

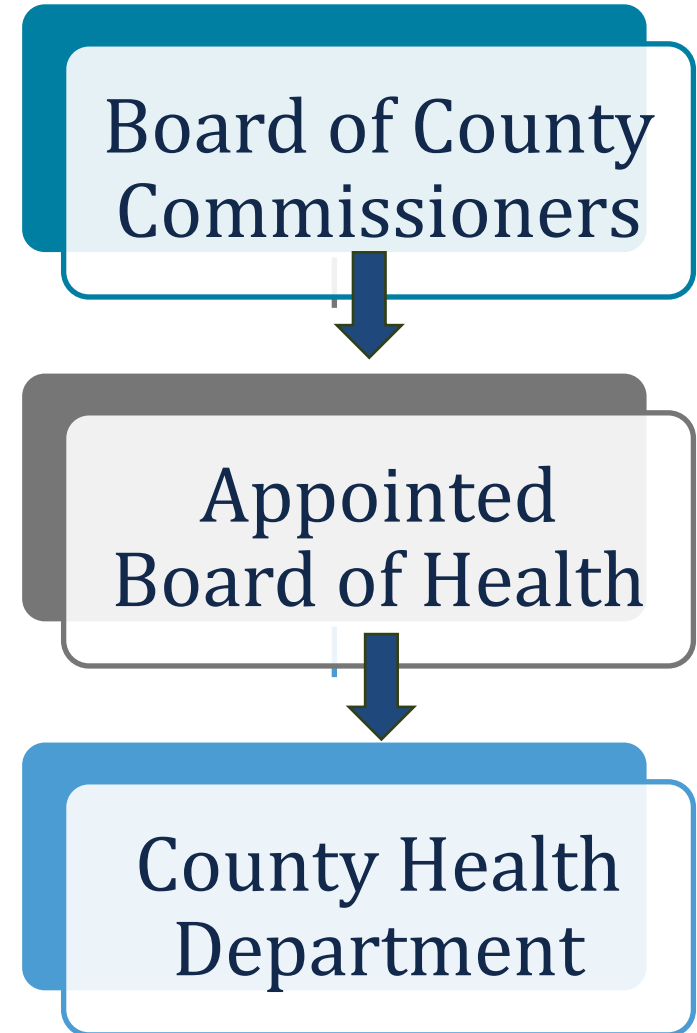
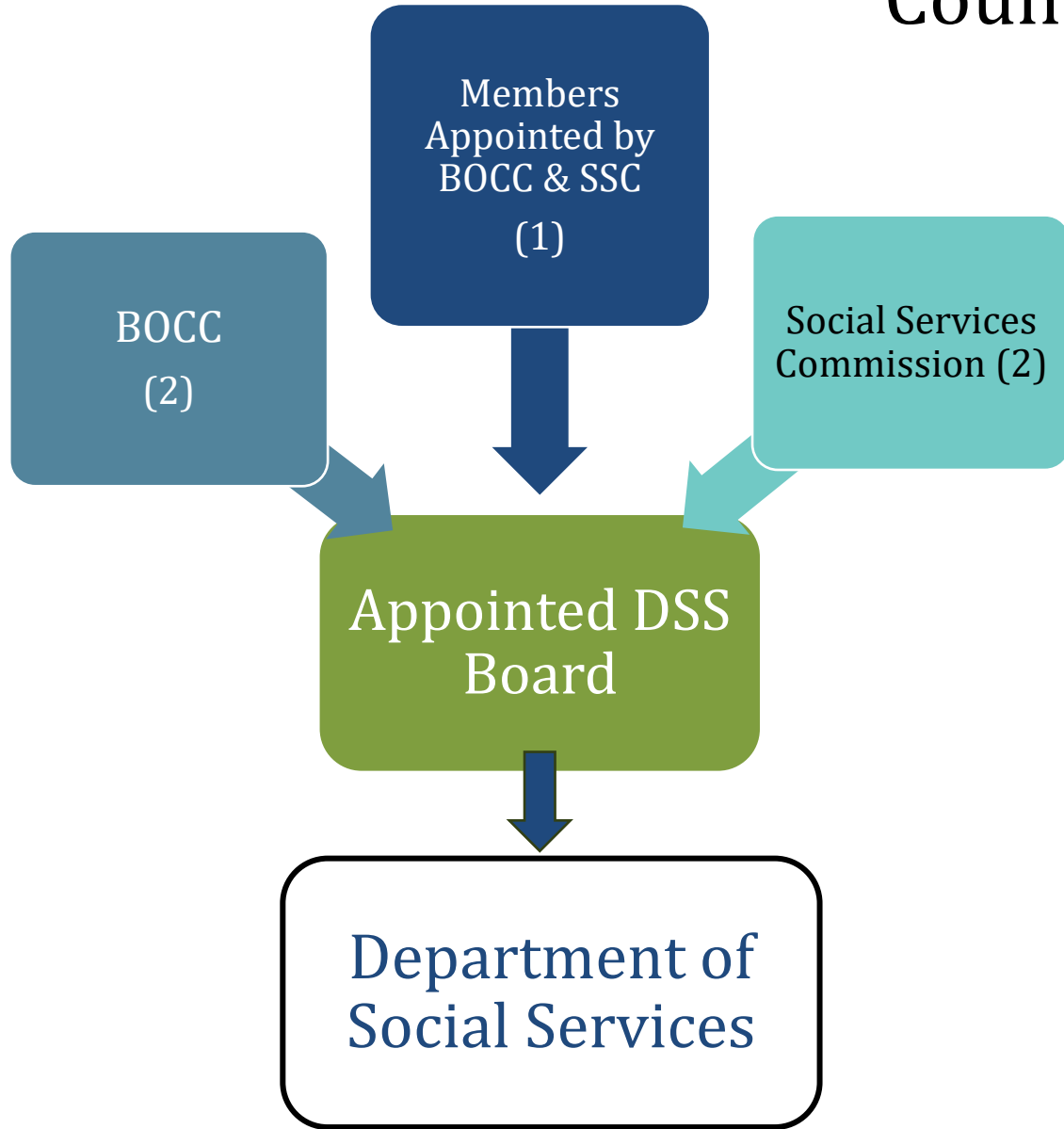
# A Changing Landscape: Organization and Governance Options for Human Services

