



2002-2003 Annual Report

Audubon Area Community Services, Inc

New Day Dawning: Fresh Challenges, Hopes, Opportunities

Developing Resources...

Investing in human potential.

The past year has been simply extraordinary! Serving as Audubon's board chair has been an exhilarating experience, and we have so very much to reflect on and be extremely proud. But first, I must express my great thanks for the work and service of all my devoted, hard-working colleagues on the AACCS Board. Thanks, guys! You've made it such a pleasure, a real joy and a tremendously rewarding experience for me throughout the year. Especially, I must thank our outstanding committee leadership: **Nelda Barnett**, Community Services Committee chair; Judge/Executive **Reid Haire**, Child and Family Committee chair; **Vickie Wells**, Community Support Committee chair; and Judge/Executive **Larry Whitaker**, Administrative Support Committee chair. In addition, **Karen Corbett**, Head Start Policy Council chair—and an ex-officio member of the AACCS Board, gets high praise for her own outstanding leadership of that policy body this past year. Other *ex-officio vice chairs* also made tremendous contributions, and I thank them each and every one: **Keith Sanders**, vice chair for strategic thinking; **Helen Sears**, child care operations advocate/adviser; **Russ Wilkey**, vice chair for legal affairs; and **Mike Goad**, vice chair for community participation. In addition, let me also make a special commendation for my fellow AACCS Board officers: **Thomas Platt**, vice chair, and **Rev Royce Pile**, secretary/treasurer. Indeed, I wish I could mention every colleague on the Board. They deserve it—and, again, they each have my sincere regard, appreciation, and thanks! But finally, I want to note and mention as well the members of two subsidiary boards in the Audubon “universe,” the Lincolnshire Apartments, Inc. and Lincolnshire North Apartments, Inc. boards. There, I'd give special mention to **Christy Fulkerson**, who serves on both boards and also serves as attorney for both properties. That's a long list, but believe me, they all deserve the credit. So thanks again!



Daisy B. James
Board Chairperson

While I'm counting our blessings, I must mention our wonderful staff and our executive director and his senior leadership team, all of whom are featured in the following sections of this report. I commend and express sincere appreciation for all our local, state, and national elected officials. This “reauthorization” year our devoted thanks to our federal legislators—and their wonderful local staff—for their loyal support: **Rep. Ed Whitfield**, First District Congressman, and **Rep. Ron Lewis**; Second District Congressman; **Senator Jim Bunning**; and **Senator Mitch McConnell**. Kentucky **Governor Paul Patton** also deserves our gratitude for his vision, loyal support, and promotion of early childhood services throughout the Commonwealth.

And Kentucky's Secretary of the Cabinet for Families and Children, **Viola P. Miller**, gets my highest praise for her highly effective leadership over the past several years of her faithful stewardship for Kentucky's most needy and vulnerable citizens; Dr. Miller is a visionary, make-good-things-happen leader; she is as inspirational and encouraging as she is highly effective and productive...and *highly generative*. Finally—and certainly *not* least, I want to also thank **Carlis V. Williams**, director of the eight-state Southeast Region of the Administration for Children and Families (ACF), DHHS, Atlanta. Since joining ACF some two years ago, she has served with particular distinction and proven herself an able, visionary, caring, and effective leader. In June of last year, Ms. Williams returned “home” to Owensboro—her mother is from Livermore, Ms. Williams, a Chicago native herself, visited Owensboro-Livermore often during her youth, and she still has several family members here. Her visit was certainly one of the highlights of our 2002-2003 administrative year.

Accolades to two AACCS Board members who've distinguished themselves this past year: **Nelda Barnett**, the first Kentuckian to earn a seat on the board of directors of the American Association of Retired Persons (AARP), and **Helen Sears**, winner of Owensboro, 2003 Athena Award. Congratulations, ladies!

One “accomplishment” of Audubon's 2002-2003 administrative was the arbitration award of 21,626 shares of Anthem, Inc. stock. The Kentucky Association for Community Action received the initial distribution from Anthem's “demutualization” and conversion a non-profit to for-profit *stock* company. The AACCS Board has set up an AACCS Health Insurance Trust to hold—and eventually distribute according to the federal ERISA law—the employee-paid portion of the award to AACCS. The agency-asset portion of the award should help anchor and preserve the agency's viability for many years to come.

Thus, in closing, let's focus more on what the future holds—what it may look like—for AACCS. Mainly, what I see is...*Change!* Change on a large scale and as far ahead as one can see. We're on the threshold of a “new age.” *New* in terms of the way we *live*, the way we *see* ourselves the ways we *work*, the things we shall *decide* to do, and *meet expectations*—and be deemed relevant. I believe we must be completely open to new ideas and thoroughly creative as we develop plans and reach out to new partners, collaborations, opportunities, and challenges. But I see greater and greater success in our future!

Daisy B. James
Chairperson

Board Officers, 2002-2003

Daisy James, Owensboro —Board Chairperson

Thomas L. Platt, Henderson —Vice Chairperson

Rev. Royce Pile, —Secretary-Treasurer

Governing Board's Role and Responsibility

The Board of Directors has governing authority over Audubon Area Community Services, Inc. It is fundamentally a policy-making and oversight body. The Board defines policy and practices within the agency.

Executive Director's Role and Responsibility

Operating authority is delegated to the Executive Director. Executing the Board's plans and policies, hiring and directing staff is the responsibility of the Executive Director.

Advisory Council's Role

The agency has a number of advisory groups affiliated with its sponsored programs. Some typical examples are:

- ★ **Senior Service Corps Advisory Council**
- ★ **Helen D. Sears Family Development and Related Centers Advisory Council**
- ★ **CSBG Neighborhood/Community Councils**

Unlike the Board and Head Start Policy Council, which have legal policy and governing authority, these advisory councils—some mandated through federal legislation and regulations pertaining to their programs—function in an advisory capacity only to the project/agency staff and the governing policy bodies, usually the Audubon Area Board of Directors. Outstanding community volunteers serve on these important councils. We are grateful for their time and support!

Ex-Officio Members and Retiring Board Members

Ex-Officio Vice Chairs

Mike P. Goad—Vice Chair for Community Participation

Keith Sanders—Vice Chairperson for Strategic Thinking

Russ Wilkey—Vice Chairperson, Legal Affairs

Chris Brown—Fifth Third Bank—Vice Chairperson for
Community Investment

Other Ex-Officio Board Members

Hon. Larry Whitaker—Immediate Past Chair

Karen Corbett—Head Start Policy Council Chair

Helen D. Sears—Helen Sears Family Development Center/
Child Care Centers' Chairperson

Retiring Board Members

Tammy Miller, Consumer Sector Representative, 1999-2003 and

Bill Bryant, Consumer Sector Representative, 2002-2003;

Hon. Joan Hoffman, Mayor of Henderson, 1999-2003;

Sister Pat Leighton, McLean Ministerial Assoc., 1999-2003; and

Hon. Dudley Cooper III, Ohio County Judge/Executive, 1990-2003;

Kenny Riley, NAACP—Owensboro Branch, 1999-2003

Previously Retired

Denny Long, Consumer Sector Representative, 1997-2003;

Jason and Jessika Chinn, Ohio County Chamber, 2001-2002;

