Strategic Plan for Epworth Children’s Home

In the Pursuit of Excellence, Aim Higher!

Epworth Children’s Home
2900 Millwood Avenue
Columbia, SC 29205
Approved on August
# Table of Contents

Executive Summary ........................................................................................................... 3
  Direct Care Goals ........................................................................................................... 3
Authorization .................................................................................................................. 4
Mission .......................................................................................................................... 4
Vision ............................................................................................................................ 5
Purpose .......................................................................................................................... 5
Organization History .................................................................................................... 6
Organizational Overview Present Day ............................................................................ 9
  DEMOGRAPHICS ......................................................................................................... 9
  PROGRAM DESCRIPTIONS ....................................................................................... 10
  PROGRAM SERVICES ............................................................................................... 13
Community Partners ...................................................................................................... 16
Organizational Mandates .............................................................................................. 20
Financial Overview ......................................................................................................... 21
Technological Overview ................................................................................................ 22
Strategic Goals and Objectives ...................................................................................... 23
Appendix .......................................................................................................................... 24
  SWOT (Strengths, Weaknesses, Opportunities, and Threats) ANALYSIS ......................... 25
  RESULTS OF SATISFACTION SURVEY .................................................................... 26
    STAFF COMPARISON FROM 2013 TO 2014 .............................................................. 26
Strategic Plan Income Statement Projections 2014-2017 .................................................. 30
Risk Management Summary .......................................................................................... 31
Human Resource Plan ...................................................................................................... 32
Board of Trustees ........................................................................................................... 37
Performance against Licensing and Industry Measurements .......................................... 39
Executive Summary

After over 118 years of service, Epworth Children’s Home continues to celebrate the transforming power of the ministry provided to children and families of South Carolina. This ministry has evolved to become a leader in providing high quality, nurturing residential care to children from unstable and abusive homes. At Epworth, children find safety, security, love and the essential resources to navigate life as successful adults.

As the landscape of child protective services in the state and country continues to change, Epworth finds itself in a strong position to expand its services to non-residential clients across the state of South Carolina. Over the past 18 months, the leadership of Epworth has evaluated all areas of the ministry and solicited feedback from stakeholders including, families, Board members, volunteers, donors, clients and staff. The data collected was used to inform and frame this “2014-2017 Epworth Strategic Plan.” Four direct care goals were generated through the evaluation process, all guided by a statement of commitment to all clients served by the ministry. Within the context of this plan, the word “client” refers to all the children and youth served through the Residential and Independent Living programs, mothers and children served through the Midlands Family Care Center, and all children and families served through the ministry of the Early Intervention Center.

Direct Care Goals

**Epworth is committed to providing individualize comprehensive care to ensure:**

1. Each client demonstrates the developmentally appropriate skills necessary to reach his or her greatest potential;
2. Each client demonstrates an increased level of emotional maturity;
3. Each client demonstrates an increased ability to successfully navigate his or her next life transition;
4. Each client demonstrates an increased level of hope, forgiveness, generativity and belonging.

Another key component of our direct care goals is to ensure residents are receiving life and relationship skills training and experience that will facilitate the ability to grow and develop into self sufficient members of the community. These skills are outlined in the Road Map that was also developed as a result of the stakeholder meetings and surveys.

Epworth leadership has taken an in depth look at the inner workings of the ministry, and while we offer quality service, we know there is room for improvement. We also recognized the need to have a system in place to track our outcomes of the aforementioned direct care goals. During our November, 2013 All Staff Meeting we introduced the theme for the next three years: “In Pursuit of Excellence, Aim Higher!” This has been transmitted into our tutoring program, staff evaluation process, organizational restructre, program services, new PQI process and more.

As we work together to carry out the goals and strategies outlined in this plan, we ask for our partners, staff and residents to embody a personal commitment to Aim Higher – because together we will continue to refine and improve the work we do for God’s children.
Authorization
This plan was adopted on Friday, August 22, 2014 by the Epworth Board of Trustees and the Epworth Leadership Team. Your signature here designates your approval and full support of the 2014-2017 Epworth Strategic Plan as outlined in this official document.
**Mission**
The Mission of Epworth Children’s Home is to serve children, youth and families through a caring, accepting and safe Christian community, where hurts are healed; hope is nurtured; and faith in God, self and others is developed.

**Vision**
The vision of Epworth Children’s Home is to provide superior services for the greatest number of individuals through competent, caring adults who are trained in the most effective, research based methods of child and family care.

**Purpose**
The purpose of Epworth Children’s Home is to break the destructive cycle of abuse, neglect and shame and replace it with an opportunity for each child to live a life of self respect, responsibility and productivity.
Organization History
For more than 118 years, Epworth Children’s Home has grown, and adapted to the individual needs of children by providing quality care grounded in faith and responsibility for our neighbor. Established in 1895 by the South Carolina Annual Conference of what is now The United Methodist Church, Epworth Children’s Home was originally named Epworth Orphanage. In 1951, it was clear the majority of the children residing in Epworth’s care were not orphans in the sense that their parents had died, but rather they were being removed from their homes due to allegations of abuse and/or neglect. The home, like many others around the country made the shift from serving “orphans with an emphasis on training and self-support, to a children’s home with attention to the emotional and social needs of the children.” On February 7th, 1951, the name was legally changed to Epworth Children’s Home. Over the years Epworth has owned as much as 800 acres for farming and served as many as 350 children at a time. Still on a section of the original piece of land, Epworth is situated in the heart of the state. It is noteworthy that 85% of the original cost of the land was given to Epworth by the citizens and by the City Council of Columbia, along with the promise of a streetcar line and telephone service. Today the Home is located on 32 peaceful acres in down town Columbia, South Carolina.

From the beginning, Epworth’s statement of mission claimed its existence as “the expression of the desire of the Methodist people of South Carolina to serve their Lord and Master by providing, in a Christian manner and to the extent of their resources and capabilities, child care, counseling and related services to families and children in South Carolina.” Our mission and purpose today stand true to that original mission. Today, our mission is to serve children, youth and families through a caring, accepting and safe Christian community, where hurts are healed; hope is nurtured; and faith in God, self and others is developed. This is done for the purpose of breaking the destructive cycle of abuse, neglect and shame, and replacing it with an opportunity for each child to live a life of self respect, responsibility and productivity.

Residential care has remained, from its inception, the core of Epworth’s programmatic ministry to children, having served faithfully even through the time during the Great Depression. Survival for the home and the children was much the same as the rest of the country during that time; as they relied heavily on farming dairy cattle and a variety of crops. The boys worked the farm, while the girls assisted in the laundry and dining areas. This was seen as a way to help provide life skills for orphans who would one day only have themselves to rely on. Many of the alumni, who return each year for the annual Alumni Homecoming Weekend, still reminisce about stories of milking cows and driving the old farm trucks. They were different times for the country and different times for Epworth, but the foundation of the calling to shelter children and give them the necessary tools for life remained.
Faith and education were some of those tools, and were always strong foundational components of the Epworth community. Throughout Epworth’s history, children received their education, whether on campus or through public school, as a means of improving their ability to be self-sufficient. 

In *The Epworth Story*, the authors, Hutchins and Keith-Lucas, write “From the establishment of Epworth Orphanage, education was considered of primary importance, surpassed only by religious training – and frequently the two were spoken of as one.” They continue that “The earliest mention of a student in higher education was in 1902 when two girls were reported to be attending Columbia Female College.” This invaluable tradition continues through the work of our church and campus pastor, as well as through our newly expanded Higher Education program. Our residents are encouraged to remain in Epworth’s care beyond their 18th birthday, and Epworth will provide them with adult supervision and guidance, a place to live and a modest allowance as they further their education at a college, university, or trade school.

The tradition of high quality residential care continues today as well. Through Epworth’s primary residential program, children come to Epworth through private and government placements. Each placement is the result of a fractured family system where children have experienced abuse, neglect or significant loss. Over 100 staff members surround more than 90 children with an array of comprehensive services that meet their emotional, physical, educational and spiritual needs. Much care and expertise go into assessing the strengths and weaknesses of each child. An individualized care plan is developed for each child as staff members, counselors, tutors and volunteers work...
together to break the cycle of abuse, neglect and shame and replace it with an opportunity for each child to live a life of self respect, responsibility and productivity.

Our history of working with families as was permitted by regulatory agencies and the families own personal investment continues where appropriate for our children in residential care. Epworth has expanded this emphasis, and in August of 2013 opened the new Midlands Family Care Center. At the MFCC Epworth staff partner with staff from the Lexington/Richland Alcohol and Drug Council (LRADAC) to counsel and coach mothers suffering with addiction. Mothers are also taught parenting skills that create a pathway for healing, communication and respect between child and mother. Mothers and their young children live together on Epworth’s campus for up to six months of their treatment.

The generous financial support of those who have come before and those in partnership with Epworth today is combine to help provide the daily needs for a safe and nurturing environment for the children on campus. Each year, more than 70% of the general operating budget to provide care to the children comes from the generous giving of congregations, individuals and businesses - past and present. These gifts ensure that each child receives the basics of food and shelter, but more importantly, they provide a campus pastor for spiritual direction, counseling and therapy staff, educational tutors, and cottage parents who guide all the children on a journey to prepare them for their next transition. Epworth’s history has shown that when the community stands together, investing in comprehensive care transforms the life of a child.

