



Father of All – God!

What we have here is of Thee

Take our thanks and bless us

That we may continue to do Thy Will

Amen.



**MASONIC HOME FOR CHILDREN AT OXFORD**  
**BOARD OF DIRECTORS ORIENTATION**

ZOOM ROOM

**FEBRUARY 12, 2026**

AGENDA

10:00	Welcome and Introductions	Chris Allabaugh, Chief Executive Officer
10:05	Board Orientation Manual Review	Chris Allabaugh, Chief Executive Officer
10:15	Human Resources	Dr. Linda Mason, HR Specialist
10:25	Residential Services	Winter Watson, Dir. of Residential Services
10:35	Community Support Center	Darauna Davis, CSC Coordinator
10:45	Financial Development	Alvin Billings, Annual Giving Officer
10:55	Educational Supports	Taylor Parrish, Educational Coordinator
11:05	Program	Kristyn Butts, Chief Operating Officer
11:15	Finance	LuAnne Clark, Chief Financial Officer
11:25	Direct Care	Kenny & Pam Reynolds / Tim & Stacie Kivett
11:35	Questions / Adjourn	Chris Allabaugh, Chief Executive Officer
11:45	Lunch, Meal Blessing	Chris Allabaugh, Chief Executive Officer
12:15	Tour	Chris Allabaugh, Chief Executive Officer



## MASONIC CALENDAR FOR 2026

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**Inner Chamber** – February 20<sup>th</sup> – February 21<sup>st</sup>

**13<sup>th</sup> Annual Great Landscape Event** – Saturday, March 14<sup>th</sup> - 8am to 1pm  
(Handout Breakfast foods at 8am & Box Lunch at 12:00pm)

- Please call 919-603-5111 to reserve your spot to help

**Wilkerson College** – March 27<sup>th</sup> and March 28<sup>th</sup>

**Ambassador Orientation at MHCO** – Friday and Saturday, April 24<sup>th</sup> and 25<sup>th</sup>

**Baccalaureate Service, Hayes Neal Society Induction, and Scholarship Award Ceremony**

- Sunday, May 17<sup>th</sup> – 11am to 12pm - York Rite Chapel

**KOS Charity Ride** – Saturday May 23<sup>rd</sup> - 10am-2pm

**Time for the Kids Annual Charity Gala** – Saturday June 20<sup>th</sup> at Oasis Temple in Charlotte

**MHCO Public Service Appreciation Day** – Friday, July 17<sup>th</sup> – 11am-1:00pm

**17<sup>th</sup> Annual Masonic District #13 Family Picnic at MHCO** – Saturday, September 12<sup>th</sup> - noon

**14<sup>th</sup> Annual Masonic Homecoming Festival** – October 9<sup>th</sup> – 11<sup>th</sup>

- Friday Oct. 9<sup>th</sup> – Twenty-fifth Annual Chip Shots for Children Alumni Golf Tournament
  - South Granville Country Club and Golf Course – 9am tee time
  - Check website to register [www.mhc-oxford.org](http://www.mhc-oxford.org)
- Saturday Oct 10<sup>th</sup> – Orphans Lodge #761 Stated at 8am
  - Masonic Homecoming Festival Parade steps off at 11am
  - BBQ Pit Open at 12pm, band begins at 12:30pm

**Masonic Christmas Party and Masonic Luncheon** – Saturday, December 12<sup>th</sup> – Lunch at noon

**York Rite Christmas Observance** – Sunday, December 13<sup>th</sup> – 6pm – York Rite Chapel

**Orphans Lodge #761 Stated Communications**

- *March 7<sup>th</sup> - 10am*
- June 13<sup>th</sup> - 10am
- October 10<sup>th</sup> - 8am during Homecoming
- December 12<sup>th</sup> - 10am Masonic Luncheon to follow

**Future Masonic Homecoming Festivals**

October 8, 9, 10/2027

# MASONIC HOME FOR CHILDREN AT OXFORD

## Board Orientation Manual



Created: January 3, 2005  
Revised and Updated: January 13, 2026

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To the members of the Board of Directors:

On behalf of the children, staff, alumni and friends of our beloved Masonic Home for Children at Oxford, thank you for serving. Our purpose is simple: We provide a safe and nurturing home for children in need and give them opportunities to reach their full potential.

Founded in 1873, MHCO is the oldest children's home in the state. We've cared for more than 11,000 children. Generations before us worked hard and gave generously to build and sustain our Home, and now it's our turn. The world is changing, families are changing and ideas about childcare are changing. This year we welcomed our new CEO, Chris Allabaugh, and he needs your full commitment, your skills, your ideas and your energy as we develop new ways to meet our historic mission. We will work together to reach more children before we hand the reins to the next generation.

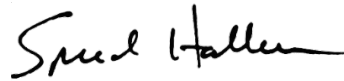
I challenge you to make the Home a priority. Attend the board orientation in February, engage in our upcoming strategic planning session and participate in every board and committee meeting. Be present on campus and visible to the children by representing the board at the baccalaureate service, the Hayes-Neal luncheon, Homecoming and Christmas. Represent the Home in your communities, your lodge, your professional circles. Schedule a speaker from the Home for your club or civic group. Follow the Home on social media, share its posts and check the website for updates. Support the Home financially and encourage others to do so.

Your full commitment helps make the world a better place by improving the lives of families and children. We will ask a lot of you in the coming year and we pledge to support you in your work.

I'm grateful for your dedication and I look forward to serving with you. Please contact me if I can assist you in any way.

With thanks and very best wishes.

Sincerely,



Speed Hallman  
Chairman



Dear Board and Board Committee Members,

Welcome to the Board of Directors of the Masonic Home for Children at Oxford. We are incredibly thankful that you have chosen to serve the Home in this capacity. Your time and talents are incredibly valuable, and we are honored that you have chosen to share them with us. Congratulations are also in order, as you have joined an organization that will be celebrating 153 years of being a safe haven for children in need.

Throughout those 153 years, our commitment to children has been unwavering. On a cold, blustery, February afternoon in 1873, Robert Parrish, Nancy Parrish, and Isabella Robertson arrived in Oxford to become the first three children we cared for. Over 11,000 children have stepped foot on our campus since those first three, and we continue to carry the same passion and purpose as we did then. MHCO is truly a great place to be a kid.

MHCO is a world class organization that is rooted in the keys to long term success: education, vocational training, spiritual development, family involvement, and a personal sense of responsibility. Those keys are at the heart of everything we do. Further, MHCO has a team of dedicated and passionate staff members that go above and beyond in the best interest of the children they care for. Our kids live in a family-style setting with well trained house parents where they have their own bedrooms, around the clock care, warm meals, and every opportunity possible. We also have dedicated support staff that provide case management, recreation, healthcare, and more.

The Home is licensed through the State of North Carolina to provide Residential Group Foster Care for children from all 100 counties. While not a licensed program, our Independent Living Program is also nationally accredited and strives to model those same high standards. The Home is accredited through the Council on Accreditation, and just a few months ago we received flawless reaccreditation. The Home maintains membership in the Coalition of Residential Excellent, Social Current, the Masonic Communities and Services Association, and Benchmarks NC. Licensure, accreditation, and participation in these professional organizations helps support The Home's drive to continue to provide best practices as it relates to service delivery. The Board is instrumental in guiding our service quality.

Your role on the board will be to provide governance and vision to our home. You will help propel us into the future while continuing to hold the highest standards. Our children deserve no less.

This is an exciting time in the life of MHCO. We are embarking on a season of new leadership, renewed excitement in the mission, and a world of possibilities before

us. This year we will dive deeper into the opportunities across our state for reaching additional children and families who desperately need a second chance. Your support will help make that happen.

MHCO has a strong foundation on which to stand. We expect to continue to build upon that foundation in the coming year. Renewed focus will be placed on our marketing, financial development, and relationships with the ultimate goal of creating more opportunities for the children who deserve them. We cannot wait for new friends who will stand alongside us in our mission.

Thank you once again for your willingness to fight for children. Thank you for the love you have for our Home. Thank you for the expertise you will bring, the doors you will open, and the opportunities you will create. There is no greater reward than knowing you helped give a child a second chance.

Sincerely,



Christopher Allabaugh

CEO



## **HISTORY OF MASONIC HOME FOR CHILDREN AT OXFORD**

The history of Masonic Home for Children at Oxford is similar to many present-day childcare agencies operating in North and South Carolina. Originally opened as an orphanage in 1873, MHCO has gone through an evolutionary transition from orphanage to boarding school, and to its present state as a residential childcare facility offering a wide range of social services to children and their families. Throughout this manual the Masonic Home for Children at Oxford is referred to as the “Home” or the “Agency” for convenience sake, but it’s mission and purpose, that of providing the best possible care for children and assistance to families in need during their times of duress, has not changed significantly over the past 150 years. This is a rich tradition of service to others in which the Masons of the State of North Carolina and all former and present staff and Board Members can justifiably take pride.

In an effort to provide a brief orientation for new Board Members, some of the Milestones of The Masonic Home for Children’s development are provided below.

### **MILESTONES:**

- 1855:** ----- Construction began for Saint John’s College, a forerunner to Oxford Orphanage. Cornerstone laid June 24, 1855
- 1868:** ----- Grand Lodge of Masons of North Carolina bought the mortgage on Saint John’s College and 109 acres for \$7000.00
- 1872:** ----- Grand Lodge voted to open Oxford Orphanage Asylum to care for children orphaned by the Civil War
- 1873:** ----- Three children from Granville County admitted in February as the first residents of the Home. Services were provided to 136 children during the first year with 109 children in residence at the end of the first year of operation
- 1875:** ----- Printing operations and other vocational training offered in St. Johns Building that also housed all children, staff and the school
- 1879:** ----- Building constructed to serve as a hospital. This building would later be used as a boys’ residence and as a staff residence
- 1884:** ----- Buildings constructed for the printing operations, shoemaking, and woodworking
- 1885:** ----- Two wooden structures were constructed to serve as staff residences and administration
- 1895:** ----- Home is incorporated as Oxford Orphanage Asylum under a thirty-year charter. Operations were to be managed by a nine-member Board of Directors, five of whom to be elected by the Grand Lodge, the Grand Master as Chairman, and three to be appointed by the Governor of North Carolina
- 1895:** ----- A dining hall and eight “cottages” each capable of housing 32 children were constructed with half of the cost being borne by a gift from Mr. B. N. Duke
- 1899:** ----- Mr. B. N. Duke facilitated employment of Miss Nettie M. Bemis, a progressive educator from Massachusetts, as the supervisor of the home. She was employed with the Home for 33 years and had a significant impact on all aspects of campus life
- 1900:** ----- Grand Lodge purchased two tracts of land totaling 133 acres, expanding the campus to 242 acres. (Subsequent purchases and donations from 1908 through 1954 increased the property holdings to 307 acres)
- 1912:** ----- On-Campus residence for superintendent constructed
- 1917:** ----- On-Campus residence for treasurer constructed
- 1921:** ----- Roads and sidewalks on campus paved, ushering in a “modern era”
- 1923:** ----- Home is incorporated as Oxford Orphanage under a new thirty-year charter
- 1925:** ----- The John Nichols School construction is completed, and school operations moved from the St. Johns Building
- 1926:** ----- R. N. Hicks Hospital opened
- 1929:** ----- Dunn Cottage opened to serve infants and small children

- 1930s: -----** During the Great Depression years the census of Oxford Orphanage reaches as high as 420 children
- 1931: -----** John Nichols School becomes a N. C. Public School under the administration of Oxford City Schools
- 1951: -----** New building program initiated with construction of York Rite Chapel, Master's Cottage and other support buildings
- 1953: -----** Corporate Charter for Oxford Orphanage renewed
- 1955: -----** Creasy K. Proctor Recreation Center, a full-sized, state-of-the-art gymnasium and recreational facility constructed on campus
- 1957: -----** Original St. Johns Building torn down and replaced by new St. Johns Administration Building; the cornerstone being laid in 1958
- 1960: -----** Old dining Hall replaced with new dining facility
- 1964: -----** Nine new two-story residences built to replace those constructed in the 1890's Capacity ranged from 20 to 24 children in each residence. Construction completed in 1971
- 1965: -----** New Blue Lodge Vocational Building for printing operations, shoe repair, and maintenance facilities built
- 1969: -----** Assistant Administrator's residence built
- 1972: -----** Chaplain's residence built
- 1973: -----** John Nichols School closed due to reduced census on campus
- 1973: -----** Oxford Orphanage charter was amended to open admissions to all qualified children regardless of race, color, creed, national origin, etc.
- 1975: -----** School re-opened on campus as a private school
- 1986: -----** School and hospital buildings on campus demolished due to safety concerns and the age of the facilities
- 1991: -----** All property in Oxford that had been deeded to the Grand Lodge for child caring operations is transferred to Oxford Orphanage
- 1994: -----** Name of Agency changed to Masonic Home for Children at Oxford
- 2001: -----** Home applies for licensure from state
- 2002: -----** Home licensed for institutional child care by N.C. Department of Health and Human Services
- 2003: -----** Construction completed on seven new residences for children each housing eight children
- 2005: -----** Renovation of Dunn Cottage or known as "The Baby Cottage" through the financial assistance of The Cobb Foundation, creating The Cobb Center at Dunn Cottage; the permanent location of the Sallie Mae Ligon Archives and Masonic Home for Children Museum, as well as a conference center and new location of the Finance and Administrative Offices
- 2006: -----** Home is accredited nationally by The Council of Accreditation, recognized the Home as exceeding best practices in residential child care
- 2006: -----** Modification of MHCO Independent Living program, designed to provide skills for adult learning, for young adults ages 18 to 22 years of age. The creation of this program was accompanied by a renovation of Bundy and Flowers Cottages to house Independent Living residents in an apartment-style setting
- 2007: -----** Mr. J. Allen Hughes is named administrator of MHCO; the first time in its history that the Home's chief officer is also an alumnus
- 2009: -----** Mr. Dan Charles Rice, Oxford Orphanage Class of 1968, becomes the first alumnus of the Home to be elected as Grand Master of Masons in the history of Masonry in the State of North Carolina
- 2011: -----** Mr. J. Allen Hughes retires after ten years of service, finishing as the Home's Administrator serving in this position for four years

**2011: -----** St. John's Day, a day of celebration on campus for over 90 years, returns as Masonic Homecoming Festival combining the activities of the summer celebration with the annual Homecoming for alumni, held the second weekend in October  
**2012: -----** First Annual "Great Landscape Day" held  
**2012: -----** Mr. Kevin Otis is hired as the 18<sup>th</sup> Administrator of The Masonic Home for Children at Oxford  
**2013: -----** Vocational Counselor position begins  
**2013: -----** The Home's first Public Service Appreciation Day held  
**2013: -----** Boy Scout Troop #629 selected MHCO as its charter organization  
**2014: -----** Dedication of the new hand-crafted playhouses, donated by Ashton Woods Homebuilders  
**2014: -----** Pet Therapy Team visits begin  
**2014: -----** The Educational Coordinator position restructured  
**2015: -----** God's Half Acre fence dedication  
**2015: -----** Summer Academy implemented to provide vocational experiences for residents.  
**2015: -----** Community Garden dedication  
**2015: -----** Lighting project finished and funded  
**2015: -----** MHCO receives the City of Oxford's first "Good Neighbor Award"  
**2015: -----** Ambassador Program announced during the District Officers Conference  
**2016: -----** Saint John's Building lobby dedicated in honor of Donald Sizemore  
**2016: -----** Wilkerson College fire pit dedication  
**2016: -----** Inaugural Ambassador Program class formed  
**2016: -----** NCMF begins Development Department  
**2016: -----** MHCO adds PQI Director position  
**2016: -----** Master Plan unveiled  
**2016: -----** Longdon endowment chapel dedication  
**2017: -----** Strategic Planning Session held  
**2017: -----** Terrie Dewey Basketball Court dedication  
**2018: -----** Existing pool demolished; new pool construction began  
**2018: -----** GAP Outdoor Educational Center completed  
**2018: -----** Financial Development Retreat held with NCMF  
**2018: -----** GM Hallman conducts commemorative plaque ceremony  
**2018: -----** Accidental fire burned old hay barn  
**2018: -----** 150<sup>th</sup> Homecoming Committee established  
**2019: -----** New Pool Dedication held in May  
**2020: -----** Campus shutdown to public due to COVID-19 pandemic in March  
**2020: -----** Terry Mills Gilliland HDR Bridge Dedication held in August  
**2021: -----** NCMF Annual Giving Officer Sponsorship  
**2021: -----** Appendant Body Leadership Retreat  
**2021: -----** Transitional Living Cottages Opened as part of ILP  
**2021: -----** CARE Model Implementation  
**2021: -----** Walden University Acts for Good Gym Lobby Makeover  
**2021: -----** MHCO Television Commercials begin with WRAL and WGHP  
**2022: -----** MHCO is host site for MedAssist drive through pharmacy  
**2022: -----** God's Half Acre restoration completed by Verville Interiors  
**2022: -----** H. Lloyd Wilkerson DeMolay Chapter Chartered at MHCO  
**2022: -----** MHCO Board approves Community Support Center  
**2023: -----** MHCO held its first Annual Charity Gala on campus during the 150<sup>th</sup> Anniversary. Admiral Sizemore was the event speaker

- 2023: -----** Governor Roy Cooper and Mayor Jackie Sergent proclaim Feb. 13<sup>th</sup>, 2023 Oxford Orphanage/MHCO Day in recognition of the 150<sup>th</sup> Anniversary of receiving the first three children into care
- 2023: -----** The Community Support Center begins as the first program to provide services to youth and families not residing on campus
- 2023: -----** The Gym renovation is revealed on Saints John's Day June 24<sup>th</sup>, 2023. The renovation was sponsored primarily by the Alumni Association
- 2023: -----** Phil Ford presents the Chapel Service noting Mr. Ford's previous visit in the 1970's
- 2024: -----** MHCO held its second Annual Charity Gala at the Henderson Country Club. Event speaker was Clifton Truman Daniel – President Truman's Grandson
- 2025: -----** MHCO held its third Annual Charity Gala at the Amran Shriner Temple. Event speaker was former NBA basketball player, Phil Ford
- 2025: -----** Mr. Kevin Otis, Administrator, retires after thirteen years of service
- 2025: -----** Mr. Chris Allabaugh is hired as the Chief Executive Officer of The Masonic Home for Children at Oxford
- 2025: -----** Mrs. Kristyn Butts is hired as the Chief Operating Officer of The Masonic Home for Children at Oxford

# The **M**asonic **H**ome for **C**hildren at **O**xford



## **Mission Statement**

Providing and promoting a safe, nurturing home for children and young adults in need with opportunities to maximize their potential.

## **Vision Statement**

MHCO is a haven where children, young adults, and families develop and flourish here and beyond.

## **Quality Statement**

MHCO is committed to high quality care for children and young adults in need through:

- ◆ highly qualified personnel,
- ◆ continuously evolving evidence informed model of care, and
- ◆ active engagement with families, community, and other stakeholders

**Growing Hearts, Brighter Futures**



## **STATEMENTS OF COMPLIANCE**

MHCO staff seek to make every accommodation reasonable to serve our residents such as arranging for an interpreter for English Second Language clients or hearing-impaired clients, room accommodations for visually impaired individuals, and alternative sites for services for those individuals who may find it difficult to come to us for assistance. The Program Director instructs staff on means to alleviate barriers to service and ensures that services are available to those needing special consideration.

### **Section 504 & ADA**

MHCO adheres both in spirit and intent to Section 504 of the Rehabilitation Act of 1973 and Americans with Disabilities Act (ADA), of 1993. The implication of this compliance is that “No otherwise qualified handicapped person shall on the basis of handicap, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity that receives or benefits from federal financial assistance”.

### **Civil Rights Act of 1964**

MHCO also fully complies with the Civil Rights Act of 1964, as amended. The implication of this compliance is that no person shall, on the basis of nationality, race, ethnicity, religion, or political party affiliation, be excluded from participation in, be denied any services of, be denied employment opportunity with, or otherwise be discriminated against in any manner.

## **MEMBERSHIPS, AFFILIATIONS, AND LICENSES**

### **COUNCIL ON ACCREDITATION**

The Council on Accreditation (COA) partners with human service organizations worldwide to improve service delivery outcomes by developing, applying, and promoting accreditation standards.

### **COALITION OF RESIDENTIAL EXCELLENCE (CORE)**

The Coalition of Residential Excellence (CORE) is dedicated to promoting professionalism and best practice in the delivery of services to children and families from hard places. The organization provides legislative advocacy, public awareness and the representation of a united voice concerning the strengths and challenges associated with provision of residential family-like services in a continuum of care environment.

### **SOCIAL CURRENT (ALLIANCE FOR CHILDREN AND FAMILIES COA MERGER)**

The Alliance for Children and Families provides services to nonprofit child and family serving and economic empowerment organizations. Motivated by a vision of a healthy society and strong communities, we work to strengthen America's nonprofit sector and through advocacy assure the sector's continued independence. The Alliance, formed by the 1998 merger of Family Service America and the National Association of Homes and Services for Children, helps member agency leaders successfully meet today's and tomorrow's challenges by drawing upon its more than 90 years of leadership in the human services community. They have a stated mission of strengthening the capacities of North America's nonprofit child and family service organizations to serve and to advocate for children, families, and communities. The Alliance has recently partnered with COA.

### **MASONIC COMMUNITIES SERVICES OF AMERICA (MCSA)**

Masonic Communities and Service Association is a collaborative of Masonic Homes from across the United States both for children and for the aged that are affiliated with the Masonic fraternity and improve services offered to clients through a network of information by associate members.

### **BENCHMARKS NC**

Benchmarks NC is a statewide association of not-for-profit, for-profit and public child and family service providers. Currently members provide services such as residential group care and treatment, community-based services, group home care, foster family care, therapeutic foster care, emergency care, therapeutic camps, and adoption services.

Benchmarks NC traces its origins to the early 1900s when the heads of the "orphanages" in the state met for exchange of information and mutual support. Today Benchmarks NC seeks to strengthen the work of the member agencies as they serve children and families under stress or disruption, to speak with a voice of unity on matters of concern to members, and to assist the agencies in striving for excellence in programs and services.

In fulfilling this mission, Benchmarks NC works in partnership with the North Carolina Departments of Health and Human Services, Juvenile Justice and Delinquency Prevention, Public Instruction, and the Administrative Office of the Courts, in matters of policy and service. Benchmarks NC seeks to keep the plight of abused and neglected children, children with behavioral health needs, and families under stress before the General Assembly. In an effort to provide the best help possible to clients, Benchmarks NC works to close the gap between the public funds provided for reimbursement for care and treatment and the cost of that care to the agencies.

### **NC CENTER FOR NONPROFITS**

The N.C. Center for Nonprofits is a private, 501(c) (3) nonprofit organization that serves as a statewide network for nonprofit boards and staffs, an information center on effective organizational practices, and an advocate for the nonprofit sector as a whole.

## **LICENSES**

North Carolina Department of Health and Human Services as a Child Caring Institution

North Carolina Department of State Charitable Solicitation License

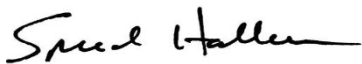
To Whom It May Concern:

The Masonic Home for Children at Oxford, Inc. operates as a fully licensed residential children's home, providing foster care services for up to 65 girls and boys, ages 0 to 21. The Masonic Home for Children at Oxford, Inc. complies with all laws, rules, and regulations of the City of Oxford, County of Granville, State of North Carolina and the Federal Government in operating in such a manner.

The Masonic Home for Children at Oxford, Inc. is also licensed as a federally approved 501 (c)(3), a tax-exempt charitable organization and is licensed by the State of North Carolina to solicit charitable contributions for the purposes set forth in the application for Charitable Solicitation License.

The Home maintains its licenses by operating under these same laws, rules, and regulations, with frequent and stated reviews for improvement to quality standards and to incorporate newly accepted practices, allowing it to serve its residents, their families, its constituents, and the community at-large, ethically, legally, and for the purposes which the Home was founded.

Signed,



SPEED HALLMAN, CHAIRMAN OF THE BOARD OF DIRECTORS

1/27/2026

DATE



CHRIS ALLBAUGH, CHIEF EXECUTIVE OFFICER

1/27/2026

DATE

## **ADMISSIONS**

The Masonic Home for Children at Oxford accepts into residential care children who are dependent, neglected, abused, or who are otherwise unable to live in their own homes with their natural parents. MHCO is licensed to provide foster care for children from birth to age 21 years from across the state of North Carolina. MHCO accepts private placement referrals, children in the custody of the various Departments of Social Services, under the supervision of the courts, or affiliated with an area mental health program, when the child requires basic foster care.

Referrals are accepted from relatives, Fraternity Brothers, Lodges, Departments of Social Services, area mental health program case workers, school personnel, and others who have a vested interest in the well-being of the child. However, legal custodians must sign the paperwork to admit a child and are required to provide proof of custodianship and citizenship prior to placing the child.

MHCO accepts for residential care only those children who are determined to be low risk and those who do not present a real and present danger to themselves or others. MHCO is not licensed to care for those children who have been determined to be in need of a mental health or substance abuse treatment program or children who have been identified as "offenders." MHCO is also not licensed to provide care to pregnant or recent teen parents.

MHCO does not discriminate on the basis of race, creed, color, religion, handicapping condition, or age except as limited by Individual Service Plan, licensing regulations, or contract. Children accepted into care must be able to function in the public school system. Children accepted into care must be able to function in a group setting and be able to relate appropriately to peers and adults. Further, all employees endeavor to eliminate all obstacles and barriers to service that would preclude otherwise eligible consumers from receiving services.

Applications are considered official when a completed, signed application for care is received. Additional forms that are required include: social histories, medical and informational releases, and school records. A psychological examination may be required. A pre-placement visit by the child and the legal custodian and/or the family whenever possible, may be required. Admission may not be warranted or our services not sufficient for the needs of the child. In this case the legal custodian will be informed of this opinion and they shall be furnished with suggested alternatives when possible.

Applications for admission should be forwarded to Supervisor Clinicians. Assessments for placement may be performed by the Chief Operating Officer or designated staff and include information necessary to ensure proper placement both for MHCO and in the specific cottage. Any assessments performed as a part of the application process, are completed during the initial visit. Screenings may include the individual's presenting problem or need and an assessment of whether MHCO can meet the client's needs.

### **LODGE SPONSORSHIP**

A Lodge may sponsor a resident. Sponsoring Lodges will be asked to provide encouragement for the resident during the placement and are asked to assist with the costs incurred while the child remains in care. It is not a requirement for a child to be sponsored and children and/or family members that prefer not to have a child affiliated with a Lodge may decline the offer without any adverse repercussions.

### **DISCHARGES**

Discharge planning begins immediately upon the admission of the child into care. Discharges should always be planned and should have input from custodians and the whole team that works with the child. In those cases where a child presents a real and present danger to others, either through violent acts, physical or sexual intimidation, distribution of drugs or other acts that present danger, or when it is deemed to be in the best interest of the child or MHCO, the Chief Executive Officer may discharge a resident from care without notice. The Chief Executive Officer has the final say as to whether or not a child remains in care or is discharged from care.

### **ETHICAL CONDUCT**

MHCO, by virtue of its affiliations with several state and national professional organizations, is committed to the adherence to a professional code of ethics and rules for professional conduct. Professional employees may be bound by the ethical codes of their personal affiliations and licensing or credentialing boards. Conflicts between various codes of ethics should be brought to the attention of the Chief Executive Officer for resolution or appropriate action.

MHCO embraces a Code of ethics adopted by Benchmarks NC for daily operations and is vigilant to ethical practices regarding finance and fundraising. MHCO ensures proper accounting, disbursement, and expenditure of funds per the Association of Fundraising Professionals Code of Ethical Principles and Standards.

### **Benchmarks' Code of Ethics**

As a member of Benchmarks, we adhere to the highest standards of integrity and ethical practice. Specifically, this is demonstrated through honest, truthful, and responsible transactions, partnerships, and relationships with individuals, communities, providers, businesses, donors, and government entities. This is also demonstrated through our continued efforts to succeed in performance and meet standards of national accrediting bodies. Our Code of Ethics is practical in application with a foundational basis in the ethical standard requirements of various accreditation bodies. This code of ethics is broken into four (4) core principles.

*As a member of Benchmarks, we affirm the following statements of ethical practice:*

#### **Conflict of Interest**

*The member has adopted and enforces a conflict of interest policy consistent with state and federal laws and regulations to prevent abuse and disclose potential duality/conflicts of interest. The member accurately represents their organization in all partnerships and relationships within their community.*

#### **Financing and Fundraising**

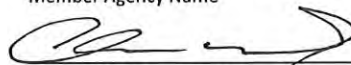
*The member organization manages all fiscal resources through sound stewardship and business practices with the oversight of the organization's governing body and management. Fundraising efforts conducted by members are carried out ethically and in a fiscally responsible manner. Members will comply with all state and federal laws and regulations related to generally accepted accounting principles and annual auditing requirements.*

#### **Professional Code of Conduct**

*Member agencies will advocate for families, children, and adults to bring about positive change, develop resources, and strengthen family life. Members will maintain confidentiality in all matters concerning the people they serve with regard to laws and regulations as defined in the Health Insurance Portability and Accountability Act of 1996. Members will serve children, families, and adults without discrimination on the basis of race, color, religion, sex, ancestry, national origin, disability, sexual orientation or any other protected status as defined by law. Members will protect the people they serve from abuse, maltreatment, experimentation, economic exploitation, malnutrition, and unsafe environments, and provide the best care possible. Member agencies will not exploit the plight of the people they serve for financial gain of their organizations.*

Adopted by:

*Mosaic Home for Children & Adults*  
Member Agency Name



CEO/President Signature

*12/2/2025*

Date



# CODE OF ETHICAL STANDARDS

## ETHICAL STANDARDS (Adopted 1964; amended Oct 2014)

The Association of Fundraising Professionals believes that ethical behavior fosters the development and growth of fundraising professionals and the fundraising profession and enhances philanthropy and volunteerism. AFP Members recognize their responsibility to ethically generate or support ethical generation of philanthropic support. Violation of the standards may subject the member to disciplinary sanctions as provided in the AFP Ethics Enforcement Procedures. AFP members, both individual and business, agree to abide (and ensure, to the best of their ability, that all members of their staff abide) by the AFP standards.

### PUBLIC TRUST, TRANSPARENCY & CONFLICTS OF INTEREST

#### Members shall:

- 1 not engage in activities that harm the members' organizations, clients or profession or knowingly bring the profession into disrepute.
- 2 not engage in activities that conflict with their fiduciary, ethical and legal obligations to their organizations, clients or profession.
- 3 effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
- 4 not exploit any relationship with a donor, prospect, volunteer, client or employee for the benefit of the members or the members' organizations.
- 5 comply with all applicable local, state, provincial and federal civil and criminal laws.
- 6 recognize their individual boundaries of professional competence.
- 7 present and supply products and/or services honestly and without misrepresentation.
- 8 establish the nature and purpose of any contractual relationship at the outset and be responsive and available to parties before, during and after any sale of materials and/or services.
- 9 never knowingly infringe the intellectual property rights of other parties.
- 10 protect the confidentiality of all privileged information relating to the provider/client relationships.
- 11 never disparage competitors untruthfully.

### SOLICITATION & STEWARDSHIP OF PHILANTHROPIC FUNDS

#### Members shall:

- 12 ensure that all solicitation and communication materials are accurate and correctly reflect their organization's mission and use of solicited funds.
- 13 ensure that donors receive informed, accurate and ethical advice about the value and tax implications of contributions.

- 14 ensure that contributions are used in accordance with donors' intentions.
- 15 ensure proper stewardship of all revenue sources, including timely reports on the use and management of such funds.
- 16 obtain explicit consent by donors before altering the conditions of financial transactions.

### TREATMENT OF CONFIDENTIAL & PROPRIETARY INFORMATION

#### Members shall:

- 17 not disclose privileged or confidential information to unauthorized parties.
- 18 adhere to the principle that all donor and prospect information created by, or on behalf of, an organization or a client is the property of that organization or client.
- 19 give donors and clients the opportunity to have their names removed from lists that are sold to, rented to or exchanged with other organizations.
- 20 when stating fundraising results, use accurate and consistent accounting methods that conform to the relevant guidelines adopted by the appropriate authority.

### COMPENSATION, BONUSES & FINDER'S FEES

#### Members shall:

- 21 not accept compensation or enter into a contract that is based on a percentage of contributions; nor shall members accept finder's fees or contingent fees.
- 22 be permitted to accept performance-based compensation, such as bonuses, only if such bonuses are in accord with prevailing practices within the members' own organizations and are not based on a percentage of contributions.
- 23 neither offer nor accept payments or special considerations for the purpose of influencing the selection of products or services.
- 24 not pay finder's fees, commissions or percentage compensation based on contributions.
- 25 meet the legal requirements for the disbursement of funds if they receive funds on behalf of a donor or client.



# MASONIC HOME FOR CHILDREN AT OXFORD, INC.

600 College Street Oxford, NC 27565

(888) 505-4357 mhc-oxford.org

## Board/Committee Member Confidentiality Agreement

The Masonic Home for Children at Oxford, Inc. (MHCO) is responsible for information that, by law, regulation, or policy, must be kept in strict confidence and used only in the capacity of specified responsibilities; and,

MHCO acknowledges that \_\_\_\_\_, (Board/Committee Member);  
*(print name and/or organization here)*

in performing the responsibilities of his/her/its position, may need access to information that is confidential.

Board/Committee Member acknowledges that his/her/their responsibilities may require acquisition by Board/Committee Member of confidential information such as identities, services provided, income information, and eligibility for medical recipients and providers.

Board/Committee Member shall comply with MHCO's Confidentiality Policy.

Board/Committee Member shall keep all confidential information in strict confidence and use said information only in the performance of his/her/its duties.

Board/Committee Member shall protect assigned equipment and be generally responsible for protecting the assets of MHCO.

Board/Committee Member agrees that computer access codes assigned to Board/Committee Member are for use in connection with official duties only. The codes shall not be in written form in any place accessible to anyone other than the Board/Committee Member.

Board/Committee Member shall preserve the confidential nature of any information he/she/it obtains by refraining to release such information to any person or entity not expressly authorized to receive the information.

Board/Committee Member shall use personal and mainframe computers, their respective software, and other related equipment for official use only.

Board/Committee Member shall not, under any circumstances, copy software for any purpose (other than making an authorized back-up, archival copy) without expressed written authorization from software manufacturer.

Board/Committee Member shall comply with licensing restrictions which govern the use of software for certain equipment.

If Board/Committee Member is accused of making, has made, or conspires to make unauthorized copies, MHCO shall not provide any legal defense, nor pay for Board/Committee Member's legal fees, cost fines, court costs, or any other costs whatsoever. If MHCO is subject to legal action because of Board/Committee Member's unauthorized copying of software or unauthorized use of computers, MHCO shall seek reimbursement for all fees, costs, and expenses, legal or otherwise, of any sort it incurs because of such unauthorized copying or use. Board/Committee Member understands and acknowledges that a breach/violation of this Board/Committee Member Confidentiality Agreement shall lead to immediate dismissal, or any other legal action available to MHCO.

Board/Committee Member understands and acknowledges unauthorized use of information may constitute a violation of State and Federal Law.

Board/Committee Member shall comply with this Confidentiality Agreement.

IN WITNESS WHEREOF, the parties execute this Confidentiality Agreement under seal by their signatures written below.

\_\_\_\_\_  
Board/Committee Member Name (Printed)    Board/Committee Member Name, or authorized agent thereof (Signature)    \_\_\_\_\_  
Date



# MASONIC HOME FOR CHILDREN AT OXFORD, INC.

600 College Street Oxford, NC 27565  
(888) 505-4357      [mhc-oxford.org](http://mhc-oxford.org)

## Conflict of Interest Policy Acknowledgement

It is the policy of the Masonic Home for Children, Inc. (MHCO)'s Board of Directors that members of the board and personnel shall avoid conflicts of interest and any conduct which may suggest the appearance of impropriety in any transactions. Per the National Council of Nonprofits, a conflict of interest is defined as "a conflict, or the appearance of a conflict, between the private interests and official responsibilities of a person in a position of trust." No member of the Board of Directors, officer, committee member, or personnel of MHCO shall engage in any personal dealings or dealings with a perceived conflict of interest including, but not limited to, the purchase or receipt of any property or entering contracts, except in cases of open and competitive bidding. The Board of Directors or personnel of MHCO are prohibited from employment in any position that has any influence in the supervision, evaluation, promotion, or pay decisions for family members or relatives. No special preference shall be given to Board Members, donors, or personnel in accepting applications for admission to MHCO or service rendered.

No Board Member, personnel, relative of either, or other donor shall receive preferential treatment, consideration, or benefit regarding admissions, recognition, or compensation because of a charitable gift to MHCO. All parties involved in charitable acts must abide strictly by the ethical standards of fundraising and donor bill of rights adopted and followed by MHCO. Donor information or relationships shall not be used inappropriately or in ways that might damage donor confidentiality or relationships with MHCO. Referrals for monetary compensation, goods, services, or personal gain are prohibited. Referrals shall be made in the best interest of the resident, the resident's family members or legal custodian, the current cottage population, and to MHCO.

Members of the Board of Directors or personnel shall not hold an ownership interest in a business that provides good or services to MHCO. Members of the Board of Directors or personnel shall not accept favors, gifts, gratuities, or take part in any activities or transactions that relate to, effect, or influence decisions made for, regarding, or on behalf of MHCO. MHCO shall not make low interest or forgiveness of personal loans to covered persons.

If a potential conflict of interest arises, personnel shall inform the Administrator. Board Members or the Administrator must immediately disclose a potential conflict of interest to the Board of Directors. The Chairman of the Board of Directors shall review, investigate, and resolve the actual, potential, or perceived conflict of interest. The party in potential conflict may be requested to document the nature of the conflict for review. The Chairman of the Board of Directors shall advise the Policy and Personnel Committee of the resolution in writing and include the resolution in the committee minutes.

Board Members or personnel shall not vote nor participate in the solicitation, negotiation, formation, award, arbitration, modification, or settlement of any contract or grant involving any funds or property of MHCO or any dispute arising under such contract or grant when the individual stands to benefit, either directly or indirectly, from such contract or grant. A Board Member or employee is not deemed to benefit directly or indirectly from a contract or grant involving any funds or property of MHCO if he or she receives only the salary or stipend due to him or her in the normal course of employment. All Board Members and personnel shall be informed of, bound by, and sign a statement acknowledging and agreeing to this policy annually.

I have read and understand the Conflict of Interest Policy utilized at the Masonic Home for Children at Oxford, Inc.