* Wayne Wilson, Dixons Lions Club, 1999-2002

<i>Representative</i>	<i>Term of Service</i>	<i>Alternate</i>	<i>Sector/Organization</i>
<i>Daviess County</i>			
Vicky Wells	2002-2004	Dolores Kiesler	Brescia University
Dr. Ronald M. King	1999-2005	Glen Calhoun	Owensboro NAACP
Sr. Fran Wilhelm	2003-2005	J.C. Green	District VI Consumer
Nelda Barnett	1998-2004	Jan King	District VII Consumer
Hon. Reid Haire	1999-2005	H.J. Ramage, Jr.	Daviess Judge/Executive
Daisy James	1997-2005	Hon. Waymond Morris	Mayor of Owensboro
<i>Hancock County</i>			
Glenna Deck	1999-2005	Hon. Jack McCaslin	Hancock Judge/Executive
Kim Harley	2003-2005	Rick Harley	District VIII Consumer
Fouchee Young	1992-2004	Patricia Meyer	Lewisport Women's Club
<i>Henderson County</i>			
Thomas L. Platt	1996-2004	Robert Pruitt	Henderson NAACP
Hon. Henry Lackey	2003-2005	Jeffrey Broughton	Mayor of Henderson
Barbara Jones	2001-2005	Millie Thomas	Henderson B&PW Club
Laurence Thomas	1998-2004	Sandra Thomas	District III Consumer
Shauna Boom	2001-2005	Amy Staples	District IV Consumer
Hon. Sandy Watkins	1994-2005	Charlene Powell	Henderson Judge/Executive
<i>McLean County</i>			
Marilyn Adkins	1998-2004	Lisa Ayer	District V Consumer
Hon. Larry Whitaker	1994-2004	Betty Ray	McLean Judge/Executive
Rev. Charles Thomas	1999-2005	Rev. John Butler	McLean Ministerial Assoc.
<i>Ohio County</i>			
Hon. Wayne Hunsaker	2003-2005	Rev. Gregory Baize	Ohio Judge/Executive
Nancy Hoover	1998-2004	Marilyn Coy	District IX Consumer
Kyle Shrewsbury	2003-2005	Gary Graves	Ohio County Chamber
<i>Union County</i>			
Jerry Manning	2002-2004	Jeanette Manning	District I Consumer
Kelly Beaver	1998-2004	Tommy Jenkins	Sturgis Kiwanis Club
Rev. Royce Pile	1994-2005	Hon. Larry Joe Jenkins	Union Judge/Executive
<i>Webster County</i>			
Robert Webb	1999-2005	Lanna Vincent	District II Consumer
William Winstead	1999-2005	Bob Mundy	Dixon Lions Club
Hon. James Townsend	1999-2005	Jimmy Mooney	Webster Judge/Executive

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JULY 2003

“ The universe is made of stories, not of atoms.”

—Muriel Rukeyer, 1913-80

Change. We love to hate it. But those who have followed *The Curious Journal* serial review of Margaret J. Wheatley's classic work *Leadership and the New Science*, understand that change is nature's way to renew her creation and maintain its vibrancy. The future, it appears, promises us all the opportunity for "renewal" and re-creation we could ever want.

The symbol depicted to the left represents the Chinese character for change. The symbol consists of two ideas combined into the single character: The first part of the change character represents *danger*, but the second part represents *opportunity*. That's a wonderful depiction of how we, too, should view change—a time of "danger," to be sure, but also a time of great opportunity for AACCS. If we are to remain a strong, dynamic, flourishing organization, we must, of course, remain mindful of uncertain "dangers," yet fully prepared to embrace the certain opportunities that change will bring.



"Problems are just opportunities in work clothes," captures the essence of this philosophy.

Audubon Area Community Services, Inc. is a very good organization. But is it a truly *GREAT* organization? I've been intrigued and impressed with Jim Collins' book *Good to Great*. Collins and his researchers present eleven one-time rather ordinary companies that became great companies—and sustained it over time. Collins investigates why and how these companies achieved "great" status. Collins begins his book saying, "Good is the enemy of great. And that is one of the key reasons why we have so little that becomes great. We don't have great schools because we have good schools. We don't have great government because we have good government. Few people attain great lives, in large part because it is just so easy to settle for a good life. The vast majority of companies never become great, precisely because the vast majority become quite good—and that is their main problem."

Collins describes the "ordinary" years of his great companies as the time of *buildup*. He calls the "transformation" to extraordinary performance the *breakthrough*. He attributes the results they achieve to "divergent thinking" by *disciplined people* exercising *disciplined thought* and dedicated to *disciplined action*. Collins says the "Good to Great" companies as have in common all the elements of what he terms the *Flywheel Concept*—a concept which signifies the patient, persistent, consistent, rigorous effort that was required to achieve "great" performance. The "timeless physics" of the Flywheel Concept incorporate six distinguishing elements (*levels*) reflected in each of the great companies: 1) "Level 5" **Leadership**—leaders with "a paradoxical blend of personal humility and professional will, 2) **First Who...Then What**—getting the right people (*who*) in the right places, *then* figuring out *what*, 3) **Confront the Brutal Facts** (Yet Never Lose Faith)—they face circumstance squarely, honestly, yet "maintain unwavering faith that you can and will prevail in the end," 4) the **Hedgehog Concept** (Simplicity...*within the intersection of passion, excellence, economic reality*), 5) **Culture of Discipline**—they foster a "relentless performance culture," 6) **Technology Accelerators**—pioneers in the application of *carefully selected* technologies." In Collins' Buildup-Breakthrough-Flywheel model, *levels 1 and 2* relate to "disciplined people;" *levels 3 and 4*, to "disciplined thought," and *levels 5 and 6* to "disciplined action." These *great* companies' are filled with people who practice excellence for its own sake. Indeed, that's exactly why they join the company and why they remain. They have a total commitment to the excellence of their enterprise because of their "*disciplined understanding*" of what they and their company are all about!

Collins explains why these concepts are important to any enterprise, for-profit or non-profit. "That good is the enemy of great is not just a business problem. It is a *human* problem. If we have cracked the code on the question of good to great, we should have something of value to any type of organization."

I believe that these ideas directly apply to Audubon Area, too. I'd recommend that every manager, Board member, and thoughtful associate of Audubon Area Community Services read *Good to Great*. Just as we've taught for years through our Covey "7 Habits" courses, its key is creating the right *culture* within the emerging great enterprise. Collins says that successfully going from good to great is about creating "a culture of discipline...a culture full of people who take disciplined action," a culture that operates consistently within the intersecting "circles" of passion, excellence, and economic good sense, a culture that will "systematically unplug anything extraneous."

Like our chairperson, I foresee a very bright future for Audubon Area. The main reason for my optimism is the extraordinary, creative, and committed people we have here. I have no doubt that we are equal to any challenge. Our long and impressive track record demonstrates that!



Ronald Logsdon
Executive Director

Ronald Lee Logsdon

Executive Director

<i>SUNDAY</i>	<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATURDAY</i>
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AUGUST 2003

“It is the heart that makes a man rich. He is rich according to what he is, not according to what he has.”

—Henry Ward Beecher

The Child Care Assistance Program (CCAP) is currently in its sixth year of operation. This program provides much needed subsidies to low income families, giving them access to quality child care. These subsidies, which pay all or a portion of the family's child care expenses, allow the parent to work, attend school or a training program, or to participate in the Kentucky Transitional Assistance Program, with the ultimate goal of self-sufficiency. The Child Care Assistance Program also provides services for those in need of protective child care services or to prevent the potential abuse, neglect or exploitation of a child.



Carrie Blackham
CCAP Director

Audubon Area Community Services is the service agent, designated by the Kentucky Cabinet for Families and Children, for the thirty-four western and central Kentucky counties in the Barren River, Green River, Pennyriple and Purchase Area Development Districts. The CCAP director and the payments staff reside in Audubon's Central Office while four area offices, located in Owensboro, Bowling Green, Paducah and Hopkinsville, provide direct services to our clients. There are also seven other offices located throughout the coverage area which are staffed on a part-time basis to better serve our clients. To support the efficient operation of the Child Care Assistance Program, all of these offices are linked by the Kentucky Child Care Management System (KCCMS), a statewide computer network.

The responsibilities of this program to families seeking child care assistance include consumer education, determination of client eligibility, and matching clients to available resources. Additionally, CCAP processes applications and determines program eligibility for child care providers, processes provider payments, and maintains the statewide database as it pertains to local activities.

For purposes of the Child Care Assistance Program, low income is defined as below 165% of the federal poverty level, meaning that a family of four with an annual income of \$29,123 qualifies for this program. Currently 23% of Kentucky children who qualify for the Child Care Assistance Program are being served.

Families are not eligible for subsidized child care when free, appropriate programs are available. Parents must share in the responsibilities of child care. A family co-payment is assessed for families whose income is above \$900 a month. The co-payments start at approximately 5% of gross income and gradually increase to 10% at higher income levels, depending upon the number of children in care.

Despite funding issues faced by the Child Care Assistance Program, the level of assistance provided to families is expected to remain at, or slightly above, present levels. In an effort to ensure that adequate funds are available to serve as many clients as possible, our local areas

monitor for suspected cases of fraud. When fraud is substantiated in an amount over \$5,000, it is referred to the state. Smaller amounts are handled at the local level where arrangements are made for repayment to the state treasury. In this fiscal year, local CCAP offices have collected almost \$25,000 in repayments.

CCAP Service Summaries

April 1, 2002-March 31, 2003

Client Family Case Count by Area

Barren River	1,095 families / 2,012 children
Green River	1,223 families / 2,294 children
Pennyriple	1,565 families / 2,812 children
Purchase	1,543 families / 2,711 children
2002-3 Provider Payments	\$26,385,202

Current Families Served (duplicated)	5,426
Total Families Served	10,836
Current Children Served	9,829
Total Children Served	19,505
Current Active Providers	1,236
Total Number of Providers	2,812



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SEPTEMBER 2003

“ Think big, even if you’re small; it’s all about perception.”

