

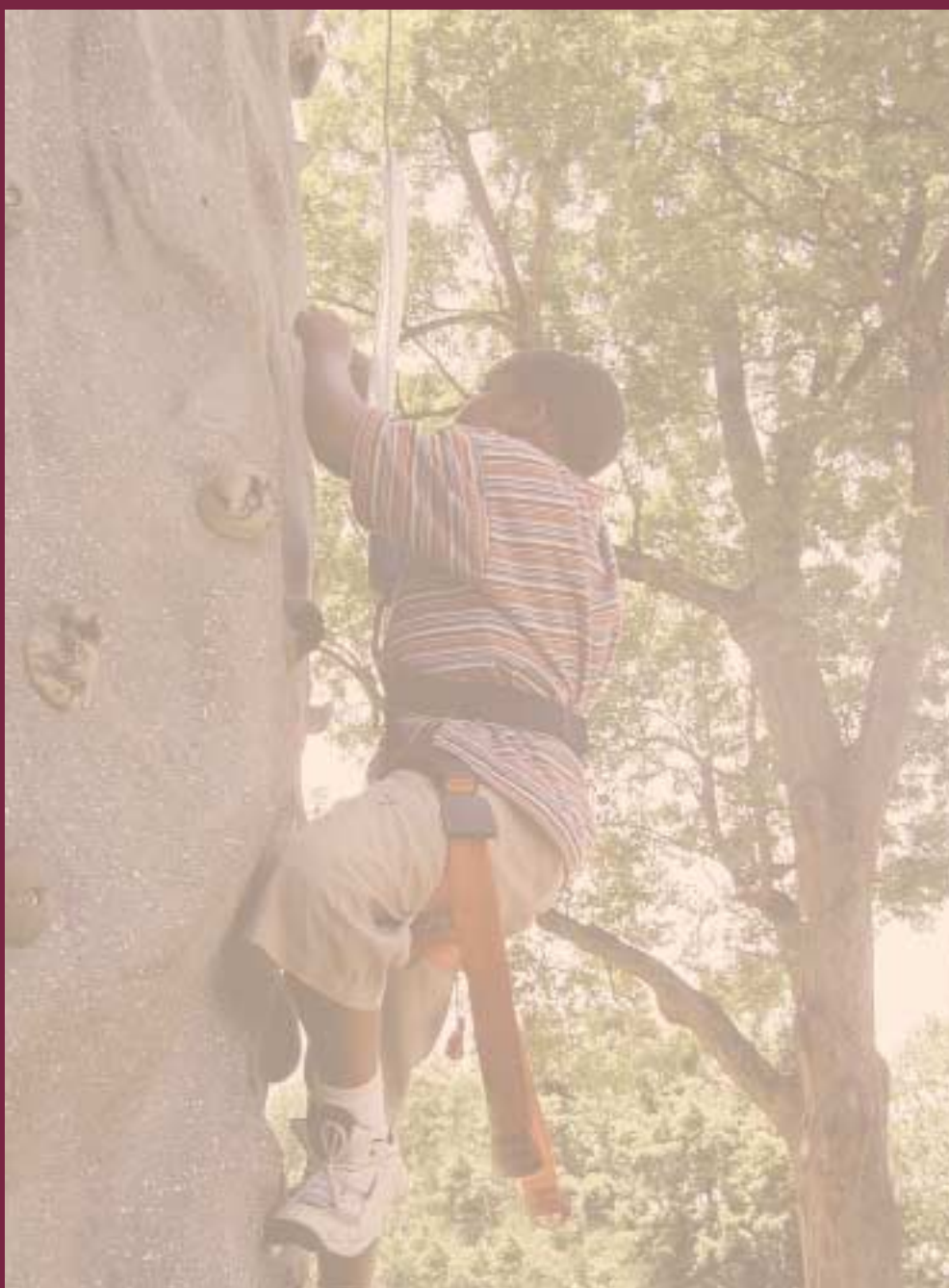
*The  
Masonic  
Home  
for  
Children  
at Oxford*

*Serving the needs  
of children and families  
since 1873.*

COVER PHOTO BY  
MICHELLE FRADY

**ACHIEVEMENT  
REPORT**

**2004**



# ADMINISTRATOR'S COMMENTS



**DOUGLAS M. McCONNELL**  
ADMINISTRATOR

It is time once again to reflect on the past year, 2004, at The Masonic Home for Children at Oxford and to see how well we met our long and short term goals and objectives. Certainly a lot has transpired at our Home and many changes have been made. However, even with all of the change and revision, one thing has remained the same; we still provide a great place for children who need to be placed outside of their natural homes and families. One of the more significant efforts over 2004 has been our preparation for accreditation and bringing this Home into line with nationally recognized "best practices" in our field. In 2003 our Board of Directors set a goal of receiving national accreditation from the Council on Accreditation of Services to Children and Families (COA) within three years. Today we are well on our way to achieving that goal.

