



*“Developing resources...  
Investing in human potential”*

*Audubon Area  
Community Services, Inc.*

*1998-99 Annual Report*

## *Chairperson's Summary*

***“You have brains in your head;  
you have feet in your shoes.  
You can steer yourself in any  
direction you choose.”***

—Dr. Seuss, *Oh, the Places You'll Go*



**Dr. Ellen Dugan-Barrette**  
Chairperson, 1996-98

“*It’s A Whole New World*,” the song from Aladdin proclaimed. Indeed it is, at Audubon as well.

Today, we mostly think *outcomes*, not outputs. We know that it is not enough being busy “doing good.” We must work doubly hard assuring ourselves as well as our public that we are successfully about the business of producing good outcomes with the resources the public invests in Audubon Area.

During the past year we have done a great deal of soul searching. What business are we in? Where do we need to recreate ourselves in order to be more effective and confident that we are where we need to be? None of us has a lock on effective ways to actually do that, but we—the Board, management, and others—have fixed our eyes, hearts, and efforts on that objective.

How do you change an institution, particularly one that has a tradition of success and excellence? Many say, “Why should we change it at all?” If it isn’t broke, don’t fix it, says conventional wisdom.

But we know that leadership is about change and adaptation to emerging demands and circumstances before it’s too

late to respond. Like it or not, often change is essential.

The new guiding light that emerged for us this year is a powerful, fitting Mission Statement—and new Statement of Purpose. With these, we have truly raised the bar for our agency and our own expectations; we are focusing on the *results* to be achieved and ways we can create synergies to do that better.

We are striving to create an outcome framework for our agency and those we serve! We are seeking real gains for our customers and meaningful roles of engagement for both our policy makers and our staff. We are moving toward focusing and building on assets rather than needs among our customer base. We are serious about focusing our efforts toward “investing in human potential.” In short, we intend to be a domain of action and results where customers, staff, and their communities experience growth because our agency touches their lives.

This is the direction we have chosen and committed for ourselves. As Dr. Seuss said in *Oh, the Places You’ll Go*, “You have brains in your head; you have feet in your shoes. You can steer yourself in any direction you choose.”

### *Mission Statement*

***“Developing resources...  
investing in human potential.”***

### *Statement of Purpose*

**“Audubon Area Community Services, Inc. mobilizes the strengths of the community to develop services that...**

- ◆ **Address identified needs and potential resources**
- ◆ **Lead to responsible, self-sufficient individuals with enhanced human potential**
- ◆ **Strengthen our families**
- ◆ **Benefit our communities**
- ◆ **Demonstrate accountability”**

## *Executive Director's Overview*

Margaret Wheatley wrote in her book *Leadership and the New Science* about the order that underlies *apparent* chaos. Henry Adams once said, “Chaos breeds life, while order creates habit.”

The two-year-long *Strategic Directions Initiative (SDI)* consumed a great deal of time, effort, and concern this past year. In many respects, 1997-98 has been one of the most difficult years many of Audubon Area managers have faced during their agency careers. But as CEO of Audubon Area, I take solace in the sage words of Ihab Hassan: “**Vision creates values before they come to be valued.**”

Difficult as it may have been for staff and policy makers, major change has been the “order of the day” at Audubon Area this year. Change was—and is—necessary. Whether most of us realized it or not a “sea-change,” a “paradigm shift,” if you please, has grabbed us in its hold. First, we are in a *transformational shift between two Ages*. We’re moving rapidly from Industrial Society to the information-rich—and electronic—Knowledge Society. Though a strange idea to some, massaging and managing data *is* the work of millions in the world of today, and even more so in the world of tomorrow.

Second, a political paradigm shifted in 1992-94. In my opinion, there’s very little if any difference, despite the rhetoric, in the governing philosophies of the nation’s two major parties. It’s truly more about power than principle.

Here’s how I see it—an observation, not a criticism: In the prior genre, we were served by a different kind of leader. Rep. William H. Natcher chaired the U.S. House Appropriations Committee late in his Congressional career and for most of my tenure with this agency chaired the House Subcommittee on Education and Labor which controlled most of the programs this agency administered. Mr. Natcher, *Mr. Chairman*, as I knew him, was absolutely knowledgeable of our programs. I met with him fairly often; he *knew* about us, and he could recite our purpose—and numbers—by heart. Indeed, I had the opportunity to testify before his subcommittee at least three times, perhaps four.