—Ken Braum, President, Lounge Lizard Worldwide, Inc.

The Child Care Resource and Referral (R&R) program, under contract with the Kentucky Association of Child Care Resource and Referral Agencies (KACCRRRA), provides supportive services to the various elements of the child care system in the sixteen counties of the Green River and Pennyriple Area Development Districts. The program targets both the consumer and the provider of child care services with an emphasis on education.

Providers and potential providers have access to resources related to starting a child care facility, assistance with licensing and certification procedures and quality improvement. R&R provides numerous training opportunities for the professional development of child care providers, such as the Commonwealth Child Care Credential, the Child Development Associate Credential, the Early Childhood Trainer’s Credential and the Director’s Credential. These credentials build upon each other, encouraging child care providers to constantly increase their knowledge base. To enable child care providers to take advantage of these training programs, R&R assists providers in the application process for scholarships created as part of the KIDS NOW early childhood initiative. R&R also focuses on quality improvements in the child care facilities through the STARS for KIDS NOW program, a voluntary child care quality rating system, that is part of a nationwide effort to provide a good start to every child.

The Child Care Resource and Referral program stresses the responsibility of the parents in obtaining the highest quality child care available. To give parents the data necessary to make an informed decision, R&R furnishes educational materials, such as the statutes and regulations by which child care providers must abide. R&R also maintains a database of all licensed, certified and family day care centers with information about openings in their facilities. This database allows for multiple referrals to parents, without a specific recommendation, to be made in a timely manner.

The Child Care Resource and Referral program has several extensive childcare related libraries which are located at the community colleges in Madisonville, Hopkinsville and Henderson. The Lincolnshire office, the central office in Owensboro and the Livermore Community Library in McLean County also house child care libraries.

The Child Care Resource and Referral program (R&R) awarded 349 scholarships through the KIDS NOW early childhood initiative. 284 of these scholarships were for college courses and totaled \$109,056; 65 were for non-college programs and totaled \$13,000. Additionally, R&R awarded \$4,100 for related educational expenses and \$1,620 in milestone money. The total amount awarded for the continuing education of our local child care providers in this fiscal year was \$127,776.

350 trainings, totaling 901 training hours, were conducted for 5044 child care providers by Audubon’s Child Care Resource and Referral program. 152 child day care referrals were made to families seeking child care.

Audubon Area is also fiscal agent to five Early Childhood Councils throughout the Western Kentucky Region.

- ◆ Daviess County Early Childhood Council
- ◆ McLean County Early Childhood Council
- ◆ Livingston County early Childhood Council
- ◆ Ohio County Early Childhood Council and
- ◆ 4 Rivers Early Childhood Council



<i>Resource & Referral Service Summary</i>			
<i>Trainings:</i>			
	Green River	Pennyriple	Total
Training Events	153	197	350
Training Hours	403	498	901
Providers Trained	3090	1954	5044 (duplicated)
Referrals	131	21	152
<i>Scholarships:</i>			
	Number Awarded	Total Amount Awarded	
College Scholarships	284	\$109,056	
Non-College Scholarships	65	\$13,000	
Related Education Expenses		\$4,100	
Milestone Money		\$1,620	
TOTAL Educational Awards		\$127,776	

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OCTOBER 2003

“ We don’t empower people. We put people in positions where they can grasp the power available to them. They empower themselves.”
—Peter Senge (paraphrase)

The Community Services Program administers four programs throughout the Auduobn Area seven county service radius. The Community Services Block Grant (CSBG), Low Income Home Energy Assistance Program (LIHEAP), the Senior Community Employment Program (SCEP), known by its funding source as Title V, and WinterCare.



Fred Goodwin
CSBG Director

The CSBG program is transitioning from a direct service delivery system to a case management system. Staff focus their time, energy and resources on working with ten to fifteen households at one time. A thorough assessment is made of strengths, as well as needs. Case workers assist customers as they build on their strengths, with the long-term goal of becoming self-sufficient, as measured by an income that exceeds the 100% poverty level. Needs such as job skills training, transportation and childcare are met through referrals to the appropriate provider. When funds are available, emergency needs are covered by programs administered by the CSBG staff to all eligible households.

LIHEAP provides a cash benefit to income-eligible households that meet specific criteria. During the Subsidy component in the fall of the year, total household income determines eligibility. During the Crisis component in the winter, households must not only meet income guidelines, heating sources must be within 48 hours of depletion or there must be a disconnect notice issued by the electric or natural gas provider. When the household meets all the criteria, a voucher is issued to the supplier of the heating source. Upon return of the signed voucher to Audubon Area, LIHEAP issues a check to the supplier.

Enrollees in the Title V program receive a stipend for tasks performed in a variety of settings. The long-term goal is to gain employment where the employer does not receive a federal subsidy for the person. Enrollees must be at least age 55 and meet income guidelines. During the 24 months of participation, case managers work closely with them to develop an Individual Employment Plan (IEP) and monitor their progress toward their goal of unsubsidized employment.

WinterCare funds are generated by donations from utility customers. The funds are sent to the Lexington Community Action Agency from across the state and distributed two or three times during the winter heating season. Persons who are LIHEAP Crisis eligible are also eligible for WinterCare assistance. Benefits are paid only to the utility provider to which the donations have been made, though, and the household in need must also have received a disconnect notice from that provider. The donations are generally very small with an average of about 70 households served per year.

2002-2003 CSBG Service Summaries

Subsidy Component

County	Families	Assistance
Daviess	1,667	\$141,022
Hancock	181	16,947
Henderson	752	61,870
McLean	270	26,234
Ohio	673	70,213
Union	293	27,661
Webster	307	32,677
Total	4,143	376,624

Crisis Component

County	Families	Assistance
Daviess	956	\$80,884
Hancock	140	17,088
Henderson	518	53,600
McLean	150	16,932
Ohio	340	45,261
Union	171	21,276
Webster	215	30,042
Total	2,490	265,084

LIHEAP Client Benefits Summary

County	Families	Assistance
Daviess	2,623	\$221,906
Hancock	321	34,035
Henderson	1,270	115,470
McLean	420	43,166
Ohio	1,013	115,474
Union	464	48,937
Webster	522	62,719
Total	6,633	641,707

2001-2002 LIHEAP Vendor Summary

Western Kentucky Gas	\$100,557
Kentucky Utilities	62,222
City of Henderson	71,931
City of Providence	15,579
Owensboro Municipal Utilities	74,582
Kenergy	85,488
Suburban Propane	11,605
Housing Authorities	20,599
112 Other Vendors	442,563
Total Benefits Paid	\$641,583

FEMA Assistance

County	Families	Benefits
Daviess	0	\$0
Hancock	0	0
Henderson	18	2,481
McLean	0	0
Ohio	40	6,661
Union	14	1,609
Webster	4	1,012
Total	76	11,763

Wintercare Energy Fund Program

County	Families	Assistance
Daviess	8	\$952
Hancock	1	185
Henderson	3	206
McLean	4	478
Ohio	5	716
Union	5	493
Webster	2	362
Total	28	3,392

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NOVEMBER 2003

“ We are star-stuff which has taken its destiny into its own hands.”

—Carl Sagan

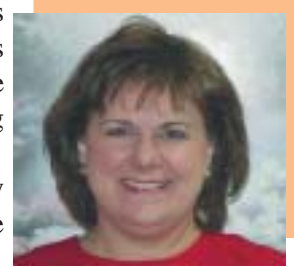
Senior Corps taps the skills, talents, and experience of Americans age 55 and older to meet a wide range of community needs through three programs; Foster Grandparents, RSVP, and Senior Companions. Foster Grandparents serve one-on-one as tutors and mentors to children with special and/or exceptional needs. RSVP volunteers conduct safety patrols for local police departments, participate in environmental projects, provide educational services to children, and respond to natural disasters, among other activities. Senior Companions help homebound seniors maintain independence in their own homes.

These programs, for almost three decades, have provided Americans fifty-five and older with opportunities for community service. The longevity of and support to Senior Corps programs are evidence of their success, particularly in demonstrating how the senior volunteers benefit from the opportunities provided. This year 843 volunteers donated 284,478 hours of service.

