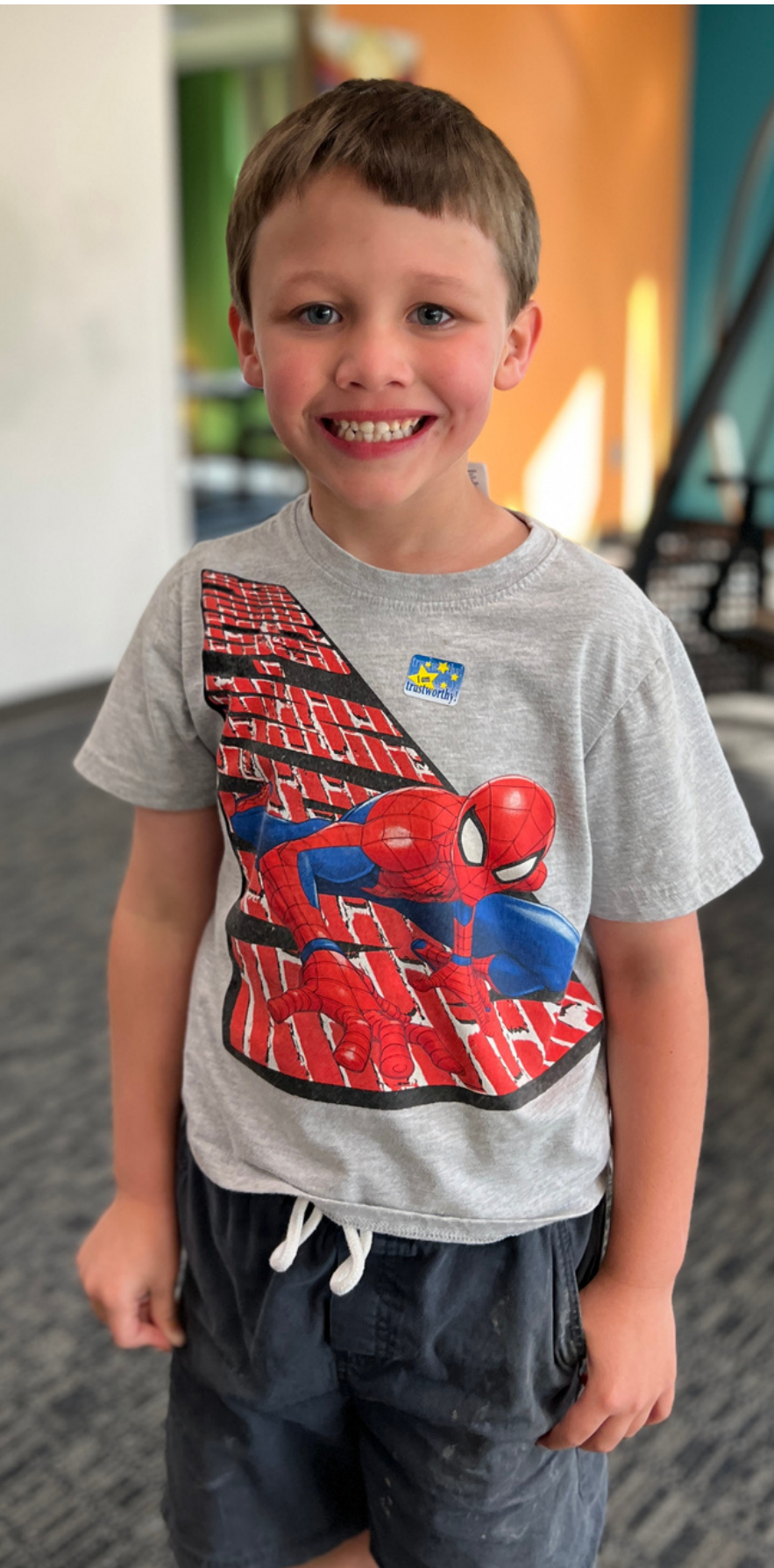




2021 - 2023

PUZZLE PIECES

ANNUAL REPORT



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A WORD FROM THE EXECUTIVE DIRECTOR



As I reflect on the incredible journey of the past two years, it's truly remarkable to witness the significant growth of Puzzle Pieces. Our daily experiences on campus are filled with triumphs and progress, but to see the tangible evidence of our collective efforts in these numbers is nothing short of awe-inspiring.

Puzzle Pieces is undeniably heading in the right direction, and while celebrating our accomplishments is important, it's equally crucial to acknowledge that our journey towards positive impact is far from over.

Looking ahead, we are perfectly positioned to make an even greater impact. Our focus for the upcoming year centers around three key initiatives that will propel us forward:

- **Setting the Foundation in our Second Location – Puzzle Pieces Satellite Building housing our Autism Services:** Not just about physical expansion, our second location will extend our impact. By setting a solid foundation, we are laying the groundwork to serve more clients at even earlier ages to set them up for lifelong success.
- **Strategic Partnerships for a More Inclusive Community:** In the coming year, we will actively seek and cultivate strategic partnerships that enhance our ability to create positive change and promote inclusion. Together, we can build bridges that make our community more accessible and supportive for everyone.
- **Investing More in Our Puzzle Pieces Family and Building a Proud Culture:** Our Puzzle Pieces family is at the heart of everything we do. To nurture this community, we aim to invest more in their well-being, growth, and development. Additionally, we are committed to building a culture that we can all take pride in—one that reflects our values, promotes inclusivity, and celebrates the uniqueness of each individual within our organization.