COA accreditation is a comprehensive process by which an organization goes through a thorough self-study and on-site review by trained peer reviewers in order to achieve the highest recognition for delivering quality child and family services, community support and education services that comply with nationally recognized standards of best practice. Accreditation is a statement to the communities we serve and to our funders that our organization has complied with nationally recognized standards of best practice. It is often compared with the "Good Housekeeping Seal of Approval."

Accreditation, along with licensure, helps us to ensure that what we offer children and families-in-need is the very best possible care and services. Our Home has professional affiliations with such esteemed organizations as the Child Welfare League of America, the Alliance for Children and Families, Association for Child and Youth Care Practice, Inc., Children and Family Services Association - North Carolina (CFSA-NC), Southeastern Group Child Care Association, North Carolina Center for Nonprofits, Prevent Child Abuse North Carolina and Masonic Homes Executives Associations of North America. Yet, there is no other partnership more important than the one we have with our donors and constituents and this annual report is dedicated to you in grateful appreciation for your help in making The Masonic Home for Children at Oxford a great place to be a kid.

## THE MASONIC HOME FOR CHILDREN AT OXFORD MISSION

To assist families in-need by providing a safe home-like setting for children until they can be reunited with family or achieve independence. We fulfill this mission through:

- ❖ *Quality residential care to include institutional foster care;*
- ❖ *Parent education and counseling;*
- ❖ *Social skill development for children and families;*
- ❖ *Spiritual development for children and families;*
- ❖ *Academic development and achievement for children;*
- ❖ *Assistance for the advancement of higher education for client children and former child clients of the residential program to include both academics and vocational schooling;*
- ❖ *Community education and child and family advocacy;*
- ❖ *Family reintegration and assistance with permanency planning;*
- ❖ *Promotion of independent living education for youth, and*
- ❖ *After-care and follow-up services.*



# CHAIRMAN OF THE BOARD COMMENTS

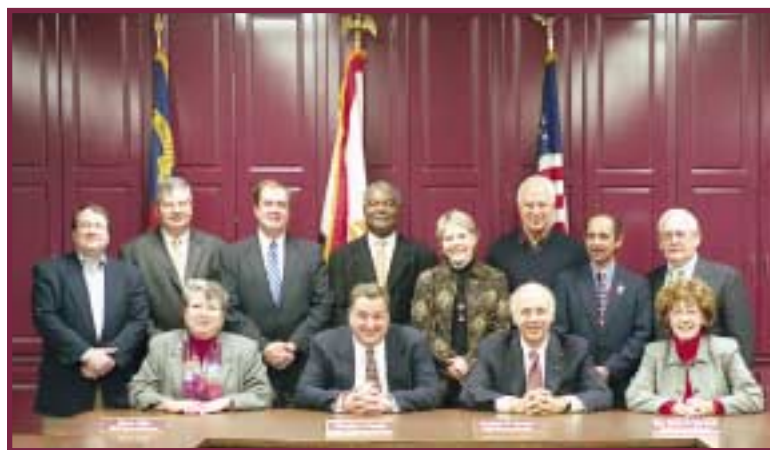
Each time that I arrive on the campus at MHCO, I make a special point to drive slowly around the circle under the beautiful trees. I can't help but think of all of the wonderful events that have happened at our home since these trees were saplings. Just like these magnificent oaks, our home has weathered a few storms, drought, disease, and even vandalism. However, the times of warming sunshine, gentle rain, and fertile ground have far outweighed any of the destructive events.

From time to time our home, just like the trees, needs proper care. Frequently, our trees need pruning, which temporarily causes them to look bare and ugly. However, after a short while the branches and leaves return and the tree is stronger and more vibrant than before. Recently, our home has gone through such a pruning phase. While at the time the pruning may have seemed harsh and our home may not have been as attractive, it is now beginning to flourish and grow.

Our home has solid roots and is flourishing with a new vigor that is refreshing to all. Our staff is constantly improving the quality of child care through training and certification programs. The challenges of properly caring for children in the 21st century may seem daunting; but, they are being met head on each day with a caring and compassionate staff.

Our home has always prepared and provided for children who wanted to attend college after leaving our care. For those who chose not to attend college, our offerings were limited. Plans are underway now for an independent living program for our children who graduate from high school. This program includes vocational training in one of three areas that are currently in high demand in the workplace. This program will ensure that when our children leave our care, they are productive citizens that we can all be proud of.

As we grow and provide for our children, we need your financial support. The Mason's of North Carolina, our corporate and individual friends have provided for many of our needs. However, there are still many needs that are left unfulfilled. Please remember us in your charitable giving.