It has become increasingly important to find out how the results or activities of the senior volunteers are making real and lasting differences in the communities where they live and serve. Senior Corps initiated the Programming for Impact (PFI) Approach in 1996 and requested that programs develop 'Five-element Planning Statements' that identify accomplishments and impacts of services being conducted by senior volunteers.

Beginning in 2003 the Senior Corps enhanced PFI through the Corporation for National Service's Performance Initiative. This initiative enhances the PFI approach. Senior Corps is measuring accomplishments, intermediate outcome impact and end outcome impact. Senior Corps reports on progress achieved, how performance was measured with documentation, and reports on any operational changes and project improvements that resulted from information learned from the performance data.

One of Senior Corps strengths is its community partnerships. Across the eight county service area FGP/RSVP/SCP have established collaborative partnerships with eight local school districts, two health departments, two hospitals, senior housing complexes, local police and fire departments and many others. Due to this collaboration, all three Audubon Area Senior Service Corps programs were able to secure Program of National Significance (PNS) grants in the area of 'Homeland Security'. These three highly competitive grants provided \$94,200 of additional permanent federal funding.



Cindy Ferrell
Senior Service Corp
Director

Senior Service Corps Service Summary

Foster Grandparent Program

Title One Students:

- 92% of the students improved their academic skills
- 94% of the students improved their behavioral skills

Pre-school Day Cares:

- 100% of the children improved their behavioral skills
- 100% of the children improved their pre-school management skills

Alternative Learning Centers:

- 90% of the students improved their behavioral skills
- 90% of the students improved their academic skills

Head Start Centers:

- 75% of the students improved their behavioral skills
- 75% of the students improved their pre-school management skills

Psychiatric Facility:

- 60% of the students improved their behavioral skills
- 70% of the students improved their academic skills

America Reads (A program under RSVP)

- 94% increased their self esteem
- 80% increased their reading skills
- 90% increased their attendance or said attendance was no problem
- 88% increased their social skills
- 84% increased their oral/written communication skills

Retired and Senior Volunteer Program

- 100 RSVP volunteers served 28,944 hours at two hospitals. Due to the donated hours, hospital savings amounted to \$429,818 (national volunteer sector value of \$14.85 per hour). 302 RSVP volunteered 47,334 hours of service at 21 nutrition sites.
- 2 RSVP volunteers served 228 hours working with client records and maintaining these records at the current level. These services free up regular employee's time so they could concentrate their time on tracing criminal activity and making the communities more secure. The RSVP volunteers service saves the department approximately \$2,500 annually.
- 5 RSVP volunteers served 31 hours as senior advocates. With these advocate services, seniors may be more aware of scams, fraud and special services to seniors.

Senior Companion Program

- 100% showed a decrease in loneliness and isolation
- 31% showed they left their residence more often. (This was probably due to their family members providing transportation to them when the Senior Companion was absent and the decline of some client's health)
- 99% indicated having a Senior Companion had displayed placement in a long-term care facility
- 100% of caregivers reported their physical and mental health had improved since having a Senior Companion

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DECEMBER 2003

“In vain do we build the company, if we do not first build the people.”

—Carlton Jackson, Co-creator, Humanisphere, Inc.

Audubon Area Community Services has three juvenile programs that are funded by the Department of Juvenile Justice and Mental Health of Kentucky. The specific objective of the Family Intervention Resource Team (F.I.R.S.T.) is to decrease the number of middle school-age children who appear for adjudication in juvenile court by increasing the number of interventions available as alternatives to formal court appearances. In-House Crisis Program, through a partnership with Daviess County Schools and AACS, is to better serve at-risk youth placed in long-term suspension resulting in the reduction of referrals to the Juvenile Justice System. The Audubon Area Parenting Program provides adolescents and parents twelve-week nurturing classes as an alternative to placement in detention. AAPP decreases the number of juveniles placed in the Regional Juvenile Detention Center.



John Blaney
Juvenile Services
Director

The F.I.R.S.T. Project represents an adapted version of the service and organizational model found in the Kentucky IMPACT Program. It incorporates a case management service model with a high degree of agency collaboration. Its base is a multi-agency advisory body that not only oversees all aspects of the project, but also established formal agreements and affiliations with other service providers and involved parties in the community. The In-House Crisis Program serves 70 youths and families who are struggling to meet the behavioral expectations of the Daviess County Public Schools. Many of the students have a family history of academic issues as well as behaviors that force the DCPS to make referrals to the juvenile justice system. These students and families often possess few skills in the areas of problem solving, personal control, anger management, effective communication, and decision making. Two AACS Program Facilitators implement the Reconnecting Youth curriculum in small groups to improve the identified youths' social skills and reconnect them to their home schools.

Audubon Area Community Services Juvenile Justice programs are staffed with four degreed individuals. Three have degrees in human service fields and one has her MSW and is presently pursuing her clinical license. Each staff member has a job description and detailed professional improvement plan. Two staff members have been trained in the Bavolek Nurturing Parent Program and provide parent training.

Juvenile Services Programs are funded by three separate grants. The F.I.R.S.T. Project is funded by Kentucky Mental Health and continues to receive adequate funds to serve sixty families per contract year. Audubon Parenting Program is funded by Federal Title II funds on a per diem based on the number of families served during the project year. In-House Crisis is funded by the Kentucky Department of Juvenile Justice. Funds are distributed to local Prevention Councils and distributed on a grant basis to programs in the local counties. Funding for this program is renewed yearly on a competitive grant allocation.

Juvenile Services programs are located at the Gillim Advocacy Center that is the home of the Safe Children Foundation. Space is more than adequate to house the program. The facility is currently located in the downtown area of Owensboro near the Cabinet for Families and Children and the Judicial Center where collaborating agencies are located.

Monthly and quarterly reports are utilized to maintain daily management and are communicated to funding sources. The Statistical Package for Social Science (SPSS) is used for research and data analysis to determine progress for both In-House Crisis and the F.I.R.S.T. Project. SPSS provides all of the appropriate analysis techniques for the quantitative data gathered for program evaluation. Dr. Tom Lawson, Kent School of Social Work, University of Louisville, is the independent evaluator for both the F.I.R.S.T. Project and the In-House Crisis Program.

<i>F.I.R.S.T./In-House Crisis/Parenting Program Service Summary</i>	
<i>Families Served</i>	<i>Program Funding</i>
DJJ In-House Crisis 70 families	DMH/SIAC \$100,000
F.I.R.S.T. Project 50 families	DJJ/In-House Crisis \$74,000
Parenting Program 60 families	DJJ/Parenting Program \$18,000
Total 180 families	Total \$192,000

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JANUARY 2004

“ Perhaps the truth depends upon a walk around the lake.”

—Wallace Stevens

Weatherization, HOME, and the Affordable Housing Trust Fund

This year has been a good year for the remainder of the other housing programs that AACCS operates. The Weatherization program was funded with \$323,883. This will be used to weatherize approximately 100 dwellings. This was our first year of using contractors instead of AACCS staff. This appears to be working great. Since contractors do not get paid until the job is completed, the dwellings get completed more efficiently.

In addition to the Weatherization dollars, we were funded from Kentucky Housing Corporation for two (2) separate programs. We received \$193,600 for the HOME program. These dollars are used to demolish and re-build three (3) dwellings for homeowners.

We were also funded with the Affordable Housing Trust Fund (AHTF) program. We received \$25,000 in AHTF dollars. These dollars can be used for any weatherization related work that cannot be paid for with Weatherization dollars; i.e., roofs, doors, windows, etc. \$10,000 of those dollars are grant dollars and \$15,000 will be used as a loan. With the loan program, the homeowner can receive additional services on their dwelling and pay back the dollars at 0% interest over a period of two (2) years.

We have also been fortunate to retain our relationship with Atmos Energy, (formerly Western Kentucky Gas). We have expended approximately \$50,000 of Atmos Energy dollars to be used in conjunction with the Weatherization program.

With the addition and support of the other programs that we were able to acquire, this allows for more services for our clients. We are very fortunate to be able to continue our relationship with both Kentucky Housing Corporation and Atmos Energy again this year.



*Sheila Boling
Housing Services
Director*

Lincolnshire and Lincolnshire North Apartments, Inc.