This report is not just a snapshot of our past; it is a roadmap for our future. Together, we will continue to strive for excellence, making a positive impact on the lives we touch.

FOUNDER, EXECUTIVE DIRECTOR



“*Puzzle Pieces is undeniably heading in the right direction, and while celebrating our accomplishments is important, it's equally crucial to acknowledge that our journey towards positive impact is far from over.*”



OUR MISSION

To provide a safe environment for individuals with intellectual disabilities and promote independence, life skills, community access and involvement, social interaction, communication skills, self-worth, and trusting relationships between clients, staff, and families.

OUR VISION

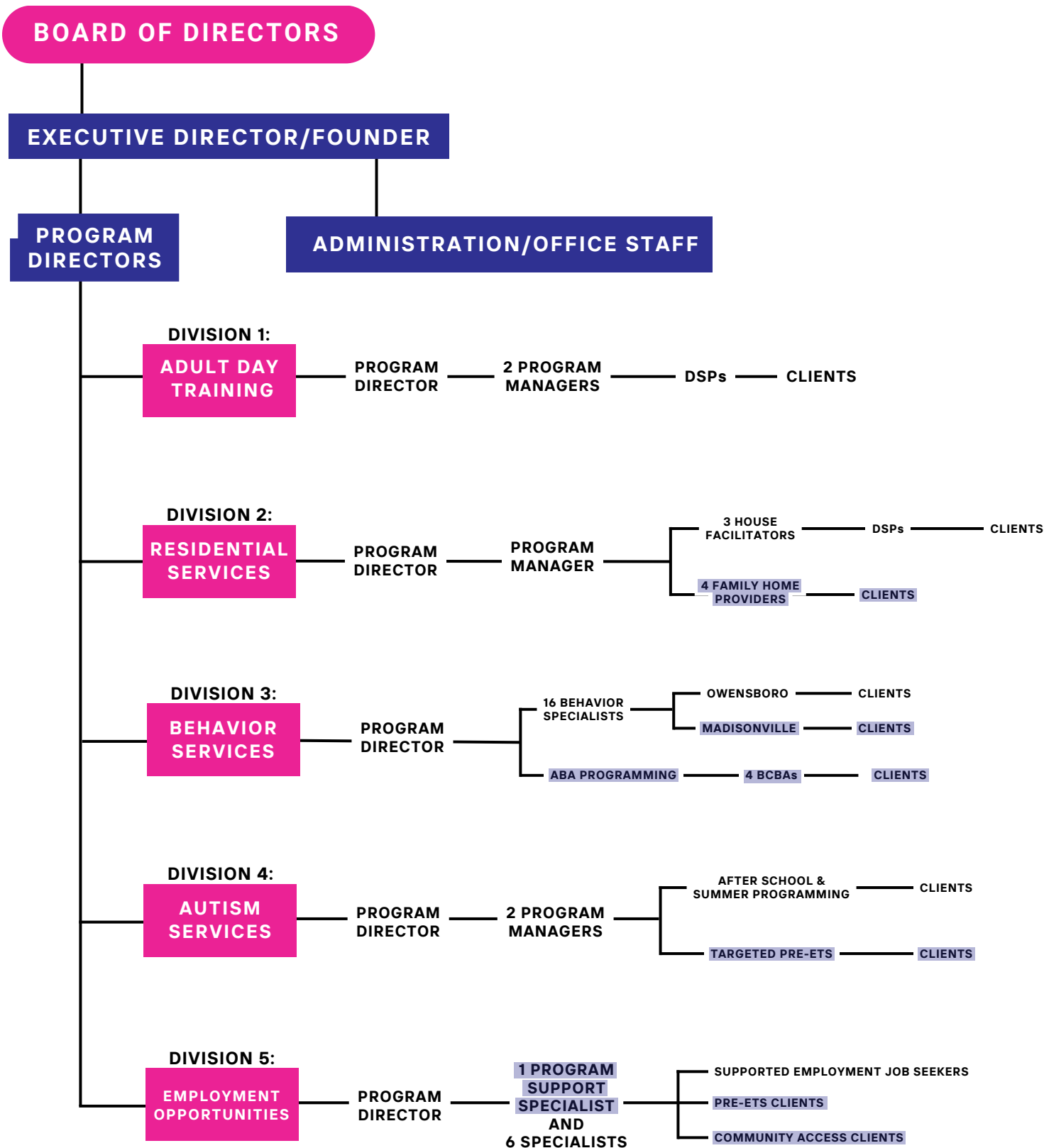
At Puzzle Pieces, we are dedicated to bringing visibility to disabilities through education and awareness to our community.

We are on mission to build a more inclusive community, where individuals with disabilities feel empowered and have an equal chance at employment.

We provide clients with a person-centered approach to programming and care, meeting their individualized goals and building the skills they need to become productive citizens.

We strive to provide the highest quality of services with a client choice approach, reinforcing the individual's value and self worth.

