Masonic Home for Children
Growing Hearts, Brighter Futures
I often tell the story of how I was introduced to the Masonic Home for Children, formerly known and loved as Oxford Orphanage. When I was a young boy, my Dad, who is a Mason, took me to the Home with Uncle Dan Miller. My remembrance and lasting impression was that some 200 or more children were having lunch together in the cafeteria. I was raised in a home where there were six of us around the table. I didn’t recognize until some 20 plus years later the profound impact that this would have on me and my love for this Home.

Over the years, I’ve introduced my bride to the Home and the children who live there. I’ve gotten to know a number of the children and I vividly remember having lunch with a six year old about twelve years ago. I had never carried on a conversation with one so young and this little one took something from me that day...my heart.

I know others who have been as deeply affected by this Home and the children who reside there. A Masonic Brother recently told me the story of his first visit. He said, “Our first day was busy but time was allowed to have a tour of the MHCO campus. What impressed me was the quality and care of the facilities. Our second day was equally busy but we finished by noon and I decided to go on a self-guided tour. As I drove to the area where the cottages were, I noticed a house mother encouraging a child in a walker. I stopped and enquired about what the child was doing and she said she was teaching him to walk. She stated that he was ten months old and had come to the Home at two months old. I looked at this child with a bottle of milk in one hand and a toy in the other and thought about how this ten month old child could be cared for by this Home into his adult years. As I drove on past, I couldn’t help but think that I was in a place where you could walk among the miracles of masonry for years.”

We all have our stories of how children impact our lives and have helped to mold us into the people we have become. Clearly for me, the Masonic Home for Children at Oxford is where God has guided me to find my true ministry. The Spirit moves within me when I speak and think about our Home. My love, passion, and support for this Home is enduring until I am called to that “House made not with hands, eternal in the Heavens.” Until that time, I hope you will join me as I continue to serve God and His children at our Home away from home in this place called Oxford, NC. I personally challenge and invite each of you to visit MHCO in 2018 to see how we are growing hearts and providing brighter futures. I hope and I pray that I will see you there!

God’s Peace
Dewey
Dewey Preslar
Chairman
GROWING HEARTS

In March of 2017, MHCO went through an especially productive strategic planning retreat. Stakeholders including residents, alumni, employees, masons, donors, and community members gathered to process surveys, the master plan, challenges, resources, and the needs of the children. The outcomes were significant and included revised Mission and Vision Statements, logo, and tag line. The process, feedback, and positive ideas were instrumental in developing the Annual Plan and revised PQI Goals and Outcomes. The timing was fortuitous as MHCO also finalized the reaccreditation process with the Council on Accreditation and was relicensed through the Department of Health and Human Services, Department of Social Services. In conducting the internal reviews MHCO revised the By-laws and Policy and Procedure Manuals. The staff performed tremendously during these important processes as MHCO continues to provide and improve the excellent care and support for our children.

Success was evident as the students had a 97% promotion rate. The campus proudly celebrated the graduation of eight High School students and one VGCC Associate recipient. Six Independent Living residents are attending four year Universities. Career and Technical Education Internships continued to be an important component of the student’s educational experience. Internships were conducted at the School of Graphic Arts and other community businesses.

2017 was another good year for financial operations for The Masonic Home for Children. MHCO ended the year with income 3.1% ($129.2K) below projections and total expenses 10.8% ($549.9K) below budget. Income for 2017 was $116.9K more than income in 2016.

MHCO experienced a net increase of three CCW House Parent Couples in 2017. Staffing levels to operate all the cottages is crucial to being able to provide appropriate care to more children in need. These and other successes realized are not possible without the guidance, involvement, and resources of the “family of support” MHCO provides for the children. That family of support includes you. Growing Hearts, Brighter Futures indicates we grow our hearts with the children and their family so the children can have brighter futures. We asked the children to consider how MHCO helps grow their hearts and provide for their better futures. The 2018 MHCO Calendar shares many of those responses and includes the following. “MHCO They Care” “You all make me proud and happy.” “You made me grow!” “They give us clean clothes, fresh food, and most of all teach us about Jesus!”

