



2018-2022

Strategic Plan for Epworth Children's Home

“In the Pursuit of Excellence, Aim Higher”



Epworth Children's Home
2900 Millwood Avenue
Columbia, SC 29205

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Executive Summary

After over 122 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 "2018-2022 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 and the Centers of the Institute for Child and Family Wellbeing.

Direct Care Goals

Epworth is committed to providing individualized 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.

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

The 2018-2022 Strategic Plan for Epworth Children's Home was adopted on August 17, 2018 by the Epworth Board of Trustees and the Epworth Leadership Team. Your signature designates your approval and full support of this Strategic Plan as outlined in this official document.

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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 to replace it with an opportunity for each individual to live a life of self-respect, responsibility and productivity.



Organization History

For more than 122 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 7, 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 space 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 downtown Columbia, South Carolina.



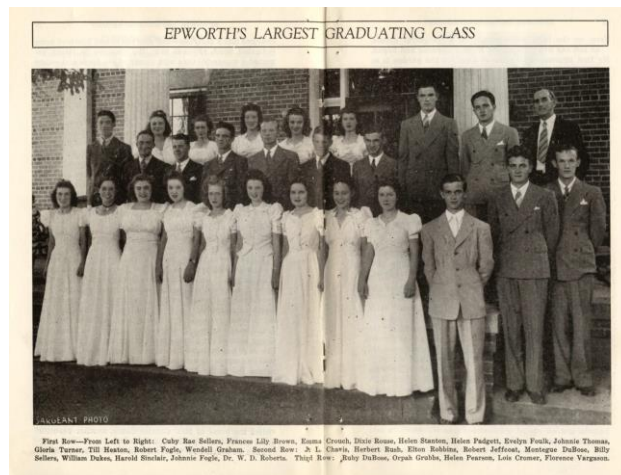
The Old Church

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 since 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 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 continues to operate the Epworth Family Care Center (EFCC). The EFCC partners with the Lexington/Richland Alcohol and Drug Abuse 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 combined to help provide the daily needs for a safe and nurturing environment for the children on campus. Historically, two-thirds of the general operating budget providing 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.

Program Descriptions

Residential Program: At any given time, more than sixty children between the ages of twelve and eighteen 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 an 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, Epworth began admitting more children at older ages of fourteen to sixteen. 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 technical college. The Independent Living program has historically served residents who graduated from Epworth’s residential program; however, with the expansion of the new IL building, the program is available for any foster youth who are aging out of foster care and need an alternative to living independently. The IL program will provide a resident with the opportunity for career exploration as well as seeking higher education. The Independent Living program under the direction of the Institute will create entrepreneurial internships for the young residents through Epworth’s Center for Social Enterprise. This program is available for youth ages 18 to 23 years of age.

Epworth Early Intervention Center: The Epworth Early Intervention Center provides developmentally appropriate educational 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 natural environments services, and a monthly respite cooperative.

- **Center-based Preschool Services** are provided to children ages eleven months through five years of age 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 1:4

- 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 six years 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 other natural environments up to weekly to teach parents or caregivers activities that enhance the child's development
 - Early Intervention Specialists support families access and coordinate other services that may be needed (for example, speech, physical and/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.

Epworth 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 Epworth Family Care Center (EFCC) is a collaborative effort between Epworth and the Lexington Richland Alcohol and Drug Abuse Council (LRADAC). Mothers and their children live together in the EFCC 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.

Epworth Foster Care: Epworth Children's Home recognizes the critical need for more foster homes to provide a safe environment for children in foster care throughout the state of South Carolina. Epworth expanded its missional impact and reach into the community at large by expanding its imprint and becoming a licensed Child Placing Agency (CPA) in 2016. Epworth's foster care program is designed to provide a temporary, safe and nurturing environment where the child may receive individualized care to assist in overcoming the impact of being removed from their family of origin. Our foster care team works with South Carolina Department of Social Services (SCDSS) in providing services to the child, foster family and family of origin (if allowed) so that the child may experience stability and flourish while in our care. Children in the foster care program are assessed and provided a Comprehensive Care Plan with goals addressing permanency, emotional wellness, educational milestones, and social and physical health.

In addition to providing family foster care, Epworth will also provide formal kinship foster care services and treatment foster care services.

The Institute for Child and Family Wellbeing: The Institute will target child abuse and maltreatment, in conjunction with the Methodist Conference and other faith-based community partners through building and strengthening family relationships. Furthermore, the Centers, through the use of evidenced-based treatment modalities, will enhance child well-being in this state.

Epworth Children's Home, through a comprehensive Implementation Plan, is creating a new model in order to drive our practice and outcomes. Our partnerships, values, and circles of influence will be the overarching framework to do this work. Over the next three to five years, it will define how our organization moves forward into the new decade. Our service footprint will project into South Carolina's cities and communities as we broaden our focus to impact high rates of poverty, family disintegration, poor educational outcomes, social injustice and other cycles of adverse conditions that effect thousands of children each year.

