

ACHIEVEMENT REPORT 2003



MHCO

THE MASONIC HOME FOR
CHILDREN AT OXFORD
Growing hearts together™

REALIZING THE FUTURE



The Masonic Home for Children at Oxford

Administrator's Report

NOVEMBER 1, 2003

Brother Douglas M. McConnell becomes the 13th Administrator of The Masonic Home for Children at Oxford.

LOOKING BACK AND REACHING FORWARD



DOUGLAS M. MCCONNELL

The Masonic Home for Children at Oxford has been serving children in need for over 130 years. During that time, nearly 8,000 children have lived in the Home, many of them for most of their childhood.

Our history is a long proud one and stories of success from past residents abound. At one point in our history the Agency served as many as 420 children at the same time, all of whom lived here, went to school here, and worked in vocational education and training programs here. The Home served as a self-contained city for these youth and the adults who lived with them.

Today, many changes are occurring. The number of children being cared for are certainly fewer and the number of staff required to care for them is higher. The quality of care for children and their families is greatly improved from the days when donations were low and the number of children was high. The direct care staff employed now work as a married couple and provide children with a role model that demonstrates that couples can live together without violence and without abuse.

Today's staff are better educated and more highly trained, and efforts are currently underway to have all of our Child Care Workers obtain national certification as Professional Child Care Workers by the end of 2004.

New policies and new procedures have been adopted during the past year and the staff have undertaken the task of implementing a new Program Model that is more effective, less punitive and more

natural. This model helps staff instill a sense of self-discipline in the children and youth and allows them to develop a sense of responsibility and less reliance on others for their own personal success in life.

Another goal of this year is for The Masonic Home for Children at Oxford to become accredited by the Council on Accreditation of Services to Children and Families. This national endorsement raises the standard of care for children and the level of professionalism of the staff and ensures that "best practices" are being employed in all areas of governance and management. National accreditation, associations with national and international child welfare service agencies and a long-range plan that is aggressive and energetic all point to an organization that is positive, proactive and on the move.

We accomplish these minor miracles through the hard work of our Board, our management and our staff, but also through the kindness and generosity of our donors. The continued financial assistance from the Lodges, the Shrine, the Scottish and York Rite bodies, churches, businesses, and from individuals keeps us operating through thick and thin and allows this Home to be one of the best places for children who can not live at their own homes with their own families.

These are exciting times at The Masonic Home for Children at Oxford for our children, their families and for our staff. As we reach forward into the next year, we can also look back at what has been accom-

plished over the past 130 years, and together, make the future even brighter than the past.



Fundraising Report

*Total cash received in donations total \$1 million, three months into 2003.
MHCO would finish 2003 with over \$2.8 million in cash donations.*

APRIL 9, 2003



CHRIS RICHARDSON

The economy for the year 2003 presented challenges to our Home and our supporters — quite simply, it was a tough time for those who wanted to contribute to the lives of our children. Despite this, The Masonic Home for Children at Oxford recorded a sizable number of contributions.

Driven by the Vision for the Children Capital Campaign and supported by the dedicated efforts of our sponsoring Masons, our Home received two hundred and sixty-six (266) gifts over \$1,000. The life blood and future of our Home is dependent upon our supporters channeling their support through planned giving. Twenty-seven (27) legacy gifts to MHCO equaled \$904,662.27 for the children. This trend must continue for our Home to not only grow, but survive. I continue to stress the importance of planned gifts to our supporters and how these gifts can not only benefit our Home and our children, but how they can provide for their families and help ensure that the future needs of their own families are taken care of.

For three years, MHCO has offered a Lodge Letter Program — a program which assists Lodges in reaching their members through mailed letters and through a personal request from the Lodge Master, securing donations for our Masonic Charities. In 2003, 15 Lodges participated in the program — netting over \$20,000 in donations for our Home on behalf of each.

VISION CAMPAIGN

On July 2, 2003, 47 children moved into their new homes at MHCO. This was the final stage of our Vision for the Children Building Project. And while the project is complete, with our children enjoying these beautiful homes, our campaign to raise

money for these homes continues. \$3.5 million of our \$7 million goal has been pledged or received. We kindly ask you to consider this project and how it benefits the lives of children here today and those yet to need our Home. Donate a brick paver in honor or memory of a family member or loved one. Over 125 friends have placed a brick in our donor recognition plaza netting over \$59,000 for our Vision Fundraising Campaign. We need this number and the number of supporters to continue to grow to meet our goal.