ORGANIZATIONAL CHART



*INDICATES PROGRAMMING OR POSITIONS THAT WERE ADDED IN 2021 - 2023

MEET OUR BOARD



Rick Ebelhar
BOARD CHAIR
General Manager/Owner,
Weedman of Western Kentucky
rick.ebelhar@weedmanusa.com



Will Higdon
VICE CHAIR
Commercial Insurance Advisor,
German American Bank
will.higdon@germanamerican.com



Patrick Rykwaldler
TREASURER
CPA, Integrative Accounting
Solutions, PLLC
Patrick@go-ias.com



Kelly Harris
BOARD MEMBER
Operating Principal,
Keller Williams Elite Realty
kellyanne@kw.com



Cheryl Brown
BOARD MEMBER
Registered Nurse,
Owensboro Health
ch.brown24@yahoo.com



Kyle Gorman
BOARD MEMBER
C.O.O., Lawton Insurance Group
and Owner, Employer Blueprint
kyle@gormancompanies.com



Danna Johnson
BOARD MEMBER
Executive Director,
Hager Foundation
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Shannon Raines
BOARD MEMBER
Financial Advisor
The Settle Group
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Sam Lee
BOARD MEMBER
Attorney,
Thacker, Hodskins & Knight
slee@thklp.com



Quincy Harris
**ADVISORY MEMBER
NON-VOTING**
Residential Director, Puzzle Pieces
quincyharris@puzzle-pieces.org

**FINANCE
COMMITTEE**

**VISION
COMMITTEE**

**FUNDRAISING
COMMITTEE**

MEET OUR TEAM



Amanda Owen
**EXECUTIVE
DIRECTOR**



Kathy Hempel
**BUSINESS
DIRECTOR**



Karissa Morris
**FINANCIAL
DIRECTOR**



Ashley Wedding
**PUBLIC
RELATIONS
DIRECTOR**



Tabatha Aponte
**ADMINISTRATIVE
FACILITATOR**



Kelly Evans
**DAY TRAINING
CAMPUS
DIRECTOR**



Quincy Harris
**RESIDENTIAL
SERVICES
DIRECTOR**



Blaire Neighbors
**AUTISM SERVICES
DIRECTOR**



Kitty Jones
**EMPLOYMENT
OPPORTUNITIES
DIRECTOR**



Olivia Hardy
**BEHAVIOR
SERVICES
DIRECTOR**



*Chastity
Stracener*
**MEDICATION
MANAGER**



*Ashleigh
Bellamy*
**HR/RECORDS
MANAGER**



Lanette Bell
**BILLING
ASSISTANT**



Judy Quinn
**OFFICE
ASSISTANT**



Whitney Priar
**INSURANCE
& BILLING
FACILITATOR**

PROGRAMMING OVERVIEW



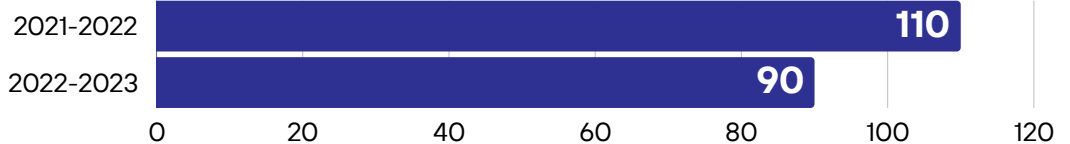
Adult Day Training

Empowers adults with diverse intellectual disabilities by offering skill development opportunities, fostering independence, enhancing social skills, and instilling purpose in their daily lives through the provision of daily services Monday through Friday at our main campus.

Targeted Population: 16+, variety of ability levels

Structure: Structured classes where clients work on strategic lesson plans paired with trips into the community to offer skill development and engagement.

*Program year
to year change*



Residential Services

Provides a nurturing, long-term living environment for clients, ensuring their success in creating a true home through support and dedicated care; this is achieved through a staffed house with 24-hour care or with a family home provider with continuous 24-hour care.

Targeted Population: Adults with a variety of ability levels (must have the SCL Kentucky Waiver)

Structure: A staffed 3-4 bedroom home with up to 3 clients living as roommates or a family home provider that offers a bedroom in their home and inclusion in family dynamics.

*Program year
to year change*



PROGRAMMING OVERVIEW



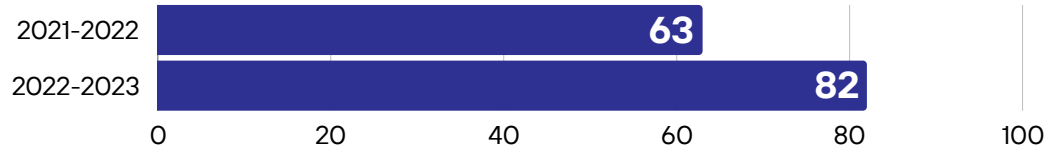
Behavior Services

Our Behavior Services provides evidence-based interventions and support aimed at addressing and modifying challenging behaviors, fostering skill development and increased independence. Providers actively engage the client, their families, and other care providers to work collaboratively to promote success and empowerment for individuals in reaching their desired goals.

Targeted Population: Individuals of all age groups with diverse disabilities seeking to shape behaviors that promote increased independence and a positive transformation in their lives.

Structure: Behavioral specialists work 1:1 with individual, while consulting and training families on strategies to do the same in home and/or in community settings.

Program year to year change



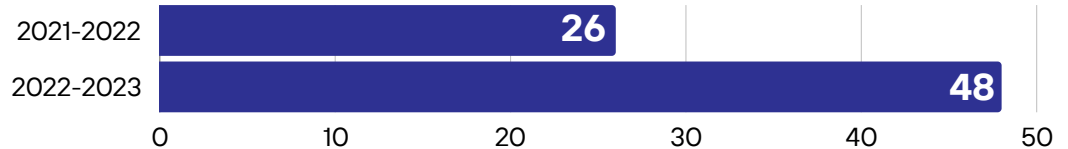
Applied Behavior Analysis

Our ABA therapy services provide both comprehensive early intervention and focused adaptive treatment for individuals diagnosed with autism and emotional / behavioral disorders. Our services focus on fostering independence, social skills, and behavior regulation to establish a foundational path for future success for our clients.