MHCO BOARD OF DIRECTORS: DOUGLAS L. CAUDLE, CHAIRMAN OF THE BOARD — 2005; JOSEPH ADEGBOYEGA; ARNOLD G. COBB, JR.; HELEN COLLIE; R. THOMAS DOOLEY, JR.; THOMAS O. ELLER; RONALD D. GRAVES; HOLLY C. HAFFER; GENE T. JERNIGAN; HON. ELAINE F. MARSHALL; FRANCISCO ORTIZ; GRAHAM W. PERVIER; W. BERRY RIGDON; JOSEPH K. TRANSOU; AND JAMES A. WILEY.



*Douglas Caudle,  
Chairman of the Board - 2005  
The Masonic Home for  
Children at Oxford, Inc.*



# ANNUAL PERFORMANCE



**ALLEN HUGHES**  
CHIEF FINANCIAL OFFICER

The Masonic Home for Children had an excellent year of operations. Total revenue was up by 9.27%, thanks to a major legacy received early in the year, but investment earnings were down, with a 5.2% rate of performance as compared to 18.5% last year. Operating costs were reduced by \$539,600, representing a 12.52% reduction from 2003 operations. This marks the second straight year costs of operating the Home have been reduced by more than half a million dollars from the previous year. Expenditures for annual operations have been reduced by 21.39% since 2002.

Reductions in support staff accounted for almost half of the cuts in expenditures. Refinement of the organization structure with mission changes and closing the cafeteria made possible an additional reduction in force of 12 full time and 2 part time positions.

Staffing and operations of the School of Graphic Arts have been streamlined to prevent the drain of assets from child care programs. Operations of the shop showed significant improvement under new management, making a profit the last two quarters and finishing near the break-even point for the year. The School of Graphic Arts continues to provide valuable training for our youth.

Upgrade of campus facilities to meet operational requirements and to eliminate safety and major maintenance problems is ongoing. The Williams legacy received early in the year enabled us to continue campus upgrades without having to draw from other funds. All the homes in which our

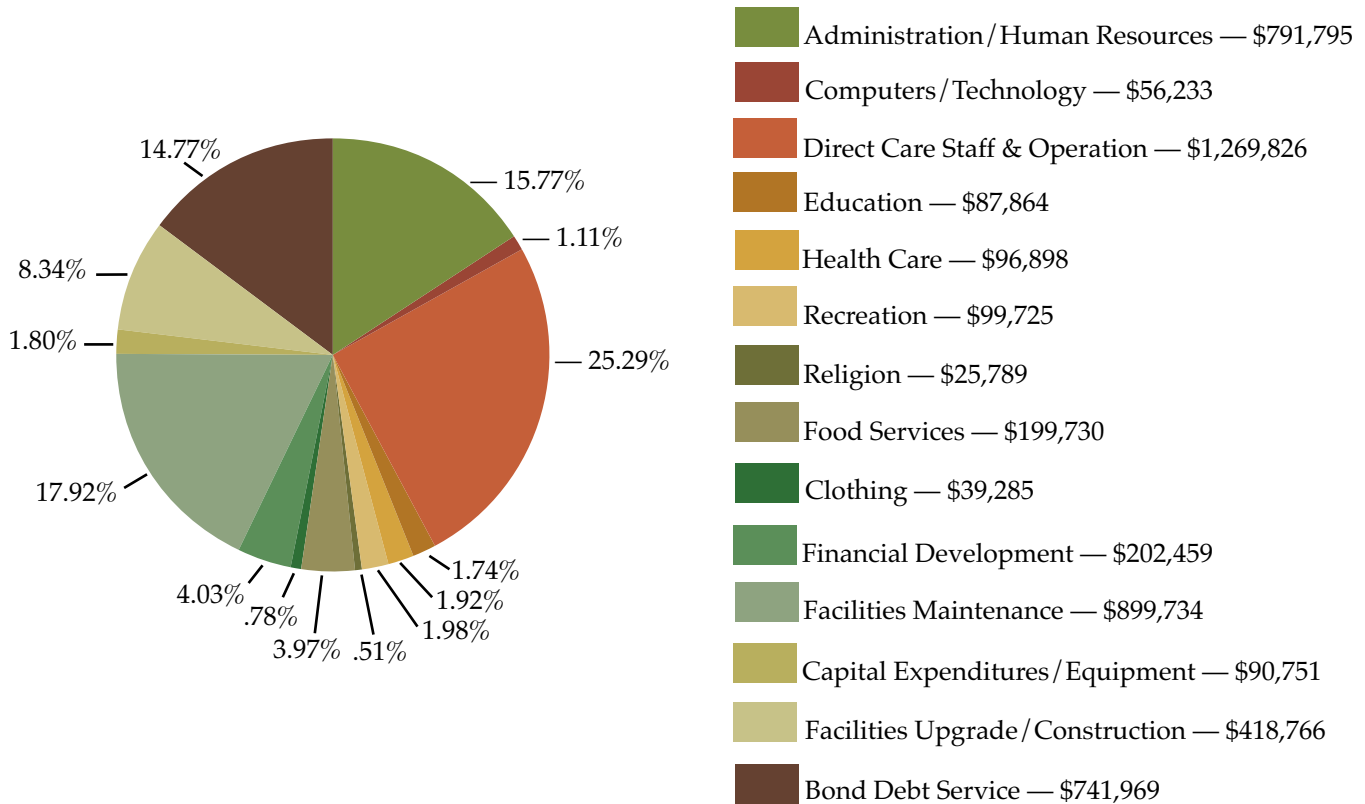


resident youth live are licensed by the North Carolina Department of Health and Human Services, and many other improvements have been made to the grounds and facilities. The Home received a significant grant from the Cobb Foundation to renovate Dunn Cottage as an archives facility with a state-of-the-art conference room.

