

CASWELL COUNTY BOARD OF COMMISSIONERS
MEMBERS PRESENT

August 5, 2022
OTHERS PRESENT

Rick McVey, Chairman
David Owen, Vice Chairman
John Dickerson
Nathaniel Hall
Jeremiah Jefferies
Steve Oestreicher
H. Vernon Massengill (Joined Remote)

Bryan Miller, County Manager
Carla Smith, Clerk to the Board
Brian Ferrell, County Attorney (Joined Remote)

The Board of Commissioners for County of Caswell, North Carolina, met in special session on Friday, August 5, 2022 at 10:00 am in the Gunn Memorial Library.

WELCOME:

Chairman McVey called the meeting to order. Then all paused for a moment of Silent Prayer, and the Board of Commissioners and all the guest in attendance recited the Pledge of Allegiance.

DISCUSSION ITEMS:

- ❖ Commissioner Dickerson entered the meeting at 10:17 am. During the DSS Staffing discussion.

DEPARTMENT OF SOCIAL SERVICES STAFFING:

County Manager Miller said Commissioners, the first thing we have on the agenda this morning is the Department of Social Services staffing. As many of you know, we have had an issue with DSS staffing. We had two resignations from the department leaving zero social workers in foster care. Having said that, DSS struggles with recruitment but not necessarily retention. Both of these employees were long-term employees and very valuable. So DSS does struggle with recruitment. Some of those issues are due to the nature of the work. A lot of the DSS work is hard, emotionally draining, and tough work. Some of the other issues do relate to salary, salary compression, and what surrounding agencies are offering. One of the social workers that recently resigned took a position in the school system, and I believe increased her salary by about \$8,000. Both of our recent resignations listed more time with family and more time at home as causes for them wanting to leave DSS work. One is going into social work in the school system which provides them with the summers off and more time with their children after work. The other employee that's leaving is leaving to become a kindergarten teacher in Person County. She has small children, and it will allow them to be with their children. So I've met with the board members that represent the Board of Commissioners on the DSS Board, which are Commissioner Owen and Commissioner Jefferies. I've also met with Diane Moorefield, DSS

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Director, and together I think we've come up with a couple of theories or a couple of options that would help DSS. One is to increase those salaries that Mrs. Moorefield is having problems recruiting by regrading those salaries by two grades. Usually when we move positions, we move two grades. If you have a social worker one, there's two grades between the social worker one and the social worker two in most instances but not all instances. The same thing with income maintenance caseworker and administrative assistant one, two, and three. You usually had two grades. So what we're proposing is we adjust and regrade some of these positions. Those two grades will amount to a little bit over an 8% increase for those affected employees. The total that it would cost is about \$120,000 if you just target those positions. Now having said that, that \$120,000 is the full increase. The state and federal government pay about half of that salary. So you could subtract about half of that salary increase due to the federal and state payments. That's one of the options we're suggesting, and this may take a two-prong approach.

We're also suggesting that the Board look at adding two additional positions. I know we're having trouble recruiting these positions, but if we add two more positions we would make those positions, let's call them, night time on call or second shift. However, you want to refer to them, that will alleviate some of the stress on the current social workers we have because they'll know at five o'clock they can leave and go home to be with their families, take care of their children, and do the things that most other county employees are afforded to do. It's no secret that in social services work that you'll have a steady stream of calls between 4: 30 and 5 o'clock of things that have to be handled, and social workers tend to end up working until eight, nine, or ten o'clock at night because of those kind of situations. So I'm happy to answer any questions you have. Our Director of DSS, Diane Moorefield, she's here with us this morning. We're happy to answer any questions the Board may have.

Commissioner Owen said I don't have a question, but I think it's imperative this Board understands as well that we're going to have to do something. Now we cannot do any more positions, but we're going to have to contract services. I think we need to understand what the cost of that would be for Caswell County government if we have to contract services. But we have got to do something. County Manager Miller said so if you contract services, just for those three positions that DSS needs to fill in foster care, you will need to multiply that out by the number of hours normally worked by a social worker in a year. Over and above our normal costs, we're looking at about \$197,000 a year. Once again, that's over and above our normal salary costs.

Chairman McVey said are you anticipating these other two positions as an either or situation or do we need to add these two plus the upgrades. County Manager Miller said I don't believe it's an either or situation. I think that's the best case scenario. You can increase the salaries. I think that's where the Board probably needs to start. If we're not competitive with neighboring counties, school systems, and so on and so forth, we're not going to be able to recruit new employees into the agency. The problem with recruitment is that currently we can't set our goal on recruiting brand new fresh out of school social workers. Diane Moorefield may be able to

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explain this far better than I can. When you recruit a social worker straight out of school, they have to come into the agency, take some additional required training, and spend time in the field with other social workers, that we don't have to send them out with. Maybe we have a supervisor we can send them out with before they can ever begin home visits themselves. So we're still stuck in the same position as we are right now. I think the flip side to that is we need to be able to recruit seasoned social workers into those positions to where we don't have to go through that initially. We don't have to go through that training. If we recruit new social workers to the field, we're still going to have to contract. Correct me anytime I'm wrong, Mrs. Moorefield. We're still going to have to contract with these agencies to bring people in so that we can send our social workers, the new ones, out into the field with the ones we contract with to get the experience they need to be able to operate in that environment. There's also requirements on DSS that each and every foster child has to be seen once a month face to face. Mrs. Moorefield said at least once a month. County Manager Miller said we have children from South Carolina or have had children from South Carolina to Virginia to Asheville to the coast. When a social worker has to travel like that, that cuts a complete day out of the monthly cycle that they've got to see those children. So if that doesn't happen, we look at a loss of revenue from the state, potentially look at fines, and things like that. All of that is really important, but the most important thing is that these kids get taken care of the way they should be taken care of and that our aging adults that are in DSS care get taken care of the way they should be taken care of. It's so important that our residents, the ones that count on our DSS workers, get taken care of on a daily basis. That kind of overshadows everything else.