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# Traditional Structures for County Agencies



# What changed in 2012?

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## S.L. 2012- 126

BOCC can assume direct control of the county board of social services and/or board of health

BOCC can combine two or more human services functions under a single director to create a consolidated human services (CHS) agency

BOCC can assume direct control of the CHS board (or appoint a CHS board)

# BOCC as Governing Board → G.S. 153A-77(a)

Board of County Commissioners  
as a DSS Board

Department of  
Social Services

**and/or**

Board of County Commissioners as  
a Board of Health\*

County Health  
Department

*\*Must appoint  
an advisory  
committee for  
public health*

Nothing changes about agency—employees still subject to the SHRA

# Advisory Committee for Public Health

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- Appointed by the BOCC
- Advisory – is not the board itself
- May also create a social services advisory committee (but not required)
- **Open questions:**
  - How often to meet?
  - Term length? Term limits?
  - Removal? Vacancies?

Must include same members as a county BOH under G.S. 130A-35:

- physician licensed to practice medicine in N.C.
- licensed dentist
- licensed optometrist
- licensed veterinarian
- registered nurse
- licensed pharmacist
- county commissioner
- professional engineer
- three representatives of the general public

# Steps to Assuming Powers and Duties of Governing Board

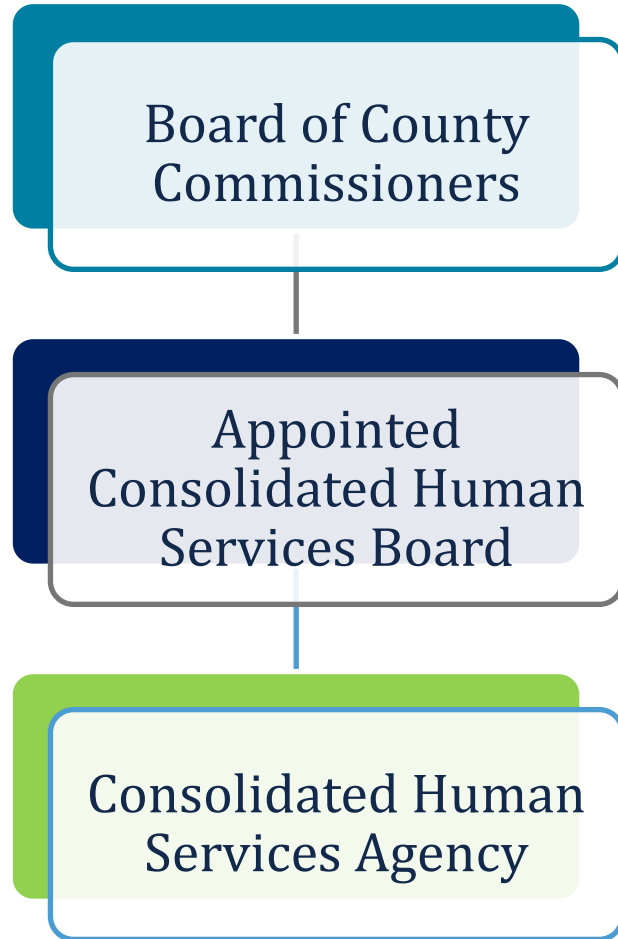
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Put notice in newspaper  
having general  
circulation in the county  
**30 days** prior to public  
hearing

