

August 24, 2021

The Alamance County Social Services Board met for its regular monthly meeting on this date. The meeting was held virtual (zoom) with the following in attendance were: Commissioner Pamela T. Thompson, DSS Board Member; Ms. Heidi Norwick, DSS Board Chair; Dr. Ernest Eason, DSS Board Member; Ms. Edna Parker, DSS Board Member; Ms. Maria Hernandez, DSS Board Member; Ms. Lynette Wellons, Assistant Director of Services; Ms. Ayoka Baldwin, Child Welfare Program Manager; Ms. Angela Cole, Child Welfare Program Manager; Ms. Candice Gobble, Assistant Director of Operations; Ms. Jamie Hatfield, Economic Services Program Manager; Ms. LaPorscha McCullough, Adult Services Program Manager; Ms. Danae Pickard, Economic Services Program Manager; Ms. Wendy Roberts, Economic Services Program Manager; Ms. Jamie Hamlett, DSS Attorney; Ms. Skye Sullivan, FJC Director; Ms. Andrea Rollins, County Budget Analyst Director; and Ms. Selina Chalk, Budget Analyst were present.

Heidi Norwick, DSS Chair opened the meeting.

Public Comment:

None –

Consent Agenda: Heidi Norwick, DSS Board Chair

July items on the consent agenda approved. Commissioner Pamela T. Thompson made motion to approve and seconded by Vice-Chair Edna Parker.

Oath of Office:

Ms. Maria Hernandez affirmed the Oath of Office via zoom as new DSS Board Member. Effective term – August 1, 2021 – June 30, 2024. Ms. Hernandez gave brief overview of background. Ms. Hernandez is Education Coordinator at Gate City Dream Center.

Chair Heidi Norwick welcomed new board member, Maria Hernandez. Each board member gave brief overview and introduction.

Staff Reports:

Fiscal: Ms. Candice Gobble

Assistant Director Gobble reported on Expenditures – we are currently below the proposed target. We are in the first month of the fiscal year. We will have three revenue line items that will come over to this fiscal year. The fiscal team continues to meet to make sure we are on top of line items. We had two budget amendments this month – they are as follows:

Child Welfare Reinvestment Funds with Cardinal Innovations – On a monthly basis, DSS will receive a sub-capitated rate for Medicaid eligible children who are in foster care or are at risk of

entering foster care. The funds will be used to improve the systems of support for these children and families. The initial payment covered a retro period of June 2020 through July 2021. The total received = \$1,175,260.00. There is no county match requirement.

We also requested \$10k to move over from last fiscal year.

Assistant Director Gobble reported revenues are limited this month. Reimbursements are a month behind. We had a few overpayments that came directly to agency.

	JULY 2021	% OF BUDGET	PRIOR YTD	% OF BUDGET
REVENUES	\$111,525.00	1%	\$144,377.00	1%
EXPENDITURES	\$1,282,117.00	6%	\$1,374,525.00	7%

Assistant Director Gobble reported on Compensation Plan for Director Daye. We are currently working on plan to increase salaries at Social Services. We are currently working on spreadsheet of salaries. We are currently looking at \$5k increase for all staff. We met with Andrea Rollins and Sherry Hook last week to discuss – we received great feedback and suggestions. This increase will impact the salary line going forward.

Action: Information will be shared at DSS Board before presented to County Commissioners.

Fraud: See report –

Unit	July 2021	July 2020	Current YTD	Prior Fiscal Year
Fraud	\$4,647.00	\$10,437.70	\$4,647.00	\$10,437.70

Danae Pickard reported the new Fraud Investigator has started – Ryan Sheehan (internal applicant). Collections remain suspended through the end of the year. The suspension of collections will impact revenue.

Performance Management -

Assistant Director Gobble reported on the final 2020-2021 FY Performance Management Goals that ended June 30, 2021 we reported one goal “not met” when it should have been marked as “goal met”. The goal is as follows:

Specific Goal: Child Support – DSS will have 92.88% of paternities established for children born out of wedlock – “Goal Met”.

The goal was annual cumulative goal.

