

# AGENDA

## REGULAR MEETING

### OF THE

### STOKES COUNTY

**January 25, 2023**

**3:00 p.m.**

### BOARD OF SOCIAL SERVICES

#### ETHICS AND CONFLICT OF INTEREST REMINDER:

In accordance with the State Government Ethics Act, it is the duty of every board member to avoid both conflicts of interest and appearances of conflict. Does any board member have any known conflict of interest or appearance of conflict with respect to any matters coming before board today? If so, please identify the conflict or appearance of conflict and refrain from any undue participation in the particular matter involved.

- I. Call to Order
- II. Discussion/Adjustments to the Agenda
- III. Consent Agenda
  - A. Minutes – Regular Meeting – December 14, 2022
- IV. Board Member Comments
- V. Public Comments (Maximum Allowance of Three Minutes Per Person)
- VI. Information and Discussion
  - A. DSS Dashboard
  - B. Children in PRTF Facilities
  - C. Employee Survey Results
  - D. Director Evaluation by the DSS Board
  - E. Director Evaluation by the Management Team
  - F. Work session with the Board of County Commissioners
- VII. Old Business
- VIII. New Business
  - Next meeting – February 22, 2023 at 3:00 p.m. in the DSS conference room
- IX. Adjournment

# **STOKES COUNTY BOARD OF SOCIAL SERVICES**

## **MINUTES**

**December 14, 2022**

The regular meeting of the Stokes County Board of Social Services was held on Wednesday, December 14, 2022 at the Social Services building in Danbury, North Carolina. Chairman Jan Spencer called the meeting to order at 3:00 p.m. Board members present were Vice Chairman Darlene Bullins and Member Greg Collins. Member Sandy Smith and Member Sonya Cox attended by telephone. Staff present were Director Stacey Elmes and Income Maintenance Administrator Cindy Joyce.

Chairman Spencer read the Ethics and Conflict of Interest reminder to the Board. Board members were asked if they had a conflict with any of the items listed on the agenda. No conflicts noted.

Chairman Spencer opened the floor for any adjustments to today's agenda. Director Elmes asked to add an item to the Information and Discussion Section regarding Board Terms. Chairman Spencer requested to add an item to New Business being the Director's Evaluation. Chairman Spencer reminded Director Elmes to change the ten minutes to three minutes in the Public Comments section of the agenda. Member Collins motioned to approve the agenda as amended. Vice Chairman Bullins seconded and the motion passed 5-0.

### **Consent Agenda**

Chairman Spencer entertained a motion to approve or amend the consent agenda which included the November 16, 2022 minutes. Vice Chairman Bullins made a motion to approve the consent agenda as presented. Member Smith seconded and the motion passed 5-0.

### **Board Member Comments**

No comments made.

There were no public comments.

Other items on the agenda for discussion were as follows:

### **DSS Dashboard**

Director Elmes shared that the Food and Nutrition and Medicaid application numbers continue to creep up. Director Elmes also shared that when the State of North Carolina ends the public health emergency, the workload for these two groups will increase drastically as recertifications and other application processes were decreased during the pandemic. The agency currently has four social work vacancies and one clerical vacancy.

### **Continuous Quality Improvement Technical Assistance Reports**

IMA Joyce shared that the reports for Food and Nutrition Services, Work First, and Energy Programs recently audited were all good with no concerns noted by the consultant. IMA Joyce also noted that despite the additional applications and workload, agency staff continues to work hard making a difference in the lives of those that are served.

## **Wilmington StarNews Article: Landmark Child Welfare Suit Targets NC after USA Today Network Investigation**

Director Elmes shared this article with the Board to bring their attention to some of the problems that DSS agencies are dealing with in the placement of foster children with higher needs. Director Elmes shared that our agency currently has three (3) children placed in a PRTF (psychiatric residential treatment facility) with two being located out of state. Chairman Spencer confirmed with Director Elmes that the agency has not received any reports of anything like this regarding our children located in these facilities. Director Elmes also noted that agency staff visit these children on a monthly basis and have contact with facility staff and others who report issues if needed. Chairman Spencer requested an update at the next meeting regarding the children that the agency has in PRTF locations.

## **Board Member Terms**

Board Member Smith and Vice Chairman Bullins are appointed by the State Commission and their terms expired on December 11, 2022 and will continue to serve until new appointments are approved. Both are willing to serve additional terms. According to the state office, the application period will be posted in January and they will need to reapply and be reappointed by the Commission.

Chairman Spencer and Member Cox are appointed by the Board of County Commissioners with terms expiring on January 13, 2023 and December 23, 2022 respectively who are both willing to serve additional terms. The Board of County Commissioners has placed this on their action agenda for the next meeting on December 28, 2022.

Member Collins is appointed by the DSS Board and his term expires on January 28, 2023 and is willing to serve another term. This will be added to the January meeting agenda.

## **Old Business**

Director Elmes reminded the Board of the Christmas luncheon for DSS staff and the Board at 12:00 p.m. on Friday, December 16, 2022 at Stokes Arts Place in Danbury. Director Elmes hoped that Board members could attend.

Director Elmes provided Board members a copy of the amended Social Services Board Operating Procedures that was approved at the November 16, 2022 meeting.

## **New Business**

Chairman Spencer shared that it is time for an evaluation to be completed on the director. Member Collins stated that the last time it was done, the Board provided a questionnaire to the management team and asked them to complete and send by email or mail to Member Collins (chairman at the time). Chairman Spencer stated that they could just be put in a sealed envelope and left at the front desk and she would pick them up. Member Cox asked about the possibility of all staff being given a questionnaire about the director as there have been many vacancies and a lot of things said. Member Cox also feels that employees are afraid to speak and are worried about it being anonymous as it seems that a lot of things get out. Member Cox stated that the more feedback, the better. Member Collins brought up the fact that as long as he had been with the county, he had never heard of a director of any department having to be evaluated by all staff. He stated all staff have no idea what the director has to do on any given day and having that kind of evaluation wouldn't be fair to any director nor the employees. Vice Chairman Bullins agreed and stated that while she was with the county, this was never done. Vice Chairman Bullins also noted the director has a staff of almost 80 employees who do not directly report to her and as noted by Member Collins, do not have direct knowledge of her job responsibilities.

Director Elmes shared that she just had a management team meeting this week and it was discussed sending out an employee survey regarding things that employees thought were going good and things that they didn't think were going so good with the agency. The questionnaire also asks what could be done to make things better for them in their work as well as asking what their immediate supervisor and/or the director could do to make improvements. The Board members agreed this would be a good tool to gauge morale, etc. within the agency. The Board unanimously agreed to have Director Elmes send Board members the evaluation tool that was used last for the director as well as the tool that was sent to the management team for their evaluation of the director. Chairman Spencer asked for this to be added to the January agenda for further discussion and possible evaluation in February.