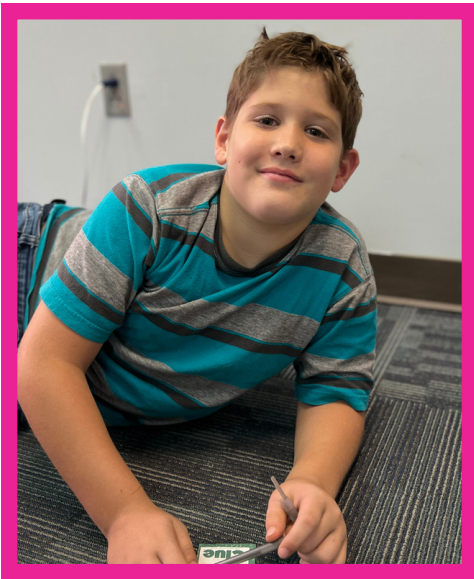
Targeted Population: Individuals diagnosed with autism primarily 21 and under, and case by case for those older than 21 (Medicaid and private insurance accepted.)

Structure: Scheduled weekly sessions conducted on campus, in school, or at home, ensuring a 1:1 focus to facilitate the success of desired outcomes. Therapy can be comprehensive (early intervention, 25+ hours a week) or focused (fewer hours, more consultation/parent training).

Program year to year change



PROGRAMMING OVERVIEW



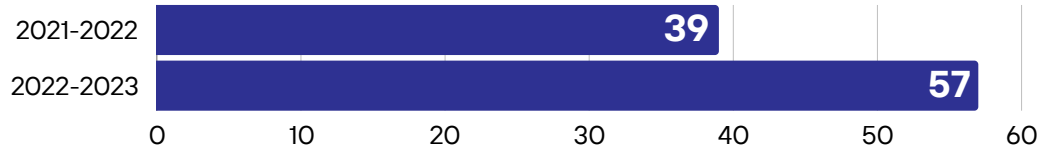
Owen Autism Center

OAC is designed to increase social and life skills across a variety of settings so autistic students are as independent as possible and thoroughly prepared for their future.

Targeted Population: Individuals with autism aged 5-21 who have the MPW waiver or whose families pay private pay daily rate. Clients are seeking afterschool and/or summer programming.

Structure: Group setting with a lead teacher who executes lessons to support a variety of targeted skills for independence and growth.

Program year to year change



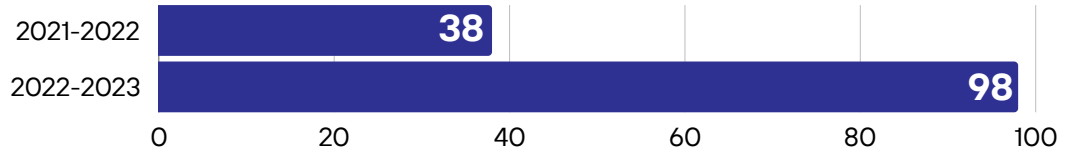
Employment Opportunities

Our supported employment services enable adults with cognitive and/or physical disabilities to secure meaningful and competitive integrated employment, fostering their success in the workplace.

Targeted Population: Individuals who are on the MPW/SCL waiver, outlined by Medicaid, and/or Vocational Rehabilitation qualification of those 18 years or older who desire employment.

Structure: Delivered as a 1:1 service with an employment specialist who works with a flexible schedule on campus, in community, or at job site to support what the individual needs for successful employment.

Program year to year change



PROGRAMMING OVERVIEW



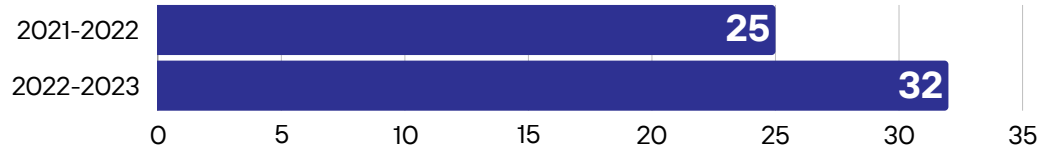
Pre-Employment Transition Services

Our PRE-ETS program provides pre-educational transitional services to young adults with a 504/IEP, fostering self-advocacy, job exploration, work experience, and essential skills, laying the foundation for future success in post-secondary education and/or employment during their transitional years as adults.

Targeted Population: 14 years-21 years (some requests of over 21 could be approved), who desire skills and interests in post-secondary and/or employment in the future

Structure: Free programming paid through Vocational Rehabilitation that is delivered in a pre-set, scheduled weekly group and/or 1:1 sessions in a 6-week time period. A person is only allotted 30 hours a semester.

Program year to year change



Community Access

Our Community Access services aim to support individuals with intellectual disabilities who aspire to connect socially with the community through civic activities or volunteer opportunities, providing the necessary assistance to develop skills and build relationships with peers for successful integration.

Targeted Population: Adults who receive the SCL waiver, outlined by Medicaid.

Structure: Delivered as a 1:1 service with pre-approved, set hours monthly to support their personal, individualized plan.

