

2015 Annual Report

“Though the Seas be Raging”

## MISSION STATEMENT

Children's Choice, Inc. is a Christian social service agency, which provides specialized community-based services. Children's Choice, Inc. serves as a bridge for individuals who are in need of the reintegrative process of family living.

Intensive individualized supportive services are provided to empower clients in achieving their highest potential.

As a response to changing needs in families and society, Children's Choice, Inc. seeks to be an agent of positive change with those we serve throughout the world.

## CORE VALUES

- To be committed to serve.
- To uphold Christian values.
- To provide and promulgate positive family environments.
- To promote family re-unification.
- To facilitate choices, respecting each individual's right to choose.
- To work in a team oriented approach.
- To provide for the physical, psychological and spiritual needs of others.
- To stimulate personal growth and self-determination.
- To be agents of faith.
- To encourage and enhance social consciousness.



**Mr. Norman Robinson**  
**Chairman Emeritus**  
*Retired, City of Philadelphia  
Police Department  
Sicklerville, New Jersey*



**Rev. Bernard Keels**  
**Board Chairman**  
*Chapel Director  
Morgan State University  
Baltimore, Maryland*



**Dr. Sheila D. Thompson**  
**Secretary of the Board**  
*Educational Psychologist  
Glenn Dale, Maryland*



**Mr. Richard A. Hause**  
**Board Member**  
*Retired from Grant Thornton  
Philadelphia, Pennsylvania*



**Mrs. Christine Keels**  
**Board Member**  
*Supervisory Program Analyst  
Federal Court Services & Offender  
Supervision Agency  
District of Columbia*



**Christopher Cummings, Esq.**  
**Board Member**  
*Partner, Stradley, Ronon,  
Stevens & Young, LLP  
Malvern, Pennsylvania*



**Rev. Lawrence Crawford**  
**Board Member**  
*Senior Pastor  
Foster Memorial  
Baptist Church  
Philadelphia, Pennsylvania*



**Mrs. Jacquelyn Baldwin**  
**Board Member**  
*Retired from Occidental  
Chemical Company  
Newark, Delaware*



**Mr. Richard J. Devine**  
**Board Member**  
*Vice President/Commercial  
Relationship Manager  
First Savings Bank  
Perkasie, Pennsylvania*



**Mrs. Carolyn Dunn**  
**Board Member**  
*President  
Voice of Choice:  
Resource  
Parent Support Group*

## BOARD MEMBERS

## STEWARDSHIP REPORT

I recall when I was younger that I would go to the ocean and stand looking at the waves from the beach. I remember thinking how large they seemed and how small I was. I could feel the power in the waves even before I got to the water, feeling a pounding in my chest and my eardrums as I approached the crashing waves and I remember being afraid. Here were these massive, powerful motions that could pick me up and throw me down, who could take me away and whose deep darknesses held the variety of sea monsters and other bad things that tend to live in the imagination of a small child who watched too many movies and read too much fiction.

I remember once, as I stood knee deep in the water in nervous anticipation of going farther into the surf, I could hear the rest of my family coming down to the beach. My mother would set up a reading chair and start applying lotion and my older sister would say something snarky that only older sisters would say to a little brother (turns out that she was right, I wasn't paying attention). From under a large moving mass of beach related items, my father would appear, a huge smile on his face. He called me to follow him into the water where the waves pounded and the sea beasts live. I went, but only with the assurance that he would hold my hand. He sensed my nervousness and could see the worry on my face. I remember him leaning down to me and smiling; at that I had no idea. Didn't he know that there were beasts in the water and child smashing waves? He smiled and said "I want you to relax, stop fighting the waves and enjoy what God has given to us to enjoy. Rather than fight the waves, ride them out." I remember watching him lay down in the water and letting the waves take him. They carried him safely to the warm sand on the beach.

Later in my teens, my voice dropped low and my opinion of myself soared high. We would go to the same beach and I would stand in the same spot. I remember thinking how powerful I was and how I could tame these waves. I would stand in the water and face the waves, lean into them and think that I was special and that I could stand where others could not. I remember watching my father smile as he floated past me, perfectly relaxed and one with the water. "Sore yet?" he would ask. "Na" came the response that I was required to give by the teen code of manly conduct, but in truth, I was and I knew I would be for some time. "Relax and stop fighting it, come on in and we will float together" he would say and I would give in and we would float together. I would look over and he would be smiling, and I still didn't know why he was smiling.

This past year I took my family to the same beach. From behind the large moving mass of beach related items that I was carrying, I looked to see one of my daughters standing at the edge of the surf. I walked up to her and she looked at me with what I thought was a look of nervousness and worry that I had when I was her age and I realized that I was smiling. "What's the matter?" I asked. "Nothing" she said "I was just waiting for you." "But you looked worried" I replied. "I was" she said "I was afraid that we would miss floating in the waves together." Though my father passed away several years ago, I'm certain the three of us floated on the surf that day, hand-in-hand, relaxing and enjoying what God had given us. I finally figured out what the smile was about.