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## **PROGRAMS AND SERVICES**

MHCO continues to build on its foundations of success through two residential programs. The target population for MHCO programs are children and young adults from North Carolina that need a safe, stable environment to develop personal character, increase self-confidence, and learn independent living skills needed for future success but have a lack of supports and resources. The Direct Care Program provides group residential foster care for youth under the age of 18. The Independent Living Program (ILP) has two components that include Transitional Housing and Independent Living that provide residential services and support for individuals aged 16 to 22. Skills taught in all the programs include housing and money management, work and study life, career and education planning, daily living, self-care, healthy relationships, character building, responsibility, and healthy communication. Prior to admission, residents come from a variety of backgrounds to include out of home placements in the social services system, failed adoptions, family experiencing homelessness, food insecurity, and unsafe home situations. Many Direct Care residents are admitted to the ILP program as they continue to adulthood. Despite the circumstances that brought residents to MHCO, many alumni have gone on to start and run successful businesses, earn college degrees, save lives, and obtain viable employment, have families, and a wide variety of other successful outcomes.

## **BOARD OF DIRECTOR DUTIES AND RESPONSIBILITIES**

The Board of Directors is the governing body of The Masonic Home for Children at Oxford. The Board functions in an advisory role to the Chief Executive Officer. Individual Board members should not assume executive responsibilities more properly performed by the staff. At the same time, staff members, to include the Chief Executive Officer, should not in any way decide matters of policy that rest only with the Board.

The overriding role of the Board is to provide leadership that assures that MHCO is meeting the needs of the children and families who come to us for help and assistance in their time of need in areas that are defined by our Charter, By-Laws and Mission. The Board will serve as a link between MHCO and the public. Setting the long-term direction and planning for the future of the organization and participating in the strategic planning and performance quality and improvement process (PQI) are legitimate Board functions and set the course for organized change.

The Board should govern with an emphasis on:

- moral values,
- outward vision,
- strategic leadership,
- vision aimed at the future, and
- proactivity rather than reactivity.

There are three basic responsibilities for all Board Members that include:

- Providing written policies that address:
  - The relationship between the organization and the employees with regards to vacation, work schedules, sick days, benefits, retirement options, etc.
  - Executive limitations: Constraints on executive authority that establish the ethical boundaries wherein lies the acceptable arena of executive activity, decisions, and organizational circumstances.
  - Governance processes: Specification of how the Board conceives, carries out, and monitors its own tasks and responsibilities.
  - Board/Chief Executive Officer relationship: How responsibility is delegated and its proper use monitored.
- The assurance of the Chief Executive Officer's performance.
- Taking the lead in making annual and capital improvement, financial contributions to the organization.

Additionally, Board members should:

- Attend all meetings of the Board. Meetings are held on the second Fridays of February, May, August, and November, and committee meetings held between quarterly Board meetings
- Become and remain familiar with the organizations mission and vision statements
- Come to Board Meetings prepared to discuss matters of importance to the organization by reviewing all relevant materials prior to arriving
- Give of both their time and money to resource development efforts. This includes:
  - personal donations,
  - introductions to others who may be interested in supporting the cause of MHCO, and
  - making presentations to lodges, churches, and other groups and individuals regarding support of MHCO.
- Oversight of the Performance Quality Improvement (PQI) efforts of the organization, including reviews of risk identification and management processes, preventing loss of reputation, vital resources, or the ability to sustain operations
- Review achievements and outcome objectives through operations and services

- Oversight of the finances of the organization to include revenues and expenditures and an audit of both, while adopting policy change based on reviews and evaluations presented by the Chief Executive Officer.
- Development and monitoring of strategic plans, to include an inclusive, management-directed, organizational-wide development of a rolling long-term master plan

MHCO conducts strategic planning sessions every four years. These meetings are designed to take the pulse of the community with regard to the work being done by the organization. Participants are asked to enumerate the strengths and weaknesses of MHCO, threats and opportunities externally faced by MHCO, what MHCO should continue to do or stop doing, and what gaps in service that exist where the community would like for MHCO to become involved. The results of these meetings are coupled with information gathered from consumer surveys and input, staff retreats, self-studies, Board reviews, licensing and accreditation results and other sources of feedback and are used in strategic planning efforts. Board members are encouraged to attend these sessions.

Standing Committees of the Board of Directors include:

- Executive (to be chaired by the Board Chairman and include, but not limited to the Board Secretary, Board Treasurer, and Chief Executive Officer)
- Finance (to be chaired by the Board Treasurer, but not to include members of the Audit Committee)
- Policy and Personnel (to be chaired by the Board Secretary)
- Nominations
- Audit (not to include members of the Finance Committee)
- Financial Development
- Program Planning
- Vision
- Masonic Homecoming Festival
- Marketing
- Real Estate Ad Hoc
- Campus Safety Ad Hoc

## **PERFORMANCE AND QUALITY IMPROVEMENT AND RISK MANAGEMENT**

Regular review and scrutiny of services delivered for residents and families ensures that MHCO provides the highest quality of care based on best practices. The Board of Directors and personnel are involved in measuring and monitoring performance to determine what works well, record progress, track trends in service delivery, and address inefficiencies or barriers to providing excellent service. Quantitative and qualitative data is collected from each department and stakeholder group to provide evidence of performance and identify any agency or programmatic issues. Plans for improvement are developed based on the evidence collected using a Plan-Do-Check-Act model of change. Current trends in the field of residential childcare are analyzed to help develop agency goals and benchmark MHCO outcomes. Board members are invited to participate in committee meetings of the various PQI groups to participate in the decision-making aspects of the operation of MHCO and to provide valuable leadership and direction to management and administration. These activities establish a culture of improvement rooted in evidence from a wide variety of sources that help MHCO continue to provide excellent services for residents and transparency of operations for stakeholders.

Data measurements are identified using logic modeling to determine specific indicators for MHCO's inputs, activities, outputs, and outcomes. Data regarding programs, services, incidents, and grievances is collected by PQI from stakeholders including board members, residents, resident families, administration, employees, volunteers, donors, alumni, and community partners. Programmatic data collected includes current census and demographics of residents, referrals, deferrals, admissions, discharges, average length of stay, cottage moves, resident workshop participation, educational progress, vocational activities, requisitions, medication administration compliance, recreation and wellness activities, spiritual development, and resident satisfaction. Other departmental data includes financial security and development, human resources census and demographics, personnel training, tenure, employee satisfaction, retention, information technology, maintenance, and housekeeping.

The Performance and Quality Improvement (PQI) structure at MHCO is multifaceted and includes representation from various stakeholders and all departments. The PQI Review Team consists of the Chief Executive Officer, Chief Operating Officer, Program Clinical Coordinator, Chief Financial Officer, HR Specialist, In-Kind Gift Coordinator, Supervisor Clinicians, and representative CCW couple. This group provides monthly summaries of incidents, grievances, searches and seizures for the agency, identifies trends and makes recommendations for improvement.

A PQI Report is developed quarterly for the Program Planning Committee and Board of Directors for review. This report includes information about trends identified in data, goal progress, recognition, improvement recommendations, plans toward outcome achievement, and future goals to be developed.

PQI provides information to the Board of Directors for review and distribution to interested parties. Yearly aggregated PQI information is reported through the MHCO Annual Report and distributed to stakeholders including community partners, residents, resident families, alumni, employees, volunteers, and board members.

Additionally, the Board of Directors is tasked with review and oversight of risks that might expose the organization to liability. This information is provided to board members for risk management assessment through the Chief Executive Officer's quarterly report, regular E- newsletters, and PQI reports.

## **PUBLIC INVOLVEMENT**

The management and the Board share a responsibility for the development of community relations and should include in public information presentations information regarding our strengths and weaknesses, financial status, and role in the community social service system. The Board participates with stakeholders to review community perception. Community stakeholders include representatives from:

- referral agencies,
- departments of social services,
- school officials,
- county and city officials,
- law enforcement officials,
- mental health representatives,
- residents,
- staff,
- Board members, and
- other citizens.

The Chief Executive Officer uses Lodge presentations, presentations to civic groups and churches, financial appeal letters, newsletters, focus groups, strategic planning sessions, staff retreats, and other mechanisms to ensure that the purpose, mission, and vision of MHCO are shared. The results of satisfaction surveys and outcome measures are also discussed both orally and through written reports.

## **ADVOCACY**

MHCO is committed to take the lead in advocating for our service population. Some of the ways we can accomplish this task is through:

- serving on community task forces such as the Child Fatality Task Force and Community Child Protection Review Teams,
- serving in leadership roles on community chapters of child advocacy organizations,
- serving on school-community task forces and committees,
- serving on PTO/PTA organizations,
- serving in leadership roles with the local chapters of National Association of Social Work (NASW),
- responding to “calls for action” promulgated by the associations to which we are affiliated such as Children and Family Services Association-North Carolina and others,
- being cognizant of gaps in service and taking a proactive role in meeting these needs, and
- keeping ourselves educated and informed as to the needs of the community.

## **MANAGEMENT AND ORGANIZATION**

The Board employs a qualified Chief Executive Officer for the purpose of administering programs and policies. The Chief Executive Officer directs all of the activities of MHCO and has complete charge of the physical properties, business office, and employees. The Chief Executive Officer is responsible to the Board for prompt payment of all bills, and for the proper management of MHCO. The Chief Executive Officer is also responsible for hiring and firing staff and for the smooth, effective functioning in order to carry out the approved mission.

If the Chief Executive Officer is unable to perform assigned duties, he is replaced, and an Interim Chief Executive Officer appointed. The Chairman of the Board of Directors may appoint this individual or appoint an ad hoc committee to make the designation. The Board shall then perform a formal search for a qualified replacement to be conducted by a search committee composed of members selected by the Chairman of the Board and shall see that appropriate funding is available to conduct this search. The results of the search shall be forwarded to the Personnel and Policy Committee for action and subsequent action of the Board.

The Chief Executive Officer provides comprehensive written and oral reports to the Board at meetings and provides quality control and risk management reports regularly and periodically for their review and input. Board Members should carefully scrutinize these reports and ensure that they are in keeping with established standards, goals, and objectives. The Chief Executive Officer will also encourage and lead Board members with mission-oriented deliberations, creative and critical governing body thinking, and pertinent planning measures, to engage the Board Members in positive, productive, and timely governance of MHCO. In the absence of the Chief Executive Officer, the Chief Operating Officer shall be responsible for operation of MHCO.

## **PERFORMANCE APPRAISAL**

The Board has an obligation to annually evaluate the Chief Executive Officer in writing and to ensure participation in that evaluation. This task is usually spearheaded through the Policy and Personnel Committee who ensures input from each of the separate standing committees of the Board. Additionally, the Board reviews the Chief Executive Officer's compensation and benefits package in relationship to industry practice and federal requirements.

The Board has an obligation to evaluate itself and the effectiveness of its partnership with the Chief Executive Officer in fulfilling the organization's mission using written criteria developed jointly by the Chief Executive Officer and the Board at least once every two years. This may be done through committee work or survey and data analysis with the results being made known to the Board for action.

## JOB DESCRIPTION

<b>Position:</b>	<b>Chief Executive Officer</b>
<b>Department:</b>	<b>Administration</b>
<b>Exempt Status:</b>	<b>Exempt</b>
<b>Pay Status:</b>	<b>Salaried</b>
<b>Immediate Supervisor:</b>	<b>Chairman of the Board of Directors</b>
<b>Immediate Subordinates:</b>	<b>COO, CFO, DOD, and Department Heads</b>
<b>Primary Location of Work:</b>	<b>SJAB</b>
<b>Typical Workweek:</b>	<b>40hr. Monday-Friday</b>
<b>Date prepared/Revised:</b>	<b>March 28, 2024</b>
<b>Approval Authority:</b>	<b>Chairman of the Board</b>
<b>Reviewing Authority:</b>	<b>Personnel Committee of Board of Directors</b>

### Purpose of the Job

The purpose of this job is to provide for the overall vision, direction, and management of the Masonic Home for Children at Oxford in accordance with the standards required by the State of North Carolina, Council on Accreditation, and policies as they are formulated by the Board of Directors. The Chief Executive Officer is responsible for ensuring the ethical, legal, and proper operation of MHCO. The CEO leads in securing financial solvency and developing program growth through innovative leadership and expanding on the continuum of services. The CEO represents the Home in public cultivating new stakeholders and partners to provide the highest level of care for children in a loving and supportive Home environment and community based programming.

### Major Functions for which the Employee has Direct Responsibility.

<u>Priority</u>	<u>% of Time</u>
1. Functions as the Chief Executive Officer for the Agency	50%
A. Supervisory Duties.	
(1) Provides ultimate governance of the Home through procedures based on policy established by the Board of Directors and in line with accepted and required industry standards and best practices.	
(2) Provides direct supervision for the Executive Team including the Chief Operations Officer, Chief Financial Officer, Director of Financial Development, and Administrative Assistant.	
(3) Provides oversight, communication, and reports as appropriate regarding legal matters, DSS relicensure, COA accreditation, financial ethical operation, and public relations.	
B. Operative Duties.	
(1) Leads, coordinates, and communicates with Executive Team.	
(2) Develops in conjunction with the Vision Committee of the Board of Directors a Strategic Long-Range Plan and related updated Annual Plans.	
(3) Directly leads MHCO participation in BOD meetings. Ensures appropriate reports are generated and distributed in a timely manner. Works directly with Chair to provide materials, guest speakers, and recognitions. Ensures documents are available on portal and displayed on screen for meetings.	
(4) Effectively communicates with all stakeholders of MHCO.	

- (5) Leads All-Staff Meetings.

**Priority**

**% of Time**  
**20%**

2. Oversees the Financial aspects of the Agency

A. Supervisory Duties.

- (1) Provides ultimate responsibility regarding the security, transparency, and appropriate usage of the finances of MHCO.
- (2) Ensures that Financial Development initiatives are operating effectively and efficiently. Seeks to maintain regular, continued, and extended donations are being solicited and stewarded.

B. Operative Duties.

- (1) Coordinates directly with the Chief Financial Officer and key employees to prepare an annual budget for Board approval.
- (2) Ensures appropriate insurance coverage is maintained, legal and financial documents are submitted as required, and oversees efforts to receive, negotiate, and monitor all wills, trusts, foundations, and deeds.
- (3) Assumes responsibility for internal reviews regarding finances including safeguarding revenues, monitoring deposits, verifying bank reconciliations, insurance coverage, bonding, and other fiduciary monitoring.
- (4) Works directly with the Chief Financial Officer and Director of Development to ensure that revenues necessary to operate the Agency are being generated in an ethical, efficient, and proficient manner and all fund-raising efforts adhere to professional standards and follow best practices.
- (5) Ensures review of all service provider contracts and remediates noted deficiencies in a timely manner.

**Priority**

**% of Time**  
**20%**

3. Functions as public relations officer for the Agency.

A. Supervisory Duties

- 1. Coordinates with the Grand Lodge, District Grand Lodge Officers, related Masonic organizations, Appendant Bodies, Media, Staff, and other centers of public awareness and ensures that they are continuously informed of the Agency's activities on a regular, ongoing and positive basis.
- 2. Participates in the Community Communications Committee to share information with and elicit feedback from community representatives regarding the operation and initiatives of the Home.
- 3. Serves as the Chief Public Relations Officer for the Home and articulates the importance of the Home's ongoing programming and impact for children and families. Speaks for the Home to external audiences, describes its Mission and expresses a clear and compelling vision for its future.
- 4. Ensures all Agency Personnel are conversant with the Home's Vision, Mission, and able to positively promote the Home as needed.

B. Operative Duties

1. Makes presentations, both orally and in writing, in support of the Home and its programs.
2. Coordinates and conducts tours of the Home's facilities for groups wishing to visit the campus.
3. Publishes the Annual Report to the Board of Directors and general public that outlines the Home's accomplishments, benchmark reporting, and the Home's financial status over the previous year.
4. Ensures a comprehensive Development Plan is prepared annually and reviews progress quarterly.

**Priority**

**% of Time**  
**5%**

4. Vision of MHCO

A. Supervisory Duties

1. Coordinates with key employees to identify and pursue programing, fundraising, and marketing opportunities to meet and expand MHCO operations.
2. Works with COO and CFO to develop and maximize appropriate usage of MHCO resources.
3. Explores the potential of new programs at MHCO.
4. Develops effective and supportive partnerships and collaborations to create and enhance programs and support services.

B. Operative Duties.

1. Leads in conducting on-going Strategic Planning sessions to assess community needs, MHCO strengths and weaknesses, and gain input for development of the MHCO long range and annual plans.
2. Maintains oversight of the CFO in relation to all MHCO investments. Also ensures safeguards to protect against fraud and financial irresponsibility with all investments and assets of the MHCO, including the annual audit of MHCO finances, investments, and assets.
3. Identifies potential sources of funding for any new proposed or existing programs.
4. Attends and reports at quarterly Board of Director meetings and monthly Executive Committee BOD meetings. Provides the Board of Directors with a full report detailing the implementation of any new programs and additional information as needed or requested.
5. Participates in the recruitment of support and assists in raising awareness of opportunities to help MHCO's children, residents, and clients with public and fraternal groups.

**Priority**

**% of Time**  
**5%**

5. Professional Development

A. Supervisory Duties

1. Exemplifies and leads regarding the importance and value of training. Ensures that all new employees and volunteers receive pre-service training prior to assuming duties.
2. Ensures that employees and volunteers receive on-going in-service training and professional development throughout their tenure with MHCO.

3. Ensures employees implement Trauma Informed practices in the fulfillment of their duties.

**B. Operative Duties**

1. Shares in the responsibilities of any pertinent training to employees.
2. Pursue ongoing and continuing education in Child Care, Financial management, Non-profit Governance, or any relevant area in order to keep abreast of current standards and practices.
3. Emphasize the need for staff to engage in professional development and recognize and support employee continuing education and professional development.

**Physical Requirements**

- 1) Requires prolonged periods of sitting at a desk and working on a computer.
- 2) Requires the ability to reach, stoop, kneel, and exert up to 20 pounds independently.
- 3) Requires continuous mental and visual attention to diversified operations.
- 4) Communicates orally and/or in writing with residents, coworkers, families, and the public.
- 5) Must be able to use standard office equipment routinely.
- 6) Possess the ability to drive usually reliable transportation.

MHCO is committed to providing reasonable accommodations for people with disabilities.

## Person Specification

**Position:**  
**Department:**

**Chief Executive Officer**  
**Administration**

### Prerequisite Qualification, Education, Experience, or Certification:

The person occupying this position must possess qualifications equivalent to DSS Human Services Program Manager II Master's degree in a discipline specific to the program from an appropriately accredited institution and four years of experience in the area of assignment, including two years in a supervisory or consultative capacity; or

Bachelor's degree in a discipline specific to the program from an appropriately accredited institution and six years of experience in the area of assignment, including two years in a supervisory or consultative capacity; or an equivalent combination of education and experience.

Personnel Management, Public Administration, Business Administrative, Human Services, or a related field preferred. A background check and valid NC Driver's license is required. Ability to travel, drive long distances, and work remotely as needed.

### Major Function or Responsibility

### Required Qualification, Education or Certification

- |  |   |
|--|---|
| 1. Functions as the Chief Executive Officer for the Agency | Formal education equal to or greater than DSS Human Services Program Manager II requirements. Additional training in leadership and supervision through an approved course. A thorough knowledge of the Agency policy and procedures.   |
| 2. Oversees the Financial aspects of the Agency            | Considerable knowledge or training regarding business or non-profit financial management.   |
| 3. Functions as public relations officer for the Agency.   | A thorough knowledge of all of the Agency programs and related social services. A thorough knowledge of Agency policy & procedures. Working knowledge of the missions and the functions of the various affiliations and associations to which the Agency belongs. Ability to speak well in public to groups and individuals in support of the Home's Mission. |
| 4. Vision of MHCO  | Ability to lead strategic planning processes and communicate plans to all stakeholders. Express clear vision to staff and key audiences.  |
| 5 Professional Development                                 | Understanding and ability to promote continuing education for staff and self.   |

\_\_\_\_\_  
Employee's Signature

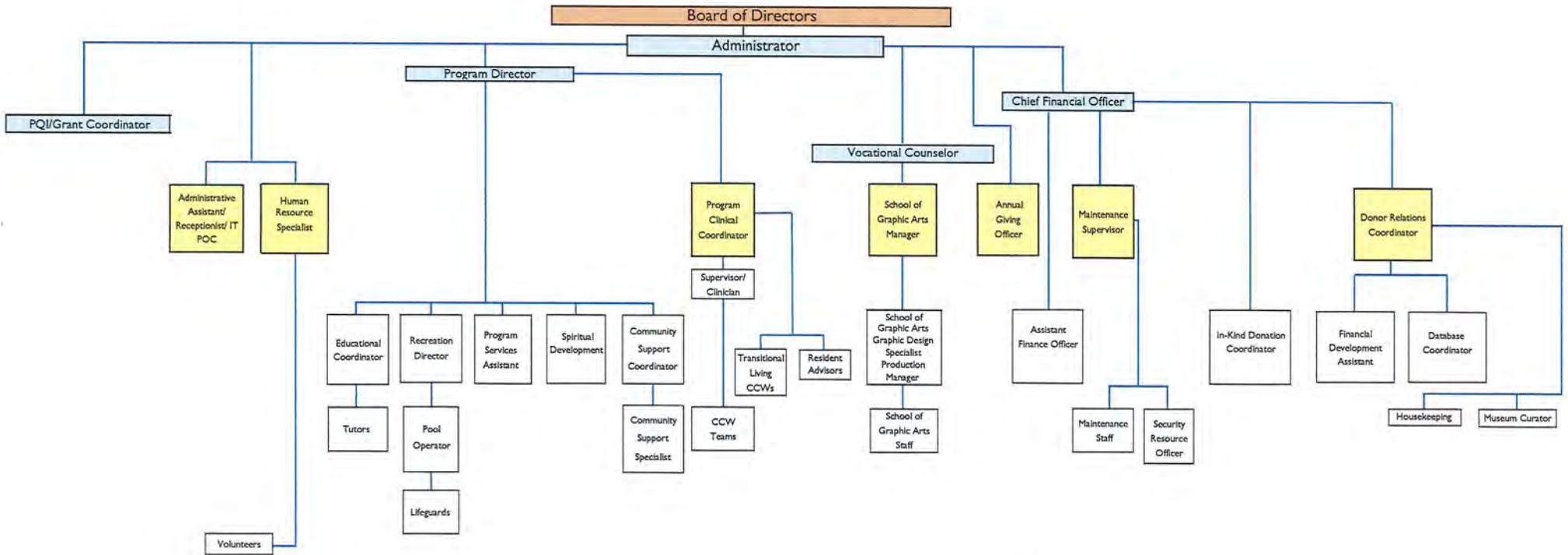
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Board Chairman Signature

\_\_\_\_\_  
Date

\* \* \*

The Masonic Home for Children at Oxford, Inc.  
Organizational Chart



Approved by:   
Board of Directors Chairman

  
Administrator

8/11/23  
Date

	Description	2025 Budget	2025 Estimate	2026 Budget	Variance	Percentage Changes
<b>Income</b>	MASONIC LODGE DON.	\$1,250,000	\$ 1,200,000	\$1,250,000	\$ -	
	GR. LODGE APPR.	12,500	25,000	12,500	-	
	MASONIC FDN.	400,000	427,000	430,000	30,000	
	GEN. PUB. DONATIONS	850,000	740,000	850,000	-	
	INV. INCOME	1,250,000	1,300,000	1,250,000	-	
	LEGACIES	1,250,000	750,000	1,000,000	(250,000)	
	DSS PER DIEM	100,000	180,000	150,000	50,000	
	GRANTS	200,000	120,000	200,000	-	
	ANNUAL DRAW FROM INVESTMENTS	1,044,693	1,044,693	1,080,690	35,997	
	OTHER INCOME	25,000	12,600	15,000	(10,000)	
	CALENDAR DONATIONS	150,000	36,250	-	(150,000)	
	PRINTING INCOME	-	(20,000.00)	-	-	
	<b>Total Income</b>	<b>\$ 6,532,193</b>	<b>\$ 5,815,543</b>	<b>\$ 6,238,190</b>	<b>\$ (294,003)</b>	<b>-4.50%</b>
<b>Administration/ IT Support</b>	SALARIES	\$ 496,000	\$ 397,000	\$ 440,000	\$ (56,000)	
	BENEFITS	136,000	82,500	130,300	(5,700)	
	OFFICE SUPPLIES	8,500	11,000	10,000	1,500	
	TELEPHONE	3,000	3,500	3,500	500	
	POSTAGE	15,000	17,500	17,500	2,500	
	INSURANCE	155,000	170,000	190,000	35,000	
	PUBLIC RELATIONS	30,000	24,000	27,500	(2,500)	
	CONFER/MEEETINGS/MEMBERSHIPS	13,000	12,500	13,000	-	
	TRAVEL	7,500	7,000	12,500	5,000	
	TRAINING	500	450	500	-	
	LEGAL/AUDIT	75,000	75,000	75,000	-	
	COPIER RENTAL/SERVICE	5,000	4,900	5,000	-	
	PRINTING EXPENSES	2,500	2,300	2,500	-	
	PROPERTY/REAL ESTATE TAX	10,000	16,500	17,500	7,500	
	VEHICLE MAINTENANCE	750	100	750	-	
	MASONIC FESTIVALS	75,000	100,000	100,000	25,000	
	RECRUITING/ADVERTISING	85,000	65,000	2,500	(82,500)	
	RELOCATION EXPENSES	30,000	-	2,500	(27,500)	
	PHYSICALS/DRUG TESTS	2,000	1,500	2,000	-	
	BACKGROUND CHECKS	8,500	8,500	9,500	1,000	
	EMPLOYEE APPRECIATION	24,000	22,500	24,000	-	
	MEMORIALS/GIFTS	500	-	500	-	
	FEE EXPENSES - INV, PAYROLL, BANK	170,000	178,000	50,000	(120,000)	
	TECHNICAL SUPPORT	180,000	168,500	185,000	5,000	
	MAINTENANCE SUPPORT	17,500	10,000	15,000	(2,500)	
	INTERNET/WEBSITE	34,000	25,000	30,000	(4,000)	
	COMPUTER/PRINTER SUPPLY	8,500	12,000	12,000	3,500	
	<b>Administration/IT Sub-total</b>	<b>\$ 1,592,750</b>	<b>\$ 1,415,250</b>	<b>\$ 1,378,550</b>	<b>\$ (214,200)</b>	<b>-13.45%</b>

Description		2025 Budget	2025 Estimate	2026 Budget	Variance	Percentage Changes
<b>Comm Support Center</b>	SALARIES	\$ 68,900	\$ 68,700	\$ 70,000	\$ 1,100	
	BENEFITS	29,500	16,000	29,500	-	
	COMMUNITY SUPPORT	15,000	9,000	15,000	-	
	TELEPHONE	750	675	750	-	
	OFFICE/GENERAL SUPPLIES	10,000	1,000	1,500	\$(8,500)	
	<b>Comm Support Center Sub-total</b>	<b>\$ 124,150</b>	<b>\$ 95,375</b>	<b>\$ 116,750</b>	<b>\$ (7,400)</b>	<b>-5.96%</b>
<b>Direct Child Care</b>	SALARIES	\$ 1,950,000	\$ 1,825,000	\$ 2,147,250	\$ 197,250	
	BENEFITS	764,500	575,000	809,000	44,500	
	TELEPHONE/COMMUNICATIONS	25,000	20,500	25,000	-	
	LAUNDRY SUPPLIES	6,500	5,000	6,000	(500)	
	JANITORIAL SUPPLIES	25,000	14,000	17,500	(7,500)	
	TOILET & BATH SUPPLIES	7,000	4,500	5,000	(2,000)	
	TRAINING	25,000	6,000	15,000	(10,000)	
	TRAVEL	28,000	24,500	28,000	-	
	HAIRCUTS	8,000	6,500	8,000	-	
	ACCREDITATION FEES	4,500	3,500	-	(4,500)	
	MEMBERSHIP FEES	18,000	12,500	15,000	(3,000)	
	RECORDS SOFTWARE	22,000	20,000	22,000	-	
	RELOCATION EXPENSES	25,000	-	2,500	(22,500)	
	COPIER RENTAL	5,500	5,800	6,000	500	
	KIDSEARN/ALLOWANCE	10,000	9,000	10,000	-	
	OFFICE/GENERAL SUPPLIES	28,000	35,000	32,500	4,500	
	VAN MAINTENANCE	10,000	20,000	15,000	5,000	
	ENTERTAINMENT	17,500	20,000	20,000	2,500	
	PRINTING	2,000	750	1,250	(750)	
	LINENS/BEDDING	2,000	1,500	2,000	-	
	SCHOOL TRIPS/ED EVENTS	2,500	1,500	2,000	(500)	
	CLUB DUES/MEMBERSHIPS	500	-	250	(250)	
	SCHOOL SUPPLIES	6,500	5,500	6,500	-	
	ACADEMIC INCENTIVES	2,500	2,250	2,500	-	
	FOOD	200,000	225,000	220,000	20,000	
	CLOTHING	22,500	26,000	25,000	2,500	
	SHOES	3,500	2,700	3,000	(500)	
	MEDICAL SUPPLIES	2,000	800	1,250	(750)	
	OUTSIDE MEDICAL	3,000	1,500	2,000	(1,000)	
	DENTIST	1,250	-	750	(500)	
	MEDICINE/VACCINE	3,000	2,700	3,000	-	
	EYE EXAMS/GLASSES	1,000	400	750	(250)	
	ATHLETIC SUPPLIES	1,500	1,000	1,250	(250)	
	RECREATION SUPPLIES	1,500	1,500	1,500	-	
FOOD/CONCESSIONS	1,000	750	1,000	-		
POOL/PLAYGROUND	6,000	5,000	6,000	-		
MUSIC	750	800	800	50		
CAMPUS TRACKS	2,000	1,000	1,500	(500)		
YEARBOOK	1,000	-	750	(250)		
<b>Direct Child Care Sub-total</b>	<b>\$ 3,245,500</b>	<b>\$ 2,887,450</b>	<b>\$ 3,466,800</b>	<b>\$ 221,300</b>	<b>6.82%</b>	

	Description	2025 Budget	2025 Estimate	2026 Budget	Variance	Percentage Changes
-						
<b>Maintenance</b>	SALARIES	\$ 186,600	\$ 186,600	\$ 194,750	\$ 8,150	
	BENEFITS	76,250	55,000	61,800	(14,450)	
	TELEPHONE	2,500	2,550	2,600	100	
	FUEL/HEATING OIL	36,500	28,500	32,500	(4,000)	
	ELECTRIC CURRENT	185,000	190,000	190,000	5,000	
	WATER & SEWER	70,000	90,000	85,000	15,000	
	VEHICLE REPAIRS/SERVICE	2,500	6,000	4,500	2,000	
	TRAVEL	4,000	3,300	3,750	(250)	
	PAINTING	8,000	1,000	5,000	(3,000)	
	CARPENTRY	14,500	23,500	20,000	5,500	
	PLUMBING	15,000	19,000	15,000	-	
	HVAC	14,000	18,000	17,500	3,500	
	ELECTRICAL	17,500	22,000	17,500	-	
	APPLIANCES/ REPAIRS	10,500	11,000	12,500	2,000	
	GROUNDS/LANDSCAPING	140,000	130,000	140,000	-	
	GROUNDS EQUIPMENT/SUPPLIES	250	400	500	250	
	EQUIPMENT RENTAL	1,750	1,500	1,750	-	
	EQUIPMENT MAINT-NON-VEHICLE	10,000	9,000	10,000	-	
	FUEL/OIL-GROUNDS EQUIPMENT	500	-	-	(500)	
	FERTILIZER/NUTRIENTS	500	-	-	(500)	
	TRAINING	200	-	200	-	
	OFFICE SUPPLIES/MANUALS	250	200	250	-	
	REPAIR SUPPLIES	500	900	750	250	
	CONTRACT CLEANING	2,000	1,750	3,500	1,500	
	WASTE REMOVAL/RECYCLING	26,500	30,000	30,000	3,500	
	PEST CONTROL	12,500	12,000	12,500	-	
	DOOR MAT RENTAL	5,500	6,500	6,500	1,000	
	<b>Maintenance Sub-total</b>	<b>\$ 843,300</b>	<b>\$ 848,700</b>	<b>\$ 868,350</b>	<b>\$ 25,050</b>	<b>2.97%</b>
<b>Development</b>	SALARIES	\$ 225,000	\$ 223,000	\$ 308,900	\$ 83,900	
	BENEFITS	94,000	70,000	103,650	9,650	
-	SUPPLIES	800	250	750	(50)	
-	TRAVEL/CONFERENCES	12,500	13,500	15,000	2,500	
	PUBLIC RELATIONS/RECOGNITION	1,000	1,000	1,000	-	
	TRAINING	750	500	1,000	250	
	MARKETING/SOLICITATION	320,000	295,000	300,000	(20,000)	
	DEVELOPMENT PROJECTS	20,000	12,500	15,000	(5,000)	
	TELEPHONE	2,400	2,400	3,500	1,100	
	MEMBERSHIP FEES	1,000	1,100	1,250	250	
	<b>Development Sub-total</b>	<b>\$ 677,450</b>	<b>\$ 619,250</b>	<b>\$ 750,050</b>	<b>\$ 72,600</b>	<b>10.72%</b>
-						
-						

	Description	2025 Budget	2025 Estimate	2026 Budget	Variance	Percentage Changes
<b>Archives</b>	SALARIES	\$ 12,032	\$ -	\$ 21,800	\$ 9,768	
	BENEFITS	920	-	1,700	780	
	ARCHIVAL SUPPLIES	1,000	-	500	(500)	
	EXHIBITION MATERIALS	1,500	-	1,000	(500)	
	MEMBERSHIP FEES	500	-	500	-	
	TECHNOLOGY/EQUIPMENT	-	-	-	-	
	CONTINUING EDUCATION	-	-	-	-	
	TRAVEL	-	-	-	-	
	MUSEUM SOCIETY/SOCIAL EVENTS	-	-	-	-	
	GALLERY RENOVATIONS	5,000	-	5,000	-	
	FAMILY LIFE CENTER	10,000	-	5,000	(5,000)	
	OFFICE EXPENSES	500	-	500	-	
	<b>Archives Sub-total</b>	<b>\$ 31,452</b>	<b>\$ -</b>	<b>\$ 36,000</b>	<b>\$ 4,548</b>	<b>14.46%</b>
<b>ILP/TLC</b>	SALARIES	\$ 392,500	\$ 300,000	\$ 401,500	\$ 9,000	
	BENEFITS	155,500	77,000	157,325	1,825	
	TRAVEL	6,500	6,500	6,500	-	
	TRAINING/CONFERENCES	250	-	250	-	
	SUPPLIES(OFFICE & COTTAGE)	650	250	400	(250)	
	TELEPHONE	4,000	3,825	4,000	-	
	CLOTHING	2,500	500	1,500	(1,000)	
	VEHICLE MAINTENANCE	750	2,750	1,000	250	
	EDUCATION EXPENSES	1,000	250	500	(500)	
	MEDICAL/EMERGENCY	3,500	1,400	2,500	(1,000)	
	FOOD PURCHASES	10,000	9,500	10,000	-	
		<b>Independent Living Sub-total</b>	<b>\$ 577,150</b>	<b>\$ 401,975</b>	<b>\$ 585,475</b>	<b>\$ 8,325</b>
<b>Summary</b>						
<b>Income</b>	MASONIC LODGE DON.	\$ 1,250,000	\$ 1,200,000	\$ 1,250,000	\$ -	
	GR. LODGE APPR.	12,500	25,000	12,500	-	
	MASONIC FDN.	400,000	427,000	430,000	30,000	
	GEN. PUB. DONATIONS	850,000	740,000	850,000	-	
	INV. INCOME	1,250,000	1,300,000	1,250,000	-	
	LEGACIES	1,250,000	500,000	1,000,000	(250,000)	
	DSS PER DIEM	100,000	180,000	150,000	50,000	
	GRANTS	200,000	120,000	200,000	-	
	ANNUAL DRAW FROM INVESTMENTS	1,044,693	1,044,693	1,080,690	35,997	
	OTHER INCOME	25,000	12,600	15,000	(10,000)	
	CALENDAR DONATIONS	150,000	36,250	-	(150,000)	
	PRINTING INCOME	-	(20,000.00)	-	-	
	<b>Total Income</b>	<b>\$ 6,532,193</b>	<b>\$ 5,565,543</b>	<b>\$ 6,238,190</b>	<b>\$ (294,003)</b>	

-  
-

Description	2025 Budget	2025 Estimate	2026 Budget	Variance	Percentage Changes
<b>Expense</b>					
Administration/IT Sub-total	\$ 1,592,750	\$ 1,415,250	\$ 1,378,550	\$ (214,200)	
Community Support Center	\$ 124,150	\$ 95,375	\$ 116,750	\$ (7,400)	
Direct Child Care Sub-total	\$ 3,245,500	\$ 2,887,450	\$ 3,466,800	\$ 221,300	
Maintenance Sub-total	\$ 843,300	\$ 848,700	\$ 868,350	\$ 25,050	
Development & PR Sub-total	\$ 677,450	\$ 619,250	\$ 750,050	\$ 72,600	
Archives Sub-total	\$ 31,452	\$ -	\$ 36,000	\$ 4,548	
Independent Living Sub-total	\$ 577,150	\$ 401,975	\$ 585,475	\$ 8,325	
<b>Total Operating Expense</b>	<b>\$ 7,091,752</b>	<b>\$ 6,268,000</b>	<b>\$ 7,201,975</b>	<b>\$ 110,223</b>	<b>1.55%</b>
<b>Capital Improvements</b>	<b>500,000</b>	<b>450,000</b>	<b>500,000</b>	<b>-</b>	
<b>Total Expense</b>	<b>\$ 7,591,752</b>	<b>\$ 6,718,000</b>	<b>7,701,975</b>	<b>\$ 110,223</b>	<b>1.45%</b>
<b>Net Income/(Expense)</b>	<b>\$ (1,059,559)</b>	<b>\$ (1,152,457)</b>	<b>\$ (1,463,785)</b>	<b>\$ (404,226)</b>	
<b>Transfer from Investment Income</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>Net Income/(Deficit) excluding Contingent Salaries/Benefits</b>	<b>\$ (1,059,559)</b>	<b>\$ (1,152,457)</b>	<b>\$ (1,463,785)</b>	<b>\$ (404,226)</b>	
<b>Contingent Salaries/Benefits</b>	<b>\$ 233,662</b>	<b>\$ -</b>	<b>\$ 70,035</b>	<b>\$ (163,627)</b>	<b>-70.03%</b>
<b>Additional Transfer from Investment Income</b>	<b>\$ 1,293,221</b>	<b>\$ -</b>	<b>\$ 1,533,820</b>		
<b>Net Income/(Deficit)</b>	<b>\$ -</b>	<b>\$ (1,152,457)</b>	<b>\$ -</b>	<b>\$ -</b>	

