratively with a broad array of community service providers that

interface with people who use drugs (PWUD) and may have experienced an overdose. GCSTOP operates from a person-centered perspective and the process of assessment, planning, implementation, and evaluation are all informed by people who are directly impacted by drug use. An essential component of GCSTOP is acting as an intermediary between the local



Supplies distributed by GCSTOP for harm prevention.

drug user union and the more traditional stakeholders of drug use intervention such as government, law enforcement, public health, and service providers. The GCSTOP program staff incorporates harm reduction and recovery-oriented systems of care (ROSC) when considering the needs of people who use drugs. This hybrid type of program is a novel concept with early evidence emerging in locations across the country.

Use of Evidence: GCSTOP has applied programming rooted in evidence-based practices and harm reduction principles. The organization is most active in the following CDC evidence-based interventions:

- Ten Evidence-Based Strategies for Preventing Opioid Overdose
- Targeted Naloxone Distribution
- Medication-Assisted Treatment (MAT)
- Naloxone Distribution in Treatment Centers and Criminal Justice Settings
- MAT in Criminal Justice Settings and Upon Release
- Syringe Services Programs

Partnership Highlight:

Starting in February 2024, the Guilford Residential Treatment Facility, operated by Daymark Recovery Services, expanded its collaboration with GCSTOP to improve access to MAT for those seeking residential treatment. Prior to this collaboration, Daymark was unable to keep clients on MAT during their time in the program due to lack of available funding. With Guilford County funding for MAT expansion, Daymark entered a partnership with GCSTOP to facilitate access. GCSTOP sets individuals up with a MAT provider and refers them to the residential treatment program. While individuals are in

treatment, they can continue MAT with the GCSTOP provider. This collaboration improved the referral pipeline to residential treatment and had allowed for immediate MAT expansion while Daymark works to set up their own MAT provider.

Performance Data:

Performance Measure	2023	2024
Number of unduplicated individuals served	848	1,552
Number of contacts with program participants	2,552	3,472
Number of individuals linked with substance use treatment	154	216: 34 PORT 182 Justice-Involved
Number of overdose reversal kits distributed	5,712	5,654
Number of separate opioid overdose incidents reversed using kits provided by GCSTOP	1,044	1,733
Number of sterile syringes distributed to help prevent Hepatitis C and HIV infection	343,480	530,250
Number of used syringes collected & sent for disposal	257,610	238,850
Number of unduplicated individuals served by the GCSTOP Post-Overdose Response Team (PORT)	n/a	67
Number of PORT contacts with individuals referred by Guilford County EMS	n/a	184
Number of unduplicated individuals served by the Medication of Opioid Use Disorder (MOUD) Clinic	n/a	258
Number of doses of Suboxone provided at no cost through MOUD Clinic	n/a	116,820
Number of overdose deaths of active clinic participants	n/a	0
Number of unduplicated individuals served in GCSTOP's Justice Involved Program	n/a	312
Number of contacts in Guilford Detention Centers	n/a	411

Recognition: GCSTOP received a 2023 National Association of Counties (NACO) award in the Risk and Emergency Management category.

Learn More About the Program:

- [GCSTOP.org](https://www.gcstop.org)
- [Naloxone Prevents Overdose Deaths in Guilford County](#)
- [Jails Running Out of Narcan](#)

Broadband and Digital Inclusion

Broadband infrastructure was highlighted by US Treasury as a key area for investment of ARPA funds. For Guilford County, this priority area was selected to focus on identifying the current landscape of digital accessibility, affordability, and adoptability for county residents. The results of the initial Digital Inclusion Analysis informed additional strategies for this priority area which include:

- Collaborating with public and private partners to support broadband expansion in the County.
- Supporting a centralized community resource for broadband and digital inclusion development and management.

Total Allocation: \$1,208,119.70

Projects:

- Digital Inclusion Analysis
- FirstNet for Rural Fire
- GREAT Grant



Broadband Gaps and Needs Infrastructure Analysis

Project ID: 9211021001-90003440

Eligibility Category: 5.21 Broadband: Other Projects

Funding Amount: \$500,000

Timeline: October 2021 – June 2023

Lead Organization(s): Guidehouse Inc.

Project Description: The analysis identified broadband infrastructure gaps and needs to inform more impactful strategy, action, and investment in broadband availability, affordability, and adoption across Guilford County.

Deliverables included:

- Comprehensive understanding of broadband access and adoption landscape across the county and Qualified Census Tracts (QCTs).
- Asset inventories.
- Community stakeholder engagement activities.
- Understanding of resident access and adoption needs and issues.
- Establishment of an inter-agency task force to mobilize county-wide activities directed at broadband development.
- Strategy to address access and adoption barriers and needs and to improve digital equity and inclusion.

Find the report from this project [here](#).

First Net

Project ID: 8000-601-FN

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$608,359

Timeline: July 1, 2023 – June 30, 2026

Lead Organization(s): Guilford County Emergency Services, Guilford Rural Fire Districts



FirstNet mobile unit on display at community event.

Project Description: The Broadband Analysis, conducted as part of the community engagement efforts to develop a recovery investment strategy, identified mobile broadband availability for public safety services as a targeted recommendation for improving broadband access in the County. The challenge identified was that “Emergency Services first responders require a wireless connection to access vital dispatch and communications systems including incident reporting when an Emergency Operation Center is activated. Rural areas face difficulties in accessing these systems, as a stable connection is not always available.” The benefits of addressing this challenge would be improved resiliency and reach of public safety operations, enhance emergency response capabilities, reduced dark spots for first responders in the field, and increased reliability of mobile-dependent technologies.⁴ This project was established to address this identified gap in our broadband system.

This project allows Guilford County rural fire protection districts to have access to the FirstNet, which allows them to access the dedicated Band 14 infrastructure supported by the US Government as a post 9/11 recommendation. Many of these districts invested in other cellular technology or simply lacked the funding to have access to mobile computer

⁴ [Guilford County Broadband Strategy \(guilfordcountync.gov\)](https://www.guilfordcountync.gov/broadband-strategy) pg. 60

terminals, and this funding will allow them to switch to FirstNet hardware and pay for three (3) years of service. FirstNet offers the following features:

- Reliable, interoperable, high-speed LTE network core dedicated to public safety communications. The network connects first-responder organizations.
- Priority and preemption with First Priority®. This gives first responders first-in-line access during network congestion.
- Available end-to-end security. Features redundancy, dedicated support, and highly secured, reliable applications for first responders.
- Deployables, such as satellite cell trucks, for increased capacity. These are dedicated exclusively for public safety use during both planned activities and disaster recovery.
- Local control and visibility over network status, user and device management, device activation, billing, and application management.
- Public safety ecosystem to manage full array of Internet-connected devices, from vehicles to mobile apps. Includes real-time network intel and diagnostics, automation, security, alerts, performance monitoring, and cost management.

Performance Update:

Performance Measure	Performance Data
Number of rural fire departments receiving funding for FirstNet devices and service costs	19 Departments

GREAT Grant

Project ID: 9021-537500-521GREAT

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$99,760.70

Timeline: July 2023 – December 2026

Lead Organization(s): North Carolina Broadband Infrastructure Office, Guilford County, Internet Service Providers (AT&T and North State Communications)

Project Description: The [Growing Rural Economies with Access to Technology \(GREAT\) Grant](#) is a competitive grant program that provides funding to private sector broadband providers to deploy last-mile broadband infrastructure to unserved areas of North Carolina. The program is administered by the Broadband Infrastructure Office (BIO) in the N.C. Department of Information Technology (NCDIT). The current round of the GREAT program received \$350 million in funding from the state allocation of American Rescue Plan Act (ARPA) dollars. The GREAT Grant program encourages partnerships to maximize opportunities to leverage support for these infrastructure deployments. Projects proposing a partnership with the County received additional points in the project scoring process. Guilford County entered MOUs with three GREAT Grant applicants, committing up to \$1,100,000 in ARPA funds for the third-party match portion of the grants.

GREAT Grants were awarded to two Guilford County ISP applications for a total county match requirement of \$99,760,70. The two awards are outlined below:

1. AT&T (Bellsouth Telecommunications) will serve 252 total locations including 249 households and 3 businesses.
2. North State Communications will serve 287 locations including 274 households and 13 businesses.

County funds will be combined with the state grant funding and matching requirements from the ISP providers to make a collective investment of over \$2 million in Guilford County broadband infrastructure.

Performance Measure	Performance Data
Number of Guilford County awards received	2
Number of Households to be Served	523
Number of Businesses to be Served	16
Total Dollar amount of State, Private, and County Investment	\$2,147,902

The construction period of these contracts will be completed within two years of contract execution. After construction, NCDIT will continue to monitor compliance with required service speeds and maintenance of the infrastructure for an additional three years.



AT&T Broadband Expansion Groundbreaking Event

Performance Update:

AT&T – BellSouth Telecommunications: Over the past year, AT&T completed the design and engineering phase and has entered the materials purchasing and permitting phase. As of March 31, 2025, 2 miles of aerial distribution cable and 18 miles of buried distribution cable had been constructed.

North State Communications: This project consists of eight jobs, of which four are in construction, one in design phase, two in permitting stage, and one has not started as of March 31, 2025. All projects are expected to be completed by August 31, 2025.

"We have too many North Carolinians today that lack access to high-speed internet. [...] The impact of not having high-speed internet capability in your households, it's an economic impact for the community you are in, it's a learning disability [...] for our children, and it also disabled our workforce from being effective and working remotely."

– James Weaver, NC Secretary for the Department of Information Technology & Chief Information Officer

Healthy Early Childhood Environments & Education

This strategic priority area was developed with the objectives of reducing community disparities, increasing family support systems and early childhood intervention for at-risk families, and promoting an integrated service delivery to expand data sharing, navigation services, and access.

Total Allocation: \$6,366,901.00

Projects:

- Educational Continuum of Care
- Expand Navigation Services
- FJC/DSS Protective Services Team
- Increasing Availability of Foster Families
- Infant Mortality (*ARPA Enabled Projects*)
- Out of School Time and Social Emotional Learning
- Public Health Salaries
- Tomorrow's Titans



Educational Continuum of Care

Project ID: ARPA00018

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$500,000

Timeline: July 2023 – December 2026

Lead Organization(s): Shift Education (shift_ed)

Project Description: The project addresses barriers impacting student success from birth through a career by using an Educational Continuum of Care approach. In partnership with key education nonprofits and Guilford County Schools (GCS), this approach aims to create an evidence-based talent pipeline that positively impacts individuals, communities, and industries located in Guilford County.

Main areas of focus include:

- Increasing the percentage of elementary students who read proficiently by the end of third grade.
- Increasing the percentage of middle school students who are exposed to Career and Technical Education programs.
- Helping high school students be career and college ready by graduation.
- Helping post-secondary students graduate with 2- or 4-year degrees or certifications.

"In the world of education and workforce development, we hear a lot about a 'skills gap' or 'talent gap' for jobs in our community. The data shows, our students don't have a talent gap, we have an exposure gap."

– Amanda Rosemann, Chief Impact Officer, shift_ed

Performance Update: In the 2024-2025 academic year, shift_ed continued to deepen its community engagement and advance its alignment goals through the Educational Continuum of Care approach. This strategy has resulted in significant progress, bringing together over 200 community-based organizations across education and related sectors.

Through a series of steering committee meetings and large-scale community events, shift_ed has worked toward establishing shared goals that unify efforts and drive meaningful, measurable impact. In March 2025, shift_ed hosted more than 100 community members for a session titled "Aligning Resources for Collective ImpACT."



During this event, participants discussed the needs of children and families in Guilford County and explored collaborative strategies to address those needs.

Throughout the year, shift_ed also hosted several additional community-wide events focused on aligning resources and building capacity. These events further supported the development of shared goals that enhance outcomes for students and families.

In support of career readiness, shift_ed organized multiple career access events that connected students with pathways in various industries. The organization also deepened its partnerships with employers in the HVAC, aviation, and advanced manufacturing industries, including a collaboration with Toyota to expand opportunities for students pursuing technical careers. Additionally, shift_ed sponsored the community release event of the Action Greensboro 2025 Pre-K to 12 Public Education Report, a community-wide initiative highlighting the current state of education in Guilford County and identifying opportunities for collective improvement.

shift_ed uses evidence-based practices across its programs. A key example is the high-dosage tutoring initiative with GCS, which uses the DORF assessment at three intervals (pre-, mid-, and post-tutoring) to monitor student reading proficiency, evaluate instructional quality, and guide program improvements.



Performance Measure	Performance Data
Total number of students served by shift_ed (beginning baseline of 12,000 students)	15,800 students served
Total number of elementary school students who read proficiently by the end of third grade	3,474 1:1 fluency tutoring sessions have been held with 133 students participating
Percentage increase of middle school students who focus on career and technical education programs	4,610 middle school students have taken their career aptitude assessment
Amount of post-secondary students who receive monetary awards from shift_ed and then go on to graduate with 2–4-year degrees	2 Two-Year Colleges: \$18,351.90 awards total; 22 total students served 4 Private Schools: \$84,140 awards total; 40 total students served 15 Four-Year Colleges: \$444,247.30 awards total; 429 total students served

Learn More About the Program:

- shift-ed.org/
- [2023 – 2024 Annual Report](#)
- [Education Continuum of Care process](#)
- [VIEWPOINT 2025](#)
- [Aligning Resources for Collective ImpACT](#)
- [Pre-K to 12 Public Education Report](#)



Expand Navigation Services

Project ID: 90005035

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$1,500,000

Timeline: March 2023 - December 2026

Lead Organization(s): Ready for School, Ready for Life

Project Description:

Funding supports four Community Navigators in OB/GYN and pediatric practices in Guilford County. 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.

"Our goal is to be available to every pregnant individual and every family with children birth to age 3 in Guilford County. Additional funding would support further scaling of the program to meet more of the need. Last year, Community Navigation reached nearly 2000 pregnant individuals in Guilford County; serving about one third of all births in the community."

- Rebecca Starnes, Chief Program Officer, Children's Home Society



On the Journey with Guilford County Families

-  Supports children prenatal through age 3
-  Navigates network of community resources
-  Supplements Medical Provider Care
-  Connects family to community

Performance Update: Routes to Ready has continued to evolve with a strong focus on reinforcing foundational systems, refining program design, and expanding data capabilities to better serve families across Guilford County.

Routes to Ready partners are established in 15 OB/GYN sites and 14 pediatric/family medicine sites across the county. Community Navigation, led by the Children's Home Society, is integrated with three other key programs: Family Connects, HealthySteps, and Nurse-Family Partnership, and refers families to a vetted network of local agencies based on assessed needs.