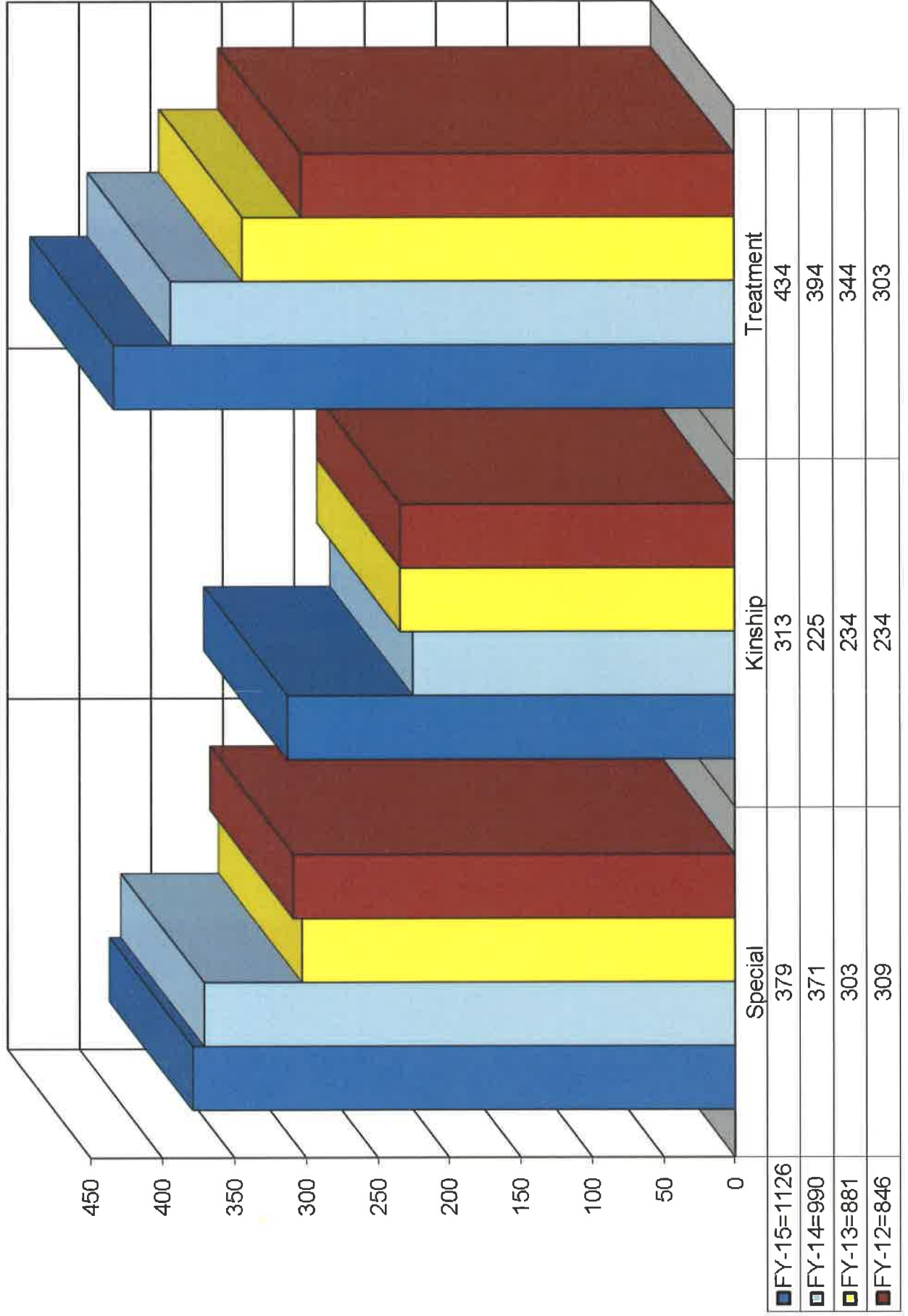
It's easy to forget about all the blessings that God has given us. The sounds of a world in turmoil all around us, problems crashing about and threatening to hurt us, the pain of fighting back and the soreness of our resolve to withstand. We sometimes find ourselves standing on the edge of change and thinking about all the bad things that could be out there, and let us not forget about the beasts hiding in the darkness. In Matthew 8:26 Jesus replied, "oh you of little faith, why are you so afraid?" Then He got up and rebuked the waves, and it was completely calm.

This September, my mother, Dr. Carolyn Eberwein, made the decision to retire from Children's Choice. For the first time in the history of the agency, she will not be at the helm, guiding us through the waves. After a lifetime of helping people and caring for the problems of others, she has decided to take some time to spend with her 6 children, 22 grandchildren and a small hairy thing named "Thorby." Once again I feel myself standing at the water's edge, only this time I am not afraid. Dr. Carolyn will not be leading the agency, but knowing that would happen someday, she has spent years teaching us how to do the job. Though she will not be in the surf, she will be standing on the beach, reminding us to have faith.

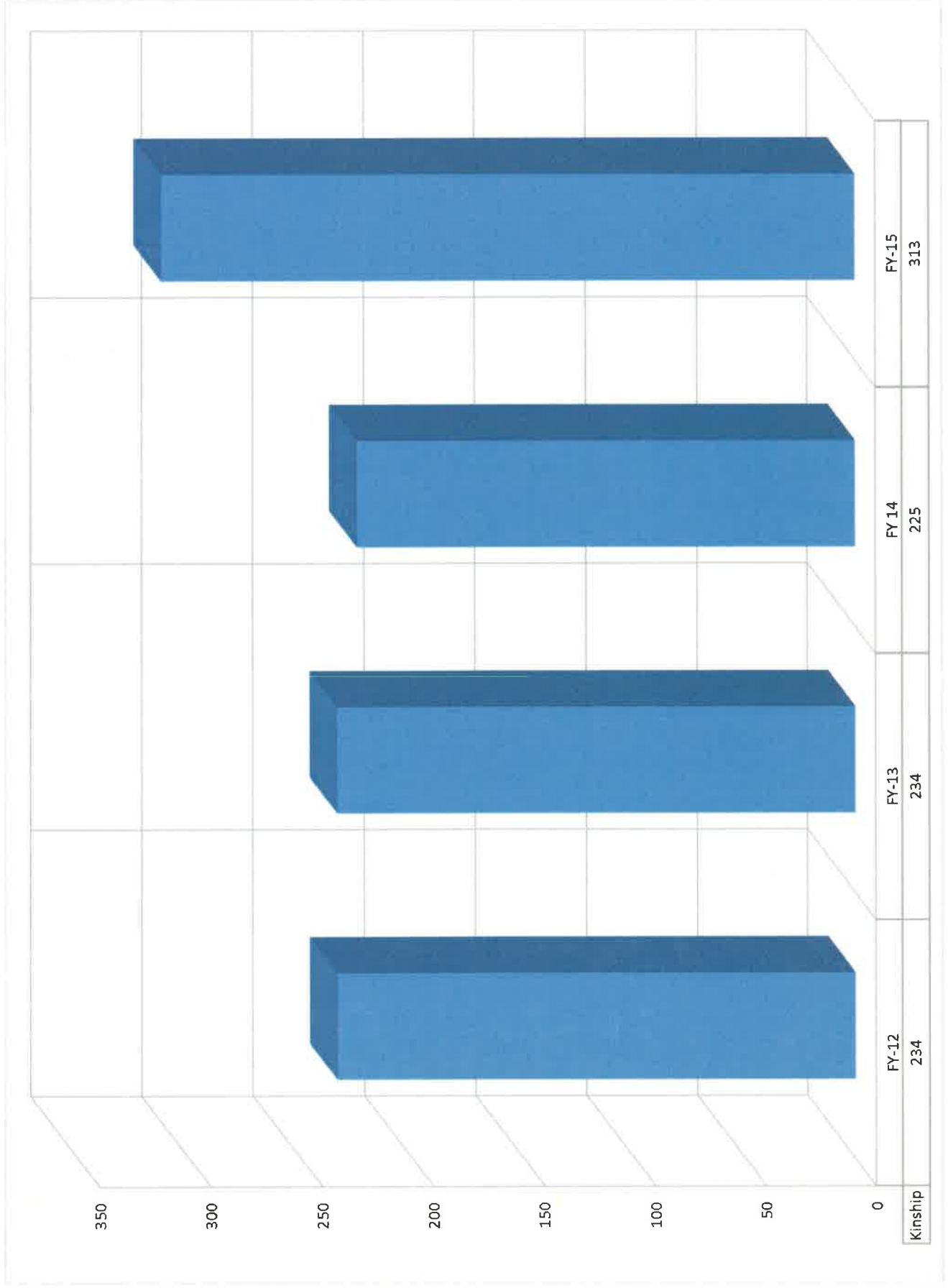
So as we stand together on the shore, it's different because we are not alone. As we proceed, we will forget about the beasts and the darkness. As we move into the waves, we will remember who controls the waves at the sound of His voice and we will relax and ride out the waves that come. Together and with a smile of contentment, we will enjoy what God has given us.