On November 15, 2003, with the assistance of the Grand Master of Masons in North Carolina, MHCO dedicated our seven new homes. The gray skies couldn't dampen the joy and excitement of over 250 friends in attendance. As part of this historic event, MHCO named four of the seven homes honoring four major donors of our Vision Fundraising Campaign.

HAVEN BUILDERS 2003

Master Mason Cottage: Given by the North Carolina Masonic Foundation, 2003 President, Charles E. Scott, 33°

Alumni Cottage: A pledged gift from the Alumni of The Masonic Home for Children at Oxford; 2003 President Hiram Webb, Class of 1965

Temple Cottage: In memory of Brother James P. Temple of Selma, North Carolina and in honor of his wife, Grace Temple, through Brother Harry Greene, Selma, NC

Jeannie C. Eller: Named in honor of Jeannie C. Eller, devoted Eastern Star member and friend of the children, by her husband, Brother Thomas O. Eller

REALIZING THE VISION PHASE I



Track the progress of our Vision Campaign fundraising, Phase I.
With your help, our Vision will be realized for the children.

Finance Report

FROM JANUARY 2003

The Masonic Home for Children at Oxford experienced an upswing in revenues in 2003 after two down years.



ALLEN HUGHES

Improvement in the economy gave a boost to our investments and also had a positive impact on donations. Operating expenses were \$554,000 less than 2002 as a result of the consolidation of functions and a reduction of support staff. We recently

completed reorganization, are implementing further reduction in force, and anticipate another significant decrease in operating costs in 2004.

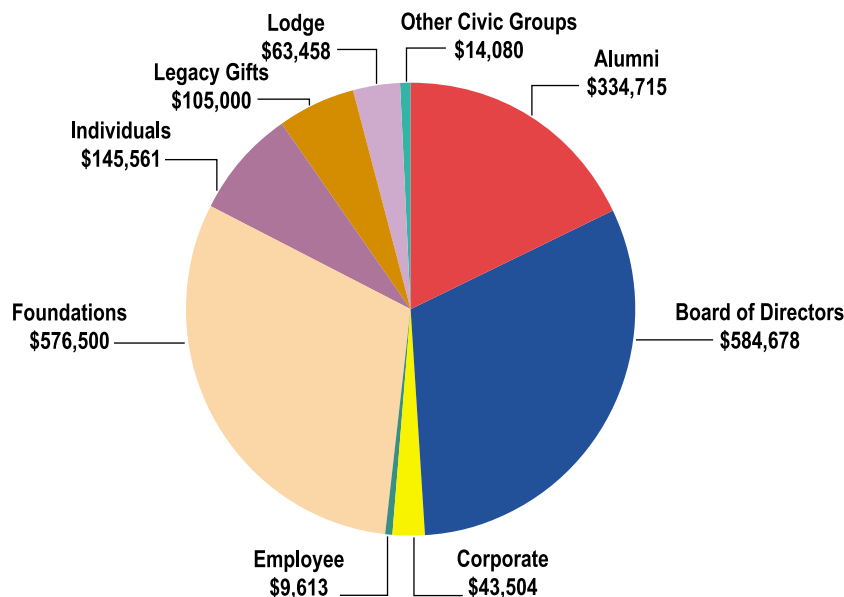
Construction of seven new single-story homes was completed and children moved into them in July 2003. We are upgrading three of the older homes to meet state license requirements and to enhance program improvements. Further upgrade of campus facilities will be completed, as necessary, to ensure the safety of the children and staff.

We have achieved approximately half of our goal for the Vision Campaign and are encouraged by the prospects for 2004.

The mission and operations of the on-campus School of Graphic Arts are being re-evaluated. The focus for years has been on vocational training for the children, goodwill printing for local community support agencies, and discounted services for Masonic organizations and activities. Costs of operating the School of Graphic Arts have exceeded revenues significantly in recent years.