The positive impressions shared by the children are the direct result of each of us growing our hearts together for their benefit. The support provided for the children is significant and is necessary to help them overcome the challenges they face. Growing hearts together includes the guardian working with the staff and their child to develop an individual service plan specific to their needs. Goals developed often include tutoring supports, networking with counseling resources, and providing appropriate opportunities for personal growth such as Rainbow Girls, Boy and Girl Scouts, Sports Teams, and Band. Growing hearts together also involves providing an activity for a cottage; sponsoring a child; establishing an educational scholarship; donating to the new pool; and leaving a legacy through planned giving. In the cottage setting children witness and participate in the management of a cottage or household setting through a family style of care. Teachable moments abound as the children travel through the various aspects of life including school, chores, work, church, recreation, and play. The results are seen through their successes, but often unseen as they incorporate the care, guidance, and love provided throughout their lives all because you provided your heart. As one child shared, “the mhco helpers loves us with all their hearts.” Thank you for loving our children with all your heart.
MASTER PLAN — THE TERRIE DEWEY PRESLAR BASKETBALL COURT IS A SLAM DUNK

Nearly 100 family, friends, and dignitaries gathered behind Shipman Cottage to dedicate the Terrie Dewey Preslar Basketball Court. A basketball court on upper campus was one of the suggested elements of the Master Plan established in 2016. This “jump ball” start to the Master Plan was successful due to the support and lead of Board Chairman Preslar and other friends of the Home coming forward to “assist” with the project. The Basketball Court would simply not have been possible without the gifts from Chairman Preslar, Mr. and Mrs. Wells, Mr. Feldman, an anonymous Mason, and Campbell University. In addition the project was supported by the diligent efforts of Chris Richardson with the NCMF and MHCO’s own Victor Russell and Henry Riggan. The dedication was especially rewarding as Mrs. Preslar was completely surprised the court existed and was dedicated in her honor. Special thanks to Tina Gilreath O.O. Class ’89, Father Rick Williams, Father Catherine Caimano, Gray Cottage fellas, ILP fellas, and Grand Master Gene Cobb for helping with the dedication. The first shot was made by Mrs. Preslar in lieu of a ribbon cutting.

This first step toward the Master Plan was a great success thanks to all who contributed. All the future Master Plan initiatives are likely to be collaborations and we will seek to “recruit” others to help the Home “score” winning shots like the Terrie Dewey Preslar Basketball Court.
MASTER PLAN — NEW POOL

In 2014 MHCO began the process of developing a Master Plan. The various possibilities range from enhancements to current facilities and programming to outreach and community collaboration to help families in troubled circumstances. Stakeholders were invited to provide feedback on which of the possible plans were options they felt should be included and which should be prioritized. In 2017 MHCO was blessed to see the Master Plan begin to unfold with the Terrie Dewey Basketball Court on upper campus. The second phase of the Master Plan begins to become a reality with the approval to build a new, safe pool. The pool, including splash pad features, was the best liked project and number one priority as determined by stakeholder feedback.

For decades the swimming pool has been an important part of the summer experience at the Orphanage and Children’s Home. Over a year ago the difficult decision was made to close the pool. Despite ongoing repairs the pool has experienced major leaks. Additional aging effects included; significant leaks at the pool house, wiring issues, broken decking, disconnected ladders and other issues creating great concern that someone would be hurt or worse.

For over thirty years this pool was a gathering spot for cooling off, learning to swim, and lots of fun. Last summer was much different without the pool. The pool brings the campus together and is the site for many memorable activities. The pool provides a place for wholesome fun, exercise, and fellowship. For many children the pool becomes a getaway and safe haven that helps them overcome the difficult feelings of living away from their own home. The pool is where they connected, felt special, and began to enjoy living at the Children’s Home.

The Board has approved a new six lane pool with a graded zero entry. The pool will have a mushroom shower feature, bubblers, and a slide. The pool house is equipped with showers, lifeguard office, and a concession stand. The pool’s new location will be in closer proximity to parking and allow for bathrooms to be accessed for activities at the ball fields. More especially, the new pool will be safe.

Greenville Pool & Supply Company is the pool contractor. DanCo Builders Inc. is the contractor for the Pool House, Pump House, fencing, lighting, decking, and engineering. Ground breaking is scheduled for March 2018 with anticipated completion to be July 2018.

A capital campaign is underway to provide a safe pool for hundreds of children to enjoy for decades. An illuminated wall display featuring children silhouettes created by Ruocchio Designs will display names for gifts of $500 or more. Other naming opportunities exist with recognition plaques for major gifts associated with special features. An opportunity exists to help with everything from the actual pool to lifeguard supplies. Please contact Chris Richardson with the NC Masonic Foundation at crichardson@mfnc.org/919-690-5996 if you would like to help provide the children with fun, summer memories. Your help will make a big splash.
RESIDENTIAL DIRECT CARE AND INDEPENDENT LIVING PROGRAMS

MHCO provides residential services to youth ages 0-23 by offering two different programs: Direct Care and Independent Living.