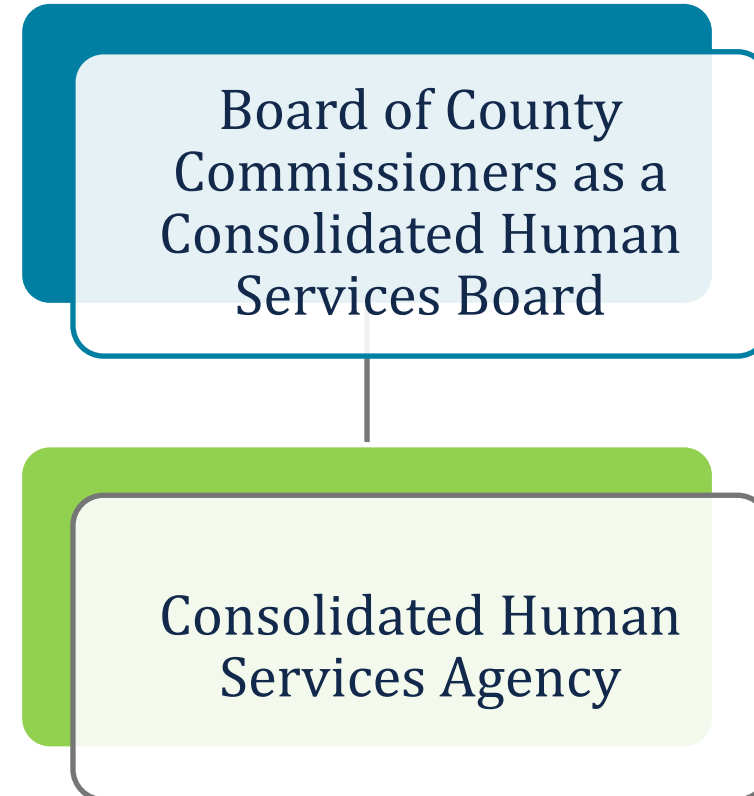
Hold public hearing

Adopt resolution  
assuming the powers  
and duties of the county  
board of health and/or  
board of social services

# Consolidated Human Services Agency → G.S. 153A-77(b)



**or**



# What goes in a CHSA?

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Law does not require any particular mix of human services (though most CHSAs include public health and social services)

Some  
CHSAs in  
NC include:

- Transportation
- Aging and Adult Services
- Services for the Blind
- Veterans Services
- Family Justice Center
- Animal Control



# What makes a CHSA unique?

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## The CHS director

- Appointed and dismissed by the county manager, not by the CHS board (but board must provide advice and consent).
- Reports to the county manager
- May only appoint CHSA staff upon the approval of the county manager

## The CHSA employees

- Subject to county personnel policies unless BOCC chooses to keep them subject to SHRA

# Decisions When Forming a CHSA

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- Who will govern—BOCC or appointed CHS board?
- Which county functions/departments should be included?
- Will CHSA employees be removed from the State Human Resources Act?
- Who will be appointed as CHS director?

# Structuring the CHSA

## Example A



## Example B



## Example C



# 5 CFR § 900.603 – Federal merit personnel system standards

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1. Recruiting, selecting, and advancing employees on the basis of their relative ability, knowledge, and skills, including open consideration of qualified applicants for initial appointment.
2. Providing equitable and adequate compensation.
3. Training employees, as needed, to assure high quality performance.
4. Retaining employees on the basis of the adequacy of their performance, correcting inadequate performance, and separating employees whose inadequate performance cannot be corrected.
5. Assuring fair treatment of applicants and employees in all aspects of personnel administration without regard to race, color, religion, sex, national origin, age, disability, genetic information, marital status, political affiliation, sexual orientation, status as parent, labor organization affiliation, or any other non-merit-based factor, or retaliation for exercising rights with respect to these categories, and with proper regard for their privacy and constitutional rights as citizens.
6. Assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election or a nomination for office.

## Appointed CHS board must include:

- Four persons who are consumers of human services.
- Eight persons who are professionals, each with qualifications in one of these categories: one psychologist, one pharmacist, one engineer, one dentist, one optometrist, one veterinarian, one social worker, and one registered nurse.
- Two physicians licensed to practice medicine in North Carolina, one of whom must be a psychiatrist.
- One county commissioner.
- Other persons, including “members of the general public representing various occupations.”