The Masonic Home for Children at Oxford has been able to care for thousands of children in need during her 131-year history primarily through donations of Masonic organizations, individuals and the general public. We strive to be good stewards of all assets entrusted to the Home, with the goal of efficiency of operations for maximum benefit to the children. We gratefully appreciate each contribution, regardless of the amount, and value each donor. We depend on you to help sustain the programs for our children.

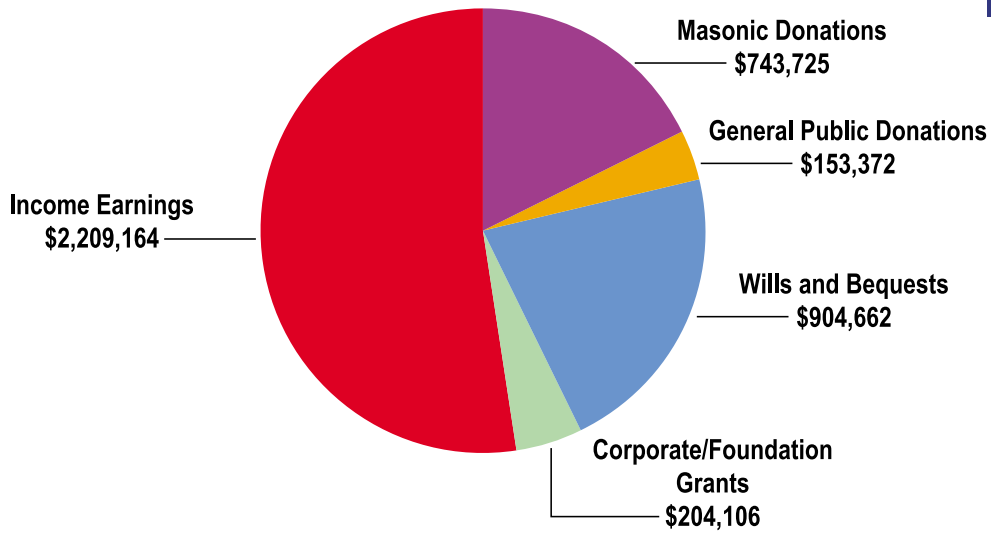
VISION FOR THE CHILDREN RECEIVED GIFTS THROUGH JANUARY 2004



THE MASONIC HOME FOR CHILDREN

REVENUE 2003

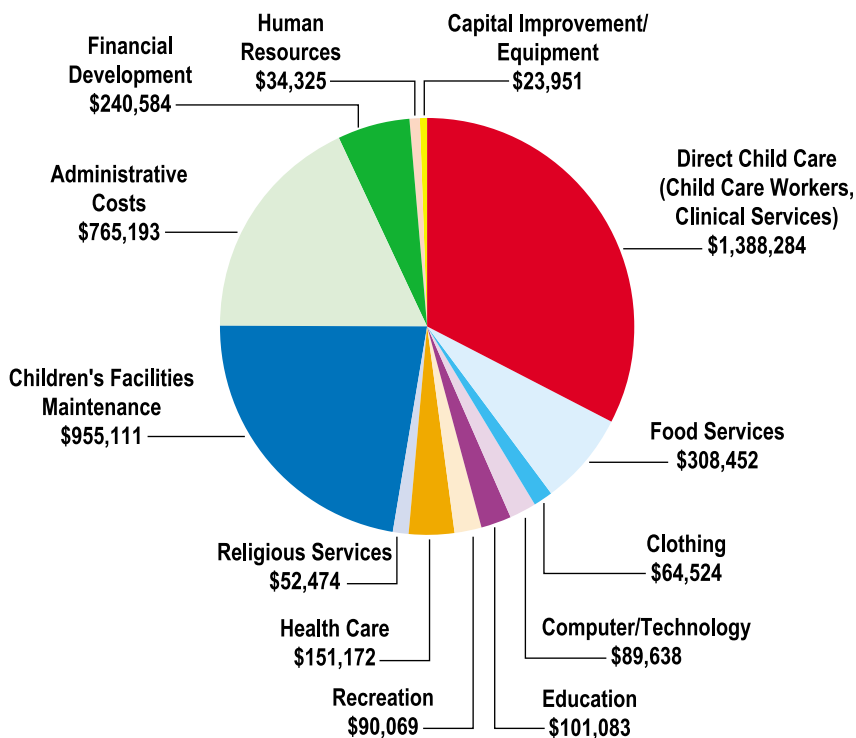
TO JANUARY 2004



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THE MASONIC HOME FOR CHILDREN

EXPENDITURES 2003



Program Services

JULY 2, 2003

The Masonic Home for Children at Oxford enters its second year of licensed childcare from the State of North Carolina, Health and Human Services Department.