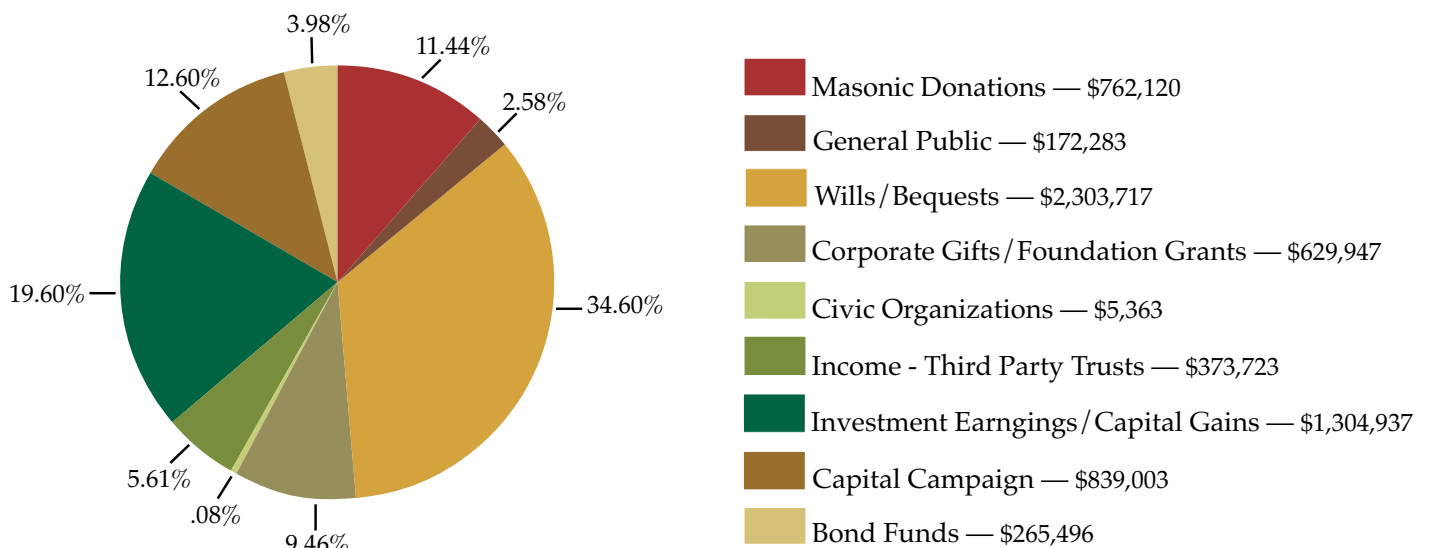
We continue to research areas of need of youth and families and consider program additions to effectively utilize all the facilities. With the proposed changes, we are also seeking alternate sources of funding to bring in additional revenue and minimize the burden on our support base. Program review and staffing requirements are done routinely as we look for ways to cut costs while making The Masonic Home for Children the best place for a child to live away from the natural family. There is a limit to the cuts we can make without hurting the programs for the children. We constantly seek new sources of funding while relying on our traditional supporters to help keep the dreams of our children alive. We truly appreciate the contributions of all our supporters and encourage you to consider future support through charitable trusts and annuities to help perpetuate programs to continue to meet the needs of the children.

# REVENUE AND EXPENSE

## Expenses 2004



## Revenue 2004



# PROGRAMS AND SERVICES



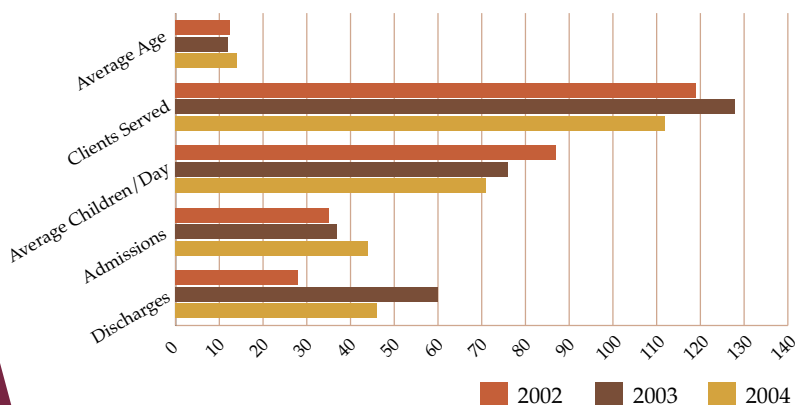
**STEVE POLAK**  
PROGRAM DIRECTOR

## RESIDENTIAL CHILD CARE

The Masonic Home for Children at Oxford has a history of providing quality care that dates back to 1873. It is our mission to serve children who, for some reason, cannot continue to live at home with their families.

