



Even MORE, with less

Person Industries

Annual Report

Fiscal Year Ending June 30, 2013



Person Industries Annual Report

Fiscal Year Ending June 30, 2013

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Our Mission

To empower and assist individuals to achieve their vocational and personal goals



To Our Stakeholders

I find myself writing to you for the last time, my final Annual Report. I will retire on March 1, 2014. I must say it is bittersweet after 29 years with Person Industries.

My time with Person Industries began on December 27, 1984. In fact, I was in the group that gave Person Industries its name. This happened as we sat in a room in the Old Bushy Fork School, the original location of our facility, and, coincidentally, the same school where I attended 5th grade. We wanted a name that said 'business' while at the same time showed a connection to our community, and thus Person Industries was born.

I am the last of the original seven staff hired under the direction of Peggy Dearman, PI's first Executive Director. And now, I find myself retiring as Director of that program, now expanded to 28 staff between our headquarters at 601 North Madison Boulevard and the Person County Recycling Center, which we also operate. When I look back, I am amazed at how PI has grown. If I had to name my top four greatest accomplishments they would be as follows:

#1 The successful transition of PI to Person County Local Government. The individuals that helped make the transition successful were: Steve Carpenter, Retired Person County Manager; Andy Davenport, Retired Person County Finance Director; Amy Wehrenberg, then Assistant Finance Director (now the PC Finance Director); Person County Commissioners led by Johnny Lunsford; Judy Batten and Judy Truitt of OPC LME and of course, the PI staff. Since July 1, 2005, we have continued as a department of PC Government and are well supported under new leadership, Heidi York, our current County Manager and Sybil Tate, Assistant County Manager.

#2 Opening the first Material Recovery Facility



Wanda Rogers, Director

(MRF) in Person County and seeing our ranking grow from 88 to 49 in just three years.

#3 The successful partnerships over the years such as 1) the existing enclave with Eaton Corporation that employs many individuals with disabilities in a work enclave making competitive wages and 2) our previous partnership with Implus Corporation that allowed PI to grow to one of the top 10 employers in the County.

#4 And finally, achieving our mission of empowering our employees to reach their goals. The workforce of people with disabilities at PI is my "heart." From the movie "Radio" there is a quote I hold dear, "It is not what I taught them but what they have taught me". One huge lesson they taught me was if a person "wanted to work" we could find them a job, irrespective of any disability. They are a strong workforce that I feel have proven themselves time after time in our community. We at PI just assist them.

I have often thought what my life would have been like if I had not applied for the job at PI in 1984, and I cannot even imagine. I can truthfully say I have enjoyed my journey and learned so much. PI will always be a part of me everyday, even when I leave, because I truly believe in its mission.

So now, it is more time for my family especially my precious grandchildren, Kendall and the two on the way. I am truly blessed.

To all the staff and employees of PI as well as Person County Government, it has been a pleasure working with you and a remarkable journey.

A handwritten signature in cursive script that reads "Wanda Rogers". The ink is dark and the signature is fluid and personal.

Wanda Rogers, Director

Even MORE, with less



Person County Board of County Commissioners:
L to R: Jimmy Clayton, Chair; Frances Blalock; Ray Jeffers; David Newell and Kyle Puryear



Heidi York,
County Manager



Sybil Tate, Asst.
County Manager

Leadership and Staff

Serving July 1, 2012—June 30, 2013



Wanda Rogers,
Director



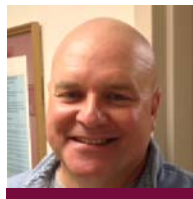
Veronica Wilkerson,
Business, Safety &
Ethical Compliance
Officer



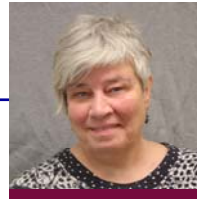
Lisa Jeffreys,
Program
Manager



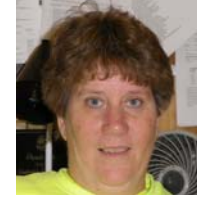
Carolyn Walters,
Admin Support
Spec



Carlton Batten,
Job Coach (PT)



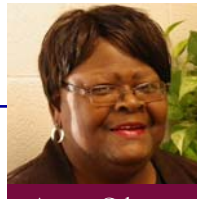
Judith Casseday
Evaluator (PT)



Rhonda Gentry,
Production/
Maint. Tech.



