



THE CHILDREN'S CHOICE

Specialized Foster Care, Kinship, & Adoption Services



ANNUAL REPORT
July 1, 2012-June 30, 2013

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.

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 Foster Parent Association (PSFPA)
- Pennsylvania Council of Children, Youth and Families (PCCYFS)
- William Glasser Institute

BOARD OF DIRECTORS



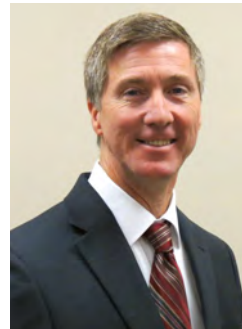
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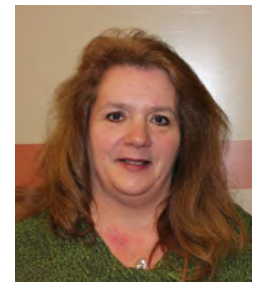
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Supervisory Program Analyst
District of Columbia
Court Services & Offender
Supervision Agency



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Chapel Director
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Baltimore, Maryland



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Educational Psychologist
Glenn Dale, Maryland



Mrs. Karen Webb
Board Member
President
Voice of Choice: Resource
Parent Support Group
York Springs, Pennsylvania

STEWARDSHIP REPORT



Dr. William Glasser, originator of Reality Therapy/Control Theory tells us that along with a sense of belonging, a sense of freedom to choose, and a sense of self-direction, FUN is a psychological necessity. Without fun, our basic psychological needs go unmet. Many of us have had fun on a Ferris wheel in a shopping center

at a local church fund-raising bazaar, or along the midway at a State Fair, or among the other rides at a full-fledged amusement park. The flashing lights are enticing, the upholstered seat inviting. We take a seat and feel the safety bar click into place across our laps. The cars inch slowly forward. Riders can't see behind their car or much in front of it, except the back of the seat ahead. Then, once loaded with passengers, the wheel begins to move. The perspective becomes so different! For some the rise is exhilarating...up into the sky, able to see over rooftops and to the horizon. No boundaries! For others, the ride is terrifying! And each car seems to have one rider who likes to "rock the boat" literally. Screams of delight and of fear are heard.

This year has been like such a ride. We always embark upon the new fiscal and program year full of positive anticipation. We look forward to recruiting new foster families who will undertake the challenges presented by the 1,000 children we have in care every day. We anticipate the new staff we'll interview and hire to lead the way to permanency. We especially dream of the reunifications (144 this year) and adoptions to come, (84 this year) knowing that "children grow better in families." This work we know well.

However, with a new fiscal year come new challenges. We can't see the future for those in our care. We can't anticipate all the potential contractual changes. We can employ the best staff, train the best supervisors, nurture the clients to the best of our ability, and monitor our outcome measures. Knowing that God lifts up those who honor Him, we pray a lot. And we plan, re-plan, and plan some more. These actions comprise our strong safety bar and enable us to see over the daily issues to the part we each play in changing the world into a

better place, a place of safety and joy for the children and families entrusted to us.

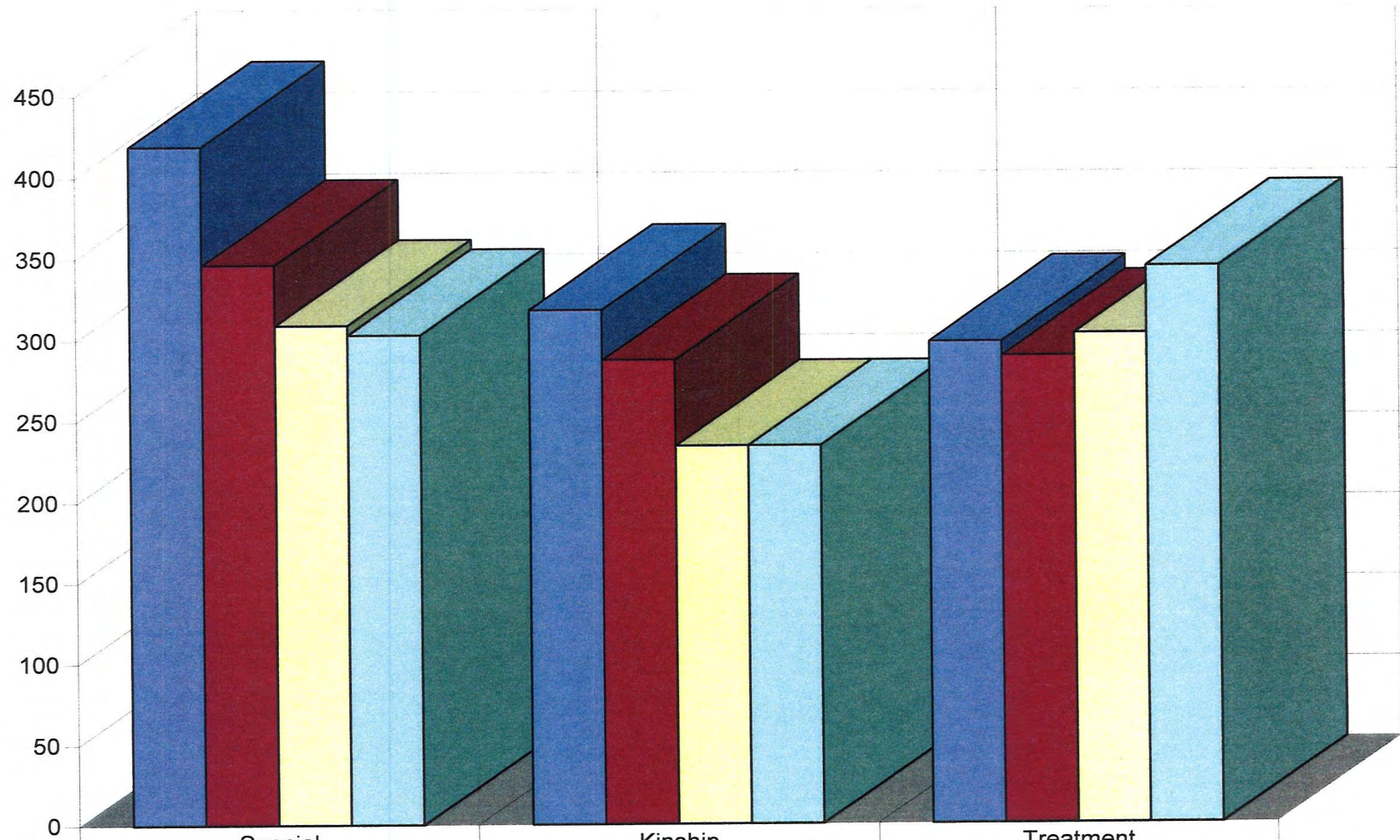
Our Management team has adopted two goals for the coming year under the banner **Choose to Change**: to increase communication throughout the agency and to promulgate Choice Theory/Reality Therapy with ever more intensity in our daily work.