Chairman Spencer stated the next meeting will be January 25, 2023 at 3:00 pm. There being no further business, Chairman Spencer asked for a motion to adjourn the meeting. Vice Chairman Bullins made a motion to adjourn. Member Collins seconded and the motion passed 5-0. Meeting adjourned at 3:45 p.m.

Stacy S. Elmes  
Secretary

12/28/2022  
Date



# Stokes County DSS Dashboard 2022

	October	November	December	Qrt. Total	Annual Total
<b>ADULT SOCIAL WORK SERVICES</b>					
Guardianship Cases	31	32	32		
New APS Reports Received	15	16	21	52	207
APS Reports Accepted	8	10	13	31	98
Investigations Initiated Timely [Goal 95%]	100%	100%	100%		
Outreach Visits	6	4	8	18	91
In Home Aide Programs	11	11	11		
Community Alternatives Program (CAP/DA)	56	57	56		
Representative Payee	7	7	7		
SA - In-Home	53	52	52		
Placement	0	0	0		
Adult Care Homes Monitored	4	1	1		
Total Requests for CIP	26	47	68	141	459
CIP Expenditures	\$6,726	\$18,744	\$2,943	\$28,413	\$134,379
Total Requests for LIEAP & LIEWAP	1	12	423	436	1802
LIEAP Expenditures	\$643	\$0	\$6,100	\$6,743	\$462,103
Unclaimed Bodies	1	0	1	2	4
Staff Hours Spent at Shelters	0	0	0	0	0
<b>CHILD CARE SUBSIDY</b>					
Children Receiving Services	151	152	150		
Expenditures	\$62,285	\$71,868	\$71,397	\$205,550	\$856,961
Waiting List	0	0	0		
<b>CHILD PROTECTIVE SERVICES</b>					
S Reports Received	54	57	48	159	597
CPS Reports Accepted	31	35	20	86	331
Children Opened	76	61	28	165	599
Open Reports	30	38	28		
Reports Substantiated/Services Needed	10	11	4		
Open Case Management	16	16	16		
Courtesy Requests	6	4	3	13	89
Substance Affected Infants Reported to DSS	4	4	0	8	20
Substance Affected Infants Accepted for Inv.	4	4	0	8	20
Reports Initiated Timely [Goal 95%]	100%	95%	100%		
Reports Completed Timely [Goal 75%]	80%	75%	87%		
Children Remaining at Home [Goal 95%]	85%	97%	100%		
<b>CHILD SUPPORT</b>					
Number of Children Served	1,009	1,018	1,017		
Total Collections	\$167,723	\$160,390	\$168,030	\$496,143	\$2,338,656
Paternities Established	5	5	2	12	61
New Court Orders	8	5	6	19	74
<b>FISHING LICENSE WAIVERS</b>					
Fishing License Waivers	3	1	1	5	55
<b>FOOD &amp; NUTRITION SERVICES</b>					
Total Households	3,363	3,428	3,464		
Total Individuals	6,635	6,787	6,819		
Report Card (App. Timeliness) [Goal: 95%]	99%	100%	99%		
Report Card (Recert. Timeliness) [Goal: 95%]	98%	99%	99%		
Benefits Distributed	\$ 1,773,885	\$1,838,973	\$1,841,858	\$5,454,716	\$19,748,445



2022	October	November	December	Qtr. Total	Annual Total
<b>FOSTER CARE</b>					
Children Entering Care	11	2	0	13	56
Total Children in Care	97	96	96		
Children Discharged	2	3	0	5	42
Children in Care Over 1 Year	46	47	49		
% Receiving a Monthly Visit [Goal 100%]	97%	96%	98%		
% Visited in the Home [Goal > 90%]	84%	87%	97%		
Foster Care 18-21	5	5	6		
Monitoring of Children No Longer in Custody	1	1	0		
Licensed Foster Homes	10	10	10		
Sanctioned Homes	2	2	2		
# of Individuals/Families Receiving Training	4 ind/2 fam	4 ind/2 fam	4 ind/2 fam		
Recruitment Events Held	3	3	3	9	14
Foster Care Costs (county/state/fed)	\$114,237	\$117,912	not avail.	\$232,149	\$892,651
Children Free For Adoption	11	11	11		
Children Open for LINKS	69	84	84		
Adoptions Completed	0	0	0	0	14
Adoption Assistance Cases	178	177	176		
Adoption Assistance Costs (fed & state)	\$5,662	\$4,629	\$1,210	\$11,501	\$197,789
<b>MEDICAID [ADULT, FAMILY &amp; CHILDREN'S]</b>					
# of Cases	9,155	9,289	9,564		
Report Card (Timeliness) [Goal: 85%]	97%	99%	98%		
Public Assistance Hearings (All Areas)	2	0	3		
<b>MEDICAID TRANSPORTATION</b>					
Clients Served	194	159	205		
Trips Provided	906	806	1,114	2,826	8,857
Monthly Cost	\$41,025	\$ 37,711	\$43,726	\$122,462	\$314,293
<b>PROGRAM INTEGRITY</b>					
New Claims Established	\$ -	\$17,724	\$0	\$ 17,724	\$42,091
Total Collections	\$1,216	\$1,043	\$2,164	\$4,423	\$29,048
Retained in County	\$317	\$304	\$681	\$1,302	\$9,523
<b>SPECIAL ASSISTANCE</b>					
# of Special Assistance Cases	138	136	127		
Benefits Distributed	\$54,916	\$50,934	\$44,769	\$150,619	\$611,511
<b>SA/MH LIAISON</b>					
Number of Referrals during the Month	12	9	14	35	159
Open Cases at end of Month	42	35	32		
<b>VACANCIES</b>					
Social Work	5	4	5		
Clerical/Income Maintenance/Child Support	2	0	2		
<b>WORK FIRST</b>					
Total Work First Cases	47	46	46		
Number of Child Only Cases	47	46	46		
Employment Cases	0	0	0		
Referrals for Drug Testing	0	0	0		
Applicants Testing Positive	0	0	0		
Benefits Distributed	\$9,929	\$ 9,748	\$9,803	\$29,480	\$200,869
<b>OTHER</b>					
Voter Registrations	5	1	1	7	31
Walk-In Traffic	936	895	872	2,703	9,982