"We are so pleased with having the Community Navigation program at our site. The program has helped many of our patients with resources and needs in the community. We could finally focus on their medical care while [the navigator] focuses on their social aspects. We are thankful that we are able to collaborate together for the well-being of the patients."
- Medical provider at a partnering site, via Children's Home Society

Three partners are now actively contributing data to the Integrated Data System (IDS), and a fourth partner has completed significant design and discovery work and is expected to be onboarded in 2025. To enhance the utility of the IDS, a team is developing an executive dashboard to make data more accessible and user-friendly for partners.

The effectiveness of the Routes to Ready system is being evaluated through three studies:

- **Guilford Readiness of Children for School (ROCS) Implementation Study (MDRC):** Launched in 2022, this study gathers feedback from families, providers, and leaders to improve initiative effectiveness.
- **Guilford ROCS Outcomes Monitoring Study (MDRC):** Tracks county-wide trends in child and family outcomes using public data and annual surveys. While not designed to prove impact, it documents changes concurrent with Routes to Ready implementation and informs program adjustments.
- **Impact Study (Duke University):** A randomized controlled trial evaluating the Community Navigation model as implemented in Durham. Early findings show positive outcomes in family well-being, health, child development, and parent-child interactions.

The Duke University study of Community Navigation revealed positive feedback:

- 98% of participants expressed satisfaction with the program
- 98% felt supported by the services they were connected to
- 89% reported feeling more empowered to advocate for their families

"It was great to sign up. I am a first-time mom and [my navigator] helped me with a [referral program]. She was also patient and provided me support, or if I had questions, she always got back to me. I highly recommend [Community Navigation], especially for first time moms who have no clue."

- Community Navigation client, via Children's Home Society

The Children's Home Society completed data collection for its community-focused postnatal Community Navigation pilot. The results from this pilot will inform future decisions about scaling and structure.

Materials have been ordered for 700 Basics Guilford Health Education Kits, which will further support family engagement and early childhood development. Kits will include books, toys, themed merchandise, and a how-to-guide.

While growth in prenatal Community Navigation has slowed, the Community Navigation Governance Council is actively exploring strategies to reinvigorate growth and expand reach to more families.

Routes to Ready remains committed to strengthening partnerships, refining program design, and leveraging data to ensure that every family in Guilford County has access to the care they deserve.

Performance Measure	Performance Data
Number of navigator positions in OB/GN practices	4
Number of Basics Guilford Health Education Kits	700
Percentage of Guilford County families with children who receive navigation from a Routes to Ready partner (based on 6 month estimated population)	Prenatal: 30% Newborn: 34% Children aged 0-3: 44%
Percentage increase in the number of families with identified needs who receive an appropriate referral	90%

Learn More Here: <https://getreadyguilford.org/>

FJC/DSS Protective Services Team

Project ID: ARPA00108

Eligibility Category: 1.11 Community Violence Interventions

Funding Amount: \$1,548,901

Timeline: January 2023 – June 2026

Lead Organization(s):

Guilford County Department of Social Services; Guilford County Family Justice Center



FJC/DSS Protective Services Team Staff

Project Description: Create a specialized protective services team at Family Justice Center locations in Greensboro and High Point to support adults and children who may have been subjected to abuse. The Family Justice Center offers several comprehensive services, including safety planning, shelter placement, emergency protective orders, child advocacy and support, legal services, and medical care. More about the available services can be found on their website. Eight specialty positions have been hired for the protective services team, including a Supervisor, Dual CPS/APS investigators, and Social Workers who aid in administrative and intake support.

Key goals of the program:

- Reduce Duplicative referrals
- Increase collaboration including joint investigations with FJC partners
- Reduce staff turnover and burnout at the Family Justice Center and Department of Social Services

"This is how it should work! Together, we are navigating complex cases and developing innovative solutions. Our community is safer because of this new collaboration with DSS. We are thankful!"

– Sonya Desai, FJC Manager

Use of Evidence: The Guilford County Department of Social Services collects data on the number of child and elder abuse cases reported and accepted. From 2019 to 2022 there was a 21% increase in child abuse reports and a 30% increase in the cases accepted. Across the same time, there was an 11% increase in elder abuse reports and a 24% increase in cases accepted. Guilford County DSS investigator caseloads were 120% over the state

average when this project was proposed. Additionally, COVID-19 impacted the complexity of child abuse and elder abuse cases with an increased need for multi-agency response. Using this data as well as existing state-mandated and evidence-based practices for investigating child and adult protective services, Guilford County DSS developed this collaborative team design.

Performance Update: The table below includes data collected by the FJC/DSS team as well as listing the mandatory performance measures from the US Treasury for this expenditure category. However, due to the specifics of this program design, the mandatory performance measures are not applicable to the implementation of this program. The program will gather further data from clients receiving services throughout the period of performance, and from annual surveys to FJC partners.

Performance Measure	Performance Data (January 2023-April 2025)
Number of Connected Partner Agencies	18 Agencies
Number of Multidisciplinary Team Meetings Held	97 Meetings
Number of Collaborations with FJC Partners	4,353 Collaborations
Number of workers enrolled in sectoral job training programs (<i>mandatory US Treasury measure</i>)	0 (<i>not applicable to this program</i>)
Number of workers completing job training programs (<i>mandatory US Treasury measure</i>)	0 (<i>not applicable to this program</i>)
Number of people participating in summer youth employment programs (<i>mandatory US Treasury measure</i>)	0 (<i>not applicable to this program</i>)

Learn More About the Program:

- [Family Justice Center Website](#)
- [Guilford County Department of Social Services Contact information](#)
- [Family Justice Center Outreach Video](#)



Increasing the Availability of Foster Families

Project ID: ARPA00043

Eligibility Category: 2.13 Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System

Funding Amount: \$350,000

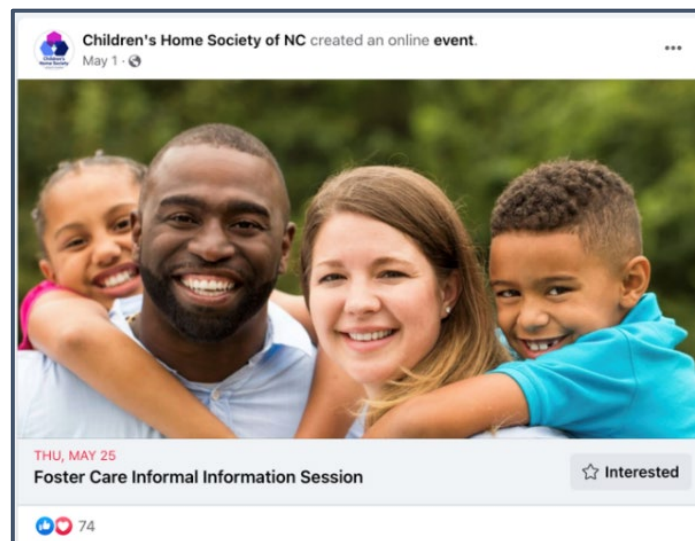
Timeline: November 2022 – June 2024

Lead Organization(s): Children's Home Society

Project Description:

The pandemic reduced the number of licensed foster families in Guilford County, while the number of children in foster care increased. Before the pandemic, CHS placed 30% of referrals, but in 2021 only placed 16% of referrals. As a result, children are placed in other communities, group settings, or are lingering at DSS, adding to the trauma that vulnerable children face while in need of care.

CHS grew the network of licensed foster families in Guilford County through an extensive targeted marketing campaign. The campaign includes direct outreach with churches, family-oriented community locations, as well as advertising on social media, radio, billboards, and television.



Use of Evidence:

Children's Home Society conducted a similar foster family campaign a few years prior and was able to secure 50 new licensed foster families. CHS is utilizing successes and lessons learned from prior campaigns to inform decision making for this project.

Performance Update:

The table below includes data collected by CHS as well as the mandatory performance measures from US Treasury for this expenditure category. Due to the specifics of this program design, the mandatory performance measures are not applicable to the implementation of this program, however, they are listed for reporting transparency. CHS Completed their project in June 2024.

Performance Measure	Performance Data
Number of marketing activities	1,735 Activities
Number of inquiries	226 Inquiries
Number of families that completed applications	113 Applications
Number of families that have completed licensures	29 Licensures
Number of children served by childcare and early learning services <i>(mandatory US Treasury measure)</i>	0 <i>(not applicable to this program)</i>
Number of families served by home visiting <i>(mandatory US Treasury measure)</i>	0 <i>(not applicable to this program)</i>

Learn More About the Program:

- [Sunshine 5K & Family Festival](#)
- [CHS 2024 Magazine](#)



Out of School Time and Social Emotional Learning

Project ID: ARPA00137

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$500,000

Timeline: January 2023 – December 2026

Lead Organization(s): YMCA of High Point

Project Description: The YMCA of High Point Out of School Time and Social Emotional Learning (SEL) Program is an after school and summer program for kids aged 5-16. From games and sports to outdoor adventure and technology, the program offers kids a chance to regain many of the learning losses due to the pandemic. The program implements Social and Emotional Learning skills, to help youth manage emotions and make responsible decisions. The program offers mentorship, tutoring, as well as physical enrichment activities such as nature excursions, art activities, and sports activities.

Performance Update: Throughout its ongoing commitment to Social-Emotional Learning (SEL), the YMCA of High Point has grown from implementing the "CharacterStrong" curriculum for elementary-age participants in afterschool and day camp settings, to creating impactful programs that serve the broader community. What began as an investment in SEL education has evolved into a free teen membership initiative and a comprehensive Teen Mental Health Program that now serves more than 30 teens daily during the summer months.



Teen Leadership High Point



Teen Mental Health Forum

The YMCA of High Point also organized a city-wide Teen Mental Health Forum in collaboration with other community partners. Additionally, the YMCA launched an online Mental Health Hub that offers teens and families valuable information and tools, which can be accessed [here](#).

Performance Measure	Performance Data
Number of youth participants in after school programs	250
Number of youth participants in summer programs	500
Percent of participants aged 5-16 who come from low to moderate income households	55%
Percent of participants aged 5-16 who come from minority populations	50%
Growth in one SEL capacity	72%
Growth in at least 2 SEL capacities	55%
Youth participation in weekly physical and/or enrichment programs	4-5 per participant when program was 5 days/week
Enjoyment rating per program	82%

Learn More About the Program: <https://www.hpymca.org/>



Tomorrow's Titans

Project ID: 90005141

Eligibility Category: 1.11 Community Violence Interventions

Funding Amount: \$1,000,000

Timeline: May 2023 – December 2026

Lead Organization(s): Welfare Reform Liaison Project (WRLP)



Project Description: 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. Participants come from Title 1 schools, who live in highly marginalized neighborhoods with most living below 100% of the federal poverty level. The program continues to work to ensure not only students, but families are successful.

Use of Evidence: Guilford County has implemented monitoring procedures with WRLP to ensure evidence-based practices and procedures are utilized to further the mission and progress of the program. The program is evaluated through gathering data on performance measures on a quarterly basis, as seen in the table below. Guilford County will continue to measure the performance and capacity of the program throughout the award period.



Performance Update: Over the past year, Tomorrow's Titans has continued to grow and adapt to meet the evolving needs of youth and families in the community. The program entered the 2024-2025 school year following a summer filled with impactful programming and launched a diverse selection of after-school workshops and training sessions.

These sessions covered topics such as financial literacy, coping skills, podcasting, martial arts, woodworking, electric bike repair, and portable charging station maintenance. Many were short-term certification programs designed to equip youth with practical, job-ready skills. Partnerships with organizations like Commander Peace Academy and M.A.D., Inc. expanded opportunities in boxing, mental health support, and drone licensing. The OpporTEENity Fair connected youth with internships and job shadowing experiences, while many students completed soft skills training to prepare for these roles.



The in-school mentoring program, Not on the Curb, played a vital role in supporting students at Central High School, Andrews High School, and Welborn Middle School. The program aims to reduce suspensions and improve both academic performance and behavioral outcomes. At Welborn, a weekly book club fostered literacy and built a sense of community among students. Although tutoring was temporarily paused due to funding limitations, plans were made to introduce Saturday sessions for end-of-year academic support.



Youth remained active in the community by participating in the MLK Parade and Breakfast, volunteering to feed the homeless, and assisting with a pre-teen basketball tournament. A college tour of Alabama State University, Alcorn State University, and Tuskegee University provided valuable exposure to higher education and inspired future aspirations. There are also hopes for a future tour of Harvard University.

Tomorrow's Titans also broadened its support to families by offering services such as mentoring, academic assistance, job search support, and employment training for both youth and parents. This whole-family approach has helped strengthen home environments and support systems.

Performance Measure	Performance Data
Number of youth enrolled in the FY24/25 program	71
Number of young adults enrolled in FY24/25 program	16
Number of summer jobs created and filled for youth ages 14-18	54

Learn More Here: [Tomorrow's Titans](#)



Housing and Homelessness

This strategic priority area focuses on initiatives to address housing instability and other issues leading to experiences of homelessness in Guilford County. Objectives include:

- Increasing assistance to local partners working to prevent housing instability for individuals and families.
- Increasing staff capacity to provide technical assistance to community agencies working with people experiencing homelessness.

Total Allocation: \$11,577,706.00

Projects:

- Continuum of Care Staffing
- Evictions Diversion
- Homelessness Taskforce
(ARPA Enabled Projects)



Continuum of Care Core Staffing

Project ID: 9211021001-2050-701

Eligibility Category: 7.1 Administrative Expenses

Funding Amount: \$778,842

Timeline: July 2022 – June 2026

Lead Organization(s): Guilford County Department of Health and Human Services Administration

Project Description: This project funds the Continuum of Care Core Specialist positions. The goal of this team is to help facilitate collaboration and support allocation of funds in alignment with County priorities. This team also provides technical assistance and data entry capacity.

Project Update:

The total ARPA budget for these positions was originally \$778,842. The remainder of the ARPA funds are anticipated to be expended before the end of FY26. Based on the funding balance, the positions will be split between ARPA and County funding for the remainder of the fiscal year. The budget is seeking to expand the County's role in the Continuum of Care to become a collaborative applicant/lead agency. Further information can be found in the [FY 2026 Recommended Budget](#).