This year was a much better year than in the past with Lincolnshire/Lincolnshire North Apartments, Inc. The vacancy rate that we previously have had so much trouble with appears to be stabilizing now. The management has worked really hard marketing the 208 unit of Section 8 properties. This is not to say that we have had a perfect year. AACCS was monitored in June by Kentucky Housing Corporation (KHC) and the review for Lincolnshire North was not particularly good. We received a good review on the Lincolnshire property. Several items were reported as “findings” by KHC with the Lincolnshire North property, including tenants having their smoke alarms disconnected when the KHC monitors went into their dwellings to inspect and also some forms that were missing in a few of the files. AACCS did respond, in writing, to KHC on many of the issues that were written up in our report.

In November, KHC returned for a follow-up visit on Lincolnshire North. This time AACCS received a good review with some suggestions on how to make our files more read-able for future reviews. This is being implemented with a new 6-tab file folder.

Lincolnshire also relocated the police sub-station this year. Since most of the police reports, noise, general disturbances seemed to be located in the north end of the property, it was decided to relocate the sub-station from Lincolnshire to Lincolnshire North. AACCS did move the sub-station with the approval of the police department. Due to obvious reasons, there were some residents that did move when the sub-station was relocated. This has appeared to deter some of the crime activity on the north end of the complex and has received some good comments from other residents at the complex.



*The Lincolnshire/Lincolnshire North
Apartment Complexes*

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FEBRUARY 2004

“ I have learned this at least by my experiment: that if one advances condifiently in the direction of his dreams, and endeavors to live the life which he has imagined, he will meet with a success unexpected in common hours.”

—Henry David Thoreau

Since 1977, Green River Intra-County Transit System (GRITS) has been a leader in providing transportation services needs in the Green River area. Serving the Green River area counties of Daviess, Hancock, Henderson, McLean, Ohio, Webster, and Union, we are committed to provide safe reliable paratransit services.

Access to transportation services remains to be one of the key components deficient enabling elderly and disabled citizens access to hosts of needed services. GRITS has become an essential part of the community providing almost 145,000 trips per year. GRITS provide access to: physician care, hospital care, employment, childcare, employment interview, grocery store, and other qualified services. We are committed to assisting our client receiving safe dependable timely transportation services.

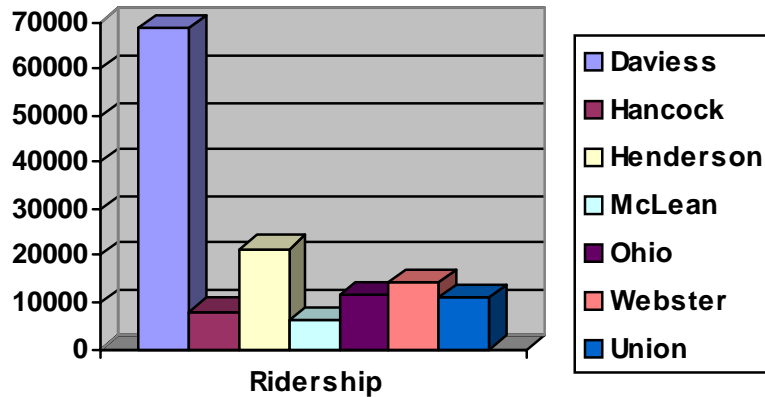


Rajen Shah
GRITS Manager

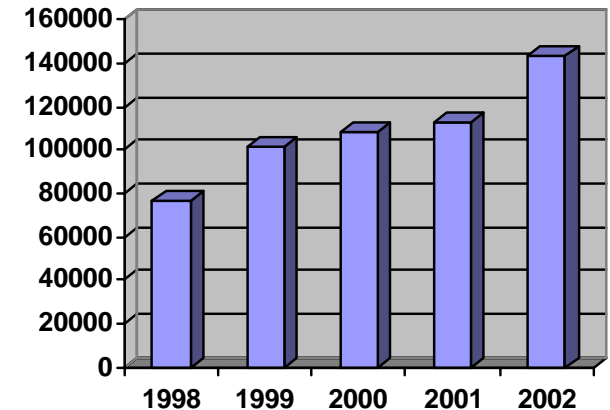
Most riders receive services through contracts GRITS holds with other agencies and programs. Through coordinated transportation efforts, we can maximize our vehicle utilization as well as provide a more cost-effective service. Listed below are some of the programs GRITS serves:

- *Kentucky Medicaid*
- *OTS Paratransit Services*
- *Department of Vocational Rehabilitation*
- *Foster Grandparent Program*
- *Department of the Blind*
- *Rural Transportation Hancock County*
- *Senior Companion Program*
- *HART Paratransit Services*
- *General Public Transportation*
- *Hugh E. Sandefur Transportation*
- *Title III Aging Program*
- *Rural Transportation Webster County*

Estmiated Ridership by County



Annual Ridership Growth



New GRITS Website:
www.RideGrits.org



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MARCH 2004

“ Leadership is a combination of strategy and character. If you must be without one, be without strategy.”

—General H. Norman Schwarzkopf

Audubon Area Counseling Services is now comprised of the Family Preservation Program, the Family Reunification Program, the FACTS Program, and Kentucky Intensive Services Program (KISP) East Region, KISP Central Region, and KISP West Region. The addition of three large areas of the state to serve under the Department of Juvenile Justice KISP programs created the need for our name change. We successfully completed our three-year TANF FACTS Program. In addition, we have a new funding source which allowed us to continue our FACTS program the fourth year. We are “struggling” with, working with, and yet enjoying two new offices and (18) new KISP employees.

In all six of the programs, therapists work in the home with families to help them create safe, stable homes for their children. All therapists work flexible schedules, and are on call 24 hours per day, seven days per week. The therapist helps the family set goals, such as anger management, substance free lives, wise choices, or building relationships. These skills will enable them to keep their family together, rather than having a child placed in foster care, or (KISP) placed in detention, both of which are very costly for the state.

Having received three grants from the Department of Juvenile Justice to operate the KISP Program throughout many Kentucky counties, the counseling service programs began a whirlwind period of opening offices in Louisville and Lexington, hiring staff members, and providing services to families in which at least one child may be headed toward the court system. Staff have been providing services only two months, but are already helping many families and children learn how to keep their families together in a safe and nurturing environment where all members can thrive.

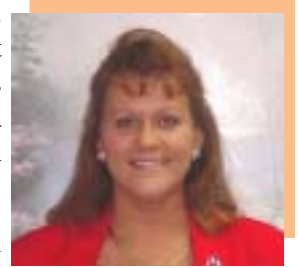
Although Audubon Counseling Services is composed of six separate programs, the focus of each program is the same: working to keep families together safely.

Family Preservation: From March through December, 2002, this program served 42 families, helping a total of 188 family members. Of the 107 children, 89 were in danger of being removed from the home. After intervention by our therapists, 100% of the potential removals remained in the home at case closure.

Family Reunification: During the same ten-month period in 2002, the reunification program completed 12 cases, successfully reuniting 18 children with their families. A total of 45 family members were helped through this program.

F.A.C.T.S. Program: The FACTS Program also produced good results during the last ten months of 2002. We served 189 family members, and helped them succeed in having their child(ren) in the home. One hundred percent of the 59 targeted children were in the home at case closure.

KISP : The East, Central and West therapists are currently assisting a combination of 39 young people and their families throughout their service areas.



Cathy Lamar
Counseling Services
Director

Counseling Services Program Service Summaries

<i>FPP Slots Used by County</i>	<i>F.A.C.T.S. Slots Used by County</i>	<i>FRP Slots Used by County</i>	<i>KISP East Slots Used by County</i>	<i>KISP West Slots Used by County</i>
Daviess 22	Daviess 17	Daviess 5	Fayette 6	Christian 1
Hancock 1	Hancock 1	Henderson 4	Clark 1	Daviess 2
Henderson 1	Henderson 7	McLean 2	Madison 3	Hardin 2
McLean 1	McLean 2	Ohio 1	Laurel 2	Henderson 3
Ohio 5	Ohio 3	Total Cases 12	Harlan 2	McCracken 4
Union 1	Union 0		Total Cases 14	Warren 3
Webster 1	Webster 0		<i>KISP Central Slots Used by County</i>	Total Cases 15
Total Cases 42	Total Cases 30		Jefferson 8	
			Franklin 1	
			Woodford 1	
			Total Cases 10	

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APRIL 2004

“ Hard work spotlights the character of people: some turn up their sleeves, some turn up their noses, and some don’t turn up at all.”