Average Number of Children

	Direct Care	ILP
2024	40	8
2023	42	15
2022	43	14
2021	29	10
2020	32	13
2019	40	10
2018	39	15
2017	40	19
2016	43	15
2015	40	17
2014	42	17

Masonic Home for Children  
School of Graphic Arts

	2025 Budget	2025 Estimates	2026 Budget	Variance
<b>Revenue</b>				
Printing Income				
General Public	\$ 495,000	\$ 450,000	\$ 495,000	\$ -
Grand Lodge	\$ 200,000	\$ 100,000	\$ 155,000	\$ (45,000)
Masonic Lodges	\$ 30,000	\$ 16,000	\$ 27,500	\$ (2,500)
Order of the Eastern Star	\$ 13,000	\$ 8,500	\$ 10,000	\$ (3,000)
Other Masonic Printing	\$ 126,536	\$ 180,000	\$ 325,000	\$ 198,464
NC Masonic Foundation	\$ 500	\$ -	\$ 500	\$ -
Masonic Home for Children	\$ 70,000	\$ 16,000	\$ 20,000	\$ (50,000)
WhiteStone	\$ 7,500	\$ 3,000	\$ 5,500	\$ (2,000)
<b>Total Revenue</b>	<b>\$ 942,536</b>	<b>\$ 773,500</b>	<b>\$ 1,038,500</b>	<b>\$ 95,964</b>
<b>Expenses</b>				
Printing Expenses				
Salaries	\$ 303,285	\$ 291,000	\$ 340,250	\$ 36,965
Benefits	\$ 132,551	\$ 105,000	\$ 136,000	\$ 3,449
Supplies	\$ 1,500	\$ 250	\$ 1,000	\$ (500)
Computer Supplies	\$ 250	\$ 200	\$ 250	\$ -
Telephone	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Postage	\$ 85,000	\$ 80,000	\$ 80,000	\$ (5,000)
Computer Technical Support	\$ 32,450	\$ 37,000	\$ 40,000	\$ 7,550
Computer System Upgrades	\$ 5,000	\$ -	\$ 5,000	\$ -
Internet Expense	\$ 2,000	\$ 1,800	\$ 2,000	\$ -
Travel	\$ 4,000	\$ 2,700	\$ 3,500	\$ (500)
Electricity	\$ 8,000	\$ 9,000	\$ 9,000	\$ 1,000
Depreciation	\$ 10,000	\$ 17,000	\$ 15,000	\$ 5,000
Uniform Rentals	\$ -	\$ -	\$ -	\$ -
Paper	\$ 90,000	\$ 62,500	\$ 80,000	\$ (10,000)
Bindery Supplies	\$ 1,000	\$ 250	\$ 1,000	\$ -
GraphicArts/Pressroom Supplies	\$ 15,000	\$ 22,000	\$ 22,500	\$ 7,500
Mailroom Supplies	\$ 2,000	\$ 2,500	\$ 2,500	\$ 500
Items Purchased for Resale	\$ 1,000	\$ 2,000	\$ 2,500	\$ 1,500
Mailroom Rental/Service Contract	\$ 9,500	\$ 17,500	\$ 17,500	\$ 8,000
Copier Rental/Click Charges	\$ 110,000	\$ 80,000	\$ 90,000	\$ (20,000)
Equipment Repairs & Replacement	\$ 2,500	\$ 1,000	\$ 2,000	\$ (500)
Outside Work	\$ 80,000	\$ 135,000	\$ 150,000	\$ 70,000
Freight/UPS Charges	\$ 12,000	\$ 3,500	\$ 7,500	\$ (4,500)
Advertising	\$ 4,000	\$ 4,200	\$ 4,500	\$ 500
<b>Equipment Replacement</b>	<b>\$ 30,000</b>	<b>\$ 10,000</b>	<b>\$ 25,000</b>	<b>\$ (5,000)</b>
<b>Total Expenses</b>	<b>\$ 942,536</b>	<b>\$ 885,900</b>	<b>\$ 1,038,500</b>	<b>\$ 95,964</b>
<b>Projected Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ (112,400)</b>	<b>\$ -</b>	<b>\$ -</b>

INSURANCE COVERAGE

AS OF: 5/1/2025

TYPE	COVERAGE LIMITS	DEDUCTIBLE	CO-PAY	PREMIUM
PROPERTY	\$31,815,807	\$1,000		\$63,970
BUSINESS INCOME	\$500,000			
GENERAL LIABILITY	\$2,000,000 AGGREGATE \$1,000,000 EACH OCCURRENCE \$1,000,000 PERSONAL INJURY \$10,000 MEDICAL EXPENSE			\$19,458 includes all coverages down to umbrella
EMPLOYEE BENEFITS	\$2,000,000 AGGREGATE \$1,000,000 EACH PERSON	\$1,000		
ABUSE & MOLESTATION	\$2,000,000 AGGREGATE \$1,000,000 EACH PERSON			
PROFESSIONAL LIABILITY	\$2,000,000 AGGREGATE \$1,000,000 EACH PERSON			
EMPLOYEE DISHONESTY	\$250,000 PER CLAIM	\$5,000		
UMBRELLA/EXCESS LIABILITY	\$5,000,000 AGGREGATE \$5,000,000 EACH OCCURRENCE \$2,000,000 CAP ON ABUSE CLAIM			\$24,047
AUTOMOBILE	\$1,000,000 COMBINED SINGLE \$1,000,000 UNINSURED MOTORIST \$1,000,000 UNDERINSURED \$25,000 DAMAGE COLLISION \$1,000 COMPREHENSIVE \$1,000			\$30,356
DIRECTORS & OFFICERS	\$5,000 MEDICAL PAYMENTS/PERSON \$5,000,000 LIMIT	\$2,500		\$12,897 includes D&O, Emp Pract, Cyber
EMPLOYMENT PRACTICES	\$5,000,000 LIMIT	\$5,000		
CYBER RISK POLICY	\$1,000,000 AGGREGATE	\$5,000		
WORKERS' COMPENSATION	\$500,000 EACH ACCIDENT \$500,000 DISEASE			\$23,611
MEDICAL	LIFETIME MAXIMUM UNLIMITED * IN NET DEDUCTIBLE (EMPLOYEE/FAMILY) \$5,000/\$10,000 COINSURANCE 30% * ANNUAL MAX out of POCKET (EMP/FAMILY) \$9,200/\$18,400 OFFICE VISIT COPAY 35/PCP \$0/ANNUAL PHYSICAL Visits 1-3 are \$0 cost at designated PCP \$70/SPECIALIST DRUG CARD \$10/\$25/\$45/\$60/25%(min \$50 max\$100) EMERGENCY ROOM \$1,000 URGENT CARE \$70 COPAY VIRTUAL DOCTOR VISIT \$10			
*MHCO WILL REIMBURSE EMPLOYEE FOR DEDUCTIBLE PAYMENTS MADE OVER \$1,500 - NOT TO EXCEED A TOTAL REIMBURSEMENT OF \$3,500.				
DENTAL	ANNUAL MAXIMUM DIAGNOSTIC & PREVENTIVE SERVICES BASIC SERVICES COVERED AT 50%	\$750 COVERAED AT 100% \$50		

# MHCO 2026 BOARD LIST

Term Ending (No. of Terms)	NAME	OFFICE	CONF & COI / PROFILE / SKILLS / AGREEMENT / BIO	ADDRESS	MOBILE PHONE	EMAIL
2026 (1)	<b>GM Steve Norris</b>	Member	NO / NO/ NO / NO / YES	9750 Francis Marion Ln. Ash, NC 28420	(910) 443-1897	<a href="mailto:stevenorris@atmc.net">stevenorris@atmc.net</a>
2026 (2)	<b>Mr. Speed Hallman, <i>Chairman</i></b>	Member	YES / YES/ YES / YES / YES	410 East View St. Wadesboro, NC 28170	(919) 883-7453	<a href="mailto:speed_hallman@unc.edu">speed_hallman@unc.edu</a>
2028 (1)	<b>Mr. David Wicker, <i>Vice Chairman</i></b>	Member	YES / YES/ YES / YES / YES	404 College St. Oxford, NC 27565	(919) 971-6743	<a href="mailto:dwicker@rwlw.com">dwicker@rwlw.com</a>
2026 (2)	<b>Mr. Luther D. Starling, Jr., <i>Treasurer</i></b>	Member	YES / YES/ YES / YES / YES	100 Deer Run Tr. Clinton, NC 28328	(919) 934-5012	<a href="mailto:lewstarling@dwslaw.com">lewstarling@dwslaw.com</a>
2027 (1)	<b>Mr. Edward Moore, <i>Secretary</i></b>	Member	YES / YES/ YES / YES / YES	672 Horizon Dr. Pittsboro, NC 27312	(804) 514-3310	<a href="mailto:edmooreemail@gmail.com">edmooreemail@gmail.com</a>
2027 (1)	<b>Dr. Tony Cozart</b>	Member	NO / NO/ NO / NO / YES	4056 Peaces Chapel Rd. Oxford, NC 27565	(919) 690-7272	<a href="mailto:tony.cozart@gmail.com">tony.cozart@gmail.com</a>
2026 (1)	<b>Ms. Kim Lyda</b>	Member	YES / YES/ YES / YES / YES	730 Ervin Dr. Lexington, NC 27292	(704) 796-7324	<a href="mailto:kim.lyda@retailbusinessservices.com">kim.lyda@retailbusinessservices.com</a>
2026 (1)	<b>Mr. Eddie Gaskins</b>	Member	YES / YES/ YES / YES / YES	PO Box 15236 Wilmington, NC 28408	(910) 262-6976	<a href="mailto:gaskinsea@aol.com">gaskinsea@aol.com</a>
2027 (1)	<b>Ms. Peggy Myers</b>	Member	YES / YES/ YES / YES / YES	105 Fallen Log Chapel Hill, NC 27516	(919) 360-7200	<a href="mailto:mcmymers.nc@gmail.com">mcmymers.nc@gmail.com</a>
2027 (1)	<b>Mr. Jerry Gantt</b>	Member	YES / YES/ YES / YES / YES	2463 Gateway Ln. Lincolnton, NC 28092	(713) 824-7040	<a href="mailto:jerry@gantt.me">jerry@gantt.me</a>
2027 (1)	<b>Mr. Gilbert Bailey</b>	Member	YES / YES/ YES / YES / YES	2828 Arcadia Ave. Charlotte, NC 28209	(704) 650-3682	<a href="mailto:gilbert.bailey@globalpay.com">gilbert.bailey@globalpay.com</a>
2028 (1)	<b>Mr. Mike Register</b>	Member	YES / YES/ YES / YES / YES	3839 Galantis Dr. Unit 11, Morehead City NC 28557	(336) 528-2920	<a href="mailto:maregister600@gmail.com">maregister600@gmail.com</a>
2028 (1)	<b>Mrs. Brenda Dickerson-Daniel</b>	Member	YES / YES/ YES / YES / YES	3531 Winding Oak Rd. Oxford, NC 27565	(919) 691-0100	<a href="mailto:bddaniel@hotmail.com">bddaniel@hotmail.com</a>
2028 (1)	<b>Mr. Lee Isley</b>	Member	YES / YES/ YES / YES / YES	3705 Kimberly Jo Dr. Rocky Mount, NC 27804	(919) 691-3307	<a href="mailto:lee.isley@unhealth.unc.edu">lee.isley@unhealth.unc.edu</a>
2028 (1)	<b>Mr. Daniel Lebold</b>	Member	YES / YES/ YES / YES / YES	204 Oxford Hills Drive, Chapel Hill, NC 27514	(919) 923-7461	<a href="mailto:daniel.lebold@gmail.com">daniel.lebold@gmail.com</a>
Observer	<b>Mr. Phil Johnson</b>	Comm.	YES / YES/ YES / NA / NO	311 Riverside Trl. Roanoke Rapids, NC 27870	(252) 339-4343	<a href="mailto:prj1820@gmail.com">prj1820@gmail.com</a>
	<b>Ms. Grayson Hollowell</b>	Comm.	YES / YES/ YES / NA / YES	8001 Grand Summit Blvd. Concord, NC 28027	(919) 692-5467	<a href="mailto:hollowellgrayson@gmail.com">hollowellgrayson@gmail.com</a>
	<b>Mr. Lynn Cherry Jr.</b>	Comm.	YES / YES/ YES / NA / YES	3434 Medford Rd. Durham, NC 27705	(919) 971-4848	<a href="mailto:lynn@cherryrealtync.com">lynn@cherryrealtync.com</a>
	<b>Mrs. Patricia Smith</b>	Comm.	YES / YES/ YES / NA / YES	6116 Clairidge Rd. Wilmington, NC 28403	(910) 515-4246	<a href="mailto:pcsmith@ec.rr.com">pcsmith@ec.rr.com</a>
	<b>Mr. Pierre Gingue</b>	Comm.	YES / YES/ YES / NA / YES	220 Saddletree Rd. Oxford, NC 27565	(919) 600-9362	<a href="mailto:pginguen@gmail.com">pginguen@gmail.com</a>
	<b>Mr. Scottie Sigmon</b>	Comm.	NO / NO/ NO / NA / YES	234 Windsor Forest Cir. Fletcher, NC 28732	(704) 678-4311	<a href="mailto:scottie@hippomg.com">scottie@hippomg.com</a>
	<b>Mrs. Melissa Hogan</b>	Comm.	YES / YES/ YES / NA / YES	301 Ben Hogan Drive Mebane, NC 27302	(919) 619-0233	<a href="mailto:wifex221@gmail.com">wifex221@gmail.com</a>
	<b>Mr. Chris Richardson</b>	Comm.	YES / YES/ YES / NA / YES	406 Salem Rd. Oxford, NC 27565	(919) 690-5996	<a href="mailto:crichardson@mfnc.org">crichardson@mfnc.org</a>
	<b>Mr. Robert Spell</b>	Comm.	NO / NO / NO / NA / NO	PO Box 680 Clinton, NC 28329	(910) 590-9957	<a href="mailto:rcspell@ebenbenefits.com">rcspell@ebenbenefits.com</a>
	<b>Mr. Don Arnold</b>	Comm.	YES / YES / YES / NA / YES	524 Jake's Ridge Ln. Mooresville, NC 28115	(252) 722-4208	<a href="mailto:pfcarnolddr@gmail.com">pfcarnolddr@gmail.com</a>
	<b>Mr. Ron Hensley</b>	Comm.	YES / YES / YES / NA / YES	7986 Cullowhee Mtn. Rd. Cullowhee, NC 28723	(828) 339-0028	<a href="mailto:rhenrock@yahoo.com">rhenrock@yahoo.com</a>
	<b>Ms. Angela Allen</b>	Comm.	YES / YES / YES / NA / YES	1412 Fairway Dr. Oxford, NC 27565	(919) 725-6486	<a href="mailto:angela.allen@granvillecounty.org">angela.allen@granvillecounty.org</a>
	<b>Mr. Jimmy Moore</b>	Comm.	YES / YES / YES / NA / YES	118 Tanglewood Dr. Wilmington, NC 28409	(910) 443-7281	<a href="mailto:jtmoore@jtmacoustic.com">jtmoore@jtmacoustic.com</a>
	<b>Mr. Johnny Surles</b>	Comm.	YES / YES / YES / NA / YES	913 Oak Grove Rd. Pollocksville, NC 28573	(252) 671-3640	<a href="mailto:secretary@scottishritenewbern.org">secretary@scottishritenewbern.org</a>
	<b>Mr. Tim Daniels</b>	Comm.	YES / YES / YES / NA / YES	3009 Colony Ridge Dr. Gastonia, NC 28056	(803) 417-3488	<a href="mailto:tmarkd57@gmail.com">tmarkd57@gmail.com</a>
	<b>Mr. Devante Hicks</b>	Comm.	NO / NO/ NO / NA / YES	76 Serenity Pointe Dr. Selma, NC 27576	(919) 763-5509	<a href="mailto:devante.hicks@ncdps.gov">devante.hicks@ncdps.gov</a>
	<b>Ms. Terrie Lawson</b>	Comm.	YES / YES / YES / NA / NO	430 Tadpole Lane Apt. 102 Kernersville, NC 27284	(336) 392-2649	<a href="mailto:lawsontwin@gmail.com">lawsontwin@gmail.com</a>
	<b>Mr. Julian Setzer</b>	Comm.	NO / NO / NO / NA / YES		(828) 734-2104	<a href="mailto:jcsetzer@gmail.com">jcsetzer@gmail.com</a>
	<b>Mr. Dana Outlaw</b>	Comm.	YES / YES / YES / NA / YES	4921 Morton Rd. New Bern, NC 28562	(252) 514-7401	<a href="mailto:dana@danaoutlaw.com">dana@danaoutlaw.com</a>
	<b>Mr. Steve Owen</b>	Comm.	YES / YES / YES / NA / NO	3648 Ashton Glen Ln. Oxford, NC 27565	(919) 630-8955	<a href="mailto:steve.owen29@yahoo.com">steve.owen29@yahoo.com</a>
	<b>Mrs. Tracy Armwood</b>	Comm.	YES / YES / YES / NA / YES	8 Nicholson Court Greensboro, NC 27407	(336) 708-2521	<a href="mailto:tarmwood@liveatwhitestone.org">tarmwood@liveatwhitestone.org</a>
	<b>Mr. Kenneth Small</b>	Comm.	YES / YES / YES / NA / YES	640 Lakefork Rd. Salisbury, NC 28146	(704) 754-0032	<a href="mailto:smallshandymanagementservices@gmail.com">smallshandymanagementservices@gmail.com</a>
	<b>Mr. Archie Martin</b>	Comm.	YES / YES / YES / NA / YES	1905 Shirley Dr. Burlington, NC 27215	(336) 263-5340	<a href="mailto:martin.archie@gmail.com">martin.archie@gmail.com</a>
	<b>Mr. Kenneth Haigler</b>	Comm.	YES / YES / YES / NA / NO	PO Box 4108 Wilmington, NC 28406	(910) 231-9020	<a href="mailto:tthlaw@aol.com">tthlaw@aol.com</a>
	<b>Mr. Chris Allabaugh</b>	Comm.				<a href="mailto:callabaugh@mhc-oxford.org">callabaugh@mhc-oxford.org</a>
	<b>Mrs. Kristyn Butts</b>	Comm.				<a href="mailto:kbutts@mhc-oxford.org">kbutts@mhc-oxford.org</a>
	<b>Mrs. LuAnne Clark</b>	Comm.				<a href="mailto:lclark@mhc-oxford.org">lclark@mhc-oxford.org</a>
	<b>Ms. Gabi Wheat</b>	Comm.				<a href="mailto:gwheat@mhc-oxford.org">gwheat@mhc-oxford.org</a>
	<b>Dr. Linda Mason</b>	Comm.				<a href="mailto:lmason@mhc-oxford.org">lmason@mhc-oxford.org</a>
	<b>Mr. Alvin Billings</b>	Comm.				<a href="mailto:abilings@mhc-oxford.org">abilings@mhc-oxford.org</a>
	<b>Mrs. Charlie Roberson</b>	Comm.				<a href="mailto:cvaughn@mhc-oxford.org">cvaughn@mhc-oxford.org</a>

**OFFICERS:** Grand Master, Steve Norris; Chair, Speed Hallman; Vice Chair, David Wicker; Treasurer, Luther Starling, Jr.; Secretary, Ed Moore



OGDEN UT 84201-0038

In reply refer to: 0438090075  
Feb. 18, 2020 LTR 4168C 0  
56-0603924 000000 00  
Input Op: 0438090075 00023887  
BODC: TE

MASONIC HOME FOR CHILDREN AT OXFORD  
600 COLLEGE ST  
OXFORD NC 27565-2717

008849

Employer ID number: 56-0603924  
Form 990 required: Yes

Dear Taxpayer:

We're responding to your request dated Feb. 06, 2020, about your tax-exempt status.

We issued you a determination letter in February 1946, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at [www.irs.gov/forms-pubs](http://www.irs.gov/forms-pubs) or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m.,

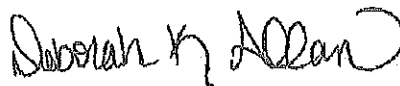
0438090075  
Feb. 18, 2020 LTR 4168C 0  
56-0603924 000000 00  
Input Op: 0438090075 00023888

MASONIC HOME FOR CHILDREN AT OXFORD  
600 COLLEGE ST  
OXFORD NC 27565-2717

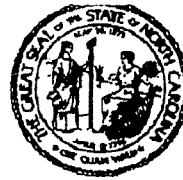
local time, Monday through Friday (Alaska and Hawaii follow Pacific time).

Thank you for your cooperation.

Sincerely yours,



Deborah K Allan  
Program Manager, AM OPS 1



North Carolina

Department of Health and Human Services

License

THIS IS TO CERTIFY: That in accordance with the provisions of the General Statues  
the DEPARTMENT OF HEALTH AND HUMAN SERVICES , through its duly authorized representative has,  
made inspection of MASONIC HOME FOR CHILDREN

located at 600 COLLEGE ST. OXFORD NC 27565

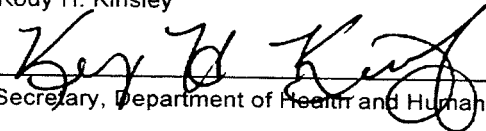
This INSTITUTION SPECIAL PROGRAM has complied with the laws of  
North Carolina and rules of the North Carolina Department of Health and Human Services  
and is FULLY licensed to provide foster care services to 65 GIRLS & BOYS  
ages 00 - 21

This license is not transferable and shall continue in full force and effect until  
01/31/2026 unless revoked for cause.


Given under the hand and seal of the NORTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES

This 31ST day of JANUARY 2024 ,A.D.

Kody H. Kinsley

  
Secretary, Department of Health and Human Services

Lisa Tucker Cauley, MSW

  
Senior Director for Child, Family and Adult Services

B01177

# State of North Carolina

## DEPARTMENT OF THE SECRETARY OF STATE

### Charitable Solicitation License

This document certifies that, in accordance with the provisions of Chapter 131F of the General Statutes of North Carolina,

#### **The Masonic Home for Children at Oxford, Inc.**

North Carolina Solicitation License Number: SL003014

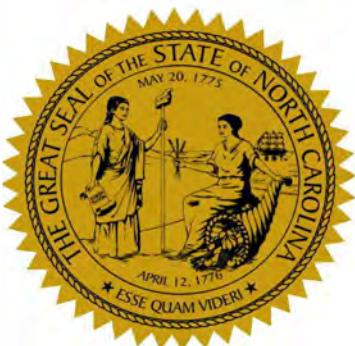
Federal Tax Exempt Status: 501(c)(3) Charitable Organization

with headquarters in Oxford, NC is hereby duly licensed by the Department of the Secretary of State to solicit charitable contributions in North Carolina for the purposes set forth in the application for license approved by and filed with the Department of the Secretary of State. This license is not transferable and shall continue in full force and effect from the 15th day of May, 2025 to the 15th day of May, 2026, unless revoked for cause.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at the City of Raleigh, this the 18th day of August, 2025.

*Elaine F. Marshall*

**ELAINE F. MARSHALL**  
SECRETARY OF STATE



Document Id: L202519500220

**ARTICLES OF INCORPORATION AND CHARTER**

NOV 15 9 11 AM '73

**FILED**

NOV 15 9 11 AM '73

**THAD EURE**  
SECRETARY OF STATE  
NORTH CAROLINA

**ARTICLES OF AMENDMENT TO THE CHARTER OF  
OXFORD ORPHANAGE**

In accordance with the provisions of Section 55A-36 of the North Carolina Non-profit Corporation Act, the charter of the undersigned non-profit corporation is hereby amended to read as follows:

**ARTICLE I**

The name of the corporation is OXFORD ORPHANAGE.

**ARTICLE II**

At a regularly convened meeting of the Directors of the corporation held on the 9th day of November, A.D., 1973, these amendments proposed to restate and amend the provisions of the original Articles of Incorporation to include the several provisions of Chapter 60 of the Private Laws of the 1953 Session of the General Assembly of North Carolina as amended were adopted.

**ARTICLE III**

The period of duration of the corporation shall be perpetual

**ARTICLE IV**

For the purposes, powers and management of the corporation, it is hereby set forth:

1. That said corporation shall have power to lease, purchase, take and receive, by gift or devise, and hold in fee simple or by lesser estate or estates all manner of lands, tenements, rents, annuities, and other personal property, and hereditaments, and shall further be capable in law to take, receive and possess all moneys, stocks, bonds, books, goods and chattels, which may have been or may hereafter be given to it for to any person or persons for it by deed, devise, bequest or otherwise. A misnomer of the corporation in any deed, will, or other conveyance, shall not have the effect to invalidate the conveyance if the corporation shall be therein described with sufficient certainty to identify it, or if the intent of the

grantor, donor or testator to make the said corporation the beneficiary shall sufficiently appear on the face of the instrument or otherwise.

2. That said corporation shall be capable in law to bargain, sell, convey and transfer any and all lands, tenements, hereditaments and personal property held or owned by the corporation when the grant, devise, gift, or other conveyance does not otherwise provide.

3. That said corporation shall have full power and authority to make and establish such by-laws, rules and regulations for the government and conduct of the Orphanage in all its departments, as may be established by it, as may seem proper and necessary, and as are not in conflict with the Constitution and laws of this State and of the United States; provided, the said corporation shall at all times be under the supervision, jurisdiction, control and direction of the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina.

4. That the business of the corporation, which is purely a charitable and educational one, shall be the continuance of the present institution known as "Oxford Orphanage" without any change of purpose or identity, for the maintenance and support of an orphanage or a home for indigent children of tender years, to be selected and received as the Directors, hereinafter provided for, shall determine but without discrimination as to race, color, national origin, sex, religious denomination or locality; and the support and education of such children, including their religious, moral, mental and physical training, and their instruction in the useful arts.

5. That the corporation shall have the power to place any child committed to its care in good homes under such rules, regulations and contracts as it may from time to time establish, and in case any such child shall be ill treated it shall have the power to reclaim the same. It may have children regularly apprenticed to it, and it may receive from any parent or person standing in the place of a parent a full surrender of any child.

Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue law) or (b) by a corporation, contributions to which are deductible under Section 170 (c) (2) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue law).

10. That in the event of dissolution of this corporation, all profits and assets of the corporation shall be paid and delivered to such charitable, educational or benevolent organization as may be determined by the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina, provided each such organization to which any assets are paid and delivered shall be exempt from Federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1954 as amended (or the corresponding provision of any future United States Internal Revenue law), or an organization to which contributions are deductible under Section 170 (c) (2) of the Internal Revenue Code of 1954 as amended (or the corresponding provision of any future United States Internal Revenue law).

#### ARTICLE V

The address of the home or principal office of the corporation is Oxford, Granville County, North Carolina. ✓

#### ARTICLE VI

The registered office of the corporation is 2921 Glenwood Avenue, Raleigh, Wake County, North Carolina. ✓

#### ARTICLE VII

The registered agent of the corporation at the registered office is Robert P. Dudley.

#### ARTICLE VIII

These amendments shall henceforth constitute, be and serve as the Articles of Incorporation of the Oxford Orphanage.

ARTICLE IX

There are no members of the corporation having voting rights, and the foregoing Articles of Amendment to the Charter of Oxford Orphanage received the affirmative vote of a majority of the Directors in office.

IN TESTIMONY WHEREOF, Oxford Orphanage has caused this document to be executed in its name by its President and Secretary, this 12th day of November, A.D., 1973.

OXFORD ORPHANAGE

By William L. Mills, Jr.  
President

ATTEST:

Henry H. Horne  
Secretary

NORTH CAROLINA  
CABARRUS COUNTY

William L. Mills, Jr., being duly sworn, deposes and says:

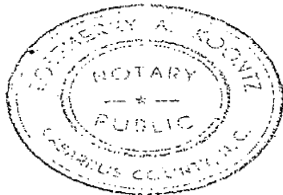
That he is the President of Oxford Orphanage, that he has read the foregoing Articles of Amendment to the Charter of Oxford Orphanage and knows the contents thereof, that the statements therein set forth are true, and that he signed the foregoing Articles of Amendment to the Charter of Oxford Orphanage as its President.

William L. Mills, Jr.

Subscribed and sworn to before me, this 14th day of November, 1973.

Lawrence A. Gorniz  
Notary Public

My commission expires: October 4, 1975



North Carolina, )  
                  )  
Granville County.)

These articles of agreement to form a benevolent corporation and to be incorporated as such, entered into by and between the persons and the corporations whose hands and seals are hereunto set, witness:

That the persons and corporations whose hands and seals are hereunto set, and those whom they may hereafter associate with themselves, being the directors and controllers of the present Oxford Orphan Asylum, have mutually agreed with each other to form a charitable and educational corporation and to become incorporated as such, pursuant to the provisions of Chapter 16 of the Code of North Carolina and the various acts amendatory thereof, and to that end they do hereby set forth before the Clerk of the Superior Court of Granville County, North Carolina, the following:

1. The name of the corporation shall be "The Oxford, North Carolina, Orphan Asylum, Oxford, North Carolina"; but the right to have the corporate name changed is expressly reserved.
2. The business of the corporation, which is purely a charitable and educational one, shall be the continuance of the present institution known as The Oxford Orphan Asylum and its incorporation, without material change of name, and without change of purpose or identity, for the maintenance and support of an orphan asylum, or a home for indigent white orphans of tender years, citizens of the State

of North Carolina, to be selected and received as the Directors hereinafter provided for, shall determine, without discrimination as to sex, religious denomination or locality within the State, and the support and education of such orphans, including their religious, moral, mental and physical training, and their instruction in the useful arts.

3. The place where the business of the corporation is to be carried on is at Oxford, Granville County, North Carolina, <sup>as at present</sup> but the Grand Lodge of North Carolina, (A.F. & A.M.) shall have the right to change the place of the location of the Asylum and may establish other asylums under this charter.

4. The corporation shall have all the powers set forth in Chapter sixteen of the Code of North Carolina and the Acts amendatory thereof, to sue and to be sued, to have a corporate seal, to receive title and to hold, use and enjoy in fee simple, by deed, lease or other tenure, real and personal property in this or any other State or Country; to receive by purchase, gift, devise, or bequest real and personal property and to convey the same by proper instruments. But such property shall be held by such corporation solely for the purposes set forth

above: *The corporation shall succeed to all the rights of the present institution, the Oxford Orphan Asylum, and is the same institution incorporated.*

5. The affairs of the corporation shall be managed by a Board of Directors and such officers as the Board of Di-

rectors shall from time to time determine to be necessary, said directors having the power to determine what officers may be required, to fix their terms and salaries and to elect or provide for the election of all necessary employees.

6. Whereas the Grand Lodge of North Carolina has established the Oxford Orphan Asylum and has provided buildings and grounds, and annually makes an appropriation towards its support; and whereas the State of North Carolina likewise makes an annual appropriation towards the support of the Oxford Orphan Asylum, the Board of Directors of the corporation shall be appointed as the present Directors of the Oxford Orphan Asylum have been, namely, in the following manner; Five Directors shall be elected by the controlling share holder, to wit, the Grand Lodge of North Carolina, and the Grand Master of Masons in North Carolina shall be ex officio Chairman; And three directors shall be appointed by the Governor of the State of North Carolina; And such Directors shall hold their offices for such terms as shall be determined by the by-laws of the corporation. Provided, that if at any time the appropriation towards the support of the Asylum made by the State shall cease, all the Directors shall be selected by the Grand Lodge of North Carolina. The present Board of Directors of the Oxford Orphan Asylum who were appointed in the manner set forth above, shall be the Directors of the Oxford, North Carolina, Orphan Asylum, Oxford North Carolina, until their successors shall be elected or appointed namely: F. M. Moya, G.M., Chairman; ~~F. M. Moya~~, G. Rosenthal, H. B. Broughton, T. A. Green, J.S. Carr, J. M. Curran, B. N. Duke, J. N. Ramsey and Fielding Knott

7. The names of the persons who are the incorporators are:
1. The Grand Lodge of North Carolina with a controlling vote of forty-fiftieths.
  2. F. M. Moya, G.M.
  3. J. C. Drewry, one-fiftieth
  4. Elias Carr, one fiftieth
  5. G. Rosenthal one fiftieth
  6. H. B. Broughton one fiftieth
  7. J. S. Carr one fiftieth
  8. B. N. Duke one fiftieth
  9. J. M. Curran one fiftieth
  10. Fielding Knott one fiftieth
  11. J. N. Ramsey one fiftieth
  12. T. A. Green one fiftieth

Witness as to J. Carr & J. M. Curran  
A. B. Andrews for

- 8. The length of time desired for the corporation is thirty years.
- 9. No shareholder or member shall be liable for any debt of the corporation.

In witness whereof the said Grand Lodge of North Carolina, a corporation, thereto duly authorized hath hereunto set its hand by F. M. Moye, Grand Master, and caused its corporate seal to be hereto affixed; and the said subscribers F. M. Moye, J. C. Drewry and Elias Carr have hereunto set their hands and seals this the 6th day of December 1895.

Witness:  
J. H. Bushee

Grand Lodge of North Carolina  
By F. M. Moye Grand Master

F. M. Moye (Seal)

Elias Carr (Seal)

John C. Drewry (Seal)

G. Rosenthal (Seal)

J. S. Carr (Seal)

J. M. Curran (Seal)

(Seal)

Witness:

attest: John C. Drewry  
Grand Secy.

The execution of the foregoing articles of incorporation by all the parties thereto except J. S. Carr & J. M. Curran ~~was~~ duly proven by the oath and examination of

J. H. Bushee the subscribing witness thereto; And J. C. Drewry being duly sworn says that he is the Secretary of the Grand Lodge of North Carolina and that the seal affixed to the foregoing articles is the corporate seal of the said corporation and that the same was affixed thereto by order of the said corporation.

In witness whereof I have hereunto set my hand and seal this the 10<sup>th</sup> day of December 1895.

(Seal)  
L.S.

D. H. Young  
Clerk Superior Court  
of Wake Co. N.C.

North Carolina, )  
 )  
Granville County. )  
 )

The foregoing certificate of proof by D. H. Young, Clerk of the Superior Court of Wake County, North Carolina, of the execution of the foregoing plan of incorporation by the Grand Lodge of North Carolina, F. M. Moye, G.M., Elias Carr, John C. Greary and G. Rosenthal is hereby approved. And the execution of the foregoing articles of incorporation by *J. S. Carr and J. M. Curran*.

being duly proven before me by the oath and examination of A. B. Andrews, Jr., the subscribing witness thereto, I do adjudge that the execution of the foregoing articles has been duly proven and the same are ordered to be recorded.

Witness my hand and seal this the *11<sup>th</sup>* day of December

1895.



*J. M. Sikes*

Clerk Superior Court of Granville Co.

North Carolina, )  
 )  
Granville County. )  
 )

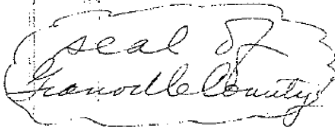
The annexed plan of incorporation of the Oxford, North Carolina, Orphan Asylum, Oxford North Carolina, has been filed in this office and the execution of the said instrument has been duly proven by the oath and examination of F. H. Busbee and A. B. Andrews, Jr., the subscribing witnesses thereto, the former before D. H. Young, Clerk of the Superior Court of Wake County and the latter before me, and the same has been duly recorded. Therefore by virtue of Chapter six-<sup>North Carolina</sup>teen of the Code of ~~Civil Procedure~~ and the acts amendatory thereof, especially the Acts of 1893 chapter 318, I do hereby

adjudge that the said articles are in due form and that the corporators named therein are entitled to have the said articles recorded in the office of the Secretary of State of North Carolina and to have letters patent issued under the great seal of the State declaring the said persons signing said articles of agreement a corporation for the purposes and according to the conditions of said articles, the said letters patent to be recorded in this office.

Witness my hand and seal this the 11<sup>th</sup> day of December 1895.

*J. M. Sites*

Clerk Superior Court of Granville County.



North Carolina, )  
Granville County.)

I, *J. M. Sites*

Clerk of

the Superior Court of Granville County, North Carolina,  
do hereby certify that the foregoing is a true and perfect copy of the articles of incorporation recorded in the office of the Clerk of the Superior Court of Granville County, and that the same is hereby transmitted to the Secretary of State of North Carolina for the issuance of Letters Patent pursuant to the law.

In witness whereof I have hereunto set my hand and official seal this the 11<sup>th</sup> day of December 1895.

*J. M. Sites*

Clerk Superior Court of Granville County.



# NORTH CAROLINA

## Department of The Secretary of State

To all whom these presents shall come, Greetings:

I, ELAINE F. MARSHALL, Secretary of State of the State of North Carolina, do hereby certify the following and hereto attached to be a true copy of

ARTICLES OF AMENDMENT  
OF  
THE MASONIC HOME FOR CHILDREN AT OXFORD, INC.

the original of which is now on file and a matter of record in this office.



IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at the City of Raleigh, this 13rd day of August, 2002

*Elaine F. Marshall*

Secretary of State

Certification Number: 6259372-1 Page: 1 of 2 Ref.# 5001132.2  
Verify this certificate online at [www.secretary.state.nc.us/Verification](http://www.secretary.state.nc.us/Verification).

Presented for registration this 15th day of Aug 2002 at 4:30 O'clock P.M. and Registered in the office of Register of Deeds for Granville County, N.C. Book No 916 Page No 921 Register of Deeds ~~Kathryn M. Coble~~ by: Kathryn M. Coble, Deputy

State of North Carolina  
Department of the Secretary of State  
ARTICLES OF AMENDMENT

0-0114799  
FILED  
9:00 AM  
JUN 09 1994  
EFFECTIVE  
RUELS, EDWIN and in  
SECRETARY OF STATE  
NORTH CAROLINA

94 143 5125

NONPROFIT CORPORATION

The undersigned nonprofit corporation, for the purpose of amending its articles of incorporation and in accordance with the provisions of Section 55A-36 of the North Carolina Nonprofit Corporation Act, hereby sets forth:

1. The name of the corporation is: Oxford Orphanage.
2. The text of each amendment adopted is as follows: (State below or attach)

Article I: The name of the corporation is changed from OXFORD ORPHANAGE to THE MASONIC HOME FOR CHILDREN AT OXFORD, INC.