Evictions Diversion

Project ID: 9021-537100-218

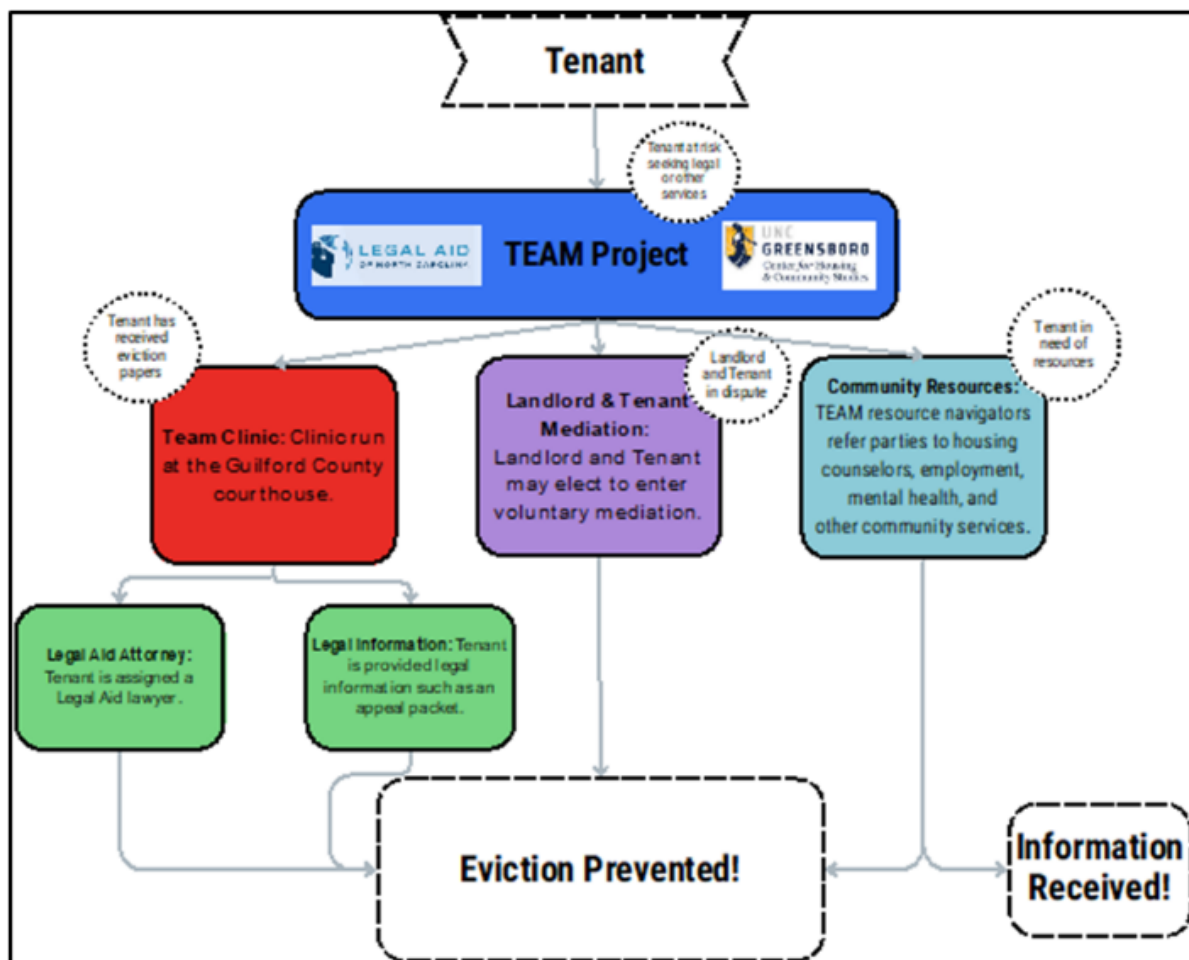
Eligibility Category: 2.18 Housing Support: Other Housing Assistance

Funding Amount: \$2,298,864

Timeline: November 2022 – December 2025

Lead Organization(s): University of North Carolina at Greensboro

Project Description: UNC Greensboro Center for Housing and Community Studies (CHCS), in partnership with Legal Aid of North Carolina, addresses housing instability and potential evictions through the TEAMs clinic. The clinic offers resource navigation, eviction mediation, and legal services to help clients avoid eviction judgments, which often prevent them from finding habitable and affordable housing elsewhere. Services are provided in courthouses in Greensboro and High Point, offering legal information, mediation, and assistance with rental assistance applications.



Performance Update: The TEAMs clinic has become a trusted resource not only in Greensboro and High Point, but throughout the broader community. It continues to bridge the gap between legal aid, mediation, and housing access. By the end of 2024, the clinic's work had evolved through expanded outreach efforts. CHCS partnered with the City of Greensboro to connect tenants with the remaining funds from the Emergency Rental Assistance Program (ERAP), helping many families remain housed during difficult times.

In one case, a single mother who had just given birth faced eviction after her landlord misapplied rental assistance funds and neglected urgent repairs. With support from Legal Aid, she not only avoided eviction but also won a judgment of nearly \$9,000 against her landlord.

"This 5-star legal work of the 3 attorneys and under the advice and direction of Janet is and has been stellar and my life has value, quality, and is worth living because of these 4 attorneys seeing me as a person and not as a male to female transgender who's beneath the law and unworthy protections and deemed beneath the law as society see fit."

- TEAM client

Mediation also remained a central part of the program. In several cases, tenants were able to stay in their homes or leave on better terms, avoiding court judgments. For example, a family of four was granted an additional six weeks to move and had \$1,625 in rent waived after agreeing to vacate a unit in need of major repairs. This outcome was achieved through mediation. The TEAMs clinic also expanded its outreach to landlords. An increasing number of property owners are now accepting housing vouchers, which improves access to affordable housing for low-income families. The clinic hosted events to share information and strengthen relationships with landlords throughout the community. As a result, 12 new landlords began accepting Section 8 vouchers, and more than 2,500 landlords were contacted through mailers, emails, and social media.

In recognition of the clinic's regional impact, Program Coordinator Renée Norris was invited to serve as the keynote speaker at the 2025 City of Winston Salem Housing Summit, where she shared insights on eviction prevention and housing stability strategies.

The TEAMs clinic has significantly improved housing stability for vulnerable households, preventing evictions and providing essential legal services. Positive client feedback and collaborative efforts with landlords have resulted in new voucher-accepting properties, enhancing housing options for low-income residents.



Performance Measure	Performance Data
Number of households served by eviction mediation, rental assistance, and referrals to other services	3,556 Households
Number of Landlord Engagements	700 Engagements
Number of evictions on the court docket on days when the clinic was present in court	10,020 Evictions
Percent of evictions dismissed by the court or the landlord	37% Dismissed
Percent of evictions delayed by being continued to a later date	18% Delayed

Learn More About the Program: [May 2023 TEAM Presentation](#)



Eviction Mediation Program

Helping landlords & tenants work together

Voluntary and Free of Charge!

UNCG's Eviction Mediation Program provides a friendly and neutral mediator to help any landlord or tenant in High Point, Greensboro, or Guilford County work together.



- Help with rental assistance applications
- Aid in communication
- Negotiate payment plans
- Smooth landlord & tenant relationships



QUESTIONS? Contact us today

Renée Norris | 336.334.3731 | drnorris2@uncg.edu
CHCS.UNCG.edu/Eviction-Mediation-Program



UNC GREENSBORO
 Center for Housing
 & Community Studies



Parks and Recreation

Through the ETC Community Survey, Guilford County residents indicated that increased planning, funding, and attention to outdoor spaces is essential for community well-being. The Parks and Recreation strategic priority area is focused on planning, programming, and maintaining parks, open space, and other recreational facilities with the intended purpose of creating a more interconnected park, trails, and recreational system that provides better access for residents and supports the environmental goals of the community.

Total Allocation: \$5,715,000.00

Projects:

- Jamestown Parks Accessibility
- Jamestown Sidewalks
- Oak Ridge Town Park
- Sedalia Community Park & Sidewalk
- Summerfield Bandera Farms Park



Jamestown Parks Accessibility

Project ID: 90005027

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$315,205

Timeline: March 1, 2023-December 31, 2025

Lead Organization(s): Town of Jamestown

Project Description: This project improves 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. The new play equipment will be upgraded for all accessible usage to benefit individuals of all abilities and ages.

"The parks are overdue for an upgrade and with two schools in our jurisdiction that serve differently abled youth, having all accessible play equipment will be a huge benefit. The schools don't have a lot of resources and while they do have play areas for the children, they don't have much equipment. By having a public park with accessibility play areas, it will increase the opportunities for these children in and out of school."

-Rebecca Ashby, Grants Administrator for Town of Jamestown

Performance Update:

- Contracts for the shelter and natural play area have been awarded.
- The trail area has been laid out, equipment has been installed, and signage and pathway finalization are underway.
- The basketball court is now complete, with lines painted and hoops installed.
- 90% of the playground equipment has been installed as of April 2025 and is scheduled for full completion as of February 2026.
- Dog park equipment has arrived and is scheduled for installation.



New Playground Equipment

Jamestown Sidewalk Project

Project ID: 90005026

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$2,294,795

Timeline: March 1, 2023-December 31, 2026

Lead Organization(s): Town of Jamestown

Project Description: The Jamestown sidewalk system saw a significant increase in use during and since the beginning of the COVID-19 pandemic. This project will complete gaps in the pedestrian network in Jamestown to connect critical public locations at Guilford Technical Community College, CJ Greene Education Center, and Hanes-Inman Education Center.

Performance Update: As of April 2025, the three smaller sidewalk projects (Gannaway Street, West Main Street, and Ragsdale Road) have been completed. The East Main Street at Ragsdale sidewalk project is currently in progress. The Town is working through the right-of-way easements and is preparing bid documents. Additionally, the ePCN application has been submitted to NCDENR and is awaiting approval. Once approval is received, the project will be ready to move forward.

"This funding will be a tremendous asset to the community. Jamestown is a very walkable town and has prided itself on having quality walkways to keep its citizens active and safe. The sidewalk project will benefit nearly all Jamestown residents by putting safe sidewalks in areas currently without."

-Rebecca Ashby, Grants Administrator, Town of Jamestown

Oak Ridge Town Park

Project ID: ARPA00093

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$305,000

Timeline: January 2023 – September 2025

Lead Organization(s): Town of Oak Ridge

Project Description: The renovation of this House will include over 1,000 square feet of meeting space, a prep kitchen, handicapped-accessible bathrooms, storage, and entry areas. The project will also provide parking and wheelchair access to the building. Additionally, the house will include a 400-square-foot deck that leads to an outdoor area with hardscapes, landscaping, and other improvements.



Oak Ridge Town Park Farmhouse Community Center after completed renovations

Performance Update: Renovation of the Farmhouse Community Center is officially open and welcomes visitors. The facility is currently operating under a temporary Certificate of Occupancy, allowing for “soft rentals” ahead of a full public opening in Fall 2025. Several meetings and events have already taken place.

Landscaping and parking improvements are part of a separate contract and will continue throughout the summer. Sidewalks are complete, and the parking lot is finished except for a pending slope adjustment. These enhancements are expected to further improve accessibility and usability of the Community Center.

An Open House is scheduled for September 14, 2025, to formally celebrate the opening and introduce the space to the public. The new center is projected to attract an additional 7,500 visitors annually and support a wide range of community activities.

Performance Measure	Performance Data
Building of meeting space, prep kitchen, handicapped-accessible bathrooms, storage, & entry areas	1,415 sq ft renovated including 1,000 sq ft of meeting space
Parking and wheelchair access to building	Construction of parking and wheelchair access is part of a separate contract. Work is ~ 70% complete.
Deck Built	Completed
Number of annual reservations	375 (\$1,500/hour)

Sedalia Community Park & Sidewalk

Project ID: 90005071

Eligibility Category: 6.1 Revenue Replacement:
Provision of Government Services

Funding Amount: \$500,000

Timeline: March 1, 2023- December 31, 2026

Lead Organization(s): Town of Sedalia



Project Description: This project supports the design and construction of the Town of Sedalia's first public park and walking trail. Additionally, it allows the town to install sidewalks and crosswalks along Blue Lantern Road to increase community access to the park. The project will provide opportunities to preserve ecosystems of the site and will provide exercise and community activities for Town of Sedalia residents.

Performance Update: The Town of Sedalia continues to make progress on the Community Park and Sidewalk Project through ongoing planning, engineering coordination, and administrative action. The Town has worked closely with its contracted engineering firm, Davis, Martin, Powell & Associates, to transition the project from concept to detailed planning. Key engineering tasks have included surveying the park site, identifying wetlands and streams, and preparing construction drawings. Permit applications have been submitted, and coordination with County staff has addressed stormwater management and planning requirements.

Additionally, the Town secured supplemental funding through the NC Parks and Recreation Trust Fund. Staff reviewed playground equipment options and updated the park layout to improve accessibility and safety. Public updates were shared through council meetings and local media outlets. The finalized park plans were submitted to Guilford County Planning for review, and follow-up comments were addressed through a revised submission. As the project moves forward, the Town is preparing for construction by finalizing schedules, reviewing County feedback, and evaluating land needs for improvements around the park pond. The Town also plans to select contractors for the construction of two park pavilions and one gazebo. The final phase of the project is expected to be completed in Fall 2026.



Summerfield Bandera Farms Park

Project ID: 90005838

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$2,300,000

Timeline: July 2023 – December 2026

Lead Organization(s): Town of Summerfield

Project Description: A 115-acre site along Bunch Road, I-73, and Reedy Fork Creek has been purchased as part of a multi-jurisdictional conservation effort, and another 5-acre tract has since been purchased, which creates a 120-acre site for the Bandera Farms Park. The property will be a critical part of the future Piedmont Greenway that's expected to ultimately connect Greensboro and Winston-Salem. The site will be developed as an equestrian-focused trails preserve and will create additional buffers along Reedy Fork Creek, which supplies Greensboro's drinking water. In addition to the Piedmont Greenway and equestrian-specific trails, a destination-quality playground (Adventure Playscape) will be an amenity in this park.

The acquisition is the first time the four governments (towns of Summerfield and Oak Ridge, City of Greensboro, and Guilford County), along with the Piedmont Land Conservancy (PLC), have collaborated on a preservation and recreational project. The project highlights the benefits of collaboration in the watershed and is a prime example of a successful One Water initiative. It offers water quality and open space protection.

The Piedmont Greenway is a proposed 19-mile, multi-use greenway trail that will connect Forsyth and Guilford Counties. This multi-jurisdictional planning effort will offer significant benefits including regional connectivity, economic development, opportunities for healthy activity, and preservation and enhancement of green space. The greenway will allow walkers, runners, and cyclists to connect to existing city and county greenway and trail systems.

According to the American Horse Council, North Carolina ranks as one of the top 10 states in terms of horse population. Approximately 30.5% of NC households contain horse enthusiasts. The horse industry adds a total of \$2 billion to the NC economy. Bandera Farms will encompass horseback riding trails and agritourism. Due to the extensive open space needed for equestrian trails and associated facilities, the 120-acre site provides a special location for an equestrian park in Guilford County. It will give local horse organizations a place to give lessons to children and provide psychological, mental, and physical therapy. The 6,000 square foot Adventure Playscape will offer children engaging



play structures and sensory experiences that resonate with the surrounding natural landscape.

Performance Update: As of June 2025, the Bandera Farms Park project has reached 97% completion of the design and engineering phase. The Town of Summerfield continues to collaborate closely with the contracted engineering firm, Pond, to identify cost-saving strategies. One strategy involves preparing cost projections for plumbing a second bathroom in the park without proceeding with immediate construction, allowing for future expansion based on park attendance.