“Epworth is the place I learned I had spiritual worth.”

Rev. Ken Nelson
Epworth Alumnus currently serving the South Carolina Annual Conference of The United Methodist Church.
Organizational Overview Present Day

Today, in the year 2014, Epworth Children’s Home serves children and families through four distinct programs of which residential care, our founding ministry, is the largest. In addition to residential care, Epworth operates an Early Intervention Center, the Midlands Family Care Center and an Independent Living Program. Children and families come to Epworth through private and public/government placements.

**DEMOGRAPHICS**

The following demographics represent the children being served in our Residential Program, MFCC and our Independent Living Program:

- **Total number of residents served in 2013:** 182
- **Average stay for children during 2013:** 13 months
- **Average gender in 2013:**
  - 42% Male
  - 58% Female
- **Average Ethnicity in 2013:**
  - 59% African American
  - 30% Caucasian
  - 9% Bi-racial
  - 2% Hispanic
- **Average Ages in 2013:**
  - 3% (0-3)
  - 3% (4-5)
  - 15% (6-9)
  - 20% (10-12)
  - 35% (13-16)
  - 20% (17-18)
  - 4% (19+)

The following demographic information is considered by the Department of Social Services to be information we cannot collect. We can make very educated assumptions about this information and that has been included in narrative form here.

- **Economic Indicators:** The majority, if not all of our children are considered to have been living at or below the poverty line. Many have had periods of homelessness throughout their short lives.
- **Unique Cultural Attributes:** Until recently, we could say that the majority of our children were born and raised in The United States of America. As recently as the start of 2014, we have seen an increase of children with family ties to Latin America. This is not distinguished in their records, as we are not permitted to ask, but about five of the residents speak some Spanish as a second/first language.
- **Religious Affiliation:** Our residents are not asked to provide this information to us. We do not discriminate on who we will place, nor do we give preference. We believe that knowing the love and grace of God through Christ can enable the healing process, we do ask our residents to attend worship at our on campus
Methodist church. They are provided faith formation opportunities as other children/youth in Methodist congregations would have access to.

- **Language of Choice:** English. In 2013, we had only one resident for a very short while who needed any assistance from a Spanish translator.

## PROGRAM DESCRIPTIONS

**Residential Program:** At any given time, more than 80 children between the ages of four and 18 call Epworth home. They live in cottages set up much like a college dorm. Up to ten children reside in each of our nine cottages, which are divided by age and gender. Each cottage has two teams of Life Skills Specialists who are with the children 24/7. The teams alternate days. The Life Skills Specialists (LSSs) serve as “house parents,” and assist the children with their morning routine, homework, transportation to activities and events, and help them with their nighttime routine so they sleep well. They teach basic life skills relevant for the age group they serve. In addition to the LSS teams, each cottage is staffed with one Cottage Coordinator and one Case Manager. The Cottage Coordinator manages the schedules, and the needs of the cottage as a whole. The Case Manager is an advocate for the child with the Department of Social Services and with private families. They set personal care plan goals with each of their clients, match them appropriately to any of our five program services (listed below), evaluate improvements, recommend changes, and follow up as needed. They also coordinate and lead various life skills trainings.

**Independent Living Program:** The Independent Living Program is a recent expansion of our historical Higher Education Program (HE). Through HE, residents of Epworth, who qualified and had the desire, were supported through a four year college program in a way that allowed the resident to graduate debt free. Residents would move into college dorms and return to an apartment on Epworth’s campus for summers and holidays. Residents were required to maintain a 2.0 grade point average, a part-time job and appropriate behaviors at school and while on campus. As the landscape of federal guidelines for child protection changed around 2010, Epworth began admitting more children at older ages of 14-16. It was clear that these residents, after having lived their lifetime without an adult who valued education, were often a minimum of two grade levels behind their peers in school, were not often eligible for a four year university admission, and often didn’t have the desire for such. Epworth worked to open a new apartment building in an effort to expand the HE program into an Independent Living Program (IL) that not only allowed for residents to enter college, but also to have the option to remain on campus at Epworth while attending a vocational school or two year commuter program. Historically, when residents turned 18 they had a choice of returning to the environment they came from or living independently. It became clear to Epworth leadership that for the majority of the residents who arrived at Epworth as older teens, Epworth did not have adequate time to facilitate a change of the old habits of skipping school and not valuing education. The additional needs presented by the older residents led to the formation of the IL program. During the 2012-2013 school year, all eight of our high school seniors graduated and went on to institutions of higher learning – some living on campus and some in dorms. During the 2013-2014 school year, all six high school seniors graduated with developmentally focused plans for their future.
**Epworth Early Intervention Center:** The Epworth Early Intervention Center provides developmentally appropriate education opportunities and encourages young children with developmental delays and disabilities to reach significant milestones. Support for families is another primary focus. Services are provided in a variety of ways that include a center-based preschool setting, in home and daycare facility interaction, and a monthly respite care program.

- **Center-based Preschool Services** are provided to children ages 11 months – 5, who have developmental delays or who would be considered at risk for developmental problems. Typically developing children are also accepted and serve as peer models for language and behavior.
  - Children may attend between two and five mornings a week
  - Teacher to child ratio is 1:3
  - Children are engaged in developmentally appropriate activities in a safe, nurturing and stimulating learning environment
  - Parents are actively involved in goal setting and receive weekly progress reports
  - Tuition fees apply
  - ABC Special Needs Vouchers accepted

- **Home-Based Intervention Services** are provided for children ages birth to five who are eligible for “Babynet” or services through the SC Department of Disabilities and Special Needs (SC DDSN).
  - Early Intervention Specialists visit in homes or in child care facilities weekly to teach parents or caregivers activities that enhance the child’s development
  - Early Intervention Specialists help families access and coordinate other services that may be needed (speech, physical or occupational therapy)
  - Services are provided at no cost to families

- **Respite Cooperative** meets one Saturday evening a month and provides child care for children with disabilities and their siblings (up to 12 years of age) so that parents can have a “date night.” Trained staff, volunteers and parents provide a fun evening of play for the children.

**Midlands Family Care Center:** The Family Care Centers (FCC) are intended to provide a safe living environment where mothers and their children can develop healthy family dynamics and learn productive skills that enhance both the quality of life and enduring family stability. The FCC model is designed to prevent the involuntary removal of children from their families in cases where
substance abuse is the primary indicator of family disruption.

The Midlands FCC (MFCC), is a collaborative effort between Epworth and the Lexington Richland Alcohol and Drug Abuse Council (LRADAC). Mothers and their children live together in the MFCC Cottage on Epworth’s campus and receive treatment as a family. Issues of addiction, abuse, neglect, trauma, parenting skills and child development are addressed through counseling, education and training. The philosophy of care for the families is to link experienced residential care providers and community-based alcohol and drug treatment providers. The goal is to provide holistic service to the family unit that will result in more successful recoveries and reunifications.

Funding for this project is provided in part by the South Carolina Department of Alcohol and Other Drug Abuse Services through a contract from the South Carolina Department of Social Services through a grant from the US Department of Health and Human Services. Partial start up funding was provided by The Duke Endowment. Additional funding is provided by Epworth Children’s Home.
PROGRAM SERVICES

Epworth offers several areas of Program Services to residents and their families. Services are provided according to the goals established on each client’s comprehensive care plan. Epworth recognizes that many of our clients have experienced trauma, and for this reason, our philosophy, trainings and services are molded in ways enable staff members to recognize pain-based behavior and respond to it with trauma informed care. Below is a listing of current services offered to Epworth clients in our Residential or Independent Living Programs, as well as in our Midlands Family Care Center.

- **Medical**: Many of the children have experienced medical neglect prior to arriving at Epworth Children’s Home. Upon arrival, the children receive a comprehensive medical evaluation that includes a physical, dental and eye exam. It also includes a psychological assessment. These services are arranged through the on-campus Epworth Health Center where a full-time nurse and nurse’s assistant are on staff. The nurses not only schedule doctor visits, but also transport the children and provide comfort during the visit. The care provided to the children by the nursing staff also includes health education and nurturing attention if a child has an illness. The health center is equipped for children to reside there while recovering from an illness. The nurses stay with the children as necessary.

- **Education**: Providing a quality education for all children at Epworth Children’s Home is a priority. Often, children arrive at Epworth with a history of truancy and/or failing grades. This is most often the result of educational neglect. Upon arrival, a large percentage of the children are performing a minimum of approximately two grade levels below their peers. This is especially true for the older teens on campus. In order for Epworth to achieve its purpose of breaking the destructive cycle of abuse, neglect and shame and replacing it with an opportunity for each child to live a life of self respect, responsibility and productivity, Epworth’s educational services reach beyond offering a traditional formal public education.
  - **Elementary & Middle School**
    - Elementary & Middle School aged children attend public school in the Richland I School District. Those schools include Brennen Elementary and Hand Middle School.
  - **High School**
    - High School aged children attend Dreher High School in the Richland I School District. Students participate in regular classes as they work toward achieving their high school diploma. They also have the opportunity to participate in extracurricular activities such as sports, band or theatre. When appropriate and necessary, Epworth partners with other resource providers in the community to enroll the children in trade based education.
  - **Tutoring & Incentives**
    - Tutoring is also offered for all students who need to improve their grades and knowledge. Tutoring by a certified teacher is available to every child Monday through Thursday afternoons in the Barnes Learning Center which is located on Epworth’s campus. Children receive additional
support for grade improvement and comprehension. In addition, volunteer tutors are available to residents within the cottage on a regularly scheduled basis.