—Sam Ewing

The essence of “Synergy,” the sixth habit of the *Seven Habits of Highly Effective People*, is valuing and celebrating differences. These differences in individuals, in programs, in approach enable us to discover and produce things together that one would much less likely discover and produce individually. *Synergy* is certainly the result of the newest addition to Early Childhood Services, Migrant Head Start. This new partnership with three other Head Start programs in Kentucky will provide services to forty migrant children and their families in three counties in Audubon’s service area. Orientation and training of staff in preparation for startup of this program has brought new energy and excitement as staff learn Spanish, as they interact with new bilingual staff, as they learn much more about cultural differences, and as they try new and different approaches to address the needs of this population.

Synergy is a creative process in which people communicate in a cooperative way and work toward a common set of goals resulting in producing more together than the sum of what one could have produced separately. The results of this synergy were clearly evidenced in the report of the Head Start on-site federal review using the Program Review Instrument for Systems Monitoring (PRISM) conducted in November, 2002. In this report, there were no findings and the agency was found to have many exemplary practices. Quotations from the PRISM Report cited below provide a great summary of these synergistic results:

- The program has established innovative collaborations that expand resources, build community capacity, and provide high quality services
- A notable strength was the outstanding family partnership planning process that facilitated ongoing collaborative relationships between staff and families
- The grantee had a comprehensive child outcomes management process
- Offering the internationally recognized Reggio Emilia approach in one community is a clear indicator of the program’s continued quest for excellence in the area of curriculum design and facilitation.
- The Grantee had a well-designed Child Development and Health Services Quality Assurance system.
- There was an exemplary system of disability services...Children with disabilities were included in the full range of program activities...
- Audubon established a system of shared governance that afforded opportunities for meaningful participation at all levels within the program.
- The site-based management system was exemplary in its use of local area management...Local Area Managers were given the authority and responsibility to solve problems within the community context and established relationships.
- Strategic planning had occurred at every level within the Program with full participation of staff and policy groups.
- The most recent Self-Assessment was conducted in an exemplary, comprehensive manner.
- The Human Resources structure provided the framework for effective, exemplary team work at all levels within the organization... Staff were fully supported in their professional development...
- The program’s use of technology to inform decision-making, exchange information and to monitor program services is truly exemplary.

This synergy is further evident in the classrooms. Pre/post assessment results for the past three years using the standardized LAP-D Assessment has demonstrated *that children enrolled in the Audubon program exhibit a 10% improvement across all domains when compared to typical developmental growth expectations in the normative sample. Assessment results find that the average for all children entering the program are below the median of normal child development but exit the program significantly above the median of normal child development.* Ongoing success in achieving this progress is evidenced through a comprehensive child outcomes management process utilizing the internet-based Child Outcomes Planning & Assessment (COPA) software that provides an individualized system for identifying, analyzing and planning according to each child’s unique strengths and needs. A network of Resource Teachers/Mentor Coaches provide on-site technical assistance to all teachers with emphasis on literacy, numeracy, and other readiness skills.

The nationally-recognized Early Childhood Environmental Rating Scale (ECERS) is used to ensure continuous improvement of the quality of classroom environments. The average classroom score for Audubon is 5.9 (out of 7.0) which compares to an average of 4.9 in the Head Start FACES study (1997), and an average of 3.9 for a recent six state study (2002) of state pre-kindergarten classrooms (including Kentucky) conducted by the Frank Porter Graham Child Development Institute, University of North Carolina.

Audubon’s Head Start Program is one of only twenty programs in the nation to be recognized as a *Program of Excellence* by the National Head Start Association from 2000-2006. This recognition was extended to 2006 based on Audubon’s continued evidence of innovative programs impacting their children, families, and communities.



Aubrey Nehring
Early Childhood
Services Director

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MAY 2004

“The really frightening think about middle age is the knowledge that you’ll grow out of it.”
—Doris Day

Head Start-KERA-Child Development Service Summaries

Enrollment*

Total Children Served	3,262
Child Care	22
Early Head Start	179
Head Start	1,881
KERA	1,180

Age

Prenatal	13
Age 0-1	107
2	81
3	1,102
4	1,953
5	6

Sex

Male	1,729
Female	1,533

Race

African American	625
White	2,569
Other	68

Child Care Food Program (USDA)

Number Free	92%
Number Reduced	4%
Number Paid	4%

Medicaid Eligible 2,041

Parental Status

Single	1,619
Two Parent	1,617
Foster	6
Non-Parent	20

Children Served By County

Caldwell	114
Christian	245
Crittenden	96
Daviess	1,037
Hancock	79
Henderson	130
Hopkins	436
Livingston	66
Lyon	60
McLean	75
Muhlenberg	260
Ohio	246
Todd	26
Trigg	109
Union	150
Webster	133
Total:	3,262

Children with Disabilities

Vision Impairment	5
Hearing Impairment	2
Emotionally Disturbed	48
Physical Impairment	2
Speech Impairment	650
Health Impairment	2
Mental Retardation	0
Autism	14
Developmental Delay	284
Multiple Disabilities	10
Total:	1,017

Parent and Community Activities

Parent Volunteer	3,880
Volunteer hours	46,208
Value In-Kind Volunteer hours	\$575,090

Health Services

Health Screenings	1,902
Dental Examinations	2,218
Follow-Up Treatment (Referred)	1,316
Immunizations Up-to-Date	2,852

Social Services

Number of Families Served	3,016
Referrals to other Agencies	588
Received Direct Social Services	1,184

**Numbers Include Head Start, Early Head Start, and State Preschool*

Program of Excellence

Audubon Area Head Start was recognized once again for 2003-2006 as a Program of Excellence by the National Head Start Association. Audubon Head Start was recognized in 2000-2003 as a Program of Excellence.



United Way Agencies

Audubon Area Community Services, Inc. programs which are "agencies" of the United Way:

- Helen D. Sears Family Development Center
- Foster Grandparent Program
- Senior Companion Program
- West End Day Care Center



Head Start Management Team

Audubon Area Community Services' Head Start program is organized under three operational teams headed by:

- ◆ Peggy E. Grant, Administrative Services Team Manager
- ◆ Terry Green, Education and Health Services Team Manager
- ◆ Sarah Lewis, Family and Community Team Manager

These three Team Managers and the Head Start Director comprise the program's executive management team.

Local Area Managers

Administratively, the sixteen-county AACS Head Start program is organized under thirteen Local Area Managers, who report to the Administrative Services Team Manager:

- Area 1 — Roxie Roby, Daviess
- Area 2 — Karen Wright, McLean and Daviess
- Area 3 — Sherry Baber, Owensboro Public
- Area 4 — Carol Alvey, Ohio
- Area 5 — Debra Arnold, Muhlenberg
- Area 6 — Linda Underwood, Christian and Todd
- Area 7 — Gladys Williams, Hopkins
- Area 8 — Sandy Martin, Crittenden and Webster
- Area 9 — Deborah Webb, Caldwell, Livingston, Lyon, and Trigg
- Area 10 — Rebecca Ervin, Henderson and Union
- Area 11 — Janet Land, Daviess
- Area 12 — Brenda Aull, Hancock
- Area 13 — Norma Avila-Brown, Migrant Services

Audubon Area Community Services' Head Start program is staffed by a variety of specialists and resource positions who consult with and support staff throughout the program:

Head Start Specialists

- Randy Alvey, Facility/Maintenance Specialist
- Margaret Bailey, Preschool Specialist
- Teresa Justice, Family/Community Specialist
- Betty McFarland, Family Development Specialist
- Mary Lawrence, Community Specialist
- Traci Mansfield, HS Training and Resource Specialist
- Vickie Poole, Family Day Care Specialist
- Elizabeth McMaine, Infant/Toddler Specialist
- Donna Roby, Health Specialist
- Michelle Smith, Facilities and Support Services Coordinator

Resource Teachers, Advocates and Assistants

- Mary Holland, Resource Teacher
- Dora Hudson, Resource Teacher
- Stephanie Millay, Resource Teacher
- Nicole Towery, Resource Teacher
- Sally Whitehead, Resource Teacher
- Carol Krampe, Resource Family Advocate
- Karen Blincoe, Resource Program Assistant, Health
- Joyce Peercy, Resource Program Assistant, Data Services

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JUNE 2004

“The best thing to give your enemy is forgiveness; to an opponent, tolerance, to a friend, your heart; to your child, a good example; to a father, deference; to your mother, conduct that will make her proud of you; to yourself, respect; to all men, charity.”