- [REDACTED]
1. How long did we look for placement (PRTF placement) because that was recommended prior to them being taken in a placement?
    - a. [REDACTED] was at UNC Crisis & Assessment Center from 5/15/2022-5/26/2022 and then at Brynn Mar Hospital from 5/26/2022-8/08/2022. PRTF placement was looked for beginning on 5/10/2022 until AYN PRTF accepted her.
  2. How long were they in the ED waiting for placement?
    - a. Brynn Marr is not an ED but a hospital that [REDACTED] was admitted to in order to stabilize.
  3. Did levels prior to PRTF work for these children?
    - a. [REDACTED] did well in a level II foster home from 7/17/2018-6/11/2021 when she was leveled down and placed in a pre-adoptive home.
  4. Is the PRTF a permanent plan for these children?
    - a. No, [REDACTED] has been recommended to level down to Level II TFC or and IAF home once one can be located. AYN and Vaya are looking into placement now and there are a few possibilities that we hope to explore.
  5. What will it take for them to be leveled down and is that happening?
    - a. [REDACTED] has done well in PRTF placement she is progressing in her goals. Below are the notes from the PRTF from the November CFT completed on 11/17.
      - i. BEHAVIORS:
        1. [REDACTED] has been doing better overall and has adjusted to PRTF structure. She responds properly to transitions and changes that happen throughout the day. When she does not like a change in schedule or an upcoming activity, she is working on communicating her dislikes or concerns. She has refrained from emotional outburst and aggression within the review period. [REDACTED] has had a hard time in the morning with morning transition. She expressed that she is really tired and sleepy in the morning, so she required extended time to wake up and get ready in the morning. [REDACTED] shared that she would prefer to go to bed earlier like 7pm so she is less tired in the morning. Her morning routine concerns does play a role into her hygiene because she has had difficulty with brushing her teeth and brushing her hair. [REDACTED] has requested to have her hair cut.
      - ii. Therapy:
        1. [REDACTED] has been processing accepting her emotions and communicating her emotions affectively. Her therapist lets [REDACTED] know that her feelings are valid but needs support with expressing them to staff.
    - b. The team met on 12/14/2022 as well, see below for CFT notes.
      - i. Therapy:
        1. [REDACTED] does well in therapy. While she hasn't processed any specific trauma she has been able to share with me some positive experiences she has had in some foster homes. She has expressed remorse for acting the way she did in those homes.
      - ii. Goals/Progress:
        1. Goal #1: [REDACTED] will manage symptoms of PTSD, such aggressive outbursts, as evidenced by a reduction in aggressive, destructive outbursts, and by learning and using positive coping and emotion

regulation skills that will increase her resilience, her mental health, and her overall well-being over the next six months

- a. Progress: There has been a significant decrease in aggressive outbursts. [REDACTED] is utilizing coping skills and asking staff for help/breaks when needed. [REDACTED] requires time away in an alternative setting. She is able to properly request time away but sometimes will leave area without permission. She likes to talk with familiar staff, who will offer a simple task as a distraction to what has caused her to become upset.
2. Goal #2: [REDACTED] will manage symptoms of PTSD, such as food triggers, as evidenced by a reduction in difficulty around hunger, food, and eating, and by caregivers setting clear expectations and becoming a reliable source of consistent structure over the next six months.
  - a. Progress: [REDACTED] has made progress towards this goal. Recently, [REDACTED] has told staff that she is lactose intolerant. She will refuse milk and will go into an emotional outburst about anything milk or dairy related. We followed up with nursing who confirmed she is not lactose intolerant. Staff are aware that she is highly selective with food choices.
3. Goal #3: [REDACTED] will manage symptoms of PTSD, such as trauma-responses, as evidenced by a reduction in trauma responses, including difficulty concentrating, avoidant behaviors, distorted thoughts, irritability, fear of rejection, and self-blame, where caregivers are a reliable source of emotional support to calm [REDACTED] over the next 6 months.
  - a. Progress: Staff and therapist continue to work with [REDACTED] to identify coping skills to help her with PTSD symptoms. [REDACTED] has been honest with staff and therapist when feeling triggered by certain things. [REDACTED] recently expressed that Christmas music has been bothering her. She has worked towards ignoring the negative as she has been practicing Christmas songs on her own for the school Christmas show.
4. Goal #4: [REDACTED] will manage symptoms of PTSD, such as defiance and impulsivity, as evidenced by a reduction in defiance and impulsivity, accepting being told "no", and by caregivers building supports inside and outside the family over the next six months
  - a. Progress: [REDACTED] has improved her ability to accept "no" without becoming aggressive. Staff provided a simplified explanation for Alena so she can process the reasoning behind being told "no" or "not right now".



DL

[REDACTED]

[REDACTED] is 16 years old, DOB: [REDACTED] He came into care on 7/29/2014.

[REDACTED] entered his PRTF, Liberty Pointe in Staunton, Virginia on 11/15/2022. So far he seems to be settling into this environment. There have been behaviors that unfortunately have been common for him, such as saying things that are untrue to peers and/or adults that are disturbing, making suicidal statements, and asking for things that he knows he cannot have.

Prior to being placed at Anderson, [REDACTED] was in the hospital from 8/26/2022 until 11/15/2022. Part of the reason we could not place him anywhere else was due to a disconnect between what the hospital staff wanted to recommend and what the mental health agencies, DSS and the GAL felt were appropriate placement options. Most placement options could not or would not consider [REDACTED] due to his complex issues: he has a low IQ, has a history of sexual assault on his younger brother, he has a history of running behaviors, he has a history of being violent and having anger outbursts and there was no viable plan for discharge to provide permanency. DSS, Vaya and the GAL felt that [REDACTED] would be best served in a long-term hospitalization program that could address and assess appropriately all of his needs, review and make much needed changes to his medication as well as make a careful and measured recommendation for his future placements. The hospital psychiatric team was not prepared to make that recommendation. We made a referral to the DHDSS Rapid Response Team and they agreed that a long-term hospitalization was the most appropriate for this child, but we were not able to make that happen.

Placement History: 19

Liberty Pointe PRTF	Type/Relation: PRTF	Date: 11/15/2022
Atrium Health Union	Type/Relation: Hospital	Date: 08/26/2022
Anderson Health Services	Type/Relation: PRTF	Date: 06/27/2022
Novant Presbyterian - Charlotte	Type/Relation: Hospital	Date: 05/17/2022
Thompson Family & Crisis Center	Type/Relation: Crisis Center	Date: 05/09/2022
Miracle Houses Inc.	Type/Relation: Level 3 Group Home	Date: 12/30/2021
Strategic Behavioral Center	Type/Relation: PRTF	Date: 06/23/2021
S&T We Care	Type/Relation: Level 3 Group Home	Date: 09/03/2020
Alexander Youth Det. Center	Type/Relation: Detention Center	Date: 04/23/2020
[REDACTED]	Type/Relation: Trial Home	Date: 03/20/2020
Cornerstone PRTF	Type/Relation: PRTF	Date: 06/14/2019
Strategic PRTF	Type/Relation: PRTF	Date: 09/24/2018
Just In Time Services	Type/Relation: Level 3 Group Home	Date: 06/15/2018
[REDACTED]	Type/Relation: Th. Foster Home	Date: 05/27/2018
[REDACTED]	Type/Relation: Th. Foster Home	Date: 05/17/2018
[REDACTED]	Type/Relation: Th. Foster Home	Date: 01/19/2018
[REDACTED]	Type/Relation: Th. Foster Home	Date: 10/07/2016
[REDACTED]	Type/Relation: Th. Foster Home	Date: 08/22/2016
[REDACTED]	Type/Relation: Th. Foster Home	Date: 08/04/2014
[REDACTED]	Type/Relation: Foster Home	Date: 07/29/2014

[REDACTED] most successful placement was with Cornerstone PRTF. He was discharged successfully from that placement to the home of his parents in 2020. They received wrap around services and were planning on doing online school, because [REDACTED] had serious behavioral issues in any school setting. Unfortunately, this is when [REDACTED] assaulted his younger brother, who also was in the home. Due to this assault, [REDACTED] was

arrested and kept in Detention until either placement could be located or he was adjudicated. We found placement on 9/3/2020, by that time he had been in detention for four months. He was found not competent to be responsible for his actions on 9/4/2020 by the DJJ court.