Program year to year change



TWO-YEAR SNAPSHOT

2021-2022

OVERALL CLIENTS

320

NEW CLIENTS SERVED

89

(38% growth rate)

2022-2023

OVERALL CLIENTS

427

NEW CLIENTS SERVED

107

(33% growth rate)

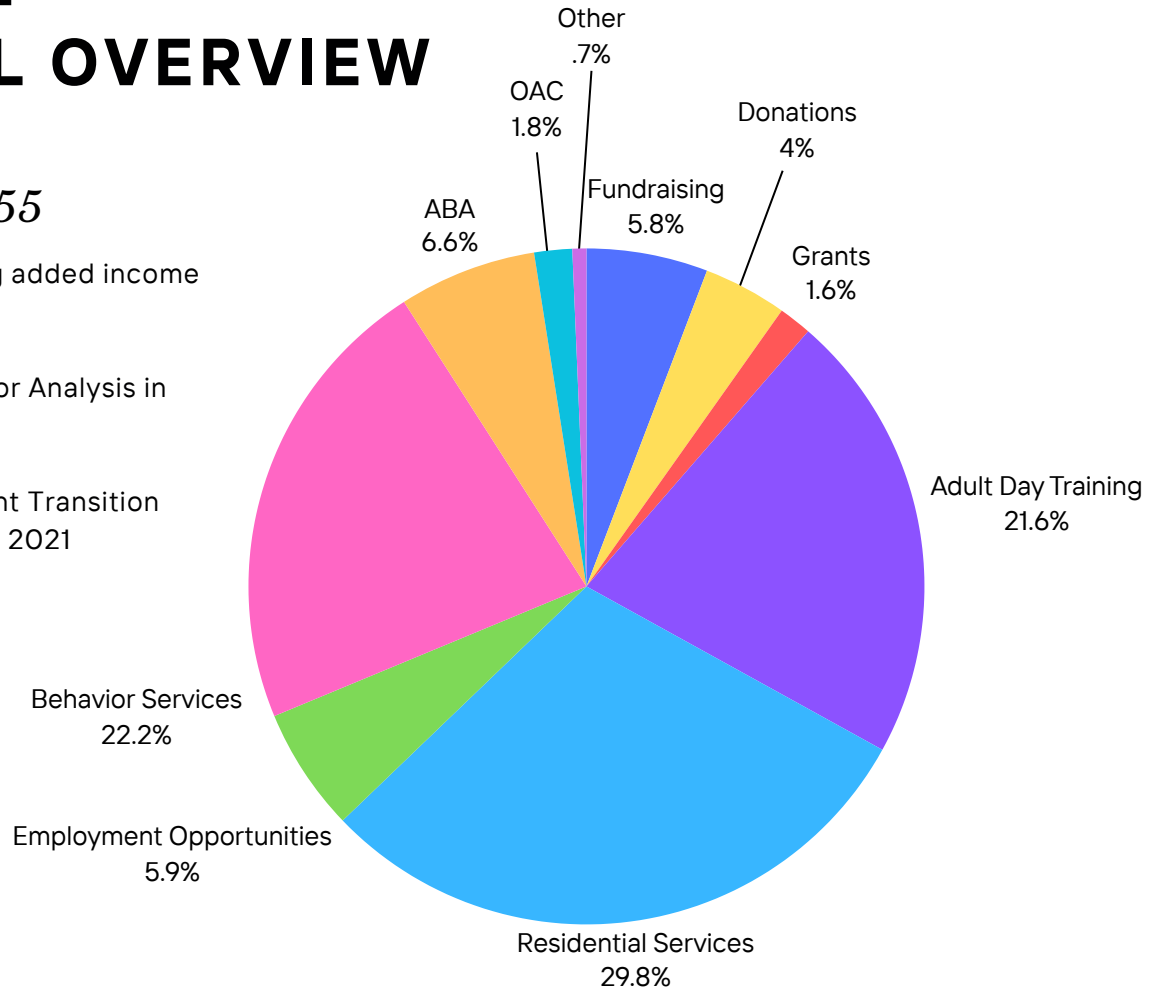


2021-2022 FINANCIAL OVERVIEW

Income: \$3,737,155

Important notes regarding added income for this year:

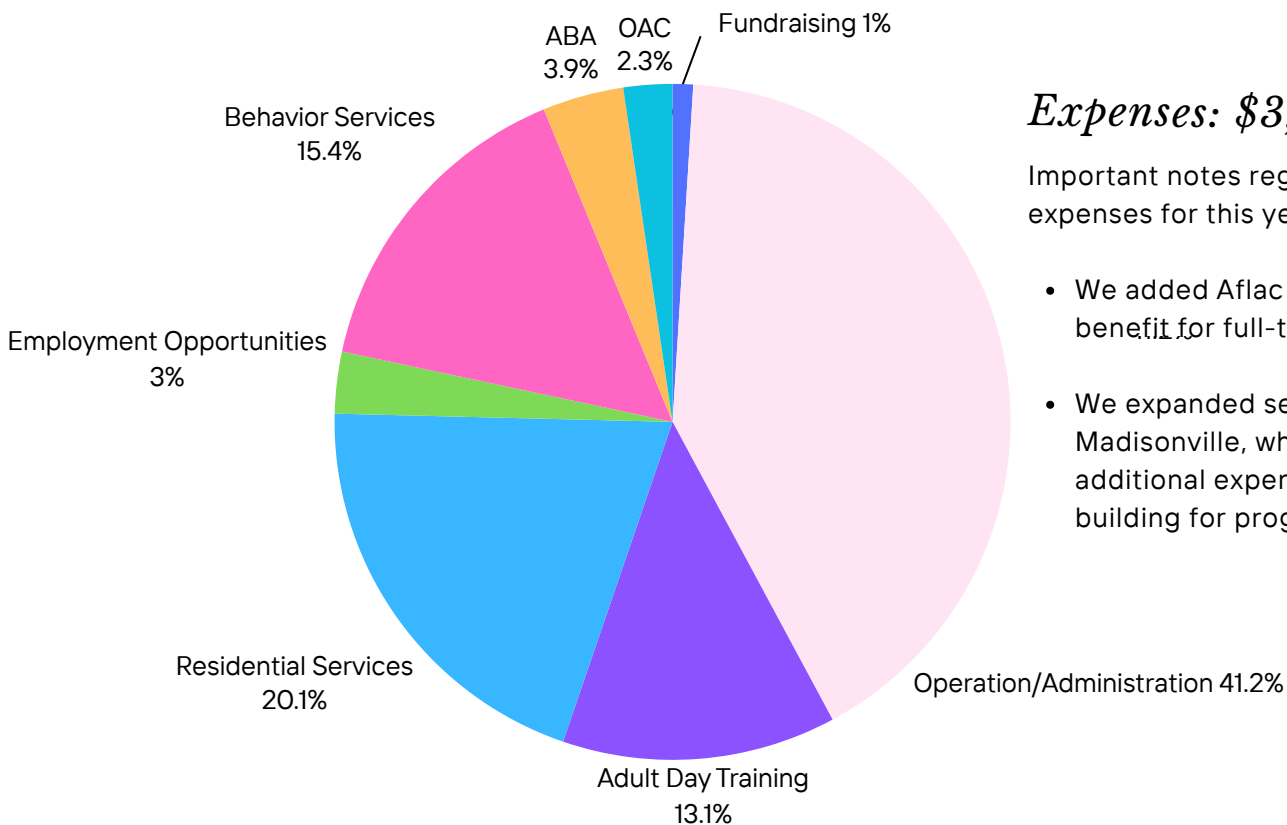
- Added Applied Behavior Analysis in October 2021
- Added Pre-Employment Transition Services in September 2021



Expenses: \$3,697,829

Important notes regarding added expenses for this year:

- We added Aflac insurance as a benefit for full-time staff
- We expanded services into Madisonville, which required additional expenses to prepare a building for programming

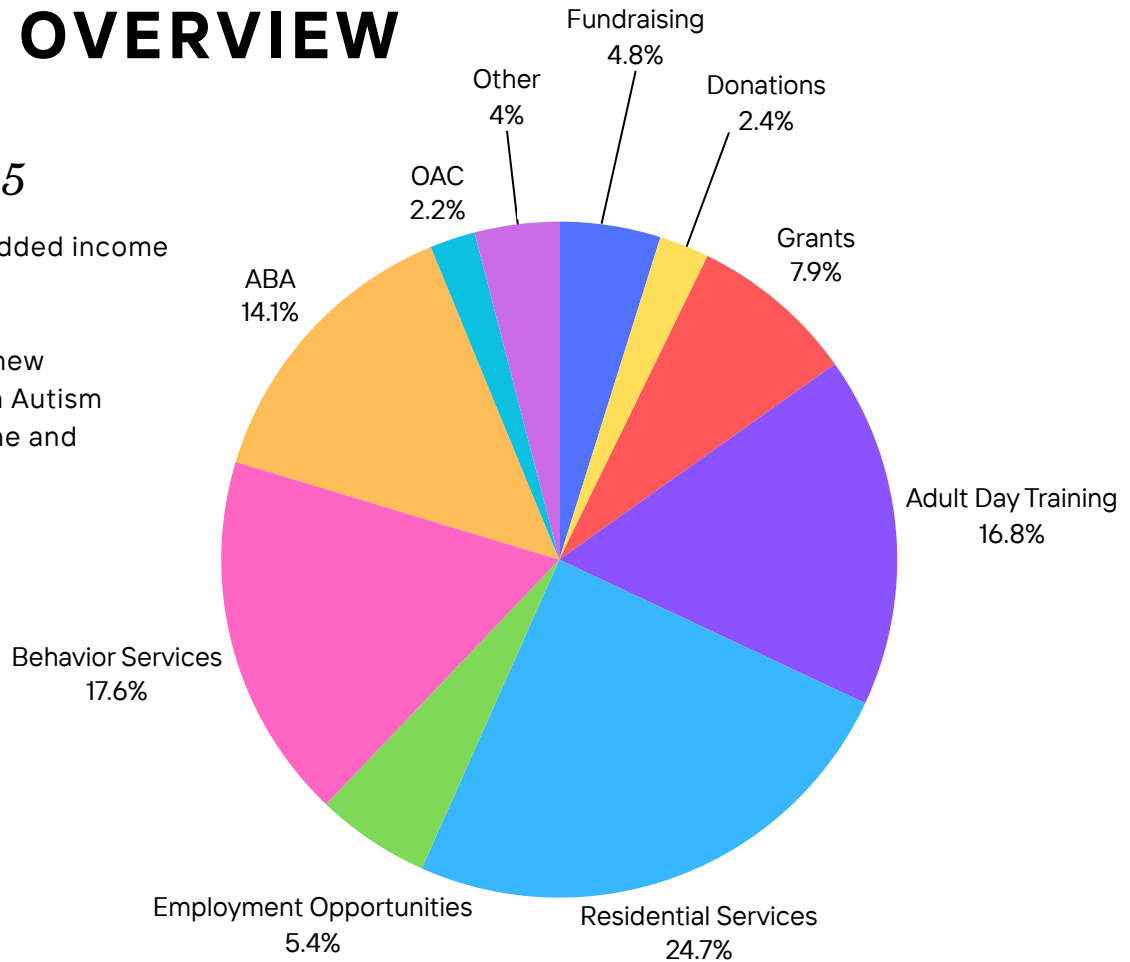


2022-2023 FINANCIAL OVERVIEW

Income: \$5,462,685

Important notes regarding added income for this year:

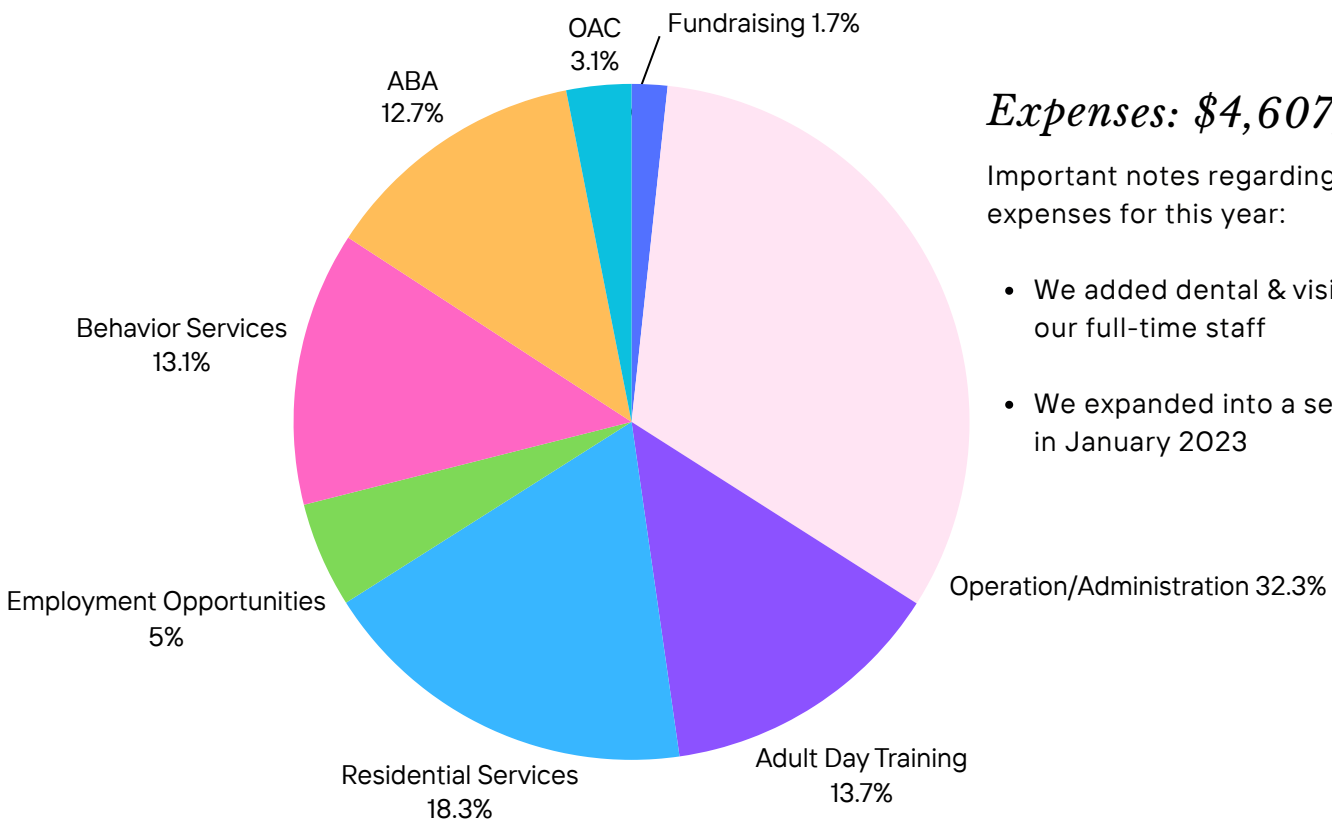
- In April 2023, we added new insurance billing to Owen Autism Center to increase income and support families



Expenses: \$4,607,394

Important notes regarding added expenses for this year:

- We added dental & vision benefits for our full-time staff
- We expanded into a second building in January 2023