Now, I think, perception and philosophy prevail rather than direct, personal knowledge—at all levels, not just Washington. The inexorable trend today is national-to-local. So perhaps the most important place for us to be “known” today is right here at home!

In truth, Audubon Area has historically had a stronger orientation to Washington and Atlanta—the federal level—than the local establishment. We knew that’s where the money was, so that’s where we paid most of our attention. And were we successful? Undeniably. We consistently “blessed” our area, our constituency, and our agency with a steady growth in new programs and resources.

But Dr. Joel Arthur Barker whose great work in the area of new paradigms has earned him world renown said it all, “When the paradigm shifts, you go back to zero. Your past success earns you nothing.” In 1995 and 1996, I was feeling a growing sense that the agency was vulnerable in the “new world.” We still thrived in—but largely because of momentum.

In my soul, I knew we had to change. *I* had to change too. We had to extend and broaden a sense of real ownership of the agency. That ownership must embrace as never before all our stakeholders, the Board, our communities and their social, business, and political leadership, our staff, our clientele—our customers.

So we began our *strategic thinking* process in mid 1996. That initiative has continued throughout 1997-98, and is

now nearing “completion”—in terms of its formal development, for if it is truly meaningful it can *never* be finished.

We have sought to do what is essential to keep the agency vibrant and vital. We have taken significant steps to enhance the rightful domain of the AACS Board and its leadership while preserving the equally rightful domain of the CEO and staff. Both have different and complementary functions which are essential to the continued growth, health and effectiveness of the agency and its effectiveness for those it exists to serve.

Not content with point-in-time change, we have endeavored to build within the agency an on-going—and growing—**capacity to change** to meet the

c o n t i n u i n g  
changes and demands of our time. When we began the *SDI* we dubbed it a “**Quest for Relevancy.**”

It still is. And we are still integral to our communities’ needs. Let’s all keep it that way!



**Ronald Logsdon**  
Executive Director

*Serving Western Kentucky for 32 years*

## Budget Resources Summary, 1997-98

Cash and “noncash” resources—and agency-generated matching, ancillary funding, and reserves.

Department of Health & Human Services .....	\$8,269,254
Kentucky Cabinet for Human Resources .....	\$5,755,492
Kentucky Department of Education .....	\$1,623,669
Corporation for National & Community Service .....	\$2,930,406
Department of Housing and Urban Development .....	\$1,109,641
Kentucky Transportation Cabinet (and Local Sources) .....	\$1,154,876
United Way .....	\$164,296
Other .....	\$2,338,880
<b>Total Resources Available .....</b>	<b>\$23,346,514</b>

*Noncash assistance\* (value of certain AACS-administered services) .....* \$5,439,880

Child Care Assistance payments .....	\$2,286,087
Family Preservation-Family Reunification program savings ....	\$935,550
SCP, FGP, RSVP programs’ volunteer hours differential .....	\$2,208,243
Texas Gas summer workers .....	\$10,000

**Total Budget Resources (Grants, contracts, AACS funds, other) .....** \$17,906,634

**Total Resources Less (Carry-over funds, non-federal matching, AACS reserve funds) ....** \$6,244,300

**Total 1997-98 Revenues (Cash) .....** \$11,662,334

**Total Expenditures .....** \$11,620,980

Direct Cost...\$10,766,275

Indirect Cost...\$854,705

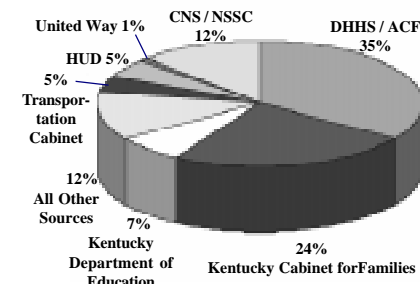
**Revenues Over Expenditures 1997-98 .....** \$41,354

*\* Accounting required under the June 1997 OMB A-133 audit circular issued pursuant to the Single Audit Act of 1996.*



Shirley Y. Millay  
Financial Administrator

### Attributable Resources by Source



### AACS “Cognizant Agency”

The federal Department of Health and Human Services (DHHS) is the “**cognizant agency**” for the AACS, Inc. This lead fiscal monitoring 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 nonprofit 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 direct funding awards with the AACS. This means that DHHS serves as the AACS’ lead agency. The DHHS, Washington, D.C., is the designated entity through which the AACS negotiates its biennial 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 A-122 cost principles in all regards.