██████ struggles with understanding the difference between truth and lie, and sometimes what is real and what is a delusion. This is not new, but became pronounced by 4 months in detention, which due to COVID, was spent a lot of time in quarantine.

PRTF's are never meant to be a permanent plan, but ██████ lack of success anywhere else is deeply concerning. His parents have no alternative placement for ██████ due to his behaviors as well as the circumstances of their friends and families' lives.

What will it take for him to be leveled down?

██████ will need to demonstrate a sustained ability to manage his emotions and to be able to not put himself or others in danger when he is upset. As he is already 16 years old and so far every type of treatment has been unsuccessful, the foster care team has already discussed his need for a guardian upon his 18<sup>th</sup> birthday. His parents remain as involved as possible, but they would not be able to take him back into their home as they have their younger son in the home.

What Kind of therapy?

He is receiving individual therapy and group therapy. Hampton PRTF utilizes different treatment modalities including CBT, and trauma informed. His therapist is currently working on building rapport with ██████ and developing coping skills. He has been resistant to therapy in the past and has been during his stay at Liberty Pointe PRTF. This PRTF offers therapeutic services from multiple disciplines including psychiatry, nursing, recreational therapy and licensed therapists. All are trauma informed at the PRTF. Recreational therapy, art therapy, music therapy, Occupational therapy, group therapy, individual therapy. This PRTF specializes with kids with lower IQ.

What other services?

None other known.

What would be different if they were not in a PRTF?

██████ has not and would not be stable.

How long look for PRTF placement?

3 months.

██████████ is 15 years old, DOB: ██████████. He has been in foster care since 10/24/2018.

██████████ parent's rights were terminated 11/16/2020.

██████████ younger brother was adopted with no contact allowed per the request of the brothers adoptive parents.

██████████ has one supportive person outside of DSS, he is a friend of the family who ██████████ has been able to keep in contact with while being in foster care.

#### Being Successful in PRTF?

Hampton has been successful with maintaining safety and consistency for ██████████. He continues to struggle with mood stability, anger and outbursts. He has attempted to elope from the facility multiple occasions. He has engaged in physical altercations with peers and verbal aggression with staff. The provider is continuing to assess his medications and is working on decreasing the frequency and intensity of these incidents.

#### What Kind of therapy?

He is receiving individual therapy and group therapy. Hampton PRTF utilizes different treatment modalities including CBT, and trauma informed. His therapist is currently working on building rapport with ██████████ and developing coping skills. He has been resistant to therapy in the past and has been during his stay at Hampton PRTF. This PRTF offers therapeutic services from multiple disciplines including psychiatry, nursing, recreational therapy and licensed therapists. All are trauma informed at the PRTF.

Recreational therapy, art therapy, music therapy, Occupational therapy, group therapy, individual therapy - CBT

#### What other services?

No other services are being provided, that we are aware of.

#### What would be different if they were not in a PRTF?

Based on his behaviors while at the PRTF, ██████████ would likely be in another crisis setting such as ED or inpatient hospital. Lower levels of care would likely struggle to maintain safety and consistency in treatment. ██████████ has had many placement disruptions and crisis events prior to PRTF admission.

# Placement History: 24

Hampton PRTF	Type/Relation: PRTF	Date: 10/26/2022
Vidant ED	Type/Relation: Hospital ED	Date: 7/27/2022
Family Advantage	Type/Relation: Level III	Date: 7/22/2022
CMC Mercy ED	Type/Relation: Hospital ED	Date: 5/15/2022
Thompson Crisis Program	Type/Relation: Level III	Date: 3/21/22
ECU Health North Hospital	Type/Relation: Hospital	Date: 7/27/2022
Revive Housing	Type/Relation: Level III	Date: 3/21/22
Envision of Life	Type/Relation: Level III	Date: 1/19/2022
Children's Center	Type/Relation: Therapeutic Group Home	Date: 12/29/2021
Miracle House	Type/Relation: Level III	Date: 10/05/2021
[REDACTED]	Type/Relation: Therapeutic Foster Home	Date: 9/30/2020
Cornerstone-Grace House	Type/Relation: PRTF	Date: 05/24/19
Miracle House	Type/Relation: Level III	Date: 05/17/19
CMC Hospital	Type/Relation: Hospital	Date: 05/12/19
Relative Youth Crisis Center	Type/Relation: Crisis Center	Date: 05/09/19
Carolina Health Care System	Type/Relation: Acute Psychiatric	Date: 04/06/19
Atrium Health Hospital	Type/Relation: Involuntary Commitment	Date: 04/03/19
S.E.C.U. Youth Crisis Center	Type/Relation: Acute Psychiatric	Date: 04/02/19
High Point Regional Hospital	Type/Relation: Involuntary Commitment	Date: 03/27/19
[REDACTED]	Type/Relation: Therapeutic Foster Home	Date: 03/06/19
[REDACTED]	Type/Relation: Therapeutic Foster Home	Date: 11-24-18
Strategic Behavioral	Type/Relation: Acute Psychiatric	Date: 11-12-18
Berners's Hospital	Type/Relation: Involuntary Commitment	Date: 11-7-18
[REDACTED]	Type/Relation: Sanctioned Foster Home	Date: 10/24/18

How long look for PRTF placement?  
3 months

How long in ED waiting for placement?

He was admitted to Vidant Hospital ED July 20, 2022 and admitted to Hampton PRTF on October 26, 2022. Placement was delayed until the ICPC process could be completed, which took an additional few days due to needing a specified court order to state that he was to be placed in a facility in South Carolina. This was required by the state of South Carolina.

Did levels prior to PRTF work?

[REDACTED] has a mentor from prior to DSS involvement. This person has been a great support for [REDACTED]. DSS and PRTF are working to reunite this relationship. Team is hopeful this will give [REDACTED] another support other than formal supports. He struggles to trust others and build positive relationships.