Commissioner Massengill then said Mr. Chairman, I have a question. If I heard you correctly, you're going to want to recruit seasoned social workers. How are we going to recruit seasoned social workers when our salary is, even if we raise it, still not comparable to other areas? Why would they come from one area to our area to take a lower salary? Where's the motive for them? County Manager Miller said well if we raise those salaries, I believe we'll be competitive. We're not going to be above, but we'll be competitive with other areas, other surrounding counties, and other areas in the state. I think the key to us being able to attract social workers is this second shift if you will. I don't know the inner workings of DSS so I can't explain to you how that would work, but having this second shift available so when DSS workers hit five o'clock in the evening they know they're going to be able to go home. They know that they're going to be able to see their families and to provide dinner for them that night. I think that's the selling point. It's the time with their families. That's the reason we're seeing our social workers now leave, and it's a way to fix that to some degree.

Commissioner Owen said I have another question. These after hours, are we looking at like contracted services, or are we looking at an actual position? County Manager Miller said I would imagine positions. It would be much cheaper to add positions. Chairman McVey said so we're talking about four positions? There are two regular social workers. County Manager Miller said no. Let me preface all this by saying, you're talking about adding two additional positions. On

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the papers you have in front of you, I gave you social worker two and income maintenance caseworker one. I gave you an evaluation of what state and like counties as compared to Caswell offer for those positions. This would apply to income maintenance caseworker ones, twos, and threes. Because a lot of times to get to the three, you've got to go through one and two. It would also apply to social worker one, two, and three and supervisors as well to keep that two grade separation between those. Mindy, you might be able to speak more to this than I can, but in some instances, that's what the state requires. Commissioner Owen said we have two positions already, but we just don't have people. Chairman McVey said but you want to upgrade those two positions. Commissioner Owen said right, upgrade the salary. Chairman McVey said right, and then add two positions. Commissioner Owen said okay, so my next question would be, I want to get it worded right. So after hours is every social worker or is every social worker on call? Mrs. Moorefield said yes. Commissioner Owen said so this social worker may have this child, and if they get call, they have to go. This social worker may get a different child, get a call, and they still have to go out. Both of them would still go out. Diane Moorefield said right now we do have on-call workers. But if we get a call at five o'clock, 5:15, or 5:30, and it's a case that a social worker is involved in, nine times out of 10 the social worker will try to address the issue because they have a history with the child or the adult. So it's a team effort depending on the particular situation. County Manager Miller said and if I'm not mistaken Diane, please correct me if I'm wrong, maybe I should say I was thinking that maybe this would cut down on some of the on call pay that you provide to your employees now for having them on call for maybe new calls. You have social workers that are on call for a week at a time. Is that correct? Mrs. Moorefield said yes, every social worker is required to participate in on call. They do a week at the time, and it rotates. That's for who's on call. So right now they just get a flat stipend for being on call, but if they actually have to go out, they get comp time. I have workers with mountains of comp time, but because of the situation we're in, they can't take the comp time. They can't use the comp time because it doesn't slow down. I've got staff that have 150 hours of comp time. I've got staff that have more than that in comp time, but they can't take it because we are short staffed.

Commissioner Oestreicher said so that I can understand this a little bit better. We're talking about changing the grade level of two social work titles or people with classes. Diane Moorefield said it's not just two. County Manager Miller said it's more than two. Commissioner Oestreicher said two positions. You're talking about changing the income maintenance caseworker one, and changing that salary or that grade to a 65. County Manager Miller said yes but there's also... Commissioner Oestreicher said for x number of people. County manager Miller said but there's also income maintenance caseworker twos and threes that would be affected as well.

Commissioner Oestreicher said that's not on here. County Manager Miller said no because I gave you the valuation, and the data is not there for income maintenance caseworker twos and threes. It's only there for ones; just like social worker ones and threes that we currently have which are not provided by the UNC School of Government. So I gave you the valuation that I could put my hands on. Commissioner Oestreicher said so there's a domino effect. County Manager Miller said there is, and the domino effect goes from income maintenance case worker one, twos, and threes

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and social worker ones, twos, threes, and supervisors for both of those classes. Commissioner Oestreicher said okay, and that is the net impact of \$100,000 and change. What was that number? County Manager Miller said it's \$120,000, and there's a social worker one A&T position that it also affects. Social worker three, social worker two, income maintenance case worker supervisor, social workers one, two, three and social work supervisor threes that would be affected. Commissioner Oestreicher said that number is \$120,000, however we don't have people. County Manager Miller said that's correct. Commissioner Oestreicher said most of the positions are open. County Manager Miller said that's correct. When we say it's \$120,000, it is \$120,000, but the state and federal government pays 50% of that or roughly 50%. So in actuality, our share of the portion of cost is about \$60,000. Commissioner Oestreicher said now you're talking about adding two, for lack of a better word, let's just call them evening employees or employees that work second shift. That's two of those, and those would be what on this scale? County Manager Miller said ultimately they would be social worker threes. So the cost to the county to add two positions would be about \$58,000 a year or \$116,000 a year total. But again half those salaries are paid by state and federal funds. Commissioner Oestreicher said so that's \$58,000 to the county. County Manager Miller said \$58,000 to \$60,000. Then Commissioner Oestreicher asked if that included benefits and retirement and the County Manager said yes. Commissioner Oestreicher said so what we're talking about is around \$110,000 potential or authorized impact is what you are saying. County Manager Miller said that's correct. So in a perfect world, we're going to do the exact right thing, and we're going to have people flock to DSS to make application. Diane Moorefield's going to be able to find five wonderful social workers within the next week. I'm willing to bet that's not going to happen here. Commissioner Oestreicher said so to follow up, I think a little bit on Mr. Owen's question. These second shift, to expand on what the county manager said, if for example social worker goes out the door at five o'clock and the on call comes in for one of their cases. Would that call be transferred to or that responsibility be transferred to the second shift worker, or would the primary social worker still have to go out on that call. Mrs. Moorefield said the information that I look at from other counties, it's like the second shift or the on-call staff actually report to work before the end of the 5 o'clock work day. They are already on board. So if anything comes in, it's a group like staffing. The case is staffed and decisions are made as to whether it meets the legal requirement of a child protective service report or adult protective services report, and there's a plan put in place as to who gets assigned the case. So then the on-call staff that we have will be the ones to actually go out in the county, respond, and take care of them. Whereas the social workers that have been there all day don't have to go back out and spend another five or six hours working after their normal day. Commissioner Oestreicher said so what you're saying is that call would be passed to the second shift worker in most cases. So it would in fact relieve the workload or the evening workload on the daytime staff, and Mrs. Moorefield said yes. Commissioner Oestreicher said that's an absolute. That's the way it would work. That's the way you envisioned it. Mrs. Moorefield said yes. Commissioner Oestreicher said sorry to make everyone go through that. It was a little confusing.