### 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 the AACS funding and are included in the budget as though they were cash transactions.

*Serving Western Kentucky for 32 years*

## *Special District Summary Report, 1997-98*

Audited Summary of Revenue and Expenses — March 1, 1997 to February 28, 1998

### Revenues:

Federal and State Grants .....	\$11,145,280
Special Events .....	\$12,022
Local Sources .....	\$218,450
Other .....	\$286,582
<b>Total Cash Revenues .....</b>	<b>\$11,662,334</b>

### Expenses:

#### *Direct Costs—*

Salaries .....	\$5,081,979
Employee Benefits .....	\$1,492,424
Travel .....	\$194,429
Occupancy .....	\$279,525
Program Supplies .....	\$1,044,760
Direct Assistance .....	\$573,548
Participants Support Costs .....	\$1,140,226
Contracts .....	\$195,871
Equipment and Renovations .....	\$392,089
Other Costs .....	\$371,424

*Total Direct Expenditures .....* **\$10,766,275**

#### *Indirect Costs—*

Salaries .....	\$397,008
Employee Benefits .....	\$96,728
Travel .....	\$27,710
Occupancy .....	\$44,410
Office Supplies .....	\$96,255
Property and Equipment .....	\$0
Other Costs .....	\$192,594

*Indirect Costs Total .....* **\$854,705**

**Total Expenditures .....** **\$11,620,980**

**Revenues Over (Under) Expenses .....** **\$41,354**

Net Assets, March 1, 1997 .....

Net Assets, February 28, 1998 .....

# AUDUBON



## Area Community Services, Inc.

<http://www.audubon-area.com>

### *Special District Reporting Requirement*

“Special Districts” of the Commonwealth of Kentucky are required under the Kentucky Revised Statutes to file an annual report with each County Judge/Executive and County Clerk within its service area. This audited organization wide financial summary is presented in compliance with that special district reporting requirement.

*This Special District Report reflects, according to Commonwealth of Kentucky instructions, **cash only**; both cash **received** and cash **expended**.*

**Note: The report does not include Lincolnshire Apartments, Inc. and Lincolnshire North Apartments, Inc.**

*Investing in human potential*

## *Child Care Assistance Program*

Audubon Area Community Services, one of Kentucky's five new "service agents," administers Kentucky's Child Care Assistance Program (CCAP) in thirty-four (34) western Kentucky counties. CCAP combined several programs operated by the Cabinet for Families and Children/Departments for Social Services and Social Insurance into *one* comprehensive child care initiative.

CCAP's goals are:

- ◆ Assist eligible families and children—including child protection cases—in securing accessible, affordable, and quality child care, directed toward the end-goal of full family self-sufficiency.
- ◆ Expand local community interest and participation in child care issues, with the end-goal of increased private sector participation and investment in child care throughout the Purchase, Pennyrite, Green River and Barren River area development districts.

Service agents determine program eligibility, match clients to available resources, help families find quality child care, and process provider payments.

Operationally, Audubon Area has established four "area offices" in Bowling Green, Hopkinsville, Owensboro, and

Paducah, all with area supervisory personnel as well as service staff. Seven other CCAP office locations are staffed across the thirty-four county area. It is hoped that by involving local service agents and moving the programs closer to those needing the service, that additional local resources can be identified and utilized. The CCAP director and "payments staff" are located in Audubon's central office.

Most CCAP sites are in local Cabinet for Families and Children offices. All CCAP offices are linked via a CCAP statewide computer network, the Kentucky Child Care Management System (KCCMS), which will, when fully operational, provide an increased level of accuracy and efficiency for the program.

Audubon's actual CCAP operations began January 1, 1998, but four months of setup activities—including hiring and training staff, and other preparations—occurred before that date.

The Cabinet for Families and Children estimates that \$75 million will be available statewide for child care programs, but the need for this service far outstrips the available resources.

Eligibility is generally limited to those

households receiving benefits from public assistance program—known as the Kentucky Transitional Assistance Program (K-TAP)—or have an income below 133% of the federal poverty guideline. Care *must* be needed in order for a parent to work, a teen parent to finish high school, or to provide protection for a child. Children must be under age 13 or be diagnosed as having a special need. Care can be provided by...