Children and families will improve their well-being as a result of a new model that transforms practice, accountability, outcomes, and evaluation through the Institute for Child and Family Wellbeing.

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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 that 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 Program, Independent Living Program, and in the Epworth 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 various programs within the Richland I School District. Students participate in regular classes as they work toward achieving their high school diploma or their General Equivalency Diploma (GED). 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.
 - 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 grade improvement.
 - **Career Coordinator**
 - Epworth's Career Coordinator helps students define career aspirations and provides support, encouragement and guidance to create a path to achieve student career goals.

- The Career Coordinator assist students in understanding their choices for post-secondary education and career training.
 - The Career Coordinator maintains and nurtures community partnerships that enhance student experiences.
- **Success Indicators for our residents for the 2017/2018 school year included:**
 - 100% Graduation Rate for 6th straight year, 4 of 4 of high school seniors graduated and 2 of 2 Adult Education students graduated.
 - 83% of graduates continued receiving services through the Independent Living Program.
 - 84% of residents maintained minimum “C” average.
 - An average of 45% of residents earned honor roll.
 - An average of 96% of residents received 2 or fewer behavior referrals for the year.
 - The Barnes Learning Center provided 7 tutors and provided 2485 tutoring sessions to residents.
 - The Barnes Learning Center provided tutoring services to 144 residents during the course of the year.
- **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
- 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.

- **Services to Children Include:**
 - Individual counseling (trauma therapy)
 - Family therapy
 - Substance abuse education
 - Psychiatric services
 - Psychological testing
 - Group therapy
 - A certified chemical addiction professional from LRADAC 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 counseling and educational experiences 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.
- **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: 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.
 - Parenting education classes
 - Parenting support groups

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Description of Service Population

- Epworth Children's Home serves children and families through five distinct programs of which residential care, our founding ministry, is the largest. In addition to residential care, Epworth operates the Early Intervention Center, the Epworth Family Care Center, the Independent Living Program and the Foster Care Program. Children and families come to Epworth through private and public/government placements.

Demographics

- Total clients served in Residential Services 2017: 184

2017 Residential Services Demographic Profile			
Race/ethnicity	Gender	Age	Major Language Groups
Black/African American: 56.52%	Male: 54%	0-6 years old: 1%	English: 99%
White/Caucasian: 32.6%	Female: 46%	7-12 years old: 22%	Spanish: 1%
Hispanic: .54%		13-21 years old: 77%	
Multi-Racial: 8.69%		Over 21: 0%	
Middle Eastern: 0%			
American Indian/Alaska Native: 1.63%			

- Total clients served in Epworth Family Care Center 2017: 24 16 children and 8 moms

2017 Epworth Family Care Center Demographic Profile (Moms and Children)			
Race/ethnicity	Gender	Age	Major Language Groups
Black/African American: 54%	Male: 29%	0-6 years old: 58.3%	English: 100%
White/Caucasian: 25%	Female: 71%	7-12 years old: 8.3%	Spanish : 0%
Hispanic: 0%		13-21 years old: 0%	
Multi-Racial: 21%		Over 21: 33.3%	
Middle Eastern: 0%			
American Indian/Alaska Native: 0%			

- Total clients served in Independent Living 2017: 15

2017 Independent Living Demographic Profile			
Race/ethnicity	Gender	Age	Major Language Groups
Black/African American: 73%	Male: 33%	0-6 years old: 0%	English: 100%
White/Caucasian: 7%	Female: 67%	7-12 years old: 0%	Spanish : 0%
Hispanic: 0%		13-21 years old: 67%	
Multi-Racial: 20%		Over 21: 33%	
Middle Eastern: 0%			
American Indian/Alaska Native: 0%			

- Total clients served in Epworth Foster Care 2017: 12

2017 Foster Care Demographic Profile			
Race/ethnicity	Gender	Age	Major Language Groups
Black/African American: 17%	Male: 92%	0-6 years old: 83%	English: 67%
White/Caucasian: 25%	Female: 8%	7-12 years old: 17%	Spanish : 33%
Hispanic: 17%		13-21 years old: 0%	
Multi-Racial: 41%		Over 21: 0%	
Middle Eastern: 0%			
American Indian/Alaska Native: 0%			

- Total clients served in Epworth Early intervention Center Preschool Program 2017: 23

2017 Epworth Early Intervention Demographic Profile: Preschool Program			
Race/ethnicity	Gender	Age	Major Language Groups
Black/African American: 34.8%	Male: 60.9%	Under 5 years: 69.6%	English: 91.3%
White/Caucasian: 56.5%	Female: 39.1%	5-9 years old: 30.4%	Spanish : 8.7%
Hispanic: 8.7%			Other: 0%
Multi-Racial: 0%			
Middle Eastern: 0%			
American Indian/Alaska Native: 0%			

