

# ANNUAL REPORT

2022

"People Helping People Since 1966"



# Hoosier Uplands

Economic Development Corporation

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An Equal Opportunity Employer

*All services provided by Hoosier Uplands are provided without regard to race, age, color, religion, sex, disability, national origin, ancestry, familial status, sexual orientation, gender identity (or expression) or status as a veteran.*

## *Corporate Mission Statement*

Our mission is to plan, implement or cause to be implemented, and provide comprehensive services to the poor, elderly, and disabled.

This corporation will strive to alleviate poverty, improve living conditions, and provide access to health care and social services to those families and individuals in need within the service area.

All our endeavors will be pursued with the client in mind, never forgetting the value of every human being or the importance of our responsibility to the public which we serve.



The 2022 Community Service Award  
was given to Michael Robbins



# Hoosier Uplands



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Hoosier Uplands was selected as the “Non Profit of the Year” by the Bedford Area Chamber of Commerce for 2022. It is through the hard work of each staff member that we earned this award. On behalf of Hoosier Uplands, Debbie Beeler and Addie Datish accepted the award.





# Corporate Message

## Message from the Board of Directors

As 2023 approaches, it is a valuable tool for us to look at Hoosier Uplands and the positive growth despite the continuing challenges of COVID and its variants. The Board continues with the business of our agency through teleconferencing; as well as, in person attendance. Sadly, the Board lost a long time member and friend, Lisa Crane in 2022. Her smile is greatly missed.

Hoosier Uplands continues to make a difference in the five counties in our service area, by providing grants through the CDIP. These grants have helped facilitate various projects and organizations. We proceed to make improvements to our apartment projects and receive new grants for new projects. We are very proud of the work done in this area.



On behalf of the Hoosier Uplands Board of Directors, I would like to express how proud we are to work with a staff of dedicated, resourceful professionals, who help communities and citizens of the counties served. The tireless efforts and dedication of our staff, led by CEO David Miller, continue to be a blessing to the Board and all who are served.

**Martha Fields**  
*Board Chairperson*

## Message from the Chief Executive Officer

This was another challenging year for the corporation and our 57th year of serving the area. Sadly, we lost a long time Board Member and friend Jack Mahuron who passed in early 2023. Jack was on our original Board of Directors in 1966 and was an icon and true leader in Washington County in so many ways.

Another long time Board Member, Don Bowling, retired from the Board in 2022. Don will be greatly missed. He a true gentleman and is loved by everyone.

I am very proud of our staff for being so flexible and our Board for meeting by teleconference throughout much of the past three years.

In 2022, we granted funds through our CDIP and PSIP programs to 36 other non-profits and units of local government. Our local impact is great. In 2022, we paid out a payroll and fringes of \$ 11,607,464 and paid local property taxes of over \$ 135,000 to support local governments and schools.

Our many departments and staff have continued to exceed expectations in audits, state and federal reviews and in local partnerships. We as an agency have persevered through the three most challenging years in our history.

A reading of this Annual Report will further demonstrate the work that has been done.

Now it is time to look forward to a new and better future, a future that will continue to see our agency grow and our clients and patients be well served.

I continue to feel blessed to have been on this journey with a great Board of Directors and staff.

**David L. Miller**  
*Chief Executive Officer*



## Community Development & Improvement Program 2022/ Public Safety Improvement Program

In 2022, our Community Development and Improvement Program and Public Safety Improvement Programs assisted 36 different agencies or units of government with over \$ 450,000 in grants for various projects. Those included:

- Bedford Church Camp
- CAST Dyslexia Program
- City of Loogootee
- City of Mitchell
- City of Salem
- Crawford County Sheriff K9
- East Crawford Elementary
- East Washington Schools
- French Lick Family Medicine
- GRACE House
- Hoosier Hills PACT
- Huron Fire Department
- Lawrence County Domestic Violence
- Lawrence County Police
- Martin County Humane Society
- Mitchell High School Special Education
- Orange County Cancer Patients Fund
- Orleans Fire Dept
- Salem Community Schools
- Shawswick Ambulance
- Shawswick Township Trustee
- Shoals Schools
- Southern Indiana Veterans Rehab Facility
- Town of Campbellsburg
- WCCF Safe Haven Program
- Washington County Ambulance
- Washington County 4-H Fair
- Washington County Helping Hands
- West Washington Schools
- Youth First Inc.

**David L. Miller**  
*Chief Executive Officer*



## Community Housing Development

Hoosier Uplands is committed to providing safe, affordable, housing to low/moderate income individuals in our five county area of Crawford, Lawrence, Orange, Martin, and Washington. In 2021, we secured a \$1.5M grant to rehabilitate New Horizon Apartments, our 56 unit Rural Development property in Salem. Some items being addressed are accessibility, roofing, bathroom and kitchen remodels. This project was completed in August.

We also maintain a goal as a Community Housing Development Organization to provide a living environment that is safe and adaptable increasing the probability that clients can remain safely in their homes as life's circumstances change. We accomplished this in 2022 by using grant funds to complete Owner Occupied Rehabilitation in Orange and Washington counties in the cumulative amount of \$350,000 to serve a combined eight homes.

In 2022, we have submitted an application to the Permanent Supportive Housing Institute to develop a mixed use property in Lawrence County to help address homelessness in the elderly community. We have also submitted an application for Tax Credits to Indiana Housing & Community Development Authority to rehab an aging property in our Washington County portfolio. We have already received an award from Federal Home Loan Bank Indianapolis in the amount of \$370,000 for this project. We anticipate the awards being announced early 2023.

Our team of 12 plus our Director continue to work diligently for our clients by remaining involved on a State and National level and continuing our education on changing regulations. We look forward to continuing to serve our communities in 2023 and wish everyone a healthy year!

**Natalie Powell**

*Director of Community & Housing Development*

## CSBG

Hoosier Uplands has been awarded a one year grant in the amount of \$100,000 through the Indiana Housing and Community Development Authority to provide transportation assistance to those in need. This program began October 1, 2021 and is available to clients that are at or below 125% of the federal poverty level. However, due to Continuing Resolution in Congress, we were able to assist clients at or below 200% of the federal poverty level through 2021. To be eligible, clients must also demonstrate that they have a need that is related to the COVID-19 pandemic in some way. Preference is given to those who demonstrate a need for assistance to gain/maintain employment and/or access to community resources and services. The types of assistance provided will include: gas cards up to \$250, transportation vouchers up to \$250, vehicle repairs up to \$1,000, car payments up to \$500, car insurance premiums for up to three months and no more than \$600 as well as other transportation needs outside of these listed up to \$500. The program ended August 31, 2022. Hoosier Uplands was able to assist 99 clients with this grant. There were 74 respondents who participated in the survey. Access to Healthcare Services increased from 11% to 99%. Access to Community Services increased from 7% to 100% and ability to afford transportation increased from 26 to 99%.

**Amanda Wolfe**

*Director of CSBG/Energy Assistance*



# Community Services

## The Energy Assistance Program

The Low-Income Home Energy Assistance Program (LIHEAP) Block Grant is a federally funded block grant offered through the U.S. Department of Health and Human Services. The LIHEAP Block Grant funds individual states to assist low-income families with the high cost of their home energy. Since July 1, 2006, the block grant has been administered by the Indiana Housing and Community Development Authority (IHCDA). Throughout Indiana and locally, the program is known as The Energy Assistance Program (EAP). The Hoosier Uplands Energy Assistance Program serves low-income households subject to an energy burden with outreach offices in Lawrence, Martin, Orange and Washington counties to respond promptly to eligible households with a heating emergency. An income based program, an energy assistance benefit can off-set the high cost of energy for households at or below 60% of the State Median income level. Hoosier Uplands received \$3,062,176.17 to administer the program in 2021-2022.

- 2,943 Households served
- 1,813 Elderly served
- 1,861 Disabled served
- 5,218 Household members served

Congress appropriated supplemental LIHEAP and LIHWAP funds under the American Rescue Plan Act (ARPA) of 2021. Hoosier Uplands received \$2,121,388.92 to administer the heating program and \$181,460 to administer the water program in 2021-2022.

Energy Assistance administered the Duke Share the Light Program for Duke Energy in Lawrence, Martin, Orange and Washington counties. Hoosier Uplands received \$28,500 for the 2021-2022 program year. Duke Energy customers approved for energy assistance were eligible to receive a benefit of \$100 to \$300 toward their electric service.

**Amanda Wolfe**  
*Director of Energy Assistance/ CSBG*

## Weatherization

Hoosier Uplands continues to contract with the Indiana Housing and Community Development Authority (IHCDA) to provide energy conservation measures to reduce the utility bills of low income residents of Lawrence, Martin, Orange and Washington counties. The United States Department of Energy (DOE) and the Low Income Home Energy Assistance Program (LIHEAP) allocate funding to Indiana Housing and Community Development Authority (IHCDA) for distribution to a network of local Community Action Agencies to perform weatherization services.

Eligible Clients receive a comprehensive energy audit unique to each client's home to determine which energy efficiency upgrades will maximize energy savings for the client. Because the work completed on the client's home is funded through the federal government, all audits and energy efficiency upgrades are provided at no cost to the client.

Our 2021-2022 Department of Energy (DOE) Weatherization grant contract was funded at \$218,972. This grant allowed services to be provided to 21 households at an average cost per home of \$7,300 with a \$2,149.36 average cost per home for Health and Safety.

We had a 2021 Department of Energy (DOE) carry over funding of \$80,000. This funding allowed weatherization to weatherize eight homes

at an average cost per home of \$7,300 with a \$2,336 average cost per home for Health and Safety.

Our Low Income Home Energy Assistance Program (LIHEAP) grant for 2021-2022 was funded at \$191,495. We were able to weatherize 10 homes under the capital intensive section of this grant with a total average cost per home of \$13,200. In the mechanical section of the grant, we were able to do repairs or replace nine heating systems at an average cost per home of \$5,500.

American Rescue Plan Act (ARPA) grant for 2021-2022 was funded at \$264,513. We were able to weatherize 14 homes under the capital intensive section with a total average cost per home of \$12,500. In the mechanical section we were able to do repairs or replace 10 heating systems at an average cost of \$5,500 per home.