Yvette Farmer,
Payroll Tech



Annie Gibson,
Field Supervisor



Franky Allen,
Production Asst



Matthew Chandler,
Production Asst

Even MORE, with less

Annual Report
Person Industries

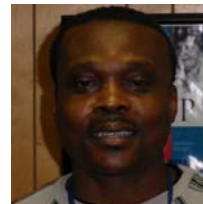
Not pictured: Alison Folley



Sarah Reid,
Job Coach



Tina Wilkerson,
Job Coach



John Dickerson,
Production Asst

Person Industries' Staff

It took 27 full time and several part-time staff to help Person Industries meet our mission of empowering people with disabilities. The retirement trend continued this year with Judith Casseday, a 20 year veteran employee retiring in August of 2012. Judith was not completely lost to us as she was willing to come back and perform evaluations on a part-time basis. Judith's departure was quickly followed by the



Judith Casseday

resignation of Job Coach Lori Barnett based at the recycling center. Lori's position was filled from within by Gloria Drollinger. Franky Allen, Production Assistant and Melissa Brann, Program Manager, had the distinction of being the only new staff hired during the year. Other positions were restructured or staffed with part-time employees to help cushion what PI knew would be a financial-ly tight year. Staff/positions shortages coupled with unforeseen medical leave resulted in individual staff doing even more to meet the ever changing service demands with fewer people and resources.



Lori Barnett



Becky Clayton,
Assistant
Director

Melissa Brann,
Program
Manager



Jody Suitt,
Production
Manager



Dana Drum-
wright,
Program
Manager



Merriell Jay,
Production Asst



Robyn Cousin
Field Supervisor



Beverly Berned,
Hab Asst



Jason Griffith,
Hab Asst



LeaTasha Cheek
Hab Asst (PT)



Kendra Puryear
Production Asst



Jamaal Christian
Production Asst



Gennie Johnson,
Hab Asst



Evelyn Moore,
Hab Asst



Gloria Drollinger
Job Coach



Shelia Long,
(Hab Asst-PT)



Cheryl Perry,
Hab Asst

Service Demographics and Analysis

Clients Served

Person Industries served 140 people during the 2013 Fiscal Year. Although this is a decrease of 25 persons from the previous year, this number was served with fewer staff. Unforeseen and unpreventable staff shortages was a hindrance throughout the year, particularly in the Supported Employment and Work Adjustment Programs.

Average Age

The average age for participants in Person Industries' programs of service was 38 years, 7 months. Although this number has not varied much in the last three years, there has been variance within individual programs. As an example, the ADVP Program, historically, has the highest average age of all programs.* However, the combination of the aging and age associated issues like the safety and health of the participant and retirement, the average age within the ADVP Program has dropped to 42, down from 46 years in 2011.

Program	Average Age
ADVP	42 years, 5 months
CAP/Cardinal Innovations	36 years, 10 months
Community Based Assessment – VR	23 years
Community Rehabilitation - IPRS	Discontinued
Developmental Therapy – IPRS	Discontinued
Evaluation – Short Term	Discontinued
Evaluation - VR	43 years, 3 months
SE Individual	N/A
SE VR	33 years, 6 months
SE Group - IPRS	37 years, 9 months
SE Long Term Support	37 years, 3 months
Transition – Person High School	20 years, 6 months
Un-sponsored	51 years, 6 months
Work Adjustment Training – Part Time	N/A
Work Adjustment Training – VR	None served
Work Adjustment Training – Work First	N/A
Work Adjustment Job Coaching	39 years, 8 months
Work Adjustment Training – Jobs Group	59 years, 6 months
Work Experience – Work First	Discontinued
Work First Functional Assessments	33 years, 6 months