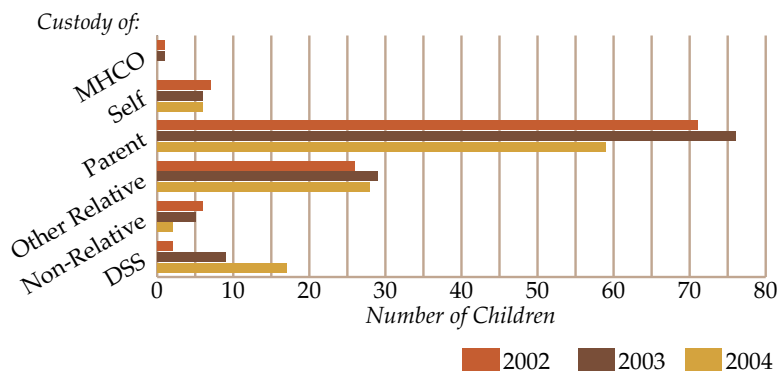
Over the years we have served well over 6,000 children, many of whom came to the Home as very young children and spent their entire childhood with us.

### Admissions Data 2002 — 2004



Today most children stay for shorter periods of time and efforts are made to help families to reunite and function as a complete family again. As you review the facts and figures on the following pages keep in mind that they all represent real lives of real children; children just like your own or your grandchildren, but, children who need our help along life's journey.

### Custody of Admissions 2002 — 2004



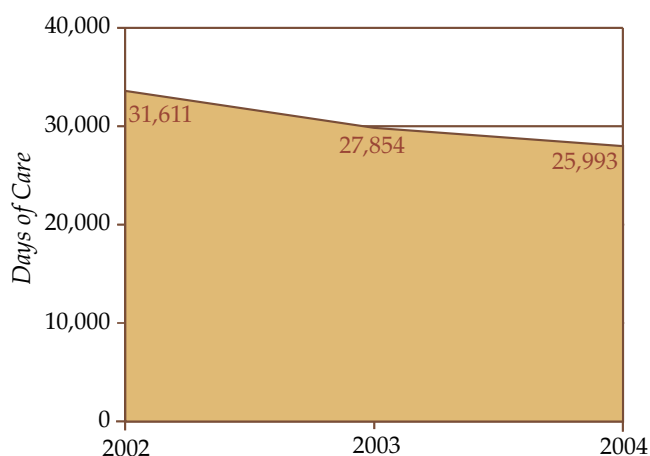
# PROGRAMS AND SERVICES

## THE CHILDREN AT THE MASONIC HOME

The children at the Masonic Home for Children at Oxford come from all across our state and are referred by Masons, schools, departments of social services, churches and private citizens. Some have been abused or neglected, some have learning difficulties, some just need a place to live while their families get back on their feet.

They all need to be loved and cared for in a compassionate and caring manner by staff who are dedicated to the mission of the Home.

## Number of Days of Care

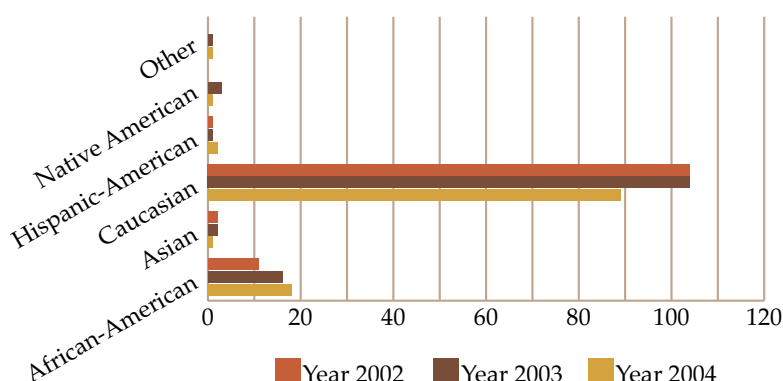


## ACTIVITIES AND SOCIAL LIFE

Our program staff ensure that each child's life is filled with healthy and fun activities including social events, recreation, age-appropriate jobs through KidsEarn program, school and related activities, church attendance and parties on such occasions as Christmas, Easter, Saint Valentines Day, Saint Johns Day and, of course, birthdays.