- Total clients served in Epworth Early intervention Center Home-Based Program 2017: 46

2017 Epworth Early Intervention Demographic Profile: Home-Based Program			
Race/ethnicity	Gender	Age	Major Language Groups
Black/African American: 47.8%	Male: 65.2%	Under 5: 78.3%	English: 93.5% (43 of 46)
White/Caucasian: 30.4%	Female: 34.8%	5-9 years old: 21.7%	Spanish : 4.3%
Hispanic: 10.9%			Other: 2.2%
Multi-Racial: 4.3%			
Middle Eastern: 0%			
American Indian/Alaska Native: 0%			
Unidentified 6.5%			

- Total clients served in Epworth Early intervention Center Respite Cooperative 2017: 7

2017 Epworth Early Intervention Demographic Profile: Respite Cooperative			
Race/ethnicity	Gender	Age	Major Language Groups
Black/African American: 42.85%	Male: 42.9%	Under 5: 14.3%	English: 85.7%
White/Caucasian: 42.85%	Female: 57.1%	5-9 years old: 85.7%	Spanish : 14.3%
Hispanic: 14.3%			Other: 0%
Multi-Racial: 0%			
Middle Eastern: 0%			
American Indian/Alaska Native: 0%			

- **Religious Affiliation:** Epworth does not track 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.

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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 Churches
 - More than 750 UM congregations across the state of SC supported Epworth financially during 2017, totaling donations in excess of \$2 million.
 - Epworth Alumni Association
 - 2018 marked the tenth year 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 \$250,000. 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 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. As of December 31, 2017 this group and its members have given Epworth more than \$150,000 in undesignated funding.
 - **Businesses:**
 - This is not a complete list, but rather a sampling of some key businesses who contribute to Epworth financially: Colonial Life Insurance, AFLAC, Wells Fargo, Building System Solutions, Blue Cross Blue Shield of South Carolina, Wall-Bruning Associates, JC Wilkie Construction, WW Kirven Farms and Palmetto Paper Tube, Smash Burger and Coldwell Banker.
 - **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, professionals just learning about Epworth, faithful Methodists who have given throughout their lifetime, and donors listing Epworth in their estate plans. In 2017, Epworth was faithfully supported by more than 7,000 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:**
 - Private:
 - In 2017, Epworth received several gifts from private and family foundations. Some of those included: Bonner Family Foundation, CG Fuller Foundation, Mary Elizabeth Avinger Charitable Foundation, DL

Scurry Foundation, McNaughton Family Foundation, Trinity Cathedral Vernon Fund and the Central Carolina Community Foundation.

- Government:
 - In 2017, Epworth received several grants from the following government entities: Richland County, South Carolina Attorney General Victims of Crime Advocacy and South Carolina Department of Education.
- Active Applications:
 - Google, Duke Endowment, and South Carolina Attorney General Victims of Crime Advocacy.
- **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 2017 was 95.
 - **Mentors:** 29 certified mentors in 2017, 23 clients were matched with a mentor.
 - 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:** 39 Cottage Partners served in 2017
 - 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.
 - **One-Time Activities:**
 - These volunteers are usually from businesses and other civic groups that enjoy planning one time campus events for the children.
- **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 therapy and life skills training to the mothers living in the Epworth Family Care Center.
 - Other regular partners include: Post-Trauma Resources, two private practitioners, and Firm Foundations to name a few.
 - **SC Department of Social Services (DSS):**
 - Epworth receives more than 75% of its residential and Epworth FCC residents through direct referrals from the SC DSS. Also, Foster Care receives 100% of its program referrals from DSS. SC DSS is also our licensing and contract partner.
 - **SC Department of Juvenile Justice (DJJ):** Epworth contracts with DJJ for referrals into the Independent Living program. All of the youth referred from DJJ are 18 years of age and older. The youth referred are evaluated on a case by case basis into the program.

- **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 a 12 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 invite our residents to their Vacation Bible School weeks during the summer. Our residents are often invited to Bible Study at local churches. 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, Dr. Humphries and Dr. Kevin Krebs see residents for medical appointments on a consistent and regular basis.
- **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
 - USC MSW Program
 - Goodwill Job Connections
- **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.
 - **Media Stations:** Cumulus Radio, WIS, WLTX, WOLO, WACH Fox57, State Newspaper and Free Times all promoted Epworth in 2017, specifically around Epworth's community engagement events, such as the Alumni Barbeque, Food Truck Rodeo and Friends of Epworth Gala. Outlets also provide opportunities to share news and updates on Epworth programing.
 - **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. Riggs Partners continues to provide considerable marketing and business planning support for the endeavor. Jeff Rehling, a professor at the Darla Moore's School of Business at USC, has assisted as well as attorneys from Nelson Mullins Riley and Scarborough and Adams and Reese. This work is all being done pro-bono. One hundred percent of profits are donated to Epworth Children's Home.