	2011	2012	2013
Client's Served	144	165	140
Average Age	38 yrs, 4 mos	38 yrs, 4 mos	38 yrs, 7 mos
Ethnicity			
African American	78	97	84
White	65	66	55
Hispanic/Latino	1	1	1
American Indian	0	1	0
Other	0	0	0
Gender			
Male	61	65	83
Female	83	100	57
Served by Program			
ADVP	38	42	39
CAP/Cardinal Innovations	24	20	22
Community Based Assessment – VR	0	2	2
Community Rehabilitation - IPRS	1	1	Discontinued
Developmental Therapy – IPRS	1	1	Discontinued
Evaluation – Short Term	1	0	0
Evaluation – VR	14	21	7
SE - VR	9	20	15
SE Group - IPRS	23	27	29
SE Individual – IPRS	1	0	0
SE Long Term Support	18	24	27
Transition – Person High School	9	11	6
Un-sponsored	2	2	2
Work Adjustment Job Coaching	1	0	7
Work Adjustment Training – VR	9	11	0
Work Adjustment Training Jobs Group	10	11	4
Work First Functional Assessments	3	1	2
Total (Duplicated)	164	194	162
Total Served by Disability			
Axis 1–Clinical Disorders	75	84	46
Axis 2–I/DD	107	110	110
Axis 3–Medical Conditions	100	95	87
Dual Diagnosis (Individual with an Axis 1 and Axis 2 diagnosis)	36	33	32

*The average age in the Work Adjustment Training–Jobs Group increased to 59 years, 16 months as a result of serving a 76 year old consumer.

A Year of Services Delivered With Less—CES



Lisa Jeffreys
Program Manager

Community Employment, Evaluation & Work Adjustment

The theme, “Even MORE with less”, could not describe the Community Employment

Services (CES) any better for the 2013 Fiscal Year. This year, with program restructuring, staffing issues, and seemingly never ending changes in service definitions and rate reductions, the demands for more with less seemed to come from every direction.

During 2013, we combined the Work Adjustment and Evaluation Programs with Supported

Employment when our evaluator retired. The merger was a sensible one, taking into account the similar working relationship the two programs share with Vocational Rehabilitation. However, adequate staffing has been a struggle for the entire year. As a result of limited personnel, admission into the community employment programs took longer than usual.

As challenging and impossible as things seemed to be, the outstanding staff in this department banded together and took care of things that needed to be done for our consumers. Supported Employment community job placements skyrocketed, exceeding placement numbers in that program for the last 20 years. Work Adjustment and Evaluation numbers took a hit, but the people we were able to serve, found employment.

Amidst personnel difficulties, service definitions and rates changed. All consumers enrolled in Medicaid had to be switched to B3 Services for Supported Employment. This

new definition for B3 services disallowed supported employment services to be provided in any licensed facility. This resulted in a change in



Supported employees successful at worksite enclave Eaton Corporation—Roxboro.

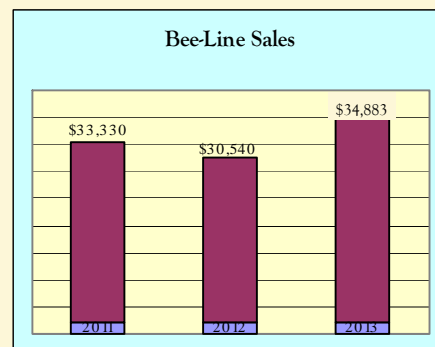
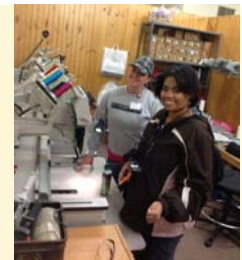
services for all people employed at the Person County Recycling Center, and in turn, cut the reimbursement rates for their services in half. That rate cut also affected any enclave or group supported employment services that we were providing. The service time allowed to those participants was severely limited as well.