DIRECT CARE
Residents from infancy through 19 years old, who are still in high school, live in cottages with 7-8 youth based on age and gender that are staffed by married couples to provide structure in a family-like environment. The residents have daily family living activities that include:

- Learning how to manage behavior and how to make better life choices;
- Promoting academic success by going to school, completing homework and obtaining tutoring when needed;
- Learning responsibility by completing cottage chores and maintaining personal hygiene;
- Attending and participating in cottage family meetings, spiritual, recreational and wellness activities;
- Securing and maintaining on-and-off campus employment,
- Obtaining medical, dental and counseling resources, as needed.

The program seeks to utilize teachable moments with the residents to increase their proficiencies in developmentally appropriate skills. Residents are provided opportunities to form positive relationships with others in a variety of settings – in the cottage engaging with other residents and staff, with a visiting donor group, at a new job, in school extracurricular activities, or by attending outings.

Here is a small example of resident activities in 2017:

- Public Service Appreciation Day – the residents interact with local public service personnel who join the us for lunch, a car wash, and treats,
- Dog Therapy Groups – to provide animal interaction for those that miss their pets,
- Thanksgiving Play – an opportunity for our residents to work together as a team and to demonstrate their acting and singing skills for their families, staff and MHCO supporters,
- Christmas Caroling at WhiteStone, A Masonic and Eastern Star Community, to interact with our “sister” agency,
- Summer Academy for high school residents – touring colleges, job sites and learning about professions and vocations
- Summer Enrichment for residents K-6 grades - to enhance educational skills in a S’mores camping themed setting,
- Participation in activities for cultural diversity- for example: Polynesian Dance group to learn about the Polynesian culture and learn the art of the dance.
- Summer trips to various amusement parks and entertainment environments, ball games, as well as on campus recreation events.

Every resident has a team of individuals who are working together to make sure the child’s needs are being met. This Child and Family Team is made up of the Legal Guardian, Supervisor/Clinician, Child Care Workers, Education Coordinator, Campus Nurse, Vocational Counselor, Program Coordinator and Program Director. The CFT works on assessing the resident’s needs and evaluating progress the resident is making on their Individual Service Plan. MHCO staff “co-parent” with the legal guardians to encourage family involvement and promote reunification as well as to maintain family relationships.

In 2017, thirty-two (32) residents were discharged from the Direct Care Program. Seven (7) residents graduated from High School and transitioned to the Independent Living Program. Twenty-four (24) residents went home to family and one resident went to another facility.

In recognizing the needs of our residents and the issues that come from living in an out-of-home placement the agency is seeking to incorporate a Trauma-Informed Care model into the homes’ structure. By operating under a trauma informed model, MHCO staff will have the training and skills needed to address the various needs of the resident which will ensure the residents can indeed have Brighter Futures while still Growing their Hearts.

INDEPENDENT LIVING
When facing graduation from high school, our residents have the option to transition into our Independent Living program. This program focuses on youth,
ages 18 to 23 years old, who have either graduated from high school or those who wish to complete their GED. The Independent Living Program seeks to provide a home for the resident while helping them gain the ability to live successfully on their own. The program provides a safe, cost efficient apartment to the residents and the advocacy and support of a live-in Resident Advisor. The ILP program helps the resident to achieve Independent Living Skills by:

- Assisting these young adults in completing an education or vocational training program,
- Finding and maintaining employment and career planning
- Conducting individual assessments and service planning to determine independent living skill needs and goals.
- Linkage to physical and mental health services,
- Providing transportation and assisting the resident in driver’s education, a license, and planning for future transportation needs (car, insurance, etc.)

Some of the ILP residents enroll in education programs. Many residents enroll in Vance Granville Community College (VGCC) for certificate or associate programs. Some residents attend four year universities. The ILP program seeks to help these young people have a good foundation so they transition to self-sufficiency.

In 2017, 22 of the 29 residents served in the ILP program were enrolled in some type of education program. Four (4) residents were in enrolled in both VGCC and a University during the year. Sixteen (16) residents were enrolled in programs at VGCC. Three (3) residents attended University of North Carolina-Charlotte (UNC-C). Three (3) residents attended East Carolina University (ECU). One resident attended NC Central University and one resident attended North Carolina A&T. Two (2) residents were enrolled in GED. During 2017, one resident graduated from VGCC.

The future plan for the Independent Living program is to expand and to offer a Transitional Living Program which would allow 18 years olds including those just out of high school, aging out of the foster care system and direct care the opportunity to live in an independent living setting prior to moving into an apartment on their own.
8 PROGRAMS

WHEELS 4 HOPE – A Community Partner Agency

Obtaining reliable transportation is difficult for our residents. Our partnership with Wheels 4 Hope in Raleigh continues to assist our residents with finding reliable transportation. Wheels 4 Hope repairs donated vehicles and helps other human service support agencies match these vehicles to individuals and families in need of transportation. In order to obtain one of these vehicles, residents have to save money for the initial costs and provide insurance for their vehicle. During 2017, three ILP residents were able to take advantage of this opportunity and obtained vehicles.