Indiana Housing and Community Development Authority (IHCDA) also provided additional funding through a grant Duke Weatherization Supplemental Health and Safety (Duke Deferrals) in the amount of \$21,857.22. These funds paid for seven homes to resolve deferral issues, which may arise during the inspection of the home. That will allow the residence to be weatherized after the deferral issue has been resolved. IHCDA is always looking for other options for deferral money. Deferral money has become an important factor in Weatherization. Without it, we would be walking away from a lot of homes/clients. The majority of our clients cannot afford to repair those types of issue, so we may never return to assist them.

In 2021-22 Indiana Community Action Association (IN-CAA) provided additional funding through Vectren Share the Warmth Program. Hoosier Uplands received \$9,779 of that funding which helped weatherize five households.

In 2021, Indiana Community Action Association (IN-CAA) provided additional funding through American Electric Power Health & Safety Home Repair Program (AEP). Hoosier Uplands received \$17,576.04. We utilized this funding source for Health & Safety issues and deferral issues. This funding source helped eight households to be weatherized.

Duke Energy and Vectren also contributed funding to agency's that are located within their service areas. This funding is distributed through Indiana Housing and Community Development Authority (IHCDA). Hoosier Uplands received \$68,859.25, which we utilized for deferrals health and safety issues, etc.

Old National Bank Foundation awarded Hoosier Uplands Economic Development Corporation a contribution of \$20,000 in support of Home Repair Projects. We put a cap of \$2,000 per home. Repair consist of roof repairs, grab bars, door repairs, floor repairs, etc. Their kind contribution allowed us to help 15 clients with assistance.

This was the ninth year of Hoosier Uplands Local Weatherization Initiative. The primary focus of this funding is to overcome obstacles which do not allow us to provide weatherization services or correct issues discovered during the weatherization process which Indiana Housing and Community Development Authority (IHCDA) considers an unallowable measure of cost. During 2021/22, 17 households received assistance with the program cost of \$40,047.45.

All Weatherization staff and contractors who audit or work within our client's homes must complete a certification and continuing education requirement which assures that qualified people are working within these homes.

**JR Robling**  
*Director of Weatherization*



## Information Technology Services

Once again, 2022 was an interesting and challenging year for IT Services. At the very start of 2022, IT Services implemented 2 new networking switches in the main office. Wi-Fi access points to improve speed and security. IT Services also implemented and deployed 40 MS Surface tablet laptops for the Head Start department. They were sent to all the various Head Start centers to support remote access for the teachers and assistants.

IT Services also finished implementing end of year upgrades and security patches to the email system and firewall in response to a growing number of threats.

IT Services also did a security evaluation with the assistance of Matrix Integration out of Jasper IN. In general, the results were good and other than a few suggested updates, the evaluation went well. In late March, IT Services worked with Sparklight Communication to renegotiate several ISP contracts at agency offices throughout our service area. In late April IT services attended two events. The first was presented by the Indiana Office of Technology and the main topic was the status of cybersecurity. IOT has new requirements for reporting cybersecurity breaches that all state funded agencies must abide by. The second was the Matrix Integration TechKnow Technology Conference which was held in Jasper IN on 4/21 & 22.

IT Services also implemented a cyber-insurance policy review and the agency signed into a comprehensive cyber insurance agreement with CFC underwriters group. IT Services also did a security evaluation with the assistance of Matrix Integration out of Jasper IN in preparation for upgrading the agency cyber insurance policy. In general, the results were good and other than a few suggested updates, the evaluation went well. HU Head Start division started preliminary implementation of the 46 desktop computers to replace the aging classroom and teacher computers at all of the Head Start centers. In late June, IT Services met with the IT staff of the Tri-CAP agency in an agency wide meeting. Both agencies shared many productive ideas and funding opportunities for IT related projects. IT Services also finished implementing miscellaneous computers and printers for EAP from a \$75,000 grant.

In November 2022, IT Services worked with DAS Health to outsource billing services for the Serenity Now Clinic. Implementation should be completed in early December. Also finished migration of the Home Health server to SQL 2016. IT services is also in the process of applying for a IDHS grant that will be available at the beginning of 2023. IT Services is also working with Orange County Library to contract IT services.

In December, IT Services had one of its most challenging months to date. In late November, the HUEDC network had a ransomware attack. It effected all in-house servers and several workstations. IT Services immediately started working to isolate and contain the virus. Working in conjunction with Matrix Integration and CFC Response, a specialized cybersecurity consulting group that was referred to us by the cyber insurance company that we had recently upgraded to, we were able to contain the ransomware within the first 48 hours. All servers were reformatted and cleaned. Backups of the applications and data were scanned and the servers restored. A new robust security and monitoring endpoint application was implemented alongside our current endpoint security software All devices (workstations, servers, laptops & tablets) within the agency were scanned and the new security software implemented. By the end of December, all 280 devices have been scanned. All infected had been identified, formatted and restored and or replaced. IT Services, in conjunction with our cyber security consultants, had written a preliminary forensic report as required by State and Federal entities. IT services also upgraded the Home Health Server in preparation for the Oasis E assessment rollout deadline of 1/1/23.

IT services continued their support of Paoli Community Schools during the 2021 school year and was involved in the day to day operations, such as Chromebook repairs, electronic door lock management, web-filtering adjustments, Google/Windows domain administration, desktop repair,

required state reporting, and e-rate submission which saved the school around \$31,872 dollars on their internet and Wi-Fi billing. Major projects that have taken place during the 2021 year included the transitioning to a new automated state reporting platform that pulls data directly from the student database system. This is a three year process, in conjunction with the State of Indiana, to get all state reporting moved over and automated. IT services has been an integral part of implementation and data correctly imported.

Other projects this past year included the migration of the school system financial software to its new server from the outdated server. Upgrading the high school and elementary school HVAC software control system, implementing TV displays in the hallways to display announcements and information at the high school. IT Services also implemented 10 new vape sensors in the bathrooms at the high school these vape sensors help stop some of the vaping issues at the high school. Other approved projects recommended by IT Services that will be completed in 2022 a new fiber between the high school and elementary, running fiber from the football/athletic complex to the football press box.

The FCC also put out a new program this year called the Emergency Connectivity Fund, IT services applied for funding 100 laptops and bus Wi-Fi, Paoli Schools received approval of \$47,613.41 reimbursement to help pay for these items, which will be purchased at the start of 2022 year.

In May, IT Services made a recommendation that 75 interactive View boards be purchased, to replace projectors and smartboards, many of which were 10 plus years old. The interactive boards were brighter, clearer, and give more features than a standard projector such as interactivity on anything displayed. Starting in October, IT Services has installed these in classrooms throughout the school corporation. The plan is to order a second round of these in 2023.

On 01/11/2023, CEO, David Miller awarded two crystal glass achievement awards to Andy Wolber, IT Director and Alan Rutherford, IT Assistant for all their hard and dedicated work throughout the agency cyberattack that happened the last week of November 2022. This cyberattack took several weeks of long and grueling hours of work for both of them to straighten out along with outside professional cyber teams' help, in order to get everything and everyone back up and running on our computer system. We are extremely thankful for everything they always do on a daily basis for Hoosier Uplands and its employees but more importantly, what they had to do throughout the cyberattack on .our agency. Hoosier Uplands IT Services Revenue for 2022



PAOLI COMM SCHOOLS 2022 YTD	\$22,884
IT SERVICES 2022 YTD TOTAL	\$22,884

**Andrew Wolber**  
*Director of Information Technology Services*

**Alan Rutherford**  
*Assistant Director of IT Services*



## History of Head Start

In January of 1964, President Lyndon B. Johnson declared The War on Poverty in his State of the Union speech. Part of the government's thinking on poverty was influenced by new research on the effects of poverty, as well as on the impacts of education. This research indicated an obligation to help disadvantaged groups, compensating for inequality in social or economic conditions.

Shortly after President Johnson's speech, Sargent Shriver took the lead in assembling a panel of experts to develop a comprehensive child development program that would help communities meet the needs of disadvantaged preschool children. Project Head Start, launched as an eight-week summer program by the Office of Economic Opportunity in 1965, was designed to help break the cycle of poverty by providing preschool children from low-income families with a comprehensive program to meet their educational, emotional, social, health, nutritional, and psychological needs.

## Head Start and Early Head Start In 2022

Since the first eight-week summer Head Start program Hoosier Uplands operated in 1966, the program has grown to provide Head Start services in Lawrence, Martin, Orange and Washington counties with centers in Bedford, Mitchell, Paoli, Salem and Loogootee. Through a partnership with North Lawrence Community Schools, Hoosier Uplands also operates two classrooms in the North Lawrence Learning Center. Hoosier Uplands provides Early Head Start services through a home-based model of service delivery.

Funding for the Head Start and Early Head Start programs is provided through the U.S. Department of Health and Human Services, Administration for Children and Families. Head Start and Early Head Start's funding year begins May 1. Funding received in May of 2022 totaled \$3,525,460. Head Start is funded to serve 221 children between the ages of three and five while Early Head Start is funded to serve 66 infants, toddlers and pregnant women. During the 2021-2022 program year Head Start served a total of 273 children while Early Head Start served 94 infants and toddlers and three pregnant women. Both programs were fully enrolled throughout the funding period.

Of the total funding allocated to Hoosier Uplands, Head Start received \$2,543,747 for general program operations, \$28,383 for training and technical assistance, and \$69,499 for Cost of Living Allowances (COLA) and Quality Improvements (QI) in the program. 100% of the COLA and QI funding was used to provide salary increases to all Head Start program staff. Early Head Start received \$841,217 for general program operations, \$18,186 for training and technical assistance, and \$24,428 for COLA and QI. As with Head Start, all COLA and QI funding received was used to provide salary increases to all Early Head Start program staff.

The majority of funding for the Head Start and Early Head Start programs is budgeted for salaries and fringe benefits

for approximately 72 staff as well as for program supplies, child transportation, and general operating costs (utilities, telephone and building/vehicle insurance costs).

In addition to the federal funding received to operate the Head Start and Early Head Start, programs are required to secure a local match or non-federal share. For the 2021-2022 program year the non-federal share totaled \$857,884. Through generous donations of time, materials and services garnered from throughout our service area and beyond, Hoosier Uplands was able to fully meet their non-federal share requirement.

