

# Person Industries

## Annual Report

For Fiscal Year Ending  
June 30, 2004

# 2004



ANTICIPATING THE “BIG CHANGE”  
WITH AN EYE ON TOMORROW

### Contents

Message from the Director	2
Anticipating the “Big Change” With an Eye on Tomorrow	3
What is the “Big Change”?	3
Programs of Service	
Evaluation & Work Adjustment Training	4
ADVP	4
CAP/CBS	4
Supported Employment & Bee-Line Designs	5
Production	5
Bringing Us Through	
NCARF	6
The Award Winning Health & Safety Program	6
Implus Corporation	6
Special Events & Activities	7
Financial Summary	7
Highlights of our Goals—2004 & Beyond	8
Our Mission	8

### Managers

**Wanda Rogers**  
Director

**Roderick Canada**  
Contract Procurement Specialist

**Lisa Carr**  
Supported Employment  
Coordinator

**Judith Casseday**  
Vocational Evaluator

**Becky Clayton**  
ADVP Coordinator

**Vernon Dowdall**  
Work Adjustment Coordinator

**Fredy Pedroza**  
CAP/CBS Coordinator

**Charles “Jody” Suitt**  
Production Manager

**Veronica Wilkerson**  
Manager of Administrative  
Support Services

### Job Coaches

Alison Folley  
Sarah Martin  
Alecia “Pearl” Pettiford  
Pauline Porterfield  
Tina Wilkerson

### Work Floor Supervisors

Ozell Barnett  
Dana Drumright  
Rhonda Gentry  
Clementine Goodman  
Shelia Long

### Habilitation

#### Assistants

Beverly Berned  
John Dickerson  
Annie Gibson  
Gennie Johnson  
Sharion Lawson  
Carolyn Long  
Evelyn Moore  
Gary Parks  
Hattie Townes

### Administrative Support

Yvette Farmer  
Carolyn Walters

### Substitutes

Lorri Barnett  
Betty Jane Clayton



# Message From the Director



Wanda Rogers, Director

Over the past three years, Person Industries and all other services of the OPC Area Program have been preparing for changes in the mental health system. These changes are commonly referred to as “system reform.” (See sidebar, pg. 3) The anticipated change is soon to become reality, so we are keeping a close eye on tomorrow.

We paved the way for the change this past fiscal year by keeping open lines of communication with Person County, OPC Area Program, the North Carolina Association of Rehabilitation Facilities (NCARF) and with our community and the people we serve. I had my first meeting with Person County government officials in February of 2004. We set the date for transfer to the county for July 1, 2005. The OPC Area Program transformed its organizational structure in preparation to become a Local Management Entity (LME), which happened on July 1, 2004. NCARF has been working closely with the State Division of MH/DD/SA Services to monitor changes in service definitions. We have kept our community and stakeholders informed of our progress through our monthly newsletter, *PI Events*. Through it all, we at Person Industries remain committed to providing the best services to our program employees. All parties involved are resolved in making these transitions as smooth as possible.

PI is not just reacting to change from outside, but creating change from within. Several PI staff have attended trainings on becoming an Affirmative Enterprise. The goal of Affirmative Enterprise is to operate a successful business, which provides meaningful vocational/career opportunities for disadvantaged people who lack these opportunities in the existing, local job market. It is part of our long-range planning to transform PI into an Affirmative Enterprise.

This year we began to focus on increasing our political strength. Some PI staff and program employees attended a legislative rally in June with other community rehabilitation programs from around the state. We met with legislators to advocate for increased funding for services for people with disabilities. We intend to cultivate relationships with our State and Federal representatives to make sure they understand the need for the services we offer. Our affiliation with NCARF has been instrumental in our growth in this area.

Person Industries, Vocational Rehabilitation, and Person High School participated in a panel on Best Practices and Collaborative Models at the 19th Annual APSE Conference held in February 2004. The best practice being featured was the Person High School Transition program, which is a collaborative effort among these agencies. I would like to see this program grow with increased funding for more job coaches. I envision this growth, not only for students in the Occupational Course of Study program, but also for students with severe disabilities who have more limited vocational opportunities. On a side note—I had the privilege of judging the Senior speeches for the students in the OCS Program. This was the first year they were required to participate in the Senior Speech assignment, and I was very impressed with their presentations.