This collaboration with Wheels 4 Hope has been a wonderful opportunity for our residents as they achieve independence. To get more information on Wheels 4 Hope, please visit their website at www.wheels4hope.org.

RAINBOW GIRLS

Our female residents also have the opportunity to participate in the Rainbow for Girls program. The Rainbow Girls is a Masonic youth organization that teaches leadership training through community service. Seven (7) of our residents were members of the Rainbow Girls in 2017. Some of the service projects the girls worked on in 2017 included making care packages for cancer patients, collecting food for the food pantry, and making and selling baked goods at the Hot Sauce Contest. The girls attended Camp Rainbow, Grand Assembly, Peppermint Ball and the Leadership Conference. One resident attended the Grand Representative Retreat at Wrightsville Beach. Participation in Rainbow Girls has been and continues to be a good experience for our residents.

VOCATIONAL EDUCATION

Part of the program focus of the residents at MHCO centers on the development of workplace skills that are necessary to gain and maintain employment now and in the future. Younger residents at MHCO begin the process by participating in age-appropriate chores in their cottages that teach responsibility and begin to build good work habits, under the direction of the Child Care Workers. Residents are then eligible at age ten to work in cottages within the Kid$Earn Program, Level I, in a more formal arrangement with Child Care Workers supervising work and providing feedback. This work provides the next step in the vocational development of the residents. An allowance is provided to residents who participate in this program on an hourly basis. Residents then become eligible at age twelve to participate in the Kid$Earn Program, Level II, which provides on-campus work opportunities in various departments under the supervision of a staff member. Work is age-appropriate and typically for an hour each day (longer in the summer) for which the residents are paid an hourly allowance. Direction and feedback is provided by the supervising staff member who also has the opportunity, if desired, to provide a brief formal evaluation at the end of each work week.

Most residents are encouraged to seek off-campus employment when they reach age sixteen, including Independent Living (ILP) residents for whom employment is an integral part of their program participation at MHCO. Employed residents are exposed to various work-related and life experiences and have the opportunity to gain or enhance their employment skill set through learning responsibility, gaining independence, and developing good work habits along with time management skills. Other important life skills and experiences learned include money management and working as part of a team.

The Vocational Counselor is available to assist with all phases of the work progression for residents on an individual basis and scheduled group sessions. Assistance is available for pre-employment counseling, particularly in the areas of application completion, resume writing, interview practice, career counseling, and scheduling interviews for employment.

Summer Academy continues to provide a unique experience for some residents in a concentrated two-week program summer program. High school age residents who are not yet employed participate in the Summer Academy Program. The Program includes visits to businesses, industries, agricultural enterprises, and educational institutions for the purposes of broadening their vocational horizons, exposing the residents to a rich variety of work settings and environments. New cultural experiences are also a point of focus during the program.

A new initiative was launched in 2017 called Survival Skills Labs to provide residents in both Dependent Care and Independent Living a basic overview of certain “life skills” that are useful and critical to everyone. These sessions were offered in a lab-type setting and were hands on for the residents. The four ses-
sions for 2017, car maintenance, plumbing, first aid, and cooking, were all basic but provided good training for residents to attain a working-knowledge in each area or topic. In addition, residents could also glimpse the potential career possibilities related to each topic.

During the 2017 year, the monthly employment average was 65.4%, or 16.4 residents age sixteen and above who held part-time jobs off campus. This was accomplished by an average of 14.3 different employers who employed MHCO residents each month. Kid$Earn, which is divided into three sessions each year, had an average of 13.6 residents employed on Campus each session during 2017.

**REFERRAL INFORMATION**

Referrals to The Masonic Home for Children at Oxford are made by families, schools, childcare agencies, state agencies, members of Masonic Lodges, youth/young adults and other private sources. Starting an admission to the Home can be as simple as calling 1-888-505-4357. After a referral is made, a pre-placement meeting is scheduled, if appropriate, with the parent or legal guardian, and the youth. After the meeting, the team which consists of various staff members makes a determination of the youth’s eligibility for the program based on youth’s needs and the agency’s ability to meet those needs.

MHCO does not take legal custody of any child, allowing parents and other guardians to retain custody while in our care. MHCO expects the parents or guardians to participate in the service planning for the youth to aid in reunification and maintaining family relationships.