During the second half of the 2021-2022 program year, parent activities transitioned from virtual to in-person. This was a welcome change from the Covid period when all parent activities were held virtually. Some of the topics at parent activities included health and safety including basic first aid training, fire safety, summer fun and water safety, Pete the Cat, How to Catch a Leprechaun, as well as budgeting and self-sufficiency.

In addition to the educational focus of both Head Start and Early Head Start, child health is another critical piece to school readiness. Research states that child must be healthy and well-nourished in order to learn. To that end, both Head Start and Early Head Start staff works with program parents to ensure children receive medical and dental examinations. During the 2021-2022 school year, 93% of children enrolled in the Early Head Start program received their scheduled well-child medical visits and 58% received a dental examination. In Head Start, 100% of enrolled children received their well-child medical visits and 52% received a dental examination.

During the 2021-2022 program year Hoosier Uplands did not receive a federal review. The agency once again received a clean audit for the agency's fiscal year ending December 31, 2021.

Through established school readiness goals, Head Start staff provides a variety of intentional instruction and activities that are designed to build school readiness skills. The activities and instruction are individualized to ensure the needs of each child are met. Child outcomes are measured through assessments that take place at the beginning, middle and end of the program school year. Assessment results are shared with families during family/teacher conferences.

For the past three years, Hoosier Uplands has offered a six-week summer program for children who will transition into kindergarteners in August. The increased gains in all domains further ensured that the children would arrive at kindergarten on track and ready to learn. Included at the end of this section is a table that shows child outcomes for the 2021-2022 school year as well as the summer program conducted for rising kindergarteners.



## USDA Child and Adult Care Food Program

## Housing & Family Services Family Services

Hoosier Uplands offers HUD Housing Counseling to residents of Lawrence, Orange, Martin and Washington counties. Housing counseling is a free service that assists individuals with many types of housing issues such as: housing selection, money management, basic credit information, fair housing, mortgage default/delinquency, pre-purchase/pre-rental counseling, loss mitigation and renter assistance. There were 63 families who received housing counseling services in 2022.

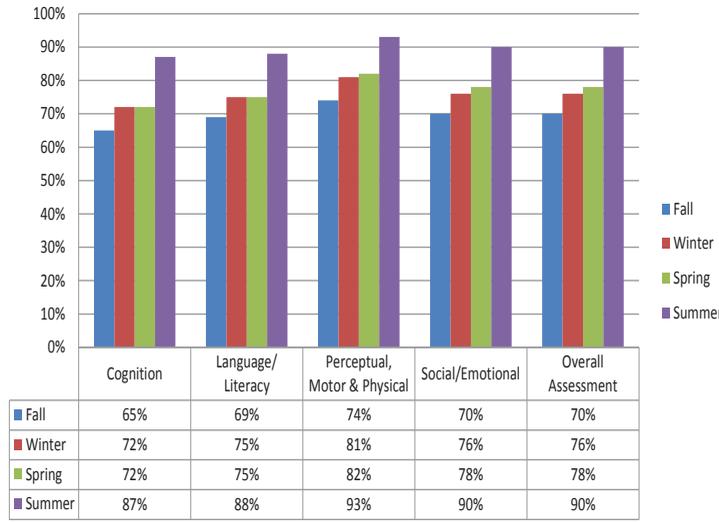


## Housing Choice Voucher Program

The Housing CHOICE Voucher Program, which is HUD funded, assist low income tenants with acquiring and paying for a better place to live. All types of rental housing, may qualify for this program. The units must be located in Lawrence (excluding Bedford City limits and a two-mile radius), Orange, Washington, Martin, Daviess, Greene (excluding Linton, Bloomfield and Jasonville city limits), Dubois and Pike counties. A unit does not become part of the HCVP until a certified family requests to reside in the unit, the unit meets the program standards and a contract is written.

Initial applications are taken; applicants are placed on a waiting list that is maintained by Hoosier Uplands. When eligibility is completed, the tenant is given a voucher that states HUD will be assisting them with a portion of the rent. Eligible tenants will not pay more than 40% of their adjusted monthly gross income toward rent (including utilities) and the remaining portion is paid directly to the owner by Hoosier Uplands. Once on the program the family must comply with the lease and program requirements. The owner must provide decent, safe and sanitary housing at a reasonable rent. The dwelling must pass the housing standards of the program and be maintained to those standards as long as the owner receives housing assistance payments. Hoosier Uplands ended 2022 with 379 active participants. The Housing Choice Voucher Program disbursed \$1,405,214 to property owners of the eight counties that we serve in 2022. Tenants received \$45,666 for utility reimbursements in 2022.

HS Child Outcomes Data 2021-22 Program



Hoosier Uplands continued to serve as a sponsor for the USDA Child and Adult Care Food Program administered through the Indiana Department of Education during 2022. The program operates on an October 1 through September 30 fiscal year, and provides reimbursement for meals and snacks served to children enrolled in the agency's Head Start and after school programs.

During calendar year 2022, a total of 90,663 reimbursable meals and

snacks were served to an average of 408 children per month during the school year. The number of reimbursable meals and snacks increased in 2022 by 7,152 meals and snacks served in the previous calendar year. Reimbursement received during 2022 totaled \$137,058.06, an increase of \$66,239.85 from the previous year.

**Debbie Beeler**  
Director of Children's Services

**Amy Hopper**  
Director of Housing and Family Services



# Strategic Development

## Baby & Me: Tobacco Free

The Baby & Me: Tobacco Free (BMTF) program at Hoosier Uplands began in July of 2015 as a result of a grant from the Indiana Department of Health, Division of Maternal and Child Health, and serves Crawford, Harrison, Martin, Orange, and Washington counties. In 2021, the program was not extended for another year. The BMTF program is an evidence-based, national program, designed to encourage and assist pregnant women and their families to stop using tobacco products. The program coordinator meets with pregnant mothers and a qualifying partner four times throughout the pregnancy to provide cessation counseling. For each tobacco-free, post-delivery month, for up to a year, the mother and partner each receive a voucher for \$25 worth of diapers and wipes as an incentive to remain tobacco-free. Two vouchers are also available for parents who are tobacco-free prior to delivery. WIC clinics in the service counties are the primary referrals for program participants.

Since the program began in 2015, a total of 396 referrals have been received. Due to loss of funding, Baby & Me stopped taking referrals in September of 2021. Active clients as of September 15th of 2021 were allowed to complete the program. There were a total of 11 active participants in 2022 who met with the program coordinator for their monthly check-in. A total of 54 mothers have completed the entire program since 2015 and were eligible to receive all 14 vouchers. Six of these parents finished the program in 2022. The program also served two support partners for 2022.

## Before and After School Services

The 21st Century Community Learning Centers (CCLC) Afterschool Program operated with two grant Cohorts in 2022. Cohort 9 served 224 children in grades Kindergarten through 6th at Burriss, Hatfield, Springs Valley, and West Washington and LCIS elementary schools. Cohort 10 served 94 students in grades Kindergarten through 6th at Shoals and Orleans elementary schools. The after school programs served a total of 318 students in the 2021-2022 school year.

The daily schedule includes a healthy snack, such as; fresh fruits, vegetables, dairy and whole grain items approved by the United States Department of Agriculture (USDA). The program primarily focuses on Science, Technology, Engineering, and Mathematics (STEM) and literacy. Monday through Thursday, students have 30 minutes of homework or academic enrichment time. Following academic time, students have a one hour block of enrichment activities which include: literacy, science, character development, crafts, and service projects. Fridays are considered Fun Fridays because the day is more relaxed where students can play games, get active with the SPARK physical education curriculum activities, listen to a guest speaker, watch a movie, or have a holiday celebration. The goal of the 21st CCLC program is to provide a variety of enrichment and educational activities in a fun learning environment that will lead to better school day academics and classroom behavior.

## Brighter Futures for Families (BFF) Program

Brighter Futures for Families (BFF) partners with community resources in each respective county in order to help families navigate the systems of care needed to sustain healthy families. The resources needed differ for each family, but the focus for every family is to acquire and maintain health insurance and adequate health care, job security, education, interview and resume skills if needed, housing, food and transportation. With each meeting, a safety topic will be discussed in the hopes of lowering the number of preventable accidents in the home. The classes include but are not limited to: safe sleep, gun safety, water safety, car seat safety, baby care skills, fire safety, and poison safety. Participants earn gift cards, gas cards, and phone cards by earning points with communication and participation. Education kits will be included with each safety class. The BFF program began in October 2021 and has served 47 families with 10 pending referrals. Participants have earned gift card incentives monthly and educational kits were distributed

monthly as well. Referrals for BFF are received from numerous area agencies such as WIC, Healthy Families, DCS, Nurse-Family Partnership and the OB department at St. Vincent Dunn.

## CHAT (Choices Helping Abstinent Teens)

Hoosier Uplands Choices Helping Abstinent Teens (CHAT) Program is a sexual abstinence education program that encourages youth to remain abstinent in order to protect their health and future goals. The program is funded by the Indiana Department of Health, Division of Maternal and Child Health, along with in-kind funds from local partners.

The program utilizes the Making a Difference curriculum and is delivered in eight sessions. The curriculum educates junior high and high school students during health classes in Daviess, Dubois, Jackson, Lawrence, Martin, Orange, Pike, and Washington counties.

The CHAT Program educates students on how to get out of high risk situations, setting limits, goal setting, changes the body goes through during puberty, risks associated with sexual behavior such as sexually transmitted diseases and unplanned pregnancy, refusal skills when pressured by partner or peers, and developing a positive self image.

Program coordinators were able to implement the program face to face to serve a total of 1,150 students in 2022. According to surveys, 98% of the program participants increased their knowledge on abstinence as the means of preventing teen pregnancy, birth, and STIs.

## Child Passenger Safety

This year, Hoosier Uplands has nine staff members who have completed the Child Passenger Safety Technician (CPST) certification. The CPSTs utilize their training in order to educate families and caregivers and teach them the proper techniques for installing car seats. As part of the Child Passenger Safety program, Hoosier Uplands receives car seats from the Indiana Criminal Justice Institute, to provide replacement car seats free of cost to qualifying families and caregivers when needed. This program covers Crawford, Lawrence, Martin, Orange, and Washington counties. Overall in 2022, the program conducted 61 car seat inspections and distributed 78 car seats to families in need.