3. (Check applicable paragraph)

The corporation has members with voting rights. At a regularly convened meeting of the members of the corporation held on the \_\_\_ day of \_\_\_ 19\_\_\_, the amendment was adopted. A quorum was present at the meeting held on the above date and the said amendment received at least two-thirds of the votes entitled to be cast by members present or represented by proxy at such meeting.

There are no members of the corporation having voting rights. At a regularly convened meeting of the directors of the corporation held on the 13th day of May, 1994, the amendment was adopted. The amendment received the affirmative vote of a majority of the directors in office.

In testimony whereof, the corporation has caused these articles of amendment to be executed in its name by its \_\_\_ President and \_\_\_ Secretary this 13th day of May, 1994.

Oxford Orphanage, now The Masonic Home for Children at Oxford, Inc.

Name of Corporation  
Leslie H. Garner  
President or Vice President  
David Ford  
Secretary or Assistant Secretary

State of North Carolina  
County of Granville

This is to certify that on this the 13th day of May, 1994, personally appeared me Leslie H. Garner and W. David Ford, each of whom, being by me first duly sworn, stated that he signed the foregoing Articles of Amendment in the capacity indicated, that he was authorized to sign, and that the statements therein contained are true and correct.

(L.S.)

Mary B. Patten  
Notary Signature  
My commission expires: 4-9-95

NOTES: Filing fee is \$10. One executed original and one exact or conformed copy of these articles must be filed with the Secretary of State.



# NORTH CAROLINA

## Department of The Secretary of State

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To all whom these presents shall come, Greetings:

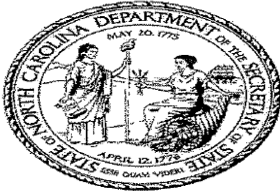
I, **ELAINE F. MARSHALL**, Secretary of State of the State of North Carolina, do hereby certify the following and hereto attached to be a true copy of

### ARTICLES OF RESTATEMENT

OF

### THE MASONIC HOME FOR CHILDREN AT OXFORD, INC.

the original of which was filed in this office on the 15th day of December, 2004.



IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at the City of Raleigh, this 15th day of December, 2004

*Elaine F. Marshall*  
Secretary of State

SOSID: 0114799  
Date Filed: 12/15/2004 9:18:00 AM  
Elaine F. Marshall  
North Carolina Secretary of State  
C200433700284

State of North Carolina  
Department of the Secretary of State

ARTICLES OF RESTATEMENT  
FOR NONPROFIT CORPORATION

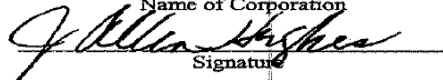
Pursuant to §55A-10-06 of the General Statutes of North Carolina, the undersigned corporation hereby submits the following for the purpose of restating its Articles of Incorporation.

1. The name of the corporation is: The Masonic Home for Children at Oxford, Inc.
2. The text of the Restated Articles of Incorporation is attached.
3. (Check a, b, c, and/or d, as applicable.)
  - a. \_\_\_\_\_ These Restated Articles of Incorporation were adopted by the board of directors and do not contain an amendment.
  - b.  These Restated Articles of Incorporation were adopted by the board of directors and contain an amendment not requiring member approval. (Set forth a brief explanation of why member approval was not required for such amendment.) The corporation has no members.
  - c. \_\_\_\_\_ These Restated Articles of Incorporation contain an amendment requiring member approval, and member approval was obtained as required by Chapter 55A of the North Carolina General Statutes.
  - d. \_\_\_\_\_ These Restated Articles of Incorporation contain an amendment requiring approval by a person whose approval is required pursuant to N.C.G.S. §55A-10-30, and such approval was obtained.
4. These articles will be effective upon filing, unless a delayed date and/or time is specified: \_\_\_\_\_

This the 10th day of December, 2004

The Masonic Home for Children at Oxford, Inc

Name of Corporation



Signature

J. Allen Hughes, Secretary/Treasurer  
Type or Print Name and Title

Notes:

1. Filing fee is \$10, unless the Restated Articles of Incorporation include an amendment, in which case the filing fee is \$25. This document and one exact or conformed copy of these articles must be filed with the Secretary of State. (Revised May 1998) (Form N-03)

Corporations Division

PO Box 29622

Raleigh, NC 27626-0622

**ARTICLES OF AMENDMENT TO THE CHARTER OF  
THE MASONIC HOME FOR CHILDREN AT OXFORD, INC.  
(A Non-Profit Corporation)**

I, the undersigned, a natural person of the age of twenty-one (21) years or older, hereby submit under the laws of the State of North Carolina as contained in Chapter 55A of the General Statutes of North Carolina entitled "Non-Profit Corporation Act" ("Act"), and the several amendments thereto, and to that end, do hereby set forth the following amendments to the Charter of The Masonic Home for Children at Oxford, Inc., a non-profit corporation, to read as follows:

**ARTICLE 1**

**NAME**

The name of the Corporation is **The Masonic Home for Children at Oxford, Inc.** hereinafter referred to as "Corporation".

**ARTICLE 2**

**DURATION**

The existence of the Corporation is perpetual.

**ARTICLE 3**

**PURPOSES**

The Corporation is organized and shall be operated as a non-profit corporation exclusively for purposes related to the continuance of the present institution presently known as "The Masonic Home for Children at Oxford, Inc." without any change of purpose or identity, for the maintenance and support of a children's home or a home for indigent children of tender years, to be selected and received as the Directors, hereinafter provided for, shall determine but without discrimination as to race, color, national origin, sex, religious denomination or locality; and the support and education of such children, including their religious, moral, mental and physical training, and their instruction in the useful arts, and any other purpose authorized by law.

Without limiting or expanding the foregoing, additional purposes for which this Corporation is organized shall be as follows:

- A. To conduct its activities without personal gain, profit or inurement.
- B. No part of the income of the Corporation shall be distributed to any officer or director, and its activities shall not be conducted for personal gain, profit, or inurement.
- C. To secure adequate funding for effective operation and provision of services.
- D. To do any and all lawful activities which may be necessary, useful or desirable for the furtherance, accomplishment, fostering or attainment of the foregoing purposes, either directly or indirectly, and either alone or in conjunction or cooperation with others, whether such others be persons or organizations of any kind or nature, such as corporations, firms, associations, trusts, institutions, foundations, or units of government.
- E. No part of the activities of the Corporation shall be either carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.
- F. Notwithstanding any of the provisions of these Articles of Incorporation, the Corporation shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and its Regulations, or any future federal tax code, or by an organization, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code and its Regulations, or the corresponding provision of any future federal tax code.
- G. That said corporation shall have the power and authority to make and establish such Bylaws, rules and regulations for the government and conduct of the Home in all its departments, as may be established by it, as may seem proper and necessary, and as not in conflict with the Constitution and laws of this State and of the United States.

**ARTICLE 4**  
**POWERS**

The Corporation shall be a 501(c)(3) non-profit corporation, and shall possess the following powers:

- A. In connection with carrying out the purposes set forth in these Articles, the Corporation shall have all the powers and privileges granted to non-profit corporations under the laws of the State of North Carolina, and all powers and privileges which may be granted unto said Corporation under any other applicable laws.
- B. In furtherance of its purposes, the Corporation shall have powers to purchase, mortgage, hold, and prove, give, grant, sell, lease, convey and exchange all or any part of the real or personal property or funds of the Corporation, at such prices and upon such terms and conditions as it may deem best, and may invest and reinvest its funds in any such loans or securities, or any such real or personal property, in a reasonable and prudent manner, and in a manner not inconsistent with the purposes of the Corporation.
- C. The Corporation shall have full power and authority to, and it shall be its duty, to hold and apply the corpus and income of any donation, grant, devise or bequest, or any part thereof, in such manner as may have been stipulated or provided in the instrument creating such donation, grant, devise or bequest.
- D. The Corporation will distribute its income for each tax year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code, or the corresponding section of any future federal tax code.
- E. The Corporation will not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code, or the corresponding section of any future federal tax code.
- F. The Corporation will not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

- G. The Corporation will not make any investments in such manner as to subject it to tax under Section 4944 of the Internal Revenue Code, or the corresponding section of any future federal tax code.
- H. The Corporation will not make any taxable expenditure as defined in Section 4945(d) of the Internal Revenue Code, or the corresponding section of any future federal tax code.
- I. Notwithstanding any other provision of these Articles, the Corporation shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

**ARTICLE 5**  
**MEMBERS**

The Corporation shall have no members.

**ARTICLE 6**  
**DIRECTORS**

The affairs of the Corporation shall be managed by a Board of Directors, consisting of the number of directors as determined in accordance with the Bylaws of the Corporation. The members of the Board of Directors shall be elected and serve as provided in the Bylaws of the Corporation. However, notwithstanding the number of Directors as set forth in the Bylaws, the Board of Directors shall consist in part of the Grand Master of Grand Lodge of Ancient Free and Accepted Masons of North Carolina or acting Grand Master, the Deputy Grand Master, the Senior Grand Warden, and six (6) non-ex officio Masons of good standing in a subordinate lodge of the Grand Lodge of Ancient Free and Accepted Masons of North Carolina who shall have been nominated by the Grand Lodge Board of General Purposes and approved by the Grand Lodge, and other Directors nominated and approved by the Board of Directors.

**ARTICLE 7**  
**OFFICERS**

The affairs of the Association shall be administered by officers to include a Chairman of the Board, Vice Chairman, Secretary, Treasurer, and such number of Assistant Secretaries, Assistant Treasurers, and other officers as the Board of Directors

may determine are necessary. The Grand Master or acting Grand Master of Masons in North Carolina shall appoint a Chairman of the Board of Directors and Vice Chairman from the Board of Directors and the remaining and all other officers shall be elected by the Board of Directors. The criteria to serve as an officer shall be as set forth in the Corporation's Bylaws.

**ARTICLE 8**  
**PRINCIPAL OFFICE ADDRESS**

The principal office of the Corporation shall initially be 600 College Street, Oxford, North Carolina, 27565, but may be changed by the affirmative vote of a simple majority of the Board of Directors.

**ARTICLE 9**  
**REGISTERED ADDRESS AND REGISTERED AGENT**

The address of the registered office of the Corporation is 600 College Street, Oxford, Granville County, North Carolina 27565. Its registered agent at such address is James Allen Hughes.

**ARTICLE 10**  
**RESERVATION OF RIGHTS**

This Corporation reserves the right to amend, alter, change, or repeal any provisions contained in these Articles of Incorporation in the manner now or hereinafter prescribed by statute, and the rights conferred herein granted.

**ARTICLE 11**  
**EFFECTIVE DATE**

These Articles of Incorporation will become effective at the time of filing.

**ARTICLE 12**  
**DISTRIBUTION ON DISSOLUTION**

No part of the net earnings of the Corporation shall inure to the benefit of any officer, director, or employee of the Corporation. Upon dissolution of the organization,

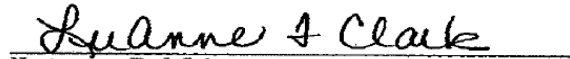
assets shall be distributed to The North Carolina Masonic Foundation, Inc. a 501(c)(3), its successors or assigns if exempt within the meaning of §501(c)(3) of the Internal Revenue Code of 1986, or corresponding section of any future Federal tax code, or shall be distributed to the state or local government for a similar public purpose. Any such assets so disposed shall be disposed of by a court of competent jurisdiction in the county in which the principal office of the organization is then located, exclusively for such purposes.

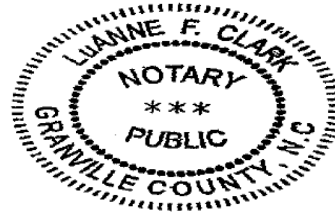
IN TESTIMONY WHEREOF, I have hereunto set my hand this 13th day of November, 2004.

(SEAL)

  
James Allen Hughes (SEAL)

Sworn to and subscribed by James Allen Hughes this 13th day of November, 2004.

  
Notary Public  
My Commission expires 10-2-05



North Carolina,       :  
                          :  
Granville County.    :

These Articles of Agreement to form a benevolent corporation and to be incorporated as such, entered into by and between the persons and the corporations whose hands and seals are hereunto set, Witness:

That the persons and corporations whose hands and seals are hereunto set, and those whom they may hereafter associate with themselves, being the Directors and controllers of the present Oxford Orphan Asylum, have mutually agreed with each other to form a charitable and educational corporation and to become incorporated as such, pursuant to the provisions of Chapter 16 of the Code of North Carolina, and the various Acts amendatory thereof, and to that end they do hereby set forth before the Clerk of the Superior Court of Granville County, North Carolina, the following:

1.

The name of the corporation shall be "The Oxford North Carolina Orphan Asylum Oxford, North Carolina", but the right to have the corporate name changed is expressly reserved.

2.

The business of the corporation, which is purely a charitable and educational one, shall be the continuance of the present Institution known as The Oxford Orphan Asylum, and its incorporation, without material change of name and without the change of purpose or identity, for the maintenance and support of an Orphan Asylum or a house for indigent white orphans of tender years citizens of the State of North Carolina, to be selected and received as the Directors, hereinafter provided for, shall determine without discrimination as to sex, religious denominations or locality within the State and the support and education of such orphans including their religious, moral, mental and physical training

and their instruction in the useful arts.

3.

The place where the business of the corporation is to be carried on is at Oxford, Granville County, North Carolina, as at present, but the Grand Lodge of North Carolina (A. F. & A. M.) shall have the right to change the place of location of the Asylum and may establish other Asylums under this Charter.

4.

The corporation shall have all the powers set forth in Chapter 16 of the Code of North Carolina, and the Acts Amendatory thereof, to sue and to be sued, to have a corporate seal, to receive title and to hold, use and enjoy in fee-simple by deed, lease or other tenures, real and personal property in this or any other State or County; to receive by purchase, gift, devise, or bequest, real and personal property and to convey the same by proper instruments; but such property shall be held by such corporation solely for the purpose set forth above. The corporation shall succeed to all the rights of the present Institution, The Oxford Orphan Asylum, and is the same Institution incorporated.

5.

The affairs of the corporation shall be managed by a Board of Directors and such officers as the Board of Directors shall from time to time determine to be necessary, said Directors having the power to determine what officers may be required, to fix their terms and salaries, and to elect or provide for the election of all necessary employees.

6.

Whereas, the Grand Lodge of North Carolina has established The Oxford Orphan Asylum and has provided buildings and grounds, and annually makes an appropriation towards its support; and whereas, the State of North Carolina, likewise, makes

an annual appropriation toward the support of the Oxford Orphan Asylum, The Board of Directors of the corporation shall be appointed as the present Directors of the Oxford Orphan Asylum have been, namely, in the following manner: Five Directors shall be elected by the controlling shareholder, to-wit, The Grand Lodge of North Carolina, and the Grand Master of Masons in North Carolina shall be Ex Officio Chairman; and three Directors shall be appointed by the Governor of the State of North Carolina; and such Directors shall hold their offices for such terms as shall be determined by the by-laws of the corporation; provided, that if at any time the appropriation towards the support of the Asylum made by the State shall cease, all the Directors shall be selected by the Grand Lodge of North Carolina. The present Board of Directors of the Oxford Orphan Asylum, who were appointed in the manner set forth above, shall be the Directors of The Oxford, North Carolina, Orphan Asylum, Oxford, North Carolina, until their successors shall be elected or appointed, namely, F. M. Moye, G. M., Chairman, G. Rosenthal, N. B. Broughton, T. A. Green, J. S. Carr, J. H. Currin, B. N. Duke, J. H. Ramsey and Fielding Knott.

7.

The names of the persons, who are the corporators, are:

1. The Grand Lodge of North Carolina with a controlling vote of forty-fiftieths.
2. F. M. Moye, G. M.
3. J. C. Drewery, one-fiftieth.
4. Elias Carr, one-fiftieth.
5. G. Rosenthal, one-fiftieth.
6. N. B. Broughton, one-fiftieth.
7. J. S. Carr, one-fiftieth.
8. B. N. Duke, one-fiftieth.
9. J. H. Currin, one-fiftieth.
10. Fielding Knott, one-fiftieth.
11. J. H. Ramsey, one-fiftieth.
12. T. A. Green, one-fiftieth.

8.

The length of time desired for the corporation is thirty years.

9.

No share-holder or member shall be liable for any debt of the corporation.

Signed by Incorporators December 6, 1895.

Proven December 11, 1895.

Certificate of Secretary of State December 12, 1895.



4. The Corporation shall have all the powers set forth in Chapter 16 of the Code of North Carolina and the Acts Amendatory thereof, to sue and to be sued, use and enjoy in fee simple by deed, lease and other tenure, real and personal property in this or any other State or Country; to receive by purchase, gift, devise, or bequest real and personal property, and to convey the same by proper instruments, but such property shall be held by such Corporation solely for the purpose set forth above. The Corporation shall succeed to all the rights of the present institution, The Oxford Orphan Asylum, and is the same institution incorporated.

5. The affairs of the Corporation shall be managed by a Board of Directors and such officers as the Board of Directors shall from time to time determine to be necessary, said directors having the power to determine what officers may be required, to fix their terms and salaries and to elect or provide for the election of all necessary employees.

6. Whereas the Grand Lodge of North Carolina has established the Oxford Orphan Asylum and has provided buildings and grounds and annually makes an appropriation toward its support; and whereas the State of North Carolina likewise makes an annual appropriation towards the support of the Oxford Orphan Asylum, The Board of Directors of the Corporation shall be appointed as the present Directors of the Oxford Orphan Asylum have been, namely, in the following manner: Five Directors shall be elected by the controlling share holder, to wit, the Grand Lodge of North Carolina, and the Grand Master of Masons in North Carolina shall be ex officio chairman; and three Directors shall be appointed by the Governor of the State of North Carolina; and such Directors shall hold their offices for such terms as shall be determined by the by-laws of the Corporation. Provided, that if at any time the appropriation toward the support of the Asylum made by the State shall cease, all the Directors shall be selected by the Grand Lodge of North Carolina. The present Board of Directors of the Oxford Orphan Asylum who were appointed in the manner set forth above shall be the Directors of "The Oxford, North Carolina, Orphan Asylum, Oxford, North Carolina", until their successors shall be elected or appointed, namely:

F. M. Moye, G. M., Chairman; G. Rosenthal, N. B. Broughton, T. A. Green,  
J. S. Carr, J. M. Currin, B. N. Duke, J. N. Ramsey and Fielding Knott.

7. The names of the persons who are the incorporators are:

- (1) The Grand Lodge of North Carolina with a controlling vote of forty fiftieths.
- (2) F. M. Moye, G. M.
- (3) J. C. Drewry, one fiftieth
- (4) Elias Carr, one fiftieth
- (5) G. Rosenthal, one fiftieth
- (6) N. B. Broughton, one fiftieth
- (7) J. S. Carr, one fiftieth
- (8) B. N. Duke, one fiftieth
- (9) J. M. Currin, one fiftieth
- (10) Fielding Knott, one fiftieth
- (11) J. N. Ramsey, one fiftieth
- (12) T. A. Green, one fiftieth

8. The length of time desired for the Corporation is thirty years.

9. No shareholder or member shall be liable for any debt of the Corporation.

In witness whereof the said Grand Lodge of North Carolina, a Corporation, thereto duly authorized, hath hereunto set its hand by F. M. Moye, Grand Master, and caused the corporate seal to be hereto affixed; and the said subscribers, F. M. Moye, J. C. Drewry and Elias Carr have hereunto set their hands and seals this the 6th day of December, 1895.

Witness: F. H. Busbee

GRAND LODGE SEAL

Grand Lodge of North Carolina	
by F. M. Moye, Grand Master	(SEAL)
F. M. Moye	(SEAL)
John C. Drewry	(SEAL)
G. Rosenthal	(SEAL)
J. S. Carr	(SEAL)
J. M. Currin	(SEAL)
Elias Carr	(SEAL)

Duly recorded in office of Clerk of Superior Court of Granville County, North Carolina, December 11, 1895.

No. 278.

STATE OF NORTH CAROLINA

To all to whom these Presents shall come -- Greetings:

Know ye, That it appears from the certificate from the Clerk of the Superior Court of Granville County that the following named persons, The Grand Lodge of North Carolina, F. M. Moye, Elias Carr, John C. Drewry, G. Rosenthal, J. S. Carr, and J. M. Currin, heretofore on the sixth day of December 1895, signed and filed articles of agreement, duly certified by said Clerk, under the seal of said Court, have been filed and recorded in this office, as prescribed in Chapter 318 of the Acts of 1893.

Now, Therefore, Under the power and authority vested in me by said Chapter 318 of said Acts of 1893, I do hereby declare the persons signing said Articles of Agreement duly incorporated under the name and style of The Oxford, North Carolina, Orphan Asylum, Oxford, North Carolina, for the period of thirty years from and after the 12 day of December 1895, for the purposes set forth in said Articles of Agreement, a copy of which is hereto attached and all the powers, rights and liabilities conferred and imposed by law on such Corporations

Witness my hand and the Great Seal of the State of North Carolina at office in the City of Raleigh, this 12 day of December in the 120 years of our Independence and in the year of our Lord one thousand eight hundred and ninety five.

C. M. Cooke  
Secretary of State

THE GREAT SEAL of the  
STATE OF NORTH CAROLINA

A BILL TO BE ENTITLED

An Act to confirm the Charter of "The Oxford, North Carolina, Orphan Asylum, Oxford, North Carolina", and to amend the same.

The General Assembly of North Carolina do enact:

SECTION 1. That the charter of "The Oxford, North Carolina Orphan Asylum, Oxford, North Carolina", granted by the Superior Court of Granville County, North Carolina, on December eleventh, 1895, be and the same is hereby ratified, approved and confirmed, and the powers therein granted, except as herein amended, are hereby granted and confirmed to the Corporation.

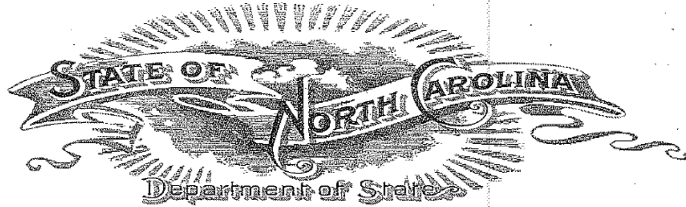
SECTION 2. The corporate name shall henceforth be "The Oxford Orphan Asylum". The corporators named in the charter, substituting the name of Daniel L. Russell for that of Elias Carr, shall continue to be incorporators so long as they shall respectively hold offices of Directors of the Oxford Orphan Asylum, Grand Master of Masons in North Carolina, and Governor of North Carolina, and when any corporator shall cease to hold such office, his rights as corporator shall immediately vest in and be transferred to his successor in office.

SECTION 3. The Oxford Orphan Asylum shall have the right to receive by gift, deed, will or other conveyance, real and personal property suitable to its purposes or available to produce income, in or out of the State, and to have, use and enjoy the same, and to dispose of such property for the purposes of the corporation. A misnomer of the corporation in any deed, will or other conveyance shall not have the effect to invalidate the conveyance, if the corporation shall be therein described with sufficient certainty to identify it.

SECTION 4. That the corporation shall have the power to place the children committed to its care in good homes under such rules, regulations and contracts as it may from time to time establish, and in case any such children shall be ill treated it shall have power to reclaim the same. It may have children regularly apprenticed to it, and it may receive from any parent, or person standing in the place of a parent, a full surrender of any child. For any violation of any contract made between the corporation and any person who shall receive a child it may maintain an action in any court, either in its own name or in the name of the child.

SECTION 5. This act shall be in force from and after its ratification.

Ratified this 9th day of March, 1897.



To all to whom these presents shall come, Greeting:

I, Chad Eure, Secretary of State of the State of North Carolina, do hereby certify the following and hereto attached ( Five (5) sheets) to be a true copy of

H. B. No. 58, Session of 1953,

*the original of which is now on file and a matter of record in this office.*

*In Witness Whereof, I have hereunto set my hand and affixed my official seal.*

*Done in Office, at Raleigh, this 11th day of March in the year of our Lord 1953.*



  
Secretary of State

*[Faint handwritten notes or stamps]*

H. B. No. 58.

AN ACT TO AMEND CHAPTER 119, PRIVATE LAWS OF 1923, AND TO INCORPORATE OXFORD ORPHANAGE.

WHEREAS, the Oxford Orphan Asylum was established by the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina, in February, 1873; and

WHEREAS, the said Orphan Asylum has been in successful operation since its establishment; and

WHEREAS, the Superior Court of Granville County, on the 11th day of December, 1895, granted a charter to said Oxford Orphan Asylum for a period of thirty years; and

WHEREAS, the General Assembly of North Carolina, Chapter 132 of the Private Laws of 1897, confirmed and amended the said charter granted by the Superior Court of Granville County; and

WHEREAS, the General Assembly of North Carolina, Chapter 119, Private Laws of 1923, confirmed and amended the said charter, changed the name of said corporation to "Oxford Orphanage" and made its corporate existence perpetual; and

WHEREAS, it is desirable that the said charter be further amended, without affecting the continuity of existence of said corporation and that its corporate existence be continued perpetually: Now, therefore,

The General Assembly of North Carolina do enact:

Section 1. That William H. White, Grand Master of Masons in North Carolina, Ben Cone, Charles P. Eldridge, Thos. J. Harkins, Luther T. Hartsell, Jr., J. Edward Rucker, T. L. Simmons, Harvey W. Smith, and J. Wallace Winborne, the present directors of the Oxford

Orphanage and their associates and successors be and they are hereby declared, created and constituted a body politic and corporate under the name and style of "Oxford Orphanage," and as such shall have perpetual succession and adopt a common seal, which they may alter at pleasure, and shall be capable in law to sue and be sued, plead and be impleaded in all courts of the State.

Sec. 2. That said corporation, "Oxford Orphanage," shall succeed to all of the property and rights of "The Oxford Orphan Asylum."

Sec. 3. That said corporation shall have power to lease, purchase, take and receive, by gift or devise, and hold in fee simple or by lesser estate or estates all manner of lands, tenements, rents, annuities, and other personal property, and hereditaments, and shall further be capable in law to take, receive, and possess all moneys, stocks, bonds, goods, and chattels, which may have been or may hereafter be given to it or to any person or persons for it by deed, devise, bequest, or otherwise. A misnomer of the corporation in any deed, will, or other conveyance, shall not have the effect to invalidate the conveyance if the corporation shall be therein described with sufficient certainty to identify it, or if the intent of the grantor, donor, or testator to make the said corporation the beneficiary shall sufficiently appear on the face of the instrument or otherwise.

Sec. 4. That said corporation shall be capable in law to bargain, sell, convey and transfer any and all lands, tenements, hereditaments and personal property held or owned by the corporation when the grant, devise, gift, or other conveyance does not otherwise provide.

Sec. 5. That said corporation shall have full power and authority to make and establish such bylaws,

rules and regulations for the government and conduct of the Orphanage in all its departments, as may be established by it, as may seem proper and necessary, and as are not in conflict with the Constitution and laws of this State and of the United States: Provided, the said corporation shall at all times be under the supervision, jurisdiction, control, and direction of the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina.

Sec. 6. That the business of the corporation which is a purely charitable and educational one, shall be the continuance of the present institution known as "Oxford Orphanage" and its incorporation, without the change of purpose or identity for the maintenance and support of an orphanage or a home for the indigent white orphans of tender years, citizens of the State of North Carolina, to be selected and received as the directors, hereinafter provided for, shall determine without discrimination as to sex, religious denominations or localities within the State and the support and education of such orphans, including their religious, moral, mental and physical training, and their instruction in the useful arts.

Sec. 7. That the corporation shall have the power to place any child committed to its care in good homes under such rules, regulations and contracts as it may from time to time establish, and in case any such child shall be ill treated it shall have the power to reclaim the same. It may have children regularly apprenticed to it, and it may receive from any parent or person standing in the place of a parent, a full surrender of any child. For any violation of any contract made between the corporation and any person who shall receive a child, it may maintain an action in any court of the

State, either in its own name or in the name of the child.

Sec. 8. That the principal office and place of business of the corporation is at Oxford, Granville County, North Carolina, as at present, but the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina shall have the right to change the said principal office or place of business and may establish other orphanages under this Act.

Sec. 9. The business of the corporation shall be managed by a board of nine directors, one of whom shall be the Grand Master of Masons in North Carolina, or the acting Grand Master. The board of directors shall elect a president and a vice president and such other officers as the board of directors shall from time to time determine to be necessary, said directors having the power to determine what other officers may be required, to fix their terms and salaries and to provide for the election or appointment of all necessary employees.

Sec. 10. The directors of said corporation shall be elected or appointed as follows: Five directors shall be elected by the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina, and such directors shall hold office for such terms as shall be determined by the Grand Lodge, and the Grand Master of Masons in North Carolina, or the acting Grand Master, shall be ex officio a director and chairman of the board of directors; three directors shall be appointed by the Governor of the State of North Carolina, and such directors shall hold office for such terms as shall be determined by the bylaws of the corporation: Provided, that if at any time, the appropriation towards the support of the Orphanage now made by the State shall cease, all of the directors shall be selected by the said Grand Lodge. The present board

of directors of Oxford Orphanage who were appointed in the manner set forth above, shall be directors of "Oxford Orphanage," the corporation hereby created, until their successors shall be elected or appointed.

Sec. 11. The Grand Lodge of Ancient, Free and Accepted Masons of North Carolina shall have the power to elect its directors in such manner as it may prescribe, to fix their qualifications, terms of office, and the manner of filling any vacancies that may occur in said board of directors.

Sec. 12. That if for any cause said corporation should determine to abandon the purposes for which it is hereby created, all property belonging to it shall be devoted to such charitable, educational or benevolent purposes as may be determined by the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina, subject, nevertheless, to such limitations as may be contained in any will, deed, or other instrument by which any of the said property may have been granted or conveyed to said corporation, or for its use and benefit.

Sec. 13. That all laws and clauses of laws in conflict with the provisions of this Act are hereby repealed.

Sec. 14. This Act shall be in full force and effect from and after its ratification.

In the General Assembly read three times and ratified, this the 11th day of February, 1953.

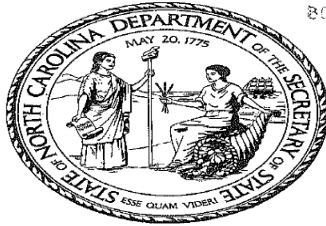
Luther H. Hodges,  
President of the Senate.

E. T. Bost, Jr.  
Speaker of the House of Representatives.

Examined and found correct,

David P. Dellinger

For Committee.



# State of North Carolina

Department of the Secretary of State

FILED  
BOOK PAGE  
Nov 19 8 46 AM  
J. A. ROWLAND  
REGISTER OF DEEDS  
WAKE COUNTY, N.C.

To all to whom these presents shall come, Greeting:

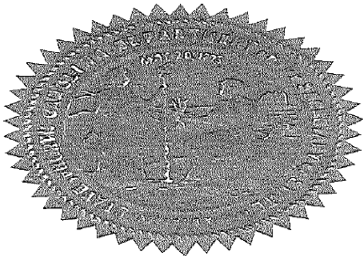
I, Thad Eure, Secretary of State of the State of North Carolina, do hereby certify the following and hereto attached ( 6 sheets) to be a true copy of

ARTICLES OF AMENDMENT  
OF  
OXFORD ORPHANAGE

and the probates thereon, the original of which was filed in this office on the 15th day of November 19 73, after having been found to conform to law.

In Witness Whereof, I have hereunto set my hand and affixed my official seal.

Done in Office, at Raleigh, this 15th day of November in the year of our Lord 19 73



Secretary of State

By Deputy Secretary of State

FILED

BOOK 030 PAGE 408

NOV 15 9 11 AM '73

ARTICLES OF AMENDMENT TO THE CHARTER OF  
OXFORD ORPHANAGE

THAD EURE  
SECRETARY OF STATE  
NORTH CAROLINA

In accordance with the provisions of Section 55A-36 of the North Carolina Non-profit Corporation Act, the charter of the undersigned non-profit corporation is hereby amended to read as follows:

ARTICLE I

The name of the corporation is OXFORD ORPHANAGE.

ARTICLE II

At a regularly convened meeting of the Directors of the corporation held on the 9th day of November, A.D., 1973, these amendments proposed to restate and amend the provisions of the original Articles of Incorporation to include the several provisions of Chapter 60 of the Private Laws of the 1953 Session of the General Assembly of North Carolina as amended were adopted.

ARTICLE III

The period of duration of the corporation shall be perpetual.

ARTICLE IV

For the purposes, powers and management of the corporation, it is hereby set forth:

1. That said corporation shall have power to lease, purchase, take and receive, by gift or devise, and hold in fee simple or by lesser estate or estates all manner of lands, tenements, rents, annuities, and other personal property, and hereditaments, and shall further be capable in law to take, receive and possess all moneys, stocks, bonds, books, goods and chattels, which may have been or may hereafter be given to it for to any person or persons for it by deed, devise, bequest or otherwise. A misnomer of the corporation in any deed, will, or other conveyance, shall not have the effect to invalidate the conveyance if the corporation shall be therein described with sufficient certainty to identify it, or if the intent of the

grantor, donor or testator to make the said corporation the beneficiary shall sufficiently appear on the face of the instrument or otherwise.

2. That said corporation shall be capable in law to bargain, sell, convey and transfer any and all lands, tenements, hereditaments and personal property held or owned by the corporation when the grant, devise, gift, or other conveyance does not otherwise provide.

3. That said corporation shall have full power and authority to make and establish such by-laws, rules and regulations for the government and conduct of the Orphanage in all its departments, as may be established by it, as may seem proper and necessary, and as are not in conflict with the Constitution and laws of this State and of the United States; provided, the said corporation shall at all times be under the supervision, jurisdiction, control and direction of the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina.

4. That the business of the corporation, which is purely a charitable and educational one, shall be the continuance of the present institution known as "Oxford Orphanage" without any change of purpose or identity, for the maintenance and support of an orphanage or a home for indigent children of tender years, to be selected and received as the Directors, hereinafter provided for, shall determine but without discrimination as to race, color, national origin, sex, religious denomination or locality; and the support and education of such children, including their religious, moral, mental and physical training, and their instruction in the useful arts.

5. That the corporation shall have the power to place any child committed to its care in good homes under such rules, regulations and contracts as it may from time to time establish, and in case any such child shall be ill treated it shall have the power to reclaim the same. It may have children regularly apprenticed to it, and it may receive from any parent or person standing in the place of a parent a full surrender of any child.

For any violation of any contract made between the corporation and any person who shall receive a child, it may maintain an action in any court of the State, either in its own name or in the name of the child.

6. That the business of the corporation shall be managed by a Board of Directors, the number of which shall be determined by the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina, one of whom shall be the Grand Master of Masons in North Carolina, or the acting Grand Master. The Board of Directors shall elect a President and Vice President and such other officers as the Board of Directors shall from time to time determine to be necessary; said Directors shall have power to determine what other officers, if any, may be necessary, to fix their terms and salaries and to provide for their election or appointment.

7. That the Directors of said corporation shall be elected by the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina and shall hold office for such terms as may be determined by the Grand Lodge; and the Grand Master of Masons in North Carolina, or the acting Grand Master, shall be Ex Officio a Director and Chairman of the Board of Directors.

8. That the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina shall have the power to elect its Directors in such manner as it may prescribe, to fix their qualifications, terms of office, and the manner of filling any vacancies that may occur in said Board of Directors.

9. That no part of the activities of the corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation. The corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provisions of these by-laws, the corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under Section 501 (c) (3) of the Internal

Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue law) or (b) by a corporation, contributions to which are deductible under Section 170 (c) (2) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue law).

10. That in the event of dissolution of this corporation, all profits and assets of the corporation shall be paid and delivered to such charitable, educational or benevolent organization as may be determined by the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina, provided each such organization to which any assets are paid and delivered shall be exempt from Federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1954 as amended (or the corresponding provision of any future United States Internal Revenue law), or an organization to which contributions are deductible under Section 170 (c) (2) of the Internal Revenue Code of 1954 as amended (or the corresponding provision of any future United States Internal Revenue law).

#### ARTICLE V

The address of the home or principal office of the corporation is Oxford, Granville County, North Carolina.

#### ARTICLE VI

The registered office of the corporation is 2921 Glenwood Avenue, Raleigh, Wake County, North Carolina.

#### ARTICLE VII

The registered agent of the corporation at the registered office is Robert P. Dudley.

#### ARTICLE VIII

These amendments shall henceforth constitute, be and serve as the Articles of Incorporation of the Oxford Orphanage.

ARTICLE IX

BOOK 030 PAGE 412

There are no members of the corporation having voting rights, and the foregoing Articles of Amendment to the Charter of Oxford Orphanage received the affirmative vote of a majority of the Directors in office.

IN TESTIMONY WHEREOF, Oxford Orphanage has caused this document to be executed in its name by its President and Secretary, this 14th day of November, A.D., 1973.

OXFORD ORPHANAGE

By

William L. Mills, Jr.  
President

ATTEST:

Henry D. Jones  
Secretary

NORTH CAROLINA  
CABARRUS COUNTY

William L. Mills, Jr., being duly sworn, deposes and says:

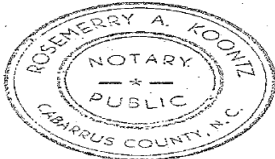
That he is the President of Oxford Orphanage, that he has read the foregoing Articles of Amendment to the Charter of Oxford Orphanage and knows the contents thereof, that the statements therein set forth are true, and that he signed the foregoing Articles of Amendment to the Charter of Oxford Orphanage as its President.

William L. Mills, Jr.

Subscribed and sworn to before me, this 14th day of November, 1973.

Rosemary A. Koonz  
Notary Public

My commission expires: October 4, 1975



Henry F. Flowers, being duly sworn, deposes and says:

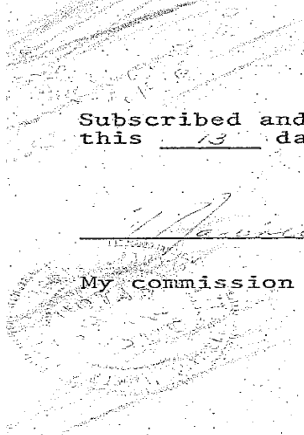
That he is the Secretary of Oxford Orphanage, that he has read the foregoing Articles of Amendment to the Charter of Oxford Orphanage and knows the contents thereof, that the statements therein set forth are true, and that he signed the foregoing Articles of Amendment to the Charter of Oxford Orphanage as its Secretary.

*Henry F. Flowers*, Secretary  
Henry F. Flowers

Subscribed and sworn to before me,  
this 13 day of November, 1973.