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**PROGRAMS**

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<th>Discharged</th>
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<th>Total Served During Period</th>
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<td>35</td>
<td>43</td>
<td>52</td>
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**DISCHARGES**

- Per Plan of Care: 12
- Per MHCO Recommendations - Higher Level of Care Needed: 3
- Per MHCO Request: 11
- Per Custodian Request (Direct Care): 12
- Per Resident Choice (ILP): 5
- Total: 43

**SUMMARY**

- In program, beginning of period: 60
- Admissions during period: 35
- Children served during period: 95
- Discharges during period: 43
- In program, end of period: 52
- Average Length of Stay: 1092.83
- Percent of total days: 100%
- Avg. number of children per day: 57.39
- Avg. age of children served: 15.57
- Transitioned from Direct Care to ILP: 7
Mark Ishman and Holly Springs Masonic Lodge No. 115 bring Flag Football to MHCO.

J.J. Crowder Masonic Lodge No. 743 making pizzas with our kids.

Granite Masonic Lodge No. 322 hosted Williams Cottage for their annual Ravenknob camping trip.

Administrator Kevin Otis and our kids planting pinwheels for Prevention of Child Abuse Month.

Disney Princess Party for Eller Cottage given by Martin and Jones Law Firm (Princesses from Fairytale Dreamer, Inc.).

Ambassador David Nyce building and launching rockets with Alumni Cottage.

Oxford Fire Department conducting their annual fire safety training for our kids.
Ashton Woods Homes sponsored the Mardi Gras Party for MHCO, providing face painting, mask making, inflatable obstacle course, and pizza for all.

Mt. Zion Church members helping our residents make their costumes for the Thanksgiving Skit.

Employees of Wells Fargo assisting MHCO staff in preparation for the Masonic Homecoming Festival.

In-kind donors Meghan Aubel and Jessica Coene dropping off one of their many donations for 2017.

Billy Bartz and Kids in Nature hosted Alumni Cottage for a Shrimping Trip.

Mr. Jerry Packer donated beef to feed our children.
When one arrives on the campus of the Masonic Home for Children at Oxford the stately and majestic trees capture their immediate attention. The impact of the trees extends beyond their beauty and can be directly calculated to include storm water interception, energy savings, and atmospheric carbon dioxide reduction. The beautiful urban forest captures the imagination and has been included in several iconic representations including the acorn and heart shaped pins. Many wonderful memories are created under the oaks.

The reality of a mature and stately forest is that the trees are coming to the end of their cycle. Thus a plan needed to be developed and implemented to help manage the current forest, plant for reforestation, and develop an ongoing plan to ensure the viability of this important resource. In September of 2015, NCSU Graduate Student Travis Black committed to evaluating 232 trees on upper campus. Over the course of his graduate work, Mr. Black examined the spring and winter canopies, detailed the condition of each tree, recorded a plan for each tree, and developed a management plan extending thirty years to promote a healthy and vibrant forest for generations to enjoy. The 137 page plan is extensive, thoughtful, and insightful. Mr. Black presented the Management Plan to Alumni Paul Tausch, Violet Davenport, Tina Gilreath, and employees on May 18th.

Highlights of the plan include the value of the trees, risk and mitigation budgeting, pruning standards, pruning and removal recommendations, reforestation and planting plans, and goals and strategies for ongoing management. Mr. Black suggested planting Oaks. For each tree removed it is suggested the planting of 2-3 replacements.

Due to damage and age 41 trees or 22% of the forest are identified for removal. Additionally 171 or 75% of the trees are identified as either low or high priority pruning. Mr. Black has suggested a schedule of removal, pruning, and replanting over the course of 30 years recognizing the management of the forest is a long term commitment.

The Urban Forest Management Plan is expected to be a part of the ongoing Annual and Long Range Planning process. As the reforestation plan develops, MHCO hopes to be able to harvest seeds and cuttings from current trees to help propagate the forest. Additionally in six years MHCO will celebrate its 150th anniversary. Seedlings and young trees will become an option for stakeholders to take home or plant on campus to help connect them with our forest and see the forest expand beyond this campus.

The dedicated, detailed, and crucial work conducted by Travis Black has helped insure the beauty, serenity, and safety of the campus for decades to come. Mr. Black’s historic work will be the foundation of a continued canopy and diversified forest for generations to enjoy. May our hearts continue to grow together under stately trees for the benefit of children forever. Thank You Travis!
A PERIOD OF TRANSITION

Many times in the history of an organization events happen that define where it has been and where it is going. The year 2017 was just such a year for the School of Graphic Arts on the campus of the Masonic Home for Children.