The final design is expected to be approved, and a Request for Proposal (RFP) for construction is anticipated to be issued by July 30, 2025.

Performance Metric	Status
RFQ for Design	Complete
Council Vendor Selection for Design	Complete
Completion of Construction Documents	In-Progress
RFP for Construction	In-Progress
Council Vendor Selection for Engineering	Not Started
Construction	Not Started
Grand Opening	Not Started



Protect Guilford County Services

This priority area was identified to improve County operational resiliency through addressing issues caused or exacerbated by COVID-19. Looking forward, funding in this area also focuses on evaluation of county operations and staff ratios to build necessary capacity to increase resiliency and the county's ability to respond to future crisis situations.

Total Allocation: \$3,203,847.66

Projects:

- Emergency Management Cleaning Supplies
- Emergency Management PPE
- Law Enforcement BDA/DAS
- Retention Incentive



Emergency Management – Cleaning Supplies

Project ID: 9211021001-20220975

Eligibility Category: 1.7 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

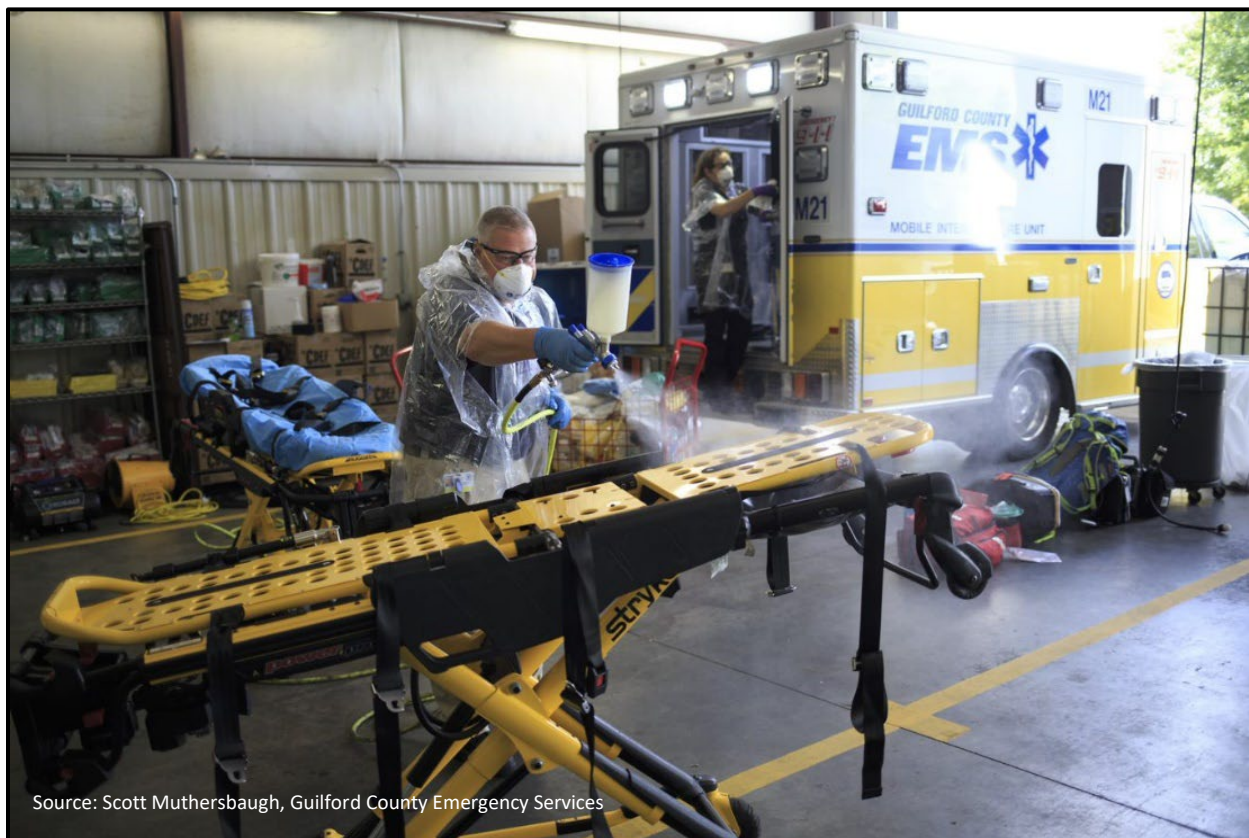
Funding Amount: \$29,716.60

Lead Organization(s): Guilford County Emergency Services

Project Description: Disinfection sprayers and chemicals were purchased to disinfect areas where COVID-19 positive individuals had been and to prevent the spread of the virus. This project provided for high-level surface disinfection of County facilities and public safety agencies to reduce risk of cross-contamination between employees and clients.

Performance Update:

Performance Measure	Performance Data
Number of Disinfectant Sprayers Purchased	12
Number of Cases of Disinfectant Purchased	30



Emergency Management – PPE

Project ID: 9211021001-20220910

Eligibility Category: 1.5 Personal Protective Equipment

Funding Amount: \$289,622.06

Lead Organization(s): Guilford County Emergency Services Department

Project Description: Personal Protective Equipment (PPE) was used to support safe county operations and prevent the spread of COVID-19. PPE includes gloves, N95 respirators, surgical masks, gowns, and other protective items. The need for PPE was exacerbated by the pandemic. PPE was purchased to provide for at least a 90-day supply on the shelf given significant supply chain disruptions and limitations. PPE was made available to County staff and public safety agencies. This allowed for centralized ordering and distribution of PPE to critical infrastructure. This benefited the County in that the request was of higher quantity, giving the County priority in allocations and better pricing.

Performance Update:

Performance Measure	Performance Data
Number of Mask Purchased	265,800
Number of Gloves Purchased	900,000



Source: Scott Muthersbaugh, Guilford County Emergency



Detention and Paramedic/EMT Incentive Program

Project ID: 9211021001-510900-601

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$2,670,000

Timeline: May 2022 – December 2024

Lead Organization(s): Guilford County Law Enforcement, Guilford County Emergency Services

Project Description: Attraction and retention incentive program to fill in the gap of 70 vacancies in law enforcement detention and address the 12 percent vacancy rate in the Emergency Services department in specified positions. The structured incentive program is intended to assist with maintenance of existing staff in a primary role in EMS field operations to provide medical care to the community and in detention services. The retention program was directed at hard-to-fill positions and is also intended to recruit credentialed applicants for Guilford County to fill existing vacancies. Both initiatives are intended to increase the number of staffed unit hours with full-time staff.

High-level requirements for Recruitment Incentives:

- Must be hired for a full-time position after May 5, 2022, within the department.
- Recruitment incentive payments will be made in installments after a designated amount of time of employment.

Performance Update:

Performance Measure	Data
Number of employees supported with retention incentives.	<u>420 Total</u> 241 Law Enforcement 179 Emergency Services
Number of employees recruited with attraction incentives.	<u>98 Total</u> 55 Law Enforcement 43 Emergency Services



Law Enforcement BDA/DAS

Project ID: 3100-553100-601

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$214,509.26

Timeline: March 2022 – June 2023

Lead Organization(s): Guilford County Law Enforcement

Project Description: An equipment refresh for the existing 800MHz Public Safety DAS and the 850 MHz Verizon Cellular DAS at Guilford County Jail and Courthouse. The BDA/DAS unit is critical for the communication between detention officers and supervision in the Greensboro Jail, the inmate transport tunnel which connects this jail to the Greensboro Courthouse and the deputies (bailiffs) and supervision working in this courthouse. This communication is vital for the safety of all Sheriff's Office personnel. Without it there is no ability to communicate with other personnel in times of crisis or in the daily operations of either the jail or courthouse. This equipment will be used by officers of the Guilford County Sheriff's Office in the performance of their duties.

"This was hands-down the most critical piece of equipment I've ever been responsible for purchasing in my career!"

– Master Corporal Jimmy Ray, Guilford County Sheriff's Office



Small Business, Economy, & Workforce Development

This strategic priority area was identified as an opportunity to continue to build upon a robust environment of existing partnerships and programs and intentionally focus on reducing the barriers to workforce participation and business development. The specific priorities identified for this funding were:

- Strengthen work readiness, retaining talent and home-grown graduates, and re-engaging disconnected workers.
- Invest in developing long-term sustainability and equity in the Guilford arts and culture community.
- Support for entrepreneurship to create a small business-friendly environment.
- Address barriers and work readiness for disproportionately impacted populations

Total Allocation: \$7,185,000.00

Projects:

- Emerging Talent Career and Professional Development Programs
- Expanding Sustainable Impact at The Forge
- Forging Equitable Opportunities for Equal Outcomes at The Steelhouse
- New Creative Investment
- Transportation Taskforce
(find in ARPA Enabled Projects section)
- Workforce Analysis



Emerging Talent Career and Professional Development Programs

Project ID: 90005033

Eligibility Category: 2.37 Economic Impact Assistance: Other

Funding Amount: \$1,200,000

Timeline: February 1, 2023 – December 31, 2026

Lead Organization(s): Action Greensboro

Project Description: This project provides funding to Action Greensboro to conduct four career and professional development programs which are each described with the performance update below.

Performance Update: The third annual Guilford County Talent & Workplace Survey, conducted by Action Greensboro, revealed compelling insights into the evolving dynamics of the local workforce. Access the survey here: [Action Greensboro Talent and Workplace Survey](#)

Key findings from the 2025 survey include:



Close the Skills Gap with Targeted Development:

Employers struggle to find candidates with analytical thinking, reasoning, and leadership skills.

Prioritize Employee Retention:

High turnover is a major concern; retention strategies must include advancement paths and inclusive cultures.

Strengthen Talent Pipelines:

87% of employers recruit locally, but 62% cite attracting qualified candidates as a top challenge.

Leverage AI with Intentionality:

Adoption is growing, but most organizations are in early stages. Ethical and strategic implementation is needed.

Campus Greensboro Fellows Program

The Campus Greensboro Fellows Program is a competitive summer experience that connects college students with paid internships and professional development opportunities in the Greensboro area. The program is designed to provide students with meaningful, real-world experience while helping them grow their networks and experience Greensboro as young professionals.

To further enhance efficiency, Campus Greensboro developed a digital career platform that streamlines the application process for both students and employers. This platform has improved the connection between talent and local opportunities, offering greater support for students navigating their early careers.

In 2025, the platform recorded over 860 student logins and featured more than 52 local job postings, directly linking students with employers. Campus Greensboro also conducted 19 in-person presentations across 9 campuses and reached more than 6,100 students. These efforts have resulted in increased awareness and applications for both internships and mentoring opportunities.

The following measures demonstrate the program's commitment to offering valuable, paid internships and expanding opportunities for a diverse group of students:

Performance Metric	2023	2024	2025
Total Openings	149	200	205
Total Applications Received	1,443	1,304	1,505
Averages Internships Pay	\$18.26/hr.	\$18.03/hr.	\$18.16/hr.
Total Enrolled Fellows	95	171	159
Total Mentors	67	91	-
Internships Sites	36	32	42
First-Generations Students	27%	26%	23%
Financial Aid Recipients	59%	74%	57%
Number of Unique Employer Sites	36	32	42



Refresh Learning Series

The Refresh Learning Series is an annual initiative designed to bridge the gap between workforce skills and business needs in the Greensboro community. Open to students, young professionals, and community members, the series hosts four learning events each year, focusing on critical needs identified by local employers.

In August 2024, the series featured “Knowing Yourself to Know Others: Self-Awareness as a Tool for Connection in the Workplace.” This event responded to findings from the 2024 Guilford County Talent and Workplace Survey, which identified self-awareness as a key workforce priority. Led by industry expert Alexis Franzese, the interactive workshop guided over 40 participants through exercises in emotional intelligence, communication, and team dynamics. Participants explored how understanding their own strengths, weaknesses, and communication styles could enhance collaboration, foster inclusivity, and improve workplace culture. Feedback was overwhelmingly positive, with attendees highlighting the practical applicability of the skills learned.

synerG Career Curious Cohort

The synerG Career Curious Cohort is a three-month, cohort-style program designed to support emerging professionals as they navigate the job search process. Through a combination of skill-discovery activities, guided facilitations, and support from industry experts, participants gain the tools needed to take the next step in their careers. Each cohort benefits from personalized feedback from a professional resume reviewer, a career aptitude testing package, facilitated workshops, skill-building presentations, and ongoing support from experts.

In 2025, the program successfully enrolled 9 participants from 9 different industries. During the course, they attended moderated workshops and received career guidance from industry professionals. By the end of the program, 66% of participants were actively interviewing and pursuing new opportunities.

This program continues to provide career support to early-career professionals, helping build confidence, develop essential skills, and connect with local opportunities.

Performance Metric	2023 Data	2024 Data	2025 Data
Total Participants	10	14	9
Percentage Actively Applying & Interviewing Post-Program	65%	50%	66%

synerG Young Professional Educators Academy

The Young Professional Educators Academy (YPEA) is a five-week professional development initiative designed to empower young educators in Guilford County Schools. Through a series of interactive sessions, the program equips participants with leadership skills, classroom resources, and community connections that support both personal and professional growth. Each cohort engages in leadership training, Diversity, Equity, and Inclusion (DEI) workshops, STEM learning sessions, grant writing and local resource navigation, connections with community leaders, exposure to young professional networks, and earn Continuing Education Units (CEUs) for participation.

The 2024 cohort included 18 educators from a diverse range of elementary, middle, and high schools across the county. The program continued to emphasize real-world application, with sessions focused on critical topics such as DEI, leadership, STEM integration, and community engagement. Through this experience, participants built lasting relationships with peers and local leaders, strengthening their ability to inspire students and contribute meaningfully to the future of education in Guilford County.

In 2025, synerG Young Professionals expanded its impact by hosting 10 *Grow Groups*, or small-group sessions to help young professionals build cross-sector connections through targeted career support and leadership development. Additionally, there have been 4 large-scale *On Tap Networking* events, which provided inclusive spaces for career-minded social engagement and regional peer connection.



Expanding Sustainable Impact at The Forge

Project ID: 90005024

Eligibility Category: 6.1 Revenue
Replacement: Provision of Government Services

Funding Amount: \$300,000

Timeline: March 1, 2023- December 31, 2026

Lead Organization(s): The Forge Greensboro



Project Description: Forge Greensboro is a community makerspace for artisans, entrepreneurs, inventors, artists, and tinkerers to make, collaborate, ideate, and learn. Members pay for 24/7 access to woodshop, machining, welding, 3D printers, laser engraver, CNC routers, sewing, and ceramics equipment.

ARPA funding allows Forge Greensboro to improve the training and mentoring capacity of the organization, supports equipment purchase, repair and maintenance as program pilots are developed, and prepares the organization to move to a larger facility.