## Choices Initiative

The Choices Initiative program began in July of 2020 and is funded through the Division of Mental Health and Addiction (DMHA) and the Family and Social Services Administration (FSSA). This funding is for a two year period and is designed to provide substance abuse prevention services in Lawrence County. These services will include media campaigns, local policy work, evidence based substance abuse prevention programming, and a significant amount of community work. The evidence based programs that will be implemented include: *An Apple a Day*, *Positive Action*, *Life Skills and Too Good For Drugs*.

The *An Apple A Day* program served 136 participants in various Hoosier Uplands and Lawrence County Boys and Girls Club after school programs. The *Positive Action* program saw 31 students at the Mitchell Junior High School after school program.

Our environmental strategy, that works on tobacco policies, reached a total of 132 participants. Media strategies, *What's Your Side Effect* and *Talk They Hear You* saw 3,298 individuals and 34,444 individuals respectively.

The *Too Good For Drugs* program served 203 students ranging from Kindergarten to fifth grade at the Lawrence County Independent School.

The *Lifeskills Training* (LST) for the 2021-2022 school year served middle school students at Mitchell during the first semester and Lawrence County Independent Schools (LCIS) during the second semester. 388 students were served in both schools. Lifeskills Training is set to be implemented at grade levels 6, 7, 8 at Mitchell Junior High School, Lawrence County Independent School, and St. Vincent School throughout the 2022-2023 school year.



## Teen Pregnancy Prevention (TPP) Program

The Teen Pregnancy Prevention (TPP) grant was received to expand the LifeSkills program throughout southern Indiana to replace the ECHO program. The LifeSkills program is designed to be implemented to high school students, and covers the following topics: The Value of Good Health, Decision-Making for Health, Risk-Taking and Substance Abuse, The Media and Health, Managing Stress, Anger, and Other Emotions, Family Communications, and Healthy Relationships.

In the first semester of the 2022-2023 school year, coordinators were able to implement the LifeSkills program to eleven schools, and serve 567 students.

Not only will the TPP grant allow the LifeSkills program to be presented in more schools, the grant is also funding in-person conversations to have with youth and parents. The conversations for youth are referred to as “#WOWtalks,” and the parent version is called a “Parent Café.” The goal of these conversations is to give youth and their parents an opportunity to have conversations with others, to then improve communication within the home. We provide a meal, incentives, and a safe space for the conversations to be had.

When schools began in August, coordinators were able to implement the virtual programming to 49 adolescents and three parents. The coordinators hope to increase the numbers of participants within the café’s in the coming year.

## Safe Sleep

In 2016, Hoosier Uplands began implementing the Indiana Safe Sleep Program in Crawford, Lawrence, Martin, Orange, and Washington counties. The Indiana Department of Health, in partnership with the Cribs for Kids National Infant Safe Sleep Initiative, implemented a statewide program that provided education and infant survival kits to infant caregivers and families. The program funding ended in 2019, but Hoosier Uplands was able to continue the program in order to provide safe sleep education and cribs to families in need, through partnerships with other internal programs as well as funding from local grants. In 2022, Hoosier Uplands distributed 14 cribs to local families in need of a safe place for their child to sleep.

## Opera House

In 2022, the Mitchell Opera House completed its seventh full year of business after being renovated and reopened in July of 2015. The historic venue was built in 1906 and was County Hall when it first opened. In 1908, the building became an Opera House and hosted Vaudeville acts, first run movies and more until 1930 when it closed and became a storage facility for fire trucks and equipment. It became the “Teen Canteen” in the 1950’s and City Hall from the 1960’s until 1981. At that point, the Hartzell family took the initiative to restore the venue back to an Opera House once again. The venue reopened in 1985 and hosted occasional shows until it closed in 2012.

After the closure in 2012, the Opera House began restoration in the fall of 2014 and 256 days later, re-opened on the 4th of July. The venue has since hosted regular musical performances along with a variety of other events. The Mitchell Opera House has experienced both challenges and successes due to the ongoing COVID-19 pandemic. Despite this, the historic and beautifully renovated Mitchell Opera House has pressed on and held many successful events and performances.

The Mitchell Opera House was fortunate to have held many in-person shows during 2022, and was open without restrictions from April forward. Prior to April’s “reopening” of in-person performances, the Opera House hosted a variety of online events that benefitted either local or abroad individuals and groups in need.

Throughout 2022, Mitchell Opera House hosted a variety of tribute bands, dances, court sessions, pageants, vesper services, famous and award-winning artists, magic shows, and even private film screenings for both church groups and MJHS and MHS special education students.

Major sponsors and contributors of the Opera House in 2022 included: German American Insurance, Hoosier Hills Credit Union, Lawrence County Tourism Commission, Lehigh Cement Company, Old National Bank, and the Smithville Foundation. Multiple donations were received throughout the year that supported the operating costs of the Opera House.

**Whitley Clements**  
*Director of Strategic Development/  
Special Projects/21st CCLC*

## Hoosier Uplands Scholarship Program

The Hoosier Uplands Scholarship Program was initiated in 1993 by the Hoosier Uplands Board of Directors to promote post-secondary education in the social services, health, and education fields and to be awarded to students who exhibit a financial need. It is offered to one graduating senior from each high school in the five county areas we serve. Those counties are Crawford, Lawrence, Martin, Orange, and Washington.

The selection of each student is made by each school’s scholarship committee which consists of school staff, or the school’s community foundation which is business men or women within the community. Applications are available from the high school guidance counselors and must be returned to them by their given deadlines.

As of fall 2022, Hoosier Uplands presented 264 graduating students with scholarship awards amounting to \$373,350. To date, the amount of the scholarship is \$1,400 per student.

This year marked the 30th year of the Hoosier Uplands Scholarship program. Due to the continuing pandemic, the July, 2022 Hoosier Uplands Board of Directors meeting was not held inside but via teleconference; therefore, all scholarship awards were mailed to each of the 11 high school seniors that were chosen by their high school committee made up of faculty or their high school foundation. Those students who received scholarships are:

Crawford County	Crawford County High Schools Rhiley Patton
Lawrence County	Bedford North Lawrence High – School-Reiny Clute Mitchell High School – Taylor Duncan
Martin County	Loogootee High School – Olivia Dant Shoals High School – Bailee Grace Jones
Orange County	Orleans High School – Safari Knight Paoli High School – Ella Magner Springs Valley High School – Ceana Williams
Washington County	Eastern High School – McKenna Jeter Salem High School – Erin Henry West Washington High School – Madison Brown

**Emily Webb**  
*Coordinator of Scholarship Program*



# Area XV Agency on Aging

## Area XV Agency Aging and Disability Services

The Aging and Disability Services Division of Hoosier Uplands serves those who are facing the loss of independence due to age or disability. The Area XV Agency on Aging provides a diverse range of services to provide for the disabled and elderly residents of Crawford, Lawrence, Orange, and Washington counties.

Service needs vary with each individual. The first point of contact for every inquiry made by or on behalf of an elderly or disabled client is our Aging and Disability Resource Center. The staff will provide information and resources that are available within the communities, conduct the initial intake procedures, and initial needs assessment for the individuals requesting assistance.

When clients need additional assistance, the Information & Referral/Aging and Disability Resource Center will offer Long-Term Support Options Counseling. Options Counseling is an interactive decision-support process whereby consumers, family members and/or significant others are supported in their deliberations to determine appropriate long-term care choices. Also, the Information and Referral/Aging & Disability Resource Center will make referrals to our Case Management staff.

Case Management provides a professional case manager who will set up an appointment for a home visit. The case manager assesses the needs of the client to determine the appropriate services and a funding source to meet the client's needs.

Some of the services available for a client include: home health aide, homemaker, attendant care, respite, home delivered meals, transportation, skilled nursing care, durable medical equipment, assistive technology, home modifications and personal emergency response systems. The funding sources allocated to provide these services include: Social Services Block Grant (SSBG), Community and Home Options to Institutional Care for the Elderly and Disabled (CHOICE), Medicaid Waiver and Title III funds. In addition, the Family Caregiver grant funding under Title III-E can provide respite for clients over the age of 60 and provide supplemental services such as home delivered meals, homemaker and medical supplies. These services under Title III-E are provided on a temporary basis.

There are four Senior Center/Congregate Nutrition sites within the four county area. These sites provide free meals to those people who are 60 years of age and older.

Legal Services are available to individuals age 60 and over. Services provided include power of attorney, guardianship, wills and general legal advice.

The division also has special events sponsored by Hoosier Uplands. They are designed to assist the elderly and disabled by providing information. Our Information, Health, and Fun Fair is one of the biggest events. Relevant information and a range of health screenings are available to attendees of this event. The division sets aside one day to honor the Nursing Facilities and Group Homes with a day of senior games. The Area on Aging & Disability is a member of Dementia Friendly America and has played a vital role in Dementia Friendly Lawrence County and Dementia Friendly Orange County.

Area XV gives a high priority to bridging the gaps where funds are not available. One such program is Aging Special Services. When funds are available, the program can assist with paying for medications, equipment, rent and other items. The division also has a video library with several videos to loan on health, family caregiving and general information.

State Health Insurance Program (SHIP) counselors help with Medicare Part D plans, Medicare Advantage Plans, and Medicare Fraud. These counselors also help consumers apply for the Extra

Help Program, Qualified Medicare Beneficiary (QMB) and any other concerns they have with their Medicare. They are on-site, so they are able to take walk-ins, set up appointments and make home visits.

Knowing not all needs of the elderly and disabled are met by services provided by our agency, there are a series of Community Service Guides for Crawford, Lawrence, Martin, Orange, and Washington Counties. These are also available on our website: [www.hoosieruplands.org](http://www.hoosieruplands.org).

One of the goals most of the services provide is to assist individuals to remain as independent as possible in their home environment. There are times individuals require 24 hour care in a nursing facility. The Pre-Admission Screening Program is a federally mandated program that assists families in determining whether or not nursing home placement is appropriate, and if necessary, helps with facilitating the placement. We also work with area nursing facilities & hospitals to coordinate care transition from a facility to the person's home.

The Angel Foundation program is in its 20th year. The goal is to grant wishes to terminally ill clients who are 18 years or over and have a projected life span of one year or less.

## IndianaAgVets

The Indiana AgVets Certification and Internship Program is an agricultural career training opportunity specifically for U.S. military veterans. The program prepares participants for rewarding careers in production agriculture or agribusiness by providing specialized training (free of charge) tailored to the veteran's personal interests. This project is in cooperation with the National AgrAbility Project at Purdue University and the Indiana Farmer Veteran Coalition. It is supported by the U.S. Dept. of Agriculture's National Food and Agriculture (NIFA).