Retirement of a long time employee can sometimes be a period of uncertainty for any organization. But because plans were put into place several years ago, the retirement of Wayne Roberson has been a very smooth transition in developing a well-trained younger person who will assure that the years ahead will be effective and productive. Several years ago, when Mr. Roberson made the decision that his retirement day was coming, the decision was made to immediately start training his replacement. We were very fortunate to have a young man in our Independent Living Program who was just finishing his course of study at Vance Granville Community College and wanted to continue to work on campus. After a brief internship, he was employed under the instruction of Mr. Roberson. For the last three years he has learned the printing trade and every aspect necessary to replace such a key veteran of that position. Because of the dedication of Mr. Roberson and the young man that he trained to take his place, we are assured the continued support to our customers and professional products they expect.

The legacy of instruction at the School of Graphic Arts has always been an important part of why we are here in the first place. We never want to get away from our mission of instructing young people in whatever skills we can pass along to assist them in becoming productive adults. During 2017 we agreed to partner with the Career Technical Education system at the local high school to offer our facility as a place of instruction for students to better themselves. The School of Graphic Arts provides placement for two interns each semester and strives to use our training to enhance their education and in becoming responsible employees.
2017 was a good year for The Masonic Home for Children regarding financial operations with The Home continuing to operate without incurring any debt. The year ended with income below budget projections by 3.1% and total operating expenses 10.8% below budget projections.

Planned giving – wills, trusts, investment income and capital gains received from the bequests – accounted for 58.1% of the total revenue received in 2017. Following the trend of past years, planned giving accounted for the largest portion of The Home’s annual revenue in 2017. Masonic Donations was the second largest source of revenue totaling 22.8% of the total for 2017. The amount of revenue received through Masonic giving continues to be our second largest source of income. In 2017, Masonic Donations exceeded our budget projections by 7.9% while increasing 9.65% over the amount received in 2016. Another important source of revenue is donations received from the General Public and from Memorial donations. These two sources accounted for 9.9% of the total revenue received in 2017.

2017 operating expenses, excluding contingent salaries/benefits and capital improvements, were 2.4% below budget projections. Expenses directly related to the care of the children at The Home accounted for 57.8% of the total expenses in 2017. Child care related expenses have accounted for over 50% of total expenses for each of the last 11 years. The cost of caring for a child at The Masonic Home for Children in 2017 was $121.52 per day. Costs included in this care are as follows: food, clothing, medical needs, recreation, spirituality, education, utilities, and the salaries/benefits of the Child Care Workers in the homes.

Capital improvements in 2017 totaled $202,510. These improvements accounted for approximately 4.4% of the total expenses in 2017. Improvements for 2017 included the purchase of a new computer server for the campus computer system, purchase of seven new computers, the replacement of three heating and cooling units that failed, the purchase of a truck for maintenance, a car for driver’s education instruction and a new van to replace one with high mileage, and renovations to upper campus cottages and staff residences for rotting wood on the doors, windows and porches. These renovations were not completed due to weather conditions and will be finished in 2018. A new basketball court was constructed on upper campus with the generous gift from a donor.

This is a brief overview of the 2017 financial year at The Masonic Home for Children. We are grateful for every gift donated to The Masonic Home for Children. We can provide for the needs of our children and their families because of your generosity. Thank you for being willing to give so that we can meet their needs.
The Masonic Home for Children at Oxford continues its 145-year-old history of charity. The fundraising numbers for the past year are only part of what makes the mission of MHCO possible and well-funded in any given year. In 2017, the following donation totals are tied to many donors; people, friends, and those who trust that their charitable dollars will equal a better life and future for the children in our care. These figures for fundraising are provided to not only inform, but to inspire and entrust current and new friends, ready to add to a legacy of childcare founded on faith, hope, and charity.

**SUMMARY OF GIVING**

Regarding total donation revenue, which includes wills, estates, annuities, trusts, our NC Masonic Endowment quarterly distributions, stocks, and designated gifts, friends of the Home contributed $3.1 million, mirroring total donations of $3.1 million in 2016. When removing Planned Gifts and Designated Gifts, including wills and estates, the total annual donation revenue finished at $1.5 million, which is the slightly lower than 2016.

Behind these incredible numbers are people – people who personally give, who enlist the support of family and friends, their employers, co-workers, and their civic organizations. Matching gifts and on-line giving both increased in 2017, as our supporters found ways that were more efficient and effective in making their donation dollars give more.

**MASONIC GIVING IN 2017**

From its founding in 1872 to today, the Masonic fraternity continues in their obligation to provide a home for those without a home. Their resolve was evident once again as a variety of fundraisers contributed to Masonic and overall giving at MHCO in 2017. With over 38,000 Masons as members of the Grand Lodge of NC comes a family of wives and children, who join their Masons in supporting the lives of children at the Home. Their contributions in 2017 are added to a history of giving bolstered by both Masons and their loved ones, all believing in the difference they can make in the life of a child.