## Number in Care by Race





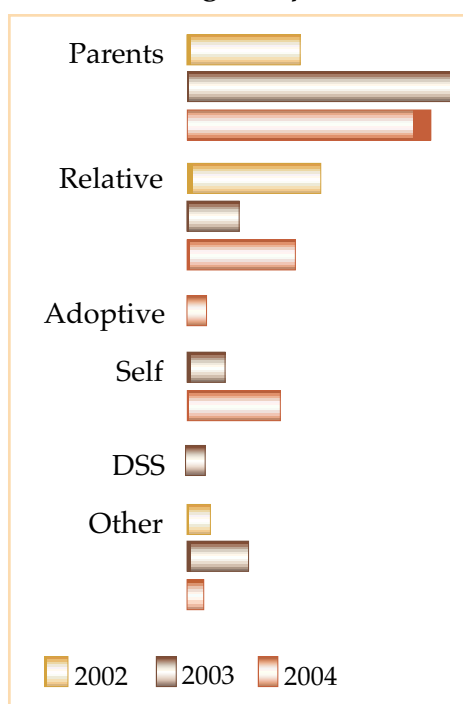
# PROGRAMS AND SERVICES

## EDUCATION

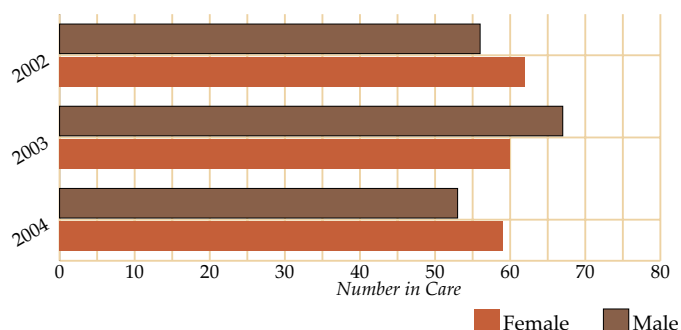
The 2004 educational year was a successful year for the children in care at the Masonic Home for Children at Oxford.

The overall grade point average of the students was 82.17% and all but four students passed their grade for the year. Additionally, 27% of our students made the Dean's List at least one quarter during the year.

### Discharge Disposition



### Number in Care by Gender 2002 —



Five students graduated from high school and four of them went on to college or vocational school.

Our campus school served a total of twenty-five students as a transitional setting, giving new enrollees a fresh start or allowing children who had been out of school on suspensions to remain in school and complete school work.



## RISK MANAGEMENT

Accounting for and managing risks inherent with operating a children's home becomes more and more of a challenge every year. By taking a disciplined approach to dealing with the uncertainties of day-to-day operations, staff lessen the range of risk, enhance the agency's chances of survival and ensure that it will be able to continue to offer quality services. Reducing the threat of litigation, ensuring the safety and health of our clients, and taking all necessary precautions to guarantee the security of clients and employees, are but three of the elements of our risk management program. During 2004 key staff and agency leadership spent numerous hours monthly on such tasks as:

- Reviewing, changing and upgrading insurance policies;
- Reviewing employment hiring practices;
- Conducting safety inspections and enforcing safety policy;
- Screening volunteers; and,
- Documenting cases of physical restraints, runaways, accidents and illnesses with clients and taking positive steps to reduce or eliminate reoccurrences.



## OUR STAFF



**DON MILLER**

HUMAN RESOURCE OFFICER

The key to successful child care lies in sound policy and procedure, a structured yet accommodating program and skilled and caring people. The Masonic Home for Children continues to build upon a history of employing well qualified employees in a program designed to meet the needs of children today and in the future. Our Direct Care Staff average over two years of college education and over three years experience in residential child care.

100% of Direct Care Staff have a high school diploma.

- ❖ 21% hold an associate's degree
- ❖ 17% hold a bachelor's degree
- ❖ 17% hold a master's degree

The Masonic Home for Children encourages employees to seek licensure and certification that will improve and expand the skills involved in their job and no staff member is hired without holding those licenses and certifications required.

- ❖ 15% of staff hold six or more licenses and certification
- ❖ 62% percent hold at least one certification or professional license
- ❖ One-third of direct care staff hold certification in their professional field

The cornerstone of MHCO's family-like model of care is the married couples who care for our children. National recruiting efforts have produced caring, competent, and experienced couples. Plus, the Masonic Home offers a compensation and benefits package, model of care, and working environment that is highly competitive with other residential programs, allowing the Home to secure the best caregivers.

These hiring practices have produced excellent results.

- ❖ The Home's 26 Child Care Workers possess over 40 years experience in working with children.
- ❖ Seventy percent of couples have previously worked in residential programs, like ours.
- ❖ Currently, Child Care Workers average more than 2 years of employment at our Home.

Staff completed 111 hours of training during the year 2004 including training in such areas as Child Abuse Prevention, Grief and Loss with Children in Care, Resident Rights, Reporting Abuse, Cultural Diversity, Defensive Driving, CPR/First Aid, Human Development, Discipline Techniques, and Privacy and Confidentiality. Additionally, Child Care Staff attended seminars and workshops offered by professional associations and agencies and many attended formal education courses offered at local colleges and universities. One of the goals in the 2005 – 2008 Long-Range Plan is to increase the formal educational level of CCWs to a minimum of an Associate Degree.