## South Central Indiana Area Health Education Center (AHEC)

Each year, SCI-AHEC serves a total of 12 counties within the South Central Indiana region with an overall goal of strengthening the health careers pipeline. This is accomplished by first working with students in middle and high school to expose them to health careers and post-secondary opportunities. AHEC continues working with these students as they enter college or university by enhancing their education and experience in the healthcare field. This includes setting up rotations or clinicals at local health care facilities and the AHEC Scholars Fellowship. As students graduate and become practicing health care professionals, AHEC continues to support them by offering high quality continuing education opportunities.

A total of 47 health profession students were placed in rotations throughout the South Central region. Additionally, 11 new preceptors joined the SCI-AHEC preceptor network. The AHEC Scholars Program had five health students graduate for the cohort of 2022 in May. The program currently has 24 health profession students engaging with rural and underserved areas with a focus on interprofessional collaboration. For professionals, a total of four mini-grants were funded and continuing education opportunities were provided to eight health professionals. A total of 402 high school students were reached through various programs funded by SCI-AHEC, such as college visits, health training, and virtual job shadowing opportunities.

## Martin County Health Department

The Martin County Health Department performs various functions. These include, but are not limited to: maintaining and retrieving vital health information; reviewing and approving septic system installations; sanitary engineering functions; performing lead screenings and immunizations for adults and children; conducting food inspections and serving as a resource for health information for the community. Funding for the Martin County Health Department includes county funding, Indiana State Department of Health Local Health Maintenance Funding

and Indiana Local Health Department Trust Accounting funding.

During 2022, 31 birth and death certificates were issued, one home birth was recorded and 52 deaths were recorded. A total of 16 genealogy reports were issued to the public. There were 24 residential sewage disposal system applications and 35 soil reports received in 2022. A total of 24 septic installations were completed. There were 94 contractor/homeowner meetings attended for various environmental related issues. During the first half of 2022, the majority of the nursing hours were dedicated to COVID-19. Information and updates were provided to county officials and the newspapers on a regular basis. Many hours were spent on vaccinations; follow up with COVID-19 positive patients and answering questions for members of our community. There were 51 food establishments inspected. During weekly clinics and special events, 479 patients were immunized. These patients received a total of 919 injections. In addition to our normal immunization clinics, COVID-19 vaccination clinics were held throughout the year based on demand and availability of vaccinations. A total of 869 COVID-19 vaccines were administered in 2022. This included first and second doses, and booster doses. The Health Department and WIC office also did a total of 51 free lead screening tests for children.

## Martin County WIC Program

WIC is a nutrition program that helps pregnant women, new mothers, infants, and children eat well and stay healthy.

### WIC provides:

- Healthy foods designed to meet special nutrition needs including seasonal fresh produce benefits to purchase from local farmers;
- Nutrition and health screening and assessment;
- Nutrition education and counseling;
- Breastfeeding support, including breastfeeding moms receiving more nutritious foods from WIC, mom-to-mom support from Peer Counselors, and access to lactation professionals;
- Referrals to other Indiana health, family, and social services.

Martin County WIC Program served 358 clients in 2022 with an average monthly caseload of 187. There were 53 free lead and 62 hemoglobin screening tests completed.

WIC staff distributed 10 car seats and one portable crib to clients in need. Through a small local grant, WIC staff were able to give out 42 packs of diapers and wipes to those in need. We have enjoyed getting to meet face to face with our WIC families again.



## Tobacco Prevention and Cessation Commission (TPCC)

Daviess, Knox and Lawrence counties continue to work on tobacco control in their communities through a grant awarded to each county by the Indiana Department of Health, Tobacco Prevention and Cessation Commission. Through the grants, each Program Coordinator conducts community outreach and rallies community support and action through

the work of local coalitions. Each Program Coordinator and their coalition members work on four main priority areas: 1) decrease youth tobacco use rates, 2) increase proportion of Hoosiers not exposed to secondhand smoke, 3) decrease Indiana adult smoking rates, and 4) protect & maintain state and local infrastructure to lower tobacco use rates. The Program Coordinators and coalition members work within these priority areas to effect positive change within their communities as it relates to tobacco control. Program Coordinators working alongside their local coalition members conduct outreach to health care clinics, businesses, organizations, multi-unit housing administrators, and educational institutions. The Program Coordinator and coalition members for each county continue to focus on building and maintaining strong coalitions, development of public policies, and promoting engagement with the Indiana Tobacco Quitline which offers free cessation options for Hoosiers.

This year, the Daviess County Coalition has conducted outreach with healthcare providers and organizations that resulted in 64 individuals being referred to the Indiana Tobacco Quitline. The Daviess County Coalition has conducted outreach to organizations that serve marginalized populations including the Peer Recovery Program, Baby and Me: Tobacco-Free, First Choice Solutions, and RSVP. The Coalition currently has 56 members, and is supported by 29 local and regional organizations. The Coalition has worked to build grassroots support for a local comprehensive smoke-free air law by educating 12 local and state elected officials about the Coalition's involvement and work in Daviess County. Lastly, the Daviess County Coalition has held more than 10 educational presentations for local youth about tobacco use and tobacco marketing.

In 2022, the Knox County Tobacco Prevention and Cessation Coalition continued to conduct outreach with health care providers and organizations that served marginalized populations. The Coalition worked with Good Samaritan to co-brand items with the Indiana Tobacco Quitline to help promote tobacco cessation and the utilization of the free services offered by the Indiana Tobacco Quitline. The Coalition also awarded the Good Samaritan Respiratory Department with the first annual Champions of Tobacco Cessation Award to recognize all their work in promoting tobacco cessation and the Indiana Tobacco Quitline. The Coalition and the Breathe Easy Vincennes Coalition participated in many community events including Good Samaritan Baby Showers, United Way Kickoff, AG Day, Vincennes University Health Fair, Samaritan Center Children's Mental Health Fair, and many other community events. The coalition also continued outreach to schools through presentations and meetings. The Breathe Easy Vincennes Coalition continued to collect support for their smoke-free air efforts in the community.

In Lawrence County, one of the Coordinator's top priorities has been rebuilding the Smoke-Free Lawrence County Coalition. The Coalition will assist in furthering community action taken with the purpose of protecting the health and wellness of Lawrence County Hoosiers against tobacco harm. By the end of the year, there was a diverse group of nine community members that eagerly agreed to meet as a part of the Coalition. As meetings resume regularly, that number is expected to grow.

### Shawn Williams

*Director of Aging and Disability Services*

### Michael Edwards

*Director of Aging, Health, and Education,  
Martin County Health Department*



# Home Health Care and Hospice

## “Not All Home Care & Hospice Agencies are Created Equal”



In the words of Mother Teresa, “Love begins by taking care of the closest ones; the ones at home.” Hoosier Uplands Home Health Care & Hospice is blessed to have such caring staff; who continue to step up and serve to meet the needs of others in their home.

Shirts were given to all of our Team Members at Hoosier Uplands Home Health Care & Hospice; with the following:

Here is a SHIRT because you are a:  
Skilled, Helpful, Impactful, Resourceful, Team Player

**We are Not a Team Because We Work Together - We are a Team Because We Respect, Trust and Care for Each Other**

Hoosier Uplands Home Health Care & Hospice were named the Best of Lawrence County in the Home Health Care Services Category.



We could never do this without our staff!



Melissa Jeremiah remains on the NAHC Board of Directors, serving as Secretary of the NAHC Board of Directors; and Chair of the Governance and Nominating Committee.

Hoosier Uplands Home Health Care & Hospice continues to be CHAP accredited. CHAP accreditation means we meet the highest quality standards in the nation.



Hoosier Uplands Hospice was named a 2022 Hospice Honors Recipient; which is a landmark compilation of hospices providing the best patient and caregiver experience.

This prestigious annual review recognizes hospices that continuously provide the highest level of quality as measured from the caregiver’s point of view.



Hoosier Uplands Hospice is Level 4 accredited in the We Honor Veterans program; meaning we increase access and improve quality of care for Veterans. Hoosier Uplands Hospice is one of only 19 Level four hospices in the state of IN.

### Health Care Division

Home Health and Hospice received a contribution from The Edgar & Roberta Mulzer Foundation, Inc.

### Client Maintenance

The Client Maintenance program provided 2,138 visits to non-skilled services to our patients.

### Hoosier Uplands Hospice Team:



Sitting: Keri Southern, RN and Phyllis Morris, RN Standing: Lee Grimes, Hospice Intake and Volunteer Coordinator, Gina Camp, RN, Home Health/Hospice Liaison and Hospice Patient Care Coordinator; and Becky Haagsma, LSW/Bereavement Coordinator

### Hoosier Uplands Home Health Care and Hospice Office Team:



Sitting: Cheryl Boone, Hospice Billing/Accounts Receivable Manager, JoDeana McNabb, Director of Accounting Services and Melissa Jeremiah, RN, CHCE, Director of Operations/Administrator. Middle Row: Vanessa Lumley, Plan of Care Review LPN, Mandi Dersch, RN, Assistant Director and Mary Crowder, RN, Clinical Services Supervisor. Back Row: Lori Williams, CNA, HHA, Intake Coordinator, Lee Grimes, Hospice Intake Coordinator/Volunteer Coordinator/Medical Records Manager, Gina Camp, RN, Home Health/Hospice Liaison/Hospice Patient Care Coordinator, Sarah Miller, CNA, HHA, Clinical Records Manager and Janine Martin, Office Manager. Sitting Front Row: Megan Evans, HHA Scheduler/Therapy Services Coordinator, Melissa Jeremiah, RN, CHCE, Director of Operations and Vanessa Lumley, LPN, Plan of Care Review Nurse. Standing Middle Row: Lee Grimes, Hospice Intake Coordinator/Volunteer Coordinator/Medical Records Manager and Mary Crowder, RN, Clinical Services Supervisor/Hospice Patient Care Coordinator

“The Choice of Hoosier Families for Generations!”

## Home Health Care

Home Health staff provided 18,394 skilled care visits to patients. Skilled services are provided by Registered Nurses, Licensed Practical Nurses, Home Health Aides, Social Services, Physical Therapists, Physical Therapy Assistants, Occupational Therapists and Speech Therapists.