We also changed the wording of one Child Welfare current goals-

Specific Goal: Child Welfare – DSS will ensure all children who enter foster care in a 12-month period in the county, will not exceed an average of 5 moves during this fiscal year. Children who are in specialized care setting will be excluded from this measure. (Baseline)

Services – Ms. Lynette Wellons/Assistant Director of Services -

Adult and Family Services Program Manager: LaPorscha McCullough

Child Support – (Statistical Report Information)

Unit	July 2021	July 2020	Current YTD	Prior Fiscal Year
Child Support	\$869,698.74	\$1,075,874.00	\$869,698.74	\$1,075,874.00

Ms. McCullough reported child support underwent an audit in July – 5 cases were pulled and reviewed by State consultant. The audit was 100% - no errors. We promoted internal staff to vacant Trainer Position, Rebecca Nance.

As reported last meeting August is Child Support month – we will conclude the month with a “Walk for Child Support” on Friday, August 27th and luncheon for Child Support staff.

Adult Services -

Ms. McCullough reported we are currently interviewing for (2) Guardianship positions and (1) Adult Protective Services SW III. Adult Supervisors identified that specialized training is a need within Adult Services – Supervisors developed specialized training calendar that will cover topics such as Special Assistance In-Home, APS and how to petition for Guardianship. There is no specific training position – all supervisors will provide “hands on” training.

Question: Can you explain what Child Support Awareness month is about?

Child Support Month is a month to highlight the significance of child support in the development of a child. This is a nationwide event. Alamance County Child Support has over 750 caseloads to maintain.

Children Services Program Manager: Ms. Angela Cole/Ms. Ayoka Baldwin

Ms. Angela Cole gave a brief overview of Child Welfare services that she manages. Discussed screening audit that recently occurred – all cases were 100%. Ms. Cole reported Child Welfare is actively interviewing for vacant positions. We have developed survey questions for the interview process and have noticed there are some applicants who have elected not to answer the questions, which is an indicator of the amount of interest the applicant has for the position.

Ms. Ayoka Baldwin gave a brief overview of Child Welfare services she manages. Ms. Baldwin reported on audit review recently conducted – the reviews were very positive. Ms. Baldwin reported there are two more reviews coming up (In-Home and On-Site Review). The On-Site review case has already been submitted to State. Ms. Baldwin reported she recently met with Foster Care staff and had a “brainstorming session” of what supports are needed. We continue to interview for vacant positions.

Question: How long does it take for SW staff to be able to work a case?

All new Social Workers have to attend Pre-Service Training before one can work a case. This training can take up to 4 weeks for completion. Before new staff start in any social work position, we develop a training plan to include timeframes.

Economic Support: Ms. Jamie Hatfield/Ms. Danae Pickard/Ms. Wendy Roberts

Ms. Jamie Hatfield gave brief overview of Economic Services she manages (Adult Medicaid, Reception and Transportation). Ms. Hatfield reported on the following goal “not met” for July 2021.

Specific Goal: Economic Services—DSS will pass the monthly Medicaid report card with 90% or higher application processing rate.

	JULY 2021
# APPLICATIONS	826
# COMPLETED WITHIN TIME FRAME	733
PERCENTAGE	87%

Ms. Hatfield reported counties are measure on two standards:

1. **Average Processing Time** – the standard for Medicaid applications to be processed is either 45 days or 90 days, depending on the program.
2. **Percent of Applications Processed Timely** – the process is based on the county size.

Alamance County is considered a Level II County – which means we are required to process 90% of our applications with the 45-day or 90-day time standard. In July, our processing was 87% - we processed 826 applications and 733 of them were processed within the required timeframe.

Between February and March 2021, there were 3 Income Maintenance Caseworker II (IMC) resignations and the Income Maintenance Supervisor (IMS) position. This is in addition to the 2 IMC II vacancies and another IMS position that was vacant. Ms. Hatfield reported filing positions in Adult Medicaid has been challenging for the agency and statewide. With all 3 vacancies, we were left with only one seasoned IMC staff. We pulled from other teams to assist with keying of new applications and utilized other Adult Medicaid staff for processing; however, we were not able to meet the demand and those other staff assisting also had their own caseload.