[REDACTED] has learned new skills and received privileges at PRTF. He is proud of this and is building positive self-esteem.

[REDACTED] behaviors began to escalate 2 years ago. During this time, he has attempted level III residential services with approximately 3 different programs. He has not been able to maintain safety at these placements which prompted multiple ED and inpatient hospital



stays. He has attempted lower levels of care such as outpatient therapy and medication management as well. While in the community, he engaged in risky behaviors such as running away, property destruction, verbal aggression and physical aggression. He was unable attend school due to frequent crisis events and placement disruptions.

Is the PRTF a permanent plan?

PRTF is never a permanent plan for any child. [REDACTED] permanent plan is adoption, however before this can happen we have to eliminate some of his barriers such as his mental health instability and his both physical and verbal aggression. The PRTF is able to assist [REDACTED] with working through his trauma and to stabilize him so that he is able to work on being leveled back down.

What will it take for them to be leveled down?

[REDACTED] is not ready to be stepped down from PRTF. He is not recommended for a lower level of care at this time. Provider is waiting for improvement to determine what level of care will be the most appropriate. He does not have a discharge date at this time. [REDACTED] has expressed wanting to go to a level II residential setting. He knows he has to improve his anger and reactions to anger before he can be stepped down. He expressed his goals are to control his anger, and learn coping skills. [REDACTED] needs to engage in his therapy and learn to appropriately deal with his anger so that it does not turn into rage.

## Employee Survey Results

(December 2022)

1. What do you look forward to when you come to work each day?

\*learning more about my job/duties

\*I enjoy my work. I look forward to starting each day trying to accomplish everything I didn't get to yesterday, and everything that is due coming up.

\*being able to help someone

\*?

\*seeing my foster families

\*Knowing that I am an important piece of the puzzle, helping others and being around people that make me laugh and make the day go by a little faster.

\*That I can make a difference for a child by finding that parent that tries to evade paying child support and having the court hold that parent responsible.

\*helping clients

\*a fresh start—the time to be here—I can come in early and start if I need to or clock in at a good time if I can't make it early

\*making a difference and a rewarding purpose

\*talking to people/coworkers and helping people within Stokes County and surrounding areas

\*helping people in the community

\*seeing the kids that we help and most of my coworkers make working here fun

\*Each day that I come to work, I am hoping for an opportunity to help someone. I enjoy taking one moment every day to try and encourage someone.

\*a new day to do the work, hopefully to help someone

\*all the good mornings and smiling faces

\*being able to help children

2. What do you like most about working here?

\*satisfaction in assisting people of our community

\*People really do care about one another and the flexibility of my schedule when needed.

\*close to home; close to granddaughter

\*helping others

\*being able to help one family at a time—foster parents or bio parents

\*I really like the set schedule, having holidays and weekends off to enjoy time with family and friends and the benefits.

\*My co-workers and the convenience of being close to home.

\*love the job

\*autonomy...having goals and working at my pace

- \*the sense of community within the department
- \*being able to help someone and make a difference
- \*I am not far from home and enjoy helping people in need
- \*the kids
- \*the opportunity it affords me to be able to make a difference—I am passionate about the work that I do and I enjoy being able to see those efforts on my part, make a difference to someone who needs assistance
- \*helpful supervisor, director, and employees
- \*the morning snacks, building gingerbread houses, and meals with all employees
- \*my co-workers and being able to assist families

3. What do you like least about working here?

- \*n/a
- \*Would really like to have more organization of the chaos if possible. The workload is heavy no matter which job you do.
- \*pay and workload and attitude in some of the workers
- \*people that are only here for a pay check and bully others—co-workers that stay in others offices when they need to be in theirs
- \*communication---it's hard at times to get in touch with social workers
- \*the gossip and chatter that comes from working around mostly women
- \*The change in the people that we serve since I began in child support. Let me explain, this generation is harder to work with. They do not want to talk to you but instead talk at you and reasoning with them is sometimes impossible. Covid also made our jobs harder as this continues to be an excuse for nonpayment of support.
- \*drama, lack of help
- \*the workload
- \*court and not feeling supported
- \*benefits (insurance/pay)
- \*there is a lot of attitude problems
- \*probably all the paperwork, but I understand it
- \*I am abundantly uncomfortable with the thought of non-trained employees (employees who are not social workers) having to assist with watching adults/children that do not have placement. I can support the need. I can support the request to volunteer. But, I cannot support a policy manual which states (employees will be subject to disciplinary action/termination if they do not stay when asked). There can be countless reasons why someone doesn't volunteer to stay. In my opinion, if you force an employee without proper training to stay (then you are creating a potentially hazardous situation, not only for the employee but for the child/adult in need of care). This is the one concept of my employment here at DSS which truly makes me uncomfortable.
- \*pay
- \*not enough vehicles

4. What keeps you working here?

- \*the DSS staff, the position in itself is rewarding
- \*Working close to home and helping clients.
- \*like my job
- \*\*helping others—love Stokes County---work with me to be off as needed
- \*being able to make a family know they matter
- \*my paycheck and the satisfaction of knowing I made a difference and helped someone
- \*If I am honest my son being in college and having to provide his insurance. Having my flex day is also a factor. I also enjoy my job for the most part and with my years of experience I feel like I do make a difference for families.
- \*some employees
- \*free insurance, work is close to home
- \*the caseload are small versus larger counties, and the team
- \*the people and the management—the understanding of things in life that come up or just happen
- \*I love my job and my unit
- \*I love helping kids find the permanence they deserve
- \*The thing that keeps me working at DSS is the little reminders that I receive about how I know I am right where I should be. When an elderly person tells me they appreciate what I did for them, etc. It reminds me that God put me in this position for a reason. He affords me the opportunity to make those contacts and to help show the world that there is love, and there is compassion—even in someone's darkest moments.
- \*I enjoy my job
- \*helping people

5. If you could change something about your job, what would that be?

- \*n/a; \*n/a
- \*More help.
- \*pay more
- \*help more people in need
- \*the pay and having to share my office
- \*Having access to information I need to do my job so that I do not have to go to my supervisor or another worker to obtain the information. Being allowed to use social media on our work computers would be a big help in finding these noncustodial parents. Having a laptop when we go to court.
- \*more team work
- \*of course, more pay
- \*the pay rate is low—technology changes to more online/paperless---internet/wifi is horrible
- \*first the pay and hours, second some of the co workers attitudes with other co workers
- \*pay and hours—some coworker attitudes



\*the long hours/late home visits, but I'm used to it by now

\*more pay

\*families not participating in their case plans

6. What changes, if any, have been made recently that have improved the work environment?

\*n/a; \*n/a; \*n/a; \*n/a; \*n/a; \*n/a; \*n/a; \*n/a

\*Co-workers seem happier, more cohesion within the agency; units are working together more.