Masonic giving in 2017 increased from the prior year, as Masons and those credited with Masonic gifts averaged $34.52 per member, per Lodge for the 371 Lodges that are a part of the Grand Lodge of Ancient Free and Accepted Masons of North Carolina. When adding planned gifts and designated gifts, in-kind gifts, and those donations “soft credited” to Masons, the fraternity’s average rose to $38.96 in 2017, a four-dollar increase per member. A donation of any amount was given by 367 of the 371 total Lodges in North Carolina in 2017. A full list of all Lodges, listed by their Lodge Number and District, and their per member giving to MHCO in 2017 are located on p. 13.

**HAYES-NEAL SOCIETY**

Created in 2004, the Hayes - Neal Society recognizes individuals and families, honoring their contribution in making lifetime gifts to The Masonic Home for Children at Oxford. This society stands as a testament to those who have permanently and lovingly contributed to the history of this Home and the lives of its children while giving to a foundation for the Home’s future through a will, trust, or other planned giving opportunity. The following are those honored in 2017, for their planned gifts from the previous year, given to MHCO and recognized permanently in the Cobb Center at Dunn Cottage on the campus of MHCO as members of the Hayes-Neal Planned Giving Society at MHCO.

**2016 HAYES-NEAL SOCIETY MEMBERS**

- George W. Norwood
- Bettie Sue Storey
- Carl D. Mayes
- Harold R. Haak
- William H. Ziglar
- George S. Taylor
- Rhoyd Scott in Honor of Lore Watts
- Truitt E. Early
- Lula G. Finch
- Louisa D. Allen
- Charles J. Eubanks
- Bertha G. Triplette
- William and Rhoda Cobb and the Cobb Foundation, Inc.
- Tommy and Jeanie Eller
- Evelyn Hunter Longdon
  in Honor & Memory of James S. Longdon
PERSONNEL

The Masonic Home for Children currently has 69 staff members. Within the Administration, Direct Care Program and Independent Living Program there are 60 full and part-time employees which are 87% of our workforce. In 2017 there were 15 new faces joining our workforce. Six Child Care Worker (CCW) couples were hired as well as an Emergency Child Care Worker, a part-time tutor, and our new Museum Curator and Archivist.

The Home is blessed to have employees who strive each day to uphold the mission through their job duties. All staff receives annual in-service training which covers a range of topics to include MHCO Policies and Procedures, CPR & First aid, cultural diversity and Crisis Prevention Institute (CPI) techniques. In 2017 the staff logged over 3000 hours in training that included in-service, job specific and personal enhancement opportunities. Beyond these required trainings and job duties, MHCO staff gives back through donating of their time, services and money to other charitable organizations. Residents are encouraged to participate in these charitable acts and are learning about being a community member helping those around you. Residents exemplified this by participating in a Public Service Appreciation day, collecting coats for ACTS of Henderson and helping the Oxford Rotary Club with a Food Pack-a-Thon where over 200 food boxes were packed with non-perishable item.

Our employees provide for the needs of the residents through their role in the program model. Each component of the program model, including direct supervision and leadership, spiritual development, medical services, recreation, clothing and nutrition needs are met by our dedicated staff. CCW couples make up the largest percentage of program staff. These dedicated couples provide for the daily care and needs of the residents. All CCW couples must be married, have a high school diploma or GED, be at least 21 years of age and complete a background check, annual physical and Tuberculosis screening. In 2017, the average length of residential care experience for CCW couples was 7 years 2 months (3 years 11 months average tenure with MHCO). Currently, our longest employed CCW couple has served the children of our Home for almost 10 years and the newest couple have been with us for only 3 months. CCW couples, Resident Advisors and Program Supervisory Staff are required to complete the University of Oklahoma’s Residential Child & Youth Care Professional Certificate Program (RCY-CP). Our goal is to have 80% of the required staff certified within a year of hire. This goal was met, with 97% of the staff certified in 2017. In addition to RCYCP certification, some program staff continue their formal education through pursuit of an Associate’s, Bachelor’s, Master’s degree or a professional license.