In May 2021, we hired 2 IMC II staff and were able to contract with outside seasoned contractor to conduct policy training. We have also hired an Adult Medicaid trainer who has been a great help in mentoring the 3 new staff persons and is currently developing training for new hires so we are prepared when vacancies are filled. We have interviews scheduled this week for IMC positions, as well as the IMS position.

Ms. Danae Pickard gave brief overview of the services she manages: Food & Nutrition Services, Energy and Fraud. We have one supervisor position open in FNS services. With CIP (Crisis Intervention Program) we have received the second allocation in August. We have received slow response to applications due to COVID funds available for Energy programs. We usually receive huge amount of applications in July and August for cooling services. Ms. Pickard gave brief overview of CIP services - The Crisis Intervention Program (CIP) is a Federally funded program that assists individuals and families who are experiencing a heating or cooling related crisis.

Ms. Wendy Roberts, Economic Services Program Manager gave brief overview of services she manages: Family & Children’s Medicaid, Work First/Cash Assistance and Training/QA. Ms. Roberts discussed the following:

Specific Goal: Work First—DSS will process 95% of Work First applications within 45 days of receipt.

	JULY 2021
# APPLICATIONS	5
# PROCESSED WITHIN 30 DAYS	4
% APPLICATIONS PROCESSED TIMELY	80%

We had one application with an error and processed untimely after the 45-day standard. With Ongoing teams – FNS application unit is fully staffed. We have had one internal staff promoted to supervisor and we hired 3 new staff who will start on Monday. We currently have 2 FNS Training vacancies.

Family Justice Center – Skye Sullivan

Ms. Sullivan, FJC Director gave brief overview of the services offered at Family Justice Center (FJC). FJC is “one stop” shop with 11 partner agencies onsite. Ms. Sullivan reported the following:

- Appointments have been made for the Domestic Violence Fatality Review Team approved by Alamance County Commissioners in April that FJC would be the lead agency for the Review Team. The Lead Agency responsibilities include: assemble the participants on team, organize case reviews, identify an outside facilitator for reviews and assist with the overall organization for the team.
- There were three counties approved for Fatality Review Teams – Alamance, Mecklenburg and Pitt County.
- The team will conduct 2-day review – 4 times a year.

Ms. Sullivan also reported Alamance County FJC was the first in State of NC over 11 years ago. In 2013, we started with electronic 50-B, Alamance County was also the first to start with this process. Please see numbers below to track yearly growth – victims have not increased, but the amount of services offered has grown.

Clients Served at the Family Justice Center 2010-2017

**FJC Opened July 2010*

	2010	2011	2012	2013	2014	2015	2016	2017
Number of clients served (unduplicated)	484	819	644	580	648	598	1365	1535
Total visits to the FJC for services (duplicated)	505	838	685	639	691	630	2070	2363
Number of 50Bs e-filed at the FJC (e-filing started July 2013)	N/A	N/A	N/A	179	477	428	416	344

Clients Served at the Family Justice Center 2018-2021

	2018	2019	2020	2021 (Jan-July)
Number of clients served (unduplicated)	1023	1347	904	730
Total visits to the FJC for services (duplicated)	1795	2007	1024	1027
Referrals to Partners in the FJC	1,766	2,026	1,084	1000
Elon Law Visits	287	364	52	195
Number of Clients Interested in a 50B	614	906	618	464
Number of 50Bs e-filed at the FJC (e-filing started July 2013)	427	477	445	263
Strangulation Reported	*Did Not Collect	* Did Not Collect	143	64
Previously Sought Medical Attention for Strangulation	*Did Not Collect	* Did Not Collect	8	2

2020 FJC Referral Sources	Number
DA's Office	28
Clerk of Court	35
Family/Friend	113
Social Media	8
Victim Liaison-ACSO	18
Law Enforcement	392
Magistrate	115
Other (DSS, Medical, Therapist, WRC, Ect.)	151