~ William J. Eberwein II, President & Chief Executive Officer

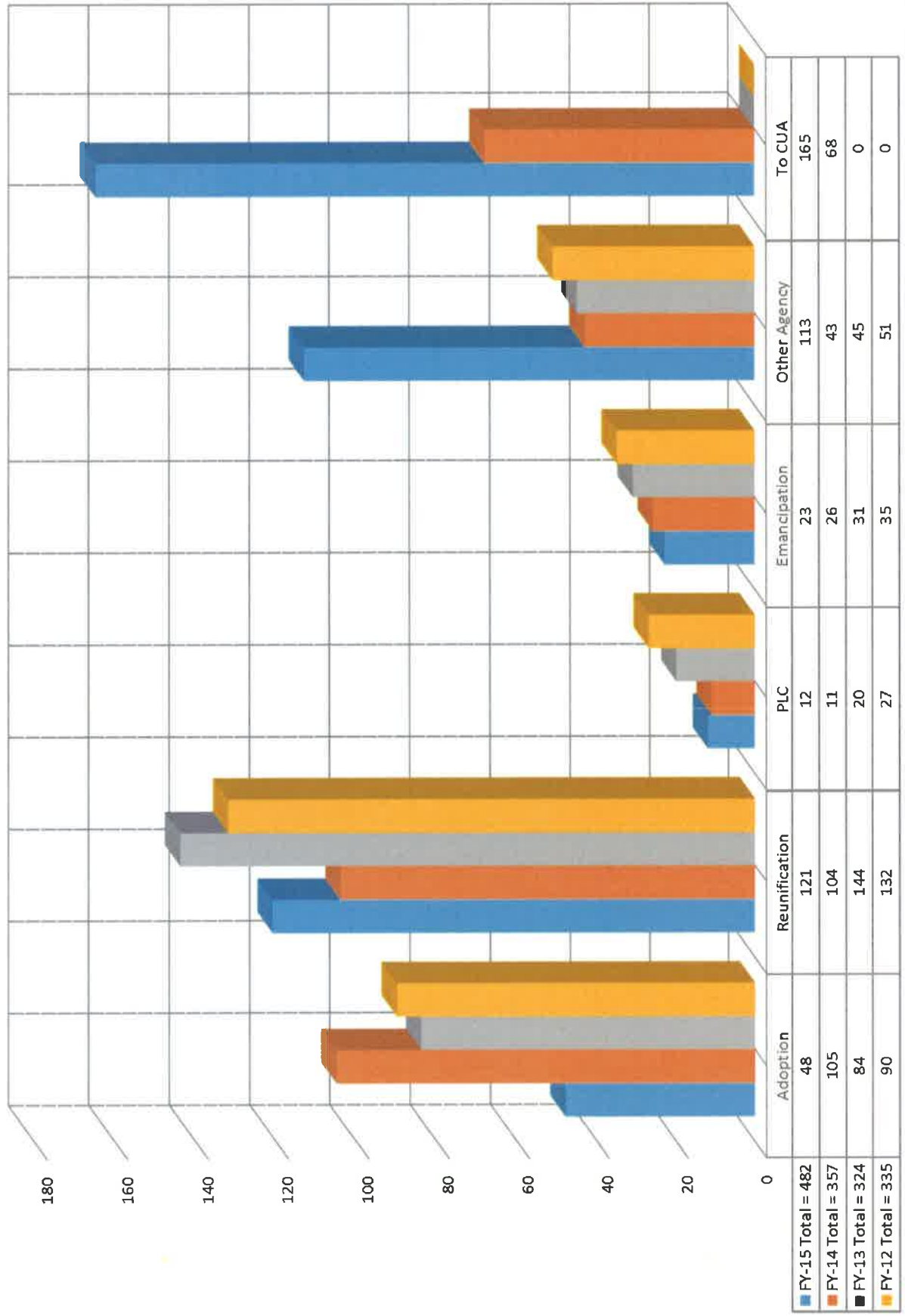
**Goal 1: To increase the number of children served in specialized, kinship and treatment foster care. The number of children in specialized, kinship and treatment all increased in FY '15.**