## **Have you heard what our patients and their loved ones are saying about Hoosier Uplands Home Health Care?**

“They are all wonderful; and they do their jobs really good. I had them through the 80’s. I had wonderful care then too!”

“I was very well treated. I would recommend them.”

“Wonderful people, professional care, always worked hard to make my Mom included in her care decisions and that’s not easy with a person with dementia. Thank you to all the wonderful nurses who really helped when we needed them most.”

“My mental health was improved by my home health personnel; always cheerful.”

“All have been perfect! Each one is special and amazing.”

“Physical Therapy helped to get me back on my feet; and was very thorough in her assessment. The Physical Therapy Assistant pushed me to get me going!”

“They treated my foot very well.”

“The very best care you would ever want to have. Love them all. Thank you.”

“Always careful, acknowledged the pain I was having and how I was feeling; and I appreciate that.”

“All of them were friendly and very nice. I appreciated the help. Glad there are people willing to do this job.”

“All from this great agency very great with me!”

“Don’t ever go out of business! You are greatly needed and appreciated. Thank you very much.”

“I had a good experience mentally (encouragement).”

“I am thankful for all the ladies that helped me. I can walk again. I have feeling and getting stronger every day. Thanks.”

**Melissa Jeremiah, RN, CHCE**

*Director of Operations*

**JoDeana McNabb**

*Director of Accounting Services*

## Hospice



We are very pleased to welcome Dr. George Sorrells, as our Hospice Medical Director.

A sincere thanks to Dr. Luke Mosemann for 27 years of service. He will be stepping into a Volunteer Physician Designee from the Medical Director position; and will be officially retiring in March of 2023.

Congratulations for 15 years of service to Dr. Daniel O’Brien, who continues to serve as a Hospice Volunteer Physician Designee.

Hospice provided support to 68 families. Services were provided by Registered Nurses, Licensed Practical Nurses, Hospice Aides, Social Workers and other auxiliary services. Spiritual, volunteer and dietary counseling were also provided.

There continues to be a COVID waiver on the requirement that 5% of its patient care/office hours be provided by volunteers. Volunteers donated 16.72 hours, which is 1%, for a savings of \$836.

Bereavement support is offered 12 months following a patient’s death to their loved ones. This support includes a series of letters, phone contacts, visits or other information and referral as requested. There were 51 bereavement families followed.

## **Have you heard what our patients and their loved ones are saying about Hoosier Uplands Hospice?**

“Family was greatly helped with all the nurses that came to house. They were very caring, knowledgeable and supportive during this difficult time. Highly recommend. Also monthly letters sent to family members are very helpful in getting through this sad time.”

“Our family was blessed to have them. The care for Mom was exceptional and the emotional support was over and beyond. I couldn’t of done without their help.”

“RN was absolutely fantastic. I could call anytime, day or night. She was amazing with my mother and her care. She was an angel. She loves her job, clients and their families; and it shows. She will have many jewels in her heavenly crown. I love her.”

“Hospice was a life-saver for me. The personnel gave great care, were very caring and supportive to my mother and myself. Not only did we become friends, we were like family.”



# Serenity Now Psychiatric & Counseling Clinic

The staff of Serenity Now Psychiatric and Counseling Services has been proud and grateful to have celebrated our 10-year anniversary in 2022. The year 2022 did bring many challenges to Serenity Now due to the ongoing pandemic, staffing challenges and the overall mental health surges seen throughout the country. We continue to operate on a hybrid model with patients being seen both in person and via telehealth. Our providers completed 7,998 therapy visits, in addition to 488 new patient evaluations, and 4,243 medical visits.



## Serenity Now 10 Year Anniversary

With our continued use of telehealth services in 2022, we have been working to expand access to these services for our clientele. We are now able to provide EMDR services via telehealth to appropriate clients, and we have also been able to allow our associate-level providers to provide telehealth talk therapy services. Both of these items have helped to improve access to services during a very challenging time in the Mental/Behavioral Health field.

In addition, in late 2022, Michael Dockery LMFT and Haley Maranda LMHC LCAC, transitioned to remote work for Serenity Now. Michael Dockery LMFT has been doing a combination of in-person and virtual appointments from his office in Salem as an employee of Serenity Now since November 2022. Haley Maranda LMHC LCAC has relocated to Northern Indiana and has transitioned fully to virtual work in October 2022. As the clinic's Eye Movement Desensitization and Reprocessing (EMDR) therapy providers, both Michael and Haley have been working to gain the skills to provide EMDR therapy to clients over telehealth services. Otherwise, all therapy providers are in the office full time, with the medical providers continuing to provide services part-time from home.

During the course of the year, the Serenity Now Clinic staff has undergone a great deal of change. Dianna Ragsdale, formerly our Director of Operations and Head Biller, chose to step down from her Director of Operations position to focus on her billing responsibilities. As a result, Haley Maranda LMHC LCAC and Tom Trent LCSW were promoted to Administrative Operations Managers.

Haley has taken over Dianna's administrative tasks, while Tom has taken over her supervisory tasks. With Dianna's transition, Serenity Now has outsourced our billing services to DAS, our electronic health record vendor. We now have a team of individuals working on our behalf in regards to claims, billing, denials, and sending out account statements to clients of the clinic. This transition has been a very positive development by allowing us to more aggressively pursue reimbursement from third party insurance providers.

As the mental health needs throughout the country have continued to surge, we have continued to recruit for therapists throughout the year. Despite this, the availability of therapists is limited compared to the community's needs. This is a problem throughout the nation as more therapists leave the profession than are entering it. Serenity Now hired Alyson Grider LCSW and Emily Line LSW in 2022. Emily Line LSW remains on staff working full-time and has been working with both adults and children. Alyson Grider LCSW chose to leave her position with Serenity Now to focus on her private practice and her family. During her time at the clinic, she was a great asset to the team and developed and implemented a 16-week group program for our ADAPT program and substance use effected clients.

Serenity Now has also taken on an intern, Cooper Williams, supervised by Tom Trent LCSW. Cooper is a student in the IU School of Social Work. We are grateful to have him in our clinic and excited to witness and be part of his professional growth.

The Serenity Now Clinic has also maintained relationships with various other offices. We have renewed our partnership with the Lawrence County Probation Department in March of 2022, and continue to provide services to ADAPT clients. The clinic also maintains its DMHA Certification, which was approved and renewed in July 2022. John Eckard, MD, continues to provide psychiatric medication management services for LifeSpring Health Systems and with Southern Indiana Community Health Care. These partnerships provide much needed psychiatric services to the underserved communities in Southern Indiana.

Looking to the clinic's future, we anticipate continued use of telehealth services. While this came about due to the pandemic, it has been a valuable asset in regards to access to treatment, particularly in underserved communities. As insurance payers continue to evaluate their coverage of telehealth services, we anticipate some plans making telehealth a permanently covered service, as Medicare has already made the decision to permanently include telehealth coverage. Additionally, legislation was passed to allow LMHC's and LMFT's to provide services to Medicare clientele, as this is currently reserved for LCSW's. This is expected to be active January 1, 2024, and will allow our LMHC/LMFT providers to share in providing care to Medicare clientele.

**John Eckard, MD**  
*Clinic Director/Psychiatrist*

# Hoosier Uplands Facilities



## ***Bedford Office/Head Start Center***

710 6th Street • Bedford, IN 47421  
(812) 279-0412 Outreach Office  
(812) 275-0052 Head Start  
(812) 279-1891 Fax

## ***Community Services Office***

521 West Main Street • Mitchell, IN 47446  
(812) 849-4457  
(800) 333-2451 Toll Free  
(812) 849-4467 Fax

## ***Loogootee Head Start***

401 South Oak Street • Loogootee, IN 47553  
(812) 295-4700 (also used as fax)

## ***Mitchell Administrative Office***

500 West Main Street • Mitchell, IN 47446  
(812) 849-4447  
(800) 827-2219 Toll Free  
(812) 849-6785 Fax (Administration)  
(812) 849-0627 Fax (Children's Services)  
(812) 849-3068 Fax (Housing & Family Services)  
(812) 849-0547 Fax (Home Health)  
(812) 849-0547 Fax (Hospice)  
(812) 849-6974 Fax (Strategic Development)

## ***Mitchell Head Start Center***

1240 Orchard Street • Mitchell, IN 47446  
(812) 849-4448

## ***Mitchell Opera House***

217 N 7th Street • Mitchell, IN 47446  
(812) 849-4447

## ***Paoli Head Start Center***

414 W. Longest Street • Paoli, IN 47454  
(812) 723-3687 • (812) 723-4633 Fax

## ***Paoli Hoosier Uplands***

### ***Energy Assistance Office***

200 S. W. Court Street, Suite 3 • Paoli, IN 47454  
(812) 723-4607

## ***Salem Hoosier Uplands***

### ***Office/Head Start Center***

902 S. Aspen Drive • Salem, IN 47167  
(812) 883-5368  
(800) 487-8890 Toll Free  
(812) 883-8085 Fax

## ***Serenity Now Psychiatric & Counseling Services Clinic***

2125 16th Street • Bedford, IN 47421  
(812) 275-4053 • (812) 275-5494 Fax

## ***Shoals Office***

Martin County Health Department  
Corner of Second & Main Street  
127 Water Street • Shoals, IN 47581  
(812) 247-3303 • (812) 247-2009 Fax