\*new desk

\*maybe helping CSSA's find visit locations or help them find locations

\*I haven't been here long but I do like the fact that we stop work and come together as an agency

\*I'm not sure what has changed but the workers seem happier and friendlier lately

\*For me, the change made most recently with our salaries greatly improved the work environment. It's important for employees to feel as though they are being properly compensated.

\*new furniture, nice building

7. What would make your job more satisfying?

\*n/a, \*n/a; \*n/a; \*n/a

\*to know the supervisor appreciates you and reflects your work on your yearly review

\*everyone working together and having working equipment to be able to complete tasks my job requires

\*hearing feedback that you are helping the foster families

\*everyone in the unit practicing better time management skills and having a strong work ethic

\*Having the information I need to do my job. Locating noncustodial parents and having them pay money to support their children is very satisfying. Just catching them is satisfying.

\*team work and less putting off on others

\*decreasing the workload—having one day a week for catching up on emails and trainings

\*more streamlined processed

\*if adoptions could be completed quicker in the COC office

\*I've always believed that communication is key to any successful work environment. To me, a more satisfying job experience would start with a weekly/monthly meeting for each unit. This would be used to meet and talk about the current workload of each employee/discuss any cases or concerns that the employee is having difficulty with/create a plan of action for any employee who is feeling overwhelmed or behind.

\*more pay

8. What talents do you have that are not being used in your current role?

\*n/a, \*n/a, \*n/a; \*n/a; \*n/a; \*n/a; \*n/a; \*n/a; \*n/a; \*n/a

\*people person, artistic, planner, great with methods

\*ways to make visits more enjoyable

\*management and leadership

\*coaching families/parents/guardians in best practices or outcomes

9. What changes could we make to improve your work-life balance?

\*n/a; \*n/a; \*n/a

\*encourage self-health

\*flex time

\*not so many late nights

\*not really sure—this is the only job I've had with a set schedule and weekends and holidays off—I'm enjoying it

\*I currently do flex time and that keeps my work life balance in check. That day off has made a huge difference for me.

\*Sometimes it's hard to take a one hour lunch break because I don't want to fall behind in work.

\*provide an on-site work out space and self-care team

\*I think a flex day would be beneficial for everyone, to give them time to be with family, take care of family, go to appointments, or just a day for a break. I think it would take away a lot of people calling in, being late, and having to take time for appointments for themselves or family members. It would give the employees a opportunity to schedule things openly.

\*Flex days could be very beneficial to everyone, not just certain workers

\*less late home visits

\*I enjoy the flex time option

10. What motivates you?

\*my unit is so helpful to me and team players

\*To get paid for a job well done. Knowing that the job I do, reflects the person that I am.

\*money

\*clients that truly appreciate the help DSS provides

\*being able to help encourage foster parents or bio parents

\*self-mastery and growth, passion, and money

\*helping children

\*family

\*time lines

\*my personal goals

\*being able to be a part of a team that works great together—being able to rely on people to be here and be a part of the team

- \*being part of a unit that works well together
- \*feedback (positive or negative) and acknowledgement that what I'm doing is right or what I may need to do differently next time
- \*I am motivated by being given a new task/goal to complete and then meeting that task/goal. I enjoy the challenge of learning new things.
- \*the job/those things are completed

11. What demotivates you?

- \*someone that will not do their share of the work
- \*a minute supervisor
- \*bad attitudes
- \*co-workers not doing their job and do everything they can to get out of work
- \*seeing parents not care about hurting their kids
- \*lack of communication, favoritism, micromanagement, being overworked and stressed, feeling under-valued, and being given an unrealistic workload
- \*drama and not feeling like certain actions are being dealt with
- \*drama
- \*someone breathing down my neck when I work
- \*lack of support, not having knowledge or essentials/guidance to do my job
- \*poor management
- \*negative feedback that is demeaning or talking to me like I'm a child or dumb
- \*A constant air of drama or entitlement from other co-workers. I try to avoid these conflicts but they still seem to seep in from time to time. When I am asked to help a co-worker with their job (because they are behind) only to see that same co-worker lingering in the hallway/taking long breaks/gossiping, it takes away the motivation I have to help them. I am a firm believer in pulling one's own weight. I can sympathize with a co-worker who is struggling, even while doing their best. I cannot sympathize with a co-worker that is behind, simply because they are lazy.

12. What can your supervisor do to support you?

- \*just be there to answer questions and address our concerns
- \*encourage me, check in regularly, listen to me
- \*help
- \*encourage others to do their duties in a timely manner
- \*encourage, give positive feedback
- \*provide strong leadership and a clear vision, be consistent, be available, hold everyone accountable, and provide constructive feedback
- \*My supervisor supports me and I do my best to support her.
- \*hold people accountable
- \*she does a great job already
- \*be a resource, be attainable, be responsive, share the loads if needed

- \*my supervisor is great, very understanding and supportive
- \*help take up for the unit more instead of the other units when there is a problem and to stop being treated like children
- \*my supervisor is wonderful—she listens to my concerns and addresses them or ensures they are addressed by the appropriate person
- \*I love my supervisor dearly. Rhonda is a true peacekeeper. I am amazed at how she conducts herself with (sometimes difficult) co-workers and I admire her ability to refrain from aggressiveness. At times, I may consider it to be more beneficial to be stern with co-workers but Rhonda tries to always conduct herself in a professional and loving manner. This is why Rhonda is a supervisor and I am just the feisty co-worker. LOL
- \*nothing—she is doing a lot to help me
- \*she is doing what is needed to support me—if I have questions or any issues I can just ask her and she will help me

13. What can the director do to support you?

- \*just be there to answer questions and address our concerns
- \*The director continues to do an outstanding job of encouraging employees, boosting morale, and listening. You do a great job trying to make this a really good place to work. Making the hard decisions when no one else wants to.
- \*n/a; \*n/a; \*n/a; \*n/a; \*n/a; \*n/a
- \*I always feel the door is open
- \*continue to provide a culture that is courteous and caring
- \*My experiences with the director have been positive and I feel that she has my best interest at heart.
- \*Nothing. I feel as if I am always welcome to come in and talk to her when needed.
- \*listen to and address my concerns —which I believe you do even if I don't know about it  
😊
- \*I equally admire my director and all that she tends to take on. I support her journey in trying to find the best employees for the roles we have available. My director is always kind/friendly and it means a lot to me to know that she is always looking for ways to improve our work experiences.
- \*keep up the good work—very supportive
- \*continue doing a great job

14. What might tempt you to leave?

- \*I'm very satisfied and have no plans to leave
- \*money is always a factor, but it isn't everything
- \*better job and pay with less stress
- \*better position
- \*if a better offer comes available
- \*more flexibility and better pay



- \*the fact that I have 30 years in and my son graduating from college
- \*a job with more money
- \*a position that values employees and provides work-life balance—pay is important but not the only factor
- \*more pay, better benefits, somewhere close to home that would offer the same things I am able to do here
- \*more pay and better benefits
- \*doing the exact same thing for more money
- \*it would be a job in the court system because available as that is where I've always wanted to work.
- \*more pay

15. Other comments? Questions?

- \*I am very impressed with the training period allowed to learn a new position
- \*MAGI is a monster. Changes never stop. People quitting will never stop. Pay should increase for more stability. Other jobs (except maybe fns) don't have this.
- \*I really have enjoyed being a CSSA. There are times I feel like we could use extra help finding visit locations for rainy days, cold or extra hot days.
- \*I love the job and most people. But some come to work with such negative energy it makes for a bad day.