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 majority of referrals made to Epworth are clients in need of a higher level of care.

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.

As a component of our Performance and Quality Improvement, the organization mandates outcomes that are measured quarterly. The outcomes measured encompass all departments of the organization.

At a state level, the SC Department of Social Services (DSS) mandates that we track outcomes for safety, permanency, and well-being.

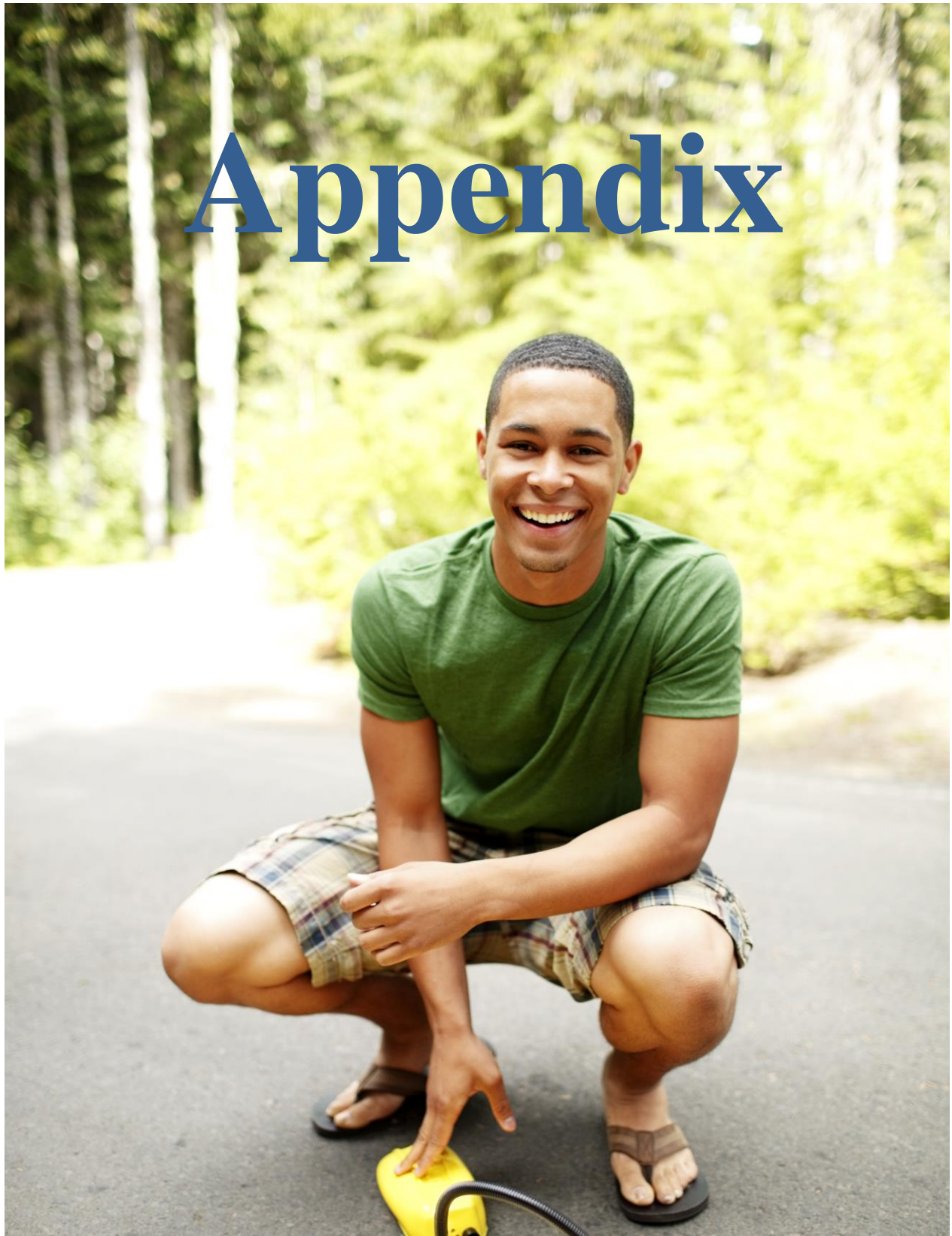
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Strategic Goals and Objectives