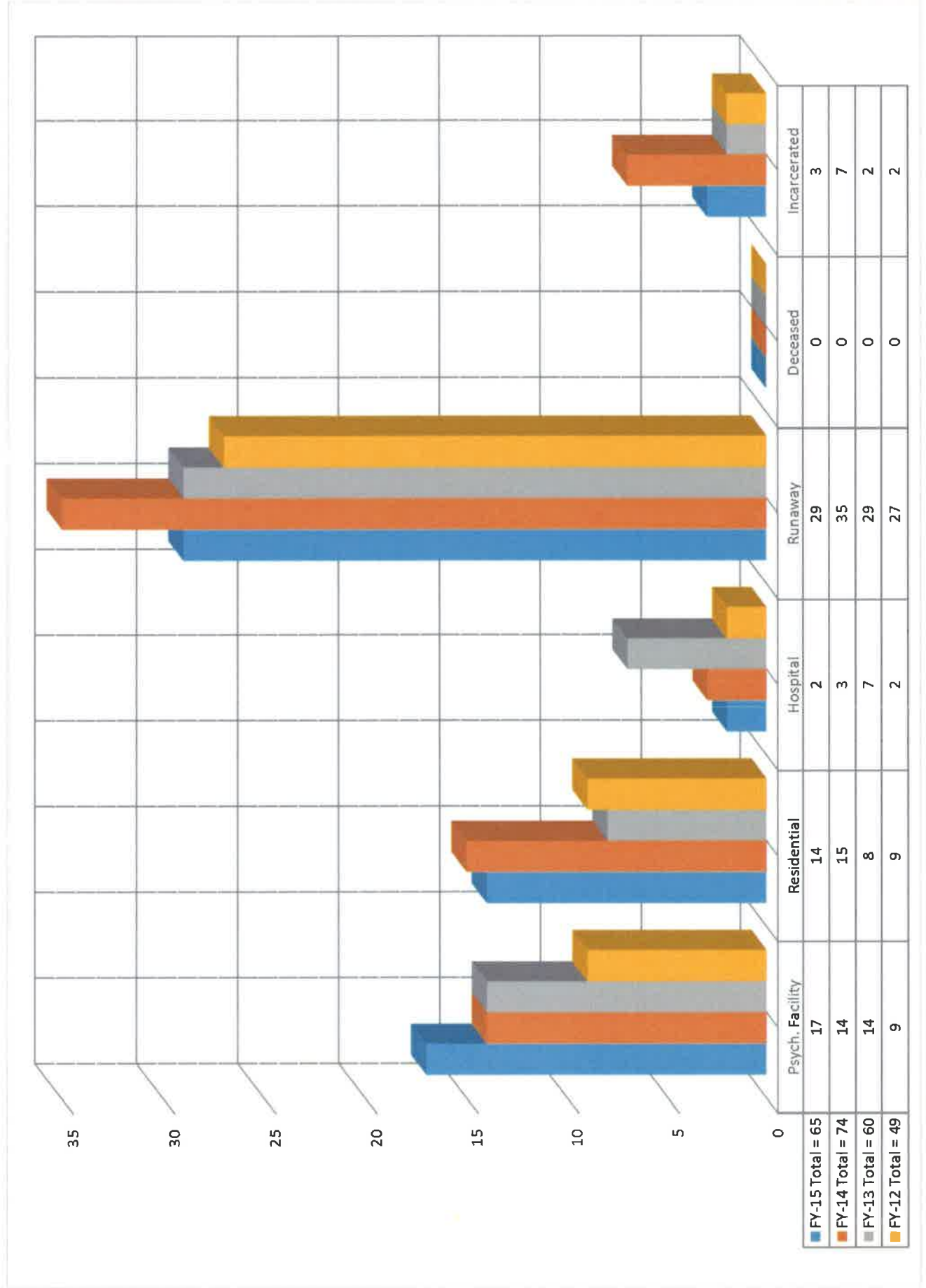
**Goal 2: To increase the number of children served in kinship care. The number of children referred has increased in FY '15.**



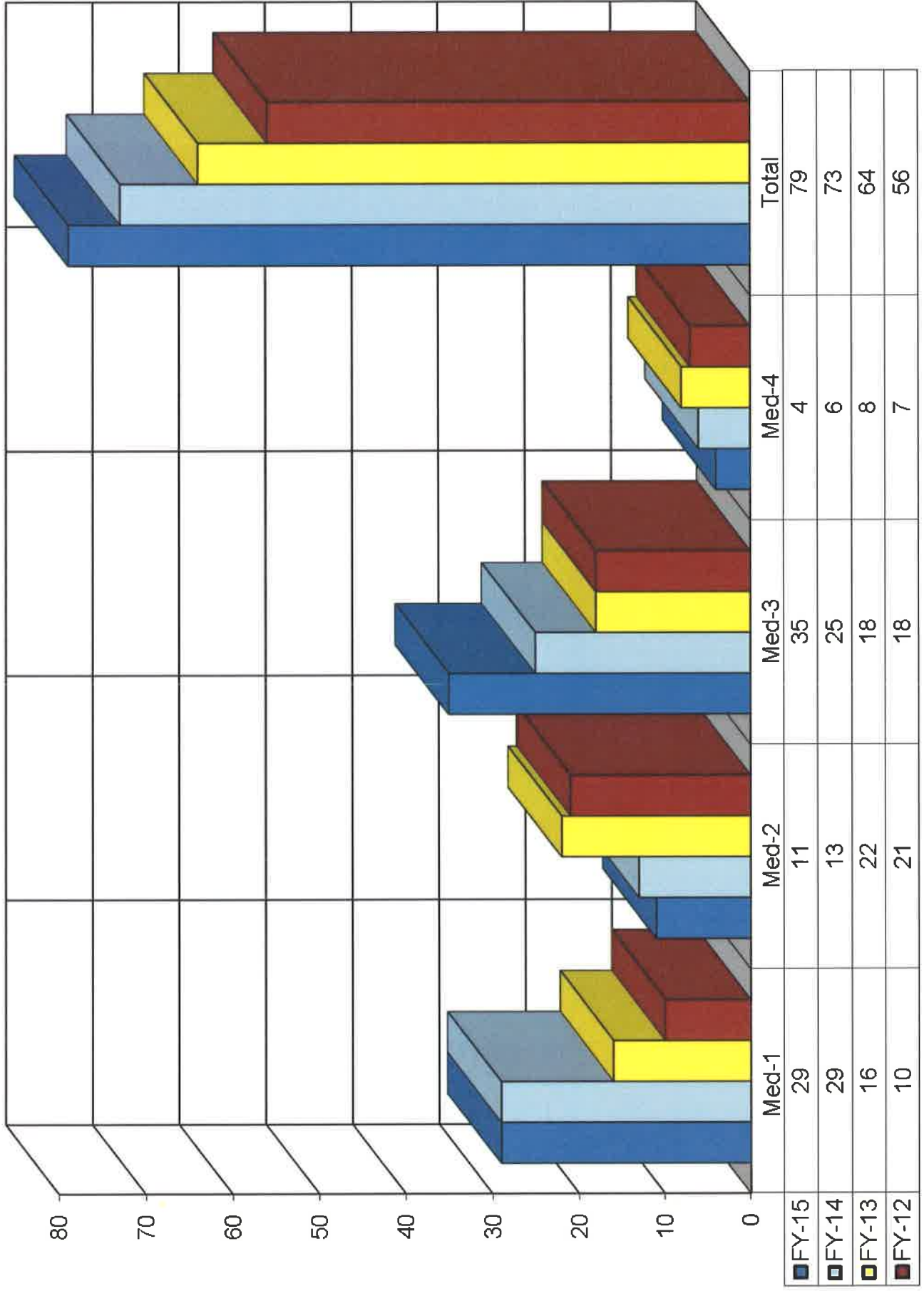
**Goal 3: To increase the number of positive discharges for children in out-of-home care.** The total number of discharges to other agencies and to CUAs has increased substantially, as all the CUA agencies are now operational.