FINANCIAL OVERVIEW BY PROGRAM

DAY TRAINING DIVISION

2021 - 2022

Yearly Income	Yearly Expenses
\$808,790.46	\$484,483.35

2022 - 2023

Yearly Income	Yearly Expenses
\$918,164.80	\$631,586.35

RESIDENTIAL SERVICES

2021 - 2022

Yearly Income	Yearly Expenses
\$1,113,469.21	\$715,030.82

2022 - 2023

Yearly Income	Yearly Expenses
\$1,348,290.92	\$842,119.80

BEHAVIOR SERVICES

2021 - 2022

Yearly Income	Yearly Expenses
\$829,210.50	\$570,864.24

2022 - 2023

Yearly Income	Yearly Expenses
\$959,209.69	\$604,590.46

ABA PROGRAM

2021 - 2022

Yearly Income	Yearly Expenses
\$246,485.38	\$143,548.19

2022 - 2023

Yearly Income	Yearly Expenses
\$771,579.06	\$586,016.42

OWEN AUTISM CENTER

2021 - 2022

Yearly Income	Yearly Expenses
\$67,702.75	\$86,388.47

2022 - 2023

Yearly Income	Yearly Expenses
\$118,401.37	\$142,995.00

EMPLOYMENT OPPORTUNITIES

2021 - 2022

Yearly Income	Yearly Expenses
\$174,596.40	\$109,213.00

2022 - 2023

Yearly Income	Yearly Expenses
\$297,659.03	\$232,254.11

PRE-ETS

2021 - 2022

Yearly Income	Yearly Expenses
\$45,446.25	\$0

2022 - 2023

Yearly Income	Yearly Expenses
\$49,723.05	\$0

COMMUNITY ACCESS

2021 - 2022

Yearly Income	Yearly Expenses
\$916.44	\$0

2022 - 2023

Yearly Income	Yearly Expenses
\$13,371.60	\$0



NOTABLE FINANCIAL HIGHLIGHTS

from 21-22 to 22-23

- Our largest financial growth was in our Applied Behavior Analysis (ABA) program, increasing income by \$525,093.69.
- We decreased our Operation/ Administration costs by 2.20% from from 21-22 to 22-23.
- While the Owen Autism Center (OAC) does not appear to be a significant program financially, it is a vital service for our community. It is the ONLY targeted autism programming in the region and meets the extremely high demand for after school and summer autism services.

IMPORTANT NUMBERS



\$200,000

Annual cost to operate one residential home. We currently have three homes.



\$141,000

Monthly operating cost, excluding payroll.



\$1,200

Monthly cost to to operate 120 weekly classes in 3 different programs on campus.



\$1,000

Weekly grocery bill for campus and residential homes.



\$141,000

Annual transportation costs for client employment exploration and community engagement.



\$32,306

Average baseline to provide yearly care to one client on campus.



FUNDRAISING

2021 - 2022

Fundraising Income: \$216,965
5.8% of income

- Galentines: \$5,699
- Lip Sync Battle: \$142,269
- Color Blast 5K: \$7,876
- Cruise In: \$15,047
- Lake Fundraiser: \$15,576
- Pennies for PP: \$14,947
- Misc. : \$15,551

Fundraising Expenses: \$36,180

2022 - 2023

Fundraising Income: \$264,365
4.8% of income

- Galentines: \$6,393
- Lip Sync Battle: \$207,526
- Color Blast 5K: \$0 – didn't have
- Cruise In: \$10,808
- Lake Fundraiser: \$13,239
- Pennies for PP: \$7,302
- Misc. : \$6,873
- Decade Donor: \$6,000
- Banquet: \$6,224

Fundraising Expenses: \$78,547

OUR OPPORTUNITIES FOR THE FUTURE *and our plan of action*

OPPORTUNITY #1

Cultivating and retaining a dedicated workforce committed to the growth of our organization, aligning with the overarching vision and mission.

Plan of Action:

- Implement comprehensive onboarding programs to instill a strong understanding of our organization's vision, mission, and values among new employees.
- Establish professional development opportunities and career pathways, emphasizing the connection between individual growth and organizational success.
- Continue to prioritize financial growth to be in alignment with a competitive market and livable income for staff (retirement, bonuses, wage increases, etc.).
- Prioritize investing in comprehensive learning opportunities and collaboration with similar services in order to cultivate a model with up-to-date, research-based strategies.
- Foster a positive and inclusive work culture through regular communication, recognition programs, and employee engagement initiatives.
- Conduct periodic assessments to gauge employee satisfaction and identify areas for improvement, adjusting strategies accordingly.
- Develop continued education training and requirements for accountability.

OPPORTUNITY #2

Enhancing community and organizational understanding to achieve clarity regarding our complex array of services and events, ensuring alignment with our mission, vision, and core values.

Plan of Action:

- Develop clear and concise communication materials that effectively convey our mission, vision, and core values to both internal and external stakeholders.
- Conduct regular informational sessions and workshops for employees, volunteers, and community members to deepen understanding of our services and events.
- Utilize various communication channels, including social media, newsletters, and community events, to consistently reinforce key messages and foster a shared understanding.
- Provide opportunities to all staff for community involvement, such as Leadership Owensboro, civic groups, and/or positions on other boards.

OPPORTUNITY #3

Bridging the gap in service reimbursements to cover operating expenses, thereby enabling strategic investments in programming to better serve our community.

Plan of Action:

- Conduct a comprehensive financial analysis to identify areas for cost optimization and efficiency improvements within current operations.
- Explore alternative funding sources, including grants, partnerships, and fundraising initiatives, to supplement service reimbursements.
- Develop a transparent communication strategy to educate stakeholders about the financial challenges faced by the organization and garner support for sustainable funding solutions.

OPPORTUNITY #4

Addressing space limitations to accommodate future growth and facilitate long-term service planning for clients, considering the absence of age restrictions on our services.

Plan of Action:

- Conduct a thorough space needs assessment to determine immediate and long-term requirements for client services and organizational growth.
- Explore partnerships with local businesses, government agencies, or other nonprofits to secure additional space or facilities.
- Develop a long-term facility plan that aligns with the organization's strategic goals, considering potential renovations, expansions, or relocations.

OPPORTUNITY #5

Formulating a strategic approach to the development of community volunteers and leveraging community outreach initiatives to effectively support the diverse needs of our organization.

Plan of Action:

- Implement a targeted recruitment strategy to attract volunteers with diverse skills and backgrounds that align with the organization's needs.
- Establish clear volunteer roles, responsibilities, and training programs to ensure effective utilization of their skills and time.
- Strengthen community partnerships through collaborative initiatives, events, and joint programs to maximize the impact of volunteer support
- Regularly assess and recognize the contributions of volunteers, fostering a sense of belonging and commitment within the community.
- Establish a comprehensive volunteer/mentor program offered in our programs.