- Epworth’s Educational Incentive program is designed to help children recognize the importance of their education for their futures. “School is your job” is a common statement as we encourage residents with our current ministry wide theme of “In Pursuit of Excellence, Aim Higher.” Children are paid for their attendance in tutoring sessions as well as for every A or B they make on their report cards. They are also rewarded for improvement and for consistently positive behavior while at school.

  o **Success Indicators for our residents for the 2013 school year include:**
    - 100% of high school seniors graduated.
    - 100% of high school graduates continued into higher education through the Independent Living Program.
    - 85% of residents (with placement of 20 days or longer) receive academic tutoring.
    - The Barnes Learning Center provided 17 tutors, nine of which were volunteers. During the 2013-2014 school year, nearly 400 hours of volunteer tutoring were provided, in addition to the regular contracted tutoring hours.
    - 47% of residents earned public school Honor Roll each quarter.
    - 48% of residents earned Epworth’s Academic Achievement Incentive each quarter.
    - 96% of residents received 2 or fewer disciplinary referrals each quarter.

- **Recreational Services:** One of the most important aspects of growing up is having fun! Our recreation staff member coordinates a variety of activities for our children and youth, both on and off-campus. Some of the activities are provided by Epworth directly, while others are organized and led by groups such as Cottage Partners or local businesses. Some of the exciting and enriching activities arranged for residents:
  - Participation in The United Methodist Basketball League
  - Organized team sports
  - After-school clubs and programs such as chorus and band
  - Trips to locations never visited by some of our children – like the beach
  - Outings to the movies, bowling and shopping
  - Etiquette classes
  - Attendance at college sporting events
  - Special guest speakers
  - Summer camps

  o Another important aspect of growing up is learning to serve. Our children and youth participate in community service activities and volunteer opportunities at places like soup kitchens, Harvest Hope Food Bank, Salkehatchie Summer Service, and Home Works. This teaches the children the gift of care for others, while expanding their understanding of the world and community around them.
• **Faith Formation**: At the heart of campus is Epworth Memorial United Methodist Church. Children and staff at Epworth are guided on their spiritual journey by a full-time campus minister who oversees faith formation on campus. We desire that all of our residents know about the unending and never failing love that Jesus Christ has for each of them. Through the campus church many different spiritual life activities are offered. Children, staff and guests worship together on Sunday mornings. Church school classes are offered weekly. Residents are encouraged to participate in campus spiritual life by joining the choir, serving as ushers or acolytes or attending our many different age-level activities. Good News Bible Club, Salkahatchie, Asbury Hills, United Methodist Youth Fellowship, Bible Study, Spiritual Life Retreats, camps and other unique activities all promote spiritual growth in age appropriate settings. The many activities offered are made possible and enriched by faithful volunteers who help teach and lead many of our spiritual life activities.

• **Counseling/Emotional**: In collaboration with other organizations in the community, Epworth Children’s Home provides social services to children and their families at the Epworth Center for Children, Youth and Families located on Epworth’s campus.
  
  o **Services to Children Include**:  
    • Individual counseling (play therapy, trauma therapy)  
    • Family therapy  
    • Substance abuse education  
    • Psychiatric services  
    • Psychological testing  
    • Group therapy  
  
  ▪ A certified chemical addiction professional from Rubicon Family Services, Inc. provides substance abuse education and prevention for youth ages twelve and older. The objectives of the program are to educate and help at-risk teens make healthy decisions regarding alcohol and drugs. This professional provides skill groups and other activities that promote good choices and positive self image development.  
  
  ▪ Epworth contracts with local colleges and universities to provide social service experience for students seeking Master’s Degrees in the human resources field. Under this agreement, the students may be introduced to all departments at Epworth. The students, under supervision by a licensed professional, may be assigned a small caseload. They may also assist the Director of Social Services with the daily operations of the Department.  

  o **Services to Families Include**: Epworth seeks the optimum level of involvement of children and youth with their families, even in situations where total reunification may not be possible. Family therapy, parenting support and parenting education are provided free of charge in order to strengthen the families that are served through the Epworth Center for Children, Youth and Families. Resources facilitated for families through the Center include:  
    • Family counseling  
    • Parenting education classes  
    • Parenting support groups
Families can participate in family counseling sessions free of charge through Epworth’s partnership with the University of South Carolina (USC) Counselor Education Program. These sessions occur as part of the EDCE 716 Family Counseling course at USC. Through this program, the families are able to work towards reunification.

Community Partners

Epworth Children’s Home recognizes the value of building and maintaining strong community partners who provide not only financial support, but who also work to widen the relationship circles of our residents in ways that build and expand their support systems beyond the walls of Epworth or their biological families. Support from community partners is characterized as financial, volunteer, programmatic and promotional.

- **FINANCIAL:** Financial support is received from a variety of groups, businesses and individuals. Epworth also receives grant funding from various community partners annually and through one time restricted giving.
  - **Groups:**
    - South Carolina Annual Conference of The United Methodist Church
      - More than 800 UM congregations across the state of SC supported Epworth financially during 2013, totaling donations in excess of $1.4 million. This giving has increased annually since 2006.
    - Epworth Alumni Association
      - Each year for the past five years, this group has hosted their annual BBQ to raise money for Epworth children’s home. The event is hosted on Epworth’s campus and the volunteers and organizers are primarily made up of past residents of Epworth Children’s Home/Orphanage. Their total giving during this time exceeds $100,000. This group also provides monetary gifts directly to all graduating high school seniors.
    - Friends of Epworth
      - The Friends of Epworth was organized in 2011, and its mission is to raise undesignated funding for Epworth Children’s Home. Their Board includes young business professionals from around the state who have set three goals: to raise money and “friends” through events, to help bring Epworth’s famous Peanut Butter Ice Cream to market, and to help fund a full time Major Gifts Officer. This group maintains its own 501c3 status, and elects its own Board members. To date this group and its members have given Epworth more than $50,000 in undesignated funding.
  - **Businesses:**
    - This is not a complete list, but rather a sampling of some key businesses who contribute to Epworth financially: Building Systems Solutions, Blue Cross Blue Shield of SC, 1st Franklin Financial, Wall-Bruning Associates, Coosaw Ag, WW Kirven Farms, Campus Entertainment/Fluent,

- **Individuals:**
  - Individual donors to Epworth include people from all walks of life and ages. We receive donations annually from young children who ask their friends to bring birthday gifts for the Epworth children instead of them, young professionals just learning about Epworth, faithful Methodists who have given throughout their lifetime, and older adults listing Epworth in their will and estate plans. In 2013, Epworth was faithfully supported by more than 9,000 donors who gave directly to Epworth and thousands more who gave through the United Methodist Church’s Mother’s Day and Work Day offerings.

- **Grants:**
  - **Annual:**
    - Epworth receives several gifts annually from private and family foundations. Some of those include: Bonner Family Foundation, CG Fuller Foundation, Mary Elizabeth Avinger Charitable Foundation, DL Scurry Foundation, McNaughton Family Foundation, and the Central Carolina Community Foundation.
  - **One Time:**
    - The Duke Endowment recently awarded Epworth a three year grant in the amount of $190,000 to fund the implementation of a full Performance and Quality Improvement Structure into the organization. In addition, Epworth is a partner in a grant from Duke to assist in the opening of the new Midlands Family Care Center. This grant is managed through the Palmetto Association for Children and Families. Epworth’s portion of the grant was $72,000.

- **Volunteer:** Volunteers serve as supports for residents beyond the walls of Epworth or their biological families. They are crucial in helping Epworth introduce and surround clients with faithful nurturing individuals from across the state. Volunteers are defined in “units” and serve in one of the below categories. A volunteer “unit” can be one individual or a group of individuals from a church, business or club. The total number of volunteer units serving in 2013 was 123.
  - **Mentors:** 38 Mentors were matched with residents in 2013
    - Mentors are matched one-on-one to children through an interview process. Mentors maintain relationships with residents even when they move up in cottages or graduate into Independent Living. If the families allow, volunteers maintain relationships with children after they have transitioned away from Epworth as well.
  - **Cottage Partners:** 44 Cottage Partners served in 2013
    - Cottage Partners are volunteer units matched to individual cottages. They remain partners with that cottage regardless of the children who come and go. Some partners come three times a week, others three times a year.
Epworth’s goal is that each cottage has one partner event each month. Most cottages have more than one partner to meet this goal. Partners plan and participate in activities like eating meals with the children, taking them to ball games, or celebrating birthdays.

- **Faith Formation:**
  - Faith Formation volunteers are comprised of a limited number of adults who come on a regular and long-term basis to teach Sunday school and organize the annual Christmas Pageant.