**Goal 4:** To reduce the number of negative discharges for children in out-of-home care. The number of negatively discharged children has decreased in FY '15.

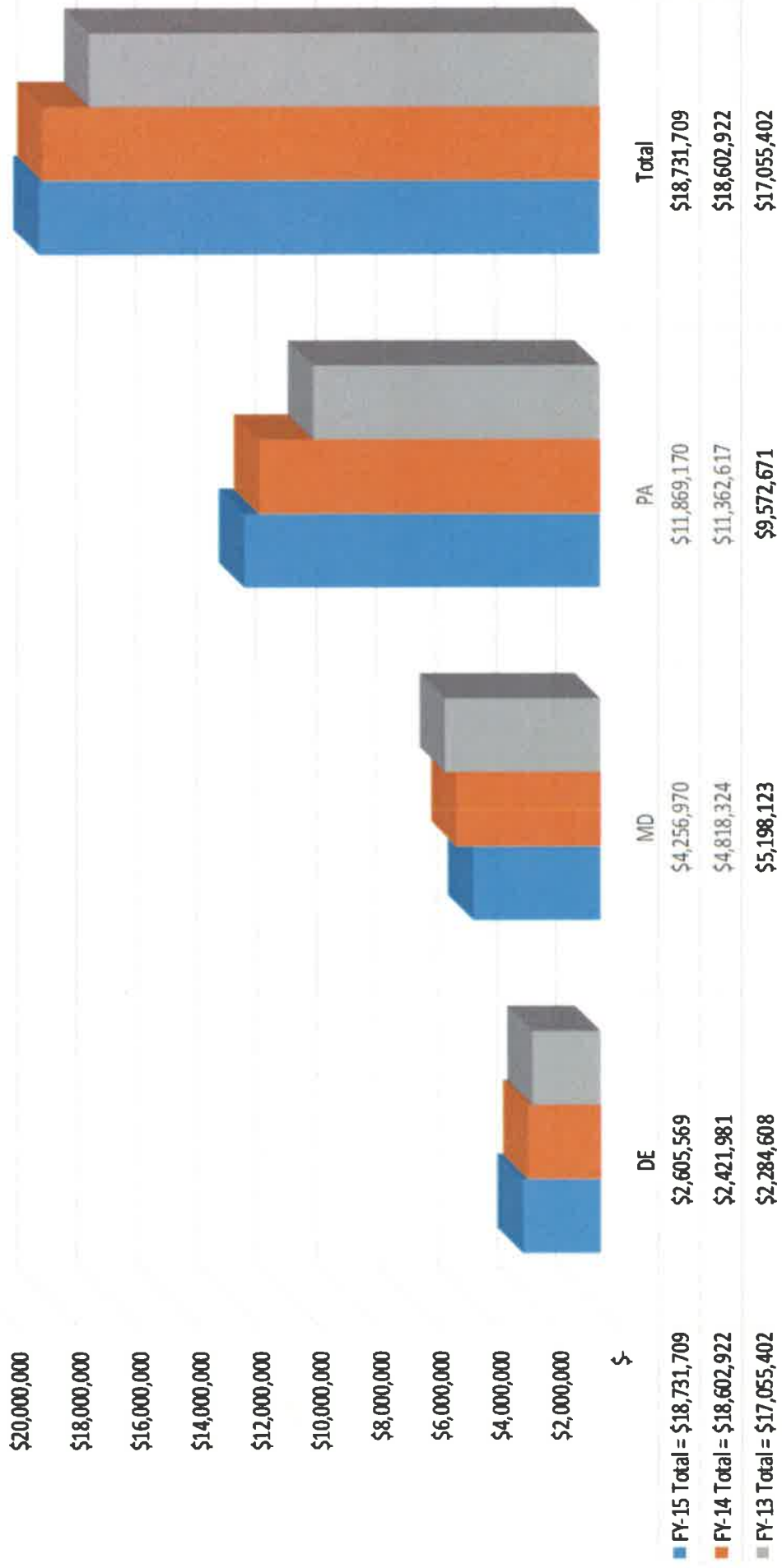


**Goal 5: To expand services to medically-fragile children.** The number of medically fragile children referred has increased, particularly in the Med 3 category, those with more complex medical needs.



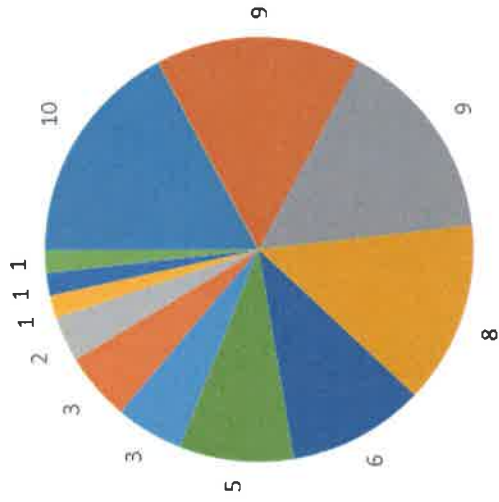


**Goal 6: To increase agency revenues.**



**Goal 7: To increase staff retention rate.**

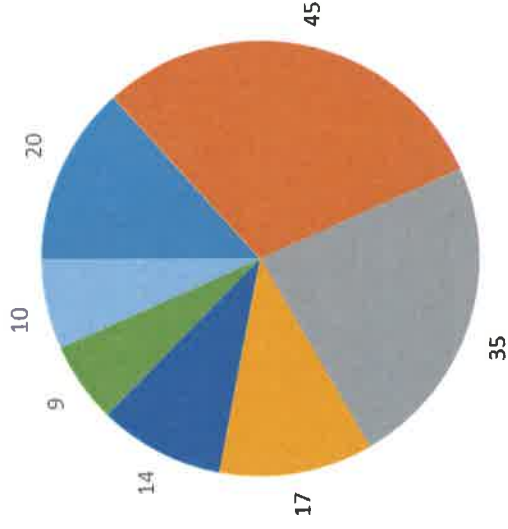
**Separations of Staff  
Fiscal Year 2015  
38% Turnover Rate\***