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Commissioner Owen said it gives me two more things here. They would come in to work, and they would be in the building. Diane Moorefield said yes. Commissioner Owen said here's where I'm going with that. If they get no calls, what are they going to be doing? Mrs. Moorefield said they would still be on standby. They would still be available to go, but in the meantime when we have to do our face-to-face contacts with all of our foster children or if we have to go out on an adult protected services case, they can be utilized to assist with visiting those foster children or coming in on an adult protected services situation. So there are other tasks that they can do while they are at work. Commissioner Owen said all right but maybe I didn't get the question out for what I'm looking for. Let's back up. Tell me how many calls we get during the day to go out compared to evening to go out. Do you have any specifics on that? Mrs. Moorefield said I looked at those numbers. I'm not sure I brought that with me because we were concerned with looking at just some additional assistance on the weekend. But what I learned in looking at the number of reports that we're getting, we're getting just as many reports after five o'clock during the week as we are on the weekend. So there's really not a slow time because nine times out of 10 at 5:00, 5:15, and 5:30 the phones ring. Those calls after five are rerouted to the Sheriff's Department, and then the Sheriff's Department contacts us. Then we have to call the person that's trying to reach us to make a report. But when I looked at the numbers I was really surprised that the on-call numbers don't change much between the week and the weekend. We have just as many during the week as we do on the weekend for on call responses that we have. Chairman McVey said what kind of numbers are you talking about during the week? Mrs. Moorefield said that's what I didn't bring with me. We were looking at 20 to 30 and up. It varies. Some weeks we were getting 50. It was just a very wide variety. There was something every single day of the week.

Commissioner Oestreicher said that's day and night combined? Mrs. Moorefield said I'm talking about after five when the calls come in. Commissioner Oestreicher said 20 to 30 calls after five? Diane Moorefield said yes, when you look at the big picture. Commissioner Oestreicher said how about during the day. Mrs. Moorefield said we're getting almost as many during the day. But what I find is a lot of people that are required to make reports to us, you know at the end of their work day they're thinking oh my goodness I was supposed to call Social Services. So when they are ending their workday, it's when most of the time they call us. That's at the end of our workday, and it's late in the day when they call us. Then we have requirements for the time we have to respond to those depending on the severity. Some are immediate, some are 12 hours, some are 24 hours, and 36 hours. It just depends on the nature of the rule.

Melissa Williamson said Diane, do you feel like you would have trouble recruiting for those positions? I know those are not desirable hours to have. Mrs. Moorefield said I think there would be some challenge, but I think that a lot of our surrounding counties already have staff to do this. It suits some people's work schedules. Some people prefer that. Jennifer Hammock asked would it be an option to rotate the schedule between social workers where they work some daytime shifts and then the next pay period they work evenings. County Manager Miller said well I think

the largest incentive for somebody to work the second shift schedule like that is a shift premium that's added to that salary to increase the salary. Four or five thousand dollars a year like you see in a lot of places that offer shift work. There's always a shift premium involved with the work, and I think that's the benefit.

Commissioner Dickerson said forgive me. I'm trying to play catch up a little bit here. I was delayed, but is the total cost in front of you what you're talking about for the pay restructuring and the additional staff. Am I getting that? Would it be roughly \$238,000? County Manager Miller said no. Commissioner Owen said well totally it would be, but what we would get back would be about 50% of that. Commissioner Dickerson said the total before the state and federal comes in would be \$238,000, and the county is paying for what right now? Mindy Satterfield, Human Resources Director said who will work on the weekends? Diane Moorefield said right now all social workers are required to stay in their own call system. So if something comes in after hours or on the weekend, our current social workers have to respond to that. We would still look at how to sort of mesh the two. Some of the social workers have to share the responsibility. Chairman McVey said but you are losing two at one time. If you have a call come in, you have several calls, or 20 calls come in this weekend, how are you going to handle that? Diane Moorefield said well actually I'm short three. I have three social workers in foster care. One retired so she's been gone. Then I was left with two, and now those have resigned. So I'm down to zero. I've had meetings with the supervisor over foster care, and according to the state, she can bump back down to doing actual social work, but then I have to be her supervisor. So the supervisor has to become a social worker again, and I have to become a supervisor over foster care. Chairman McVey said so if you have 20 calls coming in this weekend, that individual would have to handle them. Diane Moorefield said plus work with the on call person. We've had a staff member who has offered her assistance. I met with her yesterday, and she's offered to try to help us out in the foster care arena. In the area she lives in, we have a number of foster children placed in that area. So she said she would be willing to visit those children that are local to her which would be a nice help to us. County Manager Miller said just to reiterate one more time, the cost of us not doing anything and having to go with the placement service to provide workers to do this work for us is \$197,000 over and above the salaries that you're seeing.

Commissioner Owen said just a clarification on that which we would not get any refund on. Would we get anything from the state or federal government through placement services? I'm just asking the question. Diane Moorefield said no. County Manager Miller said I didn't know that. Commissioner Owen said I just wondered about that. Diane Moorefield said the work that they do, we have to document. We do data sheets. So we list the child's name and the activities that we're doing. We would get some reimbursement on the particular services for the child, but there would still be the extra cost. The company that we've looked at is very expensive.