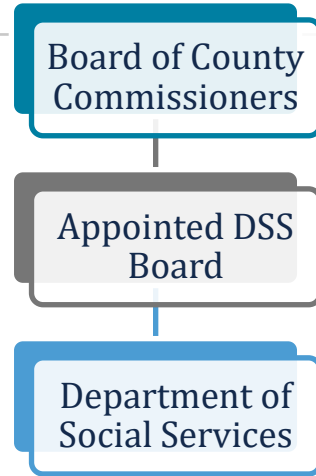
No more than  
25 members

Must be county  
residents

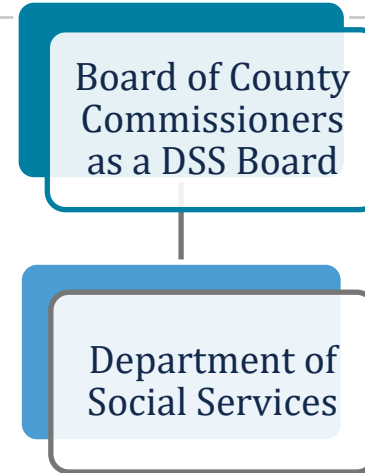
Typically serve  
four-year  
terms

# Organization and Governance Models – Social Services Example

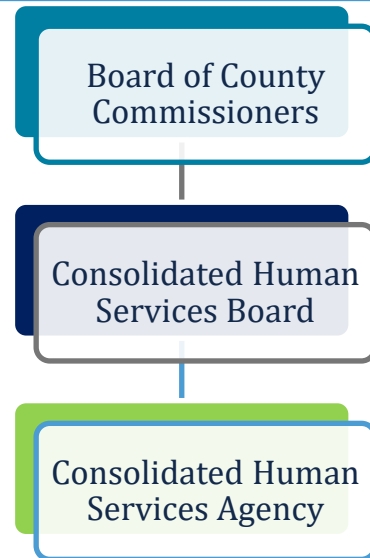
**OPTION A  
(current)**



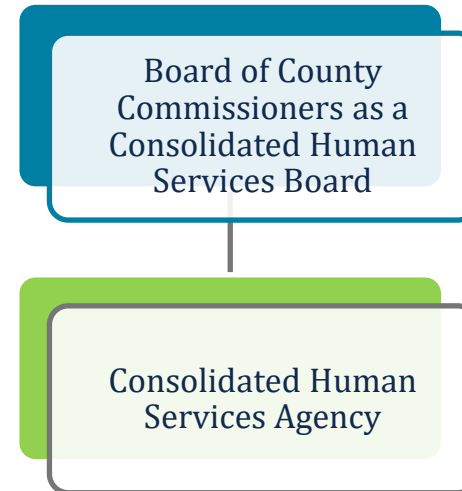
**OPTION B**



**OPTION C**



**OPTION D**



# Key Differences

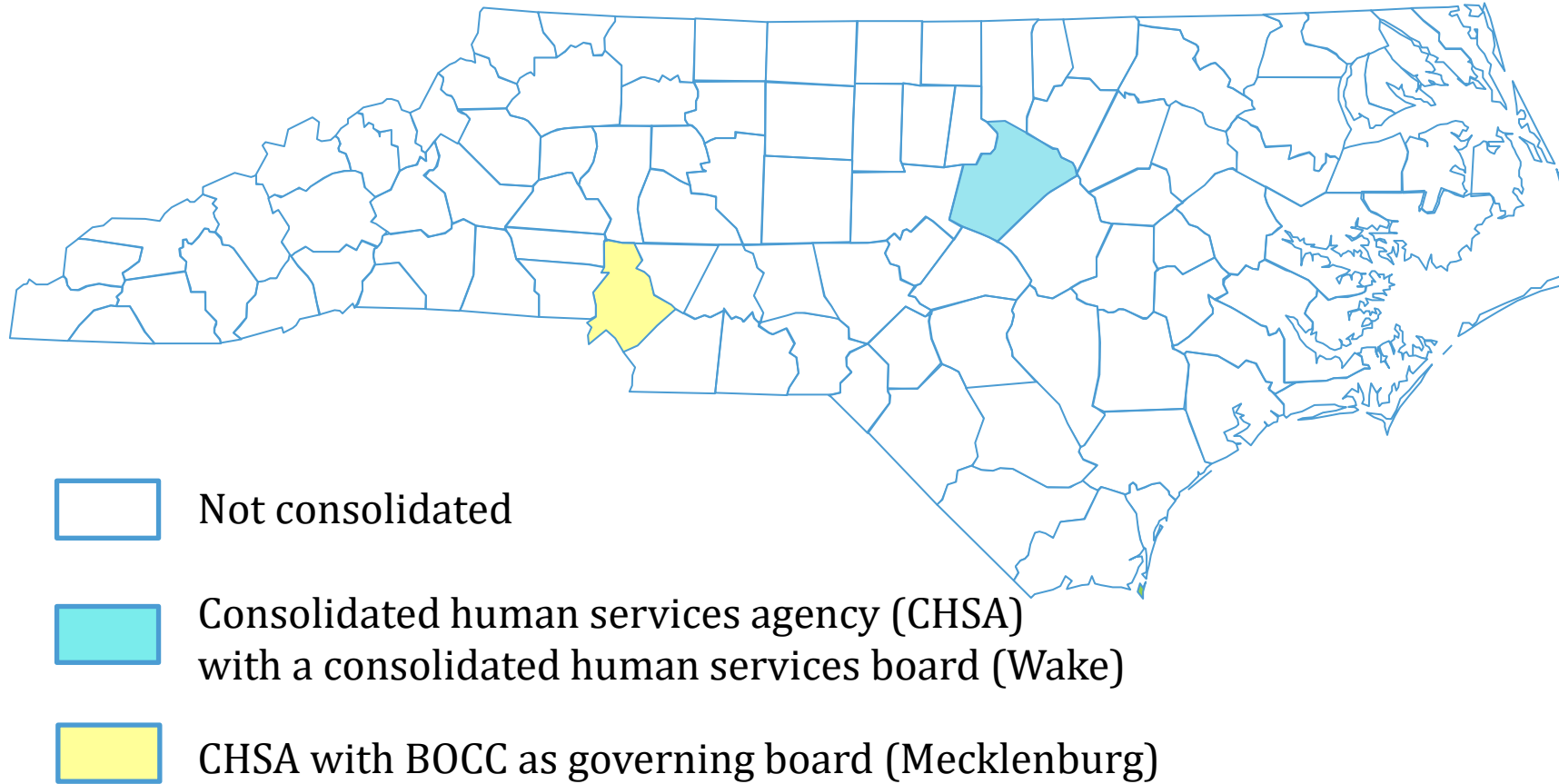
		<b>BOARD</b>	<b>DIRECTOR</b>	<b>EMPLOYEES</b>
<i>Traditional Model</i>	<b>DSS w/ DSS Board</b>	Appointed; 3-5 members	Board hires	SHRA
	<b>Health Dept. w/ Board of Health</b>	Appointed; 11 members	Board hires	SHRA
<i>Options Available Since 2012 to Counties with a County Manager</i>	<b>BOCC as DSS and/or PH Board</b>	Elected*	BOCC hires	SHRA
	<b>CHSA with CHS Board</b>	Appointed; up to 25 members	County manager hires with advice & consent of CHS board	SHRA Optional
	<b>CHSA with BOCC as CHS Board</b>	Elected*	County manager hires with advice & consent of BOCC	SHRA optional