One of our biggest accomplishments for this year was reaching 1.1 million dollars in contract revenue. While we have contracts with several industries in the area, our major customer is the Implus Corporation. I would like to express my sincere appreciation to Implus for ALL the support they offer PI. Not only do they provide contract work, they sponsor our Employee Appreciation Event and rewards for periods of high productivity. I congratulate Implus on receiving the Person County Arc Employer of the Year Award.

There are many individuals, businesses, agencies and care providers to be thanked for their on-going support of Person Industries. I truly appreciate the staff and employees for their dedication, hard work and patience. On behalf of PI, I thank OPC and Person County for their continued support and assistance. “The Big Change” is coming, but we will focus on tomorrow and see it through together.

# Anticipating the “Big Change” With an Eye on Tomorrow



PI greeted the news of the “big change”, i.e. system reform, with mixed feelings. Initially, there was concern over how reform would affect the quality of services we deliver in Person County. Then there was also concern with how the divestiture of services from area programs would impact our programs financially. The 2004 fiscal year was an opportunity for us to give more than the usual scrutiny to all aspects of our service delivery and contract sales.

To determine the quality of services, PI looked at two key indicators—the annual Stakeholders Satisfaction Survey and Accessibility Plan.

## 2004 Stakeholders Satisfaction Survey

PI sent out 42 surveys for the 2004 fiscal year and had a 70% rate of return. The survey consisted of three to five questions about the quality of our services with a ranking of 1 (poor) to 5 (excellent). The questions were then divided into categories—business contracts, employers, agencies and Vocational Rehabilitation.

Of particular interest in the survey, was the view expressed by some employers that PI was a key source for labor. One employer responded, “If my business continues to grow, I intend to hire more people from Person Industries.”

The Stakeholders Survey gave PI a glimpse into the future of

sales revenue with the rating on customer service from business customers. On the specific question of customer service and meeting business needs, PI received a rating of 4.6 from the possible 5 points.

The basic story of how PI delivers services was told in the rating from agencies with whom we work. Vocational Rehabilitation, for example, gave PI a ranking of 5 out of 5 all around. Counselors agreed that evaluations are timely and address the needs of counselor and client. Work Adjustment Training and Supported Employment are high quality, timely and have a positive impact on clients placed in employment in the community.

### 2004 Stakeholder’s Satisfaction Survey Overall Satisfaction Rating Results

1 = Poor 5 = Excellent

	% Returned	Rating
Business Contract Customers	70%	4.4
Employers	71%	4.1
Agencies	90%	4.3
Vocational Rehab Counselors	100%	5.0

## What is the Big Change?

**Our theme for this year’s report refers to “The Big Change,” also known as the State Reform of the Mental Health System. The North Carolina Legislature mandated a comprehensive reform of the mental health system because they saw the system as costly and failing to serve the people most in need. System reform required OPC Area Program to discontinue providing services and, instead, to manage service dollars and to contract with providers of service. This means that all programs under the OPC Area Program must move to a different umbrella organization or become private providers.**

**What this means for Person Industries is a move to become part of Person County government, which is set to take place July 2005. It means we are keeping an eye on changing service definitions that will determine who receives services, how services are funded and the expected outcomes of services. Currently, service definitions, including ADVP, SE and Medicaid services, are under study or under revision by the State Division of Mental Health, Developmental Disabilities and Substance Abuse Services.**

## 2004 Accessibility Plan

One of PI’s mandates is to continually monitor the accessibility needs of the people we serve. Each fiscal year we review and develop an Accessibility Plan that looks at attitudinal, communication, transportation, employment, leisure, technological, and financial barriers that may affect the people in our programs of service. This is the second key indicator of service delivery—PI’s impact on making the workplace and the community we serve more accessible to people with disabilities.

With help from staff at Person High School, Vocational Rehabilitation, and Person County School System, PI advocated for a Computer Aided Testing System (CATS). CATS is located at certain DMV offices throughout the state and gives people with developmental disabilities and/or reading disorders a fair chance to obtain a driver’s license. Although the CATS system did not become a reality in 2004, PI will continue to let the DMV offices know of this accessibility need.