The Masonic Home for Children recognizes the importance of people in caring for our children. Long-range planning calls for the continuation of current hiring practices and for over 90% certification for Child Care Workers by the end of 2005. Current projections have the staff exceeding that mark. People make the difference in caring for a child today and preparing them for tomorrow and at the Masonic Home for Children at Oxford we have some of the best.

# FINANCIAL DEVELOPMENT



**CHRIS RICHARDSON**  
DIRECTOR FINANCIAL DEV.

The year 2004 saw a slight increase in giving to The Masonic Home for Children at Oxford, Inc. This increase was primarily the result of one extraordinary planned gift executed at the beginning of 2004 and several major planned gifts realized throughout the year. Planned giving by our donors resulted in several sustaining major gifts and will be a point of emphasis in future giving plans to ensure the success and survival of our Home. These gifts not only help our Home survive, but in many cases, trusts and annuities support a spouse or family member and provide advantages for both our Home and our future and our donor's families. Those interested in any aspect of planned giving are encouraged to contact MHCO (1-888-505-4357), or their financial planner or legal counsel.

Sponsorship took a lead role in giving in 2004. Donors contributed directly to the financing of several summer activities, as well as many designated in-kind items, including the renovation of our outdoor basketball facilities, a class ring program, several college scholarships, the financing of Thanksgiving dinner and Christmas celebrations.



The C. Frank Williams legacy gift named the fifth of seven homes as part of the Vision for the Children capital campaign. Relatives of the Williams family joined the Board of Directors in November 2004 to officially dedicate the home as Williams Memorial Cottage. Two homes remain to be named, which occurs when a \$500,000 gift is designated for the campaign.

The Home has been in an on-going process to update our Website. A special thanks to Mr. Alvin Hardy of Boone, North Carolina for his dedication and countless hours of work in creating and updating our site since 1998. Mr. Hardy's contributions started the Home's journey into the internet and is directly responsible for the creation of our new website which launched March 2005. Our Home invites you to visit [www.mhc-oxford.org](http://www.mhc-oxford.org) now and throughout the year, as it will be updated frequently and will provide a magnitude of information on all facets of the Home.

**Increase in Total Donations in 2004 – 37%** (increase in Masonic Giving – 4%; increase in Corporate/Foundation Giving – 77%; increase in General Public Giving – 11%)

**MHCO's Annual Calendar Campaign**  
**Grossed over \$70,000 in 2004**

**Planned Gifts** (wills, trusts, annuities, and gifts of stocks or property) **accounted for 35% of Revenue in 2004.** These valuable gifts allow the Home to continue its mission.



## ANNOUNCING THE COBB CENTER AT DUNN COTTAGE

A restoration project of Dunn Cottage began in 2004 and is the result of a major designated gift by Mr. Bill and Rhoda Cobb and the Cobb Foundation. This gift will create **The Cobb Center at Dunn Cottage**; a permanent home for the Oxford Orphanage archives and museum, an office complex, and two conference centers with state of the art audio/visual presentation features, each which can serve up to eighty guests for meetings and receptions. Also known as the "baby cottage" the 70 plus year old home will house an Alumni Center on the top floor. The campaign for the Cobb Center is underway to provide additional funding for the center. Those interested in contributing or for more information can call 1-888-505-4357 or visit the website.

# SCHOOL OF GRAPHIC ARTS



**EDDIE DICKERSON**  
MANAGER

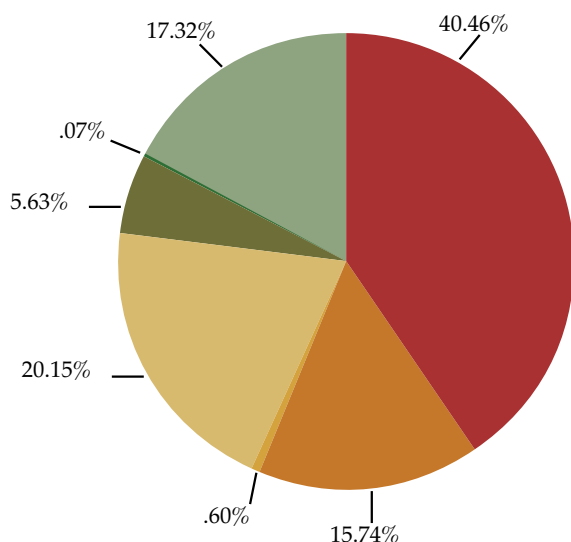
The School of Graphic Arts experienced a year of transition in 2004. It began with a new manager, Eddie Dickerson, taking over the shop in April. He quickly began implementing new programs to bring in new customers while ensuring the current customer base remained in tact. Tough decisions had to be made regarding personel and the staff was reduced by two employees.