*Maurice E. Phelan*  
Notary Public

My commission expires: 8/30/1975



**ARTICLES OF AMENDMENT TO THE CHARTER OF  
THE MASONIC HOME FOR CHILDREN AT OXFORD, INC.**  
(A Non-Profit Corporation)

I, the undersigned, a natural person of the age of twenty-one (21) years or older, hereby submit under the laws of the State of North Carolina as contained in Chapter 55A of the General Statutes of North Carolina entitled "Non-Profit Corporation Act" ("Act"), and the several amendments thereto, and to that end, do hereby set forth the following amendments to the Charter of The Masonic Home for Children at Oxford, Inc., a non-profit corporation, to read as follows:

**ARTICLE 1**  
**NAME**

The name of the Corporation is **The Masonic Home for Children at Oxford, Inc.** hereinafter referred to as "Corporation".

**ARTICLE 2**  
**DURATION**

The existence of the Corporation is perpetual.

**ARTICLE 3**  
**PURPOSES**

The Corporation is organized and shall be operated as a non-profit corporation exclusively for purposes related to the continuance of the present institution presently known as "The Masonic Home for Children at Oxford, Inc." without any change of purpose or identity, for the maintenance and support of a children's home or a home for indigent children of tender years, to be selected and received as the Directors, hereinafter provided for, shall determine but without discrimination as to race, color, national origin, sex, religious denomination or locality; and the support and education of such children, including their religious, moral, mental and physical training, and their instruction in the useful arts, and any other purpose authorized by law.

Without limiting or expanding the foregoing, additional purposes for which this Corporation is organized shall be as follows:

- A. To conduct its activities without personal gain, profit or inurement.
- B. No part of the income of the Corporation shall be distributed to any officer or director, and its activities shall not be conducted for personal gain, profit, or inurement.
- C. To secure adequate funding for effective operation and provision of services.
- D. To do any and all lawful activities which may be necessary, useful or desirable for the furtherance, accomplishment, fostering or attainment of the foregoing purposes, either directly or indirectly, and either alone or in conjunction or cooperation with others, whether such others be persons or organizations of any kind or nature, such as corporations, firms, associations, trusts, institutions, foundations, or units of government.
- E. No part of the activities of the Corporation shall be either carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.
- F. Notwithstanding any of the provisions of these Articles of Incorporation, the Corporation shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and its Regulations, or any future federal tax code, or by an organization, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code and its Regulations, or the corresponding provision of any future federal tax code.
- G. That said corporation shall have the power and authority to make and establish such Bylaws, rules and regulations for the government and conduct of the Home in all its departments, as may be established by it, as may seem proper and necessary, and as not in conflict with the Constitution and laws of this State and of the United States; provided, the said corporation shall at all times be under the supervision, jurisdiction, control and direction of the Grand Lodge of Ancient, Free and Accepted Masons of North Carolina.

**ARTICLE 4**  
**POWERS**

The Corporation shall be a 501(c) (3) non-profit corporation, and shall possess the following powers:

- A. In connection with carrying out the purposes set forth in these Articles, the Corporation shall have all the powers and privileges granted to non-profit corporations under the laws of the State of North Carolina, and all powers and privileges which may be granted unto said Corporation under any other applicable laws.
- B. In furtherance of its purposes, the Corporation shall have powers to purchase, mortgage, hold, and prove, give, grant, sell, lease, convey and exchange all or any part of the real or personal property or funds of the Corporation, at such prices and upon such terms and conditions as it may deem best, and may invest and reinvest its funds in any such loans or securities, or any such real or personal property, in a reasonable and prudent manner, and in a manner not inconsistent with the purposes of the Corporation.
- C. The Corporation shall have full power and authority to, and it shall be its duty, to hold and apply the corpus and income of any donation, grant, devise or bequest, or any part thereof, in such manner as may have been stipulated or provided in the instrument creating such donation, grant, devise or bequest.
- D. The Corporation will distribute its income for each tax year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code, or the corresponding section of any future federal tax code.
- E. The Corporation will not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code, or the corresponding section of any future federal tax code.
- F. The Corporation will not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code, or the corresponding section of any future federal tax code.
- G. The Corporation will not make any investments in such manner as to subject it to tax under Section 4944 of the Internal Revenue Code, or the corresponding section of any future federal tax code.
- H. The Corporation will not make any taxable expenditure as defined in Section 4945(d) of the Internal Revenue Code, or the corresponding section of any future federal tax code.
- I. Notwithstanding any other provision of these Articles, the Corporation shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

**ARTICLE 5**  
**MEMBERS**

The Corporation shall have no members.

**ARTICLE 6**  
**DIRECTORS**

The affairs of the Corporation shall be managed by a Board of Directors, consisting of the number of directors as determined in accordance with the Bylaws of the Corporation. The members of the Board of Directors shall be elected and serve as provided in the Bylaws of the Corporation. However, notwithstanding the number of Directors as set forth in the Bylaws, the Board of Directors shall consist in part of the Grand Master of Grand Lodge of Ancient Free and Accepted Masons of North Carolina or acting Grand Master, the Deputy Grand Master, the Senior Grand Warden, and six (6) non-ex officio Masons of good standing in a subordinate lodge of the Grand Lodge of Ancient Free and Accepted Masons of North Carolina who shall have been nominated by the Grand Lodge Board of General Purposes and approved by the Grand Lodge, and other Directors nominated and approved by the Board of Directors.

**ARTICLE 7**  
**OFFICERS**

The affairs of the Association shall be administered by officers to include a Chairman of the Board, Vice Chairman, Secretary, Treasurer, and such number of Assistant Secretaries, Assistant Treasurers, and other officers as the Board of Directors may determine are necessary. The Grand Master or acting Grand Master of Masons in North Carolina shall appoint a Chairman of the Board of Directors and Vice Chairman from the Board of Directors and the remaining and all other officers shall be elected by the Board of Directors. The criteria to serve as an officer shall be as set forth in the Corporation's Bylaws.

**ARTICLE 8**

**PRINCIPAL OFFICE ADDRESS**

The principal office of the Corporation shall initially be 600 College Street, Oxford, North Carolina, 27565, but may be changed by the affirmative vote of a simple majority of the Board of Directors.

**ARTICLE 9**

**REGISTERED ADDRESS AND REGISTERED AGENT**

The address of the registered office of the Corporation is 600 College Street, Oxford, Granville County, North Carolina 27565. Its registered agent at such address is Kevin Otis.

**ARTICLE 10**

**RESERVATION OF RIGHTS**

This Corporation reserves the right to amend, alter, change, or repeal any provisions contained in these Articles of Incorporation in the manner now or hereinafter prescribed by statute, and the rights conferred herein granted.

**ARTICLE 11**

**EFFECTIVE DATE**

These Articles of Incorporation will become effective at the time of filing.

**ARTICLE 12**

**DISTRIBUTION ON DISSOLUTION**

No part of the net earnings of the Corporation shall inure to the benefit of any officer, director, or employee of the Corporation. Upon dissolution of the organization, assets shall be distributed to The North Carolina Masonic Foundation, Inc. a 501(c) (3), its successors or assigns if exempt within the meaning of §501(c) (3) of the Internal Revenue Code of 1986, or corresponding section of any future Federal tax code, or shall be distributed to the state or local government for a similar public purpose. Any such assets so disposed shall be disposed of by a court of competent jurisdiction in the county in which the principal office of the organization is then located, exclusively for such purposes.



# **MASONIC HOME FOR CHILDREN AT OXFORD**

Amended and Restated By-Laws

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**08/7/2025**

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# **AMDENDED AND RESTATED BYLAWS OF THE MASONIC HOME FOR CHILDREN AT OXFORD, INC**

## **Article I. MISSION**

Providing a safe, nurturing home for children in need with opportunities to maximize their potential

## **Article II. OFFICES**

The principal office of Masonic Home for Children at Oxford, Inc., hereafter referred to as The Home, shall be in the City of Oxford, Granville County, North Carolina.

## **Article III. BOARD OF DIRECTORS**

### *Section 3.01 Number and Term*

The Board of Directors of the Masonic Home for Children at Oxford, Inc, shall consist of a minimum number of fifteen (15) members with the right to vote, qualified as provided, and including the following ex officio Grand Officers of the Grand Lodge of North Carolina Masons:

- a) The Grand Master
- b) The Deputy Grand Master
- c) The Senior Grand Warden

Six (6) non-ex officio members shall be nominated by the Grand Lodge Board of General Purposes, elected by the Grand Lodge, and approved by the Board of Directors by 2/3 vote of the membership for terms of three (3) years.

Six (6) non-ex officio members-at-large shall be nominated by the members of the Board and approved by the Board of Directors for terms of three (3) years.

### *Section 3.02 Vacancies*

In the event of vacancies for any reason, the Grand Master shall fill the same subject to the approval of the Board of Directors.

The Board of Directors may declare a vacancy of a position if the Board member:

- filling the position dies,
- resigns by delivering a written resignation to the Chairman of the Board,
- term of membership expires, or
- is expelled or terminated in accordance with the articles or by-laws.

The unexcused absence of any Board member from two (2) regular Board meetings within a calendar year shall be cause for a formal review of such attendance failure at

the next succeeding regular Board meeting. The offending member shall be notified of such review and requested to attend and show cause why they should not be removed from the Board. Upon a two-thirds (2/3) affirmative vote by the remaining Board members, the member may be removed and a vacancy shall be declared to exist.

Each Board member so appointed to fill a vacancy shall remain a member until their successor shall be elected by the membership or until the existing term shall expire, whichever shall occur first.

*Section 3.03 Qualifications*

The six (6) non-ex officio members nominated by the Grand Lodge Board of General Purposes and elected by the Grand Lodge shall be and remain members in good standing in a subordinate lodge of the Grand Lodge of North Carolina, and shall continue to be a resident of the State of North Carolina during his term; and shall not, except for ex officio members, be a member of WhiteStone, a Masonic and Eastern Star Community Board of Directors. All non-ex officio members nominated by the Grand Lodge Board of General Purposes and elected by the Grand Lodge shall be elected to serve for three (3) year terms and shall be eligible to succeed himself or herself for a second three (3) year term on this Board at which time they shall be ineligible to serve again until after the expiration of twelve (12) months.

*Section 3.04 Observer*

The Junior Grand Warden of the Grand Lodge of North Carolina shall be an observer at meetings of this Board of Directors and shall be notified of meetings as are other members.

*Section 3.05 Suspension*

The Grand Master or the Board of Directors may suspend any member of this Board for any reason.

*Section 3.06 General Powers*

This Board shall manage the business affairs of The Home in accordance with its Charter and Bylaws and shall take such other and further action as is necessary, required or deemed desirable by the Board of Directors to achieve the purposes of The Home in accordance with the Incorporation or these bylaws. It shall exercise full authority over The Home and all its projects and activities and shall establish general policy designed to accomplish the purpose of The Home as set forth in the Articles of Incorporation as amended. It shall generally direct the affairs of The Home and shall designate all officers of The Home. It shall not, by its own actions or any manner, attempt to obligate the Grand Lodge of North Carolina.

*Section 3.07 Compensation*

No voting member or committee member of the Board of Directors shall receive any compensation except accounted for and necessary expenses incurred in the performance of his or her duties when approved by the Chairman of the Board and as provided by policies and procedures of The Home.

*Section 3.08 Regular Meetings*

The regular meetings of this Board shall be on the second Fridays of February, May, August and November, unless otherwise ordered by the Chairman of the Board.

*Section 3.09 Special Meetings*

Special meetings of this Board shall be as called by the Chairman of the Board or the Grand Master in emergency situations, and shall be at such time and place as the same shall specify, all upon at least three (3) days' notice to each director or written notice by first class mail or e-mail or by other communication directly with each director. Attendance at any meeting shall constitute waiver of notice to such attending director, except where such attendance is for the purpose of objecting to the lawfulness of the meeting.

*Section 3.10 Quorum*

Eight (8) members present at any meeting of this Board shall constitute a quorum for the transaction of business.

At any meeting of the Board of Directors at which a quorum is present, a 2/3 majority of the votes shall carry any motion except as may be specified elsewhere in these By-Laws. A tie vote shall not carry any motion, when there are an even number of voters. Votes can be cast in person or by teleconference as verified by a Board member.

**Article IV.  
OFFICERS**

*Section 4.01 Number*

The officers of The Home shall consist of a Chairman of the Board, Vice Chairman, Secretary, and Treasurer. The Chairman of the Board shall be a member of the Board of Directors and shall be and remain a member in good standing in a subordinate lodge of the Grand Lodge of North Carolina. The remaining officers and any other officers the Board of Directors deem necessary shall be elected.

*Section 4.02 Election and Term*

The officers of The Home shall be elected by the Board of Directors at its regular meeting in November of each year. Their terms shall begin on January 1 following their election. Each officer shall hold office until his or her death, removal, or his or her successor is elected and qualified.

*Section 4.03 Duties*

The duties of the several officers shall be as follows:

a) *Chairman of the Board*

The Grand Master or acting Grand Master of Masons in North Carolina shall appoint a Chairman of the Board of Directors from the Board of Directors who shall have general charge of the activities of The Home. The Chairman may vote on all matters that come before the Board, but cannot vote twice, first to make a tie and then to give the casting vote.

b) *Vice Chairman*

The Grand Master or acting Grand Master of Masons in North Carolina shall appoint a Vice Chairman of the Board of Directors from the Board of Directors who shall, in the absence of the Chairman, perform such duties as may be

required by the Chairman and shall perform such other duties as the Board of Directors may prescribe from time to time.

c) *Secretary*

The Secretary shall be the Chair of the Personnel and Policy Committee and shall attend all meetings of the Board and shall record all transactions of the Board and shall preserve the record until the destruction thereof shall have been authorized by the Board of Directors. The Secretary shall prepare minutes of all proceedings of the Board of Directors and perform such other duties as may be prescribed from time to time by the Chairman. He or she shall have charge of all of the books and records of The Home and the corporate seal and shall affix or cause to be affixed the corporate seal to any lawfully executed instrument requiring the same. The Board of Directors shall appoint, by resolution, the Chief Executive Officer/President or designee, in the absence of the Secretary, to have charge of the corporate seal and to affix the corporate seal to any lawfully executed instrument requiring the same, with approval of the Secretary.

d) *Treasurer*

The Treasurer shall be the Chairman of the Finance Committee of the Board of Directors and shall have custody of The Home's funds and keep, or cause to be kept, a full and accurate account of receipts and disbursements and shall immediately deposit, or cause to be deposited, all monies and other valuable effects in the name of and to the credit of The Home in such a depository as may be designated by the Board of Directors. He or she shall cause to be performed an annual audit of the corporate books and present a copy of the results of that audit to the Board of Directors for their approval. The Treasurer, acting on behalf of the Board, shall exercise full power, except as prohibited by the terms of any instrument of any gift, devise, bequest, or other transfer, at its sole discretion, to change the form of any investment and for that or any other purposes of The Home to dispose of any securities or other property held by The Home. He or she shall disburse, or cause to be disbursed, the funds of The Home as may be ordered by the Board, by checks or drafts drawn on the account of The Home upon proper vouchers therefor and shall render to the Chairman and the Board of Directors at each regular meeting, or whenever they may require, a complete account of all transactions as Treasurer and of the financial condition of The Home. The Treasurer and such other individuals as may be designated by the Board are required to furnish a security bond in an amount determined by the Board, the premium of which shall be paid by The Home. The Board of Directors shall appoint, by resolution, the Chief Financial Officer or designee to execute the financial transactions of The Home, with approval of the Treasurer.

**Article V.  
MANAGEMENT**

*Section 5.01 Management*

The Home shall consist of an Chief Executive Officer/President and any such employees he or she may deem necessary to carry out the mission of The Home.

*Section 5.02 Chief Executive Officer/President*

The Chief Executive Officer/President shall be the executive head of The Home and shall be solely responsible for the management, control, and direction of its affairs under the policies established by the Board of Directors and subject to the approval, confirmation and ratification by the Board and such other duties as may be assigned by the Board from time to time.

- a) The Chief Executive Officer/President shall be directly responsible to the Board of Directors in all matters relating to the operation of The Home and the direction of its affairs.
- b) The Chief Executive Officer/President shall make a report to the Board of Directors at each regular meeting of the Board regarding the state of The Home and actions regarding the administration and the affairs of The Home and such other reports as may be required by the Chairman of the Board of Directors.
- c) The Chief Executive Officer/President shall make recommendations to the Board for uses of the Home consistent with its Mission.

*Section 5.03 Chief Operating Officer/Vice President*

A Chief Operating Officer/Vice President may be employed at the discretion of the Chief Executive Officer/President. The Chief Operating Officer/Vice President, when employed, shall assume the duties and responsibilities of the Chief Executive Officer/President in his or her absence.

*Section 5.04 Other Employees*

The Chief Executive Officer/President shall employ such additional employees, including but not limited to: a Chief Financial Officer (CFO), social workers, child care workers, teachers, maintenance personnel, department heads, professional consultants, and assistants as he or she may deem necessary to adequately execute the policies of the Board and to prescribe their duties and their compensation in accordance with *Section 5.05* below.

*Section 5.05 Compensation*

The salary and wages of all employees of The Home are included in the annual budget presented by the Finance Committee for consideration by the Board.

**Article VI.  
COMMITTEES**

*Section 6.01 Term*

The following committees shall be elected and/or appointed at the regular meeting of the Board of Directors in November of each year. Their terms shall begin on January 1 following their election or appointment and they shall serve until the next regular meeting of the Board of Directors in November, or until their successors are elected or appointed.

- a) Audit Committee
- b) Executive Committee
- c) Finance Committee
- d) Financial Development Committee
- e) Marketing Committee
- f) Nominations Committee
- g) Policy & Personnel Committee
- h) Program Planning Committee
- i) Vision Committee

Committees shall consist of a minimum number of five (5) voting members:

- at least three (3) appointed by the Chairman of the Board,
- the Chief Executive Officer,
- any Board member attending the committee meeting, and
- staff lead appointed by the Chief Executive Officer.

Committee members officially listed on the Committee list not labeled as Observers may vote on committee motions. A quorum shall consist of not less than three (3) committee members present at any meeting of the committee for the transaction of business. For committees with more than five (5) committee members, a quorum shall consist of greater than fifty (50) percent present at any meeting of the committee for the transaction of business. Members may adjourn the meeting from time to time until a quorum can be obtained.

Two (2) unexcused absences from regular committee meetings in one year shall be reported to the Chairman of the Board for review and possible replacement on the committee.

Observers may not vote on motions of the Board of Directors or in committee meetings. Committee members who are not on the Board of Directors may vote on committee motions but not vote on Board of Directors motions.

*Section 6.02                      Audit Committee*

- a. At a regular meeting of the Board of Directors held in November of each year, the Chairman of the Board shall appoint a minimum of three (3) members of the Audit Committee, of which none may be a current member of the Finance Committee. The Chairman/Treasurer and the Chief Executive Officer/President shall not be members of the committee.
- b. The Audit Committee shall oversee the financial reporting, internal controls, and audit processes of The Home.
- c. The Committee shall recommend to the Board of Directors the selection of an independent auditor not later than the November Board meeting of each year and shall meet with the auditor prior to and during the audit, as appropriate.

The Audit Committee shall review the annual audit, the Form 990 and Form 990-T, as well as the auditor's evaluation of the internal control system, and make recommendations to the Board of Directors.

*Section 6.03 Executive Committee*

- a. The Executive Committee shall be composed of the officers of the Board, the Grand Master, and the Chief Executive Officer/President. The Chairman of the Board shall chair the Executive Committee and schedule meetings as needed.
- b. It shall be the duty of the Executive Committee to meet each month in which the full Board of Directors does not meet, or more frequently if deemed necessary by the Chairman, to act on behalf of, and with the authority of, the Board of Directors in matters relating to the Home.
- c. The Chairman shall, as necessary, designate other Board members as ad hoc committee members and the Chief Executive Officer/President shall, as necessary, designate staff as ad hoc committee members to assist the Executive Committee on specific matters of business.
- d. The Executive Committee shall have the authority to act on behalf of the Home and to take action without Board approval and report back to the Board at the next regularly scheduled quarterly meeting or sooner at an emergent Board Meeting, if deemed necessary by the Chairman.
- e. The Executive Committee shall meet from time to time with the Chief Executive Officer/President to review Board By-Laws and make recommendations to the Board of Directors concerning same.

*Section 6.04 Finance Committee*

- a) At a regular meeting of the Board of Directors held in November of each year, the Chairman of the Board shall appoint a minimum of five (5) members of the Finance Committee at least three (3) of whom shall be and remain members in good standing in a subordinate lodge of the Grand Lodge of North Carolina and members of the Board of Directors.
- b) The Finance Committee shall meet with the Chief Financial Officer from time to time to analyze the financial assets and property of The Home and make recommendations to the Board of Directors for the investment or disposition thereof. The Finance Committee may, with the authorization and approval of the Board of Directors, select the Investment Committee of the North Carolina Masonic Foundation or another investment firm to manage the investments of The Home. Any such investment firm shall provide quarterly reports of investments to the Board of Directors and perform such other duties as may be assigned to it by the Board of Directors. The Finance Committee shall approve and assist in the development of the annual budget for presentation to the Board of Directors for their approval or rejection prior to the commencing of the next fiscal year at the regular meeting of the Board of Directors held in November of each year.

- c) The Finance Committee shall annually review The Home's Investment Policy.

*Section 6.05 Financial Development Committee*

- a. At a regular meeting of the Board of Directors held in November of each year, the Chairman of the Board shall appoint a minimum of three (3) members of the Financial Development Committee, one of whom he or she shall designate as Chairman of that committee.
- b. It shall be the duty of the Financial Development Committee to meet from time to time with the Chief Executive Officer/President, the Chief Finance Officer, and representatives of the North Carolina Masonic Foundation Financial Development Team to review strategies and ethics of the financial development efforts of the organization and to forward any changes or recommendations to the Board of Directors.
- c. It shall be the duty of the Financial Development Committee to review revenues and the means by which they are generated to include review of solicitation plans, general marketing plans, planned giving, and gifts-in-kind received by The Home.

It shall be the duty of the Financial Development Committee to assist The Home in representing itself to the community and to lodges and other Masonic bodies, to assist in public relations matters, and to assist in the solicitation of funds necessary for the operation of The Home and for capital projects.

- d. The Financial Development Committee shall annually review all the fundraising policies and procedures and written agreements to ensure adherence to the prevailing nationally accepted ethical and legal practices in fundraising.
- e. The Financial Development Committee shall handle such other duties as may be assigned from time to time by the Board of Directors.

*Section 6.06 Marketing Committee*

- a. At a regular meeting of the Board of Directors held in November of each year, the Chairman of the Board shall appoint a minimum of three (3) members of the Marketing Committee one of whom he shall designate as Chairman of that committee. The Chairman shall, as necessary, designate ad hoc committee members and the Chief Executive Officer/President shall, as necessary, designate staff as ad hoc committee members to assist the Committee on specific matters of business.
- b. It shall be the duty of the Marketing Committee to meet from time to time with the Annual Giving Officer, Marketing and Events Coordinator, Administrator/President to review strategies and ethics of the marketing efforts of the organization and to forward any changes or recommendations to the Board of Directors.

- c. It shall be the duty of the Marketing Committee to promote the agency to the public at large, with particular focus on the Masonic Community and other stakeholder groups. The Marketing Committee will increase brand recognition for MHCO as the premier choice for families in need of low-level residential care or community-based services. The Marketing Committee will develop marketing efforts to help the solicitation of funding necessary to support the programs and services of MHCO.
- d. It shall be the duty of the Marketing Committee to assist The Home in developing the message of The Home and delivering pertinent messages to various community and Masonic groups. The Marketing Committee will monitor and contribute to agency related websites and utilize various mediums, including social media, to inform the public about agency events, needs, stories of success and ways to help with the mission.
- e. The Marketing Committee shall annually review all the marketing messages, tools and mediums with respect to all ethical and legal practices and present a report for the Board of Directors related to this review.

*Section 6.07 Nominations Committee*

- a. At a regular meeting of the Board of Directors held in November of each year, the Chairman of the Board shall appoint a minimum of three (3) members of the Nominations Committee, one of whom he or she shall designate as Chairman of that committee.
- b. It shall be the duty of the Nominations Committee to meet from time to time with the Chief Executive Officer/President and to recommend potential Board member replacements to the Grand Master of Masons in North Carolina and the Chairman of the Board for their consideration.
- c. It shall be the duty of the Nominations Committee to meet from time to time with the Chief Executive Officer/President to recommend potential Board Committee assignments to the Grand Master and the Chairman of the Board for their consideration.

*Section 6.08 Policy and Personnel Committee*

- a) At a regular meeting of the Board of Directors held in November of each year, the Chairman of the Board shall appoint a minimum three (3) members of the Policy and Personnel Committee.
- b) The Policy and Personnel Committee shall meet from time to time with the Chief Executive Officer/President to review personnel policies of The Home, and all other matters related thereto and to make recommendations to the Board of Directors concerning same.

- c) The committee shall meet with the Chief Executive Officer/President, the Chief Financial Officer and the Treasurer in preparation for the annual budget as it relates to wages, salaries, and other employee benefits as may be needed.
- d) As The Home is an equal opportunity employment organization, the Policy and Personnel Committee shall meet to discuss all areas of policies and procedures related to personnel and make recommendations to the Board of Directors.

*Section 6.09 Program Planning Committee*

- a) At a regular meeting of the Board of Directors held in November of each year, the Chairman of the Board shall appoint a minimum of three (3) members of the Program Planning Committee one of whom he or she shall designate as Chairman of that committee.
- b) It shall be the duty of the Program Planning Committee to meet from time to time with the Chief Executive Officer/President to review the policies and procedures concerning the current programs of The Home, recommend any plans for further programs that may be appropriate to the organization, and other matters related thereto, and make recommendations to the Board of Directors concerning same.
- c) It shall be the duty of the Program Planning Committee to review the results of the Performance Quality Improvement (PQI) efforts of the organization, including reviewing and revising the PQI Plan, and to forward to the Board of Directors any recommendations for change.

*Section 6.10 Vision Committee*

- a) At a regular meeting of the Board of Directors held in November of each year, the Chairman of the Board shall appoint a minimum of three (3) members of the Vision Committee one of whom he shall designate as Chairman of that committee.
- b) It shall be the duty of the Vision Committee to meet from time to time with the Chief Executive Officer/President to recommend utilization of current resources, development of additional facilities, development of programs and services, or other initiatives to be vetted by additional Board Committees or the full Board as assigned.
- c) It shall be the duty of the Vision Committee to conduct strategic planning and to review the efforts of the organization regarding progress on the Strategic Plan and to develop recommendations to the Board of Directors for changes, additions, or modifications to the Strategic and Annual Plans.

*Section 6.11                   Applicable to all Committees*

- a. The Board of Directors, upon recommendation of the Chairman, may form any ad hoc committee or may increase the membership on any of the standing committees as may be needed from time to time and provide for the qualifications of the members.

The Chairman of the Board, Grand Master, Deputy Grand Master, and Chief Executive Officer/President are ad hoc members of all committees.

## **Article VII.**

### **CONTRACTS AND LOANS**

*Section 7.01                   Authority*

The Board of Directors, by vote, may authorize the Chief Executive Officer/President of The Home or the Chairman, Secretary, or Treasurer of the Board of Directors to enter into any contract and to execute and deliver an instrument on behalf of The Home.

*Section 7.02                   Loans*

No loan shall be contracted on behalf of The Home, and no evidence of indebtedness shall be issued in its name unless authorized by resolution of the Board of Directors.

*Section 7.03                   Checks and Drafts*

All checks, drafts, or other orders for the payment of money issued in the name of The Home shall be signed by such officer or officers, agent or agents of The Home in such manner as shall from time to time be determined by a resolution of the Board of Directors.

*Section 7.04                   Depository*

All funds of The Home not otherwise employed shall be deposited from time to time to the credit of The Home in such depository as the Board of Directors shall direct.

## **Article VIII.**

### **ADMISSION OF CHILDREN**

*Section 8.01                   Rules*

The Board of Directors shall review from time to time such rules and regulations for the admission of children or young adults to The Home as presented by the Chief Executive Officer/President and reviewed by the Program Planning Committee.

*Section 8.02                   Applications for Admissions*

All applications for admission of children or young adults to The Home shall be upon blanks approved by the Chief Executive Officer/President or designee and reviewed by the designated staff. The format of these blanks may be presented to the Policy and Personnel Committee for review as related to Performance Quality Improvement, but not to the content of individual admission applications for children applying to The Home.

*Section 8.03 Dismissal of Children*

All children or young adults admitted to The Home must strictly adhere to and obey all rules and regulations reviewed and revised by the Chief Executive Officer/President, the Performance Quality Improvement Plan, and presented to the Board of Directors. Any child or young adult may be summarily discharged or dismissed from care when the Chief Executive Officer/President, in his sole discretion, deems such action to be in the best interest of The Home.

*Section 8.04 Release of Records*

Requests for the release of records will be handled pursuant to current policy.

**Article IX.  
TAX EXEMPT ORGANIZATION**

*Section 9.01 Use of Income*

The Home is a non-profit corporation and is organized exclusively for charitable, religious, educational, and scientific purposes in accordance with section 501(c) 3 of the Internal Revenue Code. All gifts to The Home or other income not otherwise designated by the donor shall go into the general fund of The Home to be used in accordance with the current and recognized mission of The Home. The Home may receive, manage, invest or disperse conditional gifts only if such gifts are for the exclusive use and benefit of The Home which shall include gifts for the benefit of any separate or independent organization which is supportive of or which best promotes the mission of The Home or the programs and functions of The Home.

*Section 9.02 Compensation*

No part of the net earnings of The Home shall inure to the benefit of or be distributable to any trustee, officer, director, or other individual except The Home shall be authorized and empowered to pay the actual expenses of the directors as provided in ARTICLE III of these bylaws and to make payments and distribution in the promotion and consummation of The Home and its primary function which best promotes the mission of The Home or the programs and functions of the Home.

*Section 9.03 Non-Political*

The Home shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. The Home shall not carry on any activities not permitted to be carried on:

- a) By The Home exempt under Federal Income Tax under Section 501c(3) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue law), or
- b) By The Home, contributions to which are deductible under Section 170c(2) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue law).

*Section 9.04 Dissolution*

No part of the net earnings of The Home shall incur to the benefit of any officer, director, or employee of The Home. Upon dissolution of the organization, assets shall be distributed to The North Carolina Masonic Foundation, Inc., a 501c (3), its successors or assigns if exempt within the meaning of 501c (3) of the Internal Revenue Code of 1986, or corresponding section of any future Federal tax code, or shall be distributed to the state or local government for a similar public purpose. Any such assets so disposed shall be disposed of by a court of competent jurisdiction in the county in which the principal office of the organization is then located, exclusively for such purposes.

## **ARTICLE X.**

### **MISCELLANEOUS PROVISIONS**

#### *Section 10.01 Seal*

The corporate seal of The Home shall consist of two (2) concentric circles between which are the following words, "The Masonic Home for Children at Oxford, N.C.", and in the center of which is a figure of a man and boy holding hands, the letter "G" surrounded by a square and compasses, and the words, "Established 1872" as impressed on the margin thereof and which is hereby adopted as the corporate seal of The Home.

#### *Section 10.02 Fiscal Year*

The fiscal year of The Home shall be from the 1<sup>st</sup> day of January in each year through the 31<sup>st</sup> day of December of each year.

#### *Section 10.03 No Personal Dealings*

Each director and committee member of the Board of Directors shall annually review and agree by signed acknowledgment the accepted and approved Conflict of Interest Policy of The Home at the first stated meeting of each fiscal year or as a member or committee member is oriented prior to his or her first attendance to their first stated meeting.

#### *Section 10.04 Amendments to Bylaws*

These bylaws may be altered, amended, or repealed and new bylaws may be adopted by a two-thirds (2/3) vote of the total membership of the Board at any regular meeting of the Board of Directors or at any special meeting called for such purpose.

#### *Section 10.05 Actions and Meetings by Electronic Transmission*

The Board of Directors recognizes participation in meetings by conference telephone or remote communication, subject to guidelines and procedures adopted by the board. A director or committee member not physically present at a meeting may participate by means of remote communication and is considered present, in-person, and can vote if verified by the Chairman or Committee Chairman. The Home should provide reasonable means to allow directors and committee members to participate and vote, including the electronic transmission of proceedings and any related subject matter. A record of the vote or action of a meeting held by electronic transmission must be maintained by The Home. All policies of confidentiality and meeting rules accepted by the Board of Directors must be recognized and adhered to in instances of electronic transmission. The Home defines "electronic transmission" or "electronically

transmitted" as any form of communication that does not involve the physical transmission of paper, creates a record that may be retained and retrieved by the recipient, and can directly reproduced in paper form by the recipient through an automated process.

*Section 10.06            Actions by Written Consent of Board of Directors*

When not possible or practical, when meeting electronically, or in lieu of a stated meeting, action can be taken by the Board of Directors upon written consent and unanimous approval of the Directors. The action must be evidenced by written consents describing the action taken, signed by each director and included in the minutes filed with the corporate records reflecting the action taken. In such cases a consent resolution will be sent to each individual director by mail, email or fax for his or her signature. Any action taken as a result of the written consent should also be entered into the minutes of the next Board Meeting and made part of the official record of The Home.

In the event of a written vote, the Chairman of the Board or Secretary shall send all Board members a written resolution stating the matter under consideration via postal or certified mail. Board members cast written votes and return their ballots to the Secretary by mail. After the Secretary records the vote, the hard copies of ballots are filed as documentation.

*Section 10.07            Exclusion of Proxies*

The use of a proxy by directors of the MHCO Board of Directors for attendance at meetings, motions, voting, or in the execution of written consent is prohibited.

## RESOLUTION TO ESTABLISH CHILDREN'S HOME

At the Grand Proceeding of the Grand Lodge of North Carolina on December 2, 1872, Brother John H. Mills presented the following as a substitute to a motion on the floor to sell the property of the defunct St. John's College:

*“Resolved: 1. That St. John's College shall be made an asylum for the protection, training and education of indigent orphan children.*

*2. That this Grand Lodge will appropriate \$\_\_\_\_\_ annually for the support of the institution, but will not assume any additional pecuniary responsibility.*

*3. That this Grand Lodge elect a Superintendent who shall control the institution and solicit contributions for its support from all classes of our people.*

*4. That orphan children in the said Asylum shall be fed and clothed, and shall receive such preparatory training and education as will prepare them for useful occupations and for the usual transactions of life.”*

This substitute resolution passed on a second ballot after the incoming Grand Master, Brother John Nichols, cast the deciding vote.

Following discussion and several rejected propositions to fill in the blank amount in the resolution, \$500.00 was approved and inserted in the resolution.

**RESOLUTION TO SELL REAL PROPERTY  
OF  
THE MASONIC HOME FOR CHILDREN AT OXFORD, INC.**

WHEREAS, The Masonic Home for Children at Oxford, Inc., a North Carolina nonprofit corporation (the "Corporation"), has received title to several houses and parcels of land located within the State of North Carolina, as well as other locations, and may in the future receive other such properties, which are not contiguous to the primary site used by the Corporation in its mission of providing residential child care; and

WHEREAS, these properties are not required in the accomplishment of the mission of the Corporation; and

WHEREAS, the Board of Directors deems it to be in the best interest of the Corporation to sell its real property which is not required for the mission of the Corporation; and

WHEREAS, the Board of Directors deems it to be in the best interest of the Corporation to authorize the Chairman of the Corporation to execute any and all documents related to the sale of the property; and

WHEREAS, documents related to the sale of individual parcels of property with market value in excess of one hundred thousand dollars (\$100,000) shall have been presented to the Board of Directors of the Corporation, or representatives of the Board who are empowered to make a decision for the Board;

NOW, THEREFORE, IT IS HEREBY:

RESOLVED, that the Corporation be, and hereby is, authorized to sell the property which is not required for the mission of the Corporation; and further

RESOLVED, that the Chairman of the Corporation be, and hereby is, authorized and directed to execute and deliver on behalf of the Corporation any and all documents, certificates, instruments and agreements, and to take such actions as he deems necessary or appropriate in connection with the sale of the property; and further

RESOLVED, that the Chairman of the Corporation be, and hereby is, authorized and directed to take such further action by and on behalf of the Corporation as he shall deem necessary or appropriate to further the purposes of the foregoing resolutions; and further

RESOLVED, that any actions of the officers or Directors taken prior to the date hereof, which would be authorized by the foregoing resolutions if taken after the date hereof, be and hereby are, ratified, adopted and approved as of the date such actions were taken; and further

RESOLVED, that these resolutions shall take effect upon passage, and shall remain in full force and effect until amended or rescinded by action of the Board of Directors of the Corporation.

BOARD OF DIRECTORS  
MASONIC HOME FOR CHILDREN AT OXFORD, INC.

RESOLUTION

BE IT RESOLVED that the Administrative Assistant, currently Tabatha L. Boyd, with staff assistants as deemed necessary, under supervision of the Administrator, is hereby appointed to assist the Secretary of the Corporation with the duties of the office and to have custody of the Corporation's minutes for all meetings and general sessions, as well as a full and accurate record of all documentation outlining activities of the Corporation's Board of Directors, as written, hardcopy, or electronically or as an audio recording.

AND BE IT FURTHER RESOLVED that the Administrative Assistant, currently Tabatha L. Boyd, with staff assistants as deemed necessary, under supervision of the Administrator, is hereby appointed to assist the Secretary of the Board of Directors regarding the charge of all of the books and records of the Corporation and their preservation until the destruction thereof shall have been authorized by the Board of Directors and in agreement with the record-keeping policies of MHCO.

AND BE IT FURTHER RESOLVED that the Administrative Assistant, currently Tabatha L. Boyd, with staff assistants as deemed necessary, under supervision of the Administrator, is hereby appointed by The Board of Directors, in the absence of the Secretary, to have charge of the corporate seal and to affix the corporate seal to any lawfully executed instrument requiring the same, with approval of the Secretary, Chairman/women of the Board or their designee.

IN WITNESS WHEREOF, I have hereunto set my hand and certify that this resolution was adopted on the 11<sup>th</sup> Day of February, 2022.



Speed Hallman, Chairman

BOARD OF DIRECTORS  
MASONIC HOME FOR CHILDREN AT OXFORD, INC.