Realizing the direction of technology in our society, PI secured funding to purchase a Smart Board. Through the use of this board, program participants will have greater access to the Internet and more opportunities to learn practical financial management skills.

The review of the Accessibility Plan indicated that PI is indeed making small but gradual steps to make our workplace and the community more accessible.

## Eyes on Tomorrow

Despite initial concerns over the “big change”, the next few pages are indications that PI is in a good position to successfully handle the transition to another governing structure. With solid service delivery and a positive revenue structure, necessary factors to survive system reform, PI is looking ahead to a bright future.

# Programs of Service

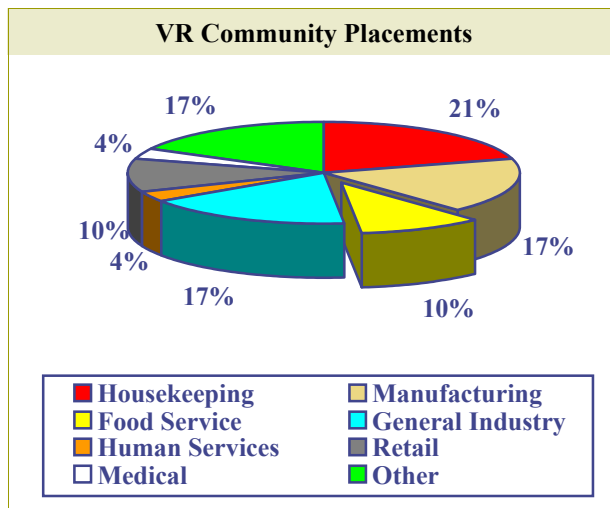


## Evaluation & Work Adjustment

The Evaluation and Work Adjustment Program staff continues to work toward broadening our referral base and striving for the “best practice” of community-based services.

- In fiscal year 2003-2004 we served over 50 individuals referred through Vocational Rehabilitation, Work First Employment Services, private rehabilitation providers and, a new program this year, Ticket-to-Work. Thirty percent of these individuals did not enter programming at our facility. Instead, they worked with job coaches looking for and finding employment in the community.
- We assisted 34 people in becoming employed in 2003-2004. While we would like this number to be higher, there were several factors that made this a difficult year for employment. One was the sluggish economy, which helped keep the Person County unemployment rate at around 8% for the entire fiscal year. The other factor was transportation. We had two cases where people had to turn down job offers exclusively due to lack of transportation to and from work. In the coming year, we are developing some creative strategies for addressing problems of transportation.

This year, Person Industries became an Employment Network



(EN) in order to participate in the Ticket-to-Work Program sponsored by the Social Security Administration. As an EN, PI offers evaluation, work training, resume development, and intensive job search to help ticket holders move from Social Security payments to full time employment. We have had over 40 inquiries regarding the program and are now serving four Ticket-to-Work participants with job search and employment. Satisfaction Surveys were mailed or called in to people participating in evaluation and work adjustment. Survey results indicate 100% satisfaction by those who received services this fiscal year.

## ADVP

The ADVP Coordinator and staff made their first adjustments to system reform this year with the introduction of a new way of billing for ADVP services. The Integrated Payment and Reporting System (IPRS) is used by the LME (formerly OPC Area Program) to reimburse service sites on a per transaction basis. PI ADVP staff provide services to program participants and then submit a request for payment through the IPRS. This has been a year of “working out the bugs” in this system, and we will continue to work toward getting the money we need to serve the people who need this service.



JW Talley takes advantage of computer training

Although many questions about the impact of system reform on ADVP services go unanswered, PI staff stay focused on the high priority—the people engaged in ADVP programming:

- This year, 86% of ADVP participants engaged in activities in the community. The frequency of community participation decreased this year with no Compensatory Education classes being offered at Piedmont Community College.
- ADVP participants expanded their job base at PI to include can jobs, travel kits and packaging gel skin products. The increase in work helped bolster an increase in overall wages for 79% of ADVP participants.
- ADVP participants saw an average productivity increase of 2.783% this year. The number of people who increased their productivity dropped to 7%, which may have been a result of learning new jobs.

Outcome Assessments were completed with each person prior to updating their Service Plan. The Outcome Assessments elicit feedback from individuals in ADVP on their satisfaction with their job, supervisors, accessibility, co-workers and individual services. All participants indicated that they liked their jobs and were happy with the help they get at Person Industries.