Commissioner Dickerson said clarify for me the \$197,000 in a little more detail on what that would be encompassing as far as what they were doing for that figure. Is that talking about placement of kids in the foster care position, but I kind of missed the breakdown of what that

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was if we don't do anything. County Manager Miller said so we would contract with an agency that could provide us workers, and when they provided us those workers, they set hourly rates. The hourly rates equate to about \$107,000 a year for each one of those employees. When you do the math, it comes up to about \$197,000 over and above the salaries that we would be paying and getting half back for. So there's about \$197,000 difference. When I say \$197,000 that's salary. We also have to pay those agency provided people lodging, travel, and meals. Is there anything else Mrs. Moorefield? Mrs. Moorefield said those are the main ones. County Manager Miller said so it's \$197,000 plus those expenses. Diane Moorefield said this company is based out of Wilson, and so we have to pay the workers mileage to come here to work for us. We have to cover any and all expenses that they have, we have to provide them all space, and we have to provide them with all the equipment they need. So there's a lot that goes into payment, and their hourly rate is double and triple what we would normally be looking at paying staff. That's if there would be somebody available and willing to come to Caswell.

Commissioner Hall said I like to think that we would take a more holistic approach at solving this problem. Some of the things that I've heard are out of question, period. So there's no need of us talking about contracting with somebody for two or three hundred thousand dollars to put up the numbers to fill two positions until we can recruit. That's just out of the question. We could spend all morning talking about options and possibilities. Since I've been on this Board, we've had at least three issues that we tried to deal with on a departmental basis, and it didn't work. First it was inspections. Every time we hear that the inspector was going to leave, we try to deal with them by raising the salary. Then the Sheriff's Department, who can't recruit. Well we'll try to raise their salaries. The Health Department was dealing with nurses. We can't get nurses. Well we have to try to raise individual salaries. We've got to take a holistic approach. The holistic approach to me is raise all salaries. Quit sitting here with our head in the sand talking about how much it's going to cost the county. We need to look at how much it's going to cost the county to be competitive in the region. We can talk about how poor we are, but we're not that poor. We're just using that as an excuse. We're poor because we're not creative and because we're not doing the things we need to do to raise additional money. I'll just use this as kind of an example. We are very, very poor but everybody in this county that wants an F-150 pickup truck gets one. Everybody that wants any kind of name pickup truck gets one because they're creative and they've got their priorities. This Board has to get creative and get its priorities. Our priorities should be to become competitive in the region. Period. We just can't try to fix these issues department by department because that doesn't work. It hasn't worked in the last 20 years that I've been around, and they're not going to work. We're just fooling ourselves. So what does that mean to me? That means we need to look at finding the money, raising the money, doing whatever it takes for economic development, or whatever to get this county so they can afford to be competitive. We haven't done that. We haven't even tried to do that.

Commissioner Massengill said yes. Diane Moorefield, when we were in our budget session a month or so ago, you indicated to us you had five unfilled positions, but yet you were asking for

another position. Have you filled any of those five positions that you had then? Mrs. Moorefield said I have filled a few of those positions, but I also now have some new vacant positions. Right now I have nine vacancies. Commissioner Massengill said you have nine vacancies. So technically and theoretically in your budget you have the monies already budgeted for the 50 or 51 positions we budgeted for is that. Correct? Mrs. Moorefield said yes, I do. Commissioner Massengill said okay. If you've got nine vacancies, instead of giving you two more positions, why couldn't you use those monies? I'm trying to stop something in perpetuity of continuing to add positions year after year when the money's already there for you to spend. Yet you can't find the people to spend it on. Mrs. Moorefield said well I do have the funding for my current staff or my current positions. I have that in my budget. These two positions would be new positions that are not covered. When we have vacancies, that money stays in the budget. So the money is there. Commissioner Massengill said that's correct. That's what I'm saying. The money's there so why are we creating new positions to add more monies, when the monies is actually already there. If you fill all nine positions, then you can say okay I filled all these nine positions, now let's talk about creating two more. But you've already got the monies appropriated for you. County Manager Miller said yes. So we did that with two positions during budget, and I understand exactly what you're saying Commissioner Massengill. The problem is the Board of Commissioners creates positions, but we cannot create those positions on our own. So to do what you're suggesting, first of all the Board would have to create those positions. And unless you subtract two current positions, which I believe what I'm hearing the DSS Director say is she needs those positions. Right? Mrs. Moorefield said yes. County Manager Miller said she needs all of these positions, so it would always be this give and take. Any money that goes unspent in vacant positions goes back to fund balance at the end of the year regardless. Commissioner Massengill said he fully realize that. I'm just trying to keep positions from being created that maybe won't be needed in in perpetuity. County Manager Miller said yes I understand.

Commissioner Dickerson said I want to echo what I've heard Mr. Massengill just bring to the Board. I've been sitting here trying to soak up the whole discussion. If we have a department that's running with nine open position, to ask for two more I think logically, if they need those two on the night and the calls are coming in, I understand that need for that to happen. But in a perfect world, we could wave a magic wand and we would be able to provide money across the board. I heard a comment made that everybody can drive an F-150 pickup and that there's plenty of money in this county, but there are a lot of people struggling. I got a F-150 pickup and it's about 23 years old. I mean it needs work all the time, and I can't afford to just pull more money out of the air. If we're going to add the two positions, I think we ought to cut two of the nine open positions to be able to justify that. That's the way I feel about it.

Commissioner Owen said I would agree to a certain extent, but what we have to realize is all those nine positions she needs. So if we cut two of those positions and all of a sudden she fills those other seven and needs two more, then my fear is the Board would say well no we're not going to add any more positions. So we would be taking away. That would be my fear that the

Board would then say well no we're not going to add them. So I think the Board would have to realize that that's the direction we go. If she comes back and if a miracle takes place and she hires and she's got those two extra that she needs to hire, then the Board would need to reinstate those positions.