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

Goals	Objectives	Strategies for Achieving Goal
Expand the Missional Impact Beyond the Campus Boundaries	Develop capacity to offer related and effective program services to non-residential clients on and off campus, through the Institute of Child and Family Wellbeing.	Develop deeper relationships with the Local Church Representatives of the United Methodist Church to implement/increase our capacity to serve the needs of the community.
		Incorporate Evidence Based Practice Models into all Centers of the Institute.
	Establish and strengthen new partnerships that expand the reach for referrals and the development of effective comprehensive services.	Enroll and contract with new state agency partners such as Department of Health and Human Services and Department of Juvenile Justice.
	Advocate at the state and federal level for child protection services reform.	Participate in State Policy and Advisory Committees.
Financial Stability to Operate Independently of Single Source of Funding	Strengthen, deepen and expand relationships with the SC Annual Conference of the United Methodist Church.	Implement and carry out the “Every Child is a Miracle Campaign” for funding the Institute of Child and Family Wellbeing.
	Expand Epworth’s financial and volunteer support base within the local and wider communities.	Continue Epworth’s fundraising efforts through our internal development team and the Friends of Epworth.
	Increase the value of the endowment.	Investments to raise the value of the endowment will be determined by the Financial Committee.
Superior Residential Child Care Ministry	Continue to recognize residential group care as a core ministry of Epworth Children’s Home.	Continue to train and equip staff on our Program Model (C.A.R.E.) and Evidence Based Active Parenting Model for all residents in program.
	Ensure the highest standard of care by employing a nurturing and highly qualified staff.	Measure and track outcomes through the PQI department.
	Provide individualized comprehensive care to every client.	Individualized Care is driven by the resident’s Comprehensive Care Plan (CCP) and progress is monitored through the monthly summary.
	Maintain Epworth’s position as a leader in child care in South Carolina and beyond.	Continue to track DSS Outcome Results.

Appendix



Description of Strategic Planning Process

The Board of Trustees of Epworth Children's Home is responsible for Strategic Planning, in conjunction with the President/CEO and Epworth Leadership. The Epworth Strategic Plan is the result of an ongoing process which is formally updated on four-year cycle and drives the development of Epworth's Performance and Quality Improvement Plan.

Short Term Planning

The Leadership Team is tasked with the responsibility to support the President/CEO, in conjunction with the Board of Trustees, in annual short term planning. Leadership creates and implements Epworth's Annual Punch List which drives initiatives for all areas and delegates responsibilities to designated staff.

SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis

Strengths are continually assessed to maintain identified high quality services and organizational performance. The areas identified as weaknesses and opportunities are monitored continuously. The PQI reporter for each area conducts a SWOT Analysis annually. The PQI Team, which includes Epworth Leadership, identifies one weakness and one opportunity for each area on which to focus during the coming year. A quarterly progress report is provided for each area during the quarterly PQI meeting. If the identified weakness and/or opportunity is resolved by the team, a replacement item will be identified so that progress toward excellence is continuing. This process may be repeated as many times as necessary to ensure that continued progress is being made. A follow-up space is included on the original annual SWOT document in order to track progress. Identified threats are continually assessed to limit exposure to external risk to ensure that we are proactive rather than reactive.

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Technological Overview

A contract was signed with an IT firm to assist with a “technological health assessment” of our servers and backup procedures. In 2016, Epworth upgraded to an Image Server. In addition, Epworth signed a contract with the IT firm to monitor two 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.

In 2016, we added an emergency text alert system for staff to receive emergency alerts such as “intruder on campus” and “evacuation required.” All staff emails are still sent immediately as well, but the text alert system allows for an additional layer of communication.

We continue to evaluate the possible options for networking the entire campus without running lines underground. The quotes for underground wiring are in excess of \$150,000.

Financial Edge from BlackBaud is used to maintain all of Epworth financial data and some fundamental personnel information. The Vice President for Finance is the primary system administrator, with only the business office personnel having access, as necessary. BlackBaud hosts all information off site on their secure server.

Raiser’s Edge from BlackBaud is used to maintain all donor and volunteer giving and personal information, as provided by the donor/volunteer. The Vice President for Development is the primary administrator, with the Data Entry Specialist being the primary user. Only members of the Development Office and Business Office have access to this system and restrictions apply based on job description. BlackBaud hosts all information off site on their secure server.

KaleidaCare is used to maintain electronic case management of all clients. It allows for all parties involved in a client’s service planning, to have up-to-date and comprehensive information quickly. This information is hosted securely off-site for Epworth by KaleidaCare. The Executive Vice President for Residential Services serves as the system administrator and primary trainer.

In 2017, based upon feedback from the staff and resident surveys, and staff and resident input, Leadership began to look at the needs on campus for residents to have improved access to technology and WiFi. A “technology access assessment” was completed in early 2018 by Epworth’s IT contractor and suggestions were made for providing safe and secure Internet access to residents. Through grant funding, equipment was purchased that will allow for the campus to have secure access as well as controlled WiFi in each cottage for residents to utilize to complete academic assignments, life skills and job searches. In addition, the final area of improvement includes the addition of the campus Internet Café which will provide a location for residents and staff to have access to the Internet and technology both in the evenings and on the weekends. In addition to the space, part-time staff will be available in the Internet Café to provide counseling and academic and technological support.

Since opening our first program on the Trenholm Campus we discovered that the existing camera equipment is inoperable. It is our goal to install cameras in the Independent Living Building and phase in other areas on the campus in the near future.

Epworth continues to assess the technology needs of its programs, to ensure that any barriers are addressed.