“Even MORE with less” almost sounds cliché after a year like we have been through. But it is the reality as we know it. Quality vocational services are still our primary focus. We will continue to work diligently in the coming year to operate within a managed care environment to help people learn the skills they need to be successful in the workplace and to find the jobs they love.

Work Adjustment & Evaluation	2011	2012	2013
Competitive Placement	11	8	10
Ready for Employment	9	2	8
Further Education/ Training	0	1	0
Total Major Benefits	20	11	18
Successful Closures	9	12	18
Evaluations Completed	N/A	9	4
Supported Employment			
Competitive Placement	6	9	13
Ready for Employment	N/A	N/A	N/A
Further Education/ Training	N/A	N/A	N/A
Total Major Benefits	6	9	13
Successful Closures	6	9	13

Bee-Line Designs

Bee-Line Designs is a custom embroidery and screen-printing business operated by the Person Industries Supported Employment Program. The business employs people with disabilities who assist with machine operating and customer service.



Bee-Line Designs’ sales revenue grew by 12% in 2013 despite operating with just two machines, showing they too can do even more, with less.

A Year of Services Delivered With Less—ADVP



Melissa Brann
Program Manager

Adult Developmental Vocational Program (ADVP)

The ADVP Program provides people with intellectual and developmental disabilities the opportunity to explore their community for vocational opportunities, gain meaningful work experiences, build positive work skills, and help develop or create social and interpersonal relationships. In 2013, the program experienced the same changes as described in our Community Employment Services. (See page 7.)

In addition, the program undertook the technology challenge of introducing all participants to the iPad for the purpose of vocational training and assessment and leisure opportunities. With donations from the Arc of Person County and other local businesses, Person Industries purchased iPads and started the assessment process. Assessments, done by special education

teacher Will Paul, gauged the interest and aptitude of each participant and gave programming staff valuable information to help identify job interests, individual work skills and skills training.



Recycling at PI Main



Retirement
Opportunities

Katherine and Tony participate in Bingo at the local Retirement Center.

The most significant change this year required all consumers enrolled in the program receive an updated psychological in order to maintain services. The process, which at first seemed daunting, turned out to be much easier than expected with better outcomes for our participants. Some received more accurate diagnoses and were therefore able to



Assessments



Admissions

receive more appropriate services.

ADVP consumers also got the opportunity to work on new jobs through in-house production contracts. Contracted jobs from businesses and industries in the community helped our workforce to acquire a range of work skills.

The program also addressed the issue of aging among participants by giving enrollees aged 60 or above the opportunity to explore retirement options. All consumers that were of retirement age were linked to fully funded retirement programs in the community. Three participants opted for semi-retirement where they work a portion of the day and attend activities at the Senior Citizen's Center or some other non-work activity.

Program Accomplishments

39 individuals served.

100% received Service Support Assessments.

3 age appropriate individuals linked to retirement services.

92% responded to satisfaction survey.

A Year of Services Delivered With Less—Innovations

Innovations

With one full year of services under the Managed Care Waiver behind us, I can say that services have remained the same for participants in the Innovations Program. The changes that occurred affect providers more than participants. So rather than our employees with disabilities experiencing great change, the Person Industries staff did.



Dana Drumwright
Program Manager

Many of those changes impact how Person Industries coordinates services with the Local Community Operation Center (COC). For that coordination to occur at optimum levels, our staff have attended and continue to attend training on billing, claims and overall network operations. Here are a few of the changes that occurred:

- All individuals must have a Supports Intensity Scale (SIS) Assessment completed every two years. This assessment is to review the participant's needs to make sure they are appropriate, i.e. at a level that is a good match for the whole person.

Program Accomplishments

- 22 individuals served.
- 100% received Service Support Assessments.
- 100% had involvement in the community for vocational, social and/or leisure opportunities.
- 100% reimbursed for billing as submitted.
- 93% responded to satisfaction survey.
- 45% increased annual earnings.