We can enjoy our ride, knowing that change is a constant and that if we keep planning well, working hard and trusting God, despite the spinning, our view of this work will continue to be inspiring.



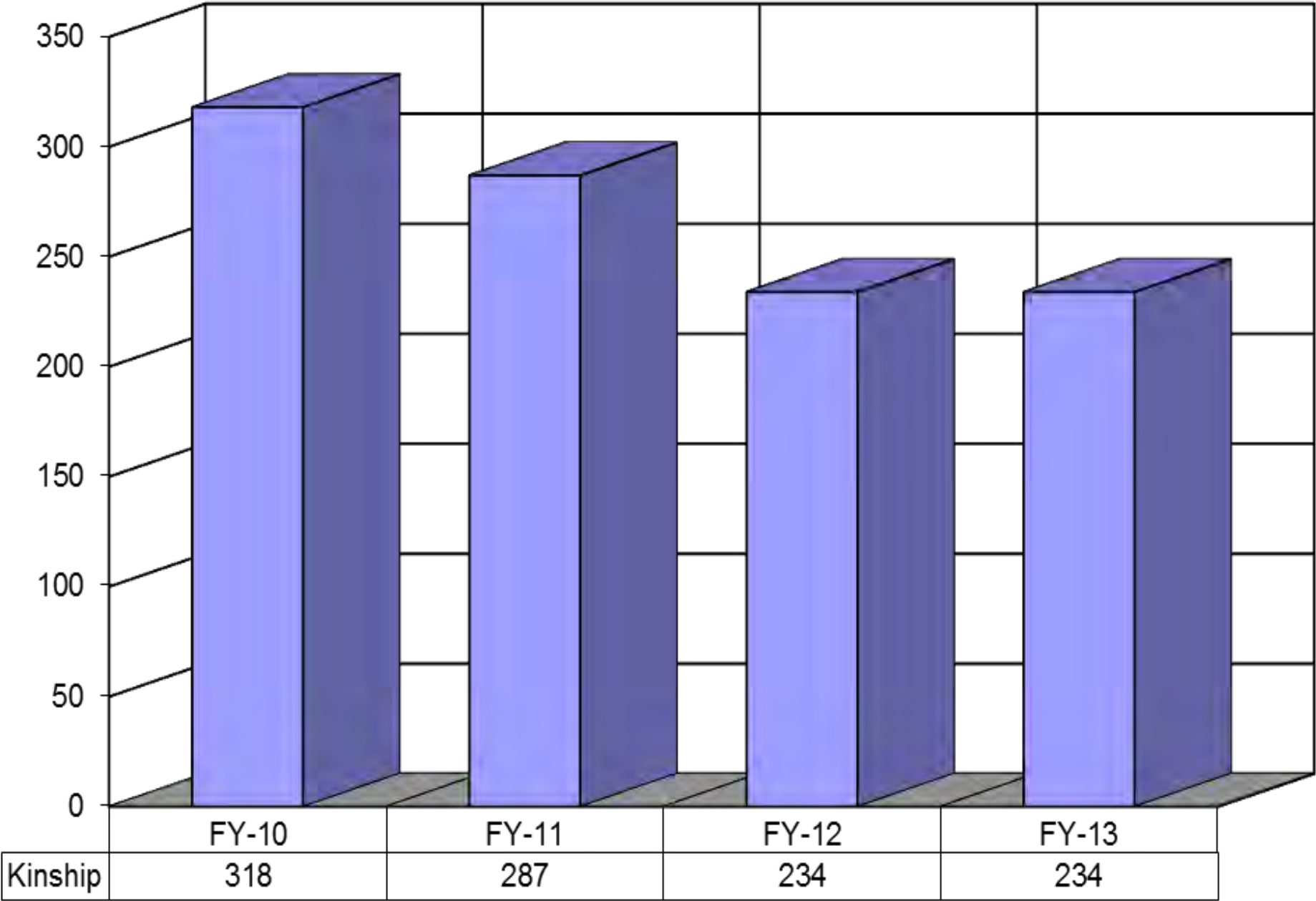
*Dr. Carolyn A. Eberwein
President/Chief Executive Officer*

Goal 1: To increase the number of children served in specialized, kinship and treatment foster care. The number of children in specialized foster care has decreased slightly and treatment foster care has risen by 14%.