Staff Satisfaction Survey Overview

The Annual Staff Survey is completed in two parts; Part I is written, and Part II is verbal. The survey provides Epworth Leadership with the knowledge necessary to build positive employee relations and a work environment that promotes high quality, best practice methods in the pursuit of excellence in delivering service to clients. This survey was developed internally, so it is not standardized and is not required by a contract or funding source

Part one is a written survey that is aimed toward understanding staff's views on seven key areas: their job, their supervisor, the work environment, Epworth Leadership, campus culture and climate, the training and development offered on campus, and the pay and benefits provided. It also includes an overall satisfaction statement.

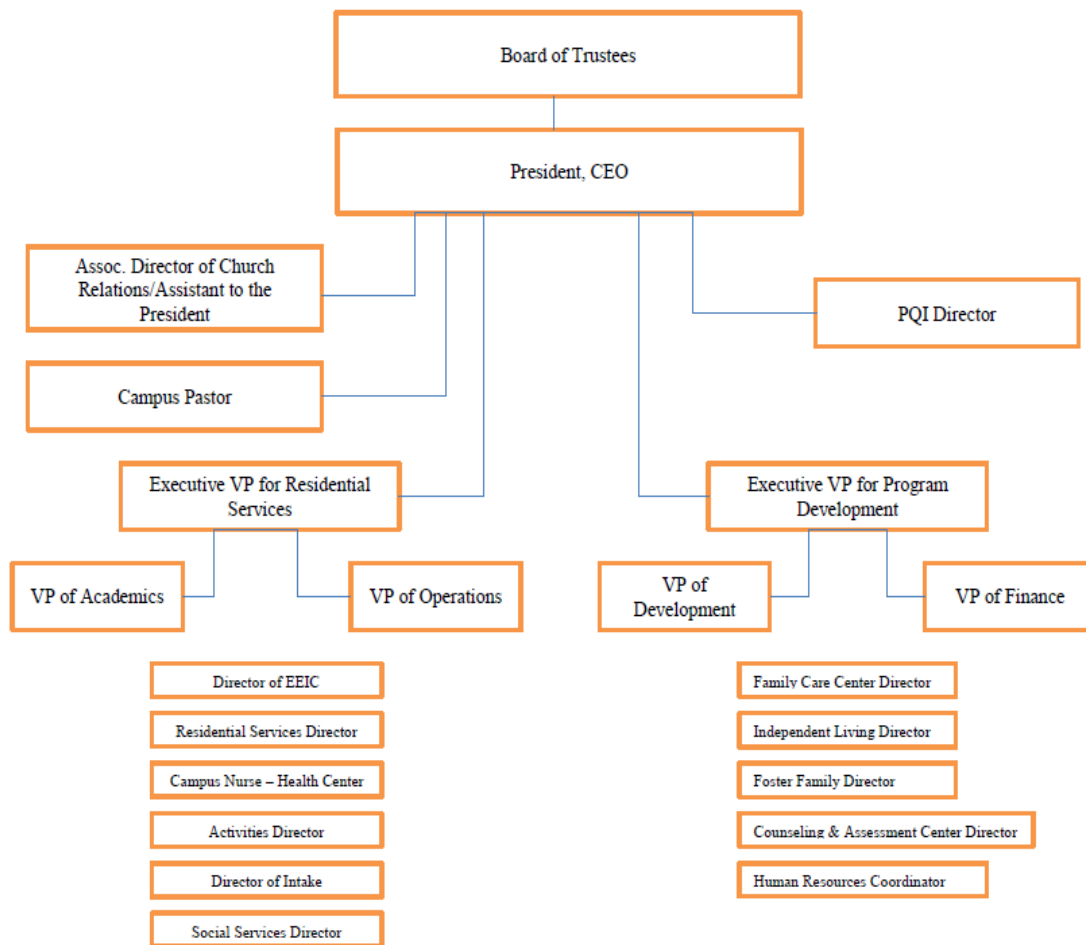
The second part of the Annual Staff Survey consists of a PQI meeting facilitated by the President/CEO and the PQI Director. These meetings are held in small groups to share the results of Part I of the Annual Staff Satisfaction and Engagement Survey, and allows an opportunity for ongoing dialogue for improvement including the discussion of the agency's strengths and areas for improvement. Feedback from the meetings is included in the PQI process with formal review by the Leadership Team prior to review by the PQI Team during regularly scheduled meetings.

Conversation during the staff survey and the follow-up meetings indicate that Epworth's employees are passionate about the mission and vision of Epworth and consider Epworth a great place to work. Staff recognize that Epworth makes a difference by providing a safe and nurturing environment and provides opportunities for growth that allow residents to have positive life experiences. Pay and benefits, Wednesday staff trainings that are available to all employees, and magical Christmases shared by staff and residents are cited as core strengths. Epworth employees embrace the organization's positive reputation in the community, the engagement and support of the United Methodist Church, the fact that Epworth has maintained a high level of service to its clients even though DSS funding dropped significantly, the ability to voice ideas and concerns and make suggestions, and the development of the ice cream project are all ways that Epworth continues to pursue excellence.