- Performance (10 persons) \*
- Advancement ( 9 persons)
- Commute (6 person)
- Working Conditions (3 persons)
- School (2 persons)
- Seasonal (1 persons) \*
- Money ( 9 persons)
- Rif/Layoff (8 persons) \*
- Family (5 persons)
- Misconduct (3 persons) \*
- Abandon Job (1 persons)
- Medical issue (1 person)

\* 22 of the 58 separations were under our control

**Length of Employee Service in Years  
Total number of employees: 151**



- less than 6 months (20 Persons)
- 6 months to 2 years (45 Persons)
- 2 years to 5 years (35 Persons)
- 5 years to 10 years (17 Persons)
- 10 years to 15 years (14 Persons)
- 15 years to 20 years (9 Persons)
- over 20 years (10 Persons)

## COMMONWEALTH OF PENNSYLVANIA

One hundred and thirty-eight permanencies were consummated.



Twelve permanent legal custodianships were awarded by Pennsylvania courts.



Sibling groups totaling 540 children were placed together.

Nine hundred and forty-three Pennsylvania children were cared for this year by 401 resource families.



Thirty-five Pennsylvania adoptions were finalized.



Ninety-two Pennsylvania children were reunified with their parents.



Twelve mothers and their babies were kept together in foster families.



Six emancipations were awarded.

**STATE OF DELAWARE**



Twenty reunifications were achieved.



One hundred and nineteen children were cared for by 56 Delaware resource parents.



Twenty-eight siblings were placed together this year, part of Children's Choice's emphasis on sustaining family ties.



We conduct Parent Empowerment classes and Parent Aide programs to help to prevent children going into placement.



One emancipation was effected.



Eighteen adoptions were finalized this year in Delaware.

## STATE OF MARYLAND



Sixteen emancipations occurred.



Nine reunifications were achieved.



Our Mid Shore and Lower Shore respite programs provided 1,676 nights of respite and prevented entry into care for 108 children from 92 families.



One hundred and thirty-seven children were cared for by 89 Maryland resource parents.



Twenty-eight siblings were placed together with us this year.

## SPECIAL EVENTS

### STORY TIME WITH LAMAR BURTON



On Martin Luther King Day, Lamar Burton read his new book to the children at a local library in Delaware. After the reading, the children were given a copy of the book and Mr. Burton signed each of them.

### BRING YOUR BABY TO WORK



Children's Choice staff can bring their baby to work until the little one is 6 months old. This eases the transition back to the workplace for Moms and/or Dads.



### AGENCY SERVICE AWARDS



*Dr. Carolyn Eberwein, President, presents the agency's 25-year service award, an Apple iPad, to Jennifer Amad, Program Assistant to the Pennsylvania State Director.*



*Derrick Rose, Regional Director, presents the agency's 5-year service award, a certificate and a lithograph of Druers' "Praying Hands", to Mea Meeks, Second-in-Command at Market Street.*

## SPECIAL EVENTS CONTINUED

### CHRISTMAS

Hundreds of gifts are generously donated by individuals and businesses using the "Angel Trees" placed by Children's Choice staff.

The gifts are distributed at Christmas parties sponsored by local churches and corporations.



*Leslie Allen, MD State Administrator, played Santa's Helper last year and picked up gifts from local organizations and delivered them to the Bellmawr office for distribution.*



*Dena Hall, Salisbury Program Coordinator and Pam Burrows, Salisbury Secretary, helped Santa handout the gifts to the children.*

### OFFICE PICNICS FOR RESOURCE FAMILIES

The Market Street offices held their picnic at a local park and enjoyed the sunshine, food, fellowship and games.



*Derrick Rose, Regional Director, instructs everyone to get in line for the next event.*



*Steve Soranno, Project Supervisor, volunteers to cook the hamburgers and hot dogs.*



## SPECIAL EVENTS CONTINUED

### DONATIONS



Children's Choice received many donations this year that included: games, toys, pajamas, clothing and tote bags.



### STAFF FUN DAY



On a quarterly basis, all Children's Choice offices have a 1/2 day of fun with their staff. The staff have gone bowling, taken a painting class, gone ice skating, watched a movie or played board games in the office.

The Bellmawr office had a fun day that consisted of a chicken cook off.

Ken White, Maintenance Technician and Oneil Watson, Training Clerk marinated and cooked barbeque and jerk chicken that was voted on by the staff and a winner was announced.

**Congratulations Oneil!!**





**SPECIAL EVENTS CONTINUED**

**BRING YOUR CHILD TO WORK DAY**



*Dr. Carolyn with all of the children that came to the Bellmawr office.*



*Koriesha Brown, Permanency Secretary, showed her sons how to count money for Petty Cash.*



*Lori Corner, Director of Human Resources, distributed certificates to each of the children in attendance.*



**FOUNDING DAY**

The following trainings were presented at this year's Founding Day:

- Vicarious Trauma
- The Neuroscience of Optimal Well-Being
- Choice Theory/Reality Therapy
- Defensive Driving
- Stress Reduction
- Personal Finance/Personal Budgeting
- Sexual Trafficking



*Karelynn Thompson, Director of Training, welcomed all the staff to Founding Day.*



*The staff found the Safety Committee's video on office safety humorous, but very informative.*



*Stephen Dickson, Director of Business Services, lead the Defensive Driving breakout group.*



*The Salisbury office was well represented with all of their staff in attendance.*