- ◆ A licensed, certified or enrolled provider, or
- ◆ A relative (although *not* one residing in the client's own home)

CCAP stresses **family responsibility**. Except for protective services cases and families with a monthly income of less than \$400, *all families pay part of their child care expense*. Child care assistance is not provided when free programs are available and accessible.

January through March 1998, the Audubon Area CCAP has served an estimated 3,800 families, including 5,800 children. Payments totaling \$2,280,000, an average of \$760,000 per month, were made to 1,600 child care providers.

We anticipate serving 4,175 families this contract year which ends June 30,

1998. We now project that a minimum of \$11,000,000 will be expended in child care assistance over a full twelve-month 1998 administrative year.

Audubon Area's initial efforts have focused on...

- ◆ A massive effort of "cleaning up" data converted from several preexisting DSS/DSI databases (varying ones were previously used around the state) and establishing a reliable CCAP database.
- ◆ Maintaining cash flow to existing program care providers for program recipients in their care.

Our future efforts will include and focus on expanding the number of children receiving care and developing additional local child care resources.



*Developing resources...*

## Community Services Program

The Community Services Block Grant (CSBG) program coordinates a wide range of services supported by local, state, private and federal resources. CSBG works to enable low-income clients of all ages, focusing on those persons motivated to obtain the skills/knowledge to secure their opportunities and become self-sufficient.

The CSBG program has offices in each of the seven Green River area counties. The AACS CSBG staff generally...

- ◆ Links the “needy” to needed resources in their communities.
- ◆ Assists in strengthening and enabling needy families
- ◆ Provides a number of services and activities with potentially major and measurable impact on causes of poverty in the community.

Specific assistance may include help to specific family members in:

- ◆ Securing and retaining meaningful employment
- ◆ Attaining an adequate education
- ◆ Making better use of available income
- ◆ Obtaining and maintaining suitable housing
- ◆ Obtaining urgent assistance—utility payments, food and clothing—for example, those through the AACS are:

### FEMA

This program is an outgrowth of the former Emergency Food and Shelter Program, first available in 1983. Today, the Federal Emergency Management Agency provides funding to selected counties to help with residents’ local emergency shelter, utility, and food needs.

### Educational Assistance

Helping reduce the barriers to low income persons pursuing higher education, Audubon Area annually assists thirty-three (33) students desiring to further their education by awarding them “CSBG scholarships.”



### Home Energy Assistance

Audubon Area alleviates the energy-cost hardships of low-income families. The premier local agency in dealing with low-income issues, Audubon’s CSBG staff deliver a number of programs that directly benefit the poor. The Home Energy Assistance Program (HEAP) is one of the most visible of these programs. HEAP assistance has two components:

- ◆ **Subsidy**—November 3-December 5, 1997

- ◆ **Crisis**—January 5-March 31, 1998

The 1997 Subsidy Component of HEAP provided 6,460 eligible households with a one-time payment to the households energy provider. “Subsidy” eligibility was based on household size, income, liquid resources, and the responsibility for home heating. Benefits were calculated based on household size, income, and the primary heat source. Households with the highest heating cost and the lowest incomes, taking into account household size, received the highest benefit.

The 1998 Crisis Component of HEAP provided utility assistance to 2,166 households. Eligible households had to be *in* a crisis situation:

- ◆ Totally without heat, or
- ◆ Having received a disconnect notice from the utility indicating that their heating commodity, and/or the electricity, for example, to operate their furnace, would be disconnected within 48 hours
- ◆ If heating with propane or fuel oil, within 48 hours of being out of fuel
- ◆ If wood, coal or kerosene was their heat source, completely out of that fuel.

Those families who were without

heat due to a heating system malfunction certainly were not forgotten, CSBG staff referred those situations to the AACS Weatherization Program for immediate assistance.

*More CSBG services on page 12*

### Senior Services

Title III of the Older Americans Act provides comprehensive social and nutritional services to elderly citizens in Hancock and Webster Counties:

- ◆ Social and support services are performed according to the eligibility requirements established by the Act and contract requirements/policies. The most vulnerable and frail older persons are the key service recipients.
- ◆ Congregate meals are provided under Title III C1 funding and home-delivered meals through Title III C2.

Additional fundings are awarded through the Fiscal Courts of Hancock and Webster counties, with the seniors receiving these Older Americans Act services also contributing to the support of the program, both directly toward the cost of the meals and in support of the total program through their fund raising efforts.