Commissioner Dickerson said yes, I'd like to reply to that, but first I would like to hear the number of positions that are open excluding the ones that recently quit. How long have you had open positions in your office? Mrs. Moorefield said recently I keep open positions, but they have shifted somewhat in terms of I've brought in several new people, then several others have turned around and then resigned, left, and accepted other positions. So it's not like I have the same vacancies I had two years ago or even last year. I am filling some vacancies, and then I'm having new vacancies that are occurring. Commissioner Dickerson said well I didn't mean to cut you off. I would counter with this. If you've got the open vacancies and to Mr. Owen's point in bringing up that future times to be filled along, I'm going back to what you said earlier that we add two positions on the evening shift that could be utilized to take part of the workload that regularly was done on the daytime shift into their area of responsibility. So that would alleviate some of the workload you have on your office during the regular hours which I would counter would equate to needing less staff. I still think adding two in the evening and taking away two in the day would be a happy medium, and then correct the pay discrepancies within the department to enable you to recruit more people. That would cut the county's costs on this whole proposed project in half right off the bat, and then maybe some people in the county could afford to go buy themselves a F-150 pickup truck if they wanted.

Commissioner Hall said so my first comment was that I think we need to take a holistic approach, and taking a holistic approach means we need to look at both sides. If we've got nine vacancies, the other side of it is what is the cost to the citizens of Caswell County. What are they giving up because of those nine vacancies? Well not giving up, but what are they not getting? What are we not getting? We haven't talked about that. There's something missing. If somewhere down the line this Board approved these positions, we had to believe they were needed. We believed they were needed or somebody convinced us that they were needed. If they did that, then something is lost somewhere. The citizens are not getting something. And what is that something? That's why I say the holistic approach. Now again, we've been here forty-five minutes on this one subject. We can ask all kinds of questions. We can give our opinions, but we need to know all the facts. All of the facts are what are some citizens losing?

Mrs. Moorefield said may I say one other thing that sort of addresses one of the issues that's being discussed here. When I look at my staff, I've got staff that right now have 147 hours of comp time. I have staff that have 103 hours of comp time, 187 hours of comp time. The work is being done, but at a cost to my staff because in addition to working their full-time jobs, they've got 160 hours of comp time that they worked over and above the normal 40-hour workweek. So the work is getting done, but it's getting done at the expense of the staff that I have who are having to work weekends and who are having to be at the hospital or emergency room all night

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with the foster child for two weekends straight. They spent two weekends in emergency departments at hospitals. The hours are adding up, and the workers are burning out. That's why they're leaving to go to the school system where they can work during the day and go home and not be worried about having to turn right around and come back to work or having to spend the night on a cot in the social services agency. I borrow cots and have cots at the office for staff to be able to at least rest their head on or give the child a cot to sleep on. These are the faces of Social Services that not everybody sees or knows about. My staff are not accumulating 180 hours of overtime because they choose to do that. It's their job, and it is the expectation. They know that we have local, state, and federal legal mandates that we have to meet. Whatever that looks like. So I will have a foster care supervisor who will now become a foster care worker, and I will also become another supervisor to the foster care unit because that's a mandate. We are not allowed to double dip and overlap. I mean they will not allow the supervisor to be the social worker and oversee herself. So I come back into the picture, and I'm happy to do that if that's what it takes to get us through this time we're in. I've never seen anything like it. People used to stand in line for a job at Social Services or any other county agency. I mean we have these vacancies not for any fault of our own. All counties are experiencing this sort of same scenario, but I can never have hope of filling my positions if we're going to pay so much less than the neighboring counties. I mean I'm fighting a losing battle. In the meantime, I'm losing some of the best employees I've ever had with years of experience because they have their children at home, but they're spending their days and their nights in a hospital emergency room with foster children, because that's what their job requires, and they do what is expected. So I'm going to continue to lose my qualified, best help because they can't continue this work schedule. They can't do it. I've never thought I'd see the day I'd be in a situation where I had zero foster care social workers. I never in my wildest dreams thought that would happen, but it doesn't mean we don't still have to do the job. The state and federal government tell us what we have to do, and we will do it.

Commissioner Jefferies said just to add. Just to add something to it. The Director has good staff down there who work overtime. When they burn out, you know what you are going to get. We going to pay the State if we don't meet the deadlines. It's going to come out the budget no matter where you go. We shouldn't sit here and think we are doing good, because we are only doing good because people are working overtime. This Board has to make a suggestion on what we need to do. I think we need to make **a motion to go ahead and add the two positions**. That's the motion on the table.

Commissioner Dickerson said he had one more comment or question. I didn't realize you were going to pose the motion so soon. Ms. Moorefield, when this comp time is being built up, would not the two additional positions being added in the evening greatly alleviate that. Mrs. Moorefield said yes. Commissioner Dickerson said so by any reservation again, it would take more work off the daytime hours. They would not be accruing the comp time as they are. If we increase the pay to your department to attract more qualified candidates, I still see no reason not

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to be able to remove two of your nine positions from day and add them to night positions. At least cut half of this cost to the county. The reality is yes we've got to do something, but there's also a reality that this Board has a track record, one time after another, whether it was a budget process or at the end, of adding extra positions. I believe some of those were in your department. It's always a constant drumbeat of more and more costs being added to our obligations as a county, and that bill will come due sooner or later. It's going to fall back on the taxpayers. We're heading for a recession. We're going to have problems out of people being unable to pay their taxes in the future, and we do not need to just keep spending money like it's water coming out of a faucet. There's some kind of balance of sensibility that must be instilled here, and if we don't start doing that, it's going to be hell to pay for all of us when the bill comes. We're going to have to jack taxes up.