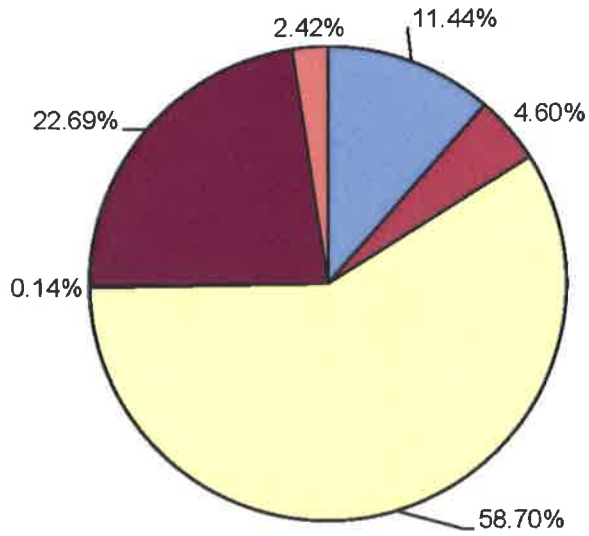
**CHILDREN'S CHOICE ENTITIES**

**Combined Statement of Activities  
Year Ended June 30, 2015**

|  | Children's<br>Choice, Inc. | Children's<br>Choice of<br>Delaware, Inc. | Children's<br>Choice of<br>Maryland, Inc. | Choice<br>Services<br>International, Inc. | Children's<br>Choice<br>Property<br>Two, Inc. | Eliminations | Total        |
|--|----------------------------|---|---|---|---|--------------|--------------|
| Support and revenue  |                            |   |   |   |   |              |              |
| Public support   |                            |   |   |   |   |              |              |
| Contributions  | \$8,872                    | \$8,945                                   | \$5,409                                   | \$-                                       | \$-   | \$-          | \$23,226     |
|  | 8,872                      | 8,945                                     | 5,409                                     | -   | -   | -            | 23,226       |
| Revenues:  |                            |   |   |   |   |              |              |
| Adoption-private pay   | 15,275                     | 22,180                                    | 0   |   |   |              | 37,455       |
| Management service fees  |                            |   |   | 2,252,970                                 |   | (2,252,970)  | -            |
| Rental income  |                            |   |   | 67,476                                    | 236,724                                       | (304,200)    | -            |
| Other income   | 102                        | 0   | 0   | 3,239                                     |   |              | 3,341        |
|  | 15,377                     | 22,180                                    | 0   | 2,323,685                                 | 236,724                                       | (2,557,170)  | 40,796       |
| Revenues:  |                            |   |   |   |   |              |              |
| Program services   |                            |   |   |   |   |              |              |
| State of Pennsylvania  |                            |   |   |   |   |              |              |
| Philadelphia County  | 6,411,667                  |   |   |   |   |              | 6,411,667    |
| Delaware County, PA  | 606,132                    |   |   |   |   |              | 606,132      |
| Berks County, PA   | 1,155                      |   |   |   |   |              | 1,155        |
| Bucks County, PA   | 307                        |   |   |   |   |              | 307          |
| Chester County, Pa   | 19,907                     |   |   |   |   |              | 19,907       |
| Lancaster County, PA   | 23,204                     |   |   |   |   |              | 23,204       |
| Lawrence County, PA  | -                          |   |   |   |   |              | -            |
| Union County, PA   |                            |   |   |   |   |              | -            |
| Columbia County  |                            |   |   |   |   |              | -            |
| Northumberland County, PA  | 96,695                     |   |   |   |   |              | 96,695       |
| Juniata County, PA   | 9,202                      |   |   |   |   |              | 9,202        |
| Perry County, PA   |                            |   |   |   |   |              | -            |
| Luzerne County, PA   | 16,948                     |   |   |   |   |              | 16,948       |
| Schuykill County, PA   | 15,208                     |   |   |   |   |              | 15,208       |
| Snyder County, PA  | 29,941                     |   |   |   |   |              | 29,941       |
| Diakon Lutheran Social Ministries (SWAN)                         | 771,150                    |   |   |   |   |              | 771,150      |
| State Offices of Medical Assistance                              | 615,868                    |   | 297,951                                   |   |   |              | 913,819      |
| Delaware Department of Services for Children, Youth and Families |                            |   |   |   |   |              |              |
| Foster Care  |                            | 1,440,318                                 |   |   |   |              | 1,440,318    |
| Interstate Compact   |                            | 106,131                                   |   |   |   |              | 106,131      |
| Parent Aide Services   |                            | 597,275                                   |   |   |   |              | 597,275      |
| Special Needs Adoption Services                                  | 23,673                     | 429,021                                   |   |   |   |              | 452,694      |
| Maryland Department of Health and Mental Hygiene                 |                            |   |   | 2,500                                     |   |              | 2,500        |
| Maryland Department of Human Resources                           |                            |   |   | 3,347,927                                 |   |              | 3,347,927    |
| Maryland Choices Respite Services                                |                            |   |   | 178                                       |   |              | 178          |
| Oneida County NY, Adoption Services                              |                            | 1,699                                     |   |   |   |              | 1,699        |
| State of Oregon, DSS   |                            |   |   | 711                                       |   |              | 711          |
| West Virginia Department of Health & Human Resources             |                            |   |   |   |   |              | -            |
| Worcester County Department of Health- Core Services Agency      |                            |   |   | 57,300                                    |   |              | 57,300       |
| Washington D C -Child and Family Services- Monitoring            |                            |   |   | 475,253                                   |   |              | 475,253      |
| Lutheran Immigration & Refugee Services                          | 51,213                     |   |   | 69,741                                    |   |              | 120,954      |
| Chester County Court of Common Pleas                             | 850                        |   |   |   |   |              | 850          |
| Jewish Family Services   |                            |   |   |   |   |              | -            |
| Asociacion Puertorriquenos en Marcha, Inc                        | 477,368                    |   |   |   |   |              | 477,368      |
| Bethanna CUA 8   | 58,533                     |   |   |   |   |              | 58,533       |
| Catholic Community Services                                      | 213,112                    |   |   |   |   |              | 213,112      |
| Wordsworth CUA 5 & 10, LLC                                       | 932,092                    |   |   |   |   |              | 932,092      |
| Tabor Northern Community Services                                | 139,885                    |   |   |   |   |              | 139,885      |
| Turning Points for Children                                      | 668,893                    |   |   |   |   |              | 668,893      |
| NorthEast Treatment Services                                     | 661,918                    |   |   |   |   |              | 661,918      |
| Total program services revenue                                   | 11,844,921                 | 2,574,444                                 | 4,251,561                                 | -   | -   | -            | 18,670,926   |
|  | 11,869,170                 | 2,605,569                                 | 4,256,970                                 | 2,323,685                                 | 236,724                                       | (2,557,170)  | 18,734,948   |
| Expenses:  |                            |   |   |   |   |              |              |
| Program services:  |                            |   |   |   |   |              |              |
| Family foster care   | 6,524,811                  | 1,829,954                                 | 3,639,418                                 |   |   | (219,893)    | 11,774,290   |
| Phila. DHS- Aftercare Services                                   | 57,608                     |   |   |   |   | (900)        | 56,708       |
| Phila. DHS- CUA Services   | 2,703,983                  |   |   |   |   | (30,600)     | 2,673,383    |
| Special respite programs   |                            |   | 327,014                                   |   |   |              | 327,014      |
| Adoption and permanency services                                 | 867,023                    | 348,395                                   |   |   |   | (52,807)     | 1,162,611    |
| Total program services   | 10,153,425                 | 2,178,349                                 | 3,966,432                                 | -   | -   | (304,200)    | 15,994,006   |
| Supporting services,   |                            |   |   |   |   |              |              |
| Management and general   | 1,731,702                  | 338,205                                   | 358,757                                   | 2,266,544                                 |   | (2,252,970)  | 2,440,238    |
| Rental   |                            |   |   | 56,351                                    | 231,973                                       |              | 288,324      |
|  | 11,885,127                 | 2,516,554                                 | 4,323,189                                 | 2,322,895                                 | 231,973                                       | (2,557,170)  | 18,722,568   |
| Change in net assets   | (15,957)                   | 89,015                                    | (66,219)                                  | 790                                       | 4,751   | -            | 12,380       |
| Gain (loss) on sale of property                                  |                            |   |   |   |   |              |              |
| Change in fair value of swap interest rate                       |                            |   |   |   |   |              |              |
| Increase (decrease) in net assets                                | (15,957)                   | 89,015                                    | (66,219)                                  | 790                                       | 4,751   | -            | 12,380       |
| Net assets (deficit), beginning of year                          | 1,977,208                  | 632,269                                   | 948,263                                   | (2,129,257)                               | 177,527                                       | -            | 1,606,010    |
| Net assets, (deficit) end of year                                | \$ 1,961,251               | \$ 721,284                                | \$ 882,044                                | \$ (2,128,467)                            | \$ 182,278                                    | \$ -         | \$ 1,618,390 |