—Francis Maitland Balfour



Policy Council Officers

Ms. Karen Corbett – Chairperson
Bro. Darvin Adams – Vice-Chairperson
Ms. Michelle Duncan – Secretary
Ms. Teresa Lewis – Parliamentarian



	<i>Representatives</i>	<i>Service Dates</i>	<i>Community Representatives</i>	<i>Alternates</i>
<i>Area 1</i>	Jennifer Cain	2001-2003	Amy Brown	Julia Nichols
<i>Area 2</i>	Lisa Vaught	2001-2003	Becky Atherton	Stacey Wright
<i>Area 3</i>	Kristina Greenwell	2001-2003	Keith Hudson	Carrie Moore
	<i>Lora Lanham</i>	<i>2002-2003</i>		<i>(Alternate for Both)</i>
<i>Area 4</i>	Cheryl Givens	2002-2003	Jackie Renfrow	Pat Brown
	Brenda Goodman	2002-2003		<i>(Alternate for Both)</i>
<i>Area 5</i>	Amanda Sapp	2002-2003	Retina DePriest	Kim Thaxton
	Beth Humphrey	2002-2003		<i>(Alternate for Both)</i>
<i>Area 6</i>	Coretta Cushenberry	2002-2003	Bro. Darvin Adams	Debra Jones
	Lashunder Miller	2002-2003		<i>(Alternate for Both)</i>
<i>Area 7</i>	Glen Adams	2002-2003	Lynette Burns	Pam Hutchison
	Michelle Duncan	2002-2003		<i>(Alternate for Both)</i>
<i>Area 8</i>	Kathy Schroeder	2002-2003	Melissa Wolfe	Vacant Seat
	Sandra Farmer	2002-2003		<i>(Alternate for Both)</i>
<i>Area 9</i>	Jerri Preston	2002-2003	Phillip G. Sanders	Vacant Seat
	Sarah Rogers	2002-2003		<i>(Alternate for Both)</i>
<i>Area 10</i>	Teresa Lewis	2001-2003	Vacant Seat	Teresa Devers
	Patricia Wolfe	2001-2003		<i>(Alternate for Both)</i>
<i>Area 11</i>	Vacant Seat	2002-2003	Vacant Seat	Vacant Seat
<i>Area 12</i>	Jaime Johnson	2002-2003	Helen Singleton	Elizabeth Locher
<i>Home Based Option</i>	Tammy Swift	2002-2003		

The thirteen “areas” above from which the Head Start Policy Council’s representation is drawn correspond to the twelve administrative divisions of Audubon Area Community Service, Inc.’s Head Start program. Each of these administrative divisions is under the general supervision of a “local area manager,” or LAM. According to Head Start Policy Council by-laws, the chairperson is selected the prior year from that term’s membership.

Head Start Policy Council’s Role and Responsibility

The Head Start Policy Council functions as a policy-level body sharing oversight and policy functions with the agency’s governing Board of Directors. The specific responsibilities, prerogatives, and authority provided to the Policy Council, Board of Directors, Head Start parents, and the Head Start/AACS CEOs are set forth in Federal regulations—the revised Head Start Performance Standards.

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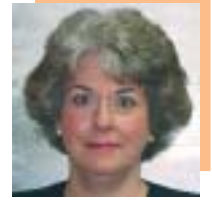
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JULY 2004

“Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, ambition inspired, and success achieved.”
—Helen Keller

Community Conversations, Inc.

Several local funding partners, including Audubon Area Community Services, collaborated creating Community Conversations, Inc., a Daviess County-based organization, which fosters the public deliberation of various difficult and complex issues. This year, Community Conversations has conducted deliberations in community planning and regulated development, dealing with racial tensions, illegal drugs, gambling and palliative care (death and dying).



Kathy Christie
Executive Director

Grandma's Corner

Grandma's Corner, Inc. is a licensed child care center that cares for the children of families in the midst of a crisis and in which there is no child care available. Such crises can include court appointments, medical appointments, job interviews, and stress. Child care is provided on a temporary basis and at no cost to the parent. Grandma's Corner is located at 316 Hale Avenue, Apartment 7A in Owensboro, Kentucky and operates Monday through Friday from 7:30 AM - 4:30 PM.

Since Grandma's Corner opened in December of 2000, over two-thousand children have been served. 78% of these children fell at or below the federal poverty guidelines.



Kentucky Association for Child Care Resource and Referral

The Kentucky Association of Child Care Resource and Referral Agencies, or KACCRRRA, is the association of Kentucky's fourteen "R&R" contractors. These contracts are operated by ten different agencies, four agencies, including Audubon Area Community Services, Inc., having multiple contracts. Half of the R&Rs are also Head Start grantees. The Child Care Resource and Referral agencies (CCR&Rs) cover Kentucky's fifteen Area Development Districts.

KACCRRRA funding flows from the Kentucky Department for Community Based Services, Cabinet for Families and Children.

The Association exists to promote the development, maintenance and expansion of quality child care services for children throughout the statewide network of regional child care resource and referral organizations. The efforts of the Association are directed toward maximizing the use of existing resources, assisting in the creation of new resources and advocating of behalf of children and families through policy analysis, fund raising and coordination of network activities.



Paula Smith
Executive Director

Migrant/Immigrant Shelter and Support, Inc.

The Migrant/Immigrant Shelter and Support, Inc. or MISAS is the newest of Audubon Area's Fiscal Agents. MISAS, Inc exists in order that migrants and immigrants may increasingly have safe, decent and affordable housing, and may successfully integrate into the surrounding community.

The MISAS mission includes a commitment to support programming that will enable their clients to successfully integrate into their new community. The initial MISAS project is a small hostel for unaccompanied migrant men. Their future plans include a variety of housing opportunities for the target population.

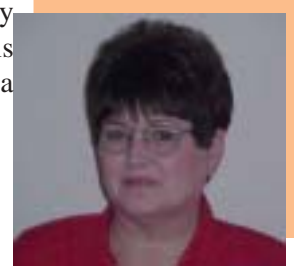


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AUGUST 2004

“Your life is an epic. Some people see themselves as victims, some as heroes.”
—Silke Maier-Witt, Trauma Psychologist

The Finance department must ensure that the internal control and financial records meet the requirements of community contracts and grants, state grants, federal grants and federal dollars passing through the state in state grants. The agency is required to have a Single Audit under A-133 as well as individual program audits if required by its contract. Audubon Area Community Services, Inc. has a history of clean audits with no exceptions.



Shirley Millay
**Financial
Administrator**

The finance department has four major areas of responsibility:

1. Receipt of grant funds, client fees, donations and refunds

Over \$56,000,000 flowed through the agency in the last year with an estimated 4,200 deposits made and reconciled in over 65 bank accounts.

2. Disbursement of these funds through accounts payable

Over 21,000 checks were written to over 4,000 vendors in the course of the year with documentation reconciled for each item of expenditure. Accounts payable is also responsible for tracking vendors and issuing 1099 forms to all applicable vendors.

3. Payment of employees and employee benefits

The payroll department processed payroll checks and benefits for over 900 employees for the past calendar year. This includes processing all timesheets, quarterly payroll reports and issuing W-2 forms to all employees.

4. Oversight of all financial transactions and internal control

The finance department is the “final screening” for compliance with federal fund requirements, state requirements and individual grant requirements. Oversight of expenditures to make sure they are allowed costs, are within the program’s budget and that adequate money exists for the expenditure is the last step in the internal control process before the audit. This requires a working knowledge of each program, its budget and its contract restrictions as well as general knowledge of federal and state restrictions.

The finance department has recently updated to new “state of the art” software for its accounting system. The new “**New World**” *Logos* software is designed to accommodate our agency’s multiple programs with varying fiscal years and allow for several years’ information to remain accessible in the system, even after closing. Information is as close to “real time” as possible, allowing directors access to budgets, year to date expenditures and dollars that have been encumbered. Requisitions and timesheets can be posted directly into the system and will integrate with payroll and program encumbrances. Human resource information will also integrate with payroll for a more accurate transition of personnel issues. Off-site access to the system is also available, as well as customizable reporting. The new system should help with budget adjustments toward the end of a program year as well as ensure accurate financial statements for every program.

AACS “Cognizant Agency”

The federal Department of Health and Human Services (DHHS) is the “cognizant agency” for AACS, Inc. This fiscal monitoring lead responsibility is according to the requirements of the federal Office of Management and Budget’s (OMB) Circular A-122, which prescribes the cost principles, and fiscal and administrative requirements for non-profit federal grantees. This OMB-mandated designation is based on the fact that DHHS—principally through the DHHS Atlanta Regional Office/Administration for Children and Families—has the largest dollar volume of awards with AACS. This means that DHHS serves as AACS’ lead agency. The DHHS, Washington, DC., is the designated entity through which AACS negotiates its annual Indirect Cost Rate Agreement and the DHHS Regional Office in Kansas City is accountable for receiving and approving its organization-wide audit. The AACS operates on an A-122 cost principles in all regards.