- **One-Time Activities:**
  - These volunteers are usually from businesses and other civic groups that enjoy planning one time campus events for the children. These happen between six to 12 times a year. Groups like MB Kahn, Jr. League, soldiers from Fort Jackson, Edens and SCANA participate.

- **PROGRAMMATIC:** Programmatic community partners come in a wide variety of individuals and organizations. Some of the key partners include, but are not limited to:
  - **Social Service Partners:**
    - Epworth has a strong, longstanding relationship with the USC Counselor Education Program, as well as the USC MSW program. These interns and professors serve residents through our Social Services Department.
    - Lexington/Richland Drug and Alcohol Council partners with Epworth to provide in facility therapy and life skills training to the mothers living in the Midlands Family Care Center on Epworth’s campus. They also provide therapy daily at their office location and transport mothers accordingly.
    - Other regular partners include: Post-Trauma Resources, two private practitioners, Rubicon (with an office on campus), New Foundation and Limestone University, to name a few.
  - **SC Department of Social Services (DSS):**
    - Epworth receives more than 75% of its residential and Midlands FCC residents through direct referrals from the SC DSS. SC DSS is also our licensing and contract partner.
  - **Individual Families:**
    - Through word of mouth in communities and congregations, Epworth receives a high volume of calls from families in crisis in need of private placement of their child(ren). Epworth works to help accommodate families or refer them to other service agencies where appropriate. Case managers work to maintain healthy communication with families of residents served by Epworth.
  - **Childcare Model:**
    - Epworth uses the evidence based philosophy of the Children and Residential Experiences (CARE) model developed by Cornell University. This has been an eight year relationship. Epworth served as a pilot organization for the development of the model.
  - **Faith Based & Recreational Partners:**
    - Epworth participates in The United Methodist Basketball League to provide physical activity to residents. Several churches in the immediate area transport our residents to their Vacation Bible School weeks during the summer. Since 2007, Epworth has enjoyed a relationship with the Midlands Girls on the Run program. The children and direct care staff are invited to have Thanksgiving Dinner with the USC coaches and football players each year at the stadium.
- **Life Skills Partners:**
  - Urban League provides part-time summer jobs and training to residents ages 14 and older.
- **Medical Partners:**
  - Dr. Tan Platt and Dr. Kevin Krebs see residents for medical appointments on our campus on a consistent and regular basis. They have done this for more than 10 years.
- **Other partnerships:**
  - South Carolina Department of Alcohol and other Drug Abuse Services (DAODAS)
  - Department of Disabilities and Special Needs (DDSN)
  - Palmetto Association for Children and Families
  - United Methodist Association
  - Children Come First
  - Vocational Rehab

- **PROMOTIONAL:** Promotional support is invaluable to Epworth as we work to share our story and increase our revenue potential. The following are a few of the primary businesses that work as partners to assist Epworth in this capacity.
  - **News Stations:** Specifically, WACH Fox57 has served Epworth by sponsoring the two most recent galas presented by the Friends of Epworth. They also provided coverage and promotional air time for other events such as the Annual Cook-out for Kids BBQ hosted by the Epworth Alumni Association, and the opening of the new Midlands Family Care Center. In addition, WIS and News 19 have sent on air personalities to all five of the BBQs to run clips throughout the day to promote our events.
  - **Riggs Partners:** Riggs Partners is a marketing firm that has included the Friends of Epworth and Epworth in their annual Create-a-thon events and has worked to help promote Epworth’s image to elevate the professionalism we display. This is all done pro-bono and is invaluable to our work.
  - **PBIC Partners:** The Friends of Epworth are working to help get our famous Peanut Butter Ice Cream to market. A large group of individuals have served to help make this possible. Along with Board members, Jeff Rehling, a professor at USC, has assisted as well as attorneys from Nelson Mullins and Adams and Reese. Mr. Rehling’s senior MBA class used Epworth’s dream as their Master’s project and developed five possible go-to-market strategies for Epworth. This work is all being done pro-bono.
Organizational Mandates

At the national level there are several legislative mandates placed on child placing agencies that have, in the last several years, affected Epworth’s census and ability to offer the long term comprehensive care we feel is important for many children. Some of this legislation comes in terms of prioritizing placement types and longevity of stay. Several key trends have followed these federal mandates:

- The average age of residents is older
- Residents are staying for shorter periods of time
- The overall number of referrals to Epworth decreased for more than a year, but in most recent history began to increasing
- The rate of children returning as private placements after being reunited with their families has increased (although they are returning as private placements instead of government placements)

These trends are expected to continue as child service professionals continue to evaluate the role of residential care for children who have been abused and/or neglected. Epworth has had to reevaluate services and programs to confirm they make a significant contribution to the healing and recovery of clients in a shorter amount of time.

At a state level, child care contracts with the SC Department of Social Services (DSS) and our licensing regulations dictate much of what we offer to residents and how we document and set comprehensive goal plans. The contract Epworth signed with DSS in 2012 mandates the outcomes we are to achieve. The contract outlines the required information and documentation collected at admission and during placement, as well as at discharge. It dictates our Critical Incident Review (CIR) process and the reporting of CIRs, driving records we maintain on staff members who transport, and our child to staff ratios. The most significant change that has occurred in order to meet DSS contract requirements in the last two years has been the addition of an additional overnight (LSS) staff in each cottage.

Epworth does not see this trend of significant fluctuation changing in the foreseeable future, and continues to work to meet and exceed expectations in the areas of providing quality care.
Financial Overview

For the Years Ended December 31, 2011, 2012 and 2013

The three year period ended December 31, 2013, has been a time of continued financial growth and increasing stability at Epworth Children’s Home (Epworth). A trend analysis for this period follows by area:

**Revenues:** Epworth relies on three main sources of revenue to fund its operating budget: private contributions, governmental support and support from its endowment. Private contributions increased during all three years and exceeded the $2 million mark for the first time in 2013. This represents a 15% increase from its 2011 level. Governmental support comes in the form of both fee-for-service payments as well as in the form of grants. Fee-for-service revenue has shown large gains during the three year period, and can be traced to both increased numbers of publically placed children and increases in the per day reimbursement Epworth receives under a new contract. Fee-for-service revenue was $1.7 million in 2013. This represents a 77% increase from its 2011 level and has contributed strongly to Epworth’s financial growth and stability during the period. Government grant funding has remained level for the three year period. Additionally, Epworth enjoyed some private grant funding in 2013. Epworth’s dependence on its endowment has been declining over the three year period due to an eight year plan to reduce endowment withdrawals that began in 2007. In 2013 Epworth drew $1.14 million from its endowment to support its operating budget which represents 5.16% of the average endowment balance for the last three years. One expectation is to get that percentage below 5%.

**Expenses:** Expense spending at Epworth is driven primarily by staff salaries and associated expenses. During the three year period staffing has risen from $2.4 million in 2011 to $3.4 million in 2013, a 42% increase. Increased staffing needs are due to program expansions and requirements under the contract signed with DSS in 2012. All other operating budget expenses such as utilities, repairs and maintenance, insurance, food, clothing and supplies in total remain unchanged at approximately $1.5 million per year in 2011, 2012 and 2013.

**Net Surplus:** During 2012 and 2013, the operating budget generated a total net surplus of $790,000. With the permission of the Board of Directors these funds have been retained in operating accounts to address future needs.

**Endowment:** Epworth’s endowment consists of investments and real estate held for investment purposes. A portion of the income generated from the endowment investments is used to support Epworth’s operating budget. Epworth considers its endowment “balance” to be the investment balance plus 85% of the fair market value of the real estate held for investment. The investment balance is professionally managed by a third party and performed well over the three year period, as most all investments have. The investment balance has increased from $14.0 million in 2011 to $17.7 million in 2013, a 26% increase. Real estate for investment holding has increased from $6.2 million to $7.3 million during this period due to bequests during the three year period. Epworth periodically updates the fair market value of real estate held for investment. In total, Epworth’s endowment balance has increased from $20.2 million in 2011 to $25.0 million in 2013, a 19% increase.
**Technological Overview**

Because of the recession, technology upgrades have been a low priority for Epworth over the last several years. After a strong financial showing in 2013, and with projections for the near future of continued financial stability, Epworth has completed an assessment of the physical plant to include technology upgrades.

In 2013, in response to our employee satisfaction survey, and to meet the expectation to implement KaleidaCare (our new client record keeping software), internet connectivity and Chromebooks were added in each of the cottages. All staff members were given email addresses and now have the ability to check their accounts while at work.

A contract was signed with an IT firm to assist with a “technological health assessment” of our servers and backup procedures. They cited the need for an additional backup server, which was purchased and added in late 2013. In addition, Epworth signed a contract with the firm to monitor all four servers on campus and provide technical support immediately as needed remotely or on campus. If there is a hint of tampering or equipment malfunction they contact us immediately and work to resolve it.

We are currently in conversations with several companies in order to secure bids for possible options for networking the entire campus without running lines underground. The quotes for underground wiring were in excess of $150,000. Our computers and phones will need to be updated in 2014-2015 and we are finalizing the plan and quote to bring to the Board.