Commissioner Massengill said Mr. Chairman, I would be for the new positions not being called new positions by using the already budgeted money, and if and when as they've expressed some trepidation that they fill all nine positions, they come back and say all nine positions are filled and here's where we are. I realize the impact on the children, and in my opinion the children are the most important part of DSS's services. That and the elderly. I understand that perfectly because of the business I'm in. However again, adding positions when you've got nine budgeted positions and the money is there, realizing the money goes into fund balance I'm just a little leery of that being there. Are we going to vote on this today, or are we going to ask maybe the County Manager to come back with something? What I'm hearing is it's not necessarily the money that's the issue. It's the burnout factor that is the issue. I'd really like to know how many, not necessarily DSS but in this specific case DSS, counties have this same issue, and how they tackled it. I haven't heard a really good explanation of how anybody's tackled this problem, if in fact it's all over. County Manager Miller said what I'll say Commissioner Massengill is I think you're right, and there is a way we can do this. If the Board adds the positions, and forgets about the funding. But adds the positions to where Diane Moorefield can hire, but we just don't move the line item for salaries above what it currently is. That will allow Diane Moorefield to hire those positions, and when and if we have applicants to fill all the vacancies or we start hitting that line item balance, we'll just have to come back to the Board. Commissioner Massengill said and again that's not going to put any extra burden or take any money out of fund balance. I would agree with that 100%. Realizing that we would have to come back, but if I've understood what I've understood, most departments turn in fund balance at the end of the year because of personnel matters that they didn't have positions filled. County Manager Miller said that's correct. The other part to your question, Commissioner Massengill, is what are other counties doing about this. I think all counties are struggling with this, and you see other counties reacting to it in much the same way we're asking you to react to it. That's by increasing salaries to become more competitive in the labor market, and try to attract and recruit those new candidates to this position. Mrs. Moorefield said and also contract those positions. The County Manager said some counties have contracted for services. Commissioner Massengill said do other counties have these weekend and night positions? If so, I'm sure you don't know the answer to this question it

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would just be relevant to me, how many calls does like counties, not Alamance or Orange, do they have these weekend positions I'll call them. If so, what are their responsibilities, and how many calls do they have during the night time. If they're weekends, Saturday or Sunday and they work 12 to 14 hour or however many hours they're going to work, that's still going to leave your nighttime positions unfilled or on call from your other people. So I'm not sure quite how that's going to work hour wise. County Manager Miller said I understand. I have full faith and confidence in our DSS Director that she understands that because that's her responsibility to understand it. It's her responsibility to manage that department, and it's the DSS Board's responsibility to oversee the operations of that department. So when it comes to how and what, I think it's up to the DSS Director and the DSS Board to figure that out. I think what we've heard the DSS Director say is that her employees receive numerous calls between 4:30 and 5:30 in the afternoon that require them to stay till 8,9, and 10 o'clock or maybe even all night. Some of that you're right may not be able to be alleviated because there's only so many hours in the day. Two additional positions probably will not be able to cover that entire time, but I believe Diane would be able to figure that out. If you need some additional data, we can reach out and see if we can retrieve that. We're happy to do that. Person County is not one of our like counties, but it's one of our neighboring counties. Person County has a similar arrangement for their DSS department where they have people that work on call. Commissioner Massengill said did you say where they work on call? The County Manager said they work after hours, second shift, or whatever you'd like to call that arrangement. Commissioner Massengill said okay. So they're in their office doing work rather than at home just waiting for the phone to ring. Mrs. Moorefield said yes, they have a variety of assignments. We get a lot of courtesy requests to go out for another county or another state and visit a home. We do things like that. They assist with some of the visits for some of the foster children, and they have a variety of tasks. They're very flexible in the things or the tasks they can accomplish. Commissioner Massengill said okay, this is just my preference. I would like to see some data on like counties just for my sake. Whether we vote today or not, I'd like to see some data on like counties. County Manager Miller said absolutely, we'll gather that for you.

Commissioner Owen said Mr. Chairman, I would like to ask Commissioner Jefferies if he would **amend the motion** that he made to include this: That we approve the grade increases that have been requested, and we would add the two after hour positions with no increase in the salary line budget for DSS at this time. Commissioner Jefferies said he would agree to the amendment to the motion. Commissioner Owen then explained that they would approve the grade increases, we would allow Mrs. Moorefield to go ahead, if she could find after hour workers, but there would be no increase in her salary line in her budget at this time. Commissioner Dickerson said before we second the motion, I want to make a comment about the motion. Before we get a second I want to follow up on something you said Commissioner Owen. Are you saying by not increasing the salary cap and adding these two positions, that's an answer temporarily? But that leaves the door wide open for all nine of those positions to be filled and increase the funds to cover those in future dates. All we're doing is kicking the can down the road. I would counter that motion by

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cutting two of the other positions to add these two positions. We get to the point down the line and nine additional positions are needed in the Health Department, and they come to this Board to add those two positions back. Commissioner Owen said I'm going to leave the motion like it is for this reason. That money is never spent if those positions are not added. So if she only hires seven more additional people, there's not an additional dollar that goes into her line item or budget. Now if there are two more positions she needs that are in there, then she wouldn't have to come and ask the Board because her line item for salaries is there. Commissioner Dickerson said I understand that. You've got a temporary stop gap there, but to the commissioner's comment and you said it earlier. This repeated adding of positions, at some point in time you have to think it through and see what it looks like in the future. I still counter and I would not support this unless we do away with two of the nine and add these two. Commissioner Owen said we are not adding two positions. Commissioner Dickerson said you are adding two positions on second shift. There will be two people hired. Commissioner Owen said Mrs. Moorefield is going to hire those out of her nine already in the budgeted salaries. Commissioner Dickerson said okay, let's do the math. You are going to add these two making eleven total. Commissioner Owen said not if she doesn't hire the nine. Commissioner Dickerson said but she still has the ability to hire nine. She's going to have to come back and ask for additional money if she hire any above that. Commissioner Owen said yes. She'll have to come back and ask for additional money. Commissioner Massengill said then we can say yes or no to the extra position she's asking for. Commissioner Owen and Chairman McVey said yes, that's right. Commissioner Dickerson said it's a band aid. Commissioner Owen said well we've got to do something. We've spent \$250,000 on going out contracting this. Well that's a lot more money than what we're asking for here. We're not asking for any increase. So I made the motion, could get a second?