## CAP/CBS Program

The CAP/CBS Program is very used to changes. This year, the program discharged two participants from CBS services and admitted one person for CAP services. The program used well trained substitutes in order to provide a high level of service and to ensure the safety and well-being of the people served.

- All people receiving CAP/CBS services participated in community activities that were of interest to them. These activities included Special Olympics, community volunteering and other recreational events.

# Programs of Service



- 90% of CAP/CBS participants increased their earnings this year.
- Three out of five participants met one of their program goals.

The CAP/CBS Program was audited three times this year. One audit was a financial audit and the other two were general audits. The program received 100% accuracy ratings. Based on the annual survey distributed to CAP/CBS participants and their families, everyone was satisfied with the services provided and the variety of activities offered.

## Supported Employment & Bee-Line Designs

This has been a year of settling and refining for the SE Program. Our SE client population has evolved from people with training, adaptation and opportunity needs to people with dual diagnoses who bring a wide range of individual needs. The job market has been tough and all of our placements were with companies we have worked with in the past and with whom we have an excellent reputation. Our school transition component has been invaluable in providing vocational information, training and employment for students enrolled in the Occupational Course of Study.

- We exceeded our goals for Vocational Rehabilitation with eight people placed in jobs and all eight remaining employed for 90 days.



Shane Cameron, SE Participant (center) with employers at Person County Public Library

- As of June 30, 2004, seven of the eight were still employed, bringing our retention rate to 88%.
- This year our transition job coach served 52 students by assisting them with vocational instruction through community based training, jobs club, job search and employment. We plan to add an additional job coach next year to help serve this growing population.

We received a 100% satisfaction rating from our employees.

### Bee-Line Designs

Bee-Line Designs continues to do a brisk business and has added screen-printing in addition to custom embroidery services. Bee-Line Designs now employs three people with disabilities. One person works in janitorial and store maintenance. Another works as a production assistant with both embroidery and screen-printing. The third employee does graphic art, and designs his own special line of t-shirts, earning commission on

each item sold. We are planning to hire an additional one-two people to work on a screen-printing crew in the next year.

Bee-Line is gradually becoming more self supportive after one full year of operation.



Work in progress at Bee-Line Designs

While the storefront has been critical in attracting new customers, our growing customer base and website availability may allow us to downsize from the added expense of a storefront business and maintain a solid small business with less cost. We're investigating these possibilities now.

## Production

Person Industries' Production Department had another record breaking month and year in 2003-2004. Our biggest contractor, Implus, introduced several new jobs this year. We lost a contract and gained an enclave. PI Employees obtained a new and improved benefits package. As we prepare for our move to a Person County government department, production contracts will be an important resource for our continuing financial viability.

- In April, we completed \$121,102.76 in contract work to set a new record for total contract revenue in one month.
- By the end of fiscal year 2003-2004, we had done over 1.1 million dollars in contracts and community-contracted services. This set a new record for our yearly productivity.
- Implus branched out into foot care and shoe care products, which created new work opportunities for production and program workers. We packaged gel skins, completed shoe care kits and did salvage work in addition to the ongoing packaging of shoe soles.
- One large contract, Trimaco, was bought out and relocated, so we lost their business. An opportunity through Houghton Fluidcare at Eaton Inc. opened up employment opportunities for several of our workers.

The 2004 Fiscal year was made successful by the emergence of three entities—a program, a business and a professional organization. Each contributed in a pivotal way to PI’s performance ... **Bringing Us Through!**



**NCARF** or the North Carolina Association of Rehabilitation Facilities, is a professional organization that has as a mission “to act on behalf of members in maximizing opportunities for persons with barriers to employment and independence”. PI has been a member of NCARF for our entire 19 years of operation. During the 2004 fiscal year, PI experienced the full efficacy of this organization through their initiatives.