In 2013 Epworth contracted with KaleidaCare to serve as our client documentation software. All Case Managers and Cottage Coordinators have been trained to keep everything, from case notes to critical incident reports, to supervision notes in KaleidaCare. This has been very successful and beginning in 2015, all Life Skills Specialists will be using KaleidaCare to document weekly summaries and critical incident reports.

In 2010, Epworth transferred all donor and donation data to the Blackbaud system called Raiser’s Edge. In addition, the finance department began using Blackbaud’s Financial Edge. These systems communicate with each other and this has been a productive move for Epworth. It has expanded our ability to gather personal information from individual church donors in order to better inform them of news from Epworth, and segment our appeals to donors who have not given in more than two years. Our next goal for this process is to have Blackbaud data hosted on a secure Blackbaud server off site. This will be evaluated and a decision is expected by the end of 2014.

Our final area of improvement with technology is in the area of internet within our administration building. Our current service provider is unable to meet our bandwidth needs. This is hindering work efficiency. This issue is being assessed and quotes are currently being collected regarding changing providers and bundling services. This decision will be made in 2014 as a part of a total package plan to upgrade the entire campus.
### Strategic Goals and Objectives

**Our Target as we Aim Higher in the Pursuit of Excellence...**

<table>
<thead>
<tr>
<th>Expand the Missional Impact Beyond the Campus Boundaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop capacity to offer related and effective program services to non-residential clients on and off campus.</td>
</tr>
<tr>
<td>• Establish and strengthen new partnerships that expand the reach for referrals and the development of effective comprehensive services.</td>
</tr>
<tr>
<td>• Advocate at the state and federal level for child protection services reform.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Stability to Operate Independent of Government Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strengthen, deepen, and expand relationships with the SC Annual Conference of The United Methodist Church.</td>
</tr>
<tr>
<td>• Expand Epworth's financial and volunteer support base within the local and wider communities.</td>
</tr>
<tr>
<td>• Increase the value of the endowment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Superior Residential Child Care Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continue to recognize residential group care as the core ministry of Epworth Children's Home.</td>
</tr>
<tr>
<td>• Ensure the highest standard of care by employing a nurturing and highly qualified staff.</td>
</tr>
<tr>
<td>• Provide individualized comprehensive care to every client.</td>
</tr>
<tr>
<td>• Maintain safe and supportive facilities and grounds.</td>
</tr>
<tr>
<td>• Establish Epworth as a leader in child care in South Carolina and beyond.</td>
</tr>
</tbody>
</table>
Appendix
**SWOT (Strengths, Weaknesses, Opportunities, and Threats) ANALYSIS**

This SWOT analysis was completed and approved on Thursday, August 21, 2014 by the Board of Trustees of Epworth Children’s Home. The information used to complete the final analysis was aggregated from all focus group meetings held for stakeholders in 2012-2013, two years of satisfaction surveys from staff and residents, and from recent PQI outcomes.

Lists are not prioritized, as some items overlap and all are necessary for thorough implementation of the comprehensive care offered to children and their families.

<table>
<thead>
<tr>
<th>Internal STRENGTHS</th>
<th>External STRENGTHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caring and mission minded employees</td>
<td>Positive image</td>
</tr>
<tr>
<td>Financially sound</td>
<td>Dedicated and diverse volunteers</td>
</tr>
<tr>
<td>History and tradition</td>
<td>Denominational support</td>
</tr>
<tr>
<td>High level of comprehensive services for children and families</td>
<td>Broader community that recognizes, invests, and partners with Epworth</td>
</tr>
<tr>
<td>Facility diversity (Facility use flexibility)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internal WEAKNESSES</th>
<th>External WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low salaries</td>
<td>Instability at SC Dept of Social Services</td>
</tr>
<tr>
<td>Perceived lack of communication and support of and by staff</td>
<td>Negative perception of group care at national and state level</td>
</tr>
<tr>
<td>Aging facility</td>
<td>Land locked in downtown Columbia</td>
</tr>
<tr>
<td>Turnover</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internal Opportunities</th>
<th>External OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share and implement new Human Resources Practice (approved by Board August, 2014)</td>
<td>Investigate the array of new programs and services on the horizon</td>
</tr>
<tr>
<td>Live into and learn from the new Performance and Quality Improvement structure</td>
<td>Expand and strengthen connection with community partners for volunteers and funding</td>
</tr>
<tr>
<td>Add/Expand programs and program services</td>
<td>Deepen connections with churches</td>
</tr>
<tr>
<td>A continue process of addressing physical plan needs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Potential Internal THREATS</th>
<th>External THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy violations, if employees do not follow policy and/or DSS regulations</td>
<td>Legislation that restricts residential care</td>
</tr>
<tr>
<td>Lack of oversight by Governing Board</td>
<td>Economic instability</td>
</tr>
<tr>
<td>Manmade disasters</td>
<td>Instability in the child care arena</td>
</tr>
<tr>
<td></td>
<td>Natural disaster</td>
</tr>
</tbody>
</table>
RESULTS OF SATISFACTION SURVEY

2013 was the first satisfaction survey administered in some time. As leadership completed the goals as set out seven years earlier by the Board, it was clear that the time had come to begin a process of self-evaluation. In addition to meetings with stakeholders, satisfaction surveys were given to all staff and residents. As this was our first attempt at a survey in 2013, we learned a great deal about what to ask and how to administer the survey for the following year(s). Each year the surveys were given during the month of May by an outside, third party firm. Cranford Research designed, implemented, and aggregated the results.

2013: N≈98 2014: N=80
In 2013 approximately 98 surveys were submitted.
In 2014 exactly 80 surveys were submitted.

STAFF COMPARISON FROM 2013 TO 2014

Key points from the 2013 survey that we learned from and made adjustments to on the 2014 survey were:

- To ask questions that provided an opportunity for staff to tell us what they appreciated about their jobs/employment with Epworth. Those sorts of questions were absent from the 2013 survey.
- In 2013, we unintentionally asked questions about specific areas that required staff to essentially “tattle” on each other. It was more like we were surveying their opinions of each other. This was a significant learning experience for us, and was corrected on our 2014 survey.
- In 2013, we required staff to attend one “all staff” meeting where the surveys were administered and collected. Everyone was together, and leadership was in the room, which made some individuals feel uncomfortable. This was corrected in 2014. We did not “require” staff to take the survey, and it was administered in small numbers by last name where staff could come as their schedules allowed and leave as they finished. This created a much more nonthreatening environment for the staff as they took the survey.
- In 2013, we really didn’t ask any “overall satisfaction” questions. This was easily corrected in 2014.

In spite of the imperfect instrument that was used in 2013, we did glean some valuable information from the 2013 results.

One area where Epworth was doing well was with staff’s understanding of their job. In the 2013 survey, 85% of staff strongly or somewhat agreed that they felt they had a clear understanding of their job.

Several key areas for improvement were clear from the 2013 staff survey result comments. This information was confirmed in the numerical data for which staff members were able to rate how they felt:
1. The staff members wanted more knowledge and training around the area of managing behaviors of the residents. In the comment section of the survey, this topic appeared more than twice as many times as the next two priority areas for improvement.

2. Support from the supervisor and/or administration was another improvement area. There was a common theme of feeling as if the organization’s departments were working in silos and not communicating with each other as well as was needed. This included a sense that one department was more important than others.

3. Internal communication as well as IT resources to assist in the improvement of communication was equally cited as an area of improvement as was support from supervisor/administration. Staff did not all have the ability to check their campus email for lack of computers and/or internet, and the coordinators and directors were limited by their inability to contact other staff quickly through cell phones.

This information, combined with the other data collected from meetings with stakeholders, led the leadership of Epworth to change the organizational structure of the staff to better align the leadership for responses from staff, residents and community partners.

In our November 2013 staff meeting, Epworth employees were informed of the survey results. Staff members were also informed of changes already made and those to come. The agenda for the meeting included team building games that were cross departmental so staff could begin to learn each other’s names and build trust. The new theme, “In pursuit of Excellence, Aim Higher” was unveiled. Door prizes were given out to create a sense of excitement for the changes that were occurring around and within our community. All new staff members in leadership positions were introduced, as well as our new Human Resources Director. After the survey results were shared there was a time of announcing, “What we have responded to since April.” Those points included:

- Designing and implementing a staff structure that would enable us to implement the changes they desired, and help Epworth function more efficiently. We added a full-time Human Resources position to the budget to ensure a designated staff person is here to represent each of them in personnel matters.
- Installing internet in every cottage by December 1st and purchasing Chromebooks to allow cottage staff to check email in the cottages and so they can connect with our new KaleidaCare Client Management software.
- Implementing a more feedback friendly evaluation plan and quarterly check-ins by supervisors so staff members are guaranteed designated time with supervisors. Also, those evaluations would begin to be used for merit-based bonus and raise decisions.
- Updated the Team and Meeting Structure and added PQI to be more inclusive with regards to intentional feedback from all areas of campus on a consistent basis.
- Adjusted our all staff meeting structure to include opportunities to get to know one another better.
- We announced that we heard them loud and clear on the need for a toolkit to assist them with managing behaviors. Conversations had begun with Cornell University and next year’s training calendar would include revisions to assist them in this matter.
  - We also announced the adjustment to distribution of cottage funds. The children will as expected to work together as a cottage with staff to earn their funds. This provides incentive for teamwork.
A new procurement plan to help them receive the supplies needed in the cottages.