Although the year began with a deficit, the hard work and diligence paid off. At year's end the print shop was very near to breaking even.

Participation in the campus KidsEarn program continues to allow students on campus to be exposed to the world of graphic design and printing. As an extension of the KidsEarn program the School has implemented a new program, Student of the Month, which rewards students who show excellence in attitude, punctuality, courtesy and eagerness to learn in the print shop environment. Each month a student is selected by the print shop staff to receive the award and their name is added to a plaque that is prominently displayed in the School of Graphic Arts. There is also a small monetary reward, as well.



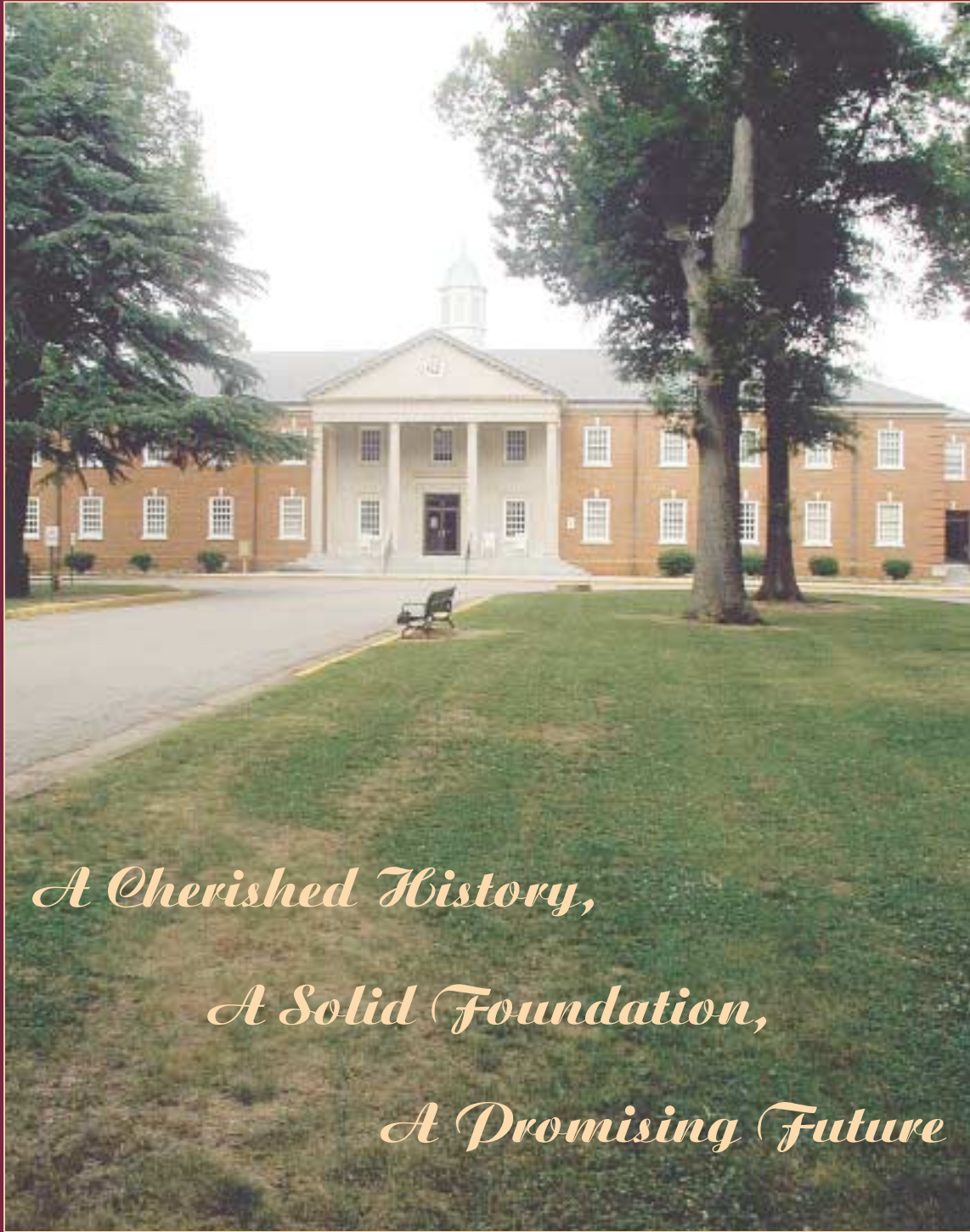
## *School of Graphic Arts* *2004 Sales*



Commercial and Business Contracts	— \$273,674
Resale Accounts	— \$106,461
MESH	— \$4,103
Grand Lodge of North Carolina	— \$136,315
Blue Lodge	— \$38,122
Order of Eastern Star	— \$508
MHCO	— \$117,147

**TOTAL: \$676,330**





*A Cherished History,*

*A Solid Foundation,*

*A Promising Future*

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