## Head Start — KERA Preschool

Audubon Area Head Start...*Learning Through History, Embracing Today, Anticipating The Future!*

This has certainly been a year of change for the agency as well as our Head Start program. Though many changes have occurred, many things remain the same. Though we look forward to tomorrow, we remember yesterday, and even more importantly, we want to seize today! This year's annual report provides us the opportunity to look at yesterday, today, and tomorrow.

Few things of any value are built overnight. In fact, quality comes with a price, and that price can usually be traced to some point in time. This is certainly true for Head Start. Audubon Area's Head Start has a history that has allowed us to be an excellent program, delivering quality services. That positive foundation is largely due to a devoted and knowledgeable staff. It is the dedication of those persons, many of who continue to share their expertise with us, that have helped us *Learn Through History*.

"Seizing the day" is an admirable, aspiring, and progressive philosophy and means of operation. We are also learning that it is a difficult and time-consuming method. Nevertheless, we are in the busi-

ness of enhancing the lives of families and children and that task must be faced *each and every day* to the fullest capacity possible. So, as we complete restructuring, new plans, and procedures, and investigate improved methods of operation, we are seeking to **Embrace Today!**



Finally, the scope of our work requires glimpses into the future. Not a focus on the future, but an awareness and planned preparation that will enable continued improvement and sustained quality that Head Start desires and expects. We believe in the future of Head Start, thus we **Anticipate The Future!**

### *The Year In Review...*

#### Head Start Highlights

#### *"Embracing Today, and Anticipating The Future"*

#### New Events Taking Place This Year:

- ◆ Full implementation of our Early Head Start Program serving a total of 75 children in three different centers, including a prenatal program.
- ◆ Transitional planning and implementa-

tion of a restructured Head Start management system that seeks continuous service improvement through an emphasis on local management via the establishment of *local area managers*. The newly implemented system focuses on teamwork and the individualization of services within a given area. Emphasis is also placed on professional development, training, technical assistance, and quality assurance through the establishment of teams of specialists in the three areas of *child development and health services, family and community services, and administrative services*.

- ◆ Intensive training of management and specialist staff in Dr. Stephen R. Covey's *Seven Habits of Highly Effective People*. (More on page 11)
- ◆ An intensive focus on family and community services allowing us to take a more in-depth view of how to more effectively work with families and children and the challenges they face including the impact of welfare reform.
- ◆ Further integration of *Free To Grow* principles of community development throughout the Head Start program including expansion into Christian and Hancock Counties.

◆ Accreditation by the National Association For The Education Of Young Children (NAEYC) for five of our Head Start Centers. Thus, 22 of our 59 centers are now accredited or are waiting word about accreditation by NAEYC.

◆ Planning for and initiation of outcomes based measurement so we can *show* the many wonderful things Head Start is doing.

◆ Expansion of full day, full year Head Start services for three and four year olds reaching 100 children in six classrooms, throughout four counties. This expansion brings with it \$620,000 in additional Head Start funds, partnerships with local school districts, child care providers, and the state child care subsidy program. Full implementation begins in August, 1998.

◆ Heightened advocacy role through increasing community awareness about the universal need for accessible, high-quality, affordable childcare and the strengthening of links among families, schools, Head Start, child care, and other early childhood partners. Efforts included the selection of Owensboro-Daviess County as one

*Developing resources...*

## Child and Family Development

of fourteen “teams” chosen throughout the state to participate in the *Kentucky: Right From The Start* initiative being sponsored by the Kentucky Department of Education, the Child Care Action Campaign, and the expansion of volunteer involvement through Audubon Area’s Child Care Advisory Council.

- ◆ Retaining of excellent staff...the reason our services thrive.

### Ongoing Services Provided through the AACCS Head Start: “Learning from History”

- ◆ Continuing appropriate and safe learning environments that recognize families are the primary teachers of children. Education is a process for all of us. Head Start realizes that an effective, successful preschool experience must be designed with individual and community needs in mind. Our dedication to maintaining the highest quality education is evidenced by our voluntary participation in accreditation by the National Association for the Education of Young Children. (NAEYC)
- ◆ Ongoing provision of responsive and nurturing care that greatly increases the likelihood of overall wellness and

success. Head Start staff members are committed to establishing and maintaining a stable, supportive relationship with each child we serve.