We plan to work together with the dining hall staff to improve hospitality and food quality, and to cut down on food waste.

In addition to what we learned from the surveys, it was also believed by leadership, that as a team we had gotten “too comfortable” in some areas. New attention was given to personnel accountability and the hiring process. We believe each of these items worked together to create the opportunity for change and improvement and that was revealed in the 2014 survey results.

The May 2014 survey was more in depth with regards to questions specifically addressing the staff’s satisfaction with their employment. Key areas of improvement and success are listed below, but it is important to point out that in the 2014 survey, that a greater number of “neutral” ratings were received, especially in comparison to the 2013 survey. This is significant, as leadership feels it is an indicator of “transition.” We believe that the significant number of “neutrals” a “wait and see” attitude, as we were only six months out from the restructure and many of the new changes were not yet fully realized. We feel good about this trend and look forward to the results of the next survey which will happen 18 months after announcing the changes.

It is difficult to do a complete comparison from 2013 to 2014, as we made a number of changes to the survey. Below are some of the highlights and significant areas:

New or continuing areas for improvement after the 2014 survey:

- In the area of communicating long term goals and changes with staff, there is still a sense from staff that they do not have a full understanding of what is happening with the overall institution.
  
  - This is also seen in the question “is Epworth headed in the right direction?” The scores for the 40th percentile saw an increase of only 3%, with the neutral rating increasing 6%.

- In regards to staff feeling like they can speak to top management the shift was more clearly seen in the “neutral” category. In 2013, only 63% felt they could speak directly to top management and 13% were neutral in the area. In 2014, realizing there is a mostly new leadership team, the questions related to confidence and accessibility of upper management scored in the 50th percentile, but the neutrals were in the high 20th percentile. This we feel reflects the “wait and see” stated listed above. They have not had time to determine what the changes will bring.

- A key area for needed improvement is with regards to the question “employees are treated fairly.” Only 49% of employees agreed with this statement, while 31% disagreed. This is concerning to us, and as we work to evaluate this issue to make room for improvement one area stands out. Many of our internal staff put in letters of interest for some of the new and/or restructured positions available, but were not chosen. Many expressed frustration with top management about having an “outsider” selected over them. In each of those decisions, qualifications, interviews and assessments were considered to build the strongest team possible. This may be one element of why there is such a high level of disagreement, but certainly would not explain all of it.
Compensation is likely another consideration for this score, as was the lack of consistent one-on-one supervision session between employees and their direct supervisors.

- The final area of concern was with regards to pay and benefits. A significant number of comments were in reference to the pay being too low and we were not surprised by this. We have taken steps to offer all staff bonuses (Christmas and Easter) for 2014 and to instate “merit based” bonuses and/or raises if funds are available. This process will begin with the October 2014 Evaluation Process and be effective January 1, 2015.

Notable areas that saw improvement or high results:

- Even with high scores last year, the staff member’s understanding of their job improved 6% to 91%. This score was second only to staff feeling like their job makes a difference in the lives of others, which staff concurred with at 92%.

- In regards to their supervisor being clear about expectations, the score increased in 2014 from 76% to 85%. This we feel is the direct result of the new performance evaluations that establish goals and with monthly one on one meeting with staff and supervisor.

- The ability to talk or share opinions with the supervisor also increased from 77% in 2013 to 81%. (We hope to continue to see this increase.)

- The 2013 survey revealed that only 69% of staff felt like their department contributes to the overall mission. This was an indicator of a belief that departments were working in silos. With the new restructure, the Vice Presidents from each department meet weekly to discuss areas where their work overlaps and what “everyone needs to know about what others are doing.” Leadership is also sharing information in “all staff” emails. We feel this is one of the contributing factors to the increase in the 2014 score to 87%.

- The one general “safety” score from 2013 scored at 64% of staff feeling safe while at work. A combination of the four safety questions on the 2014 survey spanned from 76% to 90%, seeing a significant increase in a year’s time.

- From a comment standpoint, where we gleaned a great deal of the frustrations the year before, the information shared was not surprising but very different from 2013. In 2013 staff were told, “We know that higher salaries will generally make people happier about work, but please don’t include salary related comments.”

As a note: One element that may have had an impact on survey results was the doubling of the LSS staff numbers. Many of the new staff had not been at Epworth long enough to make an informed response to many of the questions asked.
### Strategic Plan Income Statement Projections 2014-2017

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$1,930,000</td>
<td>$2,086,300</td>
<td>$2,190,825</td>
<td>$2,300,366</td>
</tr>
<tr>
<td>Private Grants</td>
<td>80,000</td>
<td>88,000</td>
<td>79,200</td>
<td>71,280</td>
</tr>
<tr>
<td>Government Grants</td>
<td>50,000</td>
<td>55,000</td>
<td>60,500</td>
<td>65,550</td>
</tr>
<tr>
<td>Services- SCDSS</td>
<td>1,991,100</td>
<td>2,190,210</td>
<td>2,295,721</td>
<td>2,414,707</td>
</tr>
<tr>
<td>USDA Food Program</td>
<td>50,277</td>
<td>50,861</td>
<td>51,390</td>
<td>51,903</td>
</tr>
<tr>
<td>EEIC</td>
<td>159,836</td>
<td>153,930</td>
<td>155,469</td>
<td>157,024</td>
</tr>
<tr>
<td>Other Services</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Total Line Items</td>
<td>32,800</td>
<td>33,128</td>
<td>33,439</td>
<td>33,794</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$4,300,213</td>
<td>$4,663,648</td>
<td>$4,876,563</td>
<td>$5,101,624</td>
</tr>
<tr>
<td><strong>Transfers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly Draw From Endowment</td>
<td>$1,070,000</td>
<td>$1,016,500</td>
<td>$975,840</td>
<td>$936,806</td>
</tr>
<tr>
<td>Monthly Draw from Prior Year Surplus</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,220,000</td>
<td>$1,016,500</td>
<td>$975,840</td>
<td>$936,806</td>
</tr>
<tr>
<td><strong>Total Revenues and Transfers</strong></td>
<td>$5,520,213</td>
<td>$5,680,148</td>
<td>$5,852,403</td>
<td>$6,038,430</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$2,988,678</td>
<td>$3,088,638</td>
<td>$3,181,297</td>
<td>$3,276,736</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>463,270</td>
<td>440,107</td>
<td>462,112</td>
<td>485,217</td>
</tr>
<tr>
<td>Retirement</td>
<td>112,309</td>
<td>115,678</td>
<td>119,149</td>
<td>122,723</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>221,901</td>
<td>228,535</td>
<td>235,415</td>
<td>242,477</td>
</tr>
<tr>
<td>Other Benefits and Compensation</td>
<td>56,707</td>
<td>58,408</td>
<td>60,160</td>
<td>61,965</td>
</tr>
<tr>
<td><strong>Total Salaries and Benefits</strong></td>
<td>$3,852,865</td>
<td>$3,931,389</td>
<td>$4,038,133</td>
<td>$4,189,119</td>
</tr>
<tr>
<td>Heat, Lights and Water</td>
<td>$350,000</td>
<td>$385,000</td>
<td>$404,250</td>
<td>$424,483</td>
</tr>
<tr>
<td>Telephones</td>
<td>50,000</td>
<td>50,500</td>
<td>51,005</td>
<td>51,515</td>
</tr>
<tr>
<td>Repair &amp; Maintenance</td>
<td>180,000</td>
<td>$207,000</td>
<td>213,210</td>
<td>215,342</td>
</tr>
<tr>
<td>Business Insurance</td>
<td>150,400</td>
<td>152,105</td>
<td>153,627</td>
<td>155,163</td>
</tr>
<tr>
<td>Supplies</td>
<td>69,000</td>
<td>89,700</td>
<td>94,185</td>
<td>98,394</td>
</tr>
<tr>
<td>Postage</td>
<td>63,000</td>
<td>66,150</td>
<td>69,438</td>
<td>69,438</td>
</tr>
<tr>
<td>Printing &amp; Copying</td>
<td>57,633</td>
<td>58,209</td>
<td>59,374</td>
<td>60,561</td>
</tr>
<tr>
<td>Professional Services</td>
<td>144,028</td>
<td>129,623</td>
<td>130,921</td>
<td>134,849</td>
</tr>
<tr>
<td>Security</td>
<td>42,000</td>
<td>42,420</td>
<td>42,843</td>
<td>43,273</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>42,600</td>
<td>46,860</td>
<td>47,329</td>
<td>47,802</td>
</tr>
<tr>
<td>Training &amp; Education</td>
<td>16,860</td>
<td>17,703</td>
<td>18,037</td>
<td>18,238</td>
</tr>
<tr>
<td>Travel</td>
<td>26,000</td>
<td>27,300</td>
<td>27,846</td>
<td>28,124</td>
</tr>
<tr>
<td>Meals</td>
<td>18,000</td>
<td>16,500</td>
<td>16,562</td>
<td>16,689</td>
</tr>
<tr>
<td>Children Clothing and Incidents</td>
<td>77,866</td>
<td>70,169</td>
<td>70,871</td>
<td>72,238</td>
</tr>
<tr>
<td>Activities</td>
<td>62,900</td>
<td>62,900</td>
<td>62,900</td>
<td>62,900</td>
</tr>
<tr>
<td>Food Purchases</td>
<td>185,000</td>
<td>194,250</td>
<td>203,963</td>
<td>214,161</td>
</tr>
<tr>
<td>Vehicle expenses</td>
<td>53,000</td>
<td>58,300</td>
<td>61,215</td>
<td>64,276</td>
</tr>
<tr>
<td>Tuition</td>
<td>37,700</td>
<td>33,930</td>
<td>34,269</td>
<td>34,955</td>
</tr>
<tr>
<td>Other Line Items</td>
<td>41,061</td>
<td>40,436</td>
<td>32,585</td>
<td>36,361</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,687,248</td>
<td>$1,748,759</td>
<td>$1,794,270</td>
<td>$1,849,311</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$5,520,213</td>
<td>$5,680,148</td>
<td>$5,852,404</td>
<td>$6,038,431</td>
</tr>
<tr>
<td><strong>NET SURPLUS/(DEFICIT)</strong></td>
<td>$ -</td>
<td>$ 0</td>
<td>$ (0)</td>
<td>$ (0)</td>
</tr>
</tbody>
</table>
Risk Management Summary