FJC Clients by Victimization	Percent
Adult Physical Assault (Includes Aggravated and Simple Assault)	4.44%
Adults Sexually Abused/Assaulted as Children	2.00%
Adults Sexually Abused/Assaulted as Children	0.11%
Bullying (Verbal, Cyber, or Physical)	0.33%
Child Physical Abuse or Neglect	6.33%
Child Sexual Abuse/Assault	0.78%
Domestic and/or Family Violence	63.82%
Elder Abuse or Neglect	2.22%
Human Trafficking	0.55%
Stalking/Harassment	18.87%
Teen Dating Victimization	0.55%
Presented with Multiple Victimization	15%

Ms. Sullivan reported there are threats to funding to FJC programs across the nation. The funding has decreased to \$1 million. In November, we will start the grant cycle and we will be competing with against larger counties such as Guilford and Mecklenburg. Ms. Sullivan reported VOCA has been approved at the Federal Level – we may see a month or two without any funding.

Operations – Ms. Candice Gobble, Assistant Director of Operations

Administrative Support/Personnel: Robert Ring

See Statistical Report – as of July 31, 2021

Vacancies	44
New Hires	6
Interagency Transfers	2
Resignations	8

Mr. Ring reported as of today we currently have 38 vacancies.

Energy Programs: Danae Pickard

See Economic Services Report – Crisis Intervention Program applications are down due to other COVID funding for energy services.

Child Care: Candice Gobble

No report.

IT Report: Mr. Jason Cole

No report.

Director’s Report – Ms. Adrian Daye, Director –

Assistant Director Gobble presented for Director Daye due to absence due to training. Assistant Director Gobble reported on the recently approved Alamance County Emergency Sick Leave for Alamance County Employees approved by County Commissioners at August 16th meeting.

With the rising COVID numbers, the County’s goal was to reactivate the AC Emergency Sick Leave to continue to operate effectively and ensure that all essential services are provided to Alamance County citizens and that Alamance County employees are safe within the workplace. Under the reactivated policy, Alamance County Government will provide eligible employees Emergency Paid Sick Leave. This is a separate from and independent of FMLA and is independent of any existing sick leave polices that the County grants employees in the normal course of business.

The policy is as follows:

- The employee is subject to a federal, state or local quarantine or isolation order related to COVID-19;
- The employee has been advised by their healthcare provider to self-quarantine because are infected with or have been exposed to COVID-19 or because they are at high risk of complications from COVID-19;
- The employee is showing symptoms of COVID-19 and is actively seeking, but has not yet received a medical diagnosis.

Eligibility: All employees who have been employed with the County for at least 30 days (full-time, or part-time) are eligible for Alamance County Emergency Sick Leave in the event the

employee is unable to work or telecommute because the employee meets one or more of the conditions stated above.

Employees are eligible for, on a one-time basis, the following:

- **Full-Time Employees:** 80 hours of pay at their regular hourly rate of pay
- **Part-Time Employees:** The number of hours, not to exceed 80, the employee worked, on average, over the most immediate prior full pay period.

This plan covers the **EMPLOYEE ONLY** not staff who need to stay home at take care of children who are quarantined or isolated.

Question: Will you keep statistics on the sick leave policy? It would be good to have numbers to support the uptick?

Yes – DSS HR keeps a spreadsheet for those employees who use this leave.

Question: If you have a student get COVID and staff does not qualify for the sick leave policy, who makes the decision to grant the leave?

County HR makes final decision – this is County policy, not DSS.

New Business: DSS Turnover Statistics

Mr. Robert Ring, DSS HR Director presented the following on DSS Turnover Statistics over the past three years. The following was presented:

Turnover Rate – Three Years:

Year	Number of Employees	Percentage
July 1, 2018 – June 30, 2019	71	39.2%
July 1, 2019 – June 30, 2020	61	33.7%
July 1, 2020 – June 30, 2021	68	37.5%

Reasons for Leaving: July 1, 2018 – June 30, 2019 – (39.2%)

Reason for Leaving	Number of Employees	Percentage
Other Employment	39	54.9%
Resigned – No Reason giving	8	11.3%
Relocated	6	8.5%
Retirement	4	5.6%
Health Concerns	3	4.2%
Terminated	3	4.2%
Stay at Home	2	2.8%
Career Change	2	2.8%
Return to School	2	2.8%
Commute Distance	1	1.4%
Stress	1	1.4%