- ◆ Early intervention and preventative measures that help enhance healthy life-style practices as well as identification and treatment of various medical needs. Ninety-six percent of enrolled children received pertinent medical screenings. Ninety-eight percent of enrolled children received complete dental screenings
- ◆ A widely recognized *resource and referral network* that addresses the entire childcare community. This service works to ensure development of “the whole child”—physical, cognitive, social and emotional, quality, yet affordable childcare, and training of providers to enhance skills and improve care for children.
- ◆ Head Start Training and Resource Specialist program (formerly known as a “specially-funded cluster”) continues to provide training and technical assistance in the area of disability services to eight Head Start programs in Western Kentucky.
- ◆ The continuation of the P.R.A.I.S.E. project funded by the Kentucky De-

partment of Education and Region IV Head Start. The project allows for the provision of intensive training and college credit to preschool staff working with children who have mild to moderate disabilities. This year, the program included 97 participants impacting over 1,021 preschool children.

- ◆ Computer technology initiatives funded by Region IV Head Start including development of a new Windows software for tracking activities of the Head Start Training and Resource Specialist (HSTRS) program, and a communications initiative designed to get all Kentucky Head Start programs on-line with e-mail capabilities and access to the Internet by 1998-99.
- ◆ Publication and dissemination of three issues (over 30,000 copies) of *Kentucky Head Start Speaks*, the official newsletter of the Kentucky Head Start Association.

### Stories Of Success

“Success means doing the best we can with what we have. Success is in the doing, not the getting—in trying, not the triumph. Success is a personal standard—reaching for the highest that is in us—becoming all that we can be.”

Audubon Area Head Start would like

to salute the following persons for the success they have achieved, and for reminding all of us how a “Head Start” can change lives!

### Successful Parents/Families

- ◆ Angela began her association with Head Start as a shy, hesitant parent. Today, Angela is a vital part of the teaching team by means of the JOBS program. She performs such duties as leading small groups for the Distar Language Program, and working with children on fine motor skills. Angela’s shyness has all but disappeared as she focuses her attention on working within the classrooms, being a meal monitor, and working with the local Even Start program. Thanks Angela, and congratulations on your success!
- ◆ Jeri Lynn is a single mother of two who has experienced the ups and downs of being a full time student, part time Home Health nurse and the never-ending duties of parenting. Through the help of Head Start, Jeri was able to receive quality care for her children, and a KHSA scholarship. Jeri Successfully graduated from a local college and is now pursuing her career as a surgical nurse.
- ◆ Christina (Christy) was recently named

## *Head Start — KERA Preschool* continued

Community Development Specialist of Audubon Area's *Free To Grow* project. All who know Christy know of her determination, talent, and dependability. As a Head Start parent, Christy worked, and attended local colleges, ultimately receiving a Bachelor's Degree in Human Services. Christy became a Family Advocate at one of Audubon's Head Start Centers. From there, Christy was able to begin (and is still pursuing) her Master's degree, and continues to be a devoted parent to daughter, Alex. Christy's aspirations are becoming reality and we believe that we played a small but important part in Christy's success. Without the quality care and support provided for Christy's daughter at one of our Head Start centers, reaching such goals would have been much more difficult. We are proud of Christy, her accomplishments, and the opportunity to have worked with her as a Head Start parent.

◆ Connie is someone special and we knew so the first time we met her. As a Head Start parent, Connie volunteered in the classroom, was PTO President and elected as vice-chair of Audubon's Policy Council. She continues to be

an advocate for Head Start and is employed by the Expanded Food and Nutrition Education Program. Connie visits the homes of past and present Head Start parents teaching the benefits of good nutrition. Connie's dream of having a job where she could help others has certainly come true and we couldn't be more proud.

◆ Angela, Head Start mother of two, is dedicated to her children, her educational goals, and her community. Angela is a single parent whose daughter attends Head Start/preschool. Angela will soon graduate from a local college with a business management degree. On a modest income, Angela manages to provide for her children, and obtain her education. Somehow she still finds time to take part in a community support group. As a child, Angela too was part of the Head Start program. We are glad to have been a part of Angie's life, and that of her children.

◆ One of the most difficult things to do in life is to "keep on keeping on", and being able to do so certainly warrants being called a success. Jeri Sue came from what is sometimes termed as a "dysfunctional family". She has been

through numerous difficulties including addictions, depression, and broken relationships with her children. Since that time, Jeri has made many changes in her life including rehabilitation, counseling, and a rebuilding of the relationships with her children. The children are now at home with her. Life for Jeri continues to be difficult, but improving, and Jeri credits the support she has received through Head Start as a major factor. People can change, they do change, and Head Start has been there to help Jeri and others like her.