RESOLUTION

BE IT RESOLVED that the Chief Financial Officer, currently LuAnne F. Clark, with staff assistants as deemed necessary, under supervision of the Administrator, is hereby appointed to assist the Treasurer of the Corporation with the duties of the office and to have custody of the Corporation's funds and to keep, or cause to be kept, a full and accurate account of receipts and disbursements and to immediately deposit, or cause to be deposited, all monies and other valuable effects in the name of and to the credit of the Corporation in such a depository as may be designated by the Board of Directors,

AND BE IT FURTHER RESOLVED that the Chief Financial Officer, currently LuAnne F. Clark, with staff assistants as deemed necessary, under supervision of the Administrator, is hereby appointed to assist the Treasurer of the Corporation with the duties of the office and to disburse, or cause to be disbursed, the funds of the Corporation as may be approved or ordered by the Board of Directors, by checks or drafts drawn on the accounts of the Corporation upon proper vouchers therefor, to execute contracts for services and supplies, as approved by the Board of Directors, and to provide to the Treasurer, as required for meetings of the Board of Directors or as needed otherwise, a complete account of all transactions and of the financial condition of the Corporation,

AND BE IT FURTHER RESOLVED that the Chief Financial Officer, currently LuAnne F. Clark, with staff assistants as deemed necessary, under supervision of the Administrator, is hereby appointed to assist the Treasurer of the Corporation with the duties of the office and to invest or reinvest any gift, devise, bequest, or other transfer, within the terms of such instruments, and within the investment policies as approved by the Board of Directors,

IN WITNESS WHEREOF, I have hereunto set my hand and certify that this resolution was adopted on the 11<sup>th</sup> day of February, 2022.

  
\_\_\_\_\_  
Speed Hallman, Chairman

BOARD OF DIRECTORS  
MASONIC HOME FOR CHILDREN AT OXFORD, INC.

RESOLUTION

BE IT RESOLVED that the Administrative Assistant, currently Tabatha L. Boyd, or the Chief Financial Officer, currently LuAnne F. Clark, in her absence, is hereby appointed to have charge of the corporate seal, and to affix the corporate seal to any lawfully executed instrument requiring the same, in the absence of, and with the approval of, the Secretary of the Corporation,

AND BE IT FURTHER RESOLVED that the Administrative Assistant, currently Tabatha L. Boyd or the Chief Financial Officer, currently LuAnne F. Clark, in her absence, is hereby appointed to attest to the authority of any and all officers of the Corporation, and to attest to the signature of each officer thereof, as may be required in lawfully executed documents, in the absence of, and with the approval of, the Secretary of the Corporation.

IN WITNESS WHEREOF, I have hereunto set my hand and certify that this resolution was adopted on the 11<sup>th</sup> day of February, 2022.



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Speed Hallman, Chairman

# 2021-2025 STRATEGIC PLAN



## MASONIC HOME FOR CHILDREN AT OXFORD



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# 1. EXECUTIVE SUMMARY

This Strategic Plan identifies the main strategies that MHCO will use in the next four years to increase sustainability, address challenges, and navigate threats to existence. The plan builds on foundations of success and is based on an analysis of MHCO’s achievements to date, the strategic areas in which MHCO can have most impact in the future, and the organizational arrangements that best supports MHCO’s role and value as a residential child care provider. The Strategic Plan was developed through a collaborative process that included: interviews with key stakeholders, analysis conducted by Armstrong McGuire and Garrison Group to identify critical issues and core concepts of MHCO, internal and external literature reviews, and a retreat where 27 key board members and staff discussed the collected data and developed specific goals. During the strategic planning process, MHCO identified the main challenges facing families that utilize its services, issues involved in providing care, barriers to addressing these challenges, and key interventions that are needed. Over the next four years, MHCO will focus its work around four strategic priorities:



- increasing the census,
- team building,
- financial development, and
- programming.

This document details many aspects of determining strategies to increase sustainability of MHCO. The first section details the mission, vision, and focus on quality. The next section provides an organizational profile to include the organization’s historical value, description of current programs and services, and a description of the current service population. Organizational mandates and critical issues and challenges are then outlined. Specific goals and objectives are detailed in the final section. Appendices contain a description of the strategic planning process, assessment of strengths, weaknesses, opportunities, and threats, gap analysis, the current organizational chart and board member profiles, and the first annual plan. Each year, MHCO will update the organizational annual plan to reach the main strategic goals. The annual plan will detail the responsibilities of each department and committee. Each employee’s annual professional development goals, work objectives, and performance appraisal will be based upon departmental annual plan objective achievement.

## AUTHORIZATION

The Masonic Home for Children at Oxford’s 2021-2025 Strategic Plan was approved by the Board of Directors on May 14, 2021.

\_\_\_\_\_  
Board Chairman

\_\_\_\_\_  
Date

\_\_\_\_\_  
Administrator

\_\_\_\_\_  
Date



## 2. ORGANIZATIONAL PROFILE AND HISTORY

### HISTORY OF MHCO

The Masonic Home for Children at Oxford, Inc. (MHCO) is the oldest Masonic home for children in the country still in its original location and one of few left in operation. Since its founding in 1872, MHCO has offered distressed children a balanced home program of traditional values and morals. Originally opened as an orphanage in 1873, MHCO has gone through an evolutionary transition from orphanage to its present state as a residential child care facility offering social services to children and their families. Over 10,000 children have been served by MHCO. Graduates of the former John Nichols School at MHCO and alumni can be found in every walk of life and in every profession. A large and active alumni association and Masons across the state contribute to the care and keeping of our large family.

### DESCRIPTION OF PROGRAMS AND SERVICES

MHCO offers residential foster care services to North Carolinian children and young adults in need. Programs include:

- direct care individualized for children, pre-adolescents, and adolescents with assistance skill development, academic assistance and remediation, and vocational counseling;
- independent living skill development for young adults;
- referral services for families, other agencies, and the community at large;
- coordination of medical, recreation, wellness, spiritual, educational, food, and clothing needs;
- child and family advocacy at the local, state, and national level; and
- aftercare services.

MHCO strives to ensure the best possible care for residents. MHCO provides residents with a homelike setting to develop into productive citizens. Every attempt is made to maintain the individuality and identity of each resident served. Services offered include residential foster care and preparation for

### MISSION STATEMENT

Providing a safe, nurturing home for children and young adults in need with opportunities to maximize their potential.

### VISION STATEMENT

MHCO is a haven where children and young adults develop and flourish here and beyond.

### QUALITY STATEMENT

MHCO is committed to high quality care for children and young adults in need through:

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

### TAGLINE

Growing Hearts, Brighter Futures

### CORE VALUES

Compassion  
Child-Centered  
Integrity  
Adaptable  
Teamwork



independence. MHCO is committed to providing emotional, physical, spiritual, and social development in a trauma informed and culturally competent manner. The program introduces and supports youth in normal, age-appropriate life activities such as attending public schools, participating in school and community activities, and gaining part-time employment. Criteria for admission to the MHCO Direct Care program includes youth in North Carolina from birth to twenty-one (21) years old who need placement, have been determined to be low to moderate risk level, and are capable of functioning in the public-school setting. Youth over eighteen (18) years old are eligible for the Direct Care program if they are still in public school. Residents must attend public school while in care.

The Independent Living Program (ILP) meets the needs of young adults or residents aging out of the Direct Care program that need a safe, stable environment to successfully transition to permanent independence. MHCO believes that these young adults need a chance to improve their independent living skills, obtain further education, and secure employment in order to achieve self-sufficiency for positive long-term outcomes. ILP residents are required to be enrolled and participate in a GED program, college program, certificate program, or other vocational training to assist in gaining job skills. ILP residents are also required to have at least a part-time job while in the program to gain or enhance employment skills, learn responsibility, gain independence, and develop good work, money, and time management skills. Criteria for admission to ILP includes individuals in North Carolina from age eighteen (18) to twenty-two (22) years old who need placement and assistance in obtaining independent living skills. The target population for this program is youth who are in transition from previous placement or are homeless.

MHCO does not accept applicants who are perpetrators of violent crime, sex offenders, have a history of setting fires, actively using substances, pregnant or parenting teens, actively involved in the criminal justice system, or deemed a danger to themselves or others. MHCO does not discriminate based on race, creed, sex, disability, or religion. Accommodations are made for limited physical and mental impairment. MHCO is not capable of providing one-on-one care and supervision for special needs.

### DESCRIPTION OF SERVICE POPULATION

In the Direct Care program, there were 58 children served in 2020 to include 19 admissions, 30 discharges, and 2 deferrals. The demographic profile for residents of the Direct Care program in 2020 include: 71.5% male, 36.1% female; 41.3% African American, 49.8% Caucasian, 13.4% Multi-racial, 2.3% Hispanic; and 11.1% 0-5 years old, 45.2% 6-12 years old, 49.8% 13-17 years old, 0.1% 18 years and older. The average age was 11.6 years old and the average length of stay was 1078.3 nights. English is the major language group for residents. A small portion (2.3%) of residents were bilingual and spoke Spanish. Currently, there are 25 residents in the program. The campus average grade is 83.5, there are 10 residents on the honor roll.

In the Independent Living Program, there were 23 young adults served in 2020 to include 12 admissions, 15 discharges, and 5 deferrals. The demographic profile for the residents of the Independent Living Program in 2020 include: 51.3% male, 54.0% female; 66.4% African American, 26.5% Caucasian, 2.2% Multi-racial, 8.9% Hispanic; and 48.7% 18-19 years old, 36.3% 20-21 years old, 20.4% over 21 years old. Currently, there are 9 residents in the program. There are 4 residents in college and 2 in high school. There are 6 residents currently employed.



## ORGANIZATIONAL MANDATES

MHCO must follow mandates of North Carolina state licensure for residential child-care (10A NCAC 70I) and standards of accreditation by the Council on Accreditation. The Board of Directors mandates organizational policies and procedures. MHCO is mandated by comply with corporation bylaws and articles of incorporation, file and pay Social Security, maintain worker's compensation insurance, and fulfill employer responsibilities of the Family and Medical Leave Act, Americans with Disabilities Act, Health Insurance Portability and Accountability Act, Equal Employment Opportunity Commission, Rehabilitation Act, Sarbanes-Oxley Act, NC False Claims Act, American Psychological Association Code of Ethics, American Counseling Association Code of Ethics, and Electronic Communication Privacy Act.



*New Pool 2019*



# 3. CRITICAL ISSUES AND CHALLENGES



Through a capacity building grant awarded to MHCO from the SECU Foundation, Armstrong McGuire and Associates completed an organizational assessment in 2019 and identified the strengths, weaknesses, opportunities, and threats to existence for MHCO. Additionally, the Garrison Group held focus groups with staff and Board members in 2021 to help identify core values for MHCO and further delineate the SWOT analysis. Some critical issues and gaps were identified through the situational analysis to include:

## *SECU Foundation Grant 2019*

- Identifying referral sources or differing programming for prospective service recipients that do not qualify for other existing services
- Widespread community-market image
- Employee retention and team building
- Financial development activities

## STRENGTHS

### Child-centered

- Stability and opportunities for children
- Continuous caring and commitment to the kids
- Service to children who might not be served elsewhere (niche), from across the state, don't take guardianship

### Staff

- educated, experienced, diverse
- compassionate, well-equipped, dedicated childcare workers
- Lots with child welfare expertise

### History

- 150 years of service; strong legacy still going strong

### Relationships

- Strong history and connections with Masons and Alumni
- Strong relationships with external organizations/local agencies

### Programming

- Family-centered model of care; flexibility in parenting style

- Strong academic supports
- Independent Living Program is unique-format, age range, long-term care, continuous structure
- Life skills and training for residents and staff
- Social skills development through varied experiences

### Funding/Resources

- Strong financial oversight
- Financially responsible, significant endowment, nonprofit solely funded through donations
- Large, dedicated donor base made up of Alumni, Masons, community and more
- Well-maintained, beautiful facilities and campus

## WEAKNESSES

### Child-centric versus family-centric

- Families often distant, not involved
- Reunification dependent on family connections and addressing root issues
- Children need their families with them, supporting them



- Children in some cases not a good fit for our programs due to lack of information given at admission

#### Capacity

- Low number of residents
- Population growth and retention
- Empty buildings on campus

#### Functional silos

- Excellent work in different departments but not always in agreement or coordinated
- Time constraints dependent on demands
- Follow through on decisions that may be controversial or disputed
- COVID staggered shifts

#### Communication / Marketing / Outreach

- Awareness is limited; the best kept secret in North Carolina
- Misconception about services (e.g., orphanage vs children's home)
- Marketing to Masonic lodges and surrounding communities
- Time constraints dependent on demands-limited bandwidth and expertise
- Not always dealing with issues directly
- Effective communication (not always coordinated or pre-planned before sending), cohesiveness/consistency, and follow through between departments / staff / residents
- Outreach to community via newsletters and mailings; may feel it's more like junk mail rather than personalized

#### Resources

- Financial resources challenging to raise based on the type of services provided
- Lack of diversification in funding model
- Time constraints of what the job requires prevents best delivery of top-notch childcare
- Short-sighted view of tackling today's issues and sacrificing the potential of tomorrow
- Dependence on outside resources (e.g., mental health); COVID has limited resources
- Diversity, cultural training and understanding to increase effectiveness
- Safety and risk management

- Need updates to buildings and grounds- Cottages and buildings need repairs and remodeling, Underground water pipes and sewer

## OPPORTUNITIES

#### Family First Prevention Services Act (FFPSA)

- Funding focused on in-home programming
  - Other children homes' dependence on service fees significant; not MHCO
- ILP/TLP can increase and include funding
- In-home services
- Family Resource Center – services for the community

#### Communications / Marketing

- Use of social media and technology for awareness building, communications
- Increasing awareness of what's changing
- Market program offerings to community agencies and target markets outside of Masonic network

#### COVID

- Additional trainings for new threats like COVID
- Increase in census resulting from impact of COVID (e.g., layoffs)

#### Staff

- Recognition
- Team building

#### Fundraising

- Online funding opportunities; new avenues of fundraising
- Funding through corporations

#### Growth

- Ability to meet needs through Independent Living Program and Transitional Living-more of our community understanding the value and benefits MHCO can offer
- Exploit our Mission and Value by getting the word out that we can help
- Look out for other businesses/organizations that offer complimentary services (e.g., day care, tutoring) for potential partnership



- Enhanced or contract staff available to meet the mental health needs of residents
- Finding ways to be more inclusive in other communities, school systems, etc.
- Before- and after-school programs
- Diversified learning atmosphere
- Youth sports
- Exploring foster care, parenting

#### Residential Academy

- On-campus education for residents
- Students come to MHCO for academy & other supports
- Vocational education track
- MHCO resident additional needs track
- Scholarships already exist to support continued education

#### Sustainable Ag program with VGCC

- Sustainable resources for our campus
- Education; vocational education opportunities

## THREATS

#### Family First Prevention Services Act (FFPSA)

- Risk to all residential programs related to licensing constraints/expectations
- Congregate care includes MHCO even though we are unique

#### Funding

- Low number of residents affects fundraising
- Dependent on planned gifts
- Diminishing stakeholder groups (e.g., Masons, Alumni) and declining engagement
- Time constraints to market
- Dependence on stock market

#### COVID

- Highlights health, economic and social issues in our society
- Economic threat and need for safety
- Lack of normal socializing can cause physical and mental illness

#### Perception of DSS and other agencies

- View Home as an agency; prefer to place children in different settings
- Perception of group living contradicts the image of a family model

#### Competition

- Other childcare facilities (e.g., location, employee benefits)
- Movement in childcare away from residential

#### Technology

- Unwillingness to embrace modern practices / technology
- Cybersecurity concerns

#### Staffing

- Challenge to find compassionate and loving childcare workers
- Competition with other childcare facilities



<b>Internal</b>	<b>Strengths</b>	<b>Weaknesses</b>
	<ul style="list-style-type: none"> <li>• Genuine care of residents and community</li> <li>• A safe and <b>loving</b> community for children</li> <li>• High level of support services available for each child</li> <li>• Family environment</li> <li>• Willingness to partner with local agencies</li> <li>• Beautiful facilities and large assets</li> <li>• Increased level of social work expertise</li> <li>• Seeking to evolve the program toward best practice</li> <li>• Community meetings to share the strategic vision</li> <li>• History of Masonic support</li> </ul>	<ul style="list-style-type: none"> <li>• Serving a smaller number of children compared to historical numbers</li> <li>• Empty buildings on campus</li> <li>• Resistance to change for evolving program model becoming “trauma-informed”</li> <li>• “Orphanage” connotation still tied to the model</li> <li>• Declining funding and endowment</li> <li>• Lack of development expertise and structure</li> <li>• Limited bandwidth and expertise for communications and marketing</li> <li>• Retention and recruitment of childcare workers</li> </ul>
<b>External</b>	<b>Opportunities</b>	<b>Threats</b>
	<ul style="list-style-type: none"> <li>• Market program offerings to community agencies</li> <li>• Market MHCO to target markets outside of the Masonic network to increase engagement</li> <li>• Build an annual fund program to support funding needs</li> <li>• Seek grant opportunities to support program expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Declining Masonic engagement and support</li> <li>• Impact of Family First Preservation Act on the program model</li> </ul>
	Positive	Negative

*SWOT Analysis Summary by Armstrong McGuire and Associates 2019*



*Terry Gilliland HDR Bridge 2019*



# 4. STRATEGIC GOALS AND OBJECTIVES

## OBJECTIVE 1A

Hire professional marketing firm to provide recommendations to increase census and implement strategies

## OBJECTIVE 1B

Enhance the co-parenting partnership to include reunification and increased aftercare support

## OBJECTIVE 1C

Establish relationships with and involve external stakeholders (e.g. appendant bodies, faith community, law enforcement, hospital associations, district attorneys, etc.) to market for referrals

## OBJECTIVE 1D

Develop virtual mentoring, outreach program, and census committee to include a current resident

## OBJECTIVE 1E

Examine previous census decreases for trends and pitfalls and incorporate improvement ideas into daily practice

## STRATEGIC GOAL 1

Maximize use of resources by operating at or near capacity in Direct Care (64) and the Independent Living Program (18)

## STRATEGIC GOAL 2

Promote an engaged workforce by providing opportunities for team building and recruiting strong candidates for open positions

## OBJECTIVE 2A

Expand recruitment opportunities and efforts (e.g. job fairs, community colleges, local events, networking, partnership with schools and community organizations, etc.)

## OBJECTIVE 2B

Enhance employment information available to the public (e.g. “day in the life”, videos, pictures, virtual tours of campus facilities, marketing plan to engage Masonic lodges, employee ladder, etc.)

## OBJECTIVE 3B

Provide team building activities through internal and external resources



### **OBJECTIVE 3A**

Hire professional marketing firm to provide recommendations and implement strategies for 150<sup>th</sup> anniversary campaign

### **OBJECTIVE 3B**

Examine financial development personnel resources needed

### **OBJECTIVE 3C**

Identify and communicate with new channels to increase knowledge of MHCO (e.g. Our State Magazine, 150<sup>th</sup> anniversary stories, TV, direct mail, general public, corporate, etc.)

### **OBJECTIVE 3D**

Develop new entrepreneurship and in-kind donation sources (e.g. property as revenue stream, partnership with NC State, in-kind services donations, etc.) to increase revenue and reduce spending for operating expenses

### **STRATEGIC GOAL 3**

Improve short- and long-term financial sustainability by increasing the endowment to \$50M toward providing perpetual care for children in need

### **STRATEGIC GOAL 4**

Expand programming to impact more youth through collaboration and community-based programs

### **OBJECTIVE 4A**

Explore possibilities and rebranding for Oxford Academy and daycare facility

### **OBJECTIVE 4B**

Collaborate with community-based programs (e.g. Youth Villages, etc.)

### **OBJECTIVE 4C**

Develop and incorporate the Transitional Living Program into daily operation



## 5. APPENDICES

### DESCRIPTION OF STRATEGIC PLANNING PROCESS

Stakeholder interviews and focus groups were conducted by Armstrong McGuire in 2018 and Garrison Group in 2021 to develop the SWOT analysis and organizational profile. Management staff reviewed previous strategic initiatives and objectives. The SWOT analysis, organizational profile, gap analysis were finalized by management staff and prepared for the Strategic Planning Retreat.

A Strategic Planning Retreat was held March 6, 2021 with 12 personnel, 14 board members, and the Chair of the Vision Committee of the Board of Directors in attendance via Zoom. Activities included reflecting



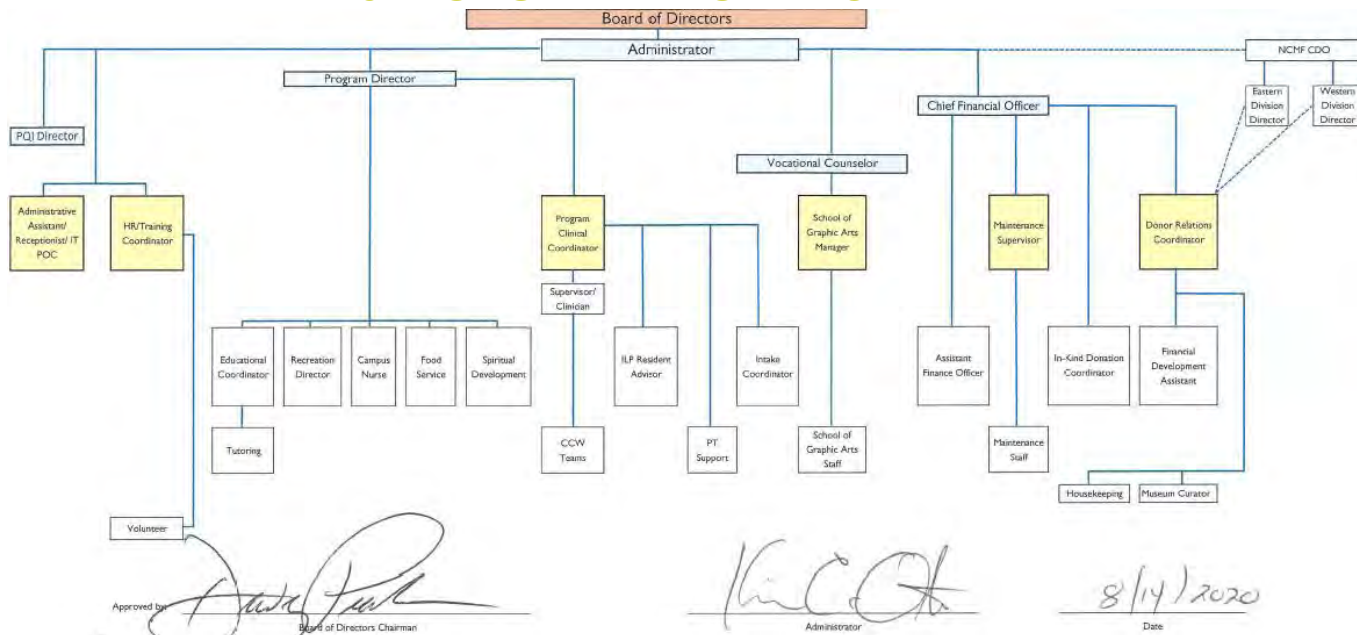
on MHCO's past, discussing the current organizational profile, analyzing where MHCO stands currently including internal strengths and weaknesses and external threats and opportunities for growth, envisioning the future, and strategizing how to close the gap between MHCO's operations in 2021 and vision for 2025. Polling showed that revisions may be needed to the mission and vision statements and was discussed in the Vision Committee of the Board of Directors at the May 2021 Board meeting. The Vision Committee of the

Board of Directors suggested verbiage changes to the statements and the changes were accepted by the Board of Directors. Goals, objectives, and initiatives were developed to enhance the sustainability of MHCO including increasing the census, team building, financial development, and programming.

The ideas gathered from the retreat were compiled and discussed for feasibility and implementation at various board committee meetings in early May 2021. The Board of Directors approved the current version of the Strategic Plan on May 14, 2021. Organizational and departmental annual plans will be developed annually before budget decisions for the following year are discussed. Annual employee work plans and performance appraisals will incorporate strategic goals developed from each departmental annual plan.



# 2021 ORGANIZATIONAL CHART



*Outdoor Classroom Built at the Granville Athletic Park 2018*



## 2021 BOARD MEMBER LIST AND PROFILES

Mr. Dewey R. Preslar, Jr.

- Board Chair
- Executive Committee Chair
- Serves on Finance Committee
- Consultant, Preslar Risk Services, Inc.

Mr. Speed Hallman

- Board Vice Chair
- Financial Development Committee Chair
- Serves on Finance Committee, Program Planning, and Executive Committee
- Special interest in communications, fundraising, and community relations

Mr. Luther Starling, Jr.

- Board Treasurer
- Chair of Finance Committee
- Serves on Financial Development Committee and Executive Committee
- President, Smithfield Chicken and Barbeque

Mrs. Kathy Johnson

- Chair of Marketing Committee
- Serves on Program Planning and Vision Committees
- Trainer/Professor, UNC Chapel Hill
- Special interest in child welfare issues, policy and procedure development, and program development

Mr. Jon Welborn

- Chair of Audit Committee
- Serves on Policy and Personnel Committee
- Lawyer, Welborn Law Firm, PLLC

Dr. Tony Cozart

- Serves on Masonic Homecoming Festival, Nominations, and Audit Committees
- Educator, Franklin-Granville-Vance Smart Start
- Special interest in early childhood education

Mr. Tim Norris

- Serves on Policy and Personnel and Audit Committees

Dr. Carla Emerson

- Chair of Program Planning Committee
- Serves on Nomination Committee
- Clinical Program Manager/Counselor, Wake Forest University

Mr. Anthony Sessoms

- Serves on Audit and Nominations Committees
- CPA, Denning, Herring, Sessoms & Company, PA, CPAs

Mrs. Maria Lowder

- Serves on Finance Committee and Vision Committee
- Executive Director, North Hills Christian School

Mrs. Tracy Armwood

- Board Secretary
- HR Director for WhiteStone: A Masonic and Eastern Star Community
- Chair of Policy and Personnel Committee
- Serves on Executive Committee

Mr. Kevan Frazier

- Serves on Financial Development and Vision Committees
- Western Carolina University

Mr. David Wicker

- Grand Master of Grand Lodge of NC
- Serves on Policy and Personnel and Executive Committees
- Attorney with Roberti Wittenburg et al.

Mr. Raul Herrera

- Serves on Program Planning and Finance Committees
- Senior Loan Officer for New American Funding Inc

Mr. Larry Thompson

- Chair of Nominations Committee
- Serves on Financial Development Committee
- NC Department of Transportation



# 2021-2022 ANNUAL PLAN

## STRATEGIC GOAL 1

Maximize use of resources by operating at or near capacity in Direct Care (64) and the Independent Living Program (18)

### OBJECTIVE 1A

Hire professional marketing firm to provide recommendations to increase census and implement strategies

- The Marketing Committee of the Board of Directors will hire a marketing firm and determine specific objectives from the strategy prepared by Angel Oak Creative by December 31, 2021
- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The Finance and Financial Development departments will assist with coordinating marketing efforts toward increasing census and donations by June 30, 2022

### OBJECTIVE 1B

Enhance the co-parenting partnership to include reunification and increased aftercare support

- The Program Department will perform a needs assessment and compile a listing of needed support resources by December 31, 2021
- The Program Department will enlist community resources to provide co-parenting education and activities by June 30, 2022
- The Program Department will develop a reunification program outline of activities to put in place by June 30, 2022
- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The Program Department will implement CARE principles into daily work with residents and their families by December 31, 2021

### OBJECTIVE 1C

Establish relationships with and involve external stakeholders (e.g. appendant bodies, faith community, law enforcement, hospital associations, district attorneys, etc.) to market for referrals

- The Administrator and Program Department will compile a listing of external stakeholders and begin making contact about referrals by December 31, 2021
- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The Administrator will educate and provide resources for Ambassadors and Lodges to help market in their communities by December 31, 2021
- The Program Department will explore virtual mentoring with alumni and residents and possibilities for an outreach program to market for referrals and further establish relationships with external stakeholder by June 30, 2022



## OBJECTIVE 1E

Examine previous census decreases for trends and pitfalls and incorporate improvement ideas into daily practice

- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The Program Director and Program Planning Committee will discuss trends and pitfalls of previous census decreases and develop a plan to incorporate improvement ideas into daily practice by June 30, 2022
- The Program Department will identify and implement a more efficient referral and intake process to decrease the amount of time from initial referral to placement by June 30, 2022
- The Program Department will begin implementing CARE principles into daily programming and identify strategies to address challenges to limit unplanned discharges and maintain census stability by December 31, 2021
- The Program Department will explore developing a census committee to include current residents and alumni to examine census changes and pitfalls by June 30, 2022



## **STRATEGIC GOAL 2**

Promote an engaged workforce by providing opportunities for team building and recruiting strong candidates for open positions

### **OBJECTIVE 2A**

Expand recruitment opportunities and efforts (e.g. job fairs, community colleges, local events, networking, partnership with schools and community organizations, etc.)

- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The HR Specialist will develop and present a plan to the Policy and Personnel Committee to determine ways to expand recruitment practices by June 30, 2022

### **OBJECTIVE 2B**

Enhance employment information available to the public (e.g. “day in the life”, videos, pictures, virtual tours of campus facilities, marketing plan to engage Masonic lodges, employee ladder, etc.)

- The Marketing Committee and Financial Development will develop a virtual tour of the cottages for employment recruitment by December 31, 2021
- The Administrator will educate and provide resources for Ambassadors and Lodges to help market in their communities by December 31, 2021
- CARE educators will train staff in CARE principles to provide opportunities and strategies to address challenges in working with youth in a team environment by December 31, 2021

### **OBJECTIVE 2C**

Provide team building activities through internal and external resources

- Leadership will participate in training and round table groups with the Garrison Group by December 31, 2021
- The HR Specialist will explore and recommend resources for team building with various departments and all staff by June 30, 2022

### **OBJECTIVE 2D**

Align Human Resources initiatives, recruitment, onboarding, and employee retention to address needs and employee development

- The HR Specialist will expand the staff workload and qualifications report to identify and clarify department needs by June 30, 2022
- The HR Specialist will develop a plan to provide training, coaching, and supervision to support identified needs by June 30, 2022
- Administration will develop succession plans for identified key positions (i.e. Administrator, Program Director, Chief Financial Officer, SGA Manager, Maintenance Director, and Program Clinical Coordinator) and include possible internal candidates, development objectives, training and education opportunities, and timeframes for increased delegation of duties and transition dates by June 30, 2022



### **STRATEGIC GOAL 3**

Improve short- and long-term financial sustainability by increasing the endowment to \$50M toward providing perpetual care for children in need

#### **OBJECTIVE 3A**

Hire professional marketing firm to provide recommendations and implement strategies for 150<sup>th</sup> anniversary campaign

- The Marketing Committee of the Board of Directors will hire a marketing firm or contract with advertising through media by December 31, 2021
- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The Finance and Financial Development departments will assist with coordinating marketing efforts toward the 150<sup>th</sup> anniversary campaign by June 30, 2022

#### **OBJECTIVE 3B**

Examine financial development personnel resources needed

- The Finance and Financial Development Committee determine additional resources needed for recording of gifts and donation acknowledgment and incorporate into 2022 budget by December 31, 2021

#### **OBJECTIVE 3C**

Identify and communicate with new channels to increase knowledge of MHCO (e.g. Our State Magazine, 150<sup>th</sup> anniversary stories, TV, direct mail, general public, corporate, etc.)

- The Finance and Financial Development Committee will increase knowledge of MHCO in the Triangle area by contracting with advertising through media by December 31, 2021
- The Finance and Financial Development Committee will identify and list possibilities of new channels to increase knowledge of MHCO by December 31, 2021

#### **OBJECTIVE 3D**

Develop new entrepreneurship and in-kind donation sources (e.g. property as revenue stream, partnership with NC State, in-kind services donations, etc.) to increase revenue and reduce spending for operating expenses

- The Finance and Financial Development Committee will have two meetings with stakeholders to identify possible mission focused donation sources by June 30, 2022
- The Finance and Financial Development Committee will revise and update the in-kind donation wish list to include top needed items and services for the residents and MHCO December 31, 2021



## **STRATEGIC GOAL 4**

Expand programming to impact more youth through collaboration and community-based programs

### **OBJECTIVE 4A**

Explore possibilities and rebranding for Oxford Academy and daycare facility

- The Marketing and Vision Committees of the Board of Directors will explore possibilities for Oxford Academy and daycare facility by June 30, 2022
- The Program Department will perform a needs assessment for community needs for educational and daycare opportunities by June 30, 2022
- The Program Department will identify stakeholder and community resource collaboration opportunities by June 30, 2022
- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022

### **OBJECTIVE 4B**

Collaborate with community-based programs (e.g. Youth Villages, etc.)

- The Program Department will negotiate collaboration with Youth Villages and determine impact of collaboration on residents and MHCO by June 30, 2022
- The Program Department will plan space to develop to meet needs of collaboration with Youth Villages by June 30, 2022
- The Administrator will analyze needs and develop plans for Outreach Coordinator by December 31, 2021
- The PQI Director will discuss possibility of capital improvement grants (e.g. SECU Foundation and Duke Endowment) for outreach expenses by December 31, 2021
- Administration will continue to develop a partnership with Baptist Children's Homes to recruit and supervise foster homes in the local community by June 30, 2022

### **OBJECTIVE 4C**

Develop and incorporate the Transitional Living Cottages into daily operation

- The Program Department will determine staffing needs, prepare existing buildings, develop curriculum and marketing materials, and determine grant funding opportunities for the Transitional Living Cottages by December 31, 2021
- The PQI Director and groups will write for grants for Transitional Living Cottages based on recommendations from Program Department by June 30, 2022



# 2025-2026 ANNUAL PLAN



MASONIC HOME FOR CHILDREN AT OXFORD

# 2025-2026 ANNUAL PLAN

## STRATEGIC GOAL 1

Maximize use of resources by operating at or near capacity in Direct Care (64) and the Independent Living Program (18)

### OBJECTIVE 1A

- MHCO will continue to utilize internal and external marketing resources to promote referrals in Direct Care and Independent Living Program. The PQI Coordinator and groups will continue to collect data to examine trends and provide recommendations for improvement quarterly and as needed until the next review in January 2026.
- The Finance and Financial Development departments will lead coordination of marketing efforts toward increasing census and donations throughout the year until next review in January 2026.
- MHCO will adjust marketing efforts with media resources to incorporate other options to include emails and streaming medium. Marketing efforts with radio, newspapers, and through MHCO's own resources will continue and be adjusted.

### OBJECTIVE 1B

Enhance the co-parenting partnership to include reunification and increased aftercare support

- The Program Department will continue to enlist community resources to provide co-parenting education and activities throughout the year.
- The PQI team will collect data to examine trends and provide recommendations for improvement throughout the year until the next review in January 2026.
- The Program Department will continue to implement CARE principles into daily work with residents and their families on an ongoing basis.
- The Program Department will continue to emphasize positive co-parenting efforts in the planning, implementation, and aftercare of the residents' individual service plans.
- The Program Department will continue to invite the children's families and guardians to participate in special events on campus.
- The Program Department will seek to increase aftercare efforts to better maintain contact with residents and be able to provide continuing support or offer returned placement as appropriate.

### OBJECTIVE 1C

Establish relationships with and involve external stakeholders (e.g. appendant bodies, faith community, law enforcement, hospital associations, district attorneys, etc.) to market for referrals

- The Administrator and Program Department will continue to cultivate and solicit external stakeholders about referrals on an ongoing basis.
- The PQI team will collect data to examine trends and provide recommendations for improvement until the next review in January 2026.
- The Annual Giving Officer and the Administrator will continue to educate and provide resources for Ambassadors and Lodges to help market in their communities throughout the year.
- The Program Department will explore virtual mentoring with alumni, residents and stakeholders.
- The Community Support Center will continue to market for referrals and further establish relationships with external stakeholders and collaborative service providers throughout the year



## OBJECTIVE 1E

Examine previous census decreases for trends and pitfalls and incorporate improvement ideas into daily practice

- The PQI team will collect data to examine trends and provide recommendations for improvement until the next review in January 2026.
- The Program Director and Program Planning Committee will continue to discuss trends and pitfalls of previous census decreases and develop a plan to incorporate improvement ideas into daily practice by June 30, 2025.
- The Program Department will continue implementing CARE principles into daily programming and identify strategies to address challenges to limit unplanned discharges and maintain census stability on an ongoing basis.
- The Program Director will incorporate additional CARE training modules and continue to promote CARE concepts in department meetings and supervision.

## STRATEGIC GOAL 2

Promote an engaged workforce by providing opportunities for team building and recruiting strong candidates for open positions

## OBJECTIVE 2B

Enhance employment information available to the public (e.g. “day in the life”, videos, pictures, virtual tours of campus facilities, marketing plan to engage Masonic lodges, employee ladder, etc.)

- The Marketing Committee and Financial Development will develop an appropriate campus gallery for employment recruitment by December 31, 2025.
- The Ambassadors will continue to be educated on a monthly basis through webinars and the ‘Children’s Chatter’ will be provided to lodges at least quarterly.
- CARE educators will continue to train staff in CARE principles to provide opportunities and strategies to address challenges in working with youth in a team environment on an ongoing basis.
- MHCO will continue to utilize marketing efforts to promote all needs including employment opportunities.

## OBJECTIVE 2C

Provide team building activities through internal and external resources

- Leadership training will be considered once a provider can be selected.
- The HR Specialist will continue to explore and recommend resources for team building with various departments and all staff by December 31, 2025.
- MHCO will include team-building activities into All Staff Meetings.
- MHCO plans to have group projects for employees to work together in a different context to promote teamwork.

## OBJECTIVE 2D

Align Human Resources initiatives, recruitment, onboarding, and employee retention to address needs and employee development

- The staff workload and qualifications report will be provided to the Policy and Personnel Committee for revision. The HR Specialist will continue to utilize the staff workload and qualifications report to identify and clarify department needs annually.



- The HR Specialist, in collaboration with various departments, will implement the Staff Retention Plan to provide training, coaching, and supervision to support identified needs on an ongoing basis.
- The HR Specialist will collect and submit Staff Retention Plan data to be included in the quarterly PQI Report and reviewed by the Program Planning Committee and BOD.
- Training will be provided for all supervisors in early 2025 to focus on the supervision process and performance evaluations.
- Succession plans, including career development plans will be outlined for key positions in 2025 and processed in supervisory sessions.

### STRATEGIC GOAL 3

Improve short- and long-term financial sustainability by increasing annual giving to fund operations and build the endowment through planned giving

#### OBJECTIVE 3C

Identify and communicate with new channels to increase knowledge of MHCO (e.g. Our State Magazine, 150<sup>th</sup> anniversary stories, TV, direct mail, general public, corporate, etc.)