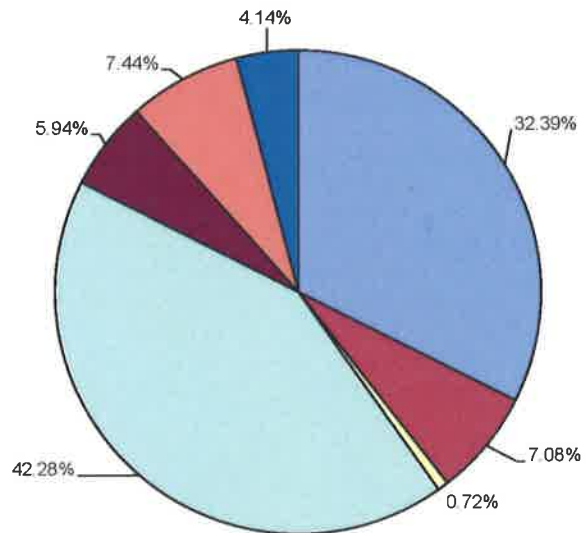
Unaudited Statement For Internal Use

### June 2015 YTD Children's Choice Revenue by Contract



|                         |                          |
|-------------------------|--------------------------|
| ■ DE FOSTER CARE 11.44% | ■ PA ADOPTION 4.60%      |
| ■ PA FOSTER CARE 58.70% | ■ MISCELLANEOUS ALL .14% |
| ■ MD FOSTER CARE 22.69% | ■ DE ADOPTION 2.42%      |

### June 2015 YTD Children's Choice Expenses



|                                   |                                 |
|-----------------------------------|---------------------------------|
| ■ SALARIES 32.39%                 | ■ FRINGE BENEFITS & TAXES 7.08% |
| ■ STAFF/RESOURCE PARENT DEV. .72% | ■ CHILD REIMB. EXP. 42.28%      |
| ■ OTHER PROGRAM EXP. 5.94%        | ■ BUILDING & EQUIP. EXP. 7.44%  |
| ■ OTHER MGMT. & GEN EXP. 4.14%    |                                 |

## BRANCH OFFICES

**William J. Eberwein II, President & Chief Executive Officer**

Administrative and Training Headquarters

610-521-6270/856-754-0914

1-800-LA-CHILD

## PENNSYLVANIA OFFICES

Central Pennsylvania, Lewisburg (570) 522-1030  
Delaware County, Chester (610) 872-6200  
North Broad, Philadelphia (215) 329-6191  
Market Street, Philadelphia (215) 222-3046  
Treatment Foster Care (215) 222-3046

## DELAWARE OFFICES

Dover, Kent County (302) 678-0404  
Newark, New Castle County (302) 731-9512

## MARYLAND OFFICES

Baltimore (410) 319-9681  
College Park (301) 313-9091  
Kent Island (410) 643-9290  
Salisbury (410) 546-6106

[www.ChildrensChoice.org](http://www.ChildrensChoice.org)

**and on our Facebook page or on Twitter @ Choice Fostering**

**Children's Choice is a proud member of the following organizations:**

Child Welfare League of America (CWLA)  
International Foster Care Organization (IFCO)  
Maryland Association of Resources for Families and Youth (MARFY)  
Pennsylvania State Resource Parent Association (PSRPA)  
Pennsylvania Council of Children, Youth and Families (PCCYFS)  
William Glasser Institute



**Specialized Foster Care, Kinship, & Adoption Services**

## WE CAN USE YOUR HELP

As this report indicates, we are proud of what God has wrought through our efforts and we look forward to the coming year as a continuing opportunity to serve God by serving His children. If you would like to join us in this effort, we are always in need of resource parents, adoptive parents and baby furniture.

Gifts to Children's Choice are tax deductible and will help us to provide even greater services to those entrusted to our care. Your gift of \$100  \$75  \$50  \$25  will be used to buy tickets to sporting events and museums, birthday and Christmas gifts, cribs and baby equipment. Thank you and may God bless you.

I truly hope you will accept this invitation to join our efforts to better our world by reaching out through Children's Choice, to a child in need.

Sincerely,

William J. Eberwein II  
President & Chief Executive Officer

**Funded in part by the City of Philadelphia Department of Human Services, the Delaware Department of Services for Children, Youth and Their Families, the Maryland Department of Social Services, and the Child and Families Services Agency of Washington, D.C.**