Educational Degrees

- **High School Diploma/GED**: 33%
- **Associate**: 12%
- **Bachelors**: 35%
- **Masters**: 13%
- **Doctorate**: 4%
- **Other**: 3%

2017 • MASONIC HOME FOR CHILDREN AT OXFORD ANNUAL REPORT
PQI

The Performance and Quality Improvement (PQI) structure at MHCO has continued to develop throughout 2017. The PQI system has measured and monitored performance using quantitative and qualitative data in each area of work. Data evidence of providing excellent service has been revealed. Inefficiencies, trends in service delivery, and barriers to providing excellent service have been identified with plans for improvement. During the first quarter of 2017, an improvement plan was implemented to address inconsistent methods of reporting incidents. A PQI report form and review process by the PQI Subcommittee to process incidents was developed and implemented. The PQI Subcommittee gathered recommendations for improving the process of incident review and prevention of incidents through the Plan-Do-Check-Act model of change. The improvement plan has been achieved with the PQI process producing more accurate and timely reporting and review of incidents. Additionally, an improvement plan was created to address resident outcome development. The PQI Director has participated in discussions with other children’s residential facilities in NC through Benchmarks to collect similar outcome data utilizing common, validated instruments. The PQI Goals and Outcomes for 2018 will address more accurate resident outcome data. The goals, activities, indicators, benchmarks, data measurements, and targets can be viewed on the MHCO website. A report describing the data and goal achievement is posted to the MHCO website quarterly. Through regular review and scrutiny of services delivered for residents and families, MHCO ensures delivery of the highest quality of care per best practices and current trends in the field of residential child care.

STRATEGIC PLANNING

A Strategic Planning Retreat was held March 24-25 with almost 50 personnel, board members, alumni, community partners, and other stakeholders in attendance. Friday evening’s activities included reflecting on MHCO’s past, sharing resident and staff experiences, discussing the current organizational profile, and analyzing where MHCO stands currently including internal strengths and weaknesses and external threats and opportunities for growth. Saturday’s activities included envisioning the future and strategizing how to close the gap between MHCO’s operations in 2017 and vision for 2021. Breakout groups revised the mission, vision, and quality statements and developed a new tagline. Goals, objectives, and initiatives were developed to enhance the sustainability of MHCO including utilization and stewardship of resources, community partnerships, and recruitment and retention of employees. The strategic plan ideas were compiled and discussed at the May meeting of the Board of Directors for feasibility and implementation. This retreat was the first of many discussions about the bright and promising future of MHCO.
INTERNSHIP

MHCO has been a participating partner with the Granville County Schools CTE Internship Program for the past two years. Several residents of MHCO have benefited from this work-based learning opportunity by gaining employment experiences from among seven different sites to date including both small and large retail online businesses, a large grocery warehouse distributor, a waste water treatment plant, a veterinary office and a fast food restaurant. The School of Graphic Arts (SGA) located on the MHCO campus also serves as an internship site. The SGA serves as a host site for MHCO residents and non-residents. Currently two non-resident interns from Granville County Schools are working on internship at the SGA, demonstrating our partnership with the School System. While working at the SGA, interns have opportunity to receive experience in printing, graphic design, mailroom functions, 3-D Printing, and more. Funding for interns is provided by the Advanced Manufacturing Skills Training Alliance (AMSTA) Grant.

In addition to the AMSTA Grant stipend, residents benefit from the employment experience by learning to follow a work schedule, working as a team, developing the formation of good work habits, and working within an employer’s expectations. Internships are 135 hours in duration and typically require less than twenty hours of work per week, usually worked during release time from the regular school day. Supervisors at the work site provide feedback and evaluations periodically, and a supervising teacher from the school system monitors the program by making site visits throughout the internship. At the end of the internship, interns must complete a project related to their work experience to receive their CTE credit for the course.

The combination of valuable work experience and funding makes the Internship Program a winning combination for the intern, and at the same time provides an employer with a labor source without any addition expense. Collaborative endeavors such as this CTE Internship Program provides the student, employer, School District, and the Masonic Home for Children beneficial and meaningful opportunities for our community.
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<th>NO.</th>
<th>LODGE NAME</th>
<th>GIFT PER MEMBER</th>
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OUR MISSION: Providing a safe, nurturing home for children in need with opportunities to maximize their potential.

VISION STATEMENT: MHCO is a safe haven where children flourish here and beyond.

QUALITY STANDARDS: MHCO is committed to high quality care for children in need through:

• highly qualified personnel,
• continuously evolving evidence informed model of care, and
• active engagement with community and stakeholders.

ACCREDITED BY COUNCIL ON ACCREDITATION (COA) which partners with human service organizations worldwide to improve service delivery outcomes by developing, applying, and promoting accreditation standards. COA envisions excellence in the delivery of human services globally, resulting in the well-being of individuals, families, and communities.

BENCHMARKS (www.benchmarks-nc.org)

CHILD WELFARE LEAGUE OF AMERICA® (www.cwla.org)

ALLIANCE FOR STRONG FAMILIES AND COMMUNITIES™ (www.alliance1.org)

NORTH CAROLINA CENTER FOR NONPROFITS (www.ncnonprofits.org)

ASSOCIATION OF FUNDRAISING PROFESSIONALS™ (www.afpnet.org)