Commissioner Oestreicher said Mr. Chairman, could I just make a brief comment. I think Diane made a very eloquent point that some people may have not heard, ignored or it didn't fit in with their preconceived notion. When she is talking about the comp time, that clearly says there isn't time being misspent or not utilized. Look at that comp time. Those are actual people working the job. So a person's running up 180 hours' worth of comp time that means they're doing the work of two people. They're spending two people's time. So you can talk about empty positions and unfilled positions, but what's happening is the existing people are filling those positions at their personal expense. So I don't see how anybody can overlook that fact here, and I don't see how anybody can deny what we need to do with the amended motion. Therefore, **I second the motion.**

Chairman McVey said all right we got a motion in a second on the floor. Is there any more discussion? Commissioner Massengill said yes. I'm not overlooking the comp time, but I did not hear a time frame that comp time was received in. So I'm not sure that's one person's doing the work of two in a week's period, but go ahead. Commissioner Dickerson said the comment is right along the line with what Commissioner Massengill was saying. No one's overlooking the comp time, but we're adding two positions on the off hours to make it possible for the nine to

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five people or eight to five people to get up and go home. That's going to cut down on a lot of this comp time being built up because you've got two full-time people or staff to cover that. That's what some commissioners over here seem to be overlooking. So I think in reverting back to what Commissioner Massengill said if we could see the actual hours where they were being approved, we wouldn't be having this back and forth over it because we don't know where all this was being picked up at and whether or not these two additional positions would indeed take that workload off of their current workforce thereby decreasing the need for nine positions in the office to continue on.

Commissioner Oestreicher said Mr. Chairman, I call the question.

Commissioner Hall yes I don't see what we're proposing as a holistic approach. I don't see us looking at both sides of the problem. Now the director did make some very good comments that hit on the other side. She talked about what it's costing staff, but she still didn't talk about what it's costing the citizens. That's where I think we need to do some type of holistic approach to deal with this issue. Commissioner Owen said we got to do something. I don't want to take that literally, but doing something is not the answer. We need to take an approach that will at least have a chance of severing the problem for all departments in Caswell County. Commissioner Owen said I would reply to that, and I agree 100%. We had an opportunity to do that when we had a salary plan presented to us, and this Board said whoa, we can't spend the millions of dollars. We had that opportunity to help in all our departments, but we chose to go with the 90% which is fine. That helps. That's great.

A **motion** was made by Commissioner Owen and seconded by Commissioner Oestreicher and **carried 5-2** to add the two positions by approving the grade increases that have been requested, and we would add the two after hour positions with no increase in the salary line budget for DSS at this time. (Commissioners Jefferies, Owen, Oestreicher, Massengill, and McVey voted in favor. Commissioners Dickerson and Hall voted against the motion.)

Commissioner Massengill said I had a little bit of mess up here. David Owen, let me ask you this. Your motion was not going over the budgeted amount. Is that correct? Commissioner Owen said that's correct. Commissioner Massengill said okay, thanks.

ECONOMIC DEVELOPMENT JOB DESCRIPTION:

County Manager Miller said Commissioners, I've provided you with an Economic Development job description. I've also provided you with a redlined Economic Development job description that both includes recruitment and to address Commissioner Hall's point frame. So in the red line job description those are both addressed, but this is an opportunity for the Board to discuss this. We'll take what the Board discusses, and implement it into the job description. If there's anything not in here that you wish to see in here, we can certainly go through and add it. Commissioner Massengill, did you receive the redline version through email? Commissioner Massengill said I did. I went over it, and it looks really. County Manager Miller said good, thank you.

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Commissioner Owen said it just appears to me that we covered the issue that was not in here before. Commissioner Dickerson said I have an observation I would like to think out for consideration. It seems on the desired education and experience, is that to mean that someone that had experience in the field that was equal to or above educational degrees that they would be as qualified as someone that had a college degree? County Manager Miller said yes. So where it says or an equivalent combination of education and experience, that allows for long-time professionals or professionals in the field that do not necessarily have the degree to apply for the job and be in consideration. If I'm not mistaken, we have that on most of our job descriptions. Mindy Satterfield said we do. It's a standard statement. Chairman McVey said you need a consensus or anything on this. County Manager Miller said well the Board said that they wanted to discuss it. So I would like a consensus from the Board, and we'll get it posted Monday. Can we get it posted today? I know that may be a little bit much to ask. Mindy Satterfield said we probably could. County Manager Miller said that'll give anybody looking over the weekend time to review it. Commissioner Massengill said it did everything in the recruitment stage that I think the county needs. I think Bryan did a really nice job on putting this together. Marketing, it had that in there. It had branding in there. I was real pleased with the way this came out.

The Board had a consensus that the job description was thorough and carried unanimously. (Commissioners Dickerson, Hall, Jefferies, Owen, Oestreicher, Massengill, and McVey voted in favor)

COMMUNITY SERVICE BLOCK GRANT ADVISORY COUNCIL REPRESENTATIVE:

County Manager Miller said Commissioners, we need a Community Service Block Grant Advisory Council Representative from the Board. Chairman McVey said don't everybody jump up at one time. Commissioner Massengill said you got to tell us what that is please. It's the Telemon Cooperation. They've presented at one of the meetings before. They do the workforce and career services and head start. So they need a County Commissioner on their Board. County Manager Miller said do they need a County Commissioner or will staff work? The clerk said they want a County Commissioner. Commissioner Owen said I would do it Mr. Chairman, but I'm going out in December. County Manager Miller said Commissioners, one thing you might want to consider is nominating a Commissioner to fill that role, but also nominating also an alternate. We do have an employee that seems to be very well versed in that area. Her name's Aisha Gwynn. She's the Assistant County Manager. She also oversees Family Services, and she's getting a Master's Degree in that area. She may be a great alternate for that board. Commissioner Massengill said just tell that board that she's way smarter than any of us, and she's the one. Chairman McVey said can we do that. Do you need a motion on that or consensus? County Manager Miller said you usually vote on it.