Risk management is a key component of protecting the children, staff, stakeholders and the overall ministry of Epworth Children’s Home. Risk is managed and assessed in a number of ways.

Areas of Internal Risk Management:
- Facility safety for staff and residents
- Medication administration
- Critical incidents
- Gift processing – protecting data
- Staff corrective actions and turnover
- Personal and client records (hard copy)
- Resident safety through hiring and training practices

Areas of External Risk Management:
- Monitoring of all servers on campus
- Electronic client record information
- Endowment investments and spending levels
- Investing time and resources that result in continuing to operate effectively in a time of legislative uncertainty and change

Our Performance and Quality Improvement (PQI) structure serves to monitor our internal and some of our external risk management areas. There are thresholds that require a high level of compliance to policy and procedure to risk management issues. Those are reported out quarterly to the PQI Evaluation and Improvement Team. They make recommendations quarterly to the Leadership Team, who is responsible for addressing deficiencies through repairs, corrective actions, training or other suggestions made by either team. Several of the thresholds address external risk management. For example, Epworth maintains a threshold that each year our audit will result in an unmodified opinion of financial statements.

Annually, a summary of all risk related thresholds is compiled and reported to the Board of Trustees at their February meeting by the PQI Director. Action steps and results will be included in this summary for any areas of deficiency.
**Human Resource Plan**

A Human Resource Improvement Team spent June 2013-August 2014 researching and deliberating best practices and needs. With the addition of a dedicated Human Resources Coordinator, Epworth was poised to aim higher in our hiring and retention strategies. This Human Resource Practice Plan is to be seen as a guide to Epworth’s Human Resource Department and to those within Epworth who are responsible for the hiring, retention and supervision of employees. It is not a policy. It is a guide.

- **Employee Traits – Core Employee Values**
  - The following qualities were identified by the Human Resources Improvement Team as desired qualities for all Epworth employees.
    - Passion for children and ministry to children and families
    - Knowledge of God that includes an understanding of the dignity and grace deserved by all people
    - Professional with appropriate boundaries
    - Honesty and integrity
    - Open to learning, self aware and non-defensive
  
  The hiring process was built around the goal of recruiting, identifying and retaining individuals with these traits, and establishing these traits as equally as important as the applicant’s ability to perform a particular job.

- **Annual Review of Compensation Levels**
  - During the budget process each year, Compensation Levels for each position will be evaluated in conjunction with the level of revenue and total expenses for the current and projected budget year.

- **Recruitment of New Employees**
  - Recruitment of new employees is to be seen as an equal component of the interviewing, hiring and orientation process. The new focus will assist in Epworth’s ability to find and appeal to individuals with the aforementioned traits.
    - **Approved Recruitment Sources:**
      - Epworth’s social media including the website and Facebook, church bulletins, The State Newspaper, Career Builder, word of mouth, PACFAC outlets, Conference Website, Advocate
      - Positions should be posted on the bulletin board outside the mailroom
    - **Approved Recruitment Messages:**
      - Recruitment messages are to be clear about the expectation that Epworth is a ministry and mission. Messages should include language that is consistent with our overall expectation for “Core Employee Values.”
    - **Other Potential Recruitment Sources:** See attached Equal Terms of Employment
• Annual Conference, Job Fairs on or off campus, Board of Ordained Ministry Committee on Recruitment and Enlistment

➤ Referral Bonus Program
  • An employee referral bonus program was implemented as of February 2014 to assist in the identification of prospective employees with our Core Employee Values.
  • Applicants MUST list the referring employee’s name on their original employment application.
  • If the new hire successfully completes the provisionary period and is offered a permanent position at Epworth, and the referring employee is still employed at that time, the referring employee will receive a $100 Employee Referral Program Bonus.
  • If the new hire successfully completes his/her first year of employment through a successful performance evaluation, and the referring employee listed on the original employment application is still employed by Epworth, the referring employee will receive an additional $50 Employee Referral Program Bonus.

❖ Selection Process
  ➤ Application or Resume is received
  ➤ Human Resource Coordinator reviews the application and determines if applicant meets qualifications for further consideration.
  ➤ Initial Interview with Human Resources for External Applicants
    • Face to Face and/or Phone (*Initial Face to Face and/or Phone Interview Questionnaire*)
      ➤ If they do not meet the criterion for further consideration the selection process ends for that individual.
      ➤ If the Face to Face interview is successfully navigated, a writing sample is collected (See *Written Initial Interview Questionnaire*)
      ➤ If over the phone, the person is asked to come in for a more formal First Face to Face interview, a writing sample is then collected (*Written Initial Interview Questionnaire*)
    • Psychological assessments may be administered beginning January 2015 to assist Epworth in identifying applicants with the aptitude for their desired work and the potential for success. These will be scored and evaluated by John Holler, President, Ed. S.

➤ Supervisor Screens Applicant
  • Interview with applicant is scheduled by the lead interview staff. Interviewers are staffed as follows:
    • LSS: Director of Residential Services and CC/CM
    • FCS: FCC Director, VP for Program Services
    • CC: Director of Residential Services & Social Services, VP for Program Services
    • CM: Director of Residential Services & Social Services, VP for Program Services
• Maintenance/Dining Hall: VP for Operations & EVP
• Administration: Direct Supervisor and (optional) EVP
• Director and Above Positions: President, EVP and Immediate Supervisor
• President may participate in any employment interview

➢ Second Interview with Team for External Applicants or Internal Applicants (First interview)
  ▪ CM/CC positions have them first answer the questions on the Written CM/CC Interview Questionnaire
  ▪ Use the Internal Interview Questions for Promotions Feb 2014 for internal applicants and the form Second Interview Questions for New Hires Feb 2014 for external applicants.
  • These questions are divided into parts in order to assure that the interviewer can target questions that will allow identification of characteristics and traits listed in our core employee values.

❖ Pre-Employment Checks Process
  ➢ All background checks, TB and Drug Screenings must be completed if the person has been selected

❖ Orientation Process
  ➢ Orientation #1 with Human Resources. Use packet.
  ➢ Orientation #2 with Vice President of Program Services. Use packet
  ➢ Orientation #3 with Executive Vice President. Use packet.

❖ Retention Strategy
  ▪ Provisional Period
    • Provisional Performance Evaluation
      ♦ Completed one month prior to the six month deadline and communicated to the new staff member in a face-to-face meeting no later than two weeks prior to the six month window.
      ♦ If the staff member does not receive a 3.0 or higher, the supervisor must share this information with his/her direct supervisor AND the area Vice President so he/she can communicate the information to the President about whether or not the person will be eligible for full-employment based on not meeting the provisional requirements.
    • Provisional Staff Manual Exam
      ♦ Prior to offering a new staff “full-employment” he/she will need to pass an exam prepared by Epworth that tests the employee’s understanding and knowledge of the Epworth Staff Manual (and if in direct care, the Cottage Operating Manual). If the employee does not pass it will be determined by the director and appropriate leadership team member(s) if the person will be offered full-employment, continued provisional status or be terminated.
      ➢ This exam will be proctored by the direct supervisor.
- **Recognition Plan:**
  - **New Hire Appreciation Bonus:**
    - $100 upon passing the provisional period and being offered full-time employment
  - **Years of Service Appreciation Gift:**
    - Certificate for every five years
    - Pin at five years with an additional year’s attachment medal added each additional five years
    - $100 Appreciation Bonus for each five year anniversary
  - **Merit Based Raises and Bonuses:**
    - As approved by the Board annually for those scoring 3.0 or higher on their performance evaluation.
  - **Aiming Higher Employee Recognition Awards:**
    - Nominations will be collected for employees that exemplify Epworth’s mission, vision and purpose AND who have a pattern of “aiming higher” in their job performance.
      - Two specific questions will be asked on the nomination form:
        - 1. “Please provide a specific example of how your nominee “aimed higher” during this past quarter. This means the employee exceeded his/her regular job performance expectations and did something extraordinary.
        - 2. How does your nominee live out the mission, vision and purpose of Epworth on a regular basis?
      - Nominations will be collected each quarter from anyone on campus.
        - They are to be turned in to the Executive Vice President and will be reviewed and selected by the Leadership Team. All employees with the exception of the Leadership Team members will be eligible.
        - All nomination forms will be included in the respective employee’s personnel file, as long as his/her respective VP agrees with the nomination.
        - As many as TWO individuals may be selected from the nominations each quarter and the winners will receive:
          - $25.00 gift certificate and a hand written note from the President, EVP and VP.
          - Each winner (up to eight a year) will be eligible to be selected as the “Aiming Higher Employee of the Year.” This will be done following all performance reviews. All employees scoring 3.0 or above will be eligible. The employee of the year will receive a “FREE PASS”, with pay, from work for one day during the following 30 days after the announcement. They will also receive
an “Employee of the Year” parking space. This person is selected by the Leadership Team.
Board of Trustees