Recycling at PI Main

What is the Managed Care Model?

In 2011, legislation passed that requires the North Carolina Department of Health and Human Services (DHHS) to restructure the management responsibilities for the delivery of services to individuals with mental illness, intellectual and developmental disabilities, and substance abuse disorders through the 1915 b/c Medicaid Waiver. DHHS is actively managing the implementation of the 1915 b/c Medicaid Waiver. State law requires the transition of the entire state to the waiver by July 1, 2013.

For Person Industries, the transition affected each program differently, however, the overall effect was a net loss in funding.

- Terminology has changed. For example, Targeted Case Managers are now referred to as Care Coordinators.
- Providers are now responsible for completing short range goals and task analyses for all participants.

A year of such changes has required extremely flexible staff, which I am pleased to say are in great abundance at Person Industries. As we move into another year of managed care, our participants continue to increase and improve their pre-vocational skills. They are also focused on establishing healthy workplace relationships and learning safety and health practices.

A Year of Services Delivered With Less—Sales



Jody Suitt
Production
Manager

Recycling

The Person County Recycling Center sowed more but reaped less during the 2013 Fiscal Year thanks to a dramatic shift in the market for recycling commodities. Commodities pricing fell during the year due to a series of factors, most notable being the decrease in demand from China, which has long driven the recycling industry. As the global economy slowed down and demand for manufactured goods dropped, China stopped buying such enormous volumes of recycled material. This has resulted in a drop in demand in commodities across the country.

The year, however, started with a rosy outlook and ended with an output in tonnage similar to the 2012 Fiscal Year.

PCRC processed 1,631 tons of recycled materials, just slightly less (1.63%) than the 1658 processed in 2012 but derived only

\$132,728 in revenue, a 30% decrease! Paper products such as cardboard and mixed paper are the largest commodities processed at PCRC and coincidentally,

where the market saw its largest shift in pricing. Mixed paper prices dropped 50-60% while cardboard saw decreases of 25-35%.

PCRC, in an effort to combat the struggling market, has implemented some strategies designed to rectify these losses. (See box—*Recycling Strategies*). We look forward to a better year in the 2014 Fiscal Year as we work to see an increase in tonnage output and a stronger commodities market.



Customer Service

Education



Teamwork



Production

Historically, production sales have been connected to the well-being of the local economy. The improvement in the automotive industry reflected in Fiscal Year 2012 production sales, however were cut in 2013 by necessary internal decisions. Person



Industries was compelled to discontinue a major contract with one local industry and move servicing employees at another industry to an employment agency. As expected, these steps, although necessary, led to a negative bottom line in production sales.

The ray of sunshine continues to be our outstanding employees who give their best regardless of the bottom line.

Recycling Strategies

More ...

- ◆ Community education and outreach
- ◆ Business and industry participation
- ◆ Tonnage from Person County

Person Industries has an active Client Rights Program that monitors all incidents. The Client Rights Committee conducts a review of all incidents reported and looks for trends so as to determine training needs and assure that the rights of those served are upheld.



Becky Clayton
Assistant Director

During 2013, client incidents were down and there were no incidents of self injurious behavior. It is also noteworthy that

Client Incidents Reviewed

Incident Level			
Level	2012	2013	%
1	9	7	70%
2	2	3	30%
3	1	0	0%
	12	10	100%

70% of incidents reported were Level 1 which means minor.

- Level 1– Minor incident
- Level 2–Moderate incident
- Level 3–Serious Incident, may involve death

Resulting Action		
Type	2012	2013
Suspension (1)	5	7
Suspension (2)	2	2
Self-Injurious Behavior	1	0
Report suspicion of abuse, neglect or exploitation	3	0
Death due to terminal illness	0	1
	12	10



Veronica Wilkerson
Business, Ethical
Compliance & Safety
Officer

Business

As is normal, the Person Industries Business Office supported Person Industries Staff and employees through the many challenges of the year. Office staff learned new billing systems, implemented new processes stemming from wage and hour requirements, and braced for the Affordable

Care Act by training and education. As the retirement boom continues, the business office also started to apply succession strategies as it will lose two long-term staff in the 2015 Fiscal Year.