*\* If public health affected, must appoint health advisory committee*

# PH and SS Organization and Governance

## June 2012

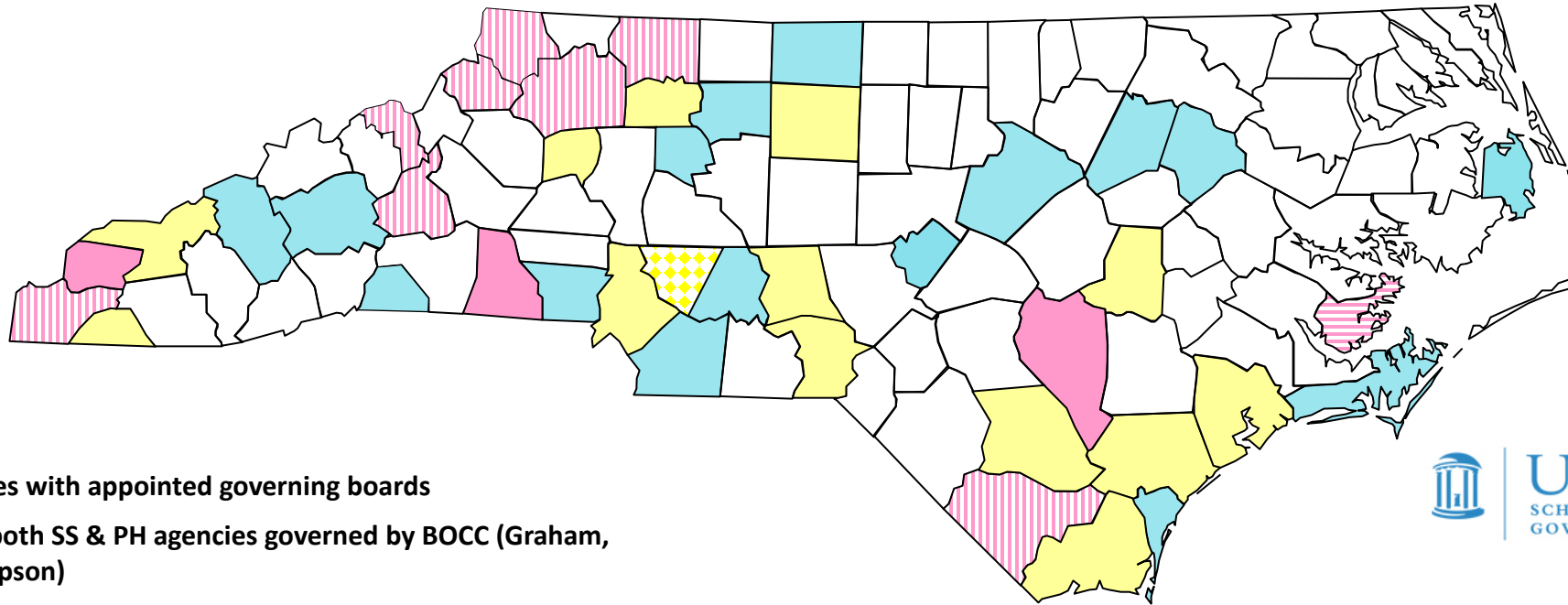
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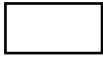




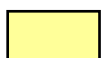





# Social Services and Public Health Organization and Governance

As of February 2024



-  SS & PH agencies with appointed governing boards
-  Option 1 with both SS & PH agencies governed by BOCC (Graham, Cleveland, Sampson)
-  Option 1 with SS agency governed by BOCC, PH agency with appointed governing board (Cherokee, Ashe, McDowell, Mitchell, Watauga, Wilkes, Surry, Columbus)
-  Option 1 with PH agency governed by BOCC, SS agency with appointed governing board (Pamlico)
-  Option 2 with consolidated HS agency including SS & PH, appointed CHS board (Haywood, Buncombe, Polk, Gaston, Davie, Union, Forsyth, Stanly, Rockingham, Wake, Nash, Edgecombe, Carteret, Dare, New Hanover, Lee)
-  Option 3 with consolidated HS agency including SS & PH, governed by BOCC, health advisory committee (Clay, Swain, Alexander, Yadkin, Mecklenburg [no advisory comm.], Guilford, Montgomery, Richmond, Bladen, Brunswick, Pender, Onslow, Wayne)
-  Option 3 with consolidated HS agency including SS & other human services but not PH, governed by BOCC (Cabarrus)

# Where Are We Now?

## Organization Changes

- **Thirty counties now have CHSAs**
  - Twenty-nine include both public health and social services
  - 16 counties have appointed CHS boards, while 14 counties have CHSAs governed directly by the BOCC.
  - 27 counties have opted to remove CHSA employees from the coverage of the SHRA.