* Special District Reports will be published at a later date.

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September 2004

“The time is always right to do what is right.”

—Martin Luther King, Jr.

Financial Resource Summary

Sources—and agency-generated matching and ancillary (related) funds.

Department of Health and Human Services	\$15,892,699
Head Start, Western Kentucky Disability “Cluster,” and Western Kentucky University T/TAS	
Kentucky Cabinet for Families and Children	\$29,924,341*
Mostly Federal pass-through grants—Child Care Development Block Grant, CSBG, Weatherization Program, Senior Community Services Employment Program, LIHEAP, and Family Preservation Program.	
* Includes \$26,385,202 paid through state’s MARS payment system	
Kentucky Transportation Cabinet (and Local Sources)	\$3,706,020
GRITS Empower Kentucky brokerage—Region 3, equipment acquisition, fares, contracts, other.	
Kentucky Department of Education	\$1,631,716
KERA 4-Year-Old At-Risk, and Disability Program (P.R.A.I.S.E), and Child Care Food Services.	
Department of Housing and Urban Development	\$1,311,628
Lincolnshire Apartments, Inc., Lincolnshire North Apartments, Inc., KHC—HOME	
Corporation for National and Community Service	\$855,508
National Senior Service Corps—Foster Grandparent Program, Retired & Senior Volunteer Program, Senior Companion Program	
Department of Mental Health / Department of Juvenile Justice	\$1,019,004
DMS/State Interagency Advisory Council, DJJ/Prevention, local school systems and others.	
Other	\$7,475,504
KACCRRRA, Inc., EFSP, WinterCare, Atmos Energy (formerly known as Western Kentucky Gas, United Way, AACS reserves, other.	

Total Resources Available	\$61,816,420
“Value Added” Funds (Value of certain AACS-Administered services)	\$5,027,189
Total Agency Resources (Grants, Contracts, AACS Funds, and Other)	\$66,843,609
Total Resources Less Adjustments	
“Value-Added” Services	\$5,027,189
CCAP assistance paid through the Commonwealth’s STARS payment system	\$26,385,202
Less carry-over funds, non-federal matching share/in-kind, AACS reserve funds	\$3,142,778
Total 2002-2003 Cash Revenue Estimate	\$32,288,440

NOTE: Due to an accounting software conversion, the AACS 2002-2003 organizationwide audit has been delayed and audited numbers are unavailable at the time of the publication of this Annual Report. The above summary represents the best available staff estimates of AACS financial resources for the 2002-2003 administrative year.

Non-Federal Matching Share

Most AACS funding from the federal government requires a cash or in-kind matching share. Any required non-federal match not provided requires a cash reimbursement to the government in lieu of the disallowable federal expenditures, i.e., those funds not “matched.” Therefore, actual matching funds are an integral and essential part of AACS funding and are included in the budget as though they were cash transactions.

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October 2004

“ Most men would rather die, than think. Many do.”

—Bertrand Russell

Information Systems/Technology

The Audubon Area Information Technology (IT) department was formed in 2000. The IT department handles the computer and technology needs of the whole Audubon Area Family, which consists of all the program under the Audubon Area umbrella. There are four team members that make up the IT department. These position consist of a Database Specialist, a Database Training Specialist, a Systems Engineer and a Web Technology Specialist.

Database Specialists—Primary job function is hardware/software support for the 16-county area Head Start programs, and database support, but he also trains Audubon Area staff in Microsoft Access, Computer Hardware and Troubleshooting, and Microsoft Windows.

Database Training Specialist—The primary contact for the ChildPlus software for Head Start. The person also provides support, and trains staff in ChildPlus and other software as necessary.

Systems Engineer—Maintains the Audubon Area Servers, and provides technical support as well as hardware/software support. And also trained staff in using GroupWise 6.5, which is the email program for Novell.

Web Technology Specialist—Maintains and updates the Audubon Area Intranet and Internet sites, as well as KHSA (Kentucky Head Start Association), SEACAA (Southeastern Community Action Association), United Way of the Ohio Valley, and Blue Ridge Institute sites. The Web Technology Specialist also trains staff in Microsoft Word, Excel, and PowerPoint.

This past year the IT team has been working on installing a new system in Finance. This new system consists of an IBM eServer iSeries 400 that runs New World *Logos* accounting software for the Finance Department. Audubon Area staff have been trained in Microsoft Office Suite programs—Word, Excel, PowerPoint, and Access—over the past year. The staff also received training on Microsoft Windows, computer hardware and troubleshooting and GroupWise. Approximately seventy (70) AACS staff members received computer and software training during the past fiscal year.



Timothy Stenberg
IS/IT Manager

Human Resources

The human resource department implements and utilizes the responsibilities of personnel labor laws to maintain a well-balanced and informed labor force. Newly hired employees meet with the personnel department and go through a thorough connecting process with Audubon Area Community Services and the mission statement, “*Developing resources...investing in human potential.*” Human resources helps employees gain a thorough knowledge of his/her job responsibilities, expectations of both the individual and the agency and highlighting the importance of his/her growth within the Audubon family. Importance of all programs under the umbrella of Audubon Area is emphasized and the inner relations of make the agency a well-organized entity.

Audubon’s polices and procedures are a comprehensive guide to each employee’s tenure. Human Resources researches the legality of all polices before adapting policies and procedures for board governance approval.

Many instances can be sited that Audubon has aided with other community action agencies and/or other organization with plan design and implementation of both our *Personnel Polices and Procedures* and job descriptions.

The human resource department has sustained several monitoring and audit analysis with no shortcomings. The agency prides itself in fairness in all practice of personnel law and received the 2002 Corporate Award from the Owensboro Human Relations Committee. As of the printing of this annual report Audubon Area’s human resources department contends with 800+ personnel in 119 Kentucky counties.



Judith Grant
Human Resources Director

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November 2004

“ You can accomplish anything in life, provided you do not mind who gets the credit.” —Harry S. Truman

7 Habits of Highly Effective People

4 Roles of Leadership — Focus: Achieving Your Highest Priorities

7 Habits of Highly Effective Families — Aligning Goals for Results

Audubon Area Community Services, Inc., has been a Franklin Covey licensee since 1997. “7 Habits” training opportunities allowing staff to grow both personally and professionally. Over **450** Audubon Area staff, **220** community-based individuals, and more than *thirty facilitators* have been trained to date in the “7 Habits.”

This year, Audubon Area was extremely active with the more or less full range of FranklinCovey offerings :

◆ **Five** 7 Habits of Highly Effective People sessions were conducted for **58** participants.

- The 7 Habits are:
1. *Be Proactive*
 2. *Begin with the End in Mind*
 3. *Put First Things First.*
 4. *Think Win-Win*
 5. *Seek First to Understand, Then to Be Understood*
 6. *Synergize*
 7. *Sharpen the Saw*

These simple “habits” and their personal and organizational implementation and use are, we think, the keys to creating greater personal effectiveness, a productive and pleasing organizational culture, and helping everyone set priorities in proper perspective and order.

AACS, Inc. Core Administration

Ronald Lee Logsdon — Executive Director

Amanda Lawson — Executive Assistant

Human Resources Department

Judith Grant—Human Resources/Property Officer

Barbara Feldpausch—Personnel Assistant

Information Systems/Information Technology Department

Timothy Stenberg, CNE, MCP, CCNA—IS/IT Director

Jimmy Wellman, CNE—Systems Engineer

Melinda Leigh Day—Web Technology Specialist

Carole Eden—Database/Training Specialist

Patrick Mason—Database/Hardware Specialist

Finance Department

Shirley Y. Millay—Financial Administrator

Linda Overby—Fiscal Manager

Kim Melhiser—Payables Manager

Cheri Kazlauskas—Purchasing/Accounts Receivables Manager

Donna Beehne—Payables Assistant

Carol Riley—Payroll Assistant

Judy Shelton—Fiscal/Receivables Officer

Pat Weaver—Payroll Manager

Reception/Switchboard

Maxine Quinn

Custodial Services

PeggyAllen

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December 2004

“ A good listener tries to understand thoroughly what the other person is saying. In the end he may disagree sharply, but before he disagrees, he wants to know exactly what it is he is disagreeing with.”

—Kenneth A Wells, Guide to Good Leadership



www.audubon-area.com
www.audubon-area.org
www.Ride-Grits.com

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