The Rev. Debra Armstrong  
United Methodist Minister  
Shiloh United Methodist Church  
Chesterfield, SC

Vic Hannon  
Retired  
Business Manager, Lyttleton St. UMC  
U.S. Air Force Pilot  
Camden, SC

Jeff Barham  
Attorney – Advisor  
Office of the Staff Judge Advocate, Ft. Jackson  
Columbia, SC

The Rev. Michael Henderson  
United Methodist Minister  
Senior Pastor, Highland Park United Methodist Church  
Florence, SC

Marie-Claire Brittain  
Property Manager in Charge (PMIC)  
Britain Resort Management  
Myrtle Beach, SC

The Rev. Anthony Hodge  
United Methodist Minister/U.S. Navy Chaplain  
Pastor, Cumberland United Methodist Church  
Florence, SC

The Rev. Daniel Burbage  
United Methodist Minister  
Associate Pastor, St. Andrews by the Sea  
United Methodist Church  
Hilton Head, SC

Felecia Holston  
Retired  
RidgeWorth Investments  
Portfolio Accountant  
Columbia, SC

John Farley  
CEO of Contract Construction, Inc.  
General Contractor  
Chapin, SC

Kevin Marsh  
Chairman and CEO  
SCANA Corporation  
Irmo, SC

M.E. Buzz Freeman  
Senior Vice President, Member of Executive Committee, Coastal Strand Area Executive  
The Conway National Bank  
Surfside Beach, SC

Leigh Meese  
President  
Sea Mist Oceanfront Resort  
Myrtle Beach, SC

The Rev. James Friday  
United Methodist Minister  
Greenwood District Superintendent  
Greenwood, SC

Irvin Plowden  
Retired  
Founder, Amida Industries  
Rock Hill, SC
The Rev. Tim Rogers
United Methodist Minister
Senior Pastor, Mt. Hebron United Methodist Church
West Columbia, SC

The Rev. Dr. Sandra Stevens-Poirel
United Methodist Minister
Senior Pastor, Trinity United Methodist Church
Surfside Beach, SC

Dr. William (Bill) Sullivan
School Psychologist in private practice
Blythewood Counseling Center
Blythewood, SC

The Rev. Jerry Temple
United Methodist Minister
Senior Pastor, Buncombe Street United Methodist Church
Greenville, SC

Jason Tompkins
Chief Financial Officer
Edens
Columbia, SC

The Rev. Sara White
Director of Congregational Development
South Carolina Annual Conference of The United Methodist Church
Columbia, SC
### Performance against Licensing and Industry Measurements

**June 2013 – July 2014**

<table>
<thead>
<tr>
<th><strong>99.68% of children/youth will not have any substantiated abuse or neglect while in care</strong></th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Percentage of children with no substantiated abuse or neglect</strong></td>
<td>100 (0/65)</td>
<td>100 (0/66)</td>
<td>100 (0/70)</td>
<td>100 (0/69)</td>
<td>100 (0/70)</td>
<td>100 (0/76)</td>
<td>100 (0/73)</td>
<td>100 (0/76)</td>
<td>100 (0/79)</td>
<td>100 (0/69)</td>
<td>100 (0/76)</td>
<td></td>
</tr>
<tr>
<td><strong>Outcome Met?</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>65-75% of children/youth will be discharged to a less restrictive or permanent family setting within 9 to 12 months of admission</strong> (evaluation of discharged DSS residents)</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Percentage of children discharged to less restrictive placement within 9-12 months</strong></td>
<td>33 (2/6)</td>
<td>89 (8/9)</td>
<td>100 (13/13)</td>
<td>73 (8/11)</td>
<td>57 (4/7)</td>
<td>82 (14/17)</td>
<td>82 (9/11)</td>
<td>100 (9/9)</td>
<td>80 (8/10)</td>
<td>90 (9/10)</td>
<td>40 (2/5)</td>
<td>50 (5/10)</td>
</tr>
<tr>
<td><strong>Outcome Met?</strong></td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>80-90% of children/youth will visit regularly with families and siblings in other placement settings in accordance with their care plans and, if in the best interest of all</strong> (evaluation of DSS residents with a visitation plan)</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Percentage of children with regular visitation with family and other siblings</strong></td>
<td>87 (41/47)</td>
<td>90 (44/49)</td>
<td>80 (33/41)</td>
<td>84 (43/51)</td>
<td>93 (54/58)</td>
<td>87 (52/60)</td>
<td>80 (45/56)</td>
<td>88 (46/52)</td>
<td>81 (46/57)</td>
<td>81 (46/57)</td>
<td>77 (41/53)</td>
<td>81 (46/57)</td>
</tr>
<tr>
<td><strong>Outcome Met?</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>75-85% of children/youth in a placement will remain stable</strong></th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Percentage of children/youth who remained stable (instability=runaways + disrupted placements)</strong></td>
<td>95 (62/65)</td>
<td>98 (65/66)</td>
<td>91 (64/70)</td>
<td>97 (67/69)</td>
<td>97 (68/70)</td>
<td>99 (75/76)</td>
<td>99 (69/70)</td>
<td>100 (70/70)</td>
<td>99 (75/76)</td>
<td>99 (78/79)</td>
<td>96 (66/69)</td>
<td>100 (76/76)</td>
</tr>
<tr>
<td><strong>Outcome Met?</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
### Critical Incidents (DSS Residents)
*(counted by incident, not by resident)*
**July 2013-June 2014**

<table>
<thead>
<tr>
<th>Type of Incident</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attempted suicide by a resident</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Death of a child/youth</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Threat of harm to self</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Harm to self</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Inappropriate sexual behavior towards others</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Physical harm to another resident</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>Off-site emergency medical treatment or assessment</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Off-campus without permission</td>
<td>1</td>
<td>5</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Possession of a weapon</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Possession of an illegal substance</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>NCI Restraint</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Report to or involvement with an outside regulatory agency*</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Emergency change in placement**</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Removal from school</td>
<td>0</td>
<td>3</td>
<td>8</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td>Other ***</td>
<td>2</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>9</td>
<td>14</td>
<td>22</td>
<td>8</td>
<td>7</td>
<td>6</td>
<td>6</td>
<td>3</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td>106</td>
</tr>
</tbody>
</table>

* Reports or Involvement:
  - August: Law Enforcement (2)
  - October: Law Enforcement (1)
    - January: Law Enforcement (1)
  - April: OHAN (1), Law Enforcement (1)
  - June: Law Enforcement (1)

**Emergency Change in Placement:
  - August: Hospitalization (2)
  - September: Incarceration (1)
  - December: Hospitalization and Discharge (1)
  - January: Hospitalization (1)
  - March: Hospitalization (1), Discharge (1)
  - June: Hospitalization (1)

**Other:
  - July: “Empty alcohol bottles,” “Aggressive with staff after refusing to fasten seat belt.”
  - September: “Under the influence of alcohol,” “Snuck peer of opposite sex into cottage,”
    “physical harm to staff”
  - October: “drug test positive for marijuana”3
  - November: “Threat to staff”
  - January: Threat to harm staff
  - February: Accident resulting in minor mouth injury
  - April: Positive drug screen
  - May: “Resident popped staff with towel”
  - June: “Resident punched door”

* Reports or Involvement:
  - August: Law Enforcement (2)
  - October: Law Enforcement (1)
    - January: Law Enforcement (1)
  - April: OHAN (1), Law Enforcement (1)
  - June: Law Enforcement (1)

**Emergency Change in Placement:
  - August: Hospitalization (2)
  - September: Incarceration (1)
  - December: Hospitalization and Discharge (1)
  - January: Hospitalization (1)
  - March: Hospitalization (1), Discharge (1)
  - June: Hospitalization (1)

**Other:
  - July: “Empty alcohol bottles,” “Aggressive with staff after refusing to fasten seat belt.”
  - September: “Under the influence of alcohol,” “Snuck peer of opposite sex into cottage,”
    “physical harm to staff”
  - October: “drug test positive for marijuana”3
  - November: “Threat to staff”
  - January: Threat to harm staff
  - February: Accident resulting in minor mouth injury
  - April: Positive drug screen
  - May: “Resident popped staff with towel”
  - June: “Resident punched door”