- The Finance and Financial Development Committee will continue to increase knowledge of MHCO in the Triangle area by contracting with advertising through media by December 31, 2025.
- The Finance and Financial Development Committee will continue to explore possibilities of new channels to increase knowledge of MHCO by December 31, 2025.
- The Finance and Financial Development Committee will continue to develop digital donor thank you videos by December 31, 2025.
- MHCO will strive to measure the impact of utilizing television services, email listings, and streaming services to promote the Home.

#### OBJECTIVE 3D

Develop new entrepreneurship and in-kind donation sources (e.g. property as revenue stream, partnership with NC State, in-kind services donations, etc.) to increase revenue and reduce spending for operating expenses

- The Finance and Financial Development Committee will continue to have meetings with stakeholders to identify possible mission focused donation sources by December 31, 2025.
- The Finance and Financial Development Committee will revise and update the in-kind donation wish list to include top needed items and services for the residents and MHCO on an ongoing basis up to January 2026.



## STRATEGIC GOAL 4

Expand programming to impact more youth through collaboration and community-based programs

### OBJECTIVE 4B

Collaborate with community-based programs (e.g. Job Corps, etc.)

- The Program Department will continue to explore community resources for collaboration on an ongoing basis.
- The Grant Writer will continue to explore and secure grants for general operating costs, the Community Support Center, Direct Care, TLC/ILP, and expenses of other arising needs through December 31, 2025.
- MHCO will continue to coordinate with collaborative organizations to promote service delivery to families in the community and MHCO residents.
- Outreach will continue to be provided but must be measured as MHCO must operate the CSC without being overwhelmed by individual outreach requests. As outreach develops, MHCO must consider adding the Community Support Specialist to be able to efficiently continue the collaborative services with other organizations.



### Risk Assessment Management Plan

Remediation Action	Responsible Party	Initial Date	Target Date	Completion Date	Status
Upgrade lighting for cameras behind Cobb Center- Camera moved. Light to be installed	Victor	9/14/2022	3/31/2026	N/A	Victor will look into possible lighting upgrades. Has received quotes, waiting to see if the cameras provide any additional lighting once installed - UPDATE- It has been determined that lighting is needed for cameras.
Security measures for ILP, SJAB, Cobb, & Cottages - Key Cards for ILP	Victor, David, LuAnne, Tabatha	3/12/2025	6/30/2026	N/A	To possibly be implemented in next years budget. Will most likely begin trial with ILP Cottages - Gabi to look at grants.
1 Year MHCO Food Supply Storage	Rachel	3/12/2025	12/31/2025	N/A	Rachel to order non perishables for storage - in progress



### Risk Assessment Management Plan

<b>Remediation Action</b>	<b>Responsible Party</b>	<b>Initial Date</b>	<b>Target Date</b>	<b>Completion Date</b>	<b>Status</b>
Fence repair on Forest Avenue	Victor	7/1/2016	N/A	7/5/2018	<b>Completed</b>
Electrical covers for light poles replacement	Victor	9/25/2020	N/A	10/15/2020	<b>Completed</b>
Tree pruning and removal plan	Victor	7/1/2017	6/30/2019	12/30/2020	<b>Completed per 3-year plan</b>
Security Officer	Kevin	9/25/2020	N/A	4/12/2021	<b>Completed</b>
Replace doors at SGA, GYM, and food room elevator, compressor room at dock	Victor	7/1/2017	6/30/2019	12/30/2021	<b>Completed</b>
Pool bathroom floors	Wendi/Amy	7/1/2019	6/30/2020	5/15/2022	<b>Completed</b>
Cottage cell phones/tablet	Tabatha/LuAnne	9/25/2020	7/31/2022	8/24/2022	<b>Completed</b>
Camera Notice and No Trespassing Signage	Kevin/Gene/David	7/27/2022	9/30/2022	9/19/2022	<b>Completed</b>
Restroom Door Locks Needed in Gym	Victor	9/14/2022	10/5/2022	10/3/2022	<b>Completed</b>
File Cabinet Labels	Kat	9/14/2022	12/31/2022	9/21/2022	<b>Completed</b>
Camera Battery Backups Installed	Tabatha	12/14/2022	12/31/2022	12/29/2022	<b>Completed</b>
Lockdown Procedures & Active Shooter Training	Linda M./David	7/27/2022	N/A	12/13/2022	<b>Completed</b>
SJAB front step - ramp or caution strip	Victor/LuAnne	6/23/2022	N/A	3/22/2023	<b>Completed</b>
Repair loose Rails going into Brown Steps	Victor	9/14/2022	12/31/2022	10/3/2022	<b>Completed</b>
Purple "No Hunting" Paint Behind Farm	Victor	9/14/2022	12/31/2022	1/30/2023	<b>Completed</b>

### Risk Assessment Management Plan

Damaged Sprinkler Repair	Victor	12/1/2022	1/30/2023	N/A	<b>Completed</b>
Surge Protector Safety Reminders to Cottages	Victor/Tabatha	12/13/2022	1/30/2023	3/22/2023	<b>Completed</b>
Signage to prevent public from walking on lower campus and farm	Gene/Victor	12/13/2022	4/30/2023	2/1/2023	<b>Completed</b>
Repair loose wheelchair ramp rails in Brown	Victor	9/14/2022	6/23/2023	4/30/2023	<b>Completed</b>
Road repair on farm	Victor	7/27/2022	4/15/2023	5/23/2023	<b>Completed</b>
Road repairs on campus	Victor	7/27/2022	10/1/2023	6/9/2023	<b>Completed</b>
Document scanning of old/outdated medical and program files	Amy Still	6/23/2022	9/30/2023	8/31/2023	<b>Completed</b>
Replace damaged ceiling tiles in Food Room due to mildew	Victor	3/22/2023	7/30/2023	6/15/2023	<b>Completed</b>
Lighting needed between gym & SGA (stairs)	Victor	3/22/2023	9/30/2024	8/30/2024	<b>Completed</b>
Lighting needed by ceramics room	Victor	3/22/2023	9/30/2024	8/30/2024	<b>Completed</b>
Lighting needed by ceramics room	Victor	3/22/2023	9/30/2024	8/30/2024	<b>Completed</b>
Determine additional installation of cameras (campus, vans, and cottages)	Victor/David/LuAnne/Tabatha	3/1/2021	12/31/2024	11/15/2024	<b>Completed</b>
Extend Forest Avenue Fence	Victor/LuAnne	12/31/2024	12/31/2024	11/30/2024	<b>Completed</b>
Walk in cooler Issues	Victor/LuAnne	6/12/2024	12/31/2024	11/27/2024	<b>Completed</b>
Security measures for ILP, SJAB, Cobb, & Cottages - Cameras	Victor, David, LuAnne, Tabatha	6/23/2022	6/30/2025	3/30/2025	<b>Completed</b>
SJAB Dock Light Sensor Installation	Victor	6/12/2024	3/31/2025	NA	<b>Alternative Solution Utilized</b>

**Risk Assessment Management Plan**

Medication Room Lock	Victor	12/11/2024	3/31/2025	5/31/2025	<b>Completed</b>
Replace dumpster pad between Reagan and Flowers	Victor	6/23/2022	9/30/2025	9/24/2025	<b>Completed</b>
All Chapel Lighting/Exit Signs fixed and/or replaced - excluding ceiling lights	Victor	6/12/2024	9/15/2025	12/10/2025	<b>Completed</b>

# PERFORMANCE AND QUALITY IMPROVEMENT



Masonic Home for Children  
*Growing Hearts, Brighter Futures*

2025 Fourth Quarter Report

## INTRODUCTION

Welcome to MHCO's Performance and Quality Improvement (PQI) process. This PQI Quarterly Report is the result of collaboration by staff from the different departments throughout the organization. The report is written for all stakeholders of MHCO including residents, resident families, staff, community members, board members, donors, and any individual interested in the organization. The PQI process provides opportunities for the agency to reflect on what is going well and where we can make changes. MHCO believes in building the competencies of the residents and staff by establishing expectations that are realistic and achievable.

Annually, MHCO establishes goals to work on in a similar way there are goals established for and with the residents during their stay with us. The goals have targets we strive to meet and plans for how to meet them. This report reflects the goals established for 2025 and the progress made toward meeting them. Data is collected on an on-going basis to provide evidence of progress. In this report the goals, targets, data, and plans are provided for review and feedback.

## IMPROVEMENT PLANS

MHCO utilizes the PQI process to review what is going well and what improvements are needed. The agency will have a renewed focus on implementing the trauma informed model of CARE that improves service delivery and will impact the census in the residential programs. Marketing strategies are being implemented to increase giving, the workforce, the census, and SGA printing. If you have any questions or feedback, please contact the PQI Coordinator via email or phone:

Gabriella Herr Wheat, MSW

[gwheat@mhc-oxford.org](mailto:gwheat@mhc-oxford.org)

(217) 791-1200

### KEY:



ON TARGET



PROGRESS MADE/ CLOSE TO TARGET



TARGET NOT MET

.....

## Goal 1

Increase participation in community events and service projects that promote social responsibility and increase sustainability

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## Targets

1. Each quarter, a total of at least 3 residents and 3 personnel will participate in an off-campus community event or service project.
  2. Each quarter, a total of at least 3 residents and 3 personnel will participate in an on-campus community event or service project.
- .....

## Progress

1. Target exceeded.
  - 6 staff members and 26 residents made Veterans Day thank-you gifts and delivered them to veterans living in a local nursing home.
  - 2 staff members participated in the *Race To Read Illiteracy 5K* run, while 3 staff members and 9 residents helped to organize and also worked at the event.
  - 1 staff member and 5 residents delivered meals to homebound congregants of the West Oxford Baptist Church.
  - 2 staff members and 7 residents worked at an ACIM food drive.
2. Target met.
  - 6 staff members and 26 residents participated in Veterans Day activities, including making thank-you gift packages for veterans on campus and placing flags on College Street.

TARGETS MET: 2/2 

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## Plan

- Continue to identify social opportunities on and off campus for residents to give back to others.
- Continue marketing for Childcare Workers (CCWs) and residents through community involvement.

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## Goal 2

Increase familiarity with lockdown, weather, and fire emergency procedures to increase safety and security of residents and personnel

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### Targets

- 100% of open cottages/residential buildings have at least one fire drill per month (that includes one overnight – 12:01am-5:59am - fire drill per quarter)
  - At least one emergency preparedness event per quarter, including:
    - One fire/bomb threat drill for nonresidential buildings with response time of 1 minute 15 seconds or less and 100% participation, by December 31, 2025.
    - One campus-wide lockdown/active shooter drill with an average response time of under 5 minutes and 100% participation of those on campus, by December 31, 2025
    - One campus-wide tornado/hurricane drill per with an average response time of under 3 minutes and 100% participation of those on campus, by December 31, 2025.
    - One Safety Procedure training for all residents and personnel by December 31, 2025.
- 

### Progress

- Target met.
  - Staff and residents in all 11 open residential cottages (100%) successfully completed monthly fire drills, including one quarterly overnight drill. All drills had full (100%) participation.
- Target partially met.

At least one emergency preparedness event took place each quarter in 2025.

  - At least one fire/bomb threat drill was conducted in nonresidential buildings by December 31, 2025, with 100% participation. Response times did not meet the target in two buildings.
  - A campus-wide lockdown/active shooter drill was conducted by December 31, 2025. All (100%) individuals on campus participated, and the average response time was under 5 minutes.
  - Two campus-wide tornado/hurricane drills were conducted by December 31, 2025. One drill met the target with an average response time of under 3 minutes and 100% participation of those on campus.
  - One Safety Procedure training was conducted by December 31, 2025, and 100% of staff successfully completed the associated quiz.

TARGETS MET: 1/2



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### Plan

- Staff will receive reminders of drill performance expectations, including response time targets and 100% participation.
- Drill facilitators will reinforce these expectations during each drill

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### Goal 3

Increase Direct Care and TLC/ILP census to meet licensed residential capacity and provide services to families and individuals in the community through the Community Support Center

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### Targets

1. A monthly average of 16 residents in TLC/ILP by December 31, 2025
  2. A monthly average of 40 residents in Direct Care by December 31, 2025
  3. Increase the quarterly average number of residents served in Direct Care by one
  4. 75% successful linkages to needed resources made for referred persons in the Community Support Center each quarter
  5. Each month, at least 4 groups/classes will be facilitated through the Community Support Center by personnel or collaboratives
  6. Each month, the Community Support Center personnel will conduct at least 3 outreach/marketing activities
- .....

### Progress

1. Target exceeded. The monthly average census in TLC/ILP was 21 by December 31, 2025.
2. Target exceeded. The monthly average census in Direct Care (DC) was 41 by December 31, 2025.
3. Target met. The average quarterly number of residents served increased by one this quarter.
4. Target exceeded. The Community Support Center (CSC) assisted 28 individuals this quarter and 91% of the needed resources were successfully provided. The CSC Coordinator supplied resource lists for housing, food, and clothing to community residents in need and offered financial assistance to families facing power or water shutoff. In 2025, a total of 136 individuals were supported through the program's services and 90% of the needs were met.
5. Target exceeded. 29 groups and classes were facilitated - 13 in October, 12 in November, and 4 in December. These included *You and Me Together Vape-Free* vaping education, *Robotics*, *German Group*, sewing classes, elementary resident education, and middle/high school resident education.
6. Target exceeded. In October, five outreach activities were conducted, and the target was met in November and December with three outreach activities each. The CSC Coordinator participated in a Warren County Veterans Affairs event, met with the McKinney-Vento liaison, attended the *WOW Coalition* networking luncheon, and provided tours during the Homecoming Festival.

TARGETS MET: 6/6



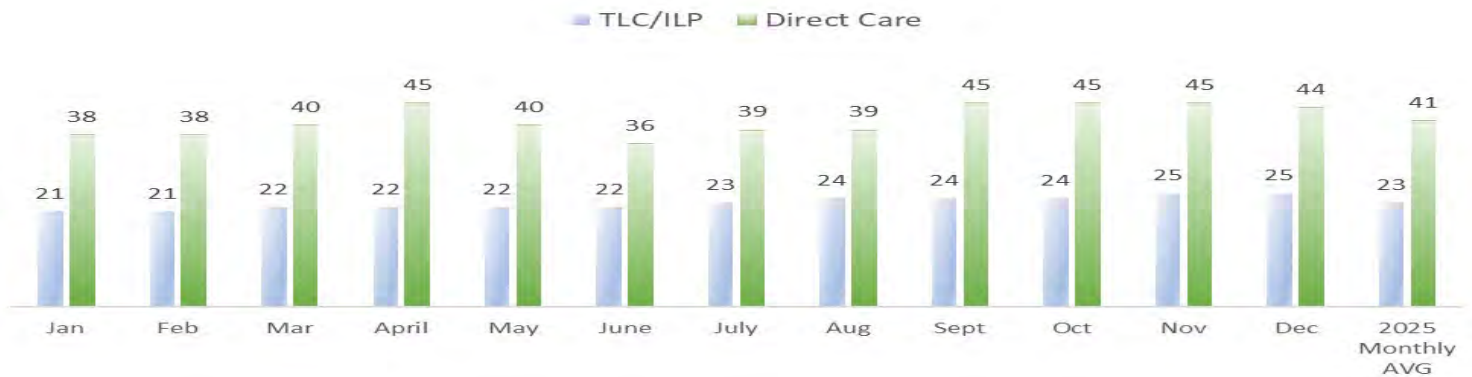
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### Plan

- In residential programs, continue processing referral calls, making calls to prior referrals, and revisiting waiting list applications. Continue marketing efforts.
- In the Community Support Center, continue outreach efforts and linkage to resources to meet targets.

	2025	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Number of calls	178	18	15	27	13	11	15	16	8	16	13	15	11
Deferrals	12	0	0	0	4	2	3	2	0	0	0	0	1
Applications sent	78	13	7	13	7	6	10	3	1	9	3	5	1
DC Admissions	26	4	0	2	9	0	0	4	0	6	0	0	1
DC Discharges	18	0	0	4	5	2	1	1	0	0	3	2	0
% Planned Discharges (DC)	91%	N/A	N/A	100%	40%	100%	N/A	100%	100%	N/A	100%	100%	N/A
ILP Admissions	10	0	0	1	2	2	1	2	1	0	0	1	0
ILP Discharges	11	4	0	0	2	0	0	1	0	2	2	0	0
% Planned Discharges (ILP)	75%	75%	N/A	N/A	50%	N/A	N/A	100%	N/A	100%	50%	N/A	N/A
Cottage moves	27	2	0	2	3	8	2	3	1	1	4	0	1

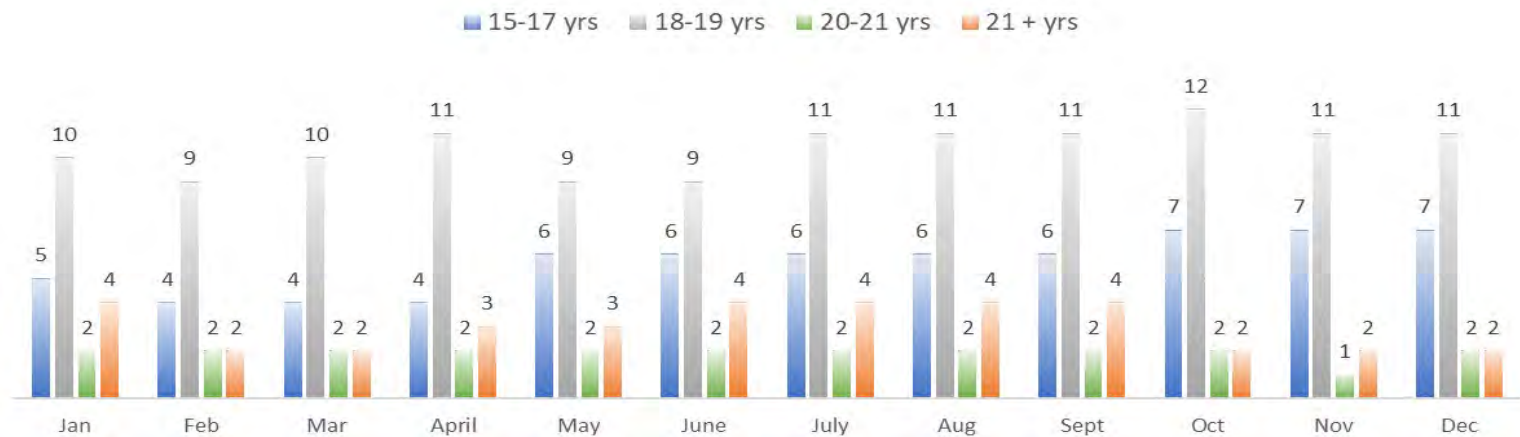
### Number of Residents Served



### DC Resident Age Ranges



### ILP/TLC Resident Age Ranges

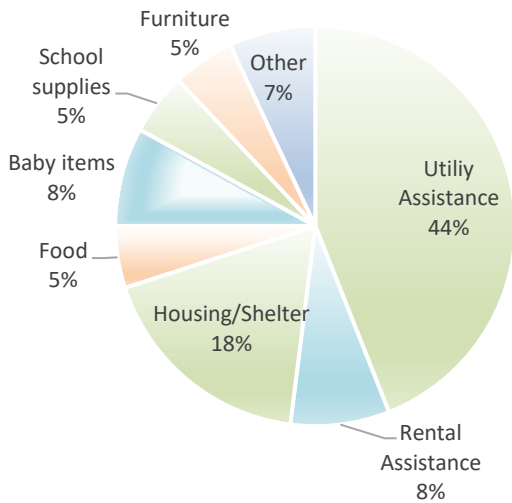


## Resident Ethnicity and Gender Statistics

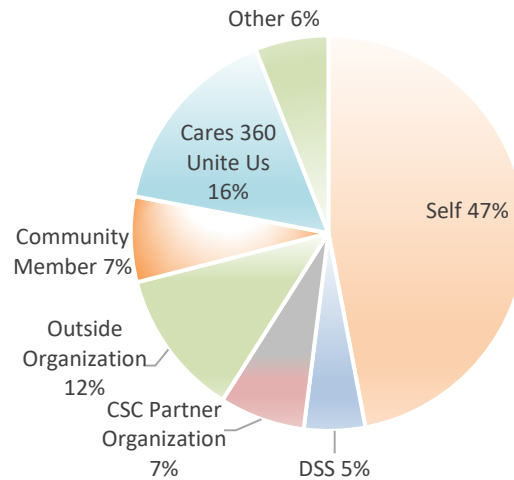
DC	Q1		Q2		Q3		Q4		YTD Discharged		YTD Deferred	
Black or African American	7	18%	6	13%	9	21%	10	23%	2	15%	4	67%
White	30	75%	34	76%	30	70%	30	68%	9	69%	2	33%
Hispanic	2	5%	2	4%	2	5%	2	5%	0	0%	0	0%
American Indian or Alaska Native	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Multi-Racial	1	3%	3	7%	2	5%	2	5%	2	15%	0	0%
Unknown	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Male	23	58%	25	56%	18	42%	18	41%	10	77%	5	83%
Female	17	43%	20	44%	25	58%	26	59%	3	23%	1	17%
ILP/TLC	Q1		Q2		Q3		Q4		YTD Discharged		YTD Deferred	
Black or African American	19	86%	19	83%	22	88%	23	88%	6	100%	5	100%
White	2	9%	2	9%	2	8%	2	8%	0	0%	0	0%
Hispanic	1	5%	1	4%	1	4%	1	4%	0	0%	0	0%
American Indian or Alaska Native	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Multi-Racial	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%
Unknown	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Male (total)	14	64%	15	65%	17	68%	18	69%	3	50%	2	40%
Female (total)	8	36%	8	35%	8	32%	8	31%	3	50%	3	60%

## Community Support Center

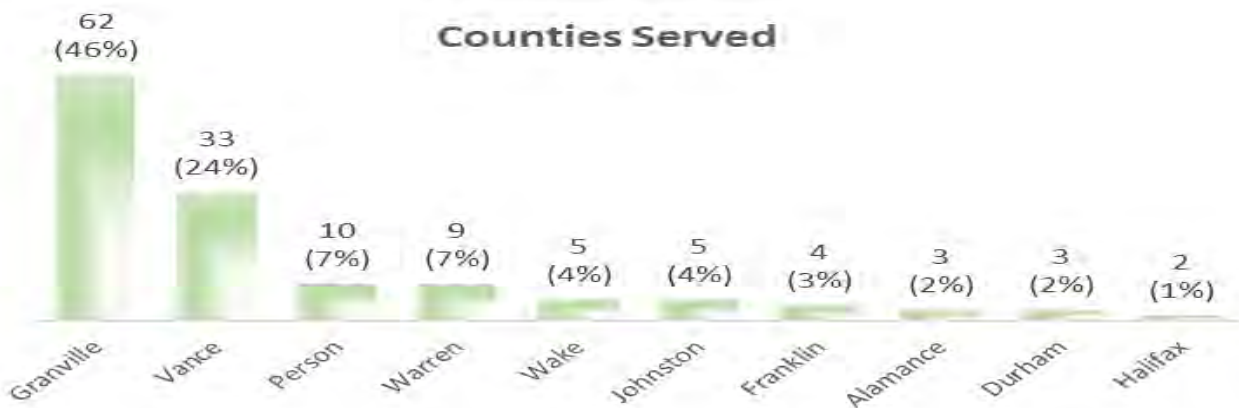
### Needs



### Referral Sources



### Counties Served



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### Goal 4

Increase skills and opportunities through participation in educational experiences

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### Targets

1. 90% of available Direct Care residents will attend on-campus educational groups/classes quarterly
  2. 90% of available TLC/ILP residents will attend on-campus educational groups/classes quarterly
  3. 100% of Direct Care residents who need academic support will receive it quarterly
  4. 100% of TLC/ILP residents who need academic support will receive it quarterly
- .....

### Progress

1. Target exceeded. All 37 available DC residents (100%) attended on-campus education.
2. Target exceeded. All 21 available TLC/ILP residents (100%) attended on-campus education. Topics included bullying, gender roles, body image, safe versus unsafe touch, anatomy, puberty, gender, healthy relationships, racism, seeking help - taught by Shante Hargrove (Granville Vance Public Health).
3. Target met. All 18 DC residents (100%) in need of academic support received it this quarter.
4. Target met. Three TLC/ILP residents in need of academic support (100%) received it this quarter.

**TARGETS MET: 4/4** 

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### Plan

- Incorporate the CARE trauma language and concepts into resident education.
- Continue to offer resident education to all program residents.
- Continue to offer educational support and opportunities for learning and achievement.

<b>TROUTMAN AWARDS 2025-2026</b>	<b>Q1</b>
# Students on Honor Roll	9
# Students on Honorable Mention	11
# Students who maintained 90 or above from last grading period	2
# Students who increased GPA +5 points since last report card with a C/70 average	N/A

<b>CAMPUS AVERAGES 2025-2026</b>	<b>Q1</b>
Alumni Cottage	79
Eller Cottage	87
Gray Cottage	80
Jefcoat Cottage	64
Kimel Cottage	72
MM Cottage	92
Temple Cottage	85
Williams Cottage	78
Bemis Cottage	N/A
Flowers Cottage	N/A
Campus Average	80

**Goal 5**

Increase vocational skills through participation in Kid\$Earn and other work experiences

**Targets**

1. A monthly average of 13.0 residents will participate in Kid\$Earn each quarter.
2. 75% of ILP/TLC residents will work off campus each quarter

**Progress**

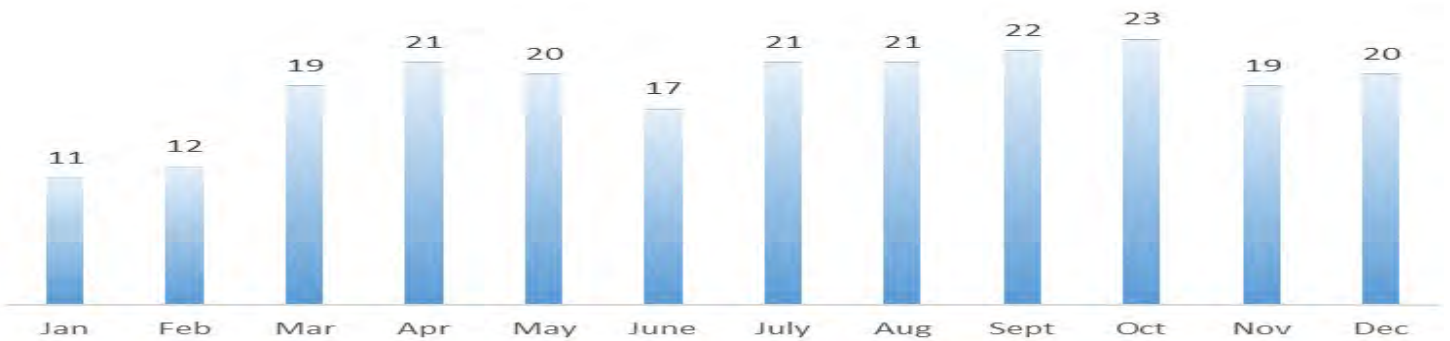
1. Target exceeded. A monthly average of 21 DC residents participated in Kid\$Earn this quarter.
2. Target exceeded. 98% of eligible ILP residents and 83% of eligible TLC residents worked off campus. Combined, 92% of eligible TLC/ILP residents were employed off campus.

**TARGETS MET: 2/2** ★★

**Plan**

- Continue to provide additional education and support to residents seeking employment on or off campus.
- Continue to discuss barriers and challenges with residents in program teams to incorporate into service planning.

**Number of DC Residents in Kid\$Earn**

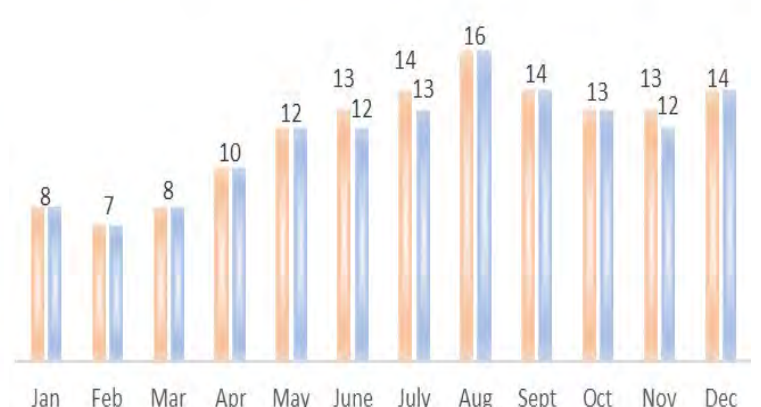
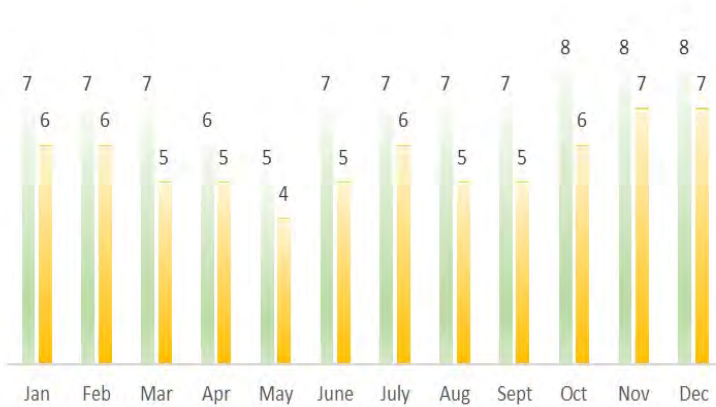


**Off-Campus Employment – ILP Residents**

**Off-Campus Employment – TLC Residents**

# TLC residents eligible (green) # TLC residents employed (yellow)

# ILP residents eligible (orange) # ILP residents employed (blue)



**Goal 6**

Improve program advancement based on achievement of independent living skills

**Targets**

1. 100% of assessment activities and Resident Assessment documents are completed by the due date
2. 100% of service planning activities and Individual Service Plan documents completed by the due date
3. 100% of Child and Family Team meetings and documentation completed by the due date

**Progress**

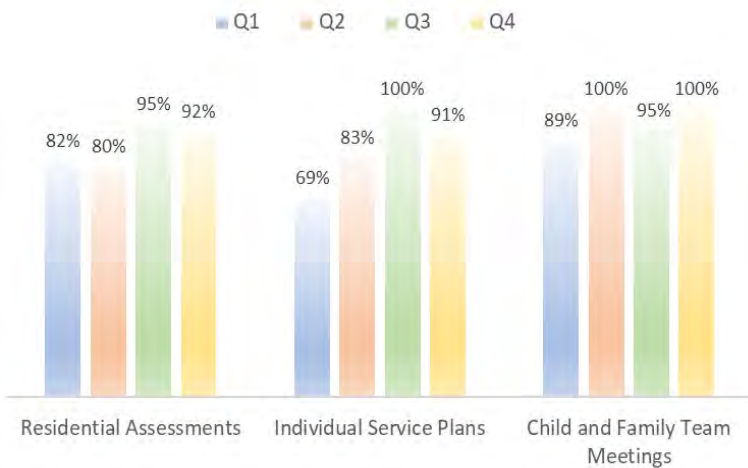
1. Target not met. 59% of assessment activities and documentation were completed by the due date.
2. Target not met. 76% of service planning activities and documentation were completed by the due date.
3. Target met. 100% of the Child and Family Team meetings and documentation were completed by the due date.

TARGETS MET: 1/3 

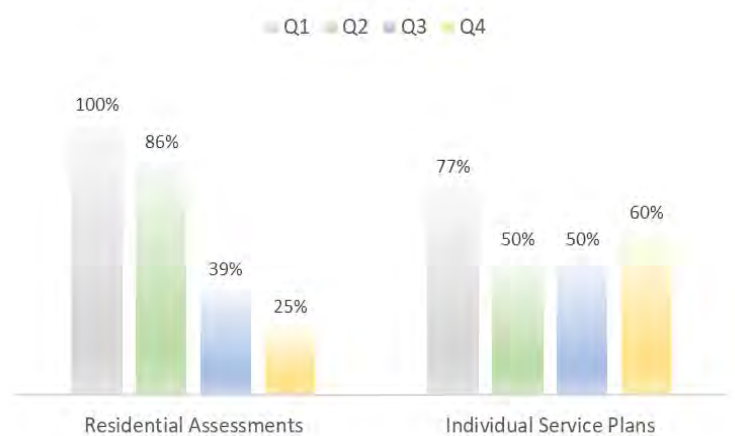
**Plan**

The supervisors, program coordinator, and other support staff will be participating in Supportive Supervision training through Benchmarks NC. Additionally, current systems and practices are being reviewed and evaluated by new leadership to align with best practices and to increase the rate of timely completion of all paperwork.

**DC Paperwork – Timely Completion**



**ILP/TLC Paperwork – Timely Completion**



**File Review**

Case Files Reviewed	Q1		Q2		Q3		Q4		Total
	# open cases	# closed cases	# open cases	# closed cases	# open cases	# closed cases	# open cases	# closed cases	
DC	34	3	0	0	10	1	8	6	62
ILP	17	4	0	0	11	3	4	3	42
Total	58		0		25		21		104

**Goal 7**

Increase annual giving to reduce reliance on planned gifts

**Targets**

1. 10% increase in dollar amount of giving quarterly (excluding legacy gifts)
2. 65% of staff to donate at least once to MHCO annually
3. 100% of members of the Board of Directors donate at least once to MHCO annually
4. 10 new donors giving a \$10 monthly recurring payment quarterly

**Progress**

1. Target exceeded. Giving increased by 70% in dollar amount this quarter.
2. Target not met. 34 staff members (58%) donated to MHCO, with 29 giving recurring donations.
3. Target met. All 15 BOD members (100%) donated to MHCO, with 8 giving recurring donations.
4. Target exceeded. 36 new donors contributed a monthly recurring payment of at least \$10 this quarter.

TARGETS MET: 3/4 

**Plan**

- Continue to promote recurring giving through social media and emails.

**Annual Giving**



BOD/Staff Donations	Q1 YTD		Q2 YTD		Q3 YTD		Q4 YTD	
	#	%	#	%	#	%	#	%
Staff giving to MHCO	30	51%	31	53%	32	54%	34	58%
Staff - recurring donation	29	50%	29	50%	29	50%	29	50%
BOD giving to MHCO	11	73%	14	93%	14	93%	15	100%
BOD - recurring donation	7	46%	8	53%	8	53%	8	53%

## Printing Income

### Targets

1. General public printing total income between \$475K and \$500K annually
2. 1.25% increase in Masonic and related printing income compared to the same quarter in 2024

### Progress

1. Target met. Total income from general public printing in 2025 was \$484,563.
2. Target not met. Masonic printing income decreased by 17% compared with the same quarter of the previous year.

TARGETS MET: 1/2

### Plan

- The MSA newsletter printing, projected for the 4th quarter, was not realized and is now expected in 2026.

### General Public Printing Income



### Masonic Printing Income



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## Goal 8

Reduce staff turnover rate, improve staff morale, and increase communication, inclusion, and teamwork

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### Targets

1. 100% of all programs and departments will submit all required monthly meeting documentation to the HR Specialist by the due date
  2. Required paperwork will be submitted to the HR Specialist by the due date to indicate that 100% of childcare workers receive monthly face-to-face supervision
  3. Required paperwork will be submitted to the HR Specialist by the due date to indicate that 100% of personnel receive quarterly face-to-face supervision
  4. 100% of 'all staff' meetings will include at least one team-building activity
- 

### Progress

1. Target met. All departments submitted the required monthly meeting documentation to the HR Specialist by the due date.
2. Target met. Required paperwork was submitted to the HR Specialist by the due date, confirming that all 27 childcare workers (100%) received monthly face-to-face supervision.
3. Target met. Required paperwork was submitted to the HR Specialist by the due date, confirming that all 62 staff members (100%) received quarterly face-to-face supervision.
4. Target met. One 'all staff' meeting was held this quarter and included a team-building activity.

TARGETS MET: 4/4 

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### Plan

- Continue to reinforce with supervisors the importance of monitoring and providing constructive feedback to staff to enhance growth and development and to reduce turnover.
- Continue to promote the importance of positive communication and promote the campus as one connecting and active community.

# PERFORMANCE AND QUALITY IMPROVEMENT

## Goals and Outcomes



2026

# 2026 Goals Overview

**Note:**

Existing PQI goals and targets remain in effect pending completion of a new Strategic Plan in the spring of 2026, at which time they will be reviewed and updated as appropriate.

**Goal 1**

Increase participation in community events and service projects that promote social responsibility and increase sustainability

**Goal 2**

Increase familiarity with emergency procedures to increase safety and security of residents and personnel

**Goal 3**

Increase Direct Care and ILP census to meet licensed residential capacity and provide services to families and individuals in the community through the Community Support Center.

**Goal 4**

Increase skills and opportunities through participation in educational experiences

**Goal 5**

Increase vocational skills through participation in Kid\$Earn, off-campus employment, and other work experiences

**Goal 6**

Improve program advancement based on achievement of independent living skills

**Goal 7**

Increase annual giving to reduce reliance on planned gifts

**Goal 8**

Reduce staff turnover rate, improve staff morale, and increase communication, inclusion, and teamwork

## Goal 1

Increase participation in community events and service projects that promote social responsibility and increase sustainability

### Activities

- Identify off-campus community events or service projects consistent with MHCO’s mission
- Participate in off-campus community events or service projects quarterly and collect data
- Conduct/arrange on-campus community events or service projects quarterly
- Participate in on-campus community events or service projects quarterly and collect data
- Discuss implementation, data, issues encountered, and recommendations for improvement as part of the PQI process

### Indicators and Data Metrics

Indicators	Data Metrics
Total number of off-campus events/service projects conducted per quarter	Number of off-campus events/service projects per quarter; list of off-campus events/service projects per quarter
Total number of on-campus events/service projects conducted per quarter	Number of on-campus events/service projects per quarter; list of on-campus events per quarter
Number of residents participating in off-campus events/service projects per quarter	Number of residents participating in each off-campus event/service projects
Number of personnel participating in off-campus events/service projects per quarter	Number of personnel participating in each off-campus event/service projects
Number of residents participating in on-campus events/service projects per quarter	Number of residents participating in each on-campus event/service projects
Number of personnel participating in on-campus events/service projects per quarter	Number of personnel participating in each on-campus event/service projects
Monthly social accountability PQI report	Collected and summarized data from all event participation and outcomes for PQI reporting

### Baseline - 2025 Outcomes

2025	Off-Campus Events	Residents	Staff
Q1	Destiny Dance Benefit Concert	7	2
Q2	Rowan County Fish Fry – MHCO Fundraiser	6	2
Q3	National Night Out	8	6
Q4	Veterans Day: made thank-you gifts, delivered to nursing home residents	26	6
Q4	Race To Read Illiteracy 5K	9	5
Q4	Delivered meals to homebound congregants, West Oxford Baptist Church	5	1
Q4	ACIM Food Drive	7	2
2025	On-Campus Events	Residents	Staff
Q1	Landscape Day	21	8
Q2	Helping ILP residents move new furniture	12	5
Q3	Public Service Appreciation Day	48	50
Q4	Veteran’s Day: made thank-you packages & placed flags on College St.	26	6

### Targets

- Each quarter, a total of at least 3 residents and 3 personnel will participate in an off-campus community event or service project.
- Each quarter, a total of at least 3 residents and 3 personnel will participate in an on-campus community event or service project.