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## ***APARTMENT PROJECTS***

### ***Aspen Meadows/Salem***

1017 Aspen Drive • Salem, IN 47167  
(812) 896-1543

### ***College Hill Apartments/Paoli***

College Hill • Paoli, IN 47454  
(812) 723-0838

### ***Eagle Place Apartments/Loogootee***

510 Church Street • Loogootee, IN 47553  
(812) 709-0368

### ***Larkin Apartments/Loogootee***

103 Public Square • Loogootee, IN 47553  
(800) 487-8890

### ***Lost River Place Apartments I & II/Orleans***

6402 N. Vance Street • Orleans, IN 47452  
(812) 865-3653

### ***Midtown Suites Apartments/Mitchell***

122 N. 6th Street • Mitchell, IN 47446  
(812) 849-4639

### ***New Horizon Apartments/Salem***

905 Aspen Drive, Suite 105 • Salem, IN 47167  
(812) 883-3306

### ***Persimmon Park Apartments/Mitchell***

406 Wade Street • Mitchell, IN 47446  
(812) 849-4639

### ***Phoenix on the Square Apartments/Paoli***

200 West Court Street • Paoli, IN 47454  
(812) 723-0838

### ***Pioneer Creek Apartments/Mitchell***

100 Pioneer Creek Lane • Mitchell, IN 47446  
(812) 849-1414

### ***Shawnee Apartments/Bedford***

100 Shawnee Lane • Bedford, IN 47421  
(812) 275-8314

### ***Spring Town Apartments/Marengo***

144 S. Main Street • Marengo, IN 47140  
(812) 365-9120

### ***Stalker Apartments/Bedford***

1429 8th Street, Suite 100 • Bedford, IN 47421  
(812) 277-8562

### ***Stonecutters Place Apartments/Bedford***

1030 16th Street, Bedford, IN 47421  
(812) 275-5205

### ***Taylor Apartments/Campbellsburg***

133 State Road 60 • Campbellsburg, IN 47108  
(812) 755-4010





# Total Agency Funding for 2022

## Community Services Funding

LIHEAP & ARP Energy Assistance	\$5,261,155.00
LIHEAP Weatherization	191,495.00
American Rescue Plan WX	264,513.00
Dept of Energy Weatherization	298,972.00
Old Nation Bank Home Repair Program	20,000.00
Community Services Block Grant *	315,054.00
Duke/ Vectren Weatherization Programs	78,638.00
Local Weatherization Funding	40,074.00
Duke Helping Hand Program	25,800.00
Rental Income Various Properties	2,471,527.00
HUD Housing Counseling	22,889.00
AEP Health & Safety Home Repair	17,576.00
Section 8 Housing	1,634,873.00
Duke Energy Weatherization	21,857.00
CSBG Impact and Training Funds	30,623.00
<b>SUBTOTAL</b>	<b>\$10,695,046.00 42%</b>

## Area Agency on Aging Funding

FSSA Older Americans Act	\$643,553.00
FSSA Older Hoosier Funds	33,968.00
FSSA CHOICE Program	737,261.00
Case Management Services	1,116,659.00
Medicaid Admin/ Intake	175,117.00
HCBS Provider Stabilization	102,289.00
FSSA Social Services Block Grant	183,198.00
NSIP Food Program	24,943.00
SHIP Counseling	24,819.00
<b>SUBTOTAL</b>	<b>\$3,041,807.00 12%</b>

## Children's Services Funding

Head Start & Early Head Start	\$3,525,460.00
USDA Food Program	205,105.00
21st Century Learning	450,000.00
Student Learning Recovery IDOE	238,000.00
<b>SUBTOTAL</b>	<b>4,418,565.00 17%</b>

## Health Care Related Funding

Home Health Care & Hospice	\$3,599,101.00
Martin County Health Department	91,984.00
Choices Helping Abstinent Teens	151,635.00
ISDH WIC Martin County	119,390.00
ISDH TB Contracts	298,120.00
Ind Tobacco Prevention & Cessation	153,340.00
Choices Initiative	335,117.00
AgVETS Grant	271,754.00
Brighter Future for Families	86,300.00
Area Health Education Center	349,220.00
IU School of Medicine Student Placement	14,000.00
Serenity Now Psychiatric & Counseling	1,014,354.00
Teen Pregnancy Program	221,800.00
St. Vincent School IDOE	37,122.00
<b>SUBTOTAL</b>	<b>\$6,743,237.00 26%</b>

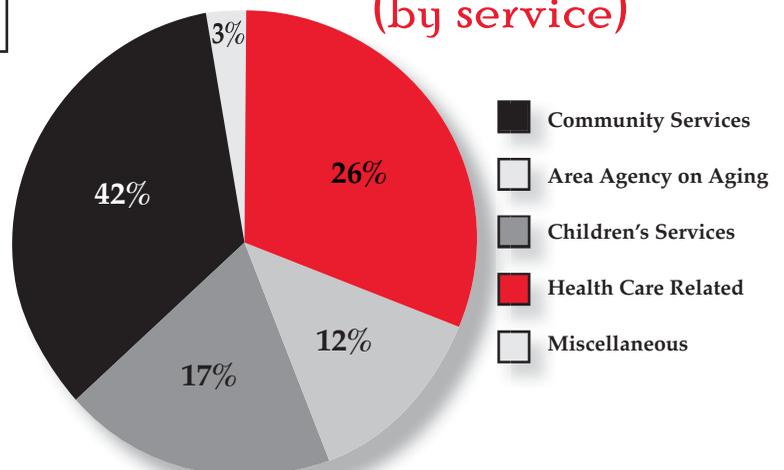
## Miscellaneous Funding

Information Technology Department	\$22,884.00
Miscellaneous Cash Donations	500.00
Mitchell Opera House-Revenue	53,542.00
Local Programs & Mini Grants	102,654.00
Community Development & Improvement	402,423.00
Public Safety and Improvement	50,000.00
Smithville Foundation	5,000.00
Old National Bank Foundation	5,000.00
Lehigh Heidelberg Cement	5,000.00
Pennington Grant LCCF	2,500.00
Lawrence County Coordinating Council	3,000.00
Hoosier Uplands Scholarship Program	18,700.00
<b>SUBTOTAL</b>	<b>\$671,203.000 3%</b>
<b>GRAND TOTAL</b>	<b>\$25,569,858.00</b>
<small>*Includes carry over funds Does not include "In-Kind"</small>	
	<b>100%</b>



**David L. Miller**  
Chief Executive Officer

## 2022 Agency Funding Profile (by service)



# Members of the Board - 2022



## **Representing Crawford County**

Sharon Mitchell, Low-Income Sector  
*(Treasurer)*  
Kathy Jo House, Low-Income Sector  
Marolyn Holzbog, Private Sector  
Bill Mitchell, Private Sector  
Mary Alice Brown, Public Sector  
Angela Crecelius, Public Sector

## **Representing Lawrence County**

Sara Luallen, Low-Income Sector  
Angela Turpin, Low-Income Sector  
Martha Fields, Private Sector  
*(Chairperson)*  
Greg Taylor, Private Sector  
Charlotte Speer, Public Sector  
James Oswald, Public Sector  
Nancy Miller, Public Sector (alternate)

## **Representing Martin County**

Suzanne Brown, Low-Income Sector  
Gerald Montgomery, Low-Income Sector  
Herman Campbell, Low-Income Sector  
*(Alternate)*  
Janie Johnson, Private Sector  
Rosalee Winger, Private Sector  
Vicky Bauernfiend, Public Sector  
Don Bowling, Public Sector  
Stacey Bowling, Public Sector (alternate)

## **Representing Orange County**

Janet Harrison, Low-Income Sector  
Robert Jones, Low-Income Sector  
David Dedrick, Private Sector  
Reita Nicholson, Private Sector *(Secretary)*  
Richard Beaty, Public Sector  
Richard Dixon, Public Sector

## **Representing Washington County**

Karan Jones, Low-Income Sector  
Ava Kinney, Low-Income Sector  
Ronnie Pennington, Private Sector  
*(Vice Chairman)*  
Seth Purlee, Private Sector  
Max Bedwell, Public Sector  
Jack Mahuron, Public Sector

Local Support is an integral part of Hoosier Uplands' success. Your donations of cash or volunteer work are much needed and appreciated. To contribute to any of Hoosier Uplands' programs contact:  
David L. Miller,  
Chief Executive Officer

Thank you.



# Policy Advisory Councils - 2022

## **Aging and Disability Advisory Council**

Tammy Cadle  
Shirley Eggers  
Eileen Lambdin  
Jan Newlin-Chairman

## **Head Start and Early Head Start 2022-2023 Policy Council**

Representing the Bedford Center—Cory Carpenter and Kayla Kellams  
Representing the Loogootee Center—Shondale Campbell and Dawn Hartzburg  
Representing the Mitchell Center—Kelly Dunn  
Representing the Paoli Center—Adam Hole and Amber Francis  
Representing the Salem Center—Breanna Zollman and Kiana Scott  
Representing Early Head Start—Anthony Scott and Hannah Smith

Representing the Community  
Christy Wintczak—Lawrence County  
Mayor Noel Harty—Martin County  
Sheriff David Henderson—Orange County  
Desiree Prater—Washington County

Janet Harrison--Grantee Board Liaison





# A Special Thanks

## “To Our Community Partners”

### Our Major Partners in 2022

Adaptive	Dustin Gabhart Plumbing	Indiana Tobacco Prevention and Cessation
Advanced Audiology	Eastern Greene High School	Jackson County REMC
Altrusa - Lawrence County	Edgar and Roberta Mulzer Foundation	Jasper Middle School
Andrea Bowling, LMH CA	Family and Social Service Administration	Joan Emery Prentiss Fund
B&B Foods	Federal Home Loan Bank - Indianapolis	Jones Oil
B & L Automotive	Ferrellgas	JK Rogers Construction
Bailey Heating and Cooling	Fire Departments-Bedford, Loogootee, Mitchell, Marion Township, Paoli and Salem	Keller Tree Trimming
Baptist Health	First Chance Center	Lake Shore Learning
Barr Reeve Middle School	First Steps-Crawford, Lawrence, Martin, Orange and Washington Counties	Lawrence County Boys & Girls Club
Bedford Board of Realtors	Flynn & Sons Excavating	Lawrence County Circuit Court
Bedford Office Supply	German American Insurance	Lawrence County Community Foundation
Bedford Public Library	Guardian Medical	Lawrence County Economic Growth Council
Ben Franklin/Ace Hardware	Harrison County REMC	Lawrence County Emergency Management
Blue River Services – WIC Offices	Harrison County WIC	Lawrence County Independent Schools
Borden High School	Health Care Education and Training	Lawrence County Local Coordinating Council
Brownstown Central High School	Holmes Hardware	Lawrence County Tourism Commission
Building Blocks(Childcare Resource)	Hoosier Hills Credit Union	Lawrence County Trustees
CareSource (Medicaid)	Hope Resource Center-Bedford	Lawrence County WIC
Centerpoint Energy	INCAA	Lehigh Hanson/Heidelberg Materials
CHOICES Resource Center- Salem	Indiana Criminal Justice Institute	LIFE Resource Center- Paoli
Cinnaire	Indiana Department of Education	Limelight Analytics
City of Mitchell	Indiana Department of Education- 21st CCLC	Limestone County Tourism of Lawrence County
Clark County CAN	Indiana Department of Health-IDOH	Limestone Energy
Clark County REMC	Indiana Department of Maternal and Child Health	Loogootee City Utilities
Colgate Company	Indiana Housing and Community Development Authority - IHCDA	Loogootee High School
County Gas	Indiana Limestone	Loogootee Mayor Noel Darty
Covering Kids and Families	Indiana Natural Gas	Loogootee Public Library
Crawford County High School	Indiana University	Lost River Market & Deli
Crawford County WIC	IU Health-Bedford, Bloomington and Paoli	Marlow Concrete LLC
Crothersville High School	IU Health Family Vitality Initiative	Martin County Board of Health
CSBG	IU School of Medicine	Martin County Commissioners
Dare to Care Food Bank-Serving Washington County	IU School of Nursing	Martin County SOAR
Daviess/Martin CAT	IU School of Public Health	Martin County Trustees
Daviess/Martin REMC		Martin County WIC
Duke Energy		Mary Jo Huff
		Mary Ruth Riley