"We had the opportunity to bring a group of college students to tour the Forge, and it was an amazing chance to showcase one of the many hidden gems in our city. The experience not only gave students a way to connect with local creators and small businesses, but it also allowed them to envision building a future here in Greensboro. These are exactly the kinds of meaningful, place-building experiences the Forge makes possible, one that leaves students inspired and excited about the opportunities in their own backyard."

- Joseph Schorr, Downtown Greensboro Inc.



Forge Executive Director Tiffany Jacobs receives the Leaders in Diversity award at the Triad Business Journal's Leaders in Diversity 2025 event

Performance Update: The Forge has continued to grow under new leadership, expanding programming, and deepening partnerships across workforce development, youth engagement, and entrepreneurship. Planning and fundraising efforts are underway to transition from ARPA support to new funding sources.

Momentum from workforce and youth organization partnerships has accelerated, resulting in more group training sessions and collaborative projects. Demand from school groups, particularly Guilford County Schools, has been especially high. The Makership Program remains oversubscribed, with 60% of applicants seeking economic mobility through entrepreneurship or skill-building. The team is actively evaluating ways to expand capacity to meet this growing interest.

In the most recent quarter, 317 attendees participated in 39 workshops or mentoring sessions led by 30 mentors.

Progress to date includes:

- 493 youth engaged in STEM and trade skill experiences, with growing partnerships including Guilford County Schools and NC A&T
- 108 individuals participated in entrepreneurial and workforce programs



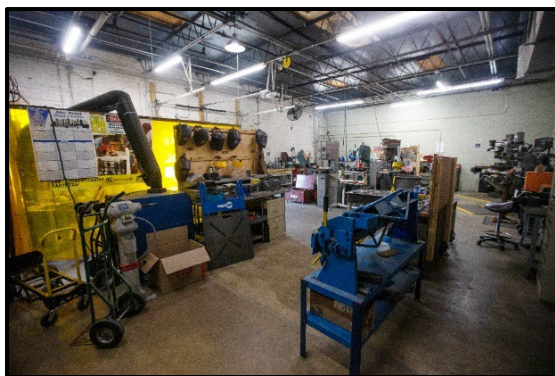
- 286 adults explored career discovery in skilled trades
- 389 individuals used the Forge for hobby or creative pursuits
- 29 jobs were created and filled, and 47 individuals newly upskilled through Forge programming
- 3 new products developed, and 2 entrepreneurs transitioned from side hustle to full-time work
- 60% of Makership participants identify as BIPOC, and 77% are low-income, surpassing equity goals

The Forge is on track to meet or exceed many of its project goals, with continued focus on expanding studio space, supporting business growth, and scaling youth and workforce engagement. New long-term programs are being discussed with Guilford County Schools' Career and Technical Education department and GTCC's continuing education programs. However, sustaining staff capacity remains a challenge due to limited replacement funding and high demand from schools and nonprofits unable to cover full program costs.

Performance Measure	Performance Data
Number of entrepreneurial/workforce participants	108
Number of youth participants introduced to STEM curriculum	493
Number of jobs created and filled due to Forge	29

Learn More Here:

- <https://www.forgegreensboro.org/>
- [She Built this City plans to start program in Greensboro](#)
- [Amplify ApprenticeshipNC: Forge Greensboro](#)



Forge woodshop, welding and metal shop spaces



Youth learn woodworking skills through Forge instructor

Forging Equitable Opportunities for Equal Outcomes at The Steelhouse

Project ID: 90005032

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$2,000,000

Timeline: March 2023 - December 2026

Lead Organization(s): Nussbaum Center for Entrepreneurship (NCFE)

Project Description:

The Steelhouse, located at 1431 S. Elm-Eugene Street, is set to transform the former Carolina Steel factory into a premier center for innovation and urban manufacturing. Positioned within an Opportunity Zone and Qualified Census Tract (113), more than half of the households earn below 60% of the Area Median Income (AMI). The project provides



90,000 square feet of flexible manufacturing space for small businesses. Key features of future phases include a farmers' market, a community health center, and commercial kitchens, which will support food entrepreneurs, while promoting healthy eating habits as part of a broader initiative to create a health hub in a designated food desert and medically underserved region. This development represents

NCFE's fourth major redevelopment project, furthering its commitment to revitalizing large, dormant industrial properties.



Performance Update:

In August of 2024, The Steelhouse redevelopment at the Nussbaum Center began with demolition of the old structure, pouring of new footings, and the start of underground utility work. Existing terracotta sewer and antiquated electrical lines were removed as new water, sewer, and a grounded electrical service panel arrived onsite. By late fall, trenches for transformers were dug, footings were complete, and discussions with the first tenants began to define their specific fit-out needs beyond the basic shell.

In October and November 2024, a crane lifted roof decking, insulation and rubber membranes into place, and insulated wall panels followed. By early 2025, windows, exterior walkways, and storefront glass were installed; interior concrete slabs were poured; bathrooms were plumbed; and Duke Energy transformers were set and connected.

In mid-May 2025, The Steelhouse earned its Certificate of Completion for the shell space, confirming that roof, walls, doors, floors, utilities, and basic bathrooms met code and design requirements. With five small-business tenants finalizing their interior plans, flexible 3,000–10,000 square foot bays are poised for occupancy. A ribbon-cutting ceremony and tenant move-ins will soon celebrate this new hub for manufacturing and entrepreneurship in East Greensboro.



New Creative Investment

Project ID: ARPA00034

Eligibility Category: 2.36 Aid to Other Impacted Industries

Funding Amount: \$2,500,000

Timeline: February 1, 2023 – December 31, 2026

Lead Organization(s): The Arts Council of Greater Greensboro

Project Description: The Arts Council of Greater Greensboro, using Guilford County ARPA funds, aims to build a sustainable arts sector. Focus areas include Organizational Sustainability, Small Business Development for Creatives, an Artists-in-Residence Pilot, and a Marketing Awareness Campaign.

Performance Measures	2024	2025
Organizational Sustainability		
Number of organizations	34	60
Number of participants	211	127
Number of coaching sessions	79	0
Number of participant surveys/check-ins (Number of opportunities given)	82	77
Average participant satisfaction rate	92.75%	91%
Small Business Development		
Number of professional development participants	113	295
Number of external partners	16	12
Number of hub surveys completed	117	41
Number of promotional activities	9	59
Number of engagements with promotional activities	7,254	2,824
Marketing Campaign		
Number of directory copies distributed	6,680	275
Number of unique views on events calendar	57,307	227,300
Number of promotional activities	322	248
Number of impressions (Facebook views, billboard traffic, etc.)	3,982,160	8,643,074
Number of engagements with promotional activities	14,078	20,807

Program Areas and Activities:

Organizational Sustainability

The cohort-based model has evolved with the launch of a three-part leadership development series that emphasizes effective communication between board and staff, role clarity, and shared leadership practices. The Organizations of Color Cohort identified leadership transitions and strategic planning as top priorities for 2025. Their progress was showcased at the March 2025 Financial Sustainability Summit, where each organization presented its growth and financial strategies.

Additionally, Deep South Entertainment Group developed a comprehensive sustainability plan for the NC Folk Festival, incorporating national benchmarking and stakeholder engagement. In June 2025, a retreat facilitated by Social Designs brought together 51 attendees from 37 arts organizations to explore the benefits of partnerships and to develop MOUs. These sessions focused on identifying and categorizing potential partnerships using the Clifton Strengths Strategic Collaborations Continuum and introduced tools to support open and effective communication.



Small Business Development for Creatives

The Professional Development Hub (PDH) expanded its reach significantly, with 325 unique participants engaging in offerings. This year, PDH focused on essential business practices, including marketing strategies and business plan development. Collaborations with SCORE and GTCC Small Business Center led to a three-part business seminar and mentoring opportunities.

The "Atomic Habits for Artists" learning circle, in partnership with the Greensboro Public Library, continues to support artists in building business plans and entrepreneurial skills.



Two networking events were hosted at local venues, and the PDH landing page remains active. Focus groups are being formed to assess fair pay and living wage standards, with data collection planned for FY26.

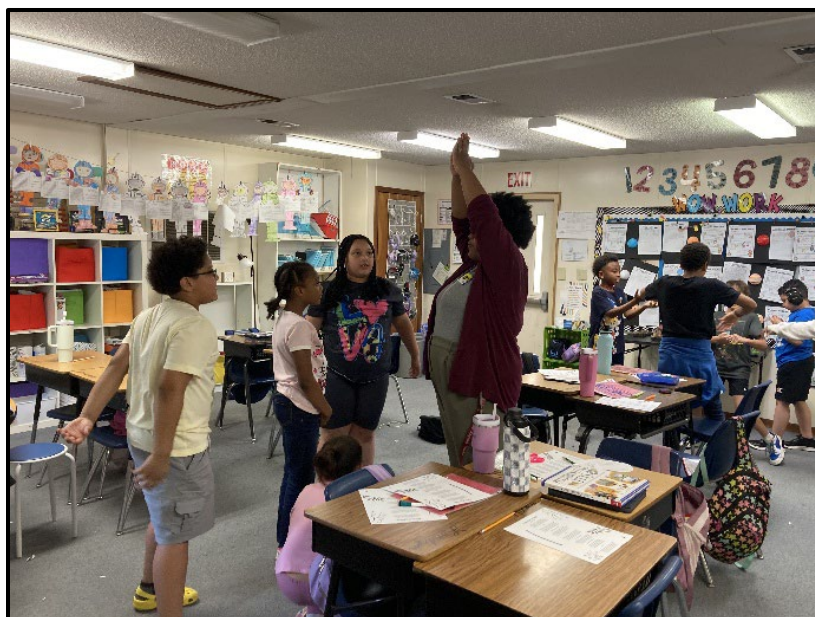
"For me, the Professional Development Hub has been a great resource, providing classes to small business owners, covering all kinds of valuable subjects like marketing and bookkeeping. It has offered great networking events to meet members of the community and other artists, and a springboard for helping promote local arts."

- Mike Valle, Professional Development Hub Participant

Title I Schools Artists-in-Residence Pilot

Two teaching artists are working in five third-grade classrooms at Sedalia Elementary, integrating arts into science instruction. Teachers are participating in professional development workshops aligned with Guilford County Schools' new science curriculum, with a strong emphasis on STEAM (Science, Technology, Engineering, Arts, and Mathematics) integration.

Students have shown increased engagement through creative formats like monologues, plant-based art, and character-driven video content. Teachers report greater confidence in arts integration, and planning has shifted toward more interdisciplinary teaching. A two-year evaluation is underway, with plans to expand parent involvement and refine the integrated curriculum.



"We've helped teachers explore Arts Integration through science, using theatre and movement to teach concepts like the skeletal system and planetary motion. Students wrote monologues as solar system objects and made plant art with real plant materials. I created a character, Dr. Sedalia, and filmed green screen videos to model arts-based teaching. The goal is to give teachers accessible tools and the confidence to try it themselves!"

- Annika Pfaender, Artist in Residence Teaching Artist

Marketing Awareness Campaign

The "Arts Across Guilford Guide" continues to be widely circulated, and the "Last Call" campaign remains a valuable tool for boosting event visibility. A new interactive map and QR code survey are collecting audience demographics and economic impact data.

The campaign maintained strong engagement through paid ads in *Our State, Yes! Weekly*, and social media. A half-page ad was secured in the Tanger Center's 2025-26 Broadway season bulletin. The upcoming "Live and Local" campaign will spotlight regional musicians and venues, supported by partnerships with the Greensboro Area CVB, FOX8, and the Tanger Center.

Learn More About the Program & the Arts Council of Greater Greensboro:

- [Events | The ACGG](#)
- [Directory | The ACGG](#)
- [Arts-Impact COVID-19](#)
- [Large Cohort Organizations](#)
- [Small cohort Organizations](#)
- [The ACGG Overview](#)



Workforce Impact and Recovery Analysis

Project ID: 9211021001-90003476

Eligibility Category: 3.4-Public Sector Capacity: Effective Service Delivery

Funding Amount: \$185,000

Timeline: October 2021 – October 2023

Lead Organization(s): Emsi Burning Glass

Project Description: The Workforce Recovery Analysis helped the community better understand the global pandemic's short- and long-term impacts on Guilford County's economy, workforce, and industrial base. This project used relevant data to identify how the pandemic has negatively impacted employment and career trends to inform reemployment strategies and determine the skills, competencies, and training necessary for residents to return to work or transition to in-demand roles. The deliverables of this analysis will be used to inform investment and workforce development strategies to help those residents most impacted by the pandemic.

Objectives included:

- Identifying employer-talent skill gaps
- Connecting high-pay, high-demand skills to workers from various demographic groups
- Providing upskilling and reskilling opportunities to regional stakeholders through an economic analysis of labor market information, job postings, profiles and resumes, and open-sourced skills

During the peak of the pandemic, the unemployment rate in the Greensboro-High Point MSA rose 12% from pre-pandemic levels. The rate was 4% in January 2020 and rose to 16% by April 2020. Rates gradually made their way back to pre-pandemic levels at 4.2% in January 2022. The analysis will help County residents, and the economy better withstand future economic shocks and fallouts.

Find the report on this project [here](#).



Water and Sewer

Investment in water and sewer infrastructure was a key priority area identified by the federal government for use of CSLFRF funds. In alignment with this intended use of funds, Guilford County prioritized water and sewer projects to improve water flow, increase storage capacity, and extend critical water lines for local municipalities. For many of these municipalities, this funding will support the initial development of what will become new municipal water systems.

Total Allocation: \$23,727,388.00

Projects:

- Gibsonville Highway 61 Connector
- Gibsonville Water Tank
- Jamestown Stormwater System
- Oak Ridge Water Infrastructure
- Pleasant Garden Water/Sewer Infrastructure (*ARPA Enabled Projects*)
- Southwest Water Supply for Fire Service
- Stokesdale Water System
- Summerfield Water Infrastructure



Gibsonville Highway 61 Connector

Project ID: ARPA00046

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$3,140,000

Timeline: January 2023 – December 2026

Lead Organization(s): Town of Gibsonville

Project Description: The new water line will improve water quality in the historically underserved northwest part of town. This new 12-inch waterline will provide more consistent water pressure and increased fire flow for residents on the western side of Gibsonville.

Performance Update: The Town signed an engineering contract in April 2023, and survey work was completed in June 2024. The engineering design for waterline improvements is currently ongoing. Efforts to secure water permits and easements are also in progress. Construction remains on schedule and is expected to be completed by May 2026.

Gibsonville Water Tank

Project ID: ARPA00041

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$2,800,000

Timeline: January 2023 – December 2026

Lead Organization(s): Town of Gibsonville



Project Description: The Gibsonville Water Tank project involves constructing a new 500,000-gallon water tank to improve fire flow, stabilize customer pressures and increase storage capacity in the town. This new tank will double the storage capacity, replace two outdated tanks, and enhance water pressure stability and quality for residents.