## Goal 2

Increase familiarity with lockdown/active shooter, tornado/hurricane, fire/bomb threat drills, and other emergency procedures to increase the safety and security of residents and personnel

### Activities

- Review and standardize protocols for accurate data collection and ensure all personnel conducting drills follow established procedures
- Conduct campus-wide lockdown/active shooter, tornado/hurricane, and nonresidential fire/bomb threat drills, as well as emergency preparedness training and procedure reviews, annually or more frequently as needed; collect and analyze data
- Conduct monthly fire drills in residential buildings, including at least one quarterly overnight fire drill
- Documentation in the electronic system will include date, time, response time, and number of participants (residents, staff, etc.)
- Report PQI metrics, including the percentage of residents and staff present who participated
- Review implementation, data trends, issues, and recommendations for improvement as part of the PQI process

### Indicators and Data Metrics

Indicators	Data Metrics
Average response time for all-campus drills (alarm activation → all clear)	Recorded response times for each campus-wide drill (lockdown/active shooter, tornado/hurricane)
Response times for fire/bomb threat drills in each residential and nonresidential building	Recorded response times for each fire/bomb threat drill in each building
Percentage of participants present for each drill type	Attendance/participation lists for each drill
Number of drills successfully completed as scheduled	Number and type of drills conducted
Number and type of issues identified per drill cycle	Issues identified during drills
Number of corrective actions implemented following identified issues	Corrective actions taken following drills

### Baseline - 2025 Outcomes

Drill Type	Description / Frequency	Participation	Outcome / Response Time
Residential Fire/Bomb Threat	Monthly, including quarterly overnight drills in all cottages	100% of residents and staff	N/A – drills completed as scheduled
Campus-wide Tornado/Hurricane	3/20/2025	96% of those on campus	Average response time: 129 sec (<3 min)
Campus-wide Tornado/Hurricane (Make-up)	12/15/2025	100% of those on campus	Average response time: 165 sec (<3 min)
Non-residential Building Fire/Bomb Threat	At least one per building	100% of participants present	Response time target met in 5 buildings, exceeded in 2
Safety Procedure Training	One training event for all personnel	100% of staff	100% quiz completion
Campus-wide Lockdown / Active Shooter	One drill	100% of those on campus	AVG response time < 5 min

### Targets

- 100% of open cottages/residential buildings have at least one fire drill per month (that includes one overnight – 12:01am-5:59am - fire drill per quarter) with 100% participation of residents and personnel present on campus
- One fire/bomb threat drill for nonresidential buildings with response time of 1 minute 15 seconds or less and 100% participation, by December 31, 2026.
- One campus-wide lockdown/active shooter drill with an average response time of under 5 minutes and 100% participation of those on campus, by December 31, 2026.
- One campus-wide tornado/hurricane drill per with an average response time of under 3 minutes and 100% participation of those on campus, by December 31, 2026.
- One Safety Procedure training for all residents and personnel by December 31, 2026.

### Goal 3

Increase Direct Care and TLC/ILP census to meet licensed residential capacity and provide services to families and individuals in the community through the Community Support Center

#### Activities

- The BOD Marketing Committee will create a campaign to raise community awareness about programs and services (e.g., radio PSAs, articles in NC Mason and OES publications, regular Spotlight articles, TV campaigns, etc.)
- Present program and service offerings to community groups (e.g., Council of Ministers, emergency shelters, DSS offices, school counselors) monthly
- Explore opportunities to provide outreach support to additional communities
- Expand marketing efforts via the website, social media, the Ambassador program, and Masonic lodges
- Community Support Center personnel will participate in outreach and marketing activities
- Review implementation, data, challenges, and recommendations for improvement as part of the PQI process

#### Indicators and Data Metrics

Indicators	Data Metrics
Monthly average census in Direct Care	Monthly census in Direct Care
Monthly average census in ILP/TLC	Monthly census in TLC/ILP
Percentage of planned discharges per program	Monthly number of admissions, deferrals, discharges (planned and unplanned), applications received and sent, placement calls
Average length of stay per program	Average length of stay in days
Demographic distribution of residents served; demographic trends in deferrals and discharges	Resident demographics: age, ethnicity, and gender; disaggregated deferral and discharge data
Percentage of residents by custody arrangement (e.g., foster care, family care)	Custody arrangements for residents
Number of referrals per source and referral trends over time in CSC	Number and sources of referrals received by the CSC
Percentage of needs successfully met through CSC linkages and provision of resources	Number and type of needs presented; needs met through linkage to resources/financial assistance
Number of active collaborative partnerships supporting CSC service delivery	List of resources and contact information of collaborative agencies
Percentage of residents reporting positive impact on wellbeing from CSC services	Service recipient feedback on the impact of CSC services
Distribution of service-seekers in CSC by gender, ethnicity, age, and county	Demographics of community residents seeking CSC support: gender, ethnicity, age range, county
Number of groups/classes conducted through CSC monthly; total participation instances	Groups/classes: number, type, name of groups/classes, and number of participation instances
Number of outreach/marketing activities conducted by CSC monthly	Number and list of outreach/marketing activities conducted by CSC personnel
Total annual number of individuals served through CSC partner organizations	Partner reports: number of individuals served

## Baseline - 2025 Outcomes

Outcome Measure	2025	Q1	Q2	Q3	Q4
Monthly average census in TLC/ILP	21	19	21	23	20
Monthly average census in Direct Care	41	40	41	41	43
Percentage of needs met through CSC	90%	69%	100%	100%	91%
Groups/classes facilitated through CSC and collaboratives	81	14	24	14	29
Total participation instances (groups/classes) - CSC	879	104	379	162	234
CSC outreach activities	48	Jan: 4 Feb: 2 Mar: 3	Apr: 6 May: 4 Jun: 3	Jul: 5 Aug: 7 Sep: 3	Oct: 5 Nov: 3 Dec: 3

## Targets

- A monthly average of 16 residents in TLC/ILP by December 31, 2026
- A monthly average of 40 residents in Direct Care by December 31, 2026
- Increase the quarterly average number of residents served in Direct Care by one
- 75% successful linkages to needed resources made for referred persons in the Community Support Center each quarter
- Each month, at least 4 groups/classes will be facilitated through the Community Support Center by personnel or collaboratives
- Each month, the Community Support Center personnel will conduct at least 3 outreach/marketing activities

## Goal 4

Increase skills and opportunities through participation in educational experiences

### Activities

- Engage residents in educational experiences and systematically collect related data
- Provide academic support and tutoring to Direct Care school-aged residents, and collect data
- Provide academic support and tutoring to TLC/ILP residents upon request, and collect data
- Conduct surveys to identify topics and areas of need for on-campus educational groups and classes for Direct Care and TLC/ILP residents
- Conduct quarterly on-campus educational groups/classes for Direct Care and TLC/ILP residents and collect data
- Maintain attendance records for all educational groups/classes, including reasons for non-attendance
- Offer make-up sessions for residents who miss scheduled educational groups/classes
- Consider providing educational groups/classes to smaller groups of residents
- Supervisors and Direct Care staff complete training in Adverse Childhood Experiences (ACE) and the Children and Residential Experiences (CARE) model of care to provide trauma-informed services to residents and families
- Compile a list of additional community resources for personnel and resident training
- Identify mentors to provide group training opportunities for independent living skill education
- Review implementation, data collection, challenges encountered, and make recommendations for improvement as part of the PQI process

### Indicators and Data Metrics

Indicators	Data Metrics
Average end-of-grade test scores for residents with and without IEPs	End-of-grade test scores for residents with and without IEPs
Average end-of-course test scores for residents with and without IEPs	End-of-course test scores for residents with and without IEPs
Percentage of residents on honor roll per grading period	Number of residents on honor roll per grading period
Percentage of residents maintaining a GPA of 90 or higher per grading period	Number of residents in school maintaining a GPA of 90 or higher per grading period
Percentage of residents demonstrated a GPA increase of 5 or more points per grading period	Number of residents with GPA increase of 5 or more points per grading period
Average GPA by cottage and campus overall per grading period	Average GPA for residents by cottage and campus overall per grading period
Percentage of ILP/TLC residents enrolled in a school program or GED	Number of ILP/TLC residents enrolled in a school program or GED
Average number of high school credits earned per resident per grading period	Total number of high school credits earned by residents per grading period
Average number of behavioral referrals per resident per grading period	Number of behavioral referrals per grading period
Average number of school days missed and tardies per resident in the quarter prior to enrollment	Number of school days missed and tardies for residents in the quarter prior to enrollment
Average number of school days missed and tardies per resident in the quarter following enrollment	Number of school days missed and tardies for Direct Care residents in the quarter following enrollment
Percentage of school-aged residents admitted below grade level	Number of school-aged residents admitted below grade level
Percentage of residents admitted below grade level who advanced at least one grade level within 6 months of admission	Percentage of residents admitted below grade level who advanced at least one grade level within 6 months of admission
Percentage of residents admitted below grade level who advanced at least one grade level within 6–12 months of admission	Percentage of residents admitted below grade level who advanced at least one grade level between 6 months and 1 year of admission
Percentage of school-aged residents present for the	Percentage of school-aged Direct Care residents present for the

entire school year who were promoted to the next grade level	entire school year who were promoted to the next grade level
Percentage of residents who needed and received academic support or tutoring, by program	Percentage of residents who needed and received academic support or tutoring, by program
Percentage of residents available who attended on-campus educational groups or classes, by program	Number of residents available to attend on-campus educational groups or classes, by program; number of residents attending on-campus educational groups or classes, by program

### Baseline – 2025 Outcomes

Academic Performance Outcomes (2024–2025 School Year)

Outcomes	Baseline Result
Campus GPA average	83
Residents on honor roll	38
Residents with honorable mention (C or better)	40
Residents maintaining a GPA of 90 or higher	16
Residents with GPA increase of 5 or more points	21

On-Campus Educational Group Participation				Academic Support / Tutoring Provided			
Q	DC	ILP/TLC	Participation Rate	Q	DC	ILP/TLC	Support Rate
Q1	34	13	100% of available residents	Q1	15	2	100% of residents in need
Q2	37	17	100% of available residents	Q2	11	2	100% of residents in need
Q3	36	14	100% of available residents	Q3	14	2	100% of residents in need
Q4	37	21	100% of available residents	Q4	18	3	100% of residents in need

### Targets

- 90% of available Direct Care residents will attend on-campus educational groups/classes quarterly
- 90% of available TLC/ILP residents will attend on-campus educational groups/classes quarterly
- 100% of Direct Care residents who need academic support will receive it quarterly
- 100% of TLC/ILP residents who need academic support will receive it quarterly

## Goal 5

Increase vocational skills through participation in Kid\$Earn and other work experiences

### Activities

- Direct Care residents participate in Kid\$Earn and collect data
- TLC/ILP residents work at off-campus sites and collect data
- Implementation, data, challenges, and recommendations for improvement will be reviewed through the PQI process

### Indicators and Data Metrics

Indicators	Data Metrics
Monthly average number of Direct Care residents who participate in Kid\$Earn	Number of Direct Care residents participating in Kid\$Earn (collected monthly)
Number of TLC/ILP residents eligible to work at off-campus job sites per month	Number of TLC/ILP residents eligible to work at off-campus job sites
Number of TLC/ILP residents working at off-campus job sites per month	Number of TLC/ILP residents working at off-campus job sites
Percentage of TLC/ILP residents eligible and working at off-campus job sites per month	Number of TLC/ILP residents eligible to work at off-campus job sites; number of TLC/ILP residents working at off-campus job sites

### Baseline - 2025 Outcomes

Off-Campus Employment (Eligible Residents) Monthly Average Percentage				Kid\$Earn Participation (Direct Care Residents) Monthly Average Number	
Q	TLC	ILP	TLC + ILP	Q	DC
Q1	81%	100%	91%	Q1	14
Q2	78%	97%	91%	Q2	19
Q3	76%	98%	91%	Q3	21
Q4	83%	98%	92%	Q4	21

### Targets

- A monthly average of 13.0 residents will participate in Kid\$Earn each quarter.
- 75% of ILP/TLC residents will work off campus each quarter

## Goal 6

Improve program advancement based on achievement of independent living skills

### Activities

- Facilitate resident participation in cottage moves and other cottage transitions and collect data
- Complete resident assessments, Child and Family Team meetings (CFTM), and Individualized Service Plans (ISP) and collect data
- Supervisors increase contact and education with families, services providers, or other individuals of support
- Supervisors provide ongoing support to legal guardians regarding resident needs and promote co-parenting opportunities
- Residents participate in age-appropriate activities that promote developmentally appropriate living experiences
- Develop checklists for baseline skills and proficiency levels of residents to assess residents' readiness for cottage advancement
- Develop supports, training, and structure into cottage schedule to develop targeted independent living skills
- Use a tickler/reminder system in the electronic system to ensure timely completion of assessments, service plans, and CFTMs
- Review implementation, collected data, challenges, and improvement recommendations as part of the PQI process

### Indicators and Data Metrics

Indicators	Data Metrics
Percentage of residents advancing through cottage moves based on skill achievement	Number of cottage moves for program advancement; total number of cottage moves per month
Percentage of residents participating in age-appropriate activities	Number of residents participating in age-appropriate activities; types of developmentally appropriate living experiences
Percentage of CFTMs completed on time for Direct Care residents	CFTM due dates and completion dates for each Direct Care resident
Percentage of resident assessments completed on time (Direct Care and TLC/ILP)	Resident Assessment due dates and completion dates (Direct Care and TLC/ILP)
Percentage of ISPs completed on time (Direct Care and TLC/ILP)	ISP due dates and completion dates (Direct Care and TLC/ILP)
Increase in supervisor engagement with families, service providers, or other support individuals	Number of supervisor contacts with families, service providers, or other support individuals
Increase in legal guardian support and co-parenting opportunities	Number of supervisor contacts with legal guardians; documentation of co-parenting discussions and supports
Completion of baseline skill checklists for all residents to assess readiness for cottage advancement	Number of baseline skill checklists completed per resident; documented skill proficiency levels
Implementation of structured skill-building supports and training within cottage schedules	Number and types of structured skill-building sessions implemented in cottage schedules
Adherence to timelines via tickler/reminder system for assessments, ISPs, and CFTMs	Assessment, ISP, and CFTM due dates and completion dates tracked through the electronic reminder system

### Baseline - 2025 Outcomes

Measure - Rate of completion by due date	DC	TLC/ILP	All
Resident Assessments	87%	63%	75%
Individual Service Plans (ISPs)	86%	59%	73%
Child and Family Team Meetings (CFTMs)	96%	N/A	96%

### Target

- 100% of assessment activities and Resident Assessment documents are completed by the due date
- 100% of service planning activities and Individual Service Plan documents completed by the due date
- 100% of Child and Family Team meetings and documentation completed by the due date

## Goal 7

Increase annual giving to reduce reliance on planned gifts

### Activities

- Promote recurring donation campaigns to Masons, Lodges, and other groups and collect data
- Discuss staff giving and participation guidelines at “all staff” meetings and other communications
- Promote staff giving through promotional drawing or other incentives
- Discuss Board of Directors giving at BOD meetings and other communications
- Contact current and potential donors face-to-face, by phone call, email, postcards, and other methods
- Acknowledge donors via face-to-face meetings, phone calls, emails, thank-you notes, post cards, recognition pieces, invitations to visit the campus, and other methods
- Reach out to inactive donors
- Invite donors and contacts to visit the campus and attend events (e.g., Homecoming, St. John’s Day, Hayes-Neal, Black Tie Gala)
- Promote the GM Challenge, encouraging a recurring monthly gift of \$12.50.
- Promote “Giving Tuesday” through email blasts and social media posts (e.g., Facebook)
- Provide donors and visitors with informational packets (including the annual report, brochures, campus tracks, donation envelope, etc.)
- Promote the print shop at every opportunity, including the order-friendly website
- Review implementation, collected data, challenges, and recommendations for improvement as part of the PQI process

### Indicators and Data Metrics

Indicators	Data Metrics
Increase in the number of recurring monthly donors ( $\geq$ \$10) compared to previous periods	Number of donors giving a recurring monthly donation of at least \$10
Increase in total giving, excluding planned/legacy gifts, compared to previous periods	Dollar amount of giving (excluding legacy gifts); dates of receipt of gifts
Increase in the percentage of staff participating in giving, including recurring donations	Number of staff giving donations; number of staff giving recurring donations
Increase in the percentage of BOD members participating in giving, including recurring donations	Number of BOD members giving donations; number of BOD members giving recurring donations
Increase in the timeliness and completion rate of donor acknowledgments (thank-you notes completed by due date)	Due dates and completion dates of thank-you notes; number of thank-you notes completed; number of returned thank-you notes
Increase in donor engagement compared to previous periods, measured by contacts with existing and new donors	Number of donors contacted (existing and new)
Increase in social media activity over time, measured by posts and interactions	Number of social media posts
Increase in donations generated from general public and Masonic-related print shop activities compared to previous periods	Dollar amount generated from general public printing; dollar amount generated from Masonic and related printing
Increase in donor participation at campus events and promotional campaigns (GM Challenge, Giving Tuesday, etc.)	Attendance lists for donor events (optional, if tracked)
Implementation of program improvements identified during PQI review based on donor engagement and giving data	PQI documentation of improvements implemented

## Baseline - 2025 Outcomes

Metrics	2025	Q1	Q2	Q3	Q4	Target
Difference in dollar amount of giving	–	7%	-19%	48%	70%	10% increase quarterly (excluding legacy gifts)
% staff donated at least once / # staff gave recurring donations	58% / 29	–	–	–	–	65% of staff donate at least once annually
% BOD members donated at least once / # BOD members gave recurring donations	100% / 8	–	–	–	–	100% of BOD donate at least once annually
Number of new donors giving ≥ \$10 recurring monthly	74	16	19	3	36	10 new donors per quarter
General public printing total (\$)	\$484,563	–	–	–	–	\$475K–\$500K annually
Masonic & related printing income – % change from same quarter 2024	–	-15%	-31%	-11%	-19%	1.25% increase per quarter vs 2024

### Target

- 10% increase in dollar amount of giving quarterly (excluding legacy gifts)
- 100% of members of the Board of Directors donate at least once to MHCO annually
- 65% of staff donate at least once to MHCO annually
- 10 new donors giving a \$10 monthly recurring payment quarterly
- General public printing total between \$475K and \$500K annually
- 1.25% increase in Masonic and related printing compared to the same quarter in 2025

## Goal 8

Reduce staff turnover rate, improve staff morale, and increase communication, inclusion, and teamwork

### Activities

- Supervisors provide quarterly supervision to all personnel and complete the required documentation
- Residential supervisors provide monthly supervision and training to childcare workers and complete the required documentation
- Supervisors submit supervision documentation to the HR Specialist for inclusion in personnel files.
- All departments conduct monthly meetings and submit documentation (including agenda, date/time, and signed attendance sheet) to the HR Specialist
- Incorporate teambuilding activities during “all staff” meetings
- HR Specialist collects and reports data to PQI quarterly
- Review implementation, collected data, challenges, and recommendations for improvement as part of the PQI process

### Indicators and Data Metrics

Indicators	Data Metrics
Percentage of departments submitting monthly meeting documentation to the HR Specialist	Number of departments submitting monthly meeting documentation to the HR Specialist
Percentage of childcare worker monthly supervision documentation submitted to the HR Specialist by due date	Number of childcare worker monthly supervision documentation submitted to the HR Specialist by due date
Percentage of childcare workers who received monthly supervision	Number of childcare workers
Percentage of personnel quarterly supervision documentation submitted to the HR Specialist by due date	Number of personnel quarterly supervision documentation submitted to the HR Specialist by due date
Percentage of personnel who received quarterly supervision	Number of all personnel
Percentage of “all staff” meetings that include team-building activities	Number of “all staff” meetings that include team-building activities; number of “all staff” meetings
Improvement in staff morale as measured through surveys or PQI review outcomes	Staff morale survey results / PQI review outcomes
Reduction in staff turnover rate	Staff turnover rate (from HR records)

### Baseline – 2025 Outcomes

2025 Outcomes
100% programs/departments submitted required monthly meeting documentation to the HR Specialist by the due date
100% of childcare worker monthly supervision documentation submitted to the HR Specialist by due date Monthly totals -- Jan: 29 Feb–June: 27 July: 25 Aug–Dec: 27
100% of childcare workers received face-to-face monthly supervision
100% of personnel quarterly supervision documentation submitted to the HR Specialist by due date Quarterly totals -- Q1: 63 Q2: 62 Q3: 61 Q4: 62
100% of personnel received face-to-face quarterly supervision
100% of “all staff” meetings included at least one team-building activity: Q1: Number Scramble Q2: Unknown Truths Q3: All staff training + quizzes Q4: CCWs recognized office support staff

### Targets

- 100% of all programs and departments will submit all required monthly meeting documentation to the HR Specialist by the due date
- Required paperwork will be submitted to the HR Specialist by the due date to indicate that 100% of childcare workers receive monthly face-to-face supervision
- Required paperwork will be submitted to the HR Specialist by the due date to indicate that 100% of personnel receive quarterly face-to-face supervision
- 100% of “all staff” meetings will include at least one team-building activity

## **The Masonic Home for Children at Oxford, Inc.**

### **Board of Directors Meeting Minutes Cobb Center & Virtual Meeting via Zoom**

*November 14, 2025*

A meeting of the Board of Directors of the Masonic Home for Children at Oxford was held this date at the Cobb Center and broadcasted virtually via Zoom.

**Board/Committee Members Present:** GM Steve Nooris, Chairman Speed Hallman, Vice Chair David Wicker, Secretary Tracy Armwood, Treasurer Luther Starling, Jr., Kenneth Small, Eddie Gaskins, Archie Martin, Peggy Myers, Jerry Gantt, Ed Moore, Gilbert Bailey, Dr. Sarah Moore, Johnny Surles, Dan Rice, Mike Register, Phil Johnson, Steve Owen, Lee Isley

**Observers & Guests Present:** Dave Cashion, Gary Handy, Russel Bridges, GL Officers; Carlos Velez, Oxford City Commissioner; Jonathan Underwood – NCMF

**Staff Members Present:** Chris Allabaugh, LuAnne Clark, Alvin Billings, Dr. Linda Mason, Gabi Wheat, Dr. Amy Still, Alvin Billings, Thomas Boyd, Tabatha Boyd

**Board Members Absent:** None

Chairman Speed Hallman welcomed all in attendance and Mr. Russel Bridges then delivered the opening invocation.

Chairman Hallman then entertained a motion to accept the minutes from the August 7, 2025 as presented.

Chair Hallman opened discussion for the **Financial Development Committee** and went over the 3<sup>rd</sup> quarter reports. He noted that bequests are down this year compared to the same period last year. The committee is actively developing strategic approaches to increase donor engagement and support. Chair Hallman reported that he, Mr. Chris Allabaugh, Ms. Peggy Myers, and representatives from the Foundation participated in a productive meeting the previous day and expressed optimism regarding the initiatives that will result from those discussions. He then highlighted recent accomplishments of the Financial Development team, specifically the Back-to-School Campaign led by Ms. Myers. As of October 31<sup>st</sup>, this campaign has generated more than \$268.7K in donations and has identified over 200 prospects for potential major and planned estate gifts. Chair Hallman noted that these results demonstrate significant opportunities for future growth, particularly through targeted letter campaigns. Mrs. Clark then delivered the Planning Giving Summaries report and noted that MHCO recently became aware of its ownership of a property in Buncombe County, NC. The property was two years behind on property taxes. The original owner left the house and land to MHCO in his will, while granting his son lifetime rights to the property. The son passed away approximately two years ago, at which point MHCO unknowingly became the owner. MHCO has since paid the outstanding property taxes. Zillow estimates the property's value at approximately \$300K; however, due to the condition of the home, the actual value is likely much lower. Mrs. Clark reported that the original owner's granddaughter has contacted MHCO several times, stating that the family believes the property should belong to them. However, the will clearly states that ownership belongs to MHCO. Mr. David Wicker noted that the family's failure to pay property taxes is a good indication that they were aware the property was not theirs. Mr. Wicker asked about the personal property located at the residence. Mrs. Clark stated that MHCO owns only the house and land and does not own any personal property. She added that the personal property most likely passed to the original owner's son and possibly to the granddaughter, though she does

not have a copy of the son's will to confirm this. Mr. Wicker noted that arrangements would need to be made with the family to remove any personal property. Mrs. Clark asked the Board for guidance on next steps. The Board recommends contacting the power company to determine whether the residence currently has electricity, which could indicate occupancy, and then contacting local law enforcement. Mr. Jonathan Underwood offered to assist by connecting MHCO with local law enforcement so that an appraiser and realtor can access and evaluate the property. Mrs. Clark also informed the Board that MHCO was recently notified of another planned gift consisting of 47 acres of farmland in Granville County. The will specifies that the land cannot be sold for ten years. The gift also includes four deeds of trust payments, and responsibility for maintaining two small cemeteries. Mr. Wicker asked about the purpose of the ten-year restriction. Mrs. Clark stated that she was unsure, but noted that failure to follow the terms of the will would result in the land reverting to the family trust. Mr. Eddie Gaskins asked whether MHCO would be allowed to lease the farmland. Mrs. Clark responded that these details should be clarified after meeting with the attorney next week. Mr. Alvin Billings then went over the Annual Giving Report and shared that the 3<sup>rd</sup> quarter ended with 453 recurring donors, generating \$63K in contributions, with an average gift of \$46.60, a slight increase over the 2<sup>nd</sup> quarter. Year to date, MHCO has received over \$193.7K in recurring donations and \$117K in direct and in-kind gifts. He also shared that the back-to-school campaign has been a huge success and reiterated that it has raised more than \$267K from 1,567 donations, including 277 new donors. Mr. Billings continues outreach efforts with active and inactive donors and made 16 presentations during the 3<sup>rd</sup> quarter, reaching more than 451 attendees. Mr. Dan Rice delivered the **Foundation** report and shared that Foundation continues to diligently steward donations in support of the Home. He further shared his enthusiasm in announcing that, following the Foundation's sponsorship of the Home's Annual Giving Officer position for its first two years, the Foundation will now sponsor up to \$100K toward the creation of a Director of Development position at the Home beginning in 2026. This sponsorship is contingent upon the newly hired Director of Development meeting quarterly with the Foundation's Chief Development Officer, Mr. Chris Richardson, to ensure ongoing alignment and collaboration between the Home and the Foundation. Mr. Rice also stated that, contingent upon satisfactory performance, MHCO is encouraged to request an additional \$100K to support the Director of Development's salary for 2027. This request must be submitted before the Foundations board meeting in October of 2026.

Chair Tracy Armwood reported for the **Policy & Personnel Committee** and shared that during the quarter, the Financial Development Coordinator, Mrs. Tina Gilreath, submitted her resignation after 25 years of service. MHCO hired an additional Child Care Worker (CCW) couple, who began employment on September 3<sup>rd</sup>, and a Digital Print Specialist who is scheduled to begin employment on November 17<sup>th</sup>. Chair Armwood reported that Mrs. Tabatha Boyd will transition from her role as Administrative Assistant to Finance Assistant. As a result, MHCO is currently recruiting for an Administrative Assistant as well as a Financial Development Coordinator, and a CCW couple. As of the end of October, MHCO's turnover rate stands at 12.86%, reflecting a 2.2% increase compared to the same period last year. Turnover continues to be highest in Program particularly among CCWs. Chair Armwood also announced that MHCO's Chief Executive Officer, Mr. Chris Allabaugh, began employment on October 1<sup>st</sup>. Since starting his employment, Mr. Allabaugh has actively engaged with staff and residents and has quickly begun assessing operational needs. In response to identified trends in supervision, he has initiated supportive supervision training through Benchmarks. This training will be offered to 15 employees and is designed to equip participants with the skills and tools necessary to effectively support and manage their teams. Chair Armwood then shared that a 3.5% cost of living increase has been included in the 2026 budget as well as contingent salaries and benefits of the Chief Operating Officer, one Supervisor/Clinician, a CCW couple, and the Financial Development Director position. A 10% increase for health insurance

premiums has also been included. Motion was then made to approve the increase in salaries and benefits as presented for the year 2026. Motion was seconded and carried.

Mr. Luther Starling opened discussion for the **Finance Committee** and reported that MHCO is sitting at record-breaking equity at over \$30M. However, he noted that bequests are down and giving from the Craft has declined, all of which MHCO will work through. Mrs. Clark then delivered the investment numbers for the 3<sup>rd</sup> quarter and reiterated that investments with the Foundation had a quarter-ending balance of \$32.6 million. Assets are diversified between the stock fund and income fund at a ratio of 75% stock and 25% fixed income. Funds with Edward Jones had a quarter-ending balance of \$6.6 million. Mrs. Clark reported that through the end of the 3<sup>rd</sup> quarter, MHCO is 8.4% (\$380.3K) below budgeted projections, which she attributes to lower legacy gifts. Legacies are currently below budget by \$568.2K. Mrs. Clark shared that MHCO's expenses remain below budgeted amounts by approximately \$860K, with all departments under budget except Administration and Maintenance. She also reported that SGA ended the quarter with a deficit of \$16.3K, with expenses exceeding revenue; however, this deficit is \$5.8K lower than at this same time last year. Mrs. Clark noted that despite the deficit, SGA remains approximately \$5.6K below its break-even target, which is their goal. Mrs. Clark then went over the proposed 2026 budget and shared that the 2026 budget projects a 4.5% (\$294,003) decrease in total income compared to 2025, driven mainly by reduced legacy gifts and the elimination of the calendar campaign, partially offset by increases in Foundation support, per diem revenue, and investment draws. Total expenses are projected to increase by 1.45% (\$110,223), reflecting higher salaries with a 3.5% cost-of-living adjustment, increased direct care, development, and maintenance costs, and offset by reductions in administrative, recruiting, and fee-related expenses following completion of the CEO search. The 2026 budget includes a 10% health insurance increase while utilizing a health reimbursement account to help control premium costs. Capital improvements remain unchanged at \$500k and focus on facility repairs, security, technology, vehicle replacements, and infrastructure upgrades. With no further questions regarding MHCO's proposed 2026 budget, Mrs. Clark then presented the proposed 2026 SGA budget which shows a 10.18% increase over 2025, mainly due to higher salaries and benefits, including adding a part-time position to help with the growing print shop workload. Some costs are expected to go down, such as postage, paper, and copier expenses, while computer and technical costs and outsourced work will increase to improve efficiency and profitability. Copier replacements are being planned as leases expire in mid-2026, and overall revenue is budgeted to break even with expenses. After some discussion motion was made to approve the 2026 budget MHCO and SGA budget as presented. The board unanimously approved the 2026 budget proposal for MHCO and SGA as presented.

Dr. Tony Cozart delivered the **Program Planning Committee** report. MHCO's census is currently at 60 residents, with 37 in direct care and 23 in independent living. Dr. Cozart then presented the 3<sup>rd</sup> Quarter PQI report for approval. Motion was made to approve the report as written. Motion seconded and carried.

Chair Speed Hallman opened discussion for the **Nominations Committee** and presented the proposed 2026 board and committee slate. Chair Hallman noted that Mrs. Tracy Armwood will complete her second term on the Board at the end of the year, and Mr. Ed Moore has been nominated to fill her seat. Mr. Archie Martin will conclude his first term on the Board and will be unable to serve a second term due to other commitments; however, he has agreed to continue serving on the Financial Development Committee. Mr. Kenneth Small and Mr. David Wicker will each be completing the terms which they were appointed to fill. Chair Hallman presented nominations for new Board members to include Mr. Daniel Lebold and Mrs. Brenda Dickerson-

Daniel, appointed from the Nominations Committee, and Mr. Lee Isley and Mr. David Wicker, Grand Master appointments. Proposed officers for 2026 include Mr. Hallman as Chair, Mr. Wicker as Vice Chair, Mr. Luther Starling as Treasurer, and Mr. Ed Moore as Secretary. After some discussion motion was made to approve the 2026 board and committee nominees as presented. Motion seconded and carried.

Chair Johnny Surlles reported for the **Homecoming Committee** and shared that Homecoming was a great day on campus with strong attendance and lots of positive feedback about the food, music, and festivities. While BBQ sold out, there were fewer teams this year than usual, which caused food to run out early. Increasing BBQ team participation will be a focus next year. The \$10 BBQ plate price worked better than the donation model used last year, and overall, the event was successful, safe, and enjoyable. MHCO looks forward to using this year's feedback to help improve next year's Homecoming event.

Chair Sarah Moore opened discussion for the **Vision Committee** and reported that \$59.1K in grants has been awarded year-to-date, with an additional \$47.5K still pending. With COA requirements now complete, MHCO plans to increase its focus on grant writing and expanding corporate and individual support in 2026. MHCO has received COA reaccreditation through 2029 following a very positive review. Regarding sustainability of resources, Chair Moore shared that Mr. Kenneth Small connected with Mr. Jonathan Crawford of 8M Solar, who presented information on a potential solar panel installation for the MHCO campus. The proposed \$1 million project could cover approximately 25% of the campus's energy needs with an estimated 10-year return on investment. The committee agreed to continue exploring this option, recognizing it as a promising capital project with potentially strong donor interest. Lastly, it was noted that MHCO's current Strategic Plan ends this year, with a new plan to begin in early 2026.

Mr. Chis Allabaugh reported for the **Marketing Committee** and shared that MHCO plans to restructure its advertising strategy following the conclusion of its current contracts with CBS17 and FOX at the end of this year. MHCO has met with Fox and a private marketing firm regarding the statistics of MHCO's reach and costs associated. MHCO plans to do the same with CBS17 next week. Once MHCO has reviewed all available options, they will develop a plan for advertising in the coming year. Mr. Allabaugh announced that MHCO has received more than 172K impressions on social media over the quarter and MHCO just recently created a LinkedIn page to be able to recruit top talent. Looking ahead, future marketing efforts will prioritize targeted advertising initiatives and the development and refinement of MHCO's messaging across all external communications to maximize outreach and engagement.

Mr. Thomas Boyd delivered the **School of Graphic Arts** 3<sup>rd</sup> quarter report and shared that SGA has been busy with steady production, hands-on learning for residents, and preparation for year-end projects. Residents participating in the Kid\$earn Program gained valuable skills while helping with projects like event signage, engraving, and publications. Production stayed consistent, and equipment upgrades are being considered to support both internal and external work. SGA continues to strengthen community connections, showcasing work at events like the Grand Lodge Annual Communication and through custom projects for lodges. Challenges like inventory management, resident scheduling, and staffing were noted, but the addition of a new Digital Print Specialist is expected to increase productivity. Overall, SGA maintained quality work, supported resident growth, and is well-prepared for a strong finish to the year and a solid start to 2026.

Chair Johnny Surles opened discussion for the **Safety Committee** and announced that MHCO plans to replace all outdated camera systems in the coming year as part of the approved budget, with future plans to implement key card entry systems for enhanced security. Chair Surles also addressed a recent incident in which a homeless individual was found sleeping on campus; law enforcement was contacted, and the individual was safely removed. No further incidents have been reported since this occurrence.

Mr. Allabaugh then touched on several topics from the **Chief Executive Officer's Report** as follows:

- Mr. Allabaugh reiterated that since starting his employment, he has actively engaged with staff and residents and has quickly begun assessing operational needs. In response to identified trends in supervision, he has initiated supportive supervision training through Benchmarks. This training will be offered to 15 employees and is designed to equip participants with the skills and tools necessary to effectively support and manage their teams.
- MHCO is reviewing the job description for the Financial Development Coordinator position. MHCO hopes to hire for this position in early 2026.
- MHCO is pleased that the Foundation has agreed to support the Director of Financial Development Communications' salary for the first year, with the possibility of extending support into the second year. Mr. Allabaugh believes this places MHCO in a strong position to explore new and innovative fundraising strategies and he looks forward to collaborating with Chair Hallman and Mrs. Peggy Myers to develop this role.
- Mrs. Tabatha Boyd, currently serving as Administrative Assistant, will transition to the Finance Assistant role beginning Monday, November 17<sup>th</sup>. She will continue to complete her Administrative Assistant responsibilities and serve in that capacity on an interim basis until the position is filled. Mr. Allabaugh is scheduled to meet with a potential candidate for the Administrative Assistant role later today.
- MHCO has hired a Chief Operating Officer who is expected to begin employment on December 8<sup>th</sup>.
- Mr. Allabaugh reiterated that MHCO has received COA reaccreditation through 2029 following a very positive review.
- MHCO is currently undergoing reaccreditation with the State, with the on-site visit scheduled for December 3<sup>rd</sup> and 4<sup>th</sup>. A preliminary report will be provided to MHCO on December 4<sup>th</sup>, followed by a formal report to be received in the following weeks.
- MHCO's current Strategic Plan comes to an end on December 31<sup>st</sup>. A priority of early 2026 will be to get a new plan in place that projects MHCO vision going forward.
- MHCO currently has three employees undergoing certification with the Positive Parenting Program (Triple P). Mr. Allabaugh noted that this initiative is valuable for strengthening partnerships with DSS
- Mr. Allabaugh concluded his report by expressing that, during his first seven weeks, he has been impressed and humbled by the dedication and hard work of staff and he looks forward to the weeks, months, and years ahead.

Chair Speed Hallman noted that, due to a scheduling conflict with WhiteStone, the 2026 meeting schedule has been adjusted. The board meeting originally scheduled for August 14<sup>th</sup> has been rescheduled to August 21<sup>st</sup>. Regular committee meetings will continue to be held the day prior to the board meeting, as usual.

Chair Hallman then acknowledged and thanked the outgoing board members, Mrs. Tracy Armwood, Mr. Archie Martin, and Mr. Kenneth Small, for their service.

GM Steve Norris gave closing remarks, thanked the board and staff for all of their hard work and dedication to the Home and stated that he looks forward to what is to come in the new year.

Chair Hallman adjourned the meeting at 10:46am and the board went into covenant conversation with Armstrong McGuire's Senior Advisor, Mr. Todd Brantley.

Next meeting to be held on Friday, February 13, 2026 @ 9:00 at the Cobb Center.

Minutes prepared by *Tabatha Boyd*