### **Successful Students**

◆ Lillie Mae has worked for Head Start for 31 years. Lillie's grandson, Miquel, attended Head Start in 1981. At his local high school, Miquel received honors for his accomplishments in wrestling and football. Miquel went on to attend a distant college where he again was recognized for his outstanding athletic ability. Since that time Miquel has been sought after by numerous colleges. In February of this year, Miquel signed on with The University of Alabama Crimson Tide. We all join Lillie with pride knowing that Miquel's success started in Head

Start!

◆ Three year old Mike was delighted to come to school. Unfortunately the days for the other students in the center with Mike were not always delightful. Mike was born addicted to "crack," and had numerous obstacles to overcome to make preschool what it could and should be for each child attending. There was a lot of rage inside of Mike, a lot of confusion, and some behaviors that often made the other children inquire, "What's wrong with him?" With the help of Mike's grandmother, a caring staff, and a lot of work on Mike's part, much progress has been made.

Mike still has many of those feelings that are difficult to express. However, he has learned and continues to learn how to deal with them in a healthy manner. To Mike's grandmother, to Mike, and to all who love him, we hold you in our thoughts and prayers and commit to continuing the support that has fostered so much progress.

◆ Dawn reluctantly sent her daughter, Kayla, to Head Start preschool. Dawn and her husband felt that three years of age might be too young, and they worried about Kayla. Initial screen-

*Developing resources...*

## Child - Family Development *continued*

ings indicated a difficulty with speech for Kayla, and it seemed as if she needed to develop basic social skills. By the end of the year Kayla had achieved all of her goals and was definitely ready for kindergarten. Klay, Dawn's son, also is enrolled in Head Start and will be back next year. The significant role Head Start has played in the lives of these children is obvious to many. What some may not know is that Head Start has also changed Dawn's life completely. She is truly involved in her children's education and is even a substitute teacher. Dawn has been chairperson of the parent group and facilitates the lending library at the local center. Dawn is a success in many ways, and just as importantly, she is teaching her children and other parents to be successful as well.

♦ Calvin is the second of three children whose parents divorced when he was three years of age. His father died when Calvin was twelve. Calvin was a part of Head Start for two years. He went on to elementary and high school as an A/B student who was well liked by all. Continuing success followed

as Calvin was awarded a full basketball scholarship to a Kentucky College. Calvin is currently enrolled as a junior at a state college majoring in Biology. We give credit to Calvin and his family for nurturing such a successful stance. Calvin's mother credits Head Start as the beginning point where Calvin developed a positive self-concept and a desire for learning that is alive and well yet today.

### Audubon Area Head Start's NAEYC-accredited Centers...

<i>County</i>	<i>Center(s)</i>
<b>Christian</b>	Booker T. Washington
<b>Crittenden</b>	Marion
<b>Daviess</b>	Helen Sears Family Development Center
<b>Hancock</b>	Lewisport
<b>Henderson</b>	South Heights, Jefferson
<b>Hopkins</b>	Dawson Springs
<b>Lyon</b>	Eddyville
<b>McLean</b>	Calhoun and Island*
<b>Muhlenburg</b>	Drakesboro, Longest, Breman, Hughes Kirk, Central City, and Greenville
<b>Ohio</b>	Wayland Alexander, Western*, Beaver Dam*
<b>Union</b>	Morganfield
<b>Webster</b>	Providence and Slaughters

*\*Awaiting word from NAEYC*

## The Seven Habits of Highly Effective People

In 1997, Audubon Area Community Services, Inc. became a Franklin Covey Leadership Center licensee. Audubon Area believes that the *Seven Habits* provides a model that inspires success. In the fall of 1997, Audubon Area employees began participating in *The Seven Habits of Highly Effective People* training sessions. The *Seven Habits*, as developed by Dr. Stephen R. Covey, 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; and**
7. **Sharpen the saw.**

The training is part of an ongoing process of growth and development within the agency; Audubon's employees are invited to examine their effectiveness in their personal and professional areas. The best way to improve the organization is to improve the employees; to empower the organization, empower its employees. This inside-out approach started with senior staff, the Board, and all Head Start managers and specialists.