When areas for improvement are identified, those are addressed through the PQI process which includes extensive communication channels through Leadership, Program Directors, Administrative Staff and Program Staff to ensure that the Epworth community is updated as to the steps that are taken to address concerns. When there are not formal, functional solutions that Epworth can take to address concerns, Leadership provides explanations of the barriers that exist.

In the many years since Epworth implemented the Annual Staff Satisfaction and Engagement Survey, there has been increased engagement that leads to positive outcomes in Epworth's strives toward excellence.

Organizational Chart



The full organizational chart is accessible through our Human Resources Department and is included in the Staff Manual and the Board of Trustees Manual.

Board of Trustees Membership Profile - 2018-2019

<p>The Rev. Debra Armstrong – 2012 1723 Malden Drive Florence, SC 29505 daarmstrong@umcsc.org 843-253-3132 (cell) 843-799-1268 (home) 843-669-3134 (office)</p>	<p>The Rev. Daniel Burbage - 2014 29 Coventry Court Bluffton, SC 29910 revburbage@gmail.com 803-479-2671 (cell) 843-785-4711 (office)</p>	<p>Thomas Buxton - 2018 207 Ascot Ridge Rd. Irmo, SC 29063 tbuxton@sc.rr.com 803-238-0618 (cell) 803-771-2353 (office)</p>
<p>The Rev. Ernest Etheredge – 2016 239 Brookwood Forest Dr. Blythewood, SC 29016 ecetheredge@umcsc.org 803-465-1665 (cell) 803-834-4751 (home)</p>	<p>The Rev. James Friday - 2014 21 Faversham Court Columbia, SC 29229 jlfriday@umcsc.org 864-238-8102 (cell) 803-754-1760 (office)</p>	<p>Vic Hannon – 2012 6 Wildewood Crest Ct. Columbia, SC 29223 vhannon@twc.com 803-427-5658 (cell) 803-661-6247 (home)</p>
<p>The Rev. Michael Henderson – 2012 1300 Second Loop Rd. Florence, SC 29505 mbh05281953@gmail.com 843-624-1362 (cell) 843-662-1233 (office)</p>	<p>Pat Hudson - 2018 413 Old Course Loop Blythewood, SC 29016 jpathudson@bellsouth.net 803-360-9033</p>	<p>The Rev. Kathy James - 2018 4908 Colonial Dr. Columbia, SC 29203 kljames@umcsc.org 803-604-6220 (cell) 803-786-9486 (office)</p>
<p>Tara Jeffords - 2016 3132 Rutledge Manor Dr. Florence, SC 29501 tara.jeffords@baml.com 843-260-2466 (cell) 843-679-0680 (home) 843-443-6281 (office)</p>	<p>Charlotte Jones – 2016 1968 Long Creek Rd. Wadmalaw Island, SC 29487 Charlotte@fishbaitmarketing.com 843-270-7409 (cell)</p>	<p>The Rev. Smoke Kanipe – 2016 3407 Devine St. Columbia, SC 29205 skanipe@shandon-umc.org 864-978-8134 (cell) 803-851-5199 (home) 803-256-8383 (office)</p>
<p>The Rev. Dickie Knight - 2016 PO Box 118 Aynor, SC 29511 rhknight@umcsc.org 803-361-9322 (cell)</p>	<p>Mrs. Laurie Matthews – 2017 120 Seton Circle N. Augusta, SC 29841 matthews_laurie@att.net 803-507-1263 (cell)</p>	<p>Mr. David Murphy – 2017 1200 Colonial Life Boulevard Columbia, SC 29210 dmurphy@coloniallife.com 803-497-6431 (cell) 803-678-2422 (office)</p>
<p>The Rev. Angela Nelson – 2015 2 Chelmsford Ct Columbia, SC 29229 arfnelson@umcsc.org 864-787-4633 (cell)</p>	<p>Mrs. Cindy Nord – 2017 PO Box 989 Blythewood, SC 29016 cindynord@att.net cncorp@att.net 803-920-1209 (cell)</p>	<p>John Pate – 2016 19 Upper Pond Rd. Columbia, SC 29223 patejag@gmail.com 803-788-9368 (home) 803-920-4434 (cell)</p>
<p>Katrina Patton - 2018 117 Colleton Ave. Summerville, SC 29483 katrinapatton@msn.com 843-851-9293 (home) 843-813-4903 (cell)</p>	<p>The Rev. Jerry Temple – 2011 21 Steadman Way Greer, SC 29650 jer.temple@gmail.com 864-313-1314 (cell)</p>	<p>Terry Tysinger - 2018 22 Cottage Lane Taylors, SC 29687 tysingert@bellsouth.net 864-505-2526</p>

Financial Plan

Epworth Children's Home has a long established financial planning model it relies on to support and promote long-term financial sustainability. The model is driven by the Vice President for Finance in conjunction with Epworth's executive officers under the guidance of the Finance Committee of the Board of Trustees.