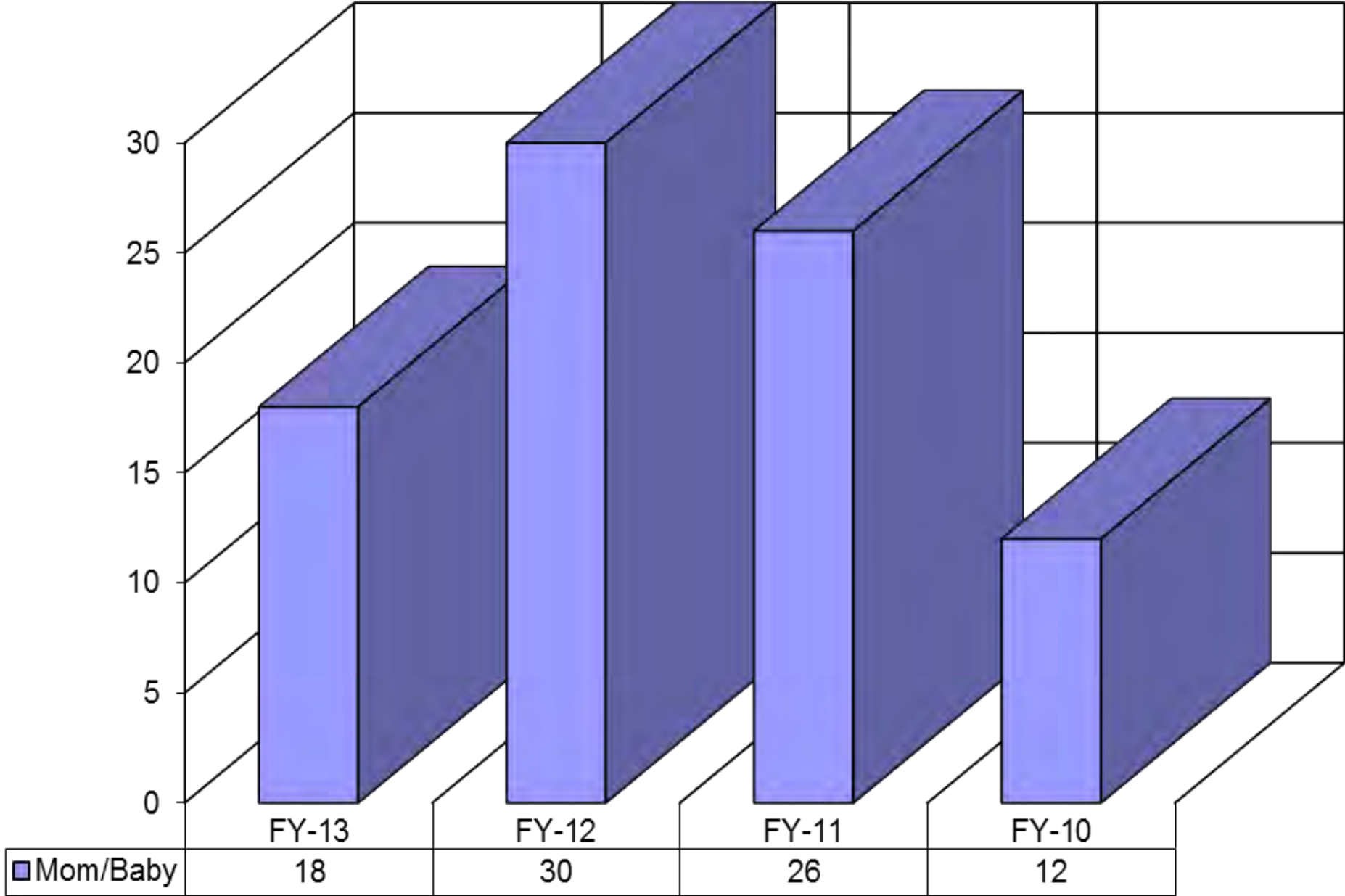


■ FY-13=881	303	234	344
■ FY-12=846	309	234	303
■ FY-11=922	346	287	289
■ FY-10=1035	419	318	298

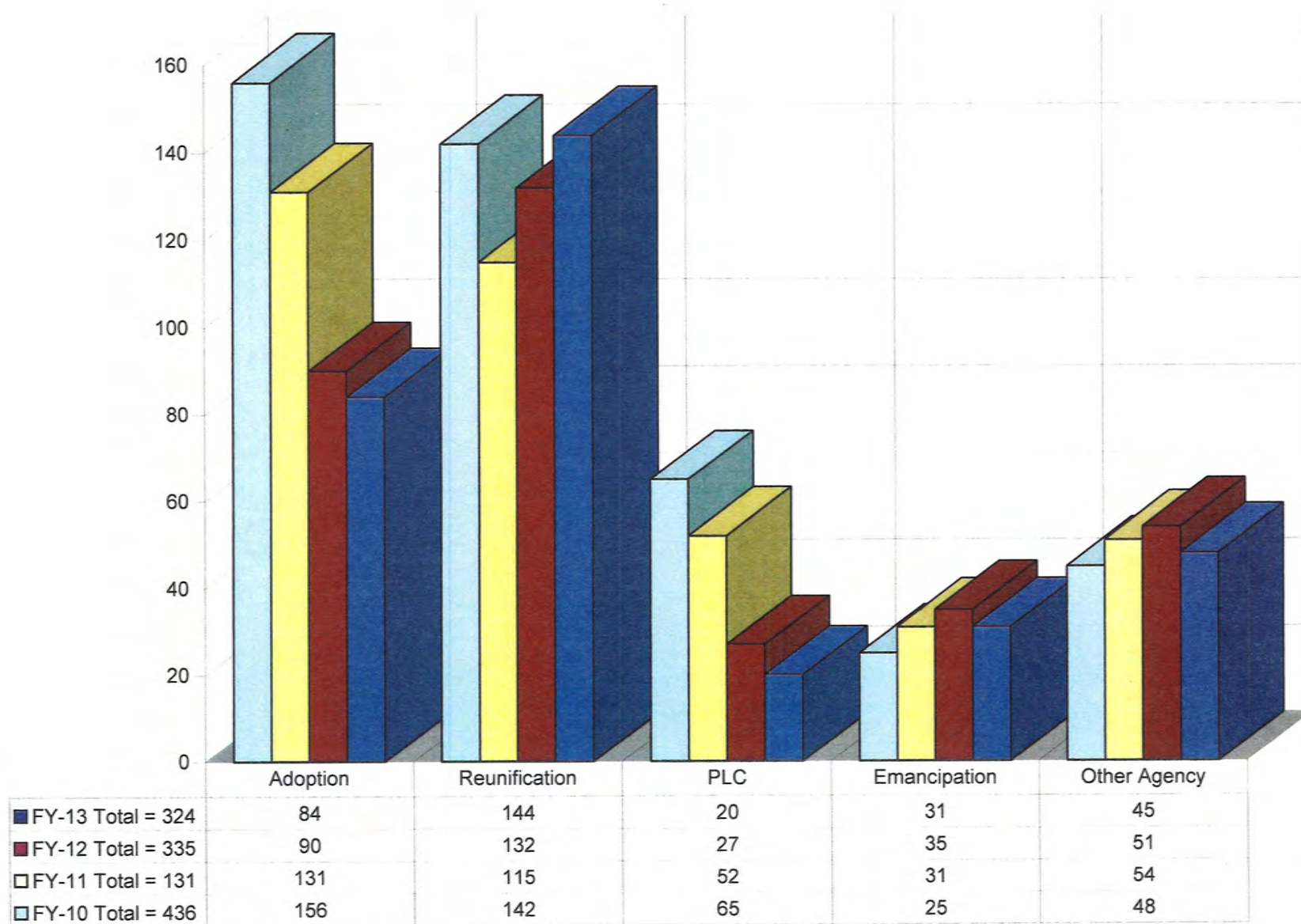
Goal 2: **To increase the number of children served in kinship care.** The number of children referred is exactly the same as last



Goal 3: **To expand mother/baby services.** The number of referrals for this service has declined dramatically by 40%.