Safety

Person Industries experienced an unprecedented upsurge in accidents in the 2012 Calendar Year despite a diligent safety program. A look back at the year showed that more attention should be given to driver training and a specific community contract. With those changes made, the 2013 year in safety was much improved.



Person County
Quarterly Safety
Award Winner

Person Industries has had sights on the NC Star Certification since 2010. Those plans were put on hold this year as leaders engaged in a building search that would allow PI Main and PCRC operations to merge into one facility.

OSHA Form 300 Accidents for Calendar Year			
Location	Accidents		
	2012	2013	
PI Main	1	0	
PCRC	2	2	
Community Contracts	6	2	
Lost Work Days			
PI Main	0	0	
PCRC	0	0	
Community Contracts	0	10	
Type			
Injury	9	4	
Corporate Compliance (Ethical)			
	2011	2012	2013
Violations	1	0	0



Ethics
Training

Ethics

Ethical compliance has long been an asset for Person Industries and it continued during 2013. There were no incidents of ethical violations.



Becky Clayton, Assistant Director and Wanda Rogers, Director

Even MORE, With Less

A series of events converged during the 2013 fiscal year that led to a perfect storm of negative financial news for Person Industries and the Person County Recycling Center (PCRC). Still, we worked hard to do more in our community and for the people we serve with less in the way of sales and funding.

PI Main—The major losses stemmed from lost production sales with the discontinuation of a local industry contract (\$47,000) and changes in how the State reimburses Person Industries for delivering services to people with disabilities. The rates, length of time and eligibility accounted for most of the decrease (\$55,000).

Financial Summary

PI Main	2012	2013	PCRC	2012	2013
Revenue			Revenues		
Intergovernmental Revenues			Sales		
ROAP Transportation	\$24,577	\$22,368	Fee/Disposal taxes	\$190,825	\$132,728
Total Intergovernmental Revenues	\$24,577	\$22,368	Grant-NCDENR	\$8,744	\$17,342
Program Generated			Donations	\$2,065	\$952
Sales	\$808,960	\$513,680	Program Generated	\$182,736	\$138,960
IPRS and Vocational Rehabilitation	\$541,738	\$485,352	Total Revenues	\$452,377	\$399,368
Medicaid	\$421,183	\$425,566	Expenses		
Transportation	\$16,354	\$16,415	Personnel	\$367,565	\$324,410
Local Services	\$34,534	\$30,556	Operating	\$156,360	\$305,869
Work First Referrals	\$921	\$1842.00	Capital Outlay	\$11,867	\$29,202
Total Program Generated	\$1,848,267	\$1,495,779	MRF equipment financing	\$98,668	\$98,669
Investment Earnings	\$521	\$619	Total Expenses	\$634,460	\$758,150
Donations and Miscellaneous	\$14,120	\$6,937	Transfers in General Fund		
Total Revenues	\$1,862,908	\$1,503,335		\$182,083	\$263,455
Expenditures					
Human Services					
Personnel Expenses	\$1,920,717	\$1,434,645			
Operating Expenses	\$206,088	\$501,740			
Capital Outlay	\$43,241	0			
Debt Service	\$0	0			
Total Expenditures	\$2,170,046	\$1,936,385			
Transfers in General Fund					
	\$307,138	\$331,220			

PCRC— PCRC employs people with disabilities and was also impacted by State reimbursement changes (\$43,776). A decrease in recycling prices (see page 10), also accounted for some of the loss (\$58,000).

Person Industries and Person County Recycling Center have fund balances that will absorb this year's budget shortfall. Going forward, alternate means of replacing lost revenue as well as ways to be more cost effective are addressed in the Person Industries' Strategic Plan. The key strategy to cost savings is merging operations of PI Main with PCRC. This strategy will be heavily explored in Fiscal Year 2014.

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