## Governance Changes

- **In 25 counties, the BOCC now acts as the governing board for social services.**
  - In 11 of those counties, the BOCC is governing a standalone department of social services.
  - In 14 of those counties, the BOCC is acting as the governing board for a CHSA that includes social services.

# Public Health Organization Options

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## Single-County

County Health Department

Consolidated Human  
Services Agency

Single-County Public Health  
Authority

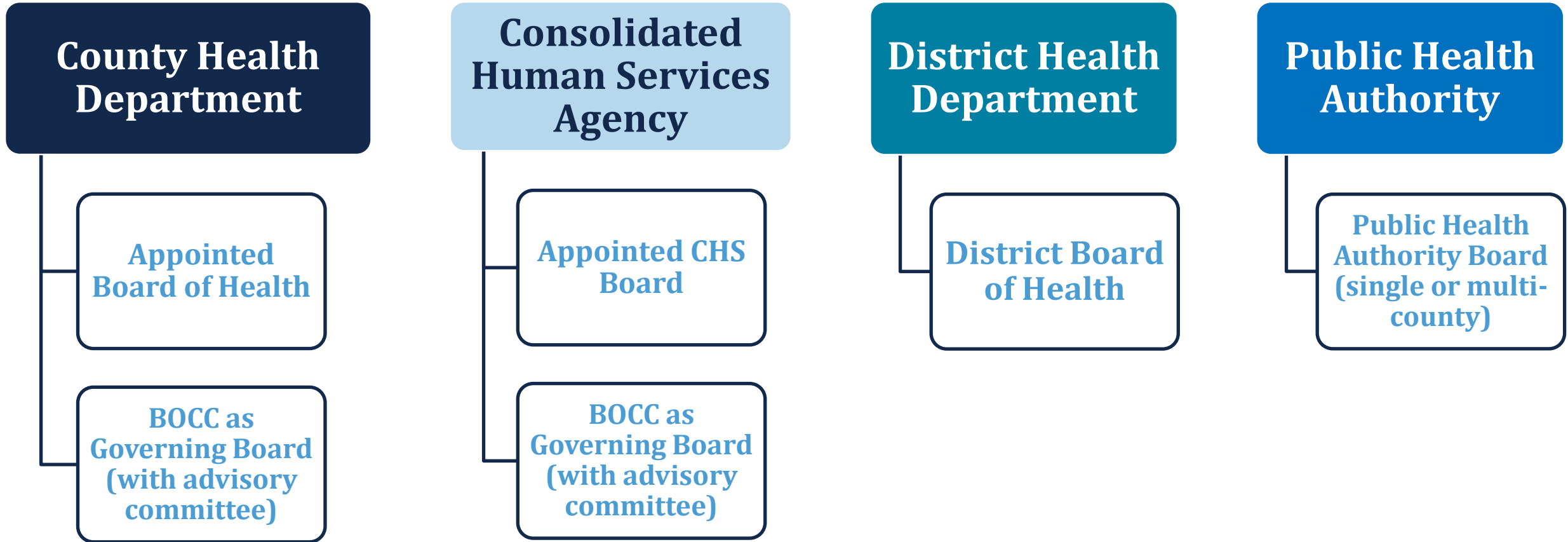
## Multi-County

District Health Department

Multi-County Public Health  
Authority