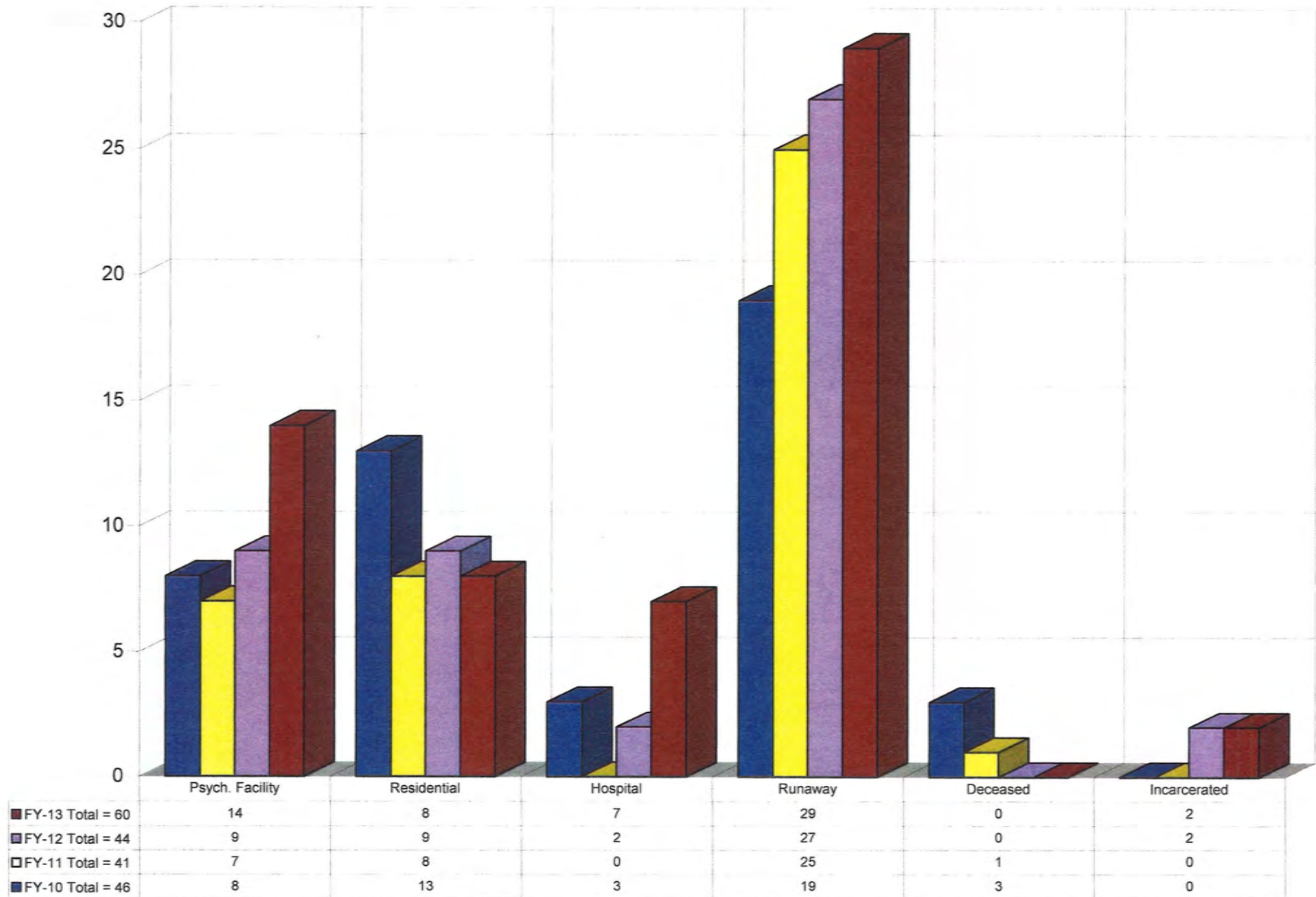


Goal 4: **To increase the number of positive discharges for children in out-of-home care.** The number of reunifications has increased by 9% while the number of adoptions and permanent legal custodianships has decreased. We are always pleased when reunifications are the highest number among our discharges, as this shows families have been preserved and improved, enabling their children to leave foster care to return home.

