

Tracking County Responses to Welfare Reform

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Person County

August, 2000

The Policy Context

In the words of a county administrator, Person is a “small, rural, and conservative.” Located just north of the booming Raleigh-Durham metropolitan area, between Durham County and the Virginia border. Person County has a population of approximately 34,000. Roxboro, a town of 8,742 (1997), is the county seat and only incorporated town. The population is growing faster than the national average, but at about half the rate of the Research Triangle area.

Employment opportunities are plentiful in the county, but jobs that pay enough to enable a mother and two children to become self-sufficient are scarce. Manufacturing plants provide over 40% of jobs in the county. The largest employers are producers of textiles, automotive parts, and wood products. The average annual wage is just above \$24,000 (1998), about \$12 per hour. Want ads and Job Service listings indicate that most entry level jobs pay more than minimum wage, but few offer more than \$8.50. Unemployment has decreased from 5.6 percent in 1996 to 4.1 percent in 1999. The local economy has showed signs of cooling off in the past year, as an apparel manufacturer closed two establishments and no new plants were announced. However, employers remained eager to hire new workers. Many Person county residents who have transportation and competitive skills commute to Durham where pay is somewhat higher and labor shortages are more severe.¹

On county political scene, some turnover of individuals has occurred, but the Democratic party has remained in control throughout the decade. Four Democrats and one Republican serve on the present Board of Commissioners, elected in 1996. The Democratic primary is still the local election that counts, with the winner running unopposed in November. Both Democrats and Republicans tend to be conservative, and basically in agreement on social services issue. All of the commissioners are male, and four are white.

The results of the May 2000 primary suggest that the political climate may be changing. Traditionally, most decisions have been made without wide public scrutiny or involvement. In the primary, challengers mobilized the voters to turn out two of the three commissioners who had previously voted together to determine the county's direction. Welfare was not an issue in the campaign. The three Democratic nominees are running unopposed in the general election.

The current county manager came to Person from Anson County in 1999. He is perceived to be knowledgeable of social services concerns and generally supportive. The key leadership positions in the Department of Social Services are held by experienced women who have all worked in the department for eight or more years.

No racial divisions have been evident in the county political scene in recent years. African-Americans' share of county elected positions is somewhat smaller than their 30.6 percent (1996) proportion of the population. No Blacks have held high level management positions related to welfare administration. African-American elected officials seem to share the conservative ideology of their white counterparts.

Time Frame—Highlights

July ,1995	Work First employment services introduced in county
July, 1996	New rules and ways of budgeting take effect. Time limits begin for participants
November,1996	Elections. One new commissioner was elected, a Democrat.
October, 1997	Decision was made to be a "standard" county.
Nov-Dec., 1997	Planning committee was formed and meetings held to work on plan.
January 5, 1998	Plan was approved by County Commissioners and submitted.

July, 1998	<p>“First Stop” initiated—applicants must register with Job Service /Employment Security before application for cash benefits could be finalized.</p> <p>Substance abuse screening began.</p>
September, 1998	<p>Change of focus in job training from longer and more intensive 12 week program including GED preparation to a 6 week course of vocational exploration, assessment, and job hunting skill. First “Transitions” class provided by Community College to Work First clients in Person and Caswell counties</p>
November, 1998	<p>Elections. One new County Commissioner elected. Newcomer was appointed to the Social Services Board.</p>
June, 1999	<p>New county manager hired.</p>
November, 1999	<p>“Success Team” initiated for clients half way through their Federal time clock.</p>
May, 2000	<p>Two commissioners were defeated, including Board Chair. Republicans did not nominate any candidates.</p>
August, 2000	<p>Planning process begins for 2000-2001 plan</p>

Decision Dynamics—1997-98

Planning for Work First received a great deal of attention in county government during the fall of 1997. Though they saw a lot of things that needed to be changed about welfare and would theoretically have liked Person to be in the forefront of reform as an “electing” county, the Person staff preferred to remain under “standard” state supervision for the time being. The DSS Director and Income Maintenance Program Manager believed that the state’s procedures for selection and

oversight of electing counties were poorly developed or non-existent. As a result, electing counties could expect to experience much frustration and spinning of wheels in dealing with the State DSS, who retained responsibility for compliance by all counties with federal regulations. The County Manager was attracted to the county autonomy afforded by the electing status, but he accepted DSS staff advice to opt for the standard relationship primarily because he was concerned that the time to design an application and payment system was too short.

The pros and cons of the electing status were discussed thoroughly at two October meetings of the Board of Commissioners and reported in detail in the local paper, the *Courier-Times*. One commissioner expressed reluctance to take over the responsibility of setting eligibility and payment levels and evaluating cases. Even as a standard county Person would “reap the benefits” of substantial reform of welfare.. In two years, after observing how the electing counties fared, they could revisit that decision. In the end the Board voted 5-0 to remain a standard county.

The Board of Commissioners appointed the Work First Planning Committee in two stages. At their November 3, 1997 meeting, they appointed the government agency representatives required by the law. They then directed the County Manager to seek applications from interested citizens and groups through advertisements in the local newspaper. The Commission named the remaining members from the list of applicants two weeks later.

The Planning Committee was comprised of 19 members. Of these, 13 represented government agencies or boards. One individual was affiliated with a faith-based community organization, the Christian Help Center. Finally, five private citizens, including two business people, two Work First participants and one “citizen at large”, participated in the process. A local manufacturing firm, Dialight, provided meeting space for the group. The committee met

November 24, 1997 to discuss the requirements of the plan and to begin the process of identifying the needs of the county. At this meeting three sub-committees were formed to discuss the areas of “Putting Adults to Work”, “Keeping Adults at Work”, and “Child Well-Being”. After each sub-committee had met twice to identify needs and develop strategies, the group as a whole met again on December 15 to discuss the sub-committee reports. From the results of these meetings, the plan document was prepared and made available to the public for review at the Library, the County Manager’s Office, and the Department of Social Services. The Board of Commissioners approved the plan on January 5, 1998. Though the Commissioners showed interest and asked questions, no significant controversy or objections emerged during the meeting.

Thus the planning process was guided primarily by a network of community service professionals who knew each other well, had worked together in the previous JOBS program, and would be coordinating the new system of services. One addition to the mix was the support of the manager of a local temporary employment agency. She took great interest in planning, and continued to contribute during the implementation phase by offering facilities for client information sessions. Another business participant, a Human Resources Director of a manufacturing plant, has also continued to be supportive. The committee planned to remain active during program implementation to monitor and review progress. The plan was accepted by the state without substantive changes.

Goals, Objectives, or Program Priorities

The DSS staff agreed that their most important goal is ensuring the well-being of children, followed closely by the goal of reducing child and family poverty. Securing and retaining workforce participation is important as a major means of promoting child welfare. They placed least priority on reducing the welfare caseload. “If we succeed in helping families become self-

sufficient, the caseload will take care of itself,” stated the Work First supervisor. Not surprisingly, reducing state and local expenditures also is not an administrative priority.

Some of the County Commissioners, on the other hand, would like to reduce local welfare spending and seem to place highest priority on reducing the caseload. When reviewing the DSS budget request at a recent meeting, a Commissioner pressed the director to set a goal for further caseload reduction. The Commissioner who is assigned to the Social Services Board places highest priority on child welfare. He believes that helping children to grow into productive adults will lead to reduced welfare enrollments over the long term.

The County Manager’s primary influence on welfare administration stems from his role in preparing the annual budget and presenting it to the Commissioners. This year, he at first wanted to cut a new social worker position from the DSS budget request, but was prevented from reducing spending by the Work First maintenance of effort requirements. The County Manager places high priority on the goal of reducing local expenditures, but thinks that the county must also ensure the well-being of children. In his view, a goal of further reduction of the number of families receiving assistance is unrealistic because those adults now left on the rolls are basically unemployable due to multiple problems.

Program Implementation: 1998-2000

Welfare reform has brought about philosophical or attitudinal changes and a dramatic reduction in the number of families receiving cash assistance. Organizational and programmatic changes have also occurred. These appear to have been evolutionary rather than revolutionary in nature and their cause-effect relationship with attitude change and caseload reduction is not always clear.

The Director of Social Services in Person County believes that her department's biggest accomplishment in implementing Work First has been a change in "mindset" that social service workers have adopted and successfully transmitted to clients. As intended by reform legislation at federal and state levels, welfare is no longer viewed as an ongoing entitlement to income maintenance. Now, workers consider cash assistance as temporary and tied to employment and they have transmitted these ideas to clients. The Work First staff has worked with other local agencies to adapt existing programs and services to the new emphasis on getting clients to work quickly.

The number of families receiving welfare in Person County has declined by more than half since the beginning of 1996. In December, 1995, 381 families were receiving AFDC. The number of families receiving assistance decreased by 141 during 1996 and the first half of 1997. The rate of decline during this eighteen month period was nearly twice as fast as the corresponding rate for the state as a whole. Over the next two years, there was an additional decline of 62, leaving the caseload at 178 in July, 1999, a decrease of 25.8% from two years earlier². This rate of decline for 1997-1999 was one of the four lowest in the state. Over the past year, the caseload has remained essentially the same, except for seasonal fluctuations. (See Appendix A for a graph of caseload trends) No report of the number who have left the program because of the time limit has been compiled, but the DSS staff estimate that no more than one or two per month have been dropped from the rolls for this reason. Approximately a half dozen hearings have been held to consider requests for extensions, but to date none of these requests have been granted. In all cases, staff felt that clients had failed to cooperate with services offered to help them to prepare for employment, even though they were warned that their assistance would be ending.

Eligibility rules and programmatic changes doubtless are partly responsible for the decline in recipients, but factors beyond control of the social service system have also come into play. The strong labor demand in 1996 and 1997, coupled with training and supportive services provided by Person Community College and the employment services unit of the Department of Social Services, enabled the most capable welfare clients to enter the work force quickly. By 1998, the county economy received a blow from the closing of the two Tultex apparel manufacturing plants, and, more importantly in the judgement of the Work First supervisor, the clients that remained had more serious barriers to employment than those who had gone to work earlier.

Organizational and programmatic changes within Person County

In response to the welfare reform legislation, the Department of Social Services has adjusted its internal organizational structure and initiated a number of new programs in partnership with other service agencies in the community. The agency's internal structure was modified to bring the employment and child support services together with the eligibility and cash payment function under the Income Maintenance Program Manager (see organization chart in Appendix B). The total size of the DSS staff has remained stable since 1997. However, with the decline in the Work First caseload, three of the six workers formerly assigned to AFDC eligibility and payment duties have been shifted to the Medicaid unit, where the workload has increased.

The service section's practice of holding "staffings"—meetings at which workers go to share information and to brainstorm strategies in specific case situations—has evolved to serve a broader function in the new program. These meetings, held on Wednesday afternoons two or three times a month and attended by both service and eligibility staff, have served as an organizational process for learning about new rules handed down from the state and for developing policy for situations that are not covered by state rules.

Working in a small community, the DSS staff had frequent personal contact with staff of other local agencies even before Work First. Building on preexisting services and collaborative relationships, they were able to quickly put in place a new system of services designed to facilitate movement of welfare clients into the work force. The DSS staff has made referrals to Vocational Rehabilitation, Mental Health, Employment Security, Person Industries, and other community agencies according to the needs and interests of individual clients. In addition, new programs were developed with Job Service/Employment Security (JSEC), Person Community College, and Department of Mental Health to meet the requirements of welfare reform. The Work First Program has relied mainly on government agencies, because few non-profits exist in the small county.

Work First signaled a fundamental shift in focus for employment and training efforts. While the earlier Job Opportunities and Basic Skills (JOBS) program had sought to prepare clients for long term self-sufficiency in jobs that paid adequate wages, Work First emphasized encouraging immediate employment even at minimum wage. Consequently, partnership with JSEC became relatively more important and support declined for clients attending Person Community College. The county has implemented the "First Stop" policy, requiring clients to register for work with JSEC before their applications for cash assistance can be processed by social Services. Collaboration with Person Industries, the local sheltered workshop, also increased. This non-profit organization was mentioned as a valuable resource by a several county leaders involved in the welfare reform effort. DSS has negotiated a contract with Person Industries to expand its program in order to accommodate disabled Work First participants.

Because of the shift in emphasis from training to short term employment services, substantial changes had to be made in the services provided by Person Community College (PCC).

No longer could DSS pay expenses for welfare clients pursuing degree and certificate programs. Even the 12 week Human Resources Development (HRD) program that combined GED classes with career information and job search skills was too long. DSS worked with the HRD staff to design a new program that offered two weeks of motivational training, two weeks of vocational exploration and assessments, and two weeks of job search assistance. The planning and implementation of this program illustrates some of the challenges presented by delivering services in a rural community. In order to generate a large enough enrollment to warrant offering the class, Person County joined with neighboring Caswell. Students from both counties attend the first module at the Caswell campus of PCC, the second module at Roxboro, and then receive individual attention in their home counties during the final job search portion. This program, known as Transitions, was first offered in September, 1998.

DSS has relied on its partnership with the county Mental Health Department to address the substance abuse that threatens many Work First families. DSS workers administer a screening questionnaire to all new clients, and refer those whose responses suggest substance use to the Mental Health Department's Qualified Substance Abuse Professional (QSAP), who splits her time between Person, Orange, and Chatham counties. DSS workers pointed out flaws in the state-mandated initial assessment for Work First applicants. The screening interview instrument is inadequate, they believe, and no effective treatment is available to those determined to be substance dependent. Identified as an important success of DSS-Mental Health collaboration was a workshop developed for children who had substance abuse in their families and were therefore at risk of becoming users themselves.

In response to a state requirement, Person has implemented a "Success Team" strategy focused on clients who have used up half of their federal time limits.³ The Income Maintenance

Program Manager convenes a meeting of DSS workers and representatives of community service agencies with the client to identify and address barriers that impede the client's progress toward self-sufficiency. By bringing all available resources together at once, information can be shared and services arranged quickly and efficiently. DSS workers consider the Success Team a promising innovation, pointing to a recent complex case as an example of how the team facilitates coordination of services. A substance addicted young mother and her mother teamed up with DSS, Mental Health, and Vocational Rehabilitation workers to plan treatment, employment preparation, and child care. In a single afternoon, the team developed a plan and completed all arrangements to enroll the mother in a residential treatment program and to place the child in foster care with the grandmother. In view of the scarcity of treatment options and the abundance of paperwork involved, workers considered the comprehensive package of services developed to be quite an accomplishment. Unfortunately, in this case, the client hesitated at the last moment and the plan had to be put on indefinite hold

County-state relations

The DSS staff perceived an increase in autonomy and responsibility, but much of the growth in local authority seemed to result from delay by the state in providing clear guidelines and appropriate information systems rather than from planned devolution of power. The staff viewed administrative turmoil at the state level as a major problem in implementation of welfare reform. In the early phases of Work First, the state DSS had fewer and less experienced support staff members than under the old system. Policy manuals were not clear, there were no instructions about automated budgets for four years, and satisfactory answers on ambiguous rules were elusive. Procedures for notifying counties about frequent policy revisions were haphazard. Except for a helpful initial training effort in July 1996, training for county staff was inadequate or non-

existent. Workers regretted that the annual conferences for case workers and the training for newly hired eligibility specialists were eliminated.

To compensate for the reduced administrative support from the state, Person County devoted additional time and attention to working out local rules and procedures that would withstand clients' appeals and auditors' scrutiny. Training of workers has been done in-house, primarily through discussion at the Wednesday staff meetings. The situation has improved in the past year, as the new state staff has gained experience with the state's service delivery system.

Welfare reform has given caseworkers greater flexibility to provide supportive services needed to get clients into the work force. As caseloads have decreased, expenditures for cash assistance have declined, while funds available for services have increased. The Work First Employment Services workers now have increased ability to tailor services to fit the circumstances of individual clients. Daycare and transportation, once formidable barriers to work force participation of welfare recipients, can now be subsidized for virtually everyone who needs them. Since the law requires the county to maintain its expenditures for welfare at the 1996 level, reform has not given the county flexibility to shift funds from welfare to other functions. Most of the programmatic innovations, including First Stop, substance abuse screening, and the Success Team, have been required by the state. The county's role has been to adapt these ideas to fit the needs and resources existing in a small, rural county.

County officials' assessments of welfare reform implementation

The DSS leadership were in agreement on the major successes and shortcomings of Work First implementation in Person County. The program succeeded in changing the meaning of welfare for both clients and staff from long term entitlement to temporary assistance. As the legislation intended, a dramatic reduction in the number of families on welfare has taken place.

The staff is supportive of this change in philosophy to certain extent. They welcomed the tools that the legislation's requirements gave them for motivating more clients to take advantage of services that were available to help them move toward self sufficiency. "We are now able look at each client differently. We have begun to try to move all clients toward immediate employment, whereas we used to emphasize clients who were motivated to participate in training. Also, we now focus on preventing people from falling into the system of dependency," explained the DSS Director. Closer coordination between cash workers and services workers has been a good thing.

However, the staff has several serious reservations about the efficacy of welfare reform. First, caseload reduction and putting adults to work are not satisfactory criteria for success. Work First parents who are compelled to take dead end, low wage jobs have worse prospects for attaining self sufficiency than participants in the earlier JOBS program who were allowed and encouraged to engage in extensive training for jobs with good wages and advancement potential. Even worse, those welfare clients who lost benefits because of reaching their time limit or failing to follow through with their personal responsibility plans have little hope of climbing out of poverty, and should not be counted as success for the program.

Secondly, the DSS leadership expressed grave concern about the impact of the new rules in an economic downturn. In the current tight labor market, jobs are available even for those with limited capacities, provided they have day care and transportation to get to work. Employers are motivated to give inexperienced workers multiple chances. Much of the decline in the caseload may have occurred even without the Work First reforms. When unemployment rates are high, the new system will hamper DSS efforts to address the basic needs of families of laid off workers.

Finally, the administrators warned that the reduction in families on welfare cannot continue at the rapid rates experienced at the beginning of the Work First program. The adults who were

most employable have already moved into the work force. Half of the cases remaining include only children living with adults other than their parents who are not receiving assistance for themselves and therefore are not subject to the sanctions of Work First. The rest of the caseload is comprised of families with multiple barriers, including alcoholism, drug addiction, and limited learning ability. These deep rooted problems are beyond the scope of employment services or threat of sanctions.

The County Manager's assessment of program implementation is consistent with DSS views. The manager moved to Person in June, 1999, from Anson County, where unemployment is much higher, and the task of putting welfare clients to work more difficult than in Person. The caseload decline in Person seemed relatively rapid to him. "Anybody who can walk around here can get a job," he observed. He recognizes that only the most unemployable people are now receiving assistance and considers further reduction in caseload unlikely. He views the county's vocational rehabilitation services as outstanding.. Person Industries is an excellent sheltered workshop, and a new program designed to provide work experience for mentally disadvantaged school children shows particular promise. Faced with severe labor shortages, local employers are eager to help prepare the disabled for employment.

Community involvement in welfare administration

Decision-making about welfare administration continues to be entrusted to the DSS staff, as it was before 1996. Responding to County Commissioners' interest stimulated by Governor Hunt's remarks at the in August, 1997, the Social Services Director initially made frequent monthly oral progress reports at Board meetings. Commissioners asked questions, but raised no objections to DSS actions. The spotlight is no longer on DSS, and now the Commissioners usually receive only written reports in their meeting materials. The DSS Board meets monthly, but has had minor

impact on implementation of welfare reform. Like the Board of Commissioners, the DSS Board trusts the professionalism of the staff. Other community agencies participate in design of service delivery systems through the Success Team and an interagency council, but they are not involved in budget or other administrative decisions. Likewise, business representatives who participated in the early planning remain strongly supportive of the Work First objectives and are willing to work with Work First clients as job applicants or employees. However, they are satisfied to leave the details of implementation to the DSS. County Commissioners have received little citizen input on welfare issues.

The local weekly newspaper, the *Courier-Times*, gave detailed coverage of Board of Commissioners meetings during the early stages of Work First, and provided a summary of the content of the approved plan. The paper also has run a number of stories designed to inform readers about changes to programs and access to available services. A September, 1999, article on the release of the Work First Report Card reflected the editor's perception that welfare reform has been well done in Person County. Though it mentioned that Person received a "C" on cutting welfare rolls, the article emphasized the "A" for putting people to work. The DSS Income Maintenance Manager was quoted extensively, with no challenge to her interpretation of Person's scores.

Assessment

Person County's response to welfare reform

Work First planning and implementation in Person County has been characterized by caution, collaboration, and resource limitations. The overriding concern of DSS staff, County Manager, and County Commissioners in deciding whether to apply for electing status in the fall of 1997 was unwillingness to step off into the unknown. The key actors in the planning process did

not try to promote a specific local agenda. Rather, they generally accepted the goals of Work First and were committed to carrying out state mandates as thoroughly and expeditiously as possible. Conscious of their accountability for the administration of social services, they saw the standard relationship with the state as the safest way to avoid mistakes and delays.

A high degree of consensus on goals and trust among social service professionals in the small community helped Person to respond quickly to welfare reform legislation. The planning process designed by DSS staff in the fall of 1997 was well received by participants. The meetings generated program ideas, but perhaps more importantly, created a supply of good will that DSS could call on later. Close communication among the small staff at DSS facilitated dissemination of new objectives and procedures. Likewise, a history of collaborative relationships with other service agencies helped DSS staff to arrange services for clients. When faced with challenges from the external environment, DSS staff tended to look within, relying on each other to work through problems. They tried to come up with solutions that promoted their professional values within the confines of their understanding of the requirements imposed on them.

Their careful and collaborative approach, combined with very favorable labor market conditions in Person and neighboring Durham counties, appears to have worked very well in the early stages of Work First implementation. The county's reduction in caseload occurred much faster than average for the state from late 1996 through most of 1998. The impressive numbers on caseload reduction during the planning process when DSS was receiving a great deal of scrutiny helped the agency to gain respect and support in the community. The County Commissioners' willingness to accept staff recommendations on social service matters was therefore reinforced, at least in the absence of vocal demands from local citizens. Over the past 18 months, other counties

in the state have caught up and surpassed Person in caseload reduction, but this trend has received no attention in the county

A third theme evident in the planning and implementation of Work First is resource limitations arising from the county's small population size. Person County with roughly 85 Work First clients enrolled and 15 or 20 applying for assistance in a given month, does not have the client base to support specialized services on its own. The county must join with neighboring communities to develop services. Extra staff effort and cost must be invested to arrange transportation and shared personnel and facilities. Similarly, the county does not offer the range of job opportunities and community-based organizations that are available in a metropolitan area. Finally, the small county lacks the diversity of ideas and proposals that arise from a diversity of organizations with a variety of agendas and perspectives.

County-state relations

The major change brought about by welfare reform has been the transformation from entitlement to temporary assistance, accompanied by a decline in caseload and a corresponding shift in resources from cash assistance to services. These changes have been instigated primarily by directions from the state and federal governments, not by local decisions. As a DSS administrator pointed out, "The rules are different, but we still have rules." The maintenance of effort requirement has served to protect the welfare budget, thus enhancing the department's options for delivery of services.

Person County does not seek greater decentralization. Neither the DSS nor the Board of Commissioners is interested in investing the time and expertise that would be necessary to develop their own eligibility and payments system. They prefer that the State maintain the system and offer adequate training for county employees who use it. The county is more receptive to greater

county control over services, but they have responded energetically to state program mandates. They are proud of the local adaptations they have made. In view of the need to collaborate with neighboring counties to implement programs, continued state leadership in design of new services seems wise.

Perhaps staff development would be a more desirable vehicle than state mandates for exercising leadership. The DSS administrators would like for the state to provide conferences and workshops where they could discuss the latest ideas in service delivery.

Work First has clearly become less visible over the past year or two. There is a perception among all the key actors in planning and implementation that things are going well under the leadership of the county DSS. However, several concerns were raised repeatedly during the interviews. First, and most immediately, caseloads are no longer declining. New more effective ways to deal with the complex problems of families that remain must be found or expectations must be changed. Progress toward goals given highest priority by Person County leadership -- ensuring child welfare and reducing child and family poverty--is not systematically examined by the State. Secondly, Work First has been implemented in a period of unprecedented prosperity. The impacts of the program's strict time limits on families have not been tested in an economic downturn.

Notes

1. Sources of statistics include Roxboro Area Chamber of Commerce, N.C. Department of Commerce and N.C. Employment Security Commission

2. These caseload statistics are point-in-time counts taken from the state Department of Social Services progress reports. They may differ slightly from the statistics displayed in Appendix A, which are taken from the Jordan Institute for Families, Management Assistance for the Work First Program.

3. Because service workers may give deferments from participation in employment services for in certain restricted circumstances, a client may not be as advanced on the two year state time clock as he/she is on the five year federal clock.

References

The Courier-Times (Roxboro NC) articles: 1997–October 8, 22. 1998–January 14, November 18. 1999–September 22. 2000–June 28.

Person County. January 7, 1998. WorkFirst County Plan for 1998-2000.

Persons Interviewed

Ms. Beverly Warren, Director, Department of Social Services

Ms. Gean Gentry, Income Maintenance Program Manager, Department of Social Services

Ms. Linda McIntyre, Work First Employment Supervisor, Department of Social Services

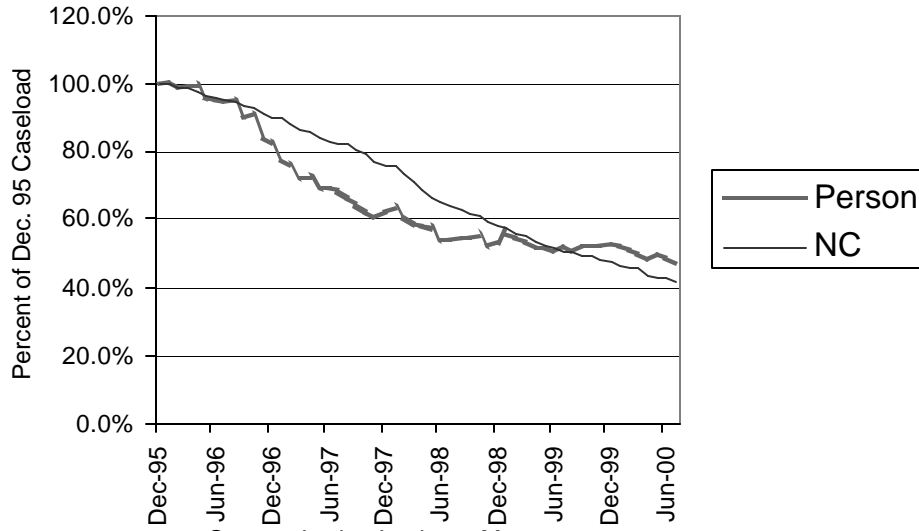
Mr. Steve Carpenter, County Manager

Mr. Roy Holler, County Commissioner and Social Services Board Member

Mr. Neal Rattican, Editor, *Courier-Times*

Ms. Faye Goodwin, Human Resources Manager, Dialight, Inc.

Appendix A Work First Caseload Trend



Source: Jordan Institute, Management Assistance for Work First

Appendix B
 Person County Department of Social Services
 Organization Structure, August, 2000