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A **motion** was made by Commissioner Massengill and seconded by Commissioner Dickerson and **carried unanimously** to appoint Aisha Gwynn as the person to represent the Commissioners on the Telemon Board. (Commissioners Dickerson, Hall, Jefferies, Owen, Oestreicher, Massengill, and McVey voted in favor)

CLOSED SESSION:

A **motion** was made at 11:19 am by Commissioner Owen and seconded by Commissioner Jefferies and **carried unanimously** to consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee hereby acknowledged NCGS 143-318.11(a)(6). (Commissioner Dickerson, Hall, Jefferies, Owen, Oestreicher, Massengill, and McVey voted in favor)

A **motion** was made by Commissioner Dickerson, seconded by Commissioner Owen and **carried unanimously** to return to open session at 12:24 am. (Commissioner Dickerson, Hall, Jefferies, Owen, Oestreicher, Massengill, and McVey voted in favor)

ADJOURNMENT:

A **motion** was made at 12:25 pm by Commissioner Owen and seconded by Commissioner Dickerson and **carried unanimously** to adjourn the meeting. (Commissioner Dickerson, Hall, Jefferies, Owen, Oestreicher, Massengill, and McVey voted in favor)

Carla R. Smith
Clerk to the Board

Rick McVey
Chairman

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	State	Like Counties	Caswell	Grade
Income Maintenance Caseworker I	\$ 33,882	\$ 30,158	\$ 31,892	63
		Suggested	\$ 36,428	65
Social Worker II	\$ 46,660	\$ 42,182	\$ 39,628	67
		Suggested	\$ 43,110	69

ECONOMIC DEVELOPMENT DIRECTOR

General Statement of Duties

Performs promotional and consultative work in developing and directing an economic development program for the County.

Distinguishing Features of the Class

An employee in this class is responsible for consulting with local officials, community leaders, agricultural community, community college, and industry executives for the purpose of promoting the industrial, agricultural, and commercial growth through expansion, recruitment, and retention of existing bases, and attraction of new industries and business into the County. Duties include development of data, statistics, and publications which portray the economic potential of the county and municipalities; identification of prospective businesses and industries; recruitment of prospective businesses and industries; and maintaining proper records, reports, and public information for the program. Work requires considerable planning and timely execution of work. Decisions must be made quickly with accuracy when dealing with the industrial and agricultural management teams. Employee must exercise independent judgment and simultaneously must consider financial, socio-economic, legal, and regulatory variables as they affect the County. Work is performed under the general direction of the County Manager and is evaluated through conferences, reports and results.

Duties and Responsibilities

Essential Duties and Tasks

Serves as initial contact for potential industries and businesses considering new location or expansion; shows sites and arranges meetings with local officials; researches land and coordinates contacts for the property; serves as liaison during plant or facility construction; investigates labor supply, utilities, and works with various groups to ensure the availability of an adequate, well trained workforce for industrial concerns.

~~Develops marketing tools for the economic development of the County including brochures, flyers, booklets, website, and ads, etc.~~

~~Provides leadership for the active participation of business and community residents in marketing and branding the County to visitors with direct coordination with the Tourism Development Authority.~~

~~Develops marketing tools and branding for the economic development of the County including brochures, flyers, booklets, website, and ads, etc.~~

Develops a network of contacts to identify potential parks and sites; monitors building projects and works with local officials.

Develops grants and funding sources to support infrastructure improvements, i.e. community development Block grants, rural Development Administration and NC Rural Economic Development Center Fund; researches, writes and contracts for grants procurement and administration; lobbies and works with Department of Transportation for road and highway improvements and keeps abreast of long range transportation plan.

Maintains contact with state and regional industrial developers, community leaders, and representatives of businesses and industry.

Develops business retention program; visits each industry in the county regularly to stay abreast of their status, any potential for expansion, and assists with problems; follows up on requests.

Keeps current records on sites and buildings, and reports changes to the State industrial developers; keeps files and statistics on labor wages, demographics, economic base, maps, profiles, utilities, retail sales, building permits, finances and schools; reports on growth announcements and statistics on various agencies.

Supervises administrative staff; makes work assignments; provides guidance on workload; monitors and evaluates work; and may initiate disciplinary action; makes recommendations for final selection, salary increases and dismissal to the County Manager.

Prepares department budget recommendation; establishes yearly goals and objectives.

Makes presentations to County Commissioners on infrastructure expansion to support new or expanding industry.

Coordinates efforts with a wide variety of local, regional and state groups such as Regional Partnership officials, NC Department of Commerce and others; serves as a liaison for various city, county, and state agencies and organizations.

Coordinates immigration, visa, and other issues for visiting staff and dignitaries for international companies.

Additional Job Duties

May attend County Commissioner Meetings.

Performs related duties as required.

Recruitment and Selection Guidelines

Knowledge, Skills, and Abilities

Thorough knowledge of principles, practices and processes involved in economic development.

Thorough knowledge of the principles of management, business, their organizational procedures, and financing.

Considerable knowledge of economic, social, agricultural, and technological resources available in the economic development field.

Considerable knowledge of the assets of the community and federal, state, and local laws pertaining to economic development and planning.

Considerable knowledge of the local, regional, state and federal resources and agencies available to assist with various economic development activities.

Considerable knowledge of the application of information technology to the development of information and to the recruitment and retention of economic capital.

Considerable knowledge of marketing principles and practices.

Considerable knowledge of budgeting, grant procurement and administration,

Skills in data collection and analysis, and establishment of data bases about pertinent County statistics and demographics.

Skill in developing promotional literature and web presence for the County.

Skill in website development.

Ability to plan, organize, and effectively develop industrial leads for the County including building consensus among diverse groups.

Ability to plan and coordinate development, community and elected officials support for farmers' cooperative.

Ability to manage and expand an industrial park.

Ability to communicate effectively in oral and written forms.

Ability to establish and maintain effective working relationships with industry and business executives and owners or representatives, public officials at the local, state and federal levels, contractors, community leaders and organizations, other department heads, superiors and other employees.

Ability to analyze situations accurately and make correct recommendations for each industrial contact.

Physical Requirements

Must be able to physically perform the basic life operational functions reaching, standing, walking, lifting, fingering, talking, hearing, and repetitive motions.

Must be able to perform sedentary work exerting up to 10 pounds of force frequently or constantly to move objects.

Must possess the visual acuity to prepare and analyze data, examine and work with maps, charts, and detailed materials, operate a computer, inspect sites, use measuring devices, to figure computations, and to read extensively.

Desired Education and Experience

Graduation from a four year college or university with a degree in business, planning, economics, or related field supplemented by training in economic development and considerable professional experience in industrial or economic development; or an equivalent combination of education and experience.

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