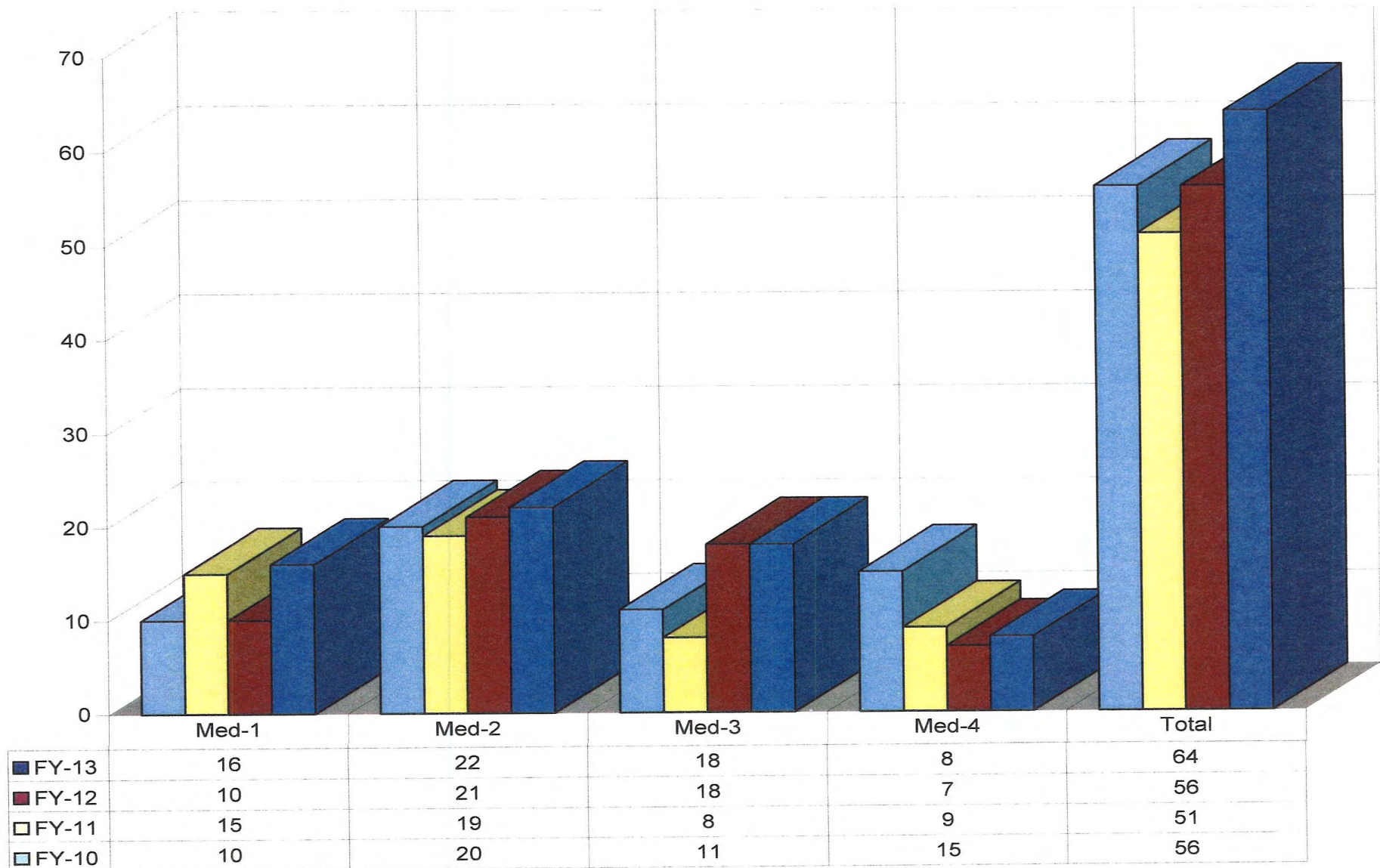


Goal 5:
dren

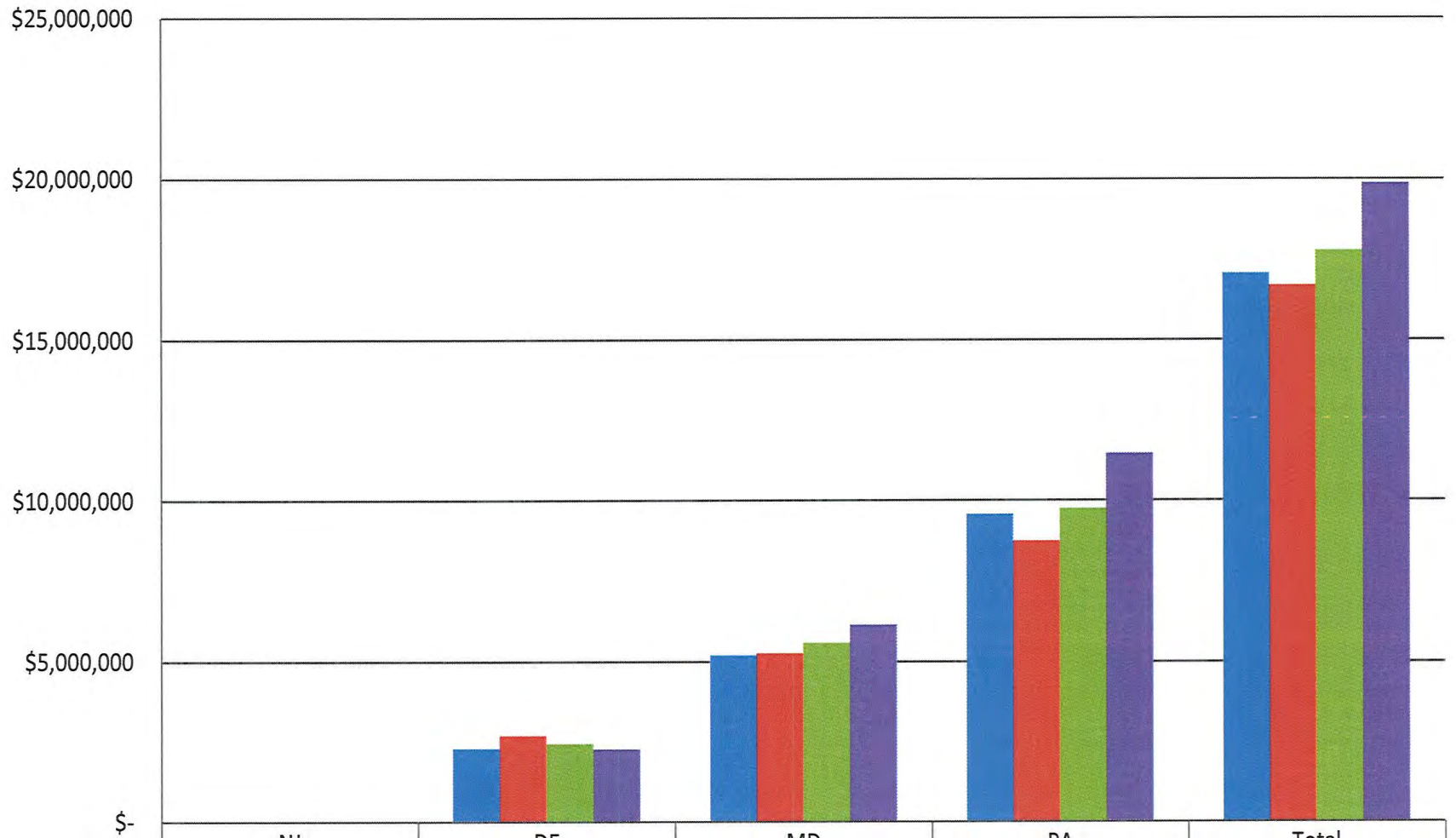
To reduce the number of negative discharges for children in out-of-home care. The number of negatively discharged children has grown by 27%, a reflection of the increasingly challenging diagnoses and needs of the children referred. These needs also reflect the number of children sent to psychiatric facilities and to medical hospitalizations. The number of residential placements,



Goal 6: **To expand services to medically-fragile children.** The number of medically fragile children referred has increased, particularly in the Med 1 category, those with less complex medical needs. However, Children's Choice continues to accept children who are seriously medically compromised and chronically ill.



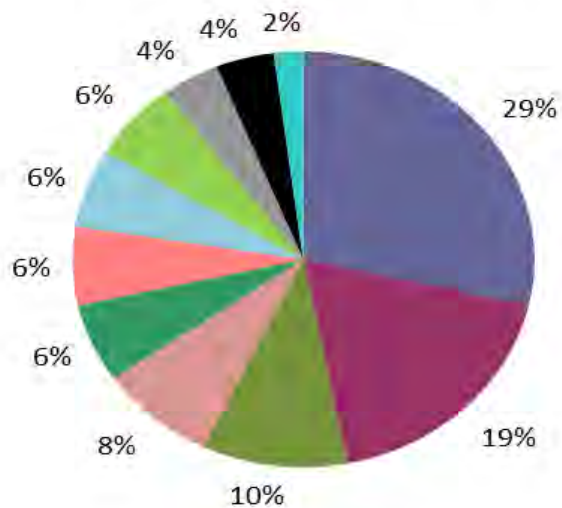
Goal 7: **To increase agency revenues.** We have increased existing contracts and added new contracts to total \$339,587.00 (2%) increase



	NJ	DE	MD	PA	Total
FY-13 Total = \$17,055,402	\$-	\$2,284,608	\$5,198,123	\$9,572,671	\$17,055,402
FY-12 Total = \$16,691,514	\$-	\$2,687,660	\$5,265,749	\$8,738,105	\$16,691,514
FY-11 Total = \$17,760,035	\$2,090	\$2,433,006	\$5,578,094	\$9,746,845	\$17,760,035
FY-10 Total = \$19,858,191	\$7,150	\$2,265,729	\$6,131,790	\$11,453,522	\$19,858,191

Goal 8: To increase staff retention rate.