High Turnover Positions – July 1, 2018 – June 30, 2019

Position	Number of Employees	Percentage
SW III – Adult Services were the majority this FY	10	50%
SW I/A&T – Child Welfare	14	42.4%
IMS II – Income Maintenance Supervisors	3	33.3%
IMC II- Income Maintenance Caseworkers – Medicaid & Food & Nutrition Services	20	30.8%
CSA II – Child Support Agent	5	41.7%

Reasons for Leaving: July 1, 2019– June 30, 2020 – (33.7%)

Reason for Leaving	Number of Employees	Percentage
Other Employment	32	52.5%
Resigned – No Reason giving	4	6.6%
Relocated	2	3.3%
Retirement	10	16.4%
Health Concerns	2	3.3%
Terminated	3	4.9%
Stay at Home	1	1.6%
Just Not for Staff	1	1.6%
Return to School	2	3.3%
Commute Distance	1	1.6%
Stress	1	1.6%
Deceased	1	1.6%
Family Issues	1	1.6%

With 10 retirements within this FY – DSS lost a lot of experience. We still had over 50% who left the agency.

High Turnover Positions – July 1, 2019 – June 30, 2020

Position	Number of Employees	Percentage
SW III –	4	20%
SW I/A&T – Child Welfare	13	39.3%
IMS II – Income Maintenance Supervisors	2	22.2%
IMC II- Income Maintenance Caseworkers – Medicaid & Food & Nutrition Services	19	29.2%
CSA II – Child Support Agent	2	16.7%

Reasons for Leaving: July 1, 2020– June 30, 2021 * Pandemic Year * - 37.5%

Reason for Leaving	Number of Employees	Percentage
Other Employment	34	50%
Resigned – No Reason giving	14	20.6%
Relocated	3	4.4%
Retirement	2	2.9%
Family Issues	3	4.4%
Terminated	8	11.8%
Stay at Home	1	1.4%
Career Change	1	1.4%
Job Abandonment	1	1.4%
Released from Probation	1	1.4%

Mr. Ring reported we still had the same amount of turnover during the start of the pandemic. The applicant pool was very low.

High Turnover Positions – July 1, 2020 – June 30, 2021

Position	Number of Employees	Percentage
SW III – Adult Services	12	60%
SW I/A&T – Child Welfare	21	63.6%
IMS II – Income Maintenance Supervisors –	2	22.2%
IMC II- Income Maintenance Caseworkers – Medicaid & Food & Nutrition Services	10	15.4%
CSA II – Child Support Agent	6	50%

Mr. Ring reported Adult Services was hit hard during the pandemic, as well as Child Support positions. As you can see, we added two more Economic Services supervisors due to other two remained vacant adding the total to four.

Turnover Statistics –

Mr. Ring reported DSS average turnover rate for the past three years is 36.6%. The average rates for high-turnover positions for the past three years are as follows:

Position	Percentage
Social Worker III	43.3%
SW I/A&T – (Child Welfare Only)	48.4%
Income Maintenance Supervisor IMS II – (Economic Services Only)	19.24%

Income Maintenance Caseworker II (Economic Services Only)	25.1%
Child Support Agents – CSA II	36.1%

With all of these positions, training is crucial. We train staff very well at Alamance Co. DSS - staff leave and go to other Counties and make more money because of the they are fully trained.

Ms. Sullivan added the State Turnover rate is 11.96% - Alamance County DSS has tripled that rate coming in at 36.6%.

Question: State Average – Is that for all positions or just high turnover positions?

It's for all positions.

Question: Was there any information by County with the State Average?

No – the information was State only.

Question: Is information available by County? Do you think Adrian will be able to receive?

We can share this information with Director Daye.

Question: Would some of the statistics be available that Adrian can present monthly? Was this information presented to County Commissioners with bonus pay?

No – this information was not shared with County Commissioners for bonus pay.

Announcements:

None

Adjournment -

The next board meeting is 12:00 noon **Tuesday, September 28, 2021** via zoom.

There being no further business the meeting was adjourned.

Respectfully Submitted:

Carmen L. Morrow

Date approved: _____