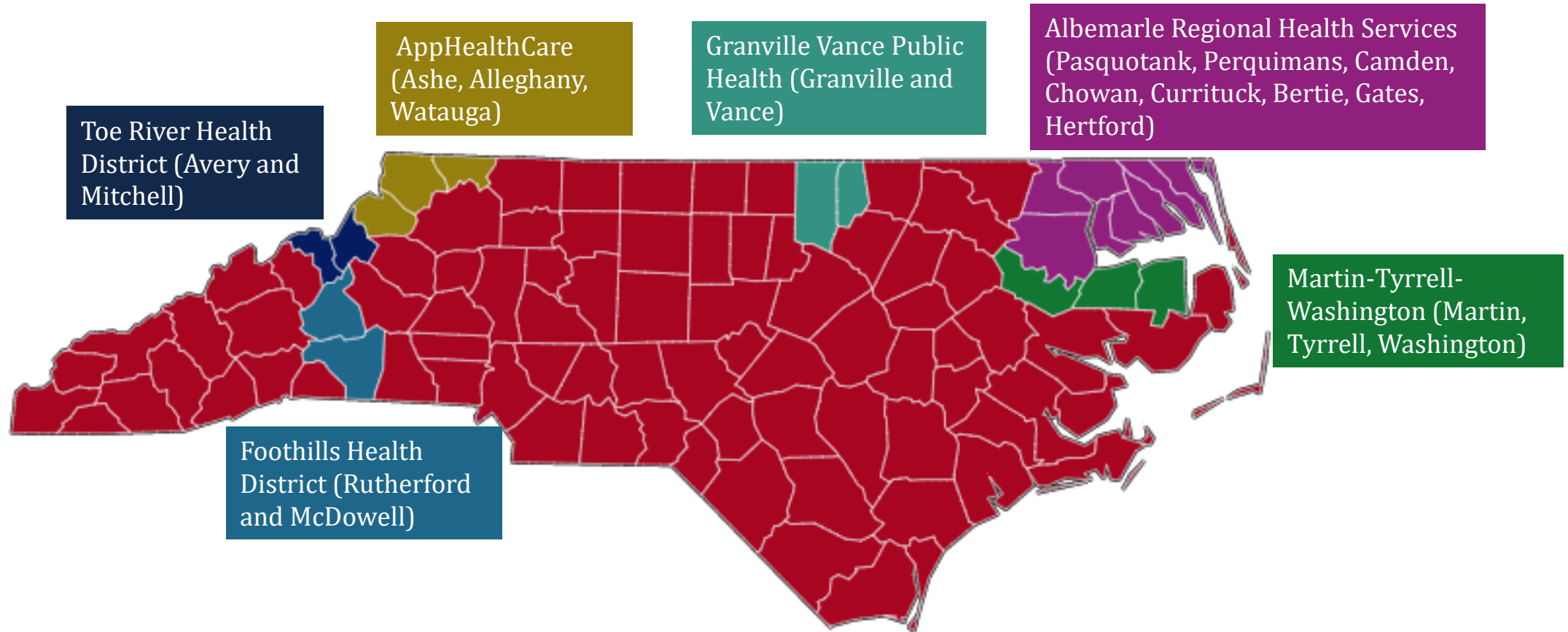
\*Cabarrus County – operates as a public hospital authority to provide local public health services, per S.L. 1997-502, sec. 12.

# Public Health Governance Options



# District Health Departments

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# Social Services Organization Options

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## Single-County

County DSS

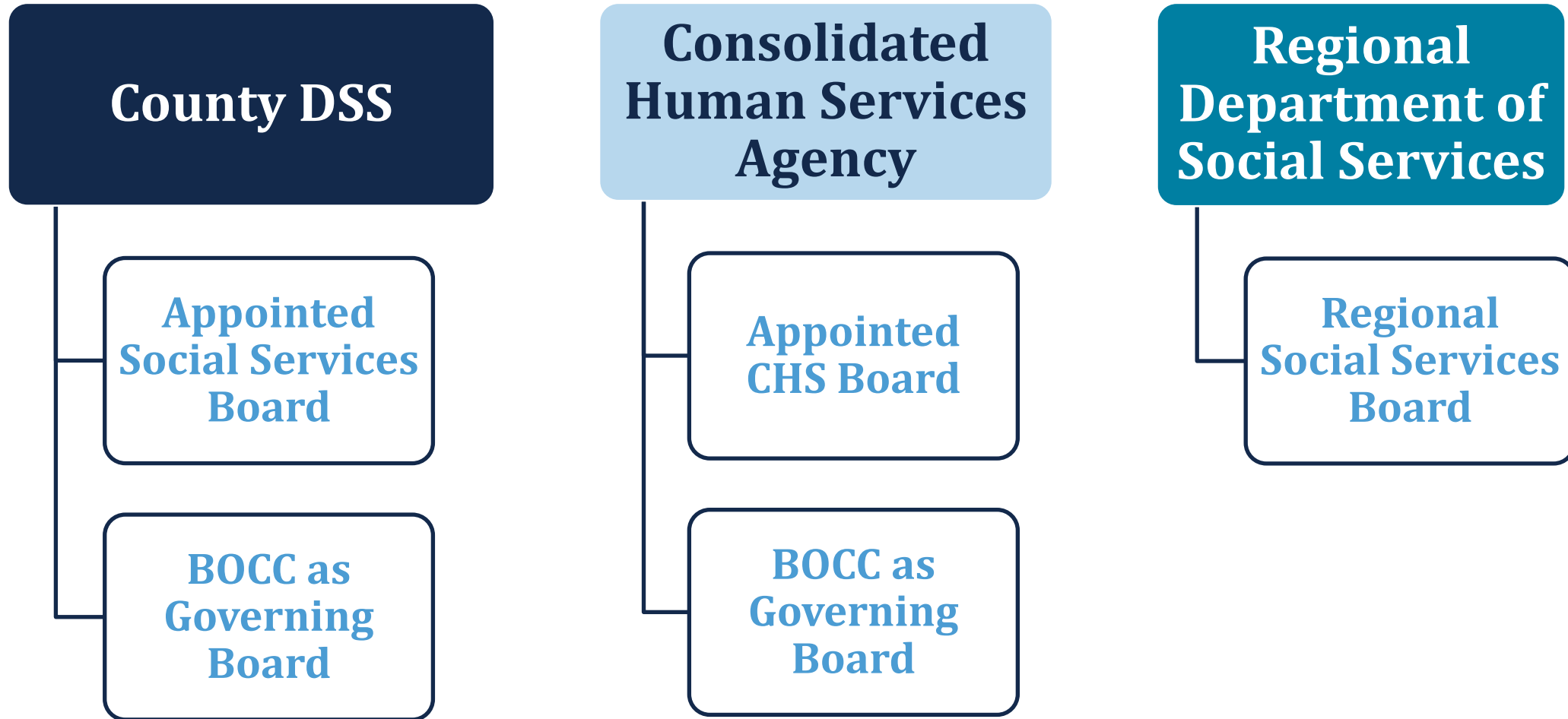
Consolidated Human  
Services Agency

## Multi-County

Regional  
Department of  
Social Services

# Social Services Governance Options

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## The North Carolina Human Services Hub