Separations of Staff Fiscal Year 2013 30% Turnover Rate

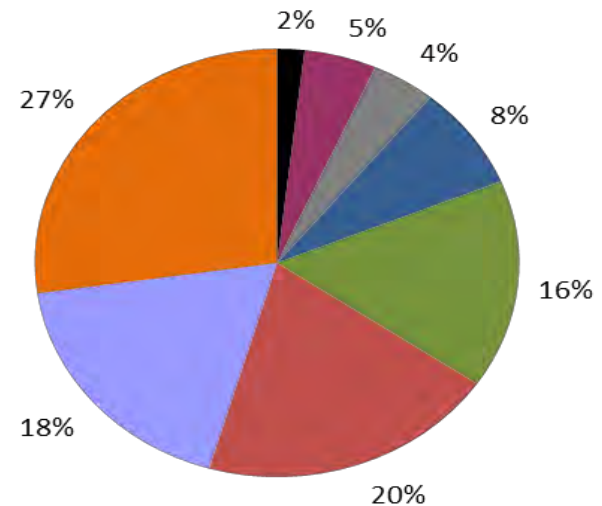


Reasons for separation:

- Money (14 Persons)
- Terminated for Poor Performance (9 Persons)
- Dissatisfaction with Job (5 Persons)
- Resigned in Lieu of Termination (4 Persons)
- Spousal Relocation (3 Persons)
- Policy Violation (3 Persons)
- Abandoned Job (3 Persons)
- Advancement (3 Persons)
- Career Change (2 Persons)
- School Scheduling Conflict (2 Persons)
- To Care for Family (1 Person)

Length of Employee Service in Years

Total Number of Employees: 165



- 25 + yrs (3 Persons)
- 20 to 25 yrs (8 persons)
- 15 to 20 yrs (7 persons)
- 10 to 15 yrs (13 persons)
- 5 to 10 yrs (26 persons)
- 2 to 5 yrs (33 persons)
- 1 to 2 yrs (30 persons)
- Under 1 year (45 persons)

THE VOICE OF CHOICE: RESOURCE PARENT SUPPORT GROUP

The Voice of Choice is a dynamic Resource Parent Support Group representing all of the families of Children's Choice. All currently licensed Children's Choice resource parents are members of the VOC. We are proud to serve over 700 families in Pennsylvania, Maryland, Delaware, New Jersey and Washington, D.C. We have a group that consists of representatives and alternates from every Children's Choice office. This is a very diverse group, which is a huge asset as we learn from each others' experiences and challenges.

Although each office is invited to send one resource parent representative, resource parents and staff are always welcome to attend our meetings. We meet quarterly at the main office in Bellmawr, New Jersey. Dr. Carolyn, our President/Chief Executive Officer, and Web Eberwein, our Chief Operating Officer, regularly attend these meetings, acting in an advisory capacity. Their presence allows resource parents a voice at the corporate level, which makes our support group very unique. One of the most informative parts of our meeting is the Representatives Forum, when representatives can voice their questions, concerns and ideas. We are also unique in that the sitting VOC President is appointed to the agency's Board of Directors for her time in office and is a voting member.

The VOC is funded primarily through resource family donations. We have several on going programs and activities that are made possible because of these donations. Every November we fund Santa's Workshops for each office so that children can enjoy shopping for gifts for their families. Each December VOC members along with staff, help to host a Christmas party at each office. We enjoy a meal, fellowship together and watch the children making crafts as well as receiving Christmas gifts donated by local businesses. These events are always well attended and enjoyed.

One of our biggest programs is our Scholarship Fund. We are especially proud of helping students pursue higher education. This year we were able to award a total of 3 scholarships of \$500.00 each.

The Voice of Choice has produced a DVD entitled "Accused" that was

made to educate families on the abuse allegation process. Each office has access to this DVD to share with a family in the event of an allegation. VOC representatives are available for support to families who may be going through the allegation process. This DVD has proved to be a huge resource for our families!

We have had the opportunity to send representatives to the National Foster Parent Association and the State Resource Family Conferences. We believe strongly in having as much training as possible to help us better serve the children God has placed in our care. At these conferences parents are able to choose and attend the trainings that interest them and may directly benefit the children in their household and to bring back to Children's Choice training ideas and resources. Attending conferences also allows resource families to connect with other families who do the same work we do, who believe and understand our mission. Families are able to share experiences, how challenges are handled, and build lasting relationships.

We have had a very productive year. We look forward to serving resource families in the coming year!



Karen Webb
Voice of Choice President

COMMONWEALTH OF PENNSYLVANIA

Ninety-five performance-based contracting permanencies were consummated.



655 Pennsylvania children were cared for this year by 415 resource families.



Sixty-six Pennsylvania children were reunified with their parents.



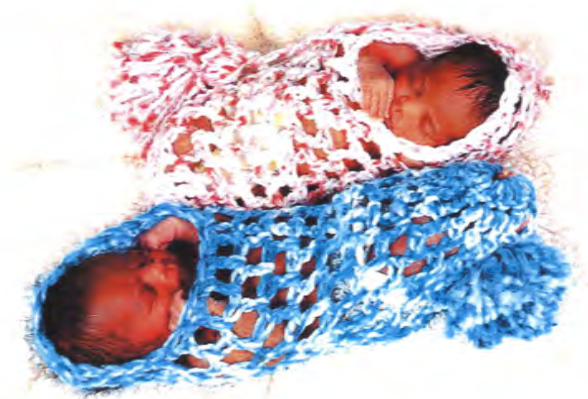
Eighteen permanent legal custodianships were awarded by Pennsylvania courts.



Sixty-three Pennsylvania adoptions were finalized.



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



Sibling groups totaling 267 children were placed together.

Twelve emancipations were awarded.