As the principles are applied consistently over time, effective habits develop. These engender more self-direction. The

habits help people stay focused on their mission and purpose.

Throughout the course, Covey applies the *Seven Habits* to personal and interpersonal development, but they're also linked to managerial and organizational development. The habits have an underlying premise that persons who achieve a high degree of self-mastery will be able to work more effectively with others. The habits sequentially build and follow a "*Maturity Continuum*:"

- ♦ Habits 1-3 promote **self-mastery**. Achieving our "private victory," we grow toward personal independence.
- ♦ Habits 4 -6 promote **effective relationships**. More prepared to succeed in relationships—the "public victory"—we move toward interdependence.
- ♦ Habit 7 relates to **sustaining the growth** process over time.

Audubon Area Community Services is experiencing a remarkable opportunity to learn, to share, and to grow. This experience has begun a lifetime journey for all of us. *The Seven Habits of Highly Effective People* provides a holistic, integrated approach to personal and interpersonal effectiveness. Steeped in Covey principles, we believe, will aid us in achieving both personal growth, greater corporate success, and better service to all the children, families, and communities we serve!

## Family Preservation Program — Family Reunification Program

### Family Preservation

Family Preservation provides short-term intensive counseling, as well as supportive services and limited tangible assistance to families in crisis. The *crisis* situation handled through Family Preservation is always based on a Kentucky Department for Social Services determination that a child is at imminent risk of being placed outside the home—a foster home or institution.

The Family Preservation Program (FPP) is based on the Homebuilders Model that emphasizes the uniqueness and value of *all* families. Strategies and guidelines for therapeutic services are based on the Homebuilders Model, a part of the Behavioral Sciences Institute in the State of Washington. Trained, dedicated staff members to work on a flexible, yet intensive schedule, set up to best meet each family's needs. Family Preservation staff members are available to their families 24 hours a day, for approximately a four-to six-week period.

The goal of the service is fostering a safe, stable family environment, and to remove or diffuse the crisis instead of removing the child. FPP therapists teach families methods of crisis prevention. The FPP serves the entire seven-county

Green River area under the auspices of the Kentucky Department for Social Services (DSS), which is the sole referral source for the program.

FPP believes that all children have the *right* to, and need a permanent, safe and loving family. Many times, families are in need of help that has often not been available. The number of children currently in out-of-home placements is enormous—in foster care, group homes, juvenile justice facilities and psychiatric institutions. The Family Preservation Program is an intervention tool proven successful in preventing out-of-home placements, which save the public money *and* families. Indeed, the goal of FPP is to keep families safe, healthy, and functioning, thereby “preserving” one of the greatest resources on earth: *“the family.”*

County	F P P Slots Assigned
Daviess .....	13
Hancock .....	3
Henderson .....	14
McLean .....	4
Ohio .....	4
Union .....	1
<b>These 39 cases involved 94 children at risk of placement and; 157 total family members</b>	
County	F R P Slots Assigned
Daviess .....	11
<b>30 children at risk of placement; 57 others</b>	



### Family Reunification

Family Reunification serves clients with the same “client centered” philosophy as the Family Preservation Program. Family Reunification works to reunite families where children have been placed outside the home and are now ready to return to their families. Reunification therapists carry a maximum caseload of six families and work with these families for a three-to six-month period. This program is less intensive than Family Preservation, but still upholds the same goals: to keep the family safe, healthy, and functional.

### Senior Community Service Employment Program

Senior Community Service Employment Program, Title V of the Older Americans Act, fosters and promotes useful part-time public service work opportunities for unemployed low-income persons.

The program’s “enrollees,” with generally poor employment prospects, must be fifty-five (55) years of age or older.

The enrollees receive training twenty hours per week “on the job training;” they earn \$5.18 per hour. Enrollees are supervised by Audubon Area’s CSBG Coordinators in the county in which they are assigned.

The enrollees and their supervising CSBG County Coordinators, working as a team, continually search for full-time, unsubsidized employment for the enrollee.

### WinterCare Energy Fund

The private for profit sector working together with the nonprofit sector can, together, make a huge difference. This is what is happening in WinterCare.

Subscribers to various utilities make voluntary contributions, which the utility company matches. These contributions are then channeled toward assisting those less fortunate with their utility bills.

*(Above programs administered by CSBG)*

*Developing resources...*