Under the leadership of Executive Director, Tom Bennett, and President Chris Kiri-coplos, NCARF made available to its 49 member programs, several beneficial initiatives. PI has been able to take advantage of:

- **Member Benefits**—Through this initiative, we have offered the Ameritas Worksite Benefits Plan to our employees. The plan was tailored for rehabilitation facilities and therefore addressed the specific needs of PI employees. PI chose to offer the limited medical, dental, universal life and cancer policies. The plans have been well received and are filling a real need of our employees.
- **Affirmative Business Training**—These trainings have helped us better define an affirmative business and assess our progress towards becoming one.
- **Political Liaisons**—NCARF’s active presence on the political scene has put the issues of community rehabilitation programs before legislators.
- **NCARF has played a major role in cushioning any effects of the “big change”.** From the beginning of system reform, organization leaders have met with state mental health officials to explain the needs of all groups of persons served. As a result, their voice is being heard in the writing of definitions and assuring “uninterrupted services”.

**Implus Corporation**, a leading seller of foot care products, has been instrumental in our success. In 2002, we were pleased to have Implus outsource the manufacturing of their insole operations to us. Their confidence in us only increased during the 2004 fiscal year as they contracted more jobs to PI. As our largest customer, Implus has a direct relationship to the PI bottom line and made it possible for us to enjoy over \$1 million solely in contract sales.

Implus has acted as more than a customer to PI in the sponsorship of our Employee Appreciation Day Events. When they enjoy financial success, they share with PI, sponsoring Employee Pizza Lunches to mark their quarters of record breaking earnings.

In addition to the sales we receive from contract jobs with Implus, our employees enjoy the major benefit of job opportunities. The company provides jobs that fit and challenge their skills. For that, Implus Corporation received the 2003 ARC Employer of the Year Award. The award is presented each year to a company that supports and promotes positive work experiences for people with disabilities. In the acceptance speech for the Employer of the Year Award, Implus representatives commented that the relationship between PI and Implus is a “good partnership”.

With our eye on tomorrow, PI will work to preserve the benefits of this partnership.

## The Award Winning Health & Safety Program

During the course of fiscal year 2003-2004, the Health and Safety Committee of Person Industries continued to search for innovative ways to make PI and it’s affiliated sites, Bee-Line Designs and PI Manufacturing, safer places to work.

The committee was restructured to better represent both the needs of each facility and the demands of staff members serving on it. All three sites have committed representation from a staff member who works at that site. The committee met each quarter to discuss safety issues at each individual site, and ensure that problems were addressed. Each site was inspected monthly, and regular drills were conducted.

After reviewing the recordable incidents and accidents on the OSHA 300 Form for the previous year, the committee deduced that a predominant amount of them dealt with back injuries and general back pain. To address this, the committee ordered back safety videos (both in English and in Spanish) that were shown to all staff and employees working at all three sites. The videos were then added to the orientation for each new hire at all three sites. Since the videos have been introduced, there have been no recordable incidents of back injury at any of the three sites.

On July 1<sup>st</sup> of the fiscal year, the Health and Safety Committee introduced the Safety Incentives Program. Individual sites (PI Main, PI Manufacturing and Bee-Line Designs) that were able to maintain a safety record that included no incidents or accidents that were recordable on the OSHA 300 Form for a period of three consecutive months, were eligible to receive an award, such as pizza parties, ice cream, and drawings for prizes.

During FY 2003-2004, the Health and Safety Committee wrote an addition to the PI Safety Policy, creating a procedure to conduct internal investigations of OSHA 300 recordable accidents at Person Industries, PI Manufacturing, and Bee-Line Designs, with the goal of seeking to understand the cause(s) of the accident, and identifying ways to prevent similar accidents in the future. This procedure is now implemented.

In January of FY 2004, the chairman of the Health and Safety committee attended a training to update information on OSHA that would be pertinent to Person Industries and its affiliated sites.

# Special Events & Activities



As members of the Roxboro Chamber of Commerce, PI annually hosts the Industrial Relations Committee. This year's meeting was held on August 13, 2003 at Bee-Line Designs.

The 2004 fiscal year was filled with special events and activities. Some were a continuation of annual tradition, others were impromptu events.

PI Staff were presenters at the 2004 APSE Conference on February 26—27, 2004. PI presented in the Best Practices and Collabora-

Each year employees in the Supported Employment Program are honored at a banquet that recognizes their work and years of service. This

year's banquet was held at the Homestead Festival House on October 16, 2003. In addition to regular honors, two special awards were given—Director's Achievement and Dedicated Employee.