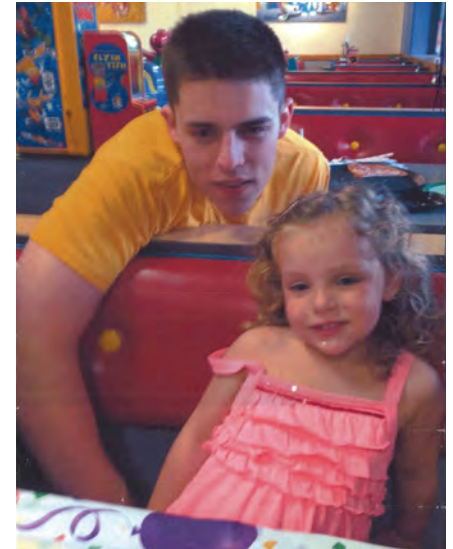
STATE OF DELAWARE



Thirty-five reunifications were achieved.



One hundred and thirteen children were cared for by 55 Delaware resource parents.



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



Two emancipations were effected.



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



Nineteen adoptions were finalized this year in Delaware.

STATE OF MARYLAND



Seventeen emancipations occurred.



Forty-three reunifications were achieved!



Our Mid Shore and Lower Shore respite programs provided 1,631 nights of respite and prevented entry into care for 139 children from 91 families.



One hundred and ninety-five children were cared for by 100 Maryland resource parents.



Forty-two siblings were placed together with us this year.

WASHINGTON, D.C.



Thirty-seven sibling groups
were kept together.



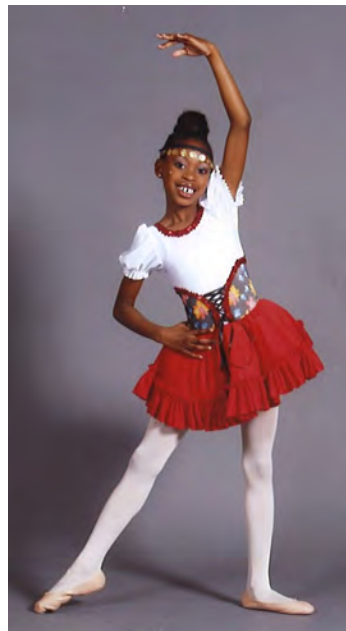
We stabilize placements by
referral to community
resources.



Twenty-five permanencies were
achieved.



One hundred and twenty-eight
resource parents served
264 children from Washington, D.C. this year.



57% of our homes are kinship,

TRAINING



Cindy Ruby, MSW, LCSW-C, State Director for Maryland leads quarterly Program Coordinator meetings.

Children's Choice logged 6,920 hours of training this year in myriad subjects from clinical to computers, from CPR training through Brain Disorders.



Derrick Rose, MSW, Program Coordinator, Germantown, Pennsylvania teaches new employees about birth families of the children we have in our care.

Children's Choice uses the psycho-therapeutic modality of Choice Theory/Reality Therapy as elucidated by William Glasser, M.D.



Kim Olver, Executive Director of the William Glasser Institute presents advanced training for supervisory staff and agency Directors.



Regina Fike, Children's Choice Adoptive Parent, presents training for staff on Reactive Attachment Disorder.



Resource parents have home fire drills quarterly and each October (Fire Prevention Month) we ask fire departments to bring a fire truck to our Resource Parent meeting as part of a presentation on Fire Safety. Resource parents also take our children on field trips to local Fire Companies.

FOUNDING DAY



*Board member,
The Reverend Bernard Keels,
Chapel Director, Morgan State
University, opens Founding Day 2013
with prayer.*



*Richard Hause of Grant Thornton,
Children's Choice Board member and
President of the Children's Choice
Property Board, greets staff.*



*Dr. Judy Hermann, Chair of the Delaware
State Teen Pregnancy Prevention Advisory
Board presents a lecture on Adolescent
Brain Functioning..*



*Alla Gardina, M.D. Diplomat and Fellow of the American
Academy of Pediatrics presents information on
Attention Deficit in at-risk children.*



*A panel of adoptive parents explain the
joys and challenges of adopting special
needs children.*



*Dr. Carolyn, President/CEO, who is
certified in Reality Therapy, leads a
staff discussion on implementation of
Choice Theory.*

ADVOCACY



Leslie Allen, State Director of Children's Choice Pennsylvania, stands on the steps of the State Capital, Harrisburg, PA among children's shoes set along the steps to represent children who still need foster homes.



Margaret Philips, Esq. member of ABA Permanency Barriers and Outcomes Committee and the Montgomery County Bar Association Child Advocacy Committee.



Michelle Longinotti, Delaware Caseworker, shows off one of the cheery quilts donated to our children by Quilts For Comfort.



Dr. Carolyn Eberwein, President/Chief Executive Officer is serving a third term on the Advisory Committee, Southeast Region, Pennsylvania Council of Children, Youth and Families and is a member of the National Commission on Practice Excellence with the Child Welfare League of America.

This is the cover of a brochure advertising a luncheon for agency Directors with Pennsylvania legislators sponsored by the Pennsylvania Council for Children, Youth and Families. The children in the photo are all from one Children's Choice family—some in foster care, some birth children, some adopted. No one can say we don't begin to teach advocacy early!



SPECIAL EVENTS

CHRISTMAS

Christmas is a time of wonder! Local churches, merchants and organizations donate gifts and holiday meals for our children and their families.

Staff use funds provided by the Voice of Choice, our Resource Parent Support Group, to put on Santa's Workshops, in which children can "buy" gifts for their foster families and their siblings back home, learning that giving is as important as receiving.



OFFICE PICNICS FOR RESOURCE FAMILIES



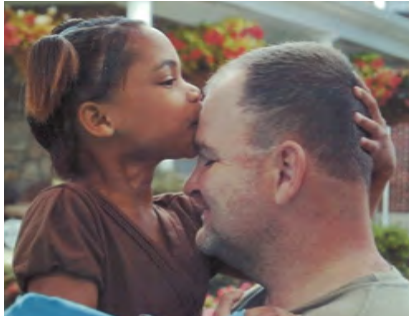
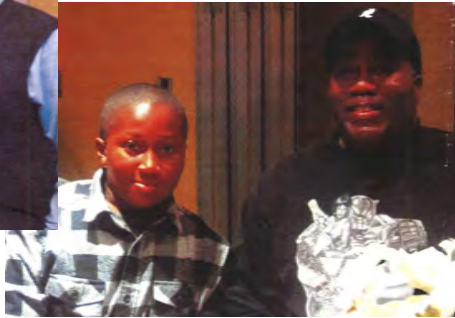
Yummm.....



SPECIAL EVENTS CONTINUED

FATHERHOOD INITIATIVE

Children's Choice participates in the Fatherhood Initiative, training staff to attend to the roles of fathers in their children's lives.