At the heart of any successful venture is the program or “blueprint” that directs those persons involved and monitors continuous quality improvement. Standards and measurable outcomes allow the program to continuously improve and grow, serving the needs of its clients.

Our Agency’s overall mission is to provide for the daily and long-term needs of our children,



whatever they may be. Caring for children means having the highest quality programs and staff to implement those programs, not only to be the best today, but to continue to be the best. We are constantly working to meet the ever changing needs of today’s child while making our daily priority the best care for every child, every moment.

Program Overview

Total Number of Admissions: 37

YEAR — 2003

Total Days of Care: 28,219

Average Number of Children Per Day: 77.3

- 28 Person Direct Child Care Staff (Child Care Workers) = 96 years of residential childcare experience
- 22 hours of pre-service and orientation training for Child Care Workers
- 80 hours of in-service, classroom training for Child Care Workers
- Served 108 children in public school grades K-12, with an average GPA = 82.6
- May 2003, graduation of eight high school seniors, bringing total number of college students at MHCO to eleven



The Masonic Home for Children at Oxford pays the tuition and living expenses of graduating seniors at The University of North Carolina at Chapel Hill, East Carolina University, The University of North Carolina at Wilmington, Meredith College, Barton College, and Vance-Granville Community College.

Through constant generous contributions, MHCO provides for their children who attend any public or private university or college in the State of North Carolina, further strengthening its commitment to provide for and prepare children for life as adults.

Board of Directors' Report

NOVEMBER 15, 2003

Under the direction of Grand Master Charles A. Lewis, Jr., The Masonic Home for Children dedicates seven new homes; the first construction project at MHCO in over 30 years.

With the great honor and privilege of serving as Grand Master of North Carolina come many challenges. To lead an organization, one must not only look to the future, but remember the past and learn from it. I took great pride in participating in the November 15, 2003 dedication ceremony at MHCO. Not only for the new homes that were blessed, but for the children that would reside in those homes, for years to come. Our Vision Building Project, our commitment to the future, will provide for thousands of children and will further strengthen a cherished history. Our future as a children's home and the futures of our children depend upon three factors:

- the consistent support of those who have contributed to our Home in the past
- the encouraging support of new friends and new donors, and
- the ability for all those involved in our Home to focus on our true mission, no matter the length of time, amount of money, or amount of effort; to give children the best care and a high quality of life through their support.

Two-thousand and three was an exciting year for our Home. As Grand Master in 2004, I would ask that you join me in making 2004 an even better year. Our Home's success is a direct result of your support and involvement. In the center of this annual report you will find an envelope. With this envelope, your support will directly affect the future of this Home and the lives of these children. I pledge my commitment to the growth and success of these children, and I would respectfully ask you to do the same, for this Home, their lives, and the bright futures we can make, together.



LEONARD Y. SAFRIT, JR.

With warmest regards,

Leonard Y. Safrit, Jr.

Grand Master of Masons in North Carolina, 2004

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THE MASONIC HOME FOR CHILDREN AT OXFORD BOARD OF DIRECTORS, 2004

Leonard Y. Safrit, Jr., *Grand Master of Masons in North Carolina;*
Board Chairperson 2004, Beaufort, NC

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W. Berry Rigdon, Waynesville, NC (*Observer*) • **Dan C. Rice**, Elon College, NC

James A. Wiley, New Bern, NC • **Larry S. Newell**, Elizabeth City, NC

Roger L. Meadows, Manteo, NC • **Tommy O. Eller**, Salisbury, NC

R. Thomas Dooley, Jr., Charlotte, NC • **Joseph K. Transou**, Winston-Salem, NC

Ronald D. Graves, Hampstead, NC • **A.G. Cobb, Jr.**, Louisburg, NC

Honorable Elaine Marshal, Raleigh, NC (*Advisor*) • **Anna Troutman**, Raleigh, NC (*Advisor*)