**Stokes County  
Performance Evaluation Form  
County Social Services Director**

**General knowledge, skills and abilities necessary for effective agency management**

**Personal leadership**

**Exceeds    Meets    Needs Imp    Does Not Meet**

- Demonstrates personal integrity by showing the ability to gain the trust and confidence of others and by interacting in a fair and honest manner.
- Engages in systemic thinking as measured by the ability to see interdependent relationships and recognize multiple causes and effects of community issues.
- Predicts or anticipates the consequences of policy decisions.
- Promotes diversity within the organization that is representative of the community and works effectively with individuals to integrate the differences that exist among them.
- Communicates ideas clearly and concisely in both oral and written form in a manner appropriate to the audience.
- Advocates new policies and programs to address community needs.
- Forecasts upcoming trends and program changes.
- Creates and solicits new ideas, processes, procedures and policies.
- Participates in professional development activities in order to remain current on professional practice and identify new ways to respond to community needs.
- Is accessible to staff and public.
- Communicates fully the rationale and benefits of change.

**Comments:**

<b>Development of leadership within the agency</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Imp</b>	<b>Does Not Meet</b>
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- Promotes professionalism and accountability within the staff in practice and policy.
- Creates a work environment in which people are encouraged to develop their full potential.
- Ensures that communication channels are open both upward and downward.
- Involves employees in change implementation.
- Encourages resolution of conflicts among staff.
- Ensures grievance process is followed for both staff and customers.
- Supports staff personal and professional development to encourage internal leadership development.
- Uses consensus problem-solving strategies when appropriate, and actively seeks input from staff.
- Motivates others by encouraging creativity and the pursuit of excellence.
- Understands and assures compliance with county policies and procedures.

**Comments:**

<b>Planning and organizing</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Imp</b>	<b>Does Not Meet</b>
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- Develops a comprehensive strategic plan, engaging the Board, staff and other stakeholders.
- Obtains input from key personnel in setting goals, structure and policy.
- Evaluates accomplishment of goals and provides feedback to stakeholders and customers.
- Administers a number of ongoing projects successfully.

**Comments:**

<b>Performance management</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Imp</b>	<b>Does Not Meet</b>
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- Assures that every employee has an annual evaluation with goals for meeting expectations.
- Assures appropriate use of disciplinary process in dealing with performance problems and personal conduct issues.

**Comments:**

<b>Fiscal management and budgeting</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Imp</b>	<b>Does Not Meet</b>
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- Presents a realistic and responsible budget.
- Controls expenditures within established budget levels.
- Identifies non-traditional funding sources for addressing ongoing and emergency needs and develops strategies for obtaining these funds.
- Pursues flexibility in allocating resources among programs.
- Maximizes federal, state and local revenues.

**Comments:**

<b>Facilities administration</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Imp</b>	<b>Does Not Meet</b>
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- Takes measures to promote maximum safety of employees and customers.
- Strives to provide healthful, comfortable and confidential working environment for employees and customers.
- Assures compliance with ADA and other regulations concerning access to facilities.
- Advocates for adequate maintenance of facilities.

**Comments:**

<b>Customer Service</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Imp</b>	<b>Does Not Meet</b>
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- Creates a welcoming atmosphere in reception areas.
- Sees that all clients are treated with courtesy and respect.
- Establishes and monitors standards for waiting times.
- Assures there is an effective system for handling customer complaints.
- Recognizes staff who provide superior customer service.
- Takes action to provide consistently high service levels.

**Comments:**

**Serving the Board****Exceeds   Meets   Needs Imp   Does Not Meet**

- Works with the Board, when necessary, to prepare agenda.
- Provides Board briefing materials in a timely fashion.
- Communicates effectively to Board in monthly management and fiscal reports.
- Informs Board of any known situations that could become a crisis.
- Informs Board of meetings and events they should attend.
- Assures compliance with open meeting law.
- Maintains official Board records and policies.

**Comments:****Working with the community, media and agencies   Exceeds   Meets   Needs Imp   Does Not Meet**

- Advocates sharing of resources among agencies around a common outcome.
- Has the respect and support of community agencies and organizations with which the department works.
- Engages other community agencies and organizations in activities that support department outcomes.
- Able to work with diverse groups within the community.
- Develops effective working relationship with the media.
- Communicates with the public and media to present a positive image and build community relations.
- Tracks and monitors media coverage of the department.
- Communicates and advocates with elected officials for the department's needs and priorities.
- Develops effective working relationships with governmental officials at the state and county level.
- Participates in meetings and other activities at the state level.

**Comments:**

## Assessment of Strengths and Weaknesses

**Strengths:**

**Weaknesses:**

**Needs/Goals for the Coming Year:**

Overall Rating	Exceeds	Meets	Needs Imp	Does Not Meet
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### Acknowledgement of Receipt and Understanding

\_\_\_\_\_  
Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Social Services Board Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Member

\_\_\_\_\_  
Date

Evaluate the following areas as they relate to the director's level of performance.

- (1) Excellent
- (2) Good
- (3) Satisfactory
- (4) Needs Improvement
- (5) Unacceptable

Circle one for each area.

1. The director's availability/accessibility to answer your questions, solve problems and receive feedback.

1                      2                      3                      4                      5

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2. The director's ability to make you comfortable or at ease in approaching her.

1                      2                      3                      4                      5

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3. To what degree is the director an advocate for staff?

1                      2                      3                      4                      5

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4. To what degree does the director support/defend staff?

1                      2                      3                      4                      5

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5. Is feedback provided to staff?

1                      2                      3                      4                      5

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6. What is the effectiveness of the director's ability to communicate with staff?

1

2

3

4

5

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7. How clearly does the director establish deadlines for completion of tasks?

1

2

3

4

5

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8. What is the level of honesty and fairness with which the director deals with staff?

1

2

3

4

5

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9. To what degree does the director promote/encourage teamwork within the department?

1

2

3

4

5

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10. Does the director treat agency staff with respect?