Performance Update: The project remains on track with several key milestones achieved to date. The site is fully secured, and the engineering design phase was finalized in November 2024. As of April 2025, the Town issued the official Notice to Proceed following the successful bidding and awarding of the construction contract. The contractor is currently preparing preliminary submittals for approval prior to mobilization to the site. While the process of securing water permits is still ongoing, construction remains on schedule and is projected to be completed by August 2026.

Once completed, the Gibsonville Water Tank will significantly enhance water pressure stability and quality for approximately 4,054 households. It will also improve fire flow, support public safety, and accommodate future growth in the community. By replacing two outdated tanks, the project is expected to reduce maintenance costs and provide more reliable water service for residents.

Milestone	Target Value
Submission of RFQ for engineering services and Engineering Contracts Signed	Completed March-August 2023
Surveys & Engineering Design	Completed Fall 2024
Water Permits Secured	Ongoing
Construction Completed	August 2026 (Projected)
Households Receiving Improved Water Pressure and Quality	4,054 by end of project
Increased Fire Flow for Western Residents	Completion by end of project

Jamestown Stormwater System

Project ID: 90005025

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$210,000

Timeline: March 2023 – April 2024

Lead Organization(s): Town of Jamestown

Project Description: The Town of Jamestown has replaced a crucial stormwater infrastructure feature at the Jamestown Park Golf Course, preventing the failure of a small dam adjacent to a major water supply lake.

"The stormwater project is something that will correct an issue that has recently come to light. By using the funds to focus on this area, we will continue to provide irrigation for the golf course, and it will help control the runoff and the health of the nearby lake."

-Rebecca Ashby, Grants Administrator for Town of Jamestown

Performance Update: As of April 2024, the project has been completed. Repairs were made to a 50-year-old storm drain that was in the process of collapsing. This work prevented flooding in the area and improved safety for both residents and visitors to Jamestown.



Jamestown Park Golf

Oak Ridge Water Infrastructure

Project ID: ARPA00091

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$3,265,000

Timeline: January 2023 – December 2026

Lead Organization(s): Town of Oak Ridge

Project Description: This project will support development of the backbone infrastructure for the Town of Oak Ridge’s municipal water system. This involves the construction of a new water tank and a twelve-inch water main with up to 15 fire department access points.

Performance Update: The Oak Ridge Water Infrastructure project continues to progress on schedule, with several key milestones achieved. The Town of Oak Ridge has finalized all engineered construction plans and secured the necessary permits from the North Carolina Department of Environmental Quality (NCDEQ). An interlocal agreement with Winston-Salem/Forsyth County Utilities has also been executed to ensure a reliable water supply for the new municipal system.

In early 2025, the Town issued a Notice to Proceed to Caldwell Tanks for the construction of a 250,000-gallon elevated water storage tank. The contract has been signed, and project costs have been confirmed. Engineering plans for the accompanying twelve-inch water main and 15 new fire hydrants were completed and approved by NCDEQ. Construction has begun on the tank’s access infrastructure, and the water tower itself is being fabricated off-site. It is scheduled to be erected in late summer or fall 2025. The project remains on track for full system completion by January 31, 2026.

The Oak Ridge Water Infrastructure project will enhance fire safety by providing additional water access points for the Oak Ridge Fire Department, reducing reliance on natural water sources such as ponds and streams. It will also deliver reliable potable water to a growing segment of the population, supporting the health, welfare, and economic development of Oak Ridge and its surrounding areas. The elevated tank will eventually connect to a new municipal water line that will tie into the Winston-Salem/Forsyth County Utilities system, which is currently out for bid, with construction expected to begin shortly after.

Performance Metrics:

Milestone	Target Value
Submission of RFQ for engineering services	Completed March 2023
Engineering contracts signed	Completed August 2023
Survey completed	Completed October 2023
Engineering design completed	Completed
Elevated water tank constructed	In progress (Estimated January 2026)
Number of fire department access points	15 new hydrants planned
Citizens served by new water system	Up to 200

Learn More About the Program: [Planning for a Municipal Water System](#)

Southwest Water Supply for Fire Service

Project ID: 90005425

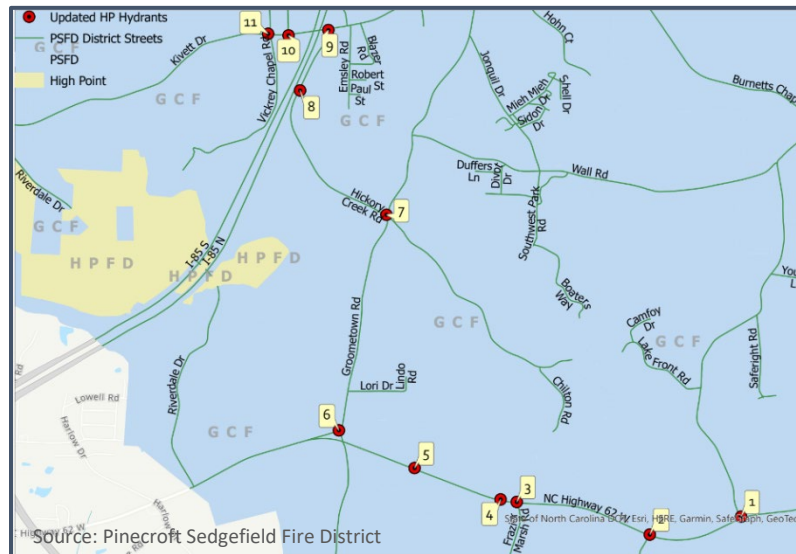
Eligibility Category: 6.1

Revenue Replacement:
Provision of Government
Services

Funding Amount: \$199,350

Timeline: January 1, 2023 –
May 31, 2024

Lead Organization(s): City of
High Point, Pinecroft
Sedgefield Fire District



Project Description:

This funding was granted to the City of High Point to install eleven (11) fire hydrants on to the existing water line that runs from Randleman Lake to the City of High Point. These hydrant locations were strategically placed in an area of the Pinecroft Sedgefield Fire District that currently has no pressurized water source. Currently, when there is a fire in this area that needs more water than carried on the fire apparatus, it must be drafted from the nearest pond. The addition of these fire hydrants will drastically improve the water supply operation in the event of a fire in this area.

Performance Update:

Installation of eleven fire hydrants was completed in April 2024.



Source: Pinecroft Sedgefield Fire District

Source: Pinecroft Sedgefield Fire District

Stokesdale Water System

Project ID: ARPA00128

Eligibility Category: 6.1 Revenue
Replacement: Provision of Government
Services

Funding Amount: \$3,113,038

Timeline: January 2023 – April 2026

Lead Organization(s): Town of
Stokesdale

Project Description:



This project will address four needs related to the Town of Stokesdale's water infrastructure. These needs are:

1. Construct a dual water main into the Town of Stokesdale.
2. Add a diffuser/stirrer on the elevated tank located at 8025 US HWY 158 in Stokesdale NC to reduce THM (trihalomethanes) levels and improve water quality.
3. Add an electronic altitude control valve that will regulate how much water is stored in our elevated water tank as a means of quality control and customer satisfaction.
4. Extend water lines to loop local areas of the system to improve water age and fire flow protection.

Performance Update:

The Town of Stokesdale continues to make progress on its water infrastructure improvements, with the overall project remaining on schedule for completion by April 2026.

In August 2024, Mayor Mike Crawford, Councilman Tim Jones, and Town Administrator Robbie Lee Wagoner II met with representatives from Hazen & Sawyer Engineering to review the progress of the dual water main construction. The project was reported to be nearing 50% completion, and discussions included stub-out placements and geological considerations. Hazen & Sawyer also planned to consult with the Stokesdale Fire District regarding optimal fire hydrant placement.

In September 2024, the Town received two construction proposals for connecting water lines between Cornelius Court and the water terminus on Ellisboro Road. The Town Council accepted a proposal from Yates Construction Company, and this portion of the

project was successfully completed in February 2025. As-builts are being developed by Kennerly Engineering.

As of July 2025, the Coldwater Road Water Line Extension Project is in the final design phase. Hazen & Sawyer have completed 95% of the design specifications and are conducting a final internal review. A draft has been submitted to the Town Council, and the Opinion of Probable Construction Cost (OPCC) is in preparation.

Planning is ongoing for the installation of a diffuser/stirrer in the elevated tank at 8025 US HWY 158, and the electronic altitude control valve is also in the design phase. Hazen & Sawyer have received a quote for pressure reducing valve (PRV) upgrades and is awaiting a quote for SCADA and controls upgrades. A meeting with the Town Council is planned to determine next steps.

Performance Measure	Performance Data
Submission of RFQ for engineering services	Completed March 2023
Engineering contracts signed	Completed September 2023
Survey completion	Completed October 2023
Engineering design	95% completed
Number of fire department access points	15 new hydrants planned
Citizens served by new water system	Up to 200 upon completion

Performance Metrics:

The Water System project will improve fire safety by providing extra water access points for the fire department while also supplying reliable drinking water to a growing sector of the population. This will improve the town's health, welfare, and economic development.

Summerfield Water Infrastructure

Project ID: 90005839

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$5,500,000

Timeline: July 2023 – December 2026

Lead Organization(s): Town of Summerfield

Project Description: The Town of Summerfield does not have its own water system, and approximately 11,000 residents rely on private or community wells and septic systems. District fire departments rely on available water points and external hydrants. The Town has always relied upon groundwater and the underlying aquifer(s), but this is not without areas of concern. Identified contaminated wells are one such example and another is water pressure as more development spreads water usage "thin" at peak times. During times of drought or overuse, residents report that community wells run low or even dry.

In early 2022, the Town's contracted engineers (Freese and Nichols) explored the feasibility of water lines that would serve strategic points within Town limits with the potential to connect outside the limits. A 2022 assessment estimated approximately \$27M to accomplish such a system for clean, safe, potable water with the expectation that water would be sourced from external, surface water. The Phase 1 approach that will be pursued with this funding is:

1. Construct an elevated tank sourced by ground water.
2. Construct approximately two miles of water mains.

This project will also be supported by a \$1.1M allocation from the State of North Carolina.

Performance Update: The contract for the Town of Summerfield Water Infrastructure Project was awarded in March 2024. As of June 2025, the design phase is 95% complete. The Town anticipates final design approval and the release of a Request for Proposal (RFP) for construction bids by July 30, 2025.

Although the preliminary design phase is complete, progress on the final design was temporarily paused to evaluate alignment options beneath a former railroad bed. The project team is actively coordinating with the NC State Historic Preservation Office (NCHPO) to determine next steps.

In the meantime, the Town is working to:

- Complete the 75% design quality control review
- Establish Environmental Screening Tool (EST) requirements for NCHPO approval
- Continue outreach to permitting agencies to identify all necessary construction permits

The planned infrastructure includes an elevated water tank and 3-5 miles of water mains along Summerfield Road, designed to enhance fire suppression capabilities in new housing developments.

Milestone	Status
Completion of Preliminary Engineering Report	Complete
Presentation of findings to Town Council	Complete
Final Design & Permitting	In-Progress
Acquisition of Needed Easements	Not Started
Advertising, bidding, and award	Not Started
Construction	Not Started

ARPA Enabled Projects

ARPA Enabled Projects are defined as program or activities funded by County general funds made available through use of ARPA Revenue Replacement funds for regular county operating expenses. Due to being funded with county funds, the below listed projects are not included on the Project and Expenditure Report, however, they are included here because of their connection to ARPA initiatives. Learn more about the funding strategy for these projects in the Use of Funds section of this report.

Projects:

- EMT and Paramedic Academy
- Homelessness Taskforce
- Infant Mortality
- Integrated Data System Project
- Legal Support Center
- Pleasant Garden Water/Sewer Infrastructure
- Recovery Housing
- The Bridge
- Transitional Therapeutic Foster Care
- Transportation Initiatives
- Windsor Chavis Nocho Community Complex



EMT and Paramedic Academy

Project ID: ARPA00110

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$400,000 (ARPA enabled funds-\$393,052.51 ARPA funds-\$6,947.49)

Timeline: April 2022 – June 2025

Lead Organization(s): Guilford County Emergency Services

Project Description: The number of candidates for employment within EMS has steadily declined over the past several years, and recruitment nearly stopped during the pandemic. This has been paired with unprecedented attrition within healthcare, and specifically EMS. In response to this challenge, Guilford County EMS started an EMT academy, hiring candidates without credentials and putting them through in-house training. Program success led to increased demand for space, training staff, and equipment and validated the need to expand the current paramedic academy to increase providers at both the EMT and Paramedic level.

"Our EMT Academy graduates are more prepared for their job as an EMT than the students we get from local community colleges."

-EMT Academy Trainer

The training academy concept also continues focused work on increasing workforce diversity. The current cost of EMT or Paramedic training at community colleges is expensive and requires students to attend at night and on weekends. This is a major limitation for those balancing other full-time commitments. This program allows Guilford County to employee candidates and then puts them through the training academy, which opens opportunities for employment for those who would not have otherwise been able to afford the time and cost of community college training.

"I feel these [clinical experiences] are super beneficial as it's a great learning tool throughout the academy. Allows you to put into practice skills you're learning along the way."

-EMT Academy Candidate



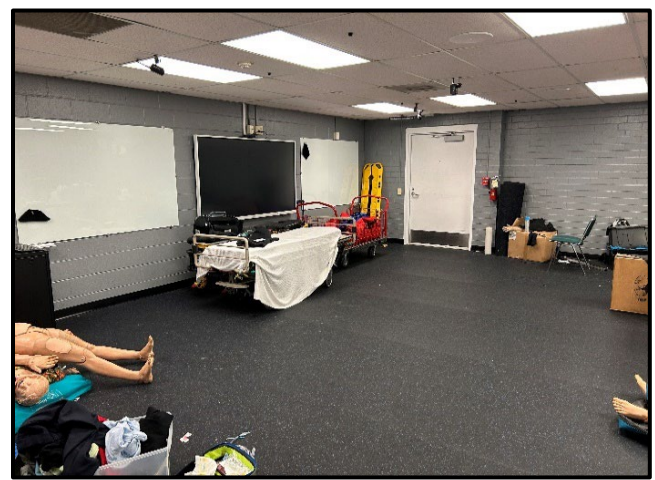
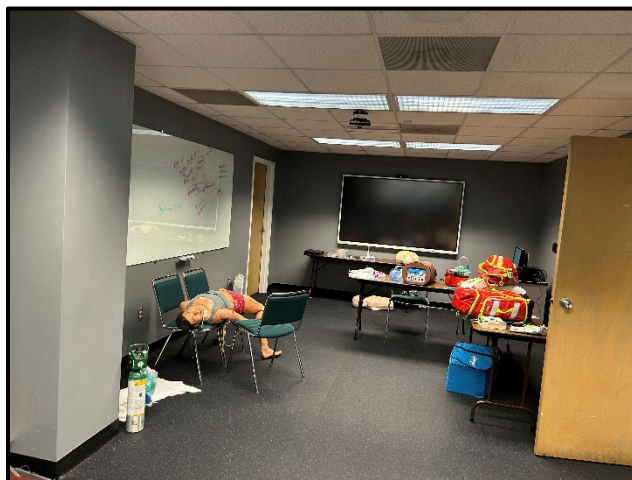
Performance Update:

Since August 2022, Guilford County has held two EMT Academy cohorts, achieving a 65% program completion rate and a 62% employee retention rate. With staffing goals met, no additional cohorts have been launched since the 2023 Recovery Plan. There have also been no additional EMT LaunchPad course offered since 2023.