Financial Budgeting Process: The Vice President for Finance leads the annual budgeting process. The expectation is that annual budget goals will be in line with both short term and long term strategic goals while operating within its means on an annual basis. Although sometimes necessary in the short run, the expectation of the Board of Trustees is that Epworth does not operate at an overall budget deficit. Operating revenues from fee-for-service arrangements, annual charitable giving and government and private grants are estimated for the year based on all current and historical knowledge. The Board of Trustees allows the management team to use up to 5% of the three year average of its endowment balance to support operations as well. Total expenses are budgeted to ensure they stay within budgeted revenues. This collaboration produces a proposed annual budget that is presented to the Finance Committee for its review and modification, if required. The Finance Committee will present the proposed annual budget to full Board of Trustees with its recommendation for its approval. Once approved, the annual operating budget will be implemented the following calendar year and all financial reporting will be measured against these Board of Trustees approved standards with variations noted and explained.

Financial Management: The Vice President for Finance leads a team responsible for all day to day financial transactions for Epworth. This team performs all payroll, accounts payable, accounts receivable and general accounting functions. They also perform all monthly and annual reconciliations and quarterly and annual tax filings in accordance with generally accepted financial principles in the United States. Epworth's investments funds are managed professionally by third party investment advisors. Epworth undergoes a full financial audit by independent auditors on an annual basis with results reported directly to the Audit Committee of the Board of Trustees.

Financial Reporting: Reporting of financial and other performance results is done monthly to the executive officer(s) of Epworth to ensure it is in line with budgeted goals. Epworth's CEO will forward relevant information to the Finance Committee of the Board of Trustee as appropriate on a monthly basis. Quarterly, the Vice President for Finance meets with the Finance Committee and the full Board of Trustees to report and review all financial and performance data for the previous quarter and also explains any deviations from budgeted goals. The Finance Committee also annually meets with and reviews the performance of its third party investment advisors. Epworth's Finance Committee reviews its annual tax return and ensures all trustees receive a copy prior to filing with the Internal Revenue Service.

Human Resource Plan

The 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 are 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, being 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 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, Indeed, Annual Conference, Job Fairs on or off campus, Board of Ordained Ministry Committee on Recruitment and Enlistment
 - Positions are posted internally through e-mail and 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."

Referral Bonus Program: An employee referral bonus program is in place 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 provisional 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 of New Employees Process

- Application or Resume is received.
- Human Resource Coordinator reviews the application and determines if applicant meets qualifications for further consideration.
- Interview scheduled with appropriate leadership
 - Face to Face (***Initial Interview Questionnaire***)
 - If they do not meet the criterion for further consideration, the selection process ends for that individual.
 - A writing sample is collected for specific positions.
 - Psychological assessments may be administered beginning January 2019 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 appropriate credentialed staff.
 - A second interview may be required for certain positions. If a second interview is required, the Second Interview Questionnaire used.
 - For internal applicants an internal interview questionnaire is used.

Pre-Employment Checks Process

- All background checks, TB Test, Drug Screenings, Department of Motor Vehicle Checks, and References, must be completed if the person has been selected

Orientation Process

- Orientation Packet #1 with Human Resources Coordinator.
- Orientation Packet #2 with EVP for Residential Services.

Retention Strategy

- **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.
- **New Hire Appreciation Bonus**
 - \$100 upon passing the provisional period and being offered full-time employment
 - As approved by the Board annually for those scoring 3.0 or higher on their performance evaluation.
- **Merit Based Raises and Bonuses**
 - As approved by the Board annually for those scoring 3.0 or higher on their performance evaluation.
- **Years of Service Appreciation Gift**
 - \$100 appreciation bonus at each five year anniversary, an anniversary pin and a certificate of service.

Risk Management Plan

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.

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 Performance and Quality Improvement Team, which includes all members of the Leadership team. Several of the targets address external risk management. For example, Epworth maintains a target each year that our audit will result in an unmodified opinion of financial statements.

Quarterly, the Board of Trustees receives a PQI Scorecard of all risk prevention and management targets, a Buildings and Grounds List, and a Dash Board Report for review. Action steps to address identified risk management concerns are recorded in the Board of Trustees Meeting Minute.

Areas of Internal Risk Management	Areas of External Risk Management
<ul style="list-style-type: none">• Facility safety for staff and residents• Medication administration• Critical incidents• Gift processing – protecting data• Staff corrective actions and turnover• Personnel and client records (hard copy)• Resident safety through hiring and training practices	<ul style="list-style-type: none">• 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

This is the end of the Epworth Children's Home 2018-2022 Strategic Plan