*These businesses, organizations and individuals supported Hoosier Uplands with in-kind services, volunteer time, and/or cash donations in 2022.*



# A Special Thanks



## “To Our Community Partners”

### Our Major Partners in 2022

MCM CPA's & Advisors	PC Pest Control	Special Education Services/
McDonald's - Loogootee & Mitchell	Perry Central Community Schools	Loogootee Community Schools
Medora High School	Pike Central Middle School	Mitchell Community Schools
Medora Middle School	Porter's Garage	North Lawrence Community Schools
Melton Public Library	Pregnancy Promise Program	Orleans Community Schools
Merchants Capital Bank	Premier Ag Co-op	Schools Community Schools
Michael Robbins	Prevention Insights	Springs Valley Supply
Midwest Natural Gas	Propane Direct	Stars Radio Station
Military One Source	Protree Services	Stidman's Construction
Mission In-Home	Purdue Extension- Lawrence, Martin, Orange, West Washington Counties	St. Vincent De Paul School/Loogootee
Mitchell Chamber of Commerce	Purdue University	Suburban Propane
Mitchell Community Schools	Radio Stations	Tell City High School
Mitchell Public Library	WBIW	The Solution Center
Mom's Meals	WFLQ	Tidwell Group
North Daviess High School	WSLM	Times-Mail Newspaper
North Daviess Middle School	WJME	Town of Paoli
North East Dubois Middle School	Rainbow Printing	United Way of South Central Indiana-Lawrence and Orange Counties
North Lawrence Community Schools	Redemption Church - Loogootee	US Department of Health and Human Services
Old National Bank	Rotary Club of Salem	US Department of Housing and Urban Development
Old National Bank Foundation	SafeKids Worldwide	USDA Rural Development
Older Americans	Salem Community Schools	Utilities District of Western REMC
Orange County Cattleman's Association	Salem Leader/Democrat Newspaper	Vectren Inc
Orange County Community Foundation	Salem Public Library	Vincennes University
Orange County Emergency Management	Salem Rotary	Walker Construction
Orange County Plumbing	Shelby County Co-op	Washington County Community Foundation
Orange County REMC	Shoals Community Schools	Washington County Trustees
Orange County Trustees	Shoals Water Company	Washington County WIC
Orange County WIC	Smithville Communications	Washington County YMCA
Orleans Community Schools	Smithville Foundation	West Gate Crane Technology Park
Orleans Progress Examiner	Springs Valley Community Schools	Westview Nursing and Rehab Center
Paoli High School	Springs Valley Hardware	West Washington Community Schools
Paoli Public Library	Stidams Construction	Wilkinson Electric
Papa John's of Loogootee	South Central Area Special Education Cooperative	
PASS Consortium	South Indiana Propane	
Patoka Lake Water	Southridge Middle School	
Patoka Propane		

*These businesses, organizations and individuals supported Hoosier Uplands with in-kind services, volunteer time, and/or cash donations in 2022.*



# Agency Staff Recognized



“With 10 years or more of service”

## Congratulations

### 49 Years

Margaret Staggs

### 42 Years

Debbie Coleman

### 35 Years

David Miller  
Trudy Wells

### 34 Years

Cindy Bailey  
Debbie Beeler  
Suzanne Coleman  
Chris Johnson  
Debbie Terry

### 33 Years

Ginger Knight

### 32 Years

Annette Gilliland  
Kris Mathews  
Jenni Snow

### 31 Years

Vanessa Lumley

### 29 Years

Cheryl Boone  
Karen Cooper  
Irene Ervin  
Amy Hopper

### 28 Years

JoDeana McNabb  
Angelia Owens

### 27 Years

Diane Budd  
Donna Skeen

### 26 Years

Addie Datish

### 24 Years

Glenda Duncan

### 23 Years

Melissa Jeremiah  
Linda Tarr  
Natalie Powell

### 22 Years

Debbie Guthrie  
Alverta Hart  
Michelle Diane Short

### 21 Years

Julia Albright  
Kim Hall  
Jill Jones

### 20 Years

Amy Alcorn  
Connie Griego

### 19 Years

Maria Banks  
Brandon Hall  
Theresa Pate  
Deanna Porter

### 18 Years

Michael Edwards  
Karianne Hopkins  
Jennifer Rutherford

### 17 Years

Joanie Evans  
Amber Harty  
Barbara Weber-White  
Lori Williams

### 16 Years

Angelica Hackler  
Angela Stewart

### 15 Years

Diana Kidwell  
Crystal Tincher  
Sheila Tritle

### 14 Years

Samantha Bowles  
Tamara Burgess  
Audra Gerkin  
Lee Grimes  
Robin Guthrie  
Janine Martin  
Judith Taylor  
Shawn Williams

### 13 Years

Laura Dougherty  
Tom Gibson  
Rhea McClintock

### 12 Years

Rebecca Ashley  
Whitley Clements  
Shelia Ratliff  
Juanita Sneed  
Mary Wingler  
Andrew Wolber

### 11 Years

Jerry Albertson  
Martina Nicholson  
JR Robling

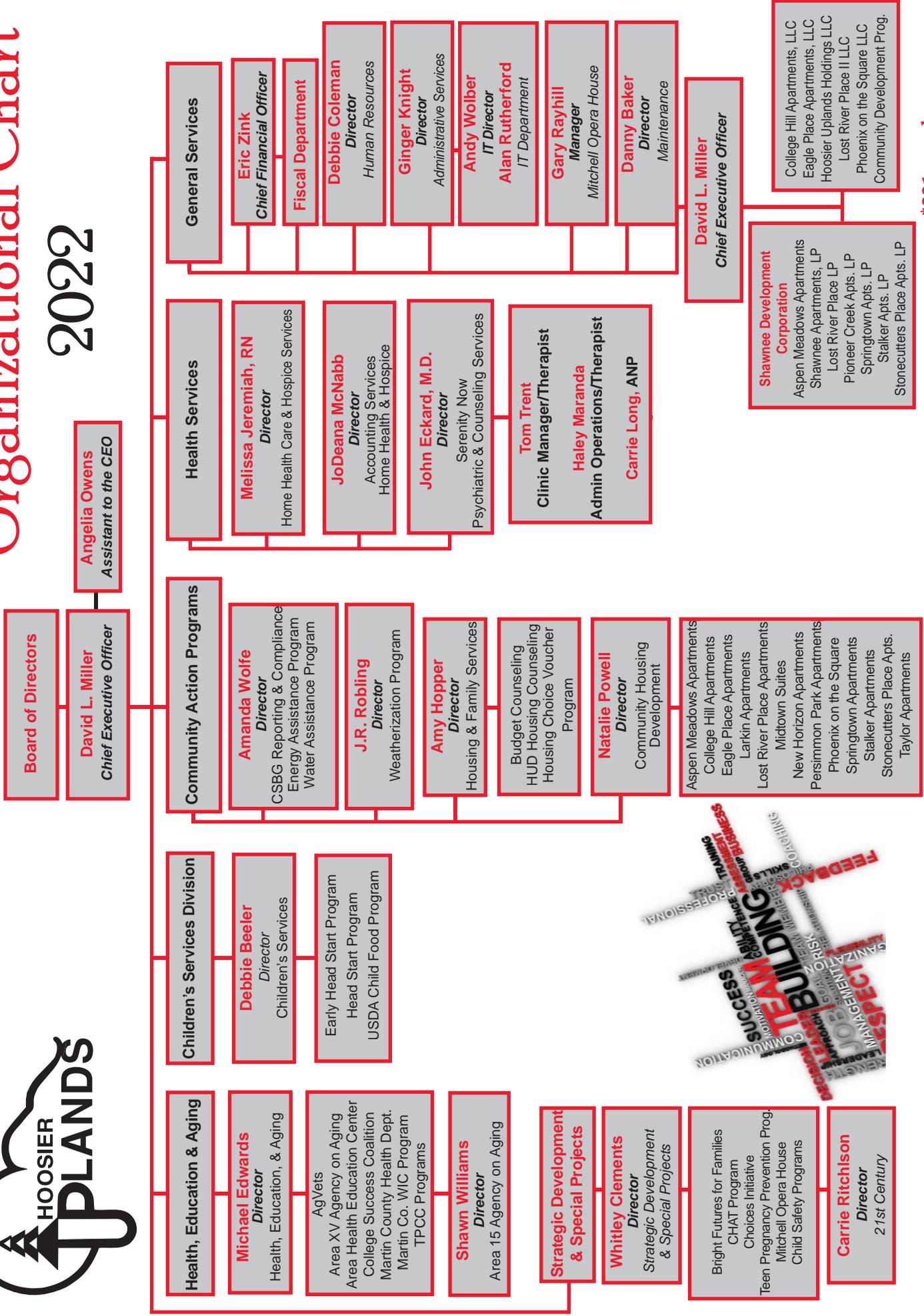
### 10 Years

Nancy Clark  
Paralee Daggy  
John Eckard  
Lorna Harris  
Katy Merchant  
Phyllis Morris  
Alison Piper  
Amber Richards  
Carrie Ritchison  
Tom Trent  
Angela Walls  
Elizabeth White





# Organizational Chart 2022



\* 231 employees