The Paramedic Academy continues to operate annually, with strong outcomes. In 2024, all 12 enrolled students successfully graduated and are now credentialed paramedics employed by the agency. The 2025 cohort includes 7 students with an expected graduation date of October 23, 2025. The academy maintains an 82% program completion rate and a 92% employee retention rate.

Training spaces have continued to undergo facility upgrades. Initial phases include cleaning and painting, followed by enhancements in flooring and audiovisual systems. Recent upgrades have focused on new technology, including the addition of high-fidelity simulation equipment to support hands-on learning.

These ongoing improvements serve multiple purposes: preparing for future training needs, enriching current staff development, and reinforcing Guilford County's broader workforce development strategy.



Upgraded EMT and Paramedic Academy

Homelessness Taskforce

Funding Amount: \$8,500,000 (included in funding amount for Housing & Homelessness)

Lead Organization(s): Multiple Entities, including Guilford County, City of Greensboro, City of High Point, and Guilford County Continuum of Care

Project Description: Funding to support an interagency taskforce charged with identifying and enacting initiatives to address housing instability and other issues leading to experiences of homelessness in Guilford County. Funding expanded access and reach of Guilford County CoC Homeless Management Information System (HMIS), the expansion of Coordinated Entry (CE), and funding social workers/case managers to help individuals and/or families that are experiencing homelessness or at-risk of experiencing homelessness to obtain and connect to local community resources to locate housing that is affordable.

"The American Rescue Plan funds were crucial in enabling necessary restructuring for our roles as the Coordinated Entry Lead Agency and the HMIS Lead Agency. In 2024, we successfully submitted three federal reports, responded to over 9,000 Coordinated Entry calls, completed more than 470 assessments, hosted over 190 Coordinated Entry Access Points, and attended more than 55 events to connect with, provide support to, and advocate for people experiencing homelessness in Guilford County."

-Shereá Burnett, Executive Director, Partners Ending Homelessness

Performance Update:

In the Spring of 2023, the Homelessness Task Force made a series of funding recommendations to the Guilford County BOCC for ARPA Enabled Funds to be used. The table below outlines the allocations made by the Guilford County BOCC for a total of \$8.5 million dollars to be used for the Homelessness Taskforce initiatives.

Funding Area	Project	Amount Allocated
Continuum of Care Agency Support	Family Service of the Piedmont	\$50,000
	Interactive Resource Center	\$306,000
	Partners Ending Homelessness	\$372,272
	Room at the Inn	\$150,830
	Salvation Army	\$52,000
	Servant Center	\$73,750
	Tiny House Community Development	\$55,000
	Welfare Reform Liaison Project	\$100,000
	West End Ministries	\$50,000
	YWCA of Greensboro	\$223,600
Capital Projects	Center for Hope & Healing	\$1,000,000
	Lee's Chapel Facility	\$3,417,188
	Holden Heights Purchase & Renovation	\$1,500,000
Facilitation Services	CSH Strategic Planning	\$498,786

"Through the support of ARPA Funds, Room At The Inn has been able to help 21 female headed families transition from the Nussbaum Maternity Shelter into permanent housing. Of these, 94% were experiencing racial disparities. Together, Guilford County and Room At The Inn offer new lives of healthy, hope-filled independence to some of the most vulnerable of our community."

- Albert Hodges, President, Room at the Inn

Continuum of Care Agency Support

Funding has supported the personnel and programmatic costs for community partners dedicated to housing and referral services for individuals experiencing homelessness in Guilford County. Community partners added staff to complete essential programming needs such as case management services, rapid rehousing, and HMIS data completion. Funding has helped families and individuals attain permanent housing and receive referrals to critical community services. The table below represents performance



measures and outcomes shared by community partners through the County ARPA Funding from their quarterly reports during the period of July 2023 through December 2024.

Performance Measure	Performance Data
Individuals utilizing case management services	1,556
VI/SPDAT assessments completed	1,386
Individual Service Plans maintained	1,170
Individuals receiving referrals to community services	6,258
Overall HMIS Completion and Accuracy Average	92% across GC agencies
Hotel vouchers provided to families	211

"Tiny House Community Development served 160 individuals and families. Among other services, we delivered meals, hygiene kits, and articles of clothing during our Street Outreach. We helped with ordering birth certificates, social security cards, and placed individuals with jobs through the Goodwill Career Center. This funding was truly a blessing, and we know each of these individuals and families were beyond thankful."

-Laura Baker, Finance Director, Tiny House Community Development

Infrastructure

\$1 million is allocated to the development of the Center of Hope and Healing. The project is still in development. Further information will be shared in the 2026 Recovery Plan.

\$3.4 million was used to purchase a facility to house adult residential recovery services as part of an overarching County strategy to expand support, treatment, and resources to individuals engaging in recovery services. The site will provide recovery services, therapeutic intervention, vocational training, and Medication Assisted Treatment (MAT), among other services. Project updates, including renovation costs and planned improvements can be found [here](#).

The Servant Center was allocated \$1.5 million to the purchase and renovation of the Holden Heights Building to provide respite care and provide beds for homeless and



disabled veterans. The overall \$4.7 million project has additional funding commitments and is actively pursuing additional funding opportunities. Further project updates and impacts will be shared in the 2026 Recovery Plan.

We have been able to provide families in crisis with safe, stable housing, offering them a secure place to reside during times of uncertainty. The funding supported case management and counseling services, and peer-to-peer networks that fostered connections and shared experiences. These programs have been instrumental in providing families with the tools they need to heal and move forward. The grant made it possible to replace the roof of our shelter, ensuring the safety and comfort of the families who rely on our facility. This critical improvement has enhanced the quality of our shelter and provided peace of mind to our staff and the families we serve."

-Deb Harris Richardson, President, YWCA of Greensboro

Facilitation Services

The Corporation for Supportive Housing (CSH) provides consultative and facilitation services to the Homelessness Taskforce. Deliverables include analysis and inventory of existing community resources, stakeholder engagement, service delivery recommendations, and a strategic framework to support improvement in housing stability. The overall impact of the CSH services will be provided in future recovery plans.

The Homelessness Taskforce initiatives remain ongoing. More information on meetings and presentations can be found [here](#).



Infant Mortality

Project ID: 2100-601-Infant

Eligibility Category: 6.1 Revenue Replacement: Provision of Government Services

Funding Amount: \$500,000 (ARPA Enabled Funds-\$85,000 ARPA Funds-\$415,000)

Timeline: July 1, 2022 – June 30, 2024

Lead Organization(s): Guilford County Public Health Department, Every Baby Guilford

Project Description: To support the building of collaborative solutions that center the community to disrupt longstanding health outcomes and racial disparities in addressing infant mortality. Funds enable the following opportunities:

- Centering infants and birthing people
- Crafting a radically inclusive community-driven planning and design process
- Designing innovations with intentional considerations of racial/ethnic disparities
- Filling the gaps in current coordination of services
- Facilitating opportunities for lifelong and holistic care

These opportunities will help lift Guilford County out of its high rates of infant mortality. Priority areas for the initiative include:

- Advance health equity by addressing systemic racism and implicit bias within the continuum of care for maternal and infant health.
- Center community with radically inclusive community engagement to collectively create equitable solutions.
- Strengthen the continuum of care of reproductive health for equitable access to quality care.
- Promote infant wellness and positive child development.

Performance Update:

Doula Program Expansion

ARPA funding, matched with two additional sources, supported the expansion of a county-wide, community-based doula program. A total of 76 individuals were matched with contractual doulas, each compensated \$1,200 per birth. Services provided included:

- Two prenatal appointments
- Childbirth education
- Labor and delivery support
- One postpartum visit



Feedback surveys consistently reported positive birth experiences, with participants noting increased confidence and support throughout their pregnancy and delivery. Multiple community events and Doula Learning Collaborative sessions were held to promote and strengthen community support for doula services.



Every Baby Guilford Doula Program



Breastfeeding Support Toolkit

Community Health Worker Support

ARPA funding also supported a Community Health Educator I on the Perinatal Health Team. Responsibilities included:

- Community education and outreach
- Social media engagement (60 posts shared)
- Promotion of the *Making It Work* Breastfeeding Support Toolkit
- Coordination of the Perinatal Health Ambassador Program

Together with a second Community Health Worker, the team:

- Hosted 25 community outreach events and 10 health education programs
- Disseminated over 300 Reproductive Life Plans
- Engaged over 600 community members, including:
 - 300+ African American/Black females; 100+ African American/Black males
 - 15 White males
 - 20+ Hispanic females; 10+ Hispanic males
 - 10+ non-Hispanic males; 10+ non-Hispanic individuals

Performance Measures:

Performance Measure	Performance Data
Number of Community Members Attending Events	600+
Number of Mothers Connected to Prenatal Care	76
Number of Referrals Made to Other Community Services	388
Number of Events Hosted	35
Number of Accounts Reached through Social Media Outreach	58,452
Number of New Programs Launched (see list below)	3
1. Community Doula Program	
2. Postpartum Support Group	
3. Breastfeeding Collaborative	

"Relationships move at the speed of trust'. I will definitely be using that quote in my life and in my work. Darneshia inspired me to create a more thorough feedback loop with the referrals we receive as an organization and to continue forming a leadership counsel of parents who are enrolled in our programs to give them a space to voice their needs so we can refine what we do to best serve them."



Black Maternal Health Week



Community Tabling Event

Recognition: Awarded NACo Achievement Award for Best in Category for Health

Learn More About the Program:

- [Every Baby Guilford | Guilford County, NC \(guilfordcountync.gov\)](https://www.guilfordcountync.gov/)
- [2023 Crucial Conversations: The State of Infant Mortality in Guilford County \(guilfordcountync.gov\)](https://www.guilfordcountync.gov/)
- [EBG Accomplishments HD 1 - YouTube](https://www.youtube.com/watch?v=...)

Integrated Service Delivery

Funding Amount: \$10,000,000

(supports multiple strategic priority areas – not included in section totals)

Lead Organization(s): Guilford County

Project Description: Across all strategic priority areas, Guilford County demonstrated a firm commitment to strengthening delivery service to support the County's most vulnerable residents. As a multidisciplinary funding priority, the County is seeking to improve integrated service delivery referrals, access, and sustained engagement of clients to improve the health, well-being, sustained recovery, and self-sufficiency of the County's most vulnerable residents.

The primary objectives for this project are:

- Develop and implement a strategy and governance plan to coordinate services and reduce duplication of services.
- Develop an integrated data system to support care coordination across County government and to more seamlessly integrate with our community partners who have already started their journey towards integrated data and integrated service delivery.
- Improve the systems of referrals, access, and sustained engagement with clients.

Performance Update: The development of the Integrated Services Department continues to progress strategically, grounded in evidence-based planning. Several key milestones and ongoing efforts are shaping the department's formation and future operations.

A Director of Integrated Services has been hired, bringing extensive experience in systems-level coordination and human-centered service delivery. This leadership role is essential for aligning cross-sector efforts, building internal capacity, and advancing a unified vision of care across departments.

The department is actively conducting research on national best practices and successful models from other jurisdictions. This includes identifying effective approaches to integrated data systems (IDS), coordinated case management, and whole-person care models. The objective is to design a department that reflects the latest in trauma-informed, client-centered, and equity-driven service delivery.

Informed by this research, a comprehensive Request for Proposal (RFP) has been developed and released, encompassing both an Integrated Data System (IDS) and a Case Management System (CMS). The unified RFP seeks vendors capable of delivering interoperable, secure, and responsive solutions that meet the diverse needs of clients and



service providers. A total of 23 vendors submitted bids for the CMS, and 16 for the IDS. The RFP emphasizes flexibility, user experience, and outcomes tracking.

The department is being built on a foundation of data, evidence, and continuous improvement. All strategies are evaluated through the lens of measurable impact and long-term sustainability. By leveraging data to inform policy and practice, the department aims to enhance service efficiency, reduce duplication, and improve client outcomes.

Learn More About the Program:

[Come Together: \\$10M project could help Guilford residents access social services](#)



Legal Support Center

Funding Amount: \$544,000

Lead Organization(s):

Guilford County

Court Support for Families (CSFF)

Administrative Office of the Courts (AOC)

Project Description:

The Legal Support Center will serve as a resource hub for self-represented litigants. The center will offer navigators who share information on how the court system works, provide access to and support with completing legal paperwork, and offer referrals to legal assistance and other agencies that can assist these litigants with their cases.

Through the development of the Legal Support Center, Guilford County hopes to:

- Alleviate stress for self-represented litigants and support them in being more prepared for their civil cases
- Assist in clearing the backlog in Civil District court docket
- Improve legal access

Civil proceedings supported at this center include divorce, custody and visitation, child support, and small claim actions such as evictions. The center will be operated by Court Support for Families, a North Carolina-based non-profit organization dedicated to guiding families and individuals through the complexities of the legal system. The center will operate at two locations:

1. High Point Court House – 2 days per week
2. Greensboro Court House – 3 days per week

Funding will cover capital costs to renovate spaces in both courthouses to meet the needs of the program and operating costs for 3 years.

Performance Update:

November 21, 2024, the Guilford County Board allocated \$544,000 to the program. The program is under development and will open in 2025.



Pleasant Garden Water Infrastructure

Funding Amount: \$5,500,000 (included in funding amount for Water & Sewer)

Timeline: October 2024 – December 2027

Lead Organization(s): Town of Pleasant Garden; City of Greensboro

Project Description: The funds provided through this agreement will be used for Phase 1 of the Pleasant Garden Business District water and sewer infrastructure project. Phase 1 includes the following:

- 16,500 LF 16" water main down Pleasant Garden Rd, looped back up Sheraton Park Rd to Davis Mill Rd and Spur Rd
- 2,000 LF 8" gravity sewer
- 2,100 LF 6" force main
- 1 Sewer Lift Station
- 400 LF encasements – bore and jacks

The water system will connect to the City of Greensboro water system and will provide 3000 GPM light industrial fire flow and 1 MGD total water demand distributed evenly across economic development sites in the district. The projected annual Enterprise Fund contribution to Greensboro Water Resources at the full 1 MGD distribution is approximately \$5 million.