*Director's Achievement Award Winner! Brenda Jones (center) with Delois Cates, Employer from Cambridge Hills (left) and Job Coach Tina Wilkerson (right).*



*Dedicated Employee Award Winner! Janet Rowland (center) with Debbie Sue Clayton, sister of Tim Whitfield (left), and SE Coordinator Lisa Carr (right). This award was given in honor of Tim Whitfield.*

tion portion of the event. PI was joined on the panel by staff from Person High School and Vocational Rehabilitation with the objective of explaining how they all participate in making the Transition Program a success. Although each panelist spoke individually, the recurrent theme of communication and collaboration was emphasized as the necessary ingredient in making the program a success.

The screen-printing equipment arrived in March of 2004.

Within a few weeks, Bee-Line Designs printed its first shirt. Since Bee-Line is home to our Supported Employment Program, the staff are looking forward to using the process to train and employ individuals enrolled in SE.

Staff and employees participated in the 2004 Legislative Rally in Raleigh, NC on June 9, 2004. The day was an opportunity for people with disabilities and their advocates to let their elected representatives know they have an interest in seeing service for people with disabilities adequately funded. Of the 400—500 people participating, 200—250 came from community rehabilitation programs. PI had six people attend.

Bee-Line is adding screen-printing to its custom embroidery services.



The Employee Appreciation Day Event was held on August 13, 2003. Staff & employees were treated to an evening at Durham Bulls Athletic Park, courtesy of Implus Corporation.

## FY 2003-2004 Financial Summary

Revenue	FY 2004	% of Total	FY 2003	% of Total
County	\$51,000.00	2.1%	\$45,336.74	2.0%
Medicaid	\$338,163.31	14.0%	\$350,332.07	15.5%
Program Generated	\$1,230,739.50	51.0%	\$1,048,262.79	46.4%
Contributions	\$1,500.00	0.1%	\$1,650.00	0.1%
Miscellaneous	\$9,603.18	0.4%	\$8,266.46	0.4%
State Revenues	\$782,471.32	32.4%	\$791,257.13	35.0%
Federal Revenues	\$0.00	0.0%	\$14,284.15	0.6%
<b>Total</b>	<b>\$2,413,477.31</b>	<b>100.0%</b>	<b>\$2,259,389.34</b>	<b>100.0%</b>
<b>Expenses</b>				
Salaries & Benefits (Staff)	\$1,036,498.30	41.1%	\$983,408.58	43.5%
Salaries & Benefits (Employees)	\$905,141.60	35.5%	\$721,600.01	31.9%
Supplies and Materials	\$79,710.56	3.3%	\$77,627.40	3.4%
Current Obligations & Services	\$143,479.46	5.9%	\$145,832.23	6.5%
Fixed Charges and Obligations	\$141,968.16	5.9%	\$152,320.39	6.7%
Capital Outlay	\$8,688.00	0.4%	\$7,388.35	0.3%
Client Services Contracts	\$71,214.67	3.0%	\$63,860.68	2.8%
Other	\$26,776.56	4.9%	\$107,351.70	4.8%
<b>Total</b>	<b>\$2,413,477.31</b>	<b>100.0%</b>	<b>\$2,259,389.34</b>	<b>100.0%</b>

# Highlights of Our Goals—2004 & Beyond



## Accomplishments from 2004 Annual Plan

- Met budget projections in Contracted Sales, VR and IPRS
- Met productivity goals
- Kept abreast of divestiture and made plans for transition
- Implemented Ticket-to-Work and became an Employment Network
- Implemented Health & Safety Incentives Program at all three locations
- Added screen-printing equipment to Bee-Line Designs and offered screen-printing services to the public
- Implemented new PI Quality Assurance Procedures

## Highlights from 2005 Annual Plan

- Transition to Person County Government
- Resolve transportation issues in Vocational Rehabilitation Program
- Move toward becoming an affirmative business
- Stay abreast of new service definitions (ADVP and SE)
- Revise in-house quality procedures
- Increase SE placements by one to a total of eight
- Decrease/eliminate deficit at Bee-Line Designs



601 N. Madison Boulevard  
Roxboro, NC 27573

Phone: 336-599-7571  
Fax: 336-597-2834

PI is operated by OPC Area Program

### ***Our Mission***

*To empower and assist individuals in achieving their vocational/personal goals.*