1

2

3

4

5

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## Stacey S. Elmes

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**From:** Amber N. Brown  
**Sent:** Tuesday, January 17, 2023 9:23 AM  
**To:** Department Heads; Laura Jones; Lori Smith; Janice \_Pack  
**Subject:** Senior Work Session Information  
**Attachments:** Senior Work Session Schedule.docx

Good Morning,

Attached is the schedule for the senior work sessions with the Board of Commissioners for your reference so you can confirm your scheduled time.

Also, I did want to note that I'm sure there will be way more to discuss than time will allow in an hour. If there is a topic or a specific item you would like to spend more time on, we can always add it to a future regular commissioners meeting to address, discuss, and/or take action on it if need be. If one of these come up in the sessions, just feel free to note that you would like it to be on a BOCC meeting agenda and we will make sure you have more time to address it.

Please let us know if you have any questions,

Thanks!  
Amber



A handwritten signature in cursive script that reads "Amber N. Brown".

Assistant County Manager  
Clerk to the Board of Commissioners  
Stokes County Government  
336-593-2448  
[anbrown@co.stokes.nc.us](mailto:anbrown@co.stokes.nc.us)

### Senior Work Session Schedule

Date of Meeting	Meeting Time Slot	Department
Tuesday, January 17 <sup>th</sup>	9:30 AM to 10:30 AM	Administration – Shannon Shaver/Amber Brown
Tuesday, January 17 <sup>th</sup>	10:30 AM to 11:30 AM	Tax Administration – Richard Brim
Tuesday, January 17 <sup>th</sup>	11:30 AM to 12:30 PM	Information Systems – Dianna Fulp
Tuesday, January 17 <sup>th</sup>	12:30 PM to 1:30 PM	Human Resources – Gayle Tucker
Tuesday, January 24 <sup>th</sup>	9:00 AM to 10:00 AM	Public Works/Solid Waste – Stewart Easter
Tuesday, January 24 <sup>th</sup>	10:00 AM to 11:00 AM	Cooperative Extension – Emily Cope
Tuesday, January 24 <sup>th</sup>	11:00 AM to 12:00 PM	Purchasing – Glenda Pruitt Vehicle Maintenance – Danny Triplett
Wednesday, January 25 <sup>th</sup>	10:00 AM to 11:00 AM	Register of Deeds – Brandon Hooker
Wednesday, January 25 <sup>th</sup>	11:00 AM to 12:00 PM	Senior Services – Vicky East
Wednesday, January 25 <sup>th</sup>	12:00 PM to 1:00 PM	Sheriff's Office/Jail – Joey Lemons
Wednesday, January 25 <sup>th</sup>	1:00 PM to 2:00 PM	Board of Elections – Jason Perry
Tuesday, January 31 <sup>st</sup>	9:00 AM to 10:00 AM	Animal Control Department – Lori Shore-Smith
Tuesday, January 31 <sup>st</sup>	10:00 AM to 11:00 AM	Fire Marshal's Office – Scott Aaron
Tuesday, January 31 <sup>st</sup>	11:00 AM to 12:00 PM	Arts Council --- Eddy McGee & Tory Mabe Economic Development
Tuesday, January 31 <sup>st</sup>	12:00 PM to 1:00 PM	District Resource Center (DRC) – Laura Jones
Thursday, February 2 <sup>nd</sup>	1:00 PM to 2:00 PM	Veterans Services – Larry Hunsucker
Thursday, February 2 <sup>nd</sup>	2:00 PM to 3:00 PM	Health Department – Tammy Martin Environmental Health
Thursday, February 2 <sup>nd</sup>	3:00 PM to 4:00 PM	EMS/Emergency Management – Brandon Gentry
Thursday, February 2 <sup>nd</sup>	4:00 PM to 5:00 PM	Soil and Water – Janice Pack
Monday, February 6 <sup>th</sup>	9:00 AM to 10:00 AM	Planning and Zoning – Kim Overstreet
Monday, February 6 <sup>th</sup>	10:00 AM to 11:00 AM	Emergency Communications (911) – Matt Boyles
Monday, February 6 <sup>th</sup>	11:00 AM to 12:00 PM	Finance Department – Lisa Lankford
Monday, February 6 <sup>th</sup>	12:00 PM to 1:00 PM	Department of Social Services – Stacey Elmes

# Stokes County Government Leadership Team Work Session

Date(s): TBD

## Purpose and Process of Work Sessions

- The purpose of the Leadership Team Work Session is to update and baseline the state of Stokes County Government as the new of commissioner board is seated. This baseline will represent a snapshot in time and can be used to measure results as the new board works to solve issues in its role as policy maker and budget approval authority for the county. It will provide the county's leaders an opportunity to describe to board the state of their organizations as we enter 2023. The primary objectives of this process are to inform the commissioners, so they can remove roadblocks and assist the county's senior staff and at the same time provide complete transparency to the public on what goes on in local government and who makes up Stokes County's senior leadership team.
- The process for the work sessions will be individual 30-to-60-minute time blocks with the County Manager, Assistant County Manager, Finance Officer and Department Heads. Guidance is included on specific topics that all presentations should include if applicable. The time blocks will be structured to allow 10 to 30 minutes for commissioners and presenters to ask each other questions at the end. Members of the Health Board, DSS Board and Board of Elections will be invited to attend if they desire. Departments run by elected officials will be invited to participate at the discretion of the elected official.
  - A separate closed session time block will be offered at the conclusion of the presentations if anyone would like to come back and discuss topics that could not be presented in open session
  - These sessions will be informal discussions and they will be live streamed
  - Handouts with data, statistics; etc, are fine but not required
  - A list will be provided of the people the commissioners would like to participate

## **Topics for Discussion (all departments)**

- A short executive overview of the mission and functions of your organization(s)
- High level thoughts or considerations, if you have any, for your next annual budget submission
- Address adequacy of training in your organization; Have you done any succession planning and related professional development for your organization?
- Address your annual personnel turnover percentage and other personnel issues (in open or closed session as needed)
- Provide your thoughts on how the Forsyth Tech Meadows programs, capabilities and resources might be integrated into your operations to benefit your organization and leverage the benefits of having a local Forsyth Tech facility
- Discuss short-and-long-term goals if you have any for your organization
- List by priority the top three issues in your organization, and if any of them “keep you awake at night” tell us why (open or closed session as needed)
- Updates on the status of the part-time salary budget, overtime budget, and amount of comp time that has been paid out for your department
- Pose any questions to the commissioner board or individual commissioners that you would like us to answer during the work session or at a later date

## **Other specific topics for discussion by appropriate staff**

- County Manager / Finance Officer should present a mid-year budget execution review with an explanation of all budget variances and an audit submission update
- An update on the feasibility study / market analysis being conducted on our critical access hospital
- An update on status of courthouse expansion
- An update on the acquisition of and transition to the bank building by the Board of Elections
- An update on the construction of the new animal shelter
- An update of the renovation of the two green box sites in Pinnacle and Walnut Cove