Performance Update: Following the City of Greensboro's resolution in May 2024 approving the interlocal agreement framework, the project has advanced significantly. In September 2024, the Town of Pleasant Garden and the City of Greensboro executed their interlocal agreement, formally establishing the terms for the project. In October 2024, Pleasant Garden entered into a separate interlocal agreement with Guilford County.

With these agreements in place, the Town authorized a contract with Hazen & Sawyer to provide engineering services for the design of infrastructure improvements. Hazen & Sawyer has completed hydraulic modeling, and the project has now entered the preliminary engineering phase. This phase includes:

- Property research
- Coordination with a survey subconsultant
- Site walks and field investigations
- Surveying and subsurface utility engineering



Geotechnical investigations will follow, along with the development of conceptual plans, a basis of design report, and an initial cost estimate. These efforts will lead to detailed design, preparation of plans and specifications, permitting, and easement acquisitions.

Although the 30% design documents originally targeted for early June 2025 were delayed, Hazen & Sawyer is now aiming to submit the 60% design and permit package by August 1, 2025.

Upon completion of the design phase, the project will move into the construction bid process, with bid awards anticipated by April 1, 2026. Construction contracts are expected to be executed by June 1, 2026, with project completion anticipated by December 2027.

Milestone	Target Date
Apply for all necessary permits	ASAP
Bid-and-design / Permit package submittal	August 1, 2025
Bid-and-design package approval	December 1, 2025
Advertise Project, Receive Bids, Submit Bid Information, and Receive Authority to Award	April 1, 2026
Execute construction contract(s)	June 1, 2026
Construction completed	December 2027



Recovery Housing

Funding Amount: \$3,000,000 (included in funding amount for Behavioral Health)

Lead Organization(s): Guilford County

Project Description:

The goal of this project is to open a facility in Guilford County that provides Clinically Managed High-Intensity Residential Services for Pregnant and Parenting Beneficiaries

as part of broader County efforts to expand opioid and other substance use recovery services in the community. The vision is that families with children challenged with the impact of substance misuse can be preserved and nurtured by accessing comprehensive local residential recovery services.



Gibson Park Facility: Future home of the women and children's residential recovery program.

There are currently no treatment programs in Guilford County that provide low-access high-intensity residential services for pregnant or parenting women. When residents must travel outside of the County to receive this type of service, it creates significant challenges, including:

- Removal from natural support systems
- Transportation to service location
- Relocation of children from their school and friends
- Discharge from service into an unfamiliar community

Guilford County Foster Care and In-Home Service statistics bring light to the specific need for this type of service in the community. In 2022, 69 children entered foster care due to substance abuse, and 18 (26%) of those children were under the age of one. Additionally, the single mother category represented 52% of families entering foster care due to substance abuse. These families had an average of 1.7 children per household. Furthermore, in 2022, 52 children were involved in In-Home Services due to substance misuse with 28 children (54%) between the ages of 0 to 5.

The service model will be designed using the North Carolina Department of State Health Regulation (NC DHSR) licensure for "Residential Recovery Programs for Individuals with Substance Abuse Disorders and their Children" and proposed NC Medicaid Policy for



"Clinically Managed High-Intensity Residential Services – Pregnant and Parenting Beneficiaries". This type of service is characterized by:

- A 24-hour residential facility with a minimum of 20 hours per week of clinical interventions
- Direct linkage to education services for children and adolescents residing in the program
- Access to Medication Assisted Treatment (MAT)
- Programming to include but not limited to assessment/referral, individual and group therapy, therapeutic parenting skills, basic independent living skills, educational groups, child supervision, aftercare, follow-up, and access to prenatal, postpartum, pediatric, and primary medical care

Performance Update:

Prior Report Year Efforts (*find more information in the 2024 Recovery Plan*):

- Creation of Guilford County Women and Children Residential Recovery Board Planning Committee
- Selection of Gibson Park Facility for service location. A loge-type setting with capacity for up to 28 women.
- Established a community stakeholder group to meet quarterly on the project
- Released an RFP for Residential Treatment Services for Pregnant and Parenting Women to identify the services provider so they would be an integral partner in design and community engagement throughout the project



August 2024: Guilford County BOCC approved Volunteers of America Chesapeake & Carolinas (VOACC) to be the service provider for this new program utilizing their Family Focused Recovery (FFR) model. VOA kicked off with an introduction to their organization and program delivery model at a community stakeholder meeting.

January 2025: VOACC onboarded a Clinical Program Director and Director of Partnerships & Community Engagement for the program.

February 2025: VOACC and Guilford County staff collaborated on the development of preliminary schematic designs for the building to meet program and licensure needs.

March 2025: Community stakeholders provided feedback and approval of preliminary schematic designs. Guilford County then released an RFQ for design services using the approved schematics as the baseline for the work to be completed.

April 2025: VOACC launched a community research project with NIATx to interview and conduct focus groups with providers and people with lived experience in Guilford County. The results of this project will provide recommendations on how the program can be tailored to specific Guilford County systems and needs.

May 2025: VOACC continued to conduct intensive community engagement work with providers, residents, and other community stakeholders around the program to establish awareness of the project and trust of their model and organization. Guilford County staff reviewed RFQ submissions for design teams and interviewed top teams.



Volunteers of America staff at Black Maternal Health Week.



Community stakeholders touring the Gibson Park facility, future home of the program

The Bridge

Project ID: ARPA00137

Funding Amount: \$2,000,000 (included in funding amount for Access to Community Services)

Timeline: July 2023 – December 2026

Lead Organization(s): Hayden-Harman Foundation; City of High Point

Project Description: Develop a comprehensive community-based center designed to increase access to healthy foods, health services, job skills training, agribusiness development, and youth development. This project will be implemented with two key partners:

Growing High Point will facilitate the development of a model farm to sell produce, and a paid apprentice program to train urban farmers in agribusiness.

Resilience High Point will offer access to services in partnership with community organizations, including:

- Health services by High Point University Physician Assistant & Pharmacy programs
- Group fitness and social activities coordinated with area nonprofits, including D-UP, YWCA, and High Point University
- Youth activities at the Morehead Recreation Center of High Point and other neighborhood locations, including STEM activities, career exploration, and SEL programs through partnerships with youth-serving organizations.

Performance Update:

Resilience High Point has continued to make significant progress in health, housing, and community development over the past year. A major milestone was the ribbon-cutting ceremony held on June 10, 2025, celebrating the opening of The Bridge's first permanent facility at 1104 E. Green Drive. Key leadership has been established, including Director Chris Gillespie and Deputy Director Detra Betts.



Ribbon cutting ceremony for the Bridge's new permanent facility



Health initiatives have also expanded. High Point University has established its first Geriatric program. This program has saved clients over \$17,000 through Medicare counseling and served 35 seniors as of April 2025, with a goal of reaching 90 by the end of the year. Additionally, a bilingual promoter has been hired to increase Medicaid enrollment, funded through local grants.

Community partnerships continue to grow. Goodwill of the Triad is recruiting a career navigator to be housed at The Bridge, and a summer youth intern is being hosted in collaboration with the Welfare Reform Liaison Project. Mental Health Associates of the Triad has launched an intensive in-home counseling program for youth, enrolling six families and beginning data collection on its impact.

Growing High Point has made major strides in urban agriculture. Two farm sites have been cleared, including the Model Farm at 1117 E. Russell Ave., now in Phase One of development. Over 200 containers have been installed to grow leafy greens and root vegetables, and planting is underway. A full-time farm employee was hired in February 2025, followed by a business development manager in April. Twenty-one youth employees have been hired for the summer.

Phase Two will introduce a community composting program, while Phase Three, planned for Summer and Fall 2025, includes a farmstand that will offer fresh produce in a food desert, accept EBT/SNAP, and provide a 50% discount for qualifying customers. While no produce had been harvested or sold as of April 2025, 11 youth apprenticeships have been filled, and the initiative is laying the groundwork to meet its long-term goals.

Overall, The Bridge has strengthened its foundation and expanded services to better serve the High Point community.

Performance Measure	Performance Goal
Pounds of produce produced annually from the model farm	15,000 Lbs. once fully developed
Retail sales annually from model farm	\$50,000 once fully developed
Number of jobs created for trained farmers	25 Jobs once fully developed
Number of seniors helped with Medicare enrollment annually	90 Seniors by end of year 2025
Percent reduction in emergency room visits for seniors who are assisted with medication management	30% Reduction by end of year 2025
Number of youths who join partnering organizations annually	100 Youth Annually

Learn More Here: [Free Health Screenings in High Point](#)



Transitional Therapeutic Foster Care

Project ID: TBD (project to be included in future Project & Expenditure Report)

Eligibility Category: 2.13 Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System

Funding Amount: \$1,500,000

Lead Organization(s): Guilford County Department of Social Services

Project Description: Funding to support therapeutic services for foster youth who are experiencing persistent mental illness. The goal is to improve placement stability for youth requiring higher needs while awaiting transition to a higher level of care.

Performance Update: This project is in the program development stage. More information on project activities and performance will be reported in future recovery plans.

Transportation Initiatives

Funding Amount: \$1,000,000

(included in funding amount for Small Business, Economy, & Workforce Development)

Project Description: Funding supports an interagency planning group to identify transportation challenges and enact initiatives to support transportation improvements for Guilford County's growing workforce and underserved communities.

Performance Update:

Convened Partners

Guilford County Board of Commissioners	City of Greensboro City Council	City of High Point City Council	Social Services
Specialty Courts	Behavioral Health	Emergency Service	Continuum of Care
Piedmont Authority for Regional Transportation	Cone Health	Guilford Technical Community College	GuilfordWorks
Guilford County Schools	NC State University Institute for Transportation Research and Education	Morrisville Transportation	Private transportation provider
Greensboro Transportation and Transit	High Point Transportation and Transit	Partner Surveys	Community Input

Background

From January to May of 2023, stakeholders held presentations to evaluate existing transportation systems, identify challenges, and explore funding sources. The discussions centered on mobility shortages for healthcare, social services, emergency services, job centers, and education. Participants created issue statements, strategies, and prioritized action plans.

In March of 2024, Guilford County, the City of Greensboro, the City of High Point, and PART agreed to a shared vision of a unified, accessible, and affordable transportation system across the county, focused on seamlessly connecting people to jobs, and



providing access to community services, while also engaged in a shared commitment across entities to equitably serve all communities.

Pilot Programs

In May 2024, Guilford County launched a Transportation Pilot Program Request for Ideas (RFI) to collect community ideas aimed at addressing three core areas of need identified by the stakeholder group. These areas of need are:

1. People to Work: Potential and current employees need transportation to existing and emerging employment hubs because there is a lack of dependable service to key employment hubs or limited/no service during certain hours.
2. People in Need to Services: Lack of transportation negatively impacts everyone, but specific populations will face larger burdens, specifically those who are justice-involved, experiencing homelessness, or utilizing the county's public human services (e.g., Social Services, Public Health, non-crisis Behavioral Health, etc.). A lack of timely and accessible transportation is cited as a reason some individuals are unable to attend mandatory appointments or meetings to complete their assigned programs or access needed benefits.
3. People in Crisis to Care: Our current transportation systems are not the best options for people experiencing a behavioral health crisis to navigate community resources and connect to services, especially beyond fixed route systems, and outside regular operating hours and days.

23 ideas were submitted for consideration, and in October of 2024 the Taskforce reconvened to discuss project priorities and potential funding of projects.



Dr. Ellison presenting on the Guilford County Law Enforcement Program for funding allocation at the Guilford County Board of County Commissioner Retreat.

Funding Allocations

On January 23, 2025, the Board of Commissioners allocated funding to four projects that best addressed the strategic priority areas. In addition, funding has been allocated to a program evaluation conducted by UNC-CH, who will evaluate the Guilford Community Care Network (GCCN) and Goodwill programs for their effectiveness and success at improving transportation needs for Guilford County residents. The allocation of funding, and presentation providing further details on each of the projects, can be found [here](#).

Below is an overview of the selected projects, the strategic priority area(s) they address, and the total allocation of funding awarded. As of June 2025, the Law Enforcement Re-Entry program has been implemented, and contracts have been executed. Additionally, an RFP is in development for a county-wide transit plan.

Agency	Summary	Amount
Guilford Community Care Network	2-year program providing free transportation to behavioral health appointments. A partnership with 7 behavioral health entities, aiming to increase appointment adherence and increase support for transportation workers. Priority Area(s): Need of Services, Crisis to Care	\$258,000
Guilford County Law Enforcement	Bus passes for 5 individuals in existing housing first re-entry program. Client-centered program involves financial assistance, sustainability plans, and jail diversion methods for individuals facing homelessness and severe mental illnesses. Priority Area(s): Work, Need of Services, Crisis to Care	\$2,000
Goodwill	2-year program providing rideshare to jobs for 80+ participants during first 60-90 days of employment. Target population is those who face barriers to transportation. Rideshare services are scheduled in advance, and individual transportation plans set participants up for success after an introductory period. Priority Area(s): Work	\$184,000
UNC-Chapel Hill	Evaluation of pilot programs through survey incentives, recruitment, and data analysis	\$30,274
Funding Total:		\$474,274

Windsor Chavis Nocho Community Complex

Funding Amount: \$15,000,000 (included in funding amount for Access to Community Services)

Timeline: November 2024 – April 2027

Lead Organization(s): City of Greensboro

Project Description: Funding to support the next phase of project development for the Windsor Chavis Nocho Community Complex which, when completed, will offer access to recreation, health/wellness, a library, and other government services.

Performance Update: Guilford County and the City of Greensboro have continued collaborating on the design of a shared space within the Windsor Chavis Nocho Community Complex to house County Public Health and Social Services staff for the provision of core eligibility services. The City and County Small Business and Entrepreneurship Departments (SBED) have worked together to develop participation goals for the program and have hosted events to encourage greater small business participation in the bidding process.



Demolition of Pool, Parking Lot, and Building

A fully executed contract is now in place between Guilford County and the City of Greensboro. In November 2024, the Greensboro City Council formally adopted the project, and detailed construction drawings were finalized. A \$48.25M building construction contract was approved in February 2025, and demolition of the existing pool, parking lot, and building has been completed. Site preparation and grading are ongoing through summer 2025.

A separate \$11.95M construction contract for Nocho Park was approved in March 2025, with demolition and site preparation beginning in June 2025. The City Council also approved a contract with S&ME, Inc. in May 2025 for materials testing and third-party

inspections. City and County IT staff met in June 2025 to confirm technology needs. Construction is underway and remains on track for completion in April 2027.



Thank you to all our program partners for their work implementing CLFRF funded initiatives and their support in providing information for this report.



**Guilford County
2025 Recovery Plan**