UNC School of Government Resources for Governing Boards, Directors, and Staff of Departments of Social Services, Public Health Departments, and Consolidated Human Services Agencies



### Consolidated Human Services Agency Resources

Find information regarding



### Social Services Resources

Explore trainings, publications, conference



### Public Health Resources

Explore trainings, publications, legal



### Options for Organization and Governance of Human Services Agencies in NC

<https://humanservices.sog.unc.edu>



## Map 1 – Use the drop down menu below to explore different aspects of human services agency organization and governance across all North Carolina counties.

### Select A View

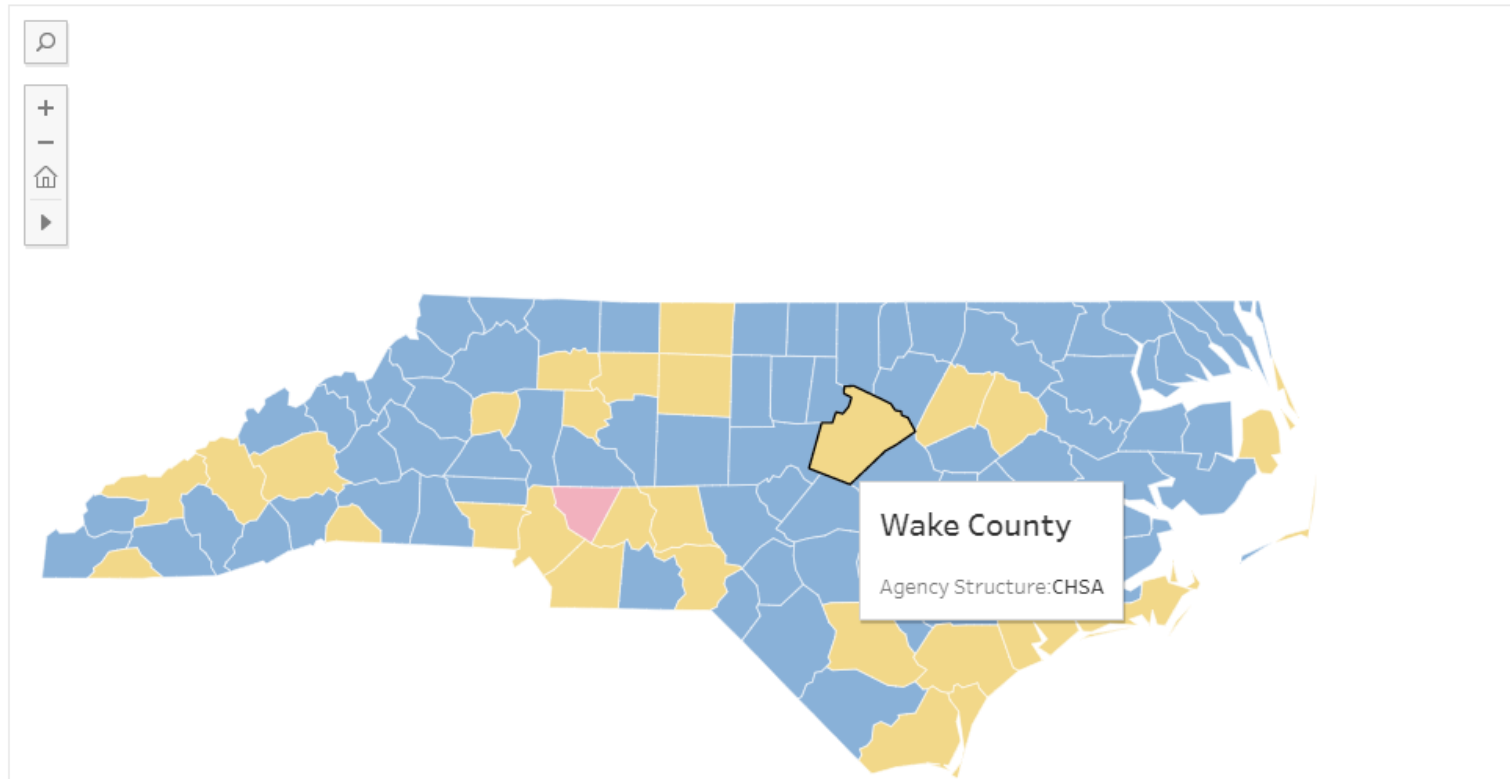
Agency Structure

Social Services Governance Structure (Appointed SS Board, Appointed CHS Board, or BOCC as...

Public Health Governance Structure (Appointed PH Board, Appointed CHS Board, or BOCC as G...

Are DSS/Public Health Employees Subject to SHRA? (yes/no)

Is County Part of a Multi-County District Health Department?



*Questions?*

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