



THE CHILDREN'S CHOICE

# 2017 Annual Report

## 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.

## BOARD MEMBERS



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



**Rev. Dr. Bernard Keels**  
**Board Chairman**  
*Dean*  
*Morgan State University*  
*Baltimore, Maryland*



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



**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 Lending*  
*Penn Community Bank*  
*Perkasie, Pennsylvania*



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

## STEWARDSHIP REPORT

During a recent interview, I was asked how long I had been working for Children's Choice. I responded, and the candidate said, wow-that's a long time! Why do you do it?

Why did I do it? What makes totally normal people want to go into social services. It's not for the money or the easy hours, it's not for the restful and relaxing pace. So, what can it be? I think that all of us have our defining moment that determined why we choose to enter or stay in social services. I remember mine vividly.

I was working with Children's Choice in the intake department. It was about 4pm on a Friday night, right before Thanksgiving. Everyone was focused on starting the holiday and getting out the door, worried about the traffic, shopping and other issues. The phone rang, and I took the call from the placing entity. The request was for a sibling group of two that had come into care. They were about 6 and 8 years old, one male and one female. Both of their parents were in state custody for some reason and this was their first time into any system. The worker told me that they were sitting in the waiting room holding onto each other and visibly shaking. She went on to say that if we were not able to place them, that they would be taken to a shelter and would have to be placed separately. At that moment, in my mind's eye, I could see them sitting there, shaking, afraid and alone. I became a maniac. I tried every phone number that I had, called in every favor that I could, praying that I could find a place for them, some place, any place.

After several hours of trying, pushing hard and basically losing it, I had to admit that I was not able to place them. I failed them, and I was devastated. I am not a person who is easily brought to tears, in fact, I almost never cry, but that night I cried like a baby, a deep heart felt cry. I knew that I had failed them, they were now going to be separated into the system. I knew they were terrified to be torn apart, that their world was crashing down around them, and I knew it was my fault.

I did fail that day, but not the children on the other end of the phone. What I failed to see, was that there are other people in the "system", people who care for the little ones, and the not so little ones, just as much as I do and that we are never truly alone in this world. In my mind, I am sure that they were cared for and in my heart, I pray that

they were able to return to their family and that they forgot the reason that brought them into care, that somewhere out there, they are happy, in a safe place, and at peace.

So, when I was asked why I did this for so long, it was their picture that came to my mind. I started working, to provide for my family, but it was because of those two children and many more like them and my relationship with my God, that I stay. I don't ever want to have a child feel alone in the system. I was not able to help them that night, but since then, we have been able to help so many other children in the system, literally thousands. Even though I never met them, they stay with me in my heart as one of the driving forces that help to define what I hope my legacy will be.