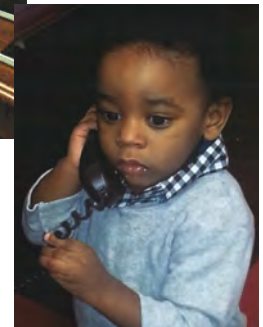


BRING YOUR BABY TO WORK



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.

BRING YOUR CHILD TO WORK DAY



We watched computers full of numbers. We painted faces, made a mural, had a parade through the office, made soda-bottle -piggy-banks and learned what parents do all day at work.

CHILDREN'S CHOICE ENTITIES

Combined Statement of Activities Year Ended June 30, 2013

	Children's Choice, Inc.	Children's Choice of Delaware, Inc.	Children's Choice of Maryland, Inc.	Choice Services International, Inc.
Support and revenue				
Public support:				
Contributions	\$5,390	\$750	\$8,595	\$ -
	5,390	750	8,595	-
Revenues:				
Adoption-private pay	19,650	41,046	250	2,074,312
Management service fees				211,070
Rental income		0	11,252	1,247
Other income	19,650	41,046	11,502	2,286,629
Revenues:				
Program services:				
State of Pennsylvania	7,727,341			
Philadelphia County	246,546			
Delaware County	13,788			
Berks County	18,948			
Montgomery County, Pa	30,777			
Lawrence County, PA	29,849			
Union County	10,073			
Northumberland County	38			
Juniata County	24,486			
Lackawanna County	20,405			
Luzerne County	5,621			
Schuylkill County	835,350			
Diakon Lutheran Social Ministries (SWAN)	572,209		286,257	
State Offices of Medical Assistance		1,303,409		
Delaware Department of Services for Children, Youth and Families		106,080		
Foster Care		608,405		
Interstate Compact		221,525		
Parent Aide Services			2,500	
Special Needs Adoption Services		3,571	4,113,871	
Maryland Department of Health and Mental Hygiene			57,300	
Maryland Department of Human Resources			653,571	
West Virginia Department of Health & Human Resources	4,000			
Worcester County Department of Health- Core Services Agency				
Utah State Department of Human Services, Division of Child and Families				
Washington D.C.-Child and Family Services- Monitoring				
Dorchester County, Maryland - Children & Youth Services	9,536	822	48,697	
Lutheran Immigration & Refugee Services	250		14,500	
Chester County Court of Common Pleas			1,360	
University of Maryland - Respite Training Program				
Maryland Choices Special Respite Services				
NorthEast Treatment Centers	414			
Total program services revenue	9,547,631	2,242,812	5,178,056	-
	9,572,671	2,284,608	5,198,123	2,286,629
Expenses:				
Program services:				
Family foster care	6,893,553	1,771,355	4,261,920	
Aftercare Services	280,868		369,728	
Special respite programs	721,281	207,005	125	
Adoption and permanency services	7,895,702	1,978,360	4,631,773	
Total program services	1,433,143	328,818	474,462	2,099,931
Supporting services,				
Management and general				
Rental	9,328,845	2,307,178	5,106,235	485,832
	243,826	(22,570)	91,888	(299,134)
Change in net assets	3,560	-	-	(498,146)
Gain (loss) on sale of property	-	-	-	34,543
Change in fair value of swap interest rate	247,386	(22,570)	91,888	(762,737)
Increase (decrease) in net assets	1,222,642	663,151	876,179	(1,454,731)
Net assets (deficit), beginning of year	\$ 1,470,028	\$ 640,581	\$ 966,067	\$ (2,217,468)
Net assets, (deficit) end of year				

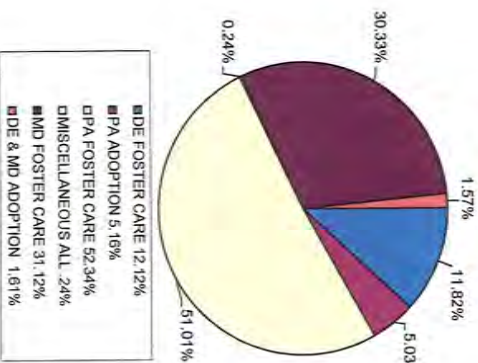
Unaudited Statement For Internal Use

Children's
Choice
Property
Two, Inc.

Eliminations Total

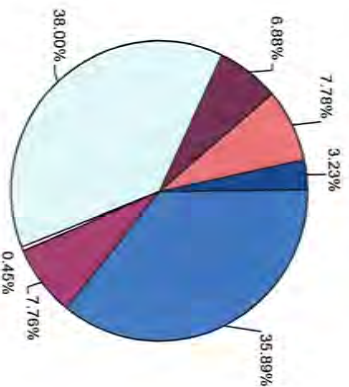
\$	-	\$	-	\$14,705
	-		-	14,705
			-	60,946
283,474	(2,074,312)		-	13,299
	(481,246)			12,499
283,474	(2,555,557)			86,744

June 13
YTD Revenue by Contract



7,727,341
246,546
13,788
16,948
30,777
29,849
10,073
38
24,486
20,405
5,621
835,350
858,466
1,303,409
105,080
608,405
221,525
2,500
4,113,871
3,571
57,300
4,000
653,571
58,233
250

June 2013 YTD Children's Choice
Expenses



205,662	(2,090,312)	2,451,704
-		485,832
205,662	(2,555,557)	16,978,126
77,812	-	91,822
-	-	(494,586)
-	-	34,543
77,812	-	(368,221)
101,430	-	1,408,671
\$ 179,242	\$ -	\$ 1,040,450

- SALARIES 35.89%
- FRINGE BENEFITS & TAXES 7.76%
- STAFF/RESOURCE PARENT DEV. 4.5%
- CHILD REIMB. EXP. 38.00%
- OTHER PROGRAM EXP. 6.88%
- BUILDING & EQUIP. EXP. 7.78%
- OTHER MGMT. & GENEXP. 3.23%

BRANCH OFFICES

Dr. Carolyn A. Eberwein, 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
Germantown, Philadelphia	(215) 843-2222
North Broad, Philadelphia	(215) 329-6191
Oxford Avenue, Philadelphia	(215) 831-9164
Market Street, Philadelphia	(215) 222-3046
Treatment Foster Care	(215) 551-3401

DELAWARE OFFICES

Dover, Kent County	(302) 678-0404
Newark, New Castle County	(302) 731-9512
Georgetown, Sussex County	(302) 856-0946

MARYLAND OFFICES

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

www.ChildrensChoice.org

and on our Facebook page or on Twitter @ Choice Fostering

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 these entrusted to our care. Your gift of \$100 ☐ \$75 ☐ \$50 ☐ \$25 ☐ will be used to buy tickets to sporting events, 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,

Carolyn A. Eberwein, Ed.D.
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.