

HARNETT COUNTY

DEPARTMENT OF SOCIAL SERVICES

WORK FIRST COUNTY PLAN FY 2005 - 2007

Contact Person: **Robert P. Cameron, Director**
Address: **311 Cornelius Harnett Boulevard**
Lillington, NC 27546

Phone: 910-893-7500
Fax: 910-893-6604

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I. Conditions Within the County

• Current Realities for Low-Income Families in Harnett County

According to a 1995 Environmental Scan of Harnett County, produced by the North Carolina Department of Commerce, 13.8% of all families in the county live below the poverty level. This level is slightly higher than the neighboring counties of Cumberland, Lee and Johnston (Appendix A).

The low-income families of Harnett County face various barriers that affect their ability to become self-sufficient. Harnett County Department of Social Services staff, along with the Work First Planning Committee, identified the following barriers:

1. Education/Training

Many adults in Harnett County lack the education and training necessary to obtain employment. Approximately 36% of adults over age 25 in Harnett County do not have a high school education (Appendix B). Without an appropriate level of education and specific skills training, low-income families are limited in their ability to gain employment at a level necessary to become self-sufficient.

2. Transportation

Harnett County has a total land area of 594.9 square miles. Harnett is identified as a rural county in census terms, with only 24% of its people living in areas with a population greater than 2,500. Transportation is a barrier to low-income families, due in a large part to the lack of a public transportation system in the county and availability of personally owned vehicles.

3. Day Care

Harnett County currently has 132 licensed day care facilities.

Available day care for second and third shift hours presents a barrier for families in the county. There are a total of 4,573 spaces for children in licensed programs in Harnett County from birth through age 12. Currently Harnett County has a total of 519 licensed slots for 2nd shift second, 398 for third shifts.

4. Low job skills and preparedness to enter work force.

According to the Harnett County Strategic Plan, developed in June 1995, ¹Harnett County has significant labor problems. The county unemployment rate in June 2002 was 8.8% and many of the currently unemployed lack employment and basic literacy skills and have poor work habits. Low-income families often suffer from low self-esteem and lack of motivation for employment due to fear of losing public assistance benefits.

¹ Harnett County Strategic Plan, NC Department of Commerce, June 1995.

- **Vision Statement**

Harnett County's Work First Planning is committed to breaking a cycle of dependency on public assistance by: (1) requiring Work First participants to become personally responsible for their self-sufficiency, (2) uniting with the business community and related governmental agencies to create new employment opportunities and eliminate existing barriers for employment of Work First Participants, (3) developing partnerships with civic and faith organizations to provide supportive activities during the transition to work, (4) providing a "safety net" to ensure that the well being of the Work First families is protected throughout the process.

- **Economic Conditions in Harnett County**

Harnett County is located near the center of the state, where the Piedmont, Sandhills and Coastal Plains regions come together. The county is noticeably divided north and south, with population and industry being concentrated on the north side and farming and growing residential areas on the south.²

The population of Harnett County according to U.S. Census in 2000 was 91,020. Harnett County's expected growth to 97,998 by the year 2010.

Harnett County's labor force as of October 2004 is 35,921, with per capita income being \$19,781 (Appendix C). Harnett County's labor force for 1999 had a per capita income of \$18,305, which is 73.5% of the state per capita average income of \$24,914.

Since the 1998 Work First Plan was written, there have been three major plant closings in Harnett County. This has resulted in the lost of 2800 jobs. Textile related jobs of this number were in excess of 2400 lost jobs. More then 50% of Harnett's available labor now goes out of county for employment. Harnett County Economic Development does not foresee any new large businesses locating in the county in the near future, but is attempting to recruit businesses employing 10 – 20 employees.

II. Planning Process

A. Membership of Harnett County Planning Committee

The local Work First Planning Committee, appointed by the Harnett County Board of Commissioners as mandated is comprised of the following members:

Harnett County Board of Social Services Lisa Bradham	Religious Organizations The Reverend Queen Penny The Reverend Gil Wise
Lee Harnett Mental Health Roy Haddock	Harnett County Public Health John Rouse
Harnett County Economic Development Lee Anne Nance	Harnett County School System Hannah Tart
Transportation Ralph Thurman Jerry Blanchard	Harnett County Business Community Bette Matney Betsy Johnson Hospital Charles Adams
Central Carolina Community College Melody McGee	Day Care Providers Carolyn Blanding Krystal Jordan Willie Snead
Harnett County Commissioners Beatrice Bailey Hill Teddy Bryd	Service Recipient Sylvia Averitte
Harnett County Manager Neil Emory	Employment Security Commission Truett Underhill Theodore Robbins
Community Based Organization Jennifer Walker Dorothy Greene	Non-Profit Organization Carolyn P. McDougal Ruby Bryant
Child Welfare Terri Crisp	Human Resources Department Addie McLean
Vocational Rehabilitation Services Angela E. Carter	
Child Care Resource & Referral Alice Thomas	

B. A draft of the proposed plan was placed at all county libraries, county manager's office and the local department of social services office for public inspection and review. A news release was placed in two county papers informing the public of the availability of the proposed plan in the locations listed above. The proposed plan was available for public comment and review for ten (7) days, October 18 through October 25, 2004.

C. Planning, Collaboration and Implementation

The Harnett County Board of Commissioners appointed the original planning committee in 1997 and has continued the committee by replacing members that could no longer serve as the need occurred. The committee has met on a quarterly basis since the current Work First Plan implemented. This committee continues as an advisory committee to the Work First Program.

• **Public and Private Resources**

During our planning process the public and private sectors were included. We will continue to work together in the future to make sure all participants receive needed services to help remove the barriers that will prevent them from becoming self-sufficient. In addition to the planning committee, we will work with agencies and businesses to develop stronger support from the community. The main goal is to continue to develop and utilize all resources in the county that will enable our participants to receive all supportive services needed during and after receiving Work First Family Assistance benefits. By increasing their knowledge and usage of community resources, clients will become independent and will break the cycle of welfare dependency.

In August 16, 2004, the Harnett County Board of Commissioners voted to continue as a standard county and the request was forwarded to the state office.

On August 25, 2004, the Planning Committee met to develop the new Work First Plan to be effective July 1, 2005 through June 30, 2007. Committee members were mailed copies of the plan for final changes on October 18. On October 26, the plan was approved by the Social Services Board and sent to the county commissioners.

The Harnett County Board of Commissioners voted to approve the new Work First Plan on November 1, 2004. The plan was sent to the North Carolina Department of Health and Human Services for the Division of Social Services to review on November 1, 2004.

III. Outcomes and Goals for the County

A. Statewide Work First Goals

The 2003-2005 Harnett County Work First Plan addresses the eight specific goals established by the State. Harnett County will work to achieve specific levels of performance as described below:

1. Employment. Self-sufficiency will be realized primarily through the employment of Work First Clients.
2. Meeting Federal Participation Rates. Active participation in federal countable work activities will lead to full time employment.
3. Providing Employment Services. Active participation in intensive employment services for all families is necessary in order to meet the participation rate and to ensure families are served adequately before the end of five years. One measure of success in Work First is the percentage of families who are subject to the work requirement that counties are assisting with job preparation and job placement.
4. Benefit Diversion. The most successful outcome possible is for an applicant to avoid the need to become a recipient.
5. Staying Off Welfare. Efforts to reduce welfare rolls help adults find jobs, and increase self-sufficiency are undermined when families return to welfare. Families leaving Work First because of a job are tracked to determine if they return to cash assistance.
6. Job Retention. Families who leave Work First for employment and continue to be employed 6 to 12 months after leaving the program show evidence of keeping their income and increased job stability, which impacts a family's well being. This measure will be based on the number of responsible adults that leave Work First Family Assistance for employment who are still employed at 6 and 12 month intervals following termination.

B. Harnett County Outcome Goals

The six statewide goals are addressed specifically with Harnett County needs and concerns. Specific plans developed by the Work First Planning Committee to achieve and measure the outcome of each of the six goals are discussed below.

Goal 1: Employment

In order to meet this goal, Harnett County Department of Social Services will address the following needs of Work First clients.

- **Explanation of time Limit of Benefits**

Staff will discuss in detail the time-limited, temporary nature of benefits and will help the client understand the importance of becoming self-sufficient as quickly as possible.

- **Lack of Job Readiness – Skills and Work Experience**

Through assessment and development of Mutual Responsibility Agreements with Work First clients, Work First Employment Services staff will determine the clients' readiness for work and link them with needed services. Referrals will be made to Central Carolina Community College for Employment Training classes, where attendance is mandatory and to the Employment Security Commission for mandatory registration and job placement services.

To assist clients in development of work experience, Harnett Department of Social Services has entered into agreements with numerous public, non-profit agencies to place clients in work experience sites. Clients will gain experience and develop work habits needed for obtaining full time employment.

- **Lack of Transportation in Rural Sections of the County.**

Harnett County Department of Social Services will assist clients with transportation to Work Experience sites and employment for as long as the client is receiving WFFA and up to 120 days of retention travel assistance through vendor payments and direct payment to clients. A contract is in effect with Harnett County Area Transit Systems (HARTS) and the agency for the provision of transportation to Employment Training classes and short-term skills training. HARTS will continue to develop plans to contract for transportation services to job and work experience sites to meet the ever changing needs of the program.

By involving civic group and churches, the Department of Social Services will coordinate services using volunteers to provide short-term transportation for clients to work.

The Department of Social Services will work closely with businesses that provide van services to the job sites.

- **Availability of affordable and appropriate day care arrangements, particularly for work hours other than first shift.**

From time to time due to funding limitations the agency may have a waiting list for day care services. When this occurs the agency gives priority to employed Work First Clients.

The Department of Social Services and the Planning Committee will continue to address the problem of lack of day care arrangements for second and third shift hours by working directly with the Harnett County Day Care Association, Child Care Resource & Referral, day care centers and businesses.

- **Job Placement**

All applicants are immediately referred to Employment Services sections for assessment and development of a Mutual Responsibility Agreement. Immediate involvement in work will help applicants obtain employment, and avoid cash assistance payments.

The Department of Social Services and the local Employment Security Commission have agreed that the Employment Security Commission will administer the First Stop Program at the Department of Social Services in Lillington, and at the local Employment Security Office. A Memorandum of Understanding is signed detailing this agreement. (See Appendix F.) Clients will be referred to an Employment Security Commission worker for registration before application through the First Stop Program. Current Work First recipients will continue to be referred to the Employment Security Commission for job placement and job readiness services. Open communication between employers and the Department of Social Services will provide specific information regarding job openings and training needs.

The Job Link Career Center will be an important part of getting Work First clients employed or getting them training that will lead to employment. Work First clients will be referred to the Job Link Career Center for counseling, job search and to secure information helpful to establish a career plan.

- **Community Awareness**

Harnett County Department of Social Services will continue a public awareness campaign to educate the public on the goals of the Work First Plan. Presentations to community groups will be made in conjunction with the Employment Security Commission.

- **Lack of motivation for employment due to fear of losing benefits.**

The Work First Employment Services staff will provide supportive services to families entering the work force. Human Resource Placement Specialist (HRPS) will provide information to clients regarding transitional benefits, continued eligibility for food stamps, Earned Income Tax Credits, medical assistance and day care services.

Location of Activities/Services

The services will be provided at Harnett County Department of Social Services, Central Carolina Community College, Employment Security Commission, the Job Link Career Center, and the Department of Human Resources.

Measurement of the Outcome of this Goal

Measurement of the outcome of this goal will be made by review of monthly and quarterly reports to determine the number of people obtaining employment. This goal will also be measured by the monitoring of the Employment Security Commission contract.

Goal 2: Meeting Federal Participation Rates

Harnett County Department of Social Services will work to maintain the participation rate using the following methods.

- **Maintaining Employment Services caseloads**

Harnett County Department of Social Services has three Employment Services social workers maintaining Employment Services caseloads. The cases are divided equally with “Success” caseloads mixed in since we no longer have that position. One worker also carries all the two parent cases. The Human Resource Placement Specialist on the WFFA staff share in some of the Work First Employment Services duties with clients that have five months or less on the two-year clock. Work First Family Assistance clients are currently seen at application for assessment by Employment Services intake staff. With the development of this plan, all applicants will be seen for assessment at the time of application. Current recipients of Work First Family assistance not receiving employment services will be activated from the “All Families” monthly report.

Work First Family Assistance staff and Work First Employment Services staff meet weekly to discuss cases and share information about Work First Family Assistance clients.

- **Development of specific Mutual Responsibility Agreement**

Employment Services Social Workers and HRPS staff will help clients identify activities needed to meet their hours of participation through specific Mutual Responsibility Agreements. Social workers will monitor the agreements closely for participation and impose sanctions as appropriate for failure to abide by the agreement.

Measurement of the Outcome of this Goal

Harnett County Department of Social Services will monitor the outcome of this goal through monthly reports that reflect the number of countable hours of those that participate in the required number of work and work related hours.

Goal 3: Providing Employment Services

- **Job Placement**

The Employment Security Commission co-located at the local Department of Social Services to register clients before they apply for assistance will provide First Stop registration.

Referral to Employment Security Commission and temporary employment agencies for job placement services will be made for active clients. (See Appendix F.)

Harnett County Department of Social Services staff will have access to JIS terminal for clients’ use to access job listings. Additionally, Employment Services workers will have access on their office computer system to job listings through Internet Access for employment opportunities.

- **Job Finders Club**

For clients that continue not to meet the required hours in a countable activity, they will be assigned to the “Job Finder’s Club” that meets once a week for a minimum of three hours weekly. The “Job Finder’s Club” will deal with basics to employment and career plans. Weekly job referrals will be available from Employment Security Commission, weekly class time, one-on-one time with a social worker, processing for possible work experience assignments.

- **Meeting Training Needs**

Mandatory attendance at Human Resource Development (HRD) and Employment Training classes at Central Carolina Community College will be required of all active participants. Classes will address job readiness and prepare clients to enter the work force. Work First recipients that do not have a high school diploma or GED will be encouraged to obtain one through referral to Central Carolina Community College. CCCC now offers a GED program on Video, an on-line version, as well as the traditional classroom setting. .

- **Job Search Activities**

Clients will be required to participate in intensive, time-limited job search activities.

- **Provision of Work Experience Sites**

Harnett County Department of Social Services has developed numerous work sites with non-profit, public agencies to provide supervised work experience for clients. Such sites will allow clients to develop appropriate work habits and gain work experience on a case-by-case basis. When deemed appropriate Harnett County Department of Social Services will develop a volunteer work site with a for profit business as well.

- **Provision for Car Repair**

Car repair assistance is available on a case-by-case basis for Work First clients to get to and from work. The client must be working 35 hours or more per week. Car repair is limited to \$500.00 per year and must have the supervisor’s approval. Evaluation for car repair assistance is as follows:

1. The client must submit 2 estimates of repair cost.
2. The worker and supervisor will determine if the repair appears reasonable and decide if the client should be responsible for some of the cost. Car repair assistance seems to work best when the client does share some of the responsibility. The condition of the vehicle must be considered, as the repair might not resolve the problem.
3. If the cost is reasonable, the lowest estimate will be selected unless there is a valid reason for doing otherwise. The worker will contact the provider to see if the provider is willing to accept payment from DSS.

4. If satisfactory arrangements can be made, the worker will complete a detailed charge letter of the repair cost for the client to take to the provider. If repairing the vehicle is not feasible due to cost or condition of the car, the worker will explore other options for helping the client with transportation.

Car repair assistance is available to non-Work first clients that qualify under the 200% of poverty guidelines. This is done to divert the individual from going on the WFFA program and becoming dependent on welfare. The individual must be working 35 hours or more per week. The same evaluation process will be followed as those receiving WFFA.

The \$500.00 limit cannot be exceeded except when circumstances warrant such an exception and only with prior approval by the Work First Program Manager.

Measurement of the Outcome of this Goal

Achievement of this goal is measured by the State as reported on the monthly Work First performance report.

Department of Social Services staff will track the number of clients that successfully complete Job Finders Club, and HRD classes.

Goal 4: Avoiding Welfare through Benefit Diversion

Harnett County will divert at least 150 families from Work First Family Assistance cash benefits.

The following methods will be used to help clients avoid welfare.

- **Clients need information regarding the Benefit Diversion Assistance Program.**

Department of Social Services staff is trained to recognize situation appropriate for diversion assistance and will use the Benefits Diversion Profile to assist them in use of these benefits.

- **Assisting applicants/recipients in making informed choices regarding benefits.**

Applicants must have a sufficient amount of information about agency services in order to make an informed choice regarding benefits. People are often unaware of the variety of benefits offered by the Department of Social Services and need information to make the best choice related to their particular needs.

Work First Family Assistance staff will be responsible for informing clients of all available benefits provided by the agency. Staff will discuss in detail the time-limited, temporary nature of benefits and will help the client understand the importance of becoming self-sufficient as quickly as possible. Visual supplements will be provided to the client, which will specifically address the two and five year time limits of benefits.

- **Referral to Employment Security Commission through First Stop Program**

Requiring applicants to register with the Employment Security Commission before applying for cash benefits will increase the likelihood of the applicant securing immediate employment.

- **Increased involvement of child Support Enforcement agency**

Referrals to Child Support Enforcement for the establishment of a support obligation will help divert applicants in some situations. This will occur prior to intake of the TANF application.

- **Need to Develop Personal Responsibility**

Harnett County Department of Social Services and the local planning committee are working with the Harnett County School System and Central Carolina Community College to develop plans to target middle and high school age students for instruction in this area. Vocational training in areas of work force readiness is needed to promote each student's desire to become a self-sufficient adult. Work First Employment Services staff and Employment Security Commission staff are available to provide information about both agencies to careers and teen living classes.

- **Business Education Partnership**

The county is also a partner with the Business Education Partnership Board whose mission is to assist all students to better prepare for their future. Department of Social Services staff is involved in presenting the Work Force Development Curriculum to high school juniors.

- **Use of Community Resources instead of Cash Assistance**

Harnett County Department of Social Services will develop a list of resources to share with clients as an alternative to application for cash assistance. For additional information regarding community resources, refer to Goal 1.

Measurement of the Outcome of this Goal

The outcome of this goal will be measured by:

1. Number of persons receiving Benefit Diversion
2. Decrease in WFFA applications

Goal 5: Staying off Welfare

This goal will be reached by addressing the following issues:

- **Lack of job readiness skills and work experience.**

Services will be provided as in Goal 1.

- **Lack of transportation in rural sections of the county.**

Services will be provided as in Goal 1. In addition, Harnett County will consider all eligible transportation assistance expenses allowed by the Work First State Plan on a case-by-case basis.

- **Availability of affordable and appropriate day care arrangements, particularly for second and third shift hours.**

Harnett County Department of Social Services will continue to provide day care assistance services with an established fee based on the client's wages. Priority to Work First Family Assistance clients who are employed is given when the Department of Social Services maintains a waiting list for day care services.

- **Need for supportive services during transitional period.**

Work First Employment Services staff will offer supportive services to clients to encourage continued employment. Department of Social Services staff will work closely with employers when problems arise to help the client access services to maintain employment. Specific Mutual Responsibility Agreements will be closely monitored for compliance.

Use of volunteers through civic and church groups will assist families during the transitional period as described in Goal 1.

Staff will be trained in job retention methodology to more effectively serve the clients during the period of transition from benefits to employment.

Goal 6: Job Retention

Job retention is vital to the success of an effective Work First Program. Clients going to work is only the beginning to self-sufficiency. Work First recipients must stay in the work force to maintain the family well-being. The sustained employment goal will include upward mobility, which encourages long-term employment.

Encouraging a Work First recipient to get further training after obtaining a job will enhance their job security. In addition, the WFES social worker will counsel newly employed Work First recipients to be punctual, consistent in attendance, appropriately dressed, develop attitudes of success, among other desirable employment traits.

Long-term employees will have contingency plans to rely upon to prevent barriers to continued employment. Such plans will include back up plans to child care and transportation.

Retention services will include reimbursement for mileage to and from the work site for up to four months after the WFFA check has ended. Clients must continue to turn in monthly time cards to receive retention mileage reimbursement. The social worker during these four months will share job coach counseling as needed.

Measurement of the Outcome of this Goal

The outcome of this goal will be measured by tracking the client through the first four months off WFFA as they receive retention mileage after leaving welfare. This goal can be monitored as former clients that left welfare due to employment return to apply for future needs under the 200% of poverty level guidelines.

IV. Plans to Achieve the Outcomes and Goals

A. Activities

The Harnett County Work First Program will utilize the following activities to achieve the desired out comes and goals.

1. Job Finders Club
Goals 1, 2, 3, and 4 are impacted with this activity.
2. Human Resource Development (HRD) training
Goals 1, 2, 3, and 7 are impacted with this activity.
3. Employment skills classes at Central Carolina Community College
Goals 1, 2, 3, 4, and 7 are impacted with this activity.
4. Employment
Goals 1, 2, 3, 4 and 7 are impacted with this activity.

These activities have been described in detail in section III, A. of this plan.

B. Supportive Services

Supportive services will be offered to Work First recipients and 200% of poverty level TANF eligible clients. These services will include:

1. Mileage reimbursement to and from the work site while on WFFA and up to four months after the WFFA check has ended. Social worker will discuss all transportation alternatives with the recipient.
2. Car repair assistance
3. Child care assistance
4. Assistance with appropriate work place clothing needs
5. Assistance with tools and work instruments
6. Assistance with tuition, books, etc. for short term skills classes that are not otherwise available

7. Counseling by WFES social workers
8. Assistance with Job Placement to obtain employment through ESC, and the Job Link Career Center.
9. Assistance with medical needs through Medicaid and Health Choice
10. Referral to obtain Food Stamp assistance and WIC
11. Referral to Child Support Enforcement office to obtain child support income.
12. Referral to the Social Security Administration office to seek benefits such as SSI and SSA disability.
13. Referral to Vocational Rehabilitation office for rehabilitation services
14. Referral by SAFE to address domestic violence concerns.
15. Referral to other government agencies, non-profit groups, community, civic, and faith groups for assistance to many varied needs.

Agencies/Persons Responsible for Carrying Out these Support Services

The Department of Social Services, Employment Security Commission, Job Link Career Center, Cooperative Extension, Central Carolina Community College, Vocational Rehabilitation, Harnett County Schools, and many partners in the business community, civic and faith groups will provide these services.

V. ADMINISTRATION

A. Authority

The Harnett County Board of County Commissioners has delegated to the Harnett County Department of Social Services the responsibility to administer the Work First Program in Harnett County. The Commissioners shall retain oversight of the program.

B. Agency's Organization Regarding Service Delivery

The Harnett County Department of Social Services team consists of a partially blended concept with the Work First Employment Services Unit (WFES) and the Work First Family Assistance Unit (WFFA) sharing employment services and eligibility duties.

The Work First Employment Service social workers also share partially blended duties with the Children Services workers. This includes "prevention cases" for Work First active clients and those who qualify as 200% poverty level cases. Early intervention social work will often prevent any further involvement by children's services worker as a CPS investigation. The Work First Family Assistance Unit has one supervisor, one lead worker and five Human Resource Placement Specialist (HRPS) line workers. The HRPS staff carries ongoing WFFA cases and some employment service cases on clients with five months or less on their two-year clock. This staff also carries the child only caseload for the WFFA unit. They are also responsible for administering the CIP, LIEAP and EA Programs.

The WFFA unit lead worker carries transitional Medicaid cases, completes Foster Care and Adoption applications and reviews, and other duties including second party reviews, training, and answering policy questions for all WFFA cases.

1. Intake Procedures

A potential Work First client will be referred to the Work First group assessment and orientation class that is held three days per week, Tuesday – Thursday at 9:00 am at Social Services. The purpose of this class is to inform all potential clients of the program and the supportive services available to them. Each person attending the assessment session will go through the following process as described below.

WORK FIRST GROUP ASSESSMENT OUTLINE

Work First Social Worker 3 – Minute Overview

I. The Work First Philosophy statement:

North Carolina's Work First Program is built upon the premise; that "all people have a responsibility to their families and communities to work and to provide for their children". Work First encourages personal responsibility, independence, increased self-esteem and promotes long-term family well being. The Work First goal is to assist families to become self-sufficient through services offered from the Employment Security Commission (ESC), Child Support Enforcement (CSE), Supportive Services, and Temporary Assistance for Needy Families (TANF).

Work first requires you to participate for 35 hours weekly in employment, training, or internship activities. Today you will be assessed as to your immediate need. **If you are not prepared to stay through this process today, you may choose to leave at this time and return by 9:00 am on a day that you are prepared to complete this full assessment process.** A representative of the Employment Security Commission, Child Support Enforcement, and a Work First Social Worker will address ways to meet your need. If your need can be met through Child Support or immediate employment, then Work First may not be needed and you may choose not to apply. Special options are available to assist those that go to work immediately.

II. The ESC representative will present a 3-minute overview of opportunities offered by ESC.

III. The Child Support Enforcement representative will present a 3-minute overview of CSE requirements.

IV. WFFA is a time-limited benefit. The 2-year clock will terminate WFFA after 24 months and you can not receive again for 3 years. Also, the 5-year federal clock limits receiving WFFA for a maximum lifetime benefit of 60 months. Once the 60 months have been used up, you can never again receive WFFA. Due to these time limits, **you may**

choose to save your WFFA benefits and receive other supportive services and programs that are not time limited by the 2 and 5 year clocks.

If you choose not to apply for WFFA cash assistance there are some options available to help meet your needs that do not start the 2 and 5 year time limit clocks, such as:

- 1) Food Stamps
- 2) Medicaid
- 3) Car repair assistance to stay on the job
- 4) Job related expenses such as tools, equipment and uniforms
- 5) Counseling for budgeting, parenting skills, dressing for success, etc.
- 6) Child Support referral
- 7) Vocational Rehabilitation referral
- 8) Other supportive services based on your individual family need.

Today you will be seeing the ESC representative for job referrals and to establish a job search schedule. Today you will be seeing the CSE representative to establish a case to seek Child Support from your children's absent parent. Today you will be fully assessed by a Work First Social Worker as to your current situation. **If you choose to receive WFFA cash assistance**, you are required to participate 35 hours per week starting the day that you apply. Each applicant that is not currently working or in school will be required to attend the Job Finder's Club each week for three hours. The class is held at the Department of Social Services each Monday from 9:00 am until 12:00 noon.

EXPLANATION OF WORK FIRST REQUIREMENTS

The 35 hours of weekly participation will be in one or more of three areas: employment, training or internship. Failure to participate will result in a mandatory sanction as follows:

- 1) 1st Sanction: 25% of grant deducted for 3 months
- 2) 2nd Sanction & All subsequent sanctions: Pay-After-Performance for a minimum of 3 months.

If you choose to apply for WFFA cash assistance you are required to be screened for substance abuse. Today a Social Worker will conduct this thorough screening with you personally and complete an Alcohol Use Disorder Identification Test (AUDIT). The Social Worker will also complete with you the DAST-10 (Drug Abuse Questionnaire). Law requires both the AUDIT and DAST-10 if you receive Work First cash assistance benefits.

If you choose to apply for WFFA cash assistance you are required to sign a Mutual Responsibility Agreement (MRS) today. The MRA will specify all areas of responsibility that you are required to follow. This will be a plan that you must agree to follow to become fully self-sufficient.

WFFA Application Process

To apply you will need to provide the application worker with:

- 1) all sources of income
- 2) birth certificates and social security numbers and cards
- 3) collateral verification of where you live and all living in the household

The WFFA Application Process takes up to 45 days to approve. Do not call your Work First worker to ask when your application will be completed. The Work First worker will process the application within the 45 days and in the order in which it was taken.

Write up session: At this time **if you choose to apply for WFFA assistance**, you will be interviewed individually by a Social Worker to assess your current situation. you will then be interviewed by the ESC representative for job referrals and the CSE representative for child support referral information. Your name will then be placed on the application log to see an application worker.

WFES Packet of Forms for Assessment

- 1) PIC
- 2) Face Sheet
- 3) AE form (6901)
- 4) MRA
- 5) Audit/DAST-10
- 6) Confidentiality
- 7) Narrative

*Worker Log to list clients that have been walked to front lobby to apply for Work First Cash Assistance or Medicaid.

*Social Worker, during the assessment will set up an appointment for Lee-Harnett Mental Health for any client that fails the AUDIT/DAST-10. The MRA must reflect this appointment as well as to be noted in the narrative.

*WFES and WFFA will create a central file so that each staff may have access to the WFES client packets. These will be filed alphabetically by client last name.

WFFA staff at application process will continue to do:

- 1) Time Cards
- 2) Travel policy
- 3) Sanction policy
- 4) 1344 (if not previously done by CSE)
- 5) ET Screens
- 6) Domestic Violence form

The Mutual Responsibility Agreement is updated as needed or at least every twelve weeks. The employment workers are responsible for on-going management of a participant's case to ensure compliance with Work First criteria and provide assistance to participants in order for them to achieve self-sufficiency. Referrals are made to the various agencies as needed to enable them to meet their goal. After the assessment and evaluation, recipients are required to participate in specific activities, such as employment or job preparation activities. Work First clients are required to:

1. Report to the Employment Security Commission to register for a job or participate in job search activities on a weekly basis, if they are not meeting the required participation hours.
2. Participate in an Employment Training Class at Central Carolina Community College.
3. Report job search activities to the Work First employment worker, who determines if requirements are being met.
4. Participate in Work Experience with non-profit agencies as arranged by the Employment Services employment worker, if employment is not located.
5. Maintain frequent contact with the Work First employment worker to update the Mutual Responsibility Agreement.

Work Experience will be the last option and will only be allowed in the following situations:

1. Work First participant lacks necessary skills for employment;
2. Work First participant is unable to locate employment in the time frame; and/or
3. Work First participant cannot locate full time employment.

If the recipient is disabled and has documentation from a medical doctor, they will be referred to Vocational Rehabilitation or to the Social Security Administration for disability determination for assistance. At the present time eligibility for Work First Family Assistance is determined by the Income Maintenance unit. There are partially blending functions of WFES and WFFA units so as to maximize use of all resources.

Once the client is placed on a job, they are followed by Employment Security Commission staff and their assigned employment worker to assure that the client remains on the job or to make sure the client is not having any type of problems that would prevent continued employment.

2. Emergency Assistance

Families Who Will Be Served

Harnett County Department of Social Services provides assistance to non-public assistance families in emergency situations. The cash component will primarily assist families experiencing a crisis with shelter and utilities.

The Emergency Assistance program in Harnett County will be diversion oriented. When a client comes into make an application for Work First Family Assistance benefits, the intake worker will discuss the Emergency Assistance program with the client. If the client's needs

can be met with Emergency Assistance funds, then Work First Family Assistance funds have been successfully diverted. Additional policy will be developed to address the use of Emergency Assistance funds for work emergencies and work-related expenses.

Harnett County Department of Social Services will follow the policies outlined in the Emergency Assistance Program manual, unless specified below.

Eligibility Criteria

To be eligible for Emergency Assistance, families must:

- a. Live in North Carolina with the intent to remain.
- b. Be United States citizens or legal aliens.
- c. Have at least one child under the age of 18 who lives with a specified relative. This includes;
 - A child who currently lives in the home with a specified relative or
 - A child who lived in the home with a specified relative up to six months prior to application.
- d. Have a specified relative living in the home. A specified relative is:
 - Parent-Natural mother or father, legal or alleged father, or adoptive parent.
 - Blood, half blood, or adoptive relatives- brother, sister, grandparent, great-grandparent, great great grandparent, uncle, aunt, great-uncle or aunt, great-great-uncle or aunt, nephew, niece, or first cousin or first cousin once removed (A cousin once removed is defined as the child of a first cousin.).
- e. Be in an emergency situation. Emergency situation is determined by using the following guidelines:
 - Determine if the household created the emergency or if there were unforeseen or unavoidable circumstances.
 - Determine whether assistance will alleviate the emergency. If not, the Department of Social Services worker will make a referral to community resources that can be used in conjunction with the maximum Emergency Assistance benefit. (Possible negotiation with vendor)
- f. Household must have verification of emergency situation.
 - Rent – The household must be in immediate danger through court-ordered eviction. The client will be responsible for the court cost.
 - Mortgage – The household must be in immediate danger of foreclosure through a demand for payment letter from the financial institution.
 - Utilities – The household must be in immediate danger of losing services or have lot services. The client must have a final notice for electric, water and natural gas services. Liquid Propane (LP) gas customers’ statement of need will be accepted.
 - Transportation – If client is in a family crisis where family support is needed in another location (out of state, etc.) with intent to remain there, we assist with a bus ticket, plane ticket, etc., not to exceed \$400.00
- g. Household must meet the income and asset limits.
 - To be eligible, an assistance unit’s countable net income must be at or below 200% of the current poverty level.

The application's statement is acceptable verification. However, Department of Social Services staff may contact a third party, such as a landlord, bank, or employer to substantiate the applicant's statement if needed.

An assistance unit is allowed a maximum reserve of \$3,000. However, in no instance can liquid assets exceed \$400.00.

Payment Levels and Frequency of Payment

Maximum benefit is \$400 during a 30 consecutive day period within 12 months. The family can receive cash assistance more than one time during the 30-day period, but the total authorized can't exceed \$400. The Department of Social Services will implement the program each year. The Department of Social Services will work to alleviate the emergency within 24 to 48 hours.

Amount Allotted to Emergency Assistance Cash Assistance

The Harnett County Department of Social Services has allotted \$5,000.00 for State Fiscal Year 2004-2005 for the Emergency Assistance Program. Should any funds be left they will be used in other services as needed, at the discretion of the County Director.

3. Employability Assessment

The employability assessment (AE) will be completed prior to a Work First client signing a Work First application. The AE is vital to getting a true picture of why a client has come to the Work First program for help. A detailed AE will give the Work First assessor information to be able to inform the client as to program alternatives that may best suit the actual need. For example, it may be discovered that the potential Work First client has a job to return to if transportation can be reestablished. The AE could reveal good job skills that would allow the potential client to go directly into employment with the help of Benefit Diversion. The AE could also identify potential training needs that the Work First applicant can be encouraged to pursue with assistance that is available.

4. Employment Services

Employment services are a critical point in assisting Work First recipients back into the job market. Employment services with a network of related supportive services will prove to be a valuable asset to the Work First job seeker. Employment services are described in detail in Goal 3 of this plan.

5. Other Supportive Services

Supportive services in the Work First program become an important part of the safety net to assist recipients and divert potential recipients. Supportive services does not end with what Department of Social Services can offer, but also includes referrals to our many partners. Supportive services are detailed in section IV.B. of this plan.

6. Eligibility Determination

Eligibility is determined by one of the Human Resource Placement Specialist in the WFFA unit. Harnett County as a 'standard county' determines eligibility following the Work First Manual Policy to comply with all federal and state laws. Eligibility is briefly addressed in section V.B.1. of this plan.

C. First Stop and Employment Security Commission

Currently, Harnett County Department of Social Services contracts with the Employment Security Commission and referrals are made on a daily basis. Employment Security Commission staff assist participants in locating employment. Work First clients are evaluated and tested to determine proper placement. Harnett County Department of Social Services works with the Employment Security Commission to have an Employment Security Commission worker co-located at the Department of Social Services to see participants before they apply for Work First Family Assistance. The Department of Social Services and the Employment Security Commission developed a Contract for Services for fiscal year 2004-2005 to define the responsibilities of each agency and will continue to renew the Contract for Services on an ongoing basis. (See Appendix F)

D. Child Care

At times Harnett County may have a waiting list for Child Care Services. The waiting list policy allows for the provision of services in Child Protective Services and Foster Care cases and for Work First recipients who are employed or involved in a countable activity.

Harnett County Department of Social Services sees a great need for second and third shift child care.

As of September 2004, Harnett County provided subsidized day care for children, 25% of which are children of Work First recipients. There has been an increased emphasis placed on Day Care for job search and substance abuse treatment. With recipients being encouraged to obtain full time employment, and with the Mandatory Compliance to participate in some type of work experience or work related activities, we can expect Day Care Service needs to increase. If Harnett County is unable to adequately fund for day care services, this will increase our Work First Family Assistance applications because of the high percentage of parents who will have to cover the full cost of day care for their children.

To meet the goals of Work First, Harnett County Department of Social Services has prioritized Day Care Services as follows:

1. Child Protective Services clients, to maintain children in their own homes
2. Foster children, to support foster care placement
3. Work First recipients who are employed 32 hours or more each week
4. Work First recipients who are involved in job search activities, short-term skills training and Work Experience

5. Smart Start eligible children will continue to be served as normal as long as Smart Start funds are available.

E. Transportation

Harnett County Department of Social Services recognizes the necessity of transportation services to assist with the self-sufficiency of Work First recipients. The agency can provide transportation funding for short-term skills training, mandatory Employment Training classes, OJT, Work Experience, job search activities and for employment as long as the client receives WFFA and with up to four months of retention travel assistance after WFFA stops. The County is developing a long-range plan through HARTS that will expand services to more areas of the county and increase the hours of operation. We will also look for opportunities to contract with businesses to provide transportation services.

Harnett County Department of Social Services plans to use the following transportation resources to meet the needs of Work First clients:

1. The agency will contract with HARTS. Additional funding may be available through Work First Employment Transportation Operating Assistance for Fiscal Year 2003-2005 to further expand services to Work First participants.
2. Vendor agreements will continue to be used to provide services to Work First clients.
3. The agency will solicit volunteers from area churches and civic organizations to provide temporary transportation assistance.

F. Substance Abuse Treatment/Mental Illness/Disability

Substance abuse affects all segments of the population and can create a significant barrier for Work First recipients. To identify substance abuse problems in families, the Employment Services social worker will screen Work First participants, using the State established audit. If substance abuse is suspected, the client will be referred to a Qualified Substance Abuse Professional (QSAP), at Lee Harnett Mental Health. Further assessment will be completed and a treatment plan will be developed.

Harnett County Department of Social Services, in conjunction with Lee Harnett Mental Health, will provide the following services to recipients requiring substance abuse treatment:

1. Screening and referral to treatment programs
2. Supportive services, such as transportation and day care
3. Obtain consent and release of information forms addressing confidentiality
4. Include substance abuse treatment in the recipients' Mutual Responsibility Agreement.

Lee Harnett Mental Health will:

1. Provide QSAP services to include assessment, referrals, and case management on a weekly basis. QSAP will be located at the Lee-Harnett Mental Health facility in Buies Creek.
2. Develop appropriate treatment plans for Work First recipients to support the goal of self-sufficiency.

Because mental illnesses and disabilities can impact a Work First family's ability to become self-sufficient, the Harnett County Department of Social services will refer clients to service agencies, such as the Vocational Rehabilitation, Social Security Administration, Lee Harnett Mental Health and Veterans Administration, as needed to insure individual needs are properly assessed, evaluated and met.

G. Family Violence Option

1. Notification of the Family violence Option will be completed at the time of application for Work First Family Assistance, at least once a year when the family is reviewed for continuing Work First Family Assistance benefits, and at anytime the client is in DSS when it is suspected that the client is involved in a family violence situation. Notification will be through the use of the form: **Notification of Right to Request a Waiver for Family Violence**. Notification to a two-parent family will be conducted individually in private with each parent.
2. When a worker receives a request from a client for consideration of a waiver because family violence exists, the worker will immediately telephone SAFE, Harnett County's domestic violence agency, to make an appointment for the client to be seen for a family violence assessment. A release of information form will be completed and will be faxed to SAFE along with a referral form. The assessment is to be completed within five working days by SAFE and the assessment form returned to DSS.
3. When the assessment report is received from SAFE, the worker will meet with the participant to determine if the participant is able to meet any or all of the Work First requirements. If necessary, the worker will consult with the individual that conducted the assessment to determine what activities the participant can pursue, the measures that are needed for the participant to work on the family violence issues, and the estimated length of time needed for these activities. The worker in consultation with the supervisor will determine if the participant should be waived of any requirements, the length of the waiver, and the activities the client will participate in during the waiver period. Decisions on granting a waiver will be made on a case by case basis with special consideration given to the recommendation of the Domestic Violence counselor at SAFE. Decisions will be made within ten working days from the initial request for a waiver.
4. The waiver period may range from one to six months. Waivers will be reviewed at least every three months. The waiver may be continued beyond the six months if the review indicates that the need exists. The extension of the waiver will be a joint decision by the worker and the supervisor in consultation with the client and the Domestic Violence Counselor from SAFE.
5. If the client is in a crisis situation, the worker will work closely with the staff of SAFE to see that services are accessed as quickly as possible. This is for the purpose of the client and children to be in a safe environment.

H. Child Welfare Services

Harnett County will work to assure 100% of all children in Work First families will be afforded the maximum protection available through Intervention Plans and Protection Agreements in cases of child abuse and neglect. \$61,000 has been allocated for child welfare services.

To improve the well being of children in Harnett County, the agency will address the issues listed below.

- **Low self-esteem of Work First clients due to the lack of job skills, work experience, adequate income and housing**

Work First Employment Services staff will provide supportive services to families, assess their needs and refer clients to appropriate agencies for training, job placement and work experience.

- **Mental health issues affect the well being of all family members**

Involvement by schools, health and mental health agencies to promote good mental health will provide more stable homes for children in Work First Family Assistance households.

- **Domestic Violence Issues**

The Department of Social Services has a partnership with SAFE of Harnett County to address Family Domestic Violence issues. The Work First staff have a current Domestic Violence Option (DVO) plan in place to allow free flow of necessary information to help a Work First participating family continue unhindered Work First cash assistance while violence issues are addressed. The DVO allows waivers for Work First families to have time to work on Domestic Violence issues.

- **Protection of Children**

Harnett County Department of Social Services, Children Services is composed of seven supervisors and twenty-five social workers. Four additional workers will be hired in the near future. Children's services provide protection and intervention plans in abuse and neglect cases. See Appendix D for the Protective Agreement and Intervention Plan.

VI. Emergency Assistances

Already described in detail in section V.B.2.

VII. Services for Families (Under 200% of poverty level)

Harnett County will provide services to families with children when the family income is at or below 200% of poverty.

Effective January 2002, the Work First Employment Services staff in consideration of the Children Services/TANF collaborative has blended partially with the Children Services section.

Through the 200% of poverty level guidelines, our WFES social workers are now serving many of the families that normally would become “prevention cases” in Children Services. By offering supportive services and counseling to these families, many are obtaining stability that prevents CPS intervention. This also enhances family well being and diverts families from becoming Work First recipients. The potential Work First client can be given supportive services that will enable them to maintain self-sufficient through employment.

Agencies/Persons Responsible for carrying out these Activities or Support Services and Location of Services

Harnett County Department of Social Services staff, Department of Public Health, Lee-Harnett Mental Health Center, SAFE and community resource volunteers will provide services to promote child well being. These services are provided at agencies outside and within the county.

VIII. Non-Custodial Parents

Non-custodial parents are not served through the Work First Program in Harnett County. However, staff will refer non-custodial parents to the Work Force Investment Act staff at the Job Link Center. Also referrals to other agencies such as Central Carolina Community College and the Employment Security Commission office may be appropriate on a case-by-case basis.

IX. Exemption from the Work Requirement

The Harnett County Department of Social Services policy regarding work requirements for single parents of children under age one will be as stated below:

Single custodial parents of children under three months of age are exempt from the work requirement. The exemption ends the last day of the month in which the child reaches three months of age. There is a lifetime limit of twelve months of exemption.

The following exception will apply. If the single parent has sufficient countable participation hours through employment, attending training, or as a volunteer; the parent will not be eligible for this exemption. The parent in this case may be exempt at a later date if they lose their employment, stop attending training, or their volunteer hours are ended.

X. Innovative County Strategies

- A. Job Finders Club meets weekly for three (3) hours per week to help Work First recipients to continue to develop skills to market themselves in the employment arena. JFC deals with basic skills such as grooming, dressing habits, applications, interview techniques, resume writing, budgeting, and family nutrition. Many partners like Employment Security Commission, Cooperative Extension, Johnston-Lee-Harnett Community Action, Central Carolina Community College, Job Link and members of the business community work along with the Department of Social Services staff for the success of this program.

- B. The Success Team for Families at Risk meets monthly or bi-monthly as needed to staff our Success Cases. The bulk of this caseload is clients code “F” due to being incapacitated or “I” due to having and incapacitated family member of which they are required to be primary caretaker. Clients that have 30 or more months on the five-year federal clock are considered success cases as well. Strategies are developed by the members of the Success Team to attack the multiple barriers that clients in their caseload encounter. (See Appendix E).
- C. The Human Resource Development class is a combined effort by Central Carolina Community College and Department of Social Services. HRD classes run four straight weeks with 25 hours of class time each week. This one hundred hour intensive effort takes Work First recipients from basic skills to computer training. This includes the Out for Lunch program taught by the North Carolina Cooperative Extension. Many clients leave HRD and go directly into employment or decide to develop more employment related skills through other classes offered at CCCC.
- D. Family Well Being is the motivation behind our Children Services/TANF Collaborative effort in Harnett County. The Work First program has initiated the blending of some Children Services duties with the Work First social workers. Work First social workers carry children services prevention cases for all Work First recipients and many that are 200% poverty level TANF eligible families. This allows the Children Services social workers to address the growing number of Foster Care children and Child Protective Services cases. The collaborative is proving to be a valuable use of manpower and resources.

Partnership with the North Carolina Cooperative Extension is a strong effort that will enhance family well being for our Work First and 200% TANF eligible families. NC Cooperative Extension proposes to provide the Harnett County Work First program four sessions on topics related to parent education and family resource management in an effort to strengthen the overall family life of participants. The series will consist of four sessions with each session lasting four hours each. The following topics are included in the 16 hour series.

Parenting Classes

1. Building Self Esteem
2. Discipline
3. Communication Skills for Families
4. Stress Management
5. Balancing Work and Family
6. Basic Child Growth and Development

Family Resource Management

1. Develop a Budget/Spending Plan
2. Needs vs. Wants

3. Set Goals
4. Estimate Income
5. Analyze Spending
6. Plan future Spending
7. Keep Records
8. Organizing Financial Records
9. Understanding Credit
10. Credit Reports

Other topics and schedules will be developed as needed to meet the needs of these Harnett County families.

IV. CERTIFICATION

The Harnett County Board of Commissioners has approved the Harnett County Department of Social Services Work First County Plan, approved November 1, 2004. Signatures include the Chairman of the Board of Commissioners and the Chairman of the County Board of Social Services. This plan has been updated and revised on October 18, 2004.

Teddy Byrd, Chairman
Harnett County Board of Commissioners

Date

Lisa Bradham, Chairman
Harnett County Board of Social Services

Date

APPENDIX A

Population

(2000 Census Data)

Year	Harnett County	Wake MSA	Fayetteville MSA
1980	59,570	664,788	247,160
1990	67,833	858,516	274,713
1995	78,642	1,020,985	298,474
1996	81,550	1,057,018	299,393
1997	84,118	1,092,860	301,948
1998	86,898	1,129,273	300,266
1999	89,124	1,162,231	300,603
2000	91,025	1,196,839	302,963
2010	102,301	1,537,207	332,905
2020	118,383	1,900,192	365,182

Source: US Census 2000

Population Summary

(2000 Census Data)

Summary	
Total Population	91,025
Total Households	33,800
Population in Households	88,138
Average Household Size	2.61
Total Families	24,107
Population in Families	74,040
Average Family Size	3.07

Source: US Census 2000

APPENDIX B

Population Characteristics

(2000 Census Data)

% of Population by Age	
Total Population	91,025
0 - 17 Years	27.0%
18 - 24 Years	10.6%
25 - 44 Years	32.1%
45 - 64 Years	19.9%
65 + Years	10.4%
Median Age	32.5

Source: US Census 2000 / RTRP Data Book

Population Diversity	
Total Population	91,025
White	64,744
Black or African-American	20,481
American Indian or Alaska Native	794
Asian	591
Native Hawaiian & Other Pacific Islander	61
Other	4,354
Hispanic or Latino (or any other race)	5,336

Source: US Census 2000 / RTRP Data Book

Municipal Population

(2000 Census Data)

	April 1990	July 2000	% Growth 1990-2000
Dunn	8,556	9,196	7.5%
Erwin	4,109	4,537	10.4%
Angier	2,235	3,419	53.0%
Coats	1,493	1,845	23.6%
Lillington	2,048	2,915	42.3%
Harnett	67,833	91,025	34.2%
Raleigh Durham MSA	858,516	1,196,839	39.4%
Fayetteville MSA	274,713	302,963	9.4%
United States	248,709,873	281,421,902	13.2%

Source: US Census 2000

Township Population

(2000 Census Data)

Township	Population
Anderson Creek	11,137
Averasboro	12,882
Barbecue	9,257
Black River	8,120
Buckhorn	1,935
Duke	5,921
Grove	9,623
Hector's Creek	3,635
Johnsonville	6,927
Lillington	4,622
Neill's Creek	5,829
Stewart's Creek	3,478
Upper Little River	7,659

Source: US Census 2000

Educational Attainment

(2000 Census Data)

Persons 25 or Older	Harnett County
Less than 9th grade	4,693 / 8.2%
9th to 12th grade, no diploma	9,578 / 16.8%
High school graduate	18,653 / 32.6%
Some college, no degree	12,589 / 22.0%
Associate degree	4,327 / 7.6%
Bachelor's degree	5,347 / 9.4%
Graduate or professional degree	1,951 / 3.4%
Total	57,138 / 100%
% high school graduate or higher	75.0%
% bachelor's degree or higher	12.8%

Source: US Census 2000

APPENDIX C

Workforce Profile

Harnett and surrounding counties have a growing and experienced labor pool. We offer a highly productive workforce for companies concerned about the quality of their products and services.

Harnett County is one of the thirteen counties that make up the Research Triangle Regional Partnership group of counties. Harnett is located between the Raleigh, Durham, Chapel Hill Metropolitan Statistical Area (MSA) to the north and the Fayetteville MSA to the south. The Raleigh, Durham, Chapel Hill MSA has a 2001 population of 1,161,000 and the Fayetteville MSA has a population of 292,000. Harnett is not listed as a part of either MSA, however the counties within 50 miles of Lillington (one-hour drive time) contain a population of more than 1.6 million people. In January of 2002, the North Carolina Employment Security Commission estimated the surrounding workforce at 773,230 people.

Thirteen colleges are within a one-hour drive of our county, including three major research universities: Duke University in Durham, University of North Carolina in Chapel Hill, and North Carolina State University in Raleigh.

We are located in close proximity to the North Carolina Biotechnology Center, a state supported initiative that provides grants and creative services to support biotech companies and the MCNC, which offers advanced resources in microfabrication and telecommunications and houses the North Carolina Supercomputing Center. We are within a one-hour drive to the Research Triangle Institute, the nation's fourth largest nonprofit contract research organization. Our proximity to outstanding educational and research facilities provide educated and talented graduates, a high quality labor supply and opportunities for interactive research.

Indicators

Workforce Indicators	
Harnett County's Annual Unemployment Rate (2002 Annual)	8.7%
Harnett County's Latest Unemployment Rate (August 2004)	5.3%
Harnett County's # of Unemployed (August 2004)	1,891
Total County Workforce (August 2004)	35,921
North Carolina's Latest Unemployment Rate (August 2004)	5.0%
Raleigh Durham Chapel Hill MSA Latest Unemployment Rate (August 2004)	3.4%
Fayetteville MSA Latest Unemployment Rate (August 2004)	2.9%
US Latest Unemployment Rate (August 2004)	5.4%

Source: NC Department of Commerce / EDIS and ESC

Indicator	County	NC Rank
County Average Weekly Wage Per Worker Per Week (2004)	\$445	55/100
Per Capita Personal Income (2001)	\$20,081	85/100
Median Family Income (2002)	\$43,400	61/100
Gross Retail Sales (FY 2001-2002)	\$549,300,000	43/100

Source: NC Department of Commerce / EDIS

Out Commuter Data	County
Employed Residents	40,599
Out Commuters	24,683
Out Commuters as a % of Employed Residents	60.8%
Out Commuter Rank	11th out of 100 counties

Source: 2000 Census

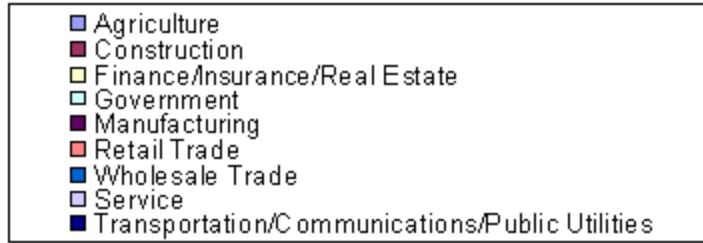
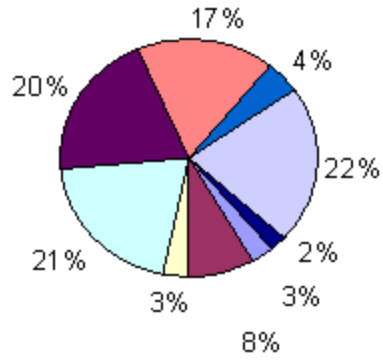
Labor Climate

North Carolina is one of 20 states with a "right-to-work" law. Closed shop and union shop agreements are not permitted. An employer may not require an employee to join a union, nor may an employer require an employee to refrain from joining a union. The membership rate in unions in North Carolina is among the lowest in the nation, at 4.8% of employed residents. There are no manufacturing companies with unions in Harnett County.

County Workforce by Industry

1st Quarter 2003	Workforce		Avg. Weekly Earnings	
	Number	Percent	County	State
Agriculture	150	0.7%	\$409	\$461
Construction	1,743	8.0%	\$457	\$590
Finance/Insurance/Real Estate	504	2.3%	\$314	\$1,379
Government	4,853	22.3%	\$652	\$728
Manufacturing	2,281	10.5%	\$580	\$765
Retail Trade	2,749	12.6%	\$312	\$413
Wholesale Trade	690	3.2%	\$557	\$898
Educational Service	3,600	16.5%	\$492	\$597
Transportation/Communications/Public Utilities	988	4.5%	\$751	\$701
Total Workforce	21,772	100.0%		

Source: NC Department of Commerce / EDIS



APPENDIX D

FAMILY SERVICES CASE PLAN (Part A)

Family Name: _____ Social Worker Name: _____ Today's Date: _____ Case #: _____

This is an agreement with the _____ County DSS and _____ for the following child(ren):

Child #	Names	Permanent Plan	Relationship	Alternative Perm. Plan *

This agreement is made for the purpose of assisting both the agency and the family to identify needs and achieve changes to assure the goal of a safe and permanent home for this child(ren). All parties will talk about this plan and the progress made towards achieving the objectives on a regular basis. Changes may be made when family circumstances change or a court order is issued. At that point, and at points where progress is assessed, the plan may be continued, rewritten, or discontinued. The goal will be achieved when the family is able to provide a safe home. This agreement will last until _____.

I. On _____ a case decision was made by DSS that the child/children is/are _____. The specific reason(s) for this is/are: _____

II. On _____ the child/children was/were removed from the home. The specific reason(s) for this is/are: _____

III. If the objectives and activities have not been successfully completed, then other steps to ensure protection and permanence for the child/children will be discussed and other action will be taken. It should be understood that concurrent planning is the obligation of the agency in order to achieve permanence for the child. This alternative plan is appropriate because: _____ Alternative plan: _____

IV. Family Strengths: _____

FAMILY SERVICES CASE PLAN (Part A)

Family Name: _____ Social Worker Name: _____ Today's Date: _____ Case #: _____

This is an agreement with the _____ County DSS and _____ for the following child(ren):

Child #	Names	Permanent Plan	Relationship	Alternative Perm. Plan *

This agreement is made for the purpose of assisting both the agency and the family to identify needs and achieve changes to assure the goal of a safe and permanent home for this child(ren). All parties will talk about this plan and the progress made towards achieving the objectives on a regular basis. Changes may be made when family circumstances change or a court order is issued. At that point, and at points where progress is assessed, the plan may be continued, rewritten, or discontinued. The goal will be achieved when the family is able to provide a safe home. This agreement will last until _____.

I. On _____ a case decision was made by DSS that the child/children is/are _____. The specific reason(s) for this is/are: _____

II. On _____ the child/children was/were removed from the home. The specific reason(s) for this is/are: _____

III. If the objectives and activities have not been successfully completed, then other steps to ensure protection and permanence for the child/children will be discussed and other action will be taken. It should be understood that concurrent planning is the obligation of the agency in order to achieve permanence for the child. This alternative plan is appropriate because: _____ Alternative plan: _____

IV. Family Strengths: _____



Harnett
COUNTY

NORTH CAROLINA

Services Department

www.har nett.org

Robert P. Cameron, Director

Harnett County Government Complex

311 Cornelius Harnett Boulevard

Lillington, NC 27546

ph: 910-893-7500

ax: 910-893-6604

PROTECTION AGREEMENT

This agreement is necessary because on _____, a Children’s Protective Services Referral was received by this agency alleging that the following children _____, _____, _____, is/ are being abused, neglected or dependent; in that _____. In order for the child(ren) to be protected by you, it is necessary that the following conditions exist. This is to protect he child(ren) from further harm. This agreement is in effect until the investigation is complete at which time it will be re-evaluated to see if a protection plan continues to be necessary.

1. Social workers or other DSS staff will make unannounced visits to the home where the child(ren) is/are residing.
2. Social workers or other DSS staff will make unannounced visits to the child(ren) School(s).
3. All parties of the protection plan agree to report immediately to DSS any change in address, living arrangements, household compositions or any other concerns.
4. All parties understand this protection plan is in effect for 24 hours per day until _____ or until the investigation is complete.
- 5.
- 6.
- 7.
- 8.
- 9.

It is understood by all members involved in this protection plan that if the plan is not followed as outlined there will be cause for the Harnett County Department of Social Services to petition the Court for custody of the child(ren) and look for suitable out of home placement for the child(ren)’s safety.

Signature

Date

Signature

Date

Signature

Date

Signature

Date

APPENDIX E

**HARNETT COUNTY
COORDINATING COUNCIL FOR SUCCESS
COUNTY PLAN**

Mission Statement

Strengthen and improve local collaboration so that 100 percent of the Work First participants who have received cash assistance 30 or more months will receive intensive employment services leading to self-sufficiency (or other desired individualized outcomes such as Social Security or other income sources).

V. Section 1: Assessment for Families and Resources

The main barriers facing the Work First families at risk are identified as follows:

- 1) transportation
- 2) basic education (GED or High School Diploma)
- 3) lack of personal motivation
- 4) criminal activity
- 5) medical (sight, hearing, physical, mental, emotional)
- 6) substance abuse
- 7) lack of job ready skills
- 8) lack of job opportunity
- 9) poor or no work history
- 10) childcare
- 11) domestic violence and abuse

The number of families at risk in Harnett County varies between 40 and 60, as families go on and off the welfare roll. Each of these families faces multiple barriers to their self-sufficiency. The specific barriers will be identified on a case by case basis through the Success client case manager working in partnership with the Success Team.

The combined resources of all the partner agencies seem to be sufficient to meet the needs of the Success for families at risk population. These resources will be brought to focus on the target group so that 100 percent of the Work First participants identified can be served.

Section 2: Options for Action

TANF block grant funds are available to hire or contract services for an individual to serve as the SUCCESS Social Worker to manage the Families at Risk caseload. The reassignment or designation of a current Social Worker from DSS to manage this caseload may be exercised as an option. This staff member will work in partnership with the Success Team. The Social Worker will be housed at the Harnett County Department of Social Services.

Transportation of Success clients for job search, employment, childcare, medical appointments, training classes, appointments with all partner agencies, and other appointments to meet the program requirements will be through HARTS as the primary transportation resource. A secondary transportation resource will be to contract services through private vendors.

Mentors will be utilized through available community resources. Vocational Rehabilitation, Welfare-to-Work, and Harnett Production Enterprises will especially be looked to for mentor resources. The faith community and civic groups will serve as possible mentor resources as well.

Section 3: Agency Roles and the Success Team

Participating agencies are as follows:

- 1) Social Services – to serve as originating agency, host for Success Council, provide client base, and provide a case manager through TANF funding.
- 2) Vocational Rehabilitation
- 3) Lee-Harnett Mental Health
- 4) Welfare-to-Work
- 5) HARTS
- 6) Child Support Enforcement
- 7) Central Carolina Community College
- 8) Employment Security Commission
- 9) Services For The Blind
- 10) Harnett Production Enterprises
- 11) Other agencies and organizations as needed

All agencies listed above will serve as referral sources to provide each agency's area of expertise to the benefit of each Success client. In addition, each agency will provide at least one staff member to serve on the Success Team.

The Harnett County Success Coordinating Council will stay informed of their agency's involvement in the Success Team. The Council will meet on a quarterly basis to review the progress of the Success initiative and to amend the plan as needed.

Section 4: Population Served

The Success Team, effective January 1, 2000, will target the following:

- 1) All pregnant women identified as high risk for substance abuse.
- 2) All Work First participants identified with 36 or more months on their five-year federal clock.

The Success Team, effective July 1, 2000, will target the remainder of the Work First clients with 30 or more months on the 5-year federal clock.

Section 5: Communication within the Success Team

The Coordinating Council believes that the key to the success of this program is strongly dependent upon the communication between all participating partners. Additional attachments are recommended for the common referral form and the Mutual Responsibility Agreement (MRA).

The overall coordination of effort must be through the social worker assigned to the client case. This allows one person to have oversight and will make problem solving more easily addressed. The social worker will be responsible for monthly Success Team meetings and other meetings as deemed necessary. The social worker will be a member of the DSS Work First staff and the co-location of other staff will be discussed as the need arises.

After an initial assessment with the client, the social worker will complete a detailed referral form with appropriate attachments and schedule appointments with partner agencies as determined necessary. Upon receiving the referral, the partner agency will report back to the social worker within 24 hours after the scheduled appointment/intervention.

The initial Mutual Responsibility Agreement will be established by the social worker in conference with the client. This MRA will be updated and expanded as the Success Team meets monthly with the social worker to staff each case. The MRA will provide the overall employment goal and plan of action to obtain the goal. The MRA will take into account the expertise of the individual partner services and the distinctive role each play to the common benefit of the client.

Section 6: Communication with Families at Risk

The Success for Families at Risk social worker will conduct an assessment interview with the client for the purpose of determining the total personal and family needs, strengths, and weaknesses. This assessment interview will be to inform the client of all program requirements, client responsibilities, and program opportunities. An initial Mutual Responsibility Agreement will be signed at this interview. The social worker will be responsible for making referrals to appropriate agencies and programs to meet the need of each client. The Success Team will meet to staff each case to assure that all the partner agencies are sharing responsibility for the well being of each client. Each agency that receives a referral will provide a progress report to the social worker within 15 working days.

Section 7: Confidentiality

All referrals between DSS, Lee-Harnett Mental Health, and all the partner agencies for mental health and substance abuse issues will utilize approved forms of consent for the release of information as established by Federal and State confidentiality requirements. As each agency's programs require release of information forms to share necessary case data, these forms will be completed and signed by the client as needed.

APPENDIX F

ATTACHMENT A

State of North Carolina
 Division of Social Services
 Contract Application

Page 1 of 9

I. Contract Summary

A. This agreement is between the Harnett County Department of Social Services (heretofore and hereinafter referred to as the "Department") and the Employment Security Commission of North Carolina (heretofore and hereinafter referred to as the "Provider").

B. This agreement shall be in effect from July 1, 2004 To June 30, 2005

C. Services to be Provided:

(1) Service	(2) Service Code	(3) Number of Persons Served	(4) Number of Units of Service	(5) Definition Of Unit Of Service
Job Development	546	350	350	One Participant
Job Placement/ Entered Employment.	546	80	80	One Participant
Job Search/				
Job Readiness	547	250	250	One Participant
On-the-Job				
Training	544	20	20	One Participant
Information				
Referral First Stop	520	500	500	One Participant

Any additional services should be listed in III.-Service Program Description

D. Area to be Served: Harnett County

State of North Carolina
 Division of Social Services
 Contract Application

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E. Contract Identification:

1. Provider

- a. Name of Contract Administrator C. Truett Underhill
Tel. # : 910-891-2915
- b. Name of Program Contact Person: same
Tel. # :
- c. Program Name, Location and Mailing Address:
Employment Security Commission of North Carolina
101 Hunt Valley Road, Dunn, NC 28334
- d. Additional Service Delivery Sites: Harnett County
Department of Social Services
311 Cornelius Harnett Blvd., Lillington, NC 27546
- e. Status: Public Private, non-profit
 Private, for profit Individual
- f. Provider Contract ID # : M 43098

2. County Department of Social Services

- a. Name of Contract Administrator: Robert P. Cameron
Tel. # : 910-893-7500
- b. Name of Services Program Contact Person: Wilma McGregory
Tel. # : 910-893-7500
- c. Address of County Department of Social Services:
Harnett County Department of Social Services
311 Cornelius Harnett Blvd., Lillington, NC 27546

State of North Carolina
 Division of Social Services
 Contract Application

Page 3 of 9

II. Fiscal Provisions

A. Amount of Reimbursement:

Reimbursement under the terms of this agreement will be limited to a maximum of:

\$ 38345	TOTAL	\$	SSBG	\$	IV-B	\$	RAP +
_____	=	_____	+	_____	+	_____	
	State +	\$ 28759	County	\$ 9586	Other		TANF Block
			+		(Identify):		Grant

(Optional: County funds consist of \$ _____ for _____
 (funding source)

and \$ _____ for _____
 (funding source)

B. Method of Reimbursement:

1. For Purchase Contract (DSS-2497) Total and Unit Cost:

a. Reimbursement will be made in accordance with the current budget approved by the Department and on file with both parties. The amount of reimbursement will be based on allowable expenditures made in behalf of eligible clients, determined in accordance with acceptable cost allocation methods. The Provider will report all expenditures made under the terms of the contract.

b. Reimbursement will be made at a unit cost rate of \$ ___ per unit of reimbursement delivered to eligible clients for an estimated number of ___ units. The Provider will document total expenditures made under the terms of the contract to the Department within thirty days after the termination of this contract, or as instructed by the Department. Reimbursement which exceeds actual allowable cost will be adjusted to actual allowable cost.

2. For Vendor Agreements (DSS-2252) Fixed Rate

Reimbursement will be based on:

a. a standard fixed rate or

b. an individual fixed rate.

c. Reimbursement will be made at a fixed rate of \$ ___ per unit of (define) for an estimated number of ___ units. Reimbursement will be based on the actual number of units delivered whether over or under the estimated number. If multiple components are being purchased, additional rates and units can be identified as follows:

C. Reimbursement Reporting:

1. Expenditures

The Provider will report expenditures monthly in accordance with policy set forth by the Controller's Office, Division of Social Services, issued via the Fiscal Manual.

Expenditures are to be reported on the DSS Administrative Costs Report (Form DSS-1571, Part III). Reports are to be submitted to the Department by the fifth working day of the month following the month in which services were delivered. The Department will reimburse the Provider monthly, usually by check, upon receipt of a completed and correctly filed report.

2. Reporting for the Statewide Services Information System (SIS).

In addition to the Administrative Cost Report (DSS-1571, Part III), the Provider will submit to the Department the Monthly Report of Service Delivery (DSS Form 1571, Part IV). This should be submitted along with the Administrative Cost Report by the fifth working day of the month following the month in which services were delivered. The units reported in Column 12 of the 1571 Part IV are the units of service defined in Column 5 of I. C. of this Attachment. Service definition and reporting instructions are found in Family Services Manual, Volume VI, Chapter IV.

D. Audit Requirements

The Provider shall be responsible for compliance with the audit requirements of Department of Health and Human Services federal regulation 45 CFR Part 74, Administration of Grants, or State Administrative Procedures Manual for Federal Block Grant Funds, whichever is applicable. These regulations stipulate that an annual audit be performed for the fiscal year in which contract funds were received.

1. NA
Private, non-profit if amount of reimbursement received is under \$1,000; private, for profit or individual

2. (Applicable to Private, Non-Profit Providers if reimb. \$1,000 or over)

An annual audit is to be performed in accordance with OMB Circular A133 by an "independent auditor." "Independent auditor" means either: (a) a state government auditor from the Department of Human Resources or the Department of Administration, Office of the State Auditor; or (b) a certified public accountant. Upon completion of the audit, a copy of the audit report must be forwarded to the county department of social services.

3. (Applicable to Public Hospitals, Colleges, and Universities)

The annual audit must be performed in accordance with OMB Circular A133. It is not necessary for the institution to program audits performed separately from an all-inclusive single audit which entails all revenues and expenditures of the public agency. However, it is the responsibility of the contractor to insure that the contract program is included in the institution's single annual audit.

A copy of the audit report must be provided to the County department of social services upon completion of the annual audit.

4. (Applicable to State or Local Government Agencies)

An annual audit is to be performed in accordance with OMB Circular A-128 by an independent auditor. Upon completion of the audit, a copy of the audit report must be forwarded to the county department of social services.

E. Client Fees for Service

1. No fees will be charged to individuals determined to be eligible for services by the department of social services.

2. The service(s) under contract with the Provider are services for which a client fee may be assessed. Policy regarding the assessment and collection of fees is contained in Family Services Manual, Volume VI, Chapter III. If a client is to be charged a fee, the department will inform the Provider of the amount of the fee to be charged and of any subsequent changes by way of the Purchase of Service Referral and Authorization (DSS Form 1360). The Provider will establish a plan with the client for collecting the fee on at least a monthly basis; and when fees are not paid within ten days of the due date, will bill the client in writing and send a copy of the bill to the Department. **NO OTHER FEES FOR SERVICES MAY BE CHARGED TO THE CLIENT.** Client fees are to be reported on the Monthly Report of Service Delivery (DSS Form 1571, Part IV).

F. Management of the Funding/Matching Share Requirement

1. A cash transfer of the matching share will be made to the county department of social services in accordance with the terms specified in the Donation Agreement (DSS-1319).

State of North Carolina
Division of Social Services
Contract Application

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2. The provider certifies through the contract budget attached to this contract that the matching share is available. Further, it is agreed that the provider will report all program costs incurred each month relating to this contract on the DSS-1571. However, reimbursement will be limited to the federal/state financial participation rate.
3. The county department of social services is providing the match.
-

G. Provider Fees (For Purchase Contracts Only)

1. The Provider agrees to pay the Department/Division up to \$___ Administrative Fee as payment in full for the administration of the contract. The amount of the fee is five percent of the matching share contributed by the Provider.
2. The Provider agrees to pay the Department up to \$ ___ Certification Fee as payment in full for the determination and certification of client eligibility. The amount of the fee is five percent of the matching share contributed by the Provider.

Monitoring and Certification Fees, when applicable, will be deducted from the amount to be reimbursed.

III. Service Program Description

During the program year July 1, 2004 through June 30, 2005, Harnett County will purchase the services of one Employment Interviewer I. The interviewer will be stationed at the Harnett County Department of Social Services building, 311 Cornelius Harnett Boulevard, Lillington, NC. The employee will be responsible for providing the following services to Work First Family Assistance clients participating in the Work First program.

1. Job Search/Job Readiness (individual and group)
2. Job Development and Placement/Follow-up
3. On-the-Job Training (OJT) Contracts
4. Information/Referral/First Stop Registration

1) Job Readiness/Job Search

The employment interviewer will provide job readiness activities to WFFA participants on an individual or group basis. The interview will provide pre-employment information related to individual abilities, work habits, and ethics, that will enable the participants to be competitive and successful in the labor market.

Participants will conduct intensive job search efforts under the guidance of the employment interviewer.

The participant looks for work independently but referrals and suggestions about where to look are given by the interviewer.

A caseload of a total of 250 for the 12 month period is anticipated for referral for these activities from WFES workers.

2) Job Development and Placement/Follow-Up

The employment interviewer will provide job development and placement activities that will enable clients to obtain employment, thus working toward long-term goals of self-sufficiency.

The interviewer's goals for job development for the 12 month period will be 350 referrals. Job Placement/Entered Employment goals will be 80 referrals for the contract period. To meet these goals, the worker's activities will include, but may not be limited to the following:

1. Educate employers about the Work First program in order to develop training and job opportunities for participants, and to promote support for the program.
2. Research the local labor market to identify employment trends and job opportunities for potential participant referrals.

III. Service Program Description

3. Develop, monitor, and foster relationships with employers.
4. Target selected employers for job development and referral, based on the local labor market demands and the qualifications of Work First participants.
5. Solicit job slots and interviews for participants from public and private sector employers. This may include arranging interviews for participants, advocating on behalf of the participant, and follow-up contacts with the employer to determine the results and the quality of the interview.
6. Work closely with WFFA/Work First Employment Services staff to place participants in the labor force.

3) On-the-Job Training

The Work First participants will go through assessment and development of an Employability Plan and on-the-job training component. This will allow an opportunity for evaluation and planning as well as providing the necessary job-seeking and interviewing skills needed to obtain and keep employment.

ESC will explain On-the-Job training to prospective participants along with their rights and responsibilities throughout participation.

ESC staff will recruit possible worksites and negotiate OJT slots on behalf of individual participants. Under OJT a participant is hired by a private or public employer and, when engaged in productive work, receives training that provides knowledge or skills essential to the full adequate performance of that job.

Additional services provided through ESC will include the provision of job retention information to enable Work First participants to recognize, understand, and cope with problems and conflicts that may create any obstacle in reaching their employment goal. Job retention coaching under the OJT component will continue to be by ESC as long as the OJT participant remains active in the Work First Program within the boundaries to the contract period.

It is anticipated that 20 Work First participants will be referred from the Work First Program for On-the-Job Training services through this contract during the contract period. All referrals for OJT slots will come from Work First social workers. A referral form (DSS-1360) will be used to make referrals.

ESC will negotiate OJT slots on behalf of Work First participants which pay an average wage of \$6.00 + per hour. The period of training under OJT will not exceed 6 months.

III. Service Program Description

4) Information/Referral/First Stop Registration

Potential applicants of the WFFA cash assistance program will be registered for work by the employment interviewer according to the guidelines set for the First Stop Program. The workers will provide job referrals to individuals who are job-ready in an effort to divert the client from assistance into the job market.

A case load of a total of 300 for the 12 month period is anticipated for referral for this activity.

Overview of the Program

All participants will complete the Assessment and Development of the Employability Plan component. After completion the participants will be placed in other components as needed and may be served on an individual basis or in groups at the discretion of the counselor and interviewer conducting the program. Emphasis will be on preparation of clients and retention of employment, not just placement. All those who are placed on jobs will be offered follow-up for job retention to enable the participants to recognize, understand and cope with problems and conflicts that may create an obstacle to reaching their employment goals. These services will continue to be provided within the boundaries of the 12 month contract period. Follow-up contacts will be made with client and employer after placement on a job. The employment interviewer will serve as a contact person for employers. The interviewer will relay the information to WFES staff regarding the specific client.

Reporting Procedures/Contract Monitoring

Regular participant progress reports will be submitted by the interviewer monthly. The report will track placements by client name, SS#, current status, date referred for employment, date employed, employer name, job title, wage rate and a comments section to discuss barriers, who placed the client, etc. Progress reports will be reviewed by WFES staff and ESC workers on a monthly basis at regularly scheduled meetings.

Form DSS-4263 (day sheets) will detail participants served and time spent with each participant. The ESC worker will complete the day sheet weekly and submit it to the WFES supervisor each Monday of the following week. All referrals from DSS will be made on referral form DSS-1360.

Continuation of the contract is dependent upon available funding and provider performance. ESC will submit a bill for payment monthly. Monitoring reviews will be done on a quarterly basis by WFES supervisor. Progress reports, day sheets, client records will be monitored to determine progress toward meeting goals set for each service as described in Attachment A.

STATE OF NORTH CAROLINA
DIVISION OF SOCIAL SERVICES
PURCHASE CONTRACT BUDGET

SUMMARY Employment ID# Effective Through
 Provider Security M 43098 Period 07-01-2004 06-3-2005
 Commission of NC

Part I - Estimated Expenditures			
Object of Expenditure	Total Program Costs (1)	Non-Matchable Costs (2)	Total Matchable Costs (3)
A. Salaries	\$26,747.00		\$26,747.00
B. Fringe Benefits	7,222.00		7,222.00
C. Staff Development-Services			
D. Travel	500.00		500.00
E. Equipment Purchases-Tangible Property			
F. Transportation-Recipient			
G. Medical Supplies and Expense			
H. Cost of Space-Non-Residential			
I. Room & Board-Residential Treatment			
J. Service Payments			
K. Other			
L. Indirect Costs	3,876.00		3,876.00
M. Totals	\$ 38,345.00		\$ 38,345.00
Part II - Computation of Unit Cost or Individual Fixed Rate			
A. 1. Total Matchable Costs	\$		
2. Less: Earned Income for Unit cost Method	\$		
3. Net Matchable Costs			\$
B. 1. Total Service Unit Capacity, or			
2. Total Anticipated Utilization Capacity			\$
C. Method of Computation or Source of Data			
D. Estimated Unit cost or Individual Fixed Rate:	\$		Per

DSS-6844 (2/83)
Family Services

Part III - Distribution of Estimated Revenue for Total Cost Reimbursement Method				
A. Estimated Eligible and Matchable Costs			(a) Number	(b) Ratio
1. Estimated Eligible Clients				%
2. Estimated Ineligible Clients				%
3. Total Cost				%
B. Eligible Costs				
(1) Matchable Costs [Part I, Line M, Col. (3)]	(2) Less Earned Income	(3) Net Matchable Costs [B. (1) less (2)]	(4) Estimated % Of Eligibles [A. 1. (b)]	(4) Costs Eligible For Financial Participation [B. (3) x (4)]
\$	\$	\$		\$

Part IV - Additional Revenue and Fees

A. Program Costs	Amount	Source of Funds
1. Federal/State Funds	\$	
2. Local Matching Share	\$	
3. Other Budgeted Funds	\$	
4. TOTAL REVENUE	\$	
B. Fees (If Applicable)		
1. Administrative Fee	\$	
2. Certification Fee	\$	
3. TOTAL FEES	\$	

Part V - Reimbursement Projections (For Title XX Providers Only)

Annual Projection	July-September Projection	October-June Projection
A. \$	B. \$	C. \$

Signed: _____
Provider/Authorized Official

Date: _____

County Director or Designee

Date: _____

NEWS RELEASE**FROM****HARNETT COUNTY DEPARTMENT OF SOCIAL SERVICES**

The Harnett county Department of Social Services and the Work First Planning Committee has completed the 2005-2007 Work First Plan. The plan is pending final approval of the Social Services Board and the Harnett County Commissioners. The draft form of the plan is on display for 10 days, October 18 – 28 in all Harnett County Public Library sites, the County Manager’s office and the Department of Social Services. The public is invited to review the proposed plan and share comments of interest and concerns. Comments may be expressed in writing to the attention of Wilma McGregory, Program Manager, at Harnett County Department of Social Services, 311 Cornelius Harnett Boulevard, Lillington, NC 27546. Comments may be e-mailed to wmcgregory@harnett.org or to Pat Cameron, Director of Harnett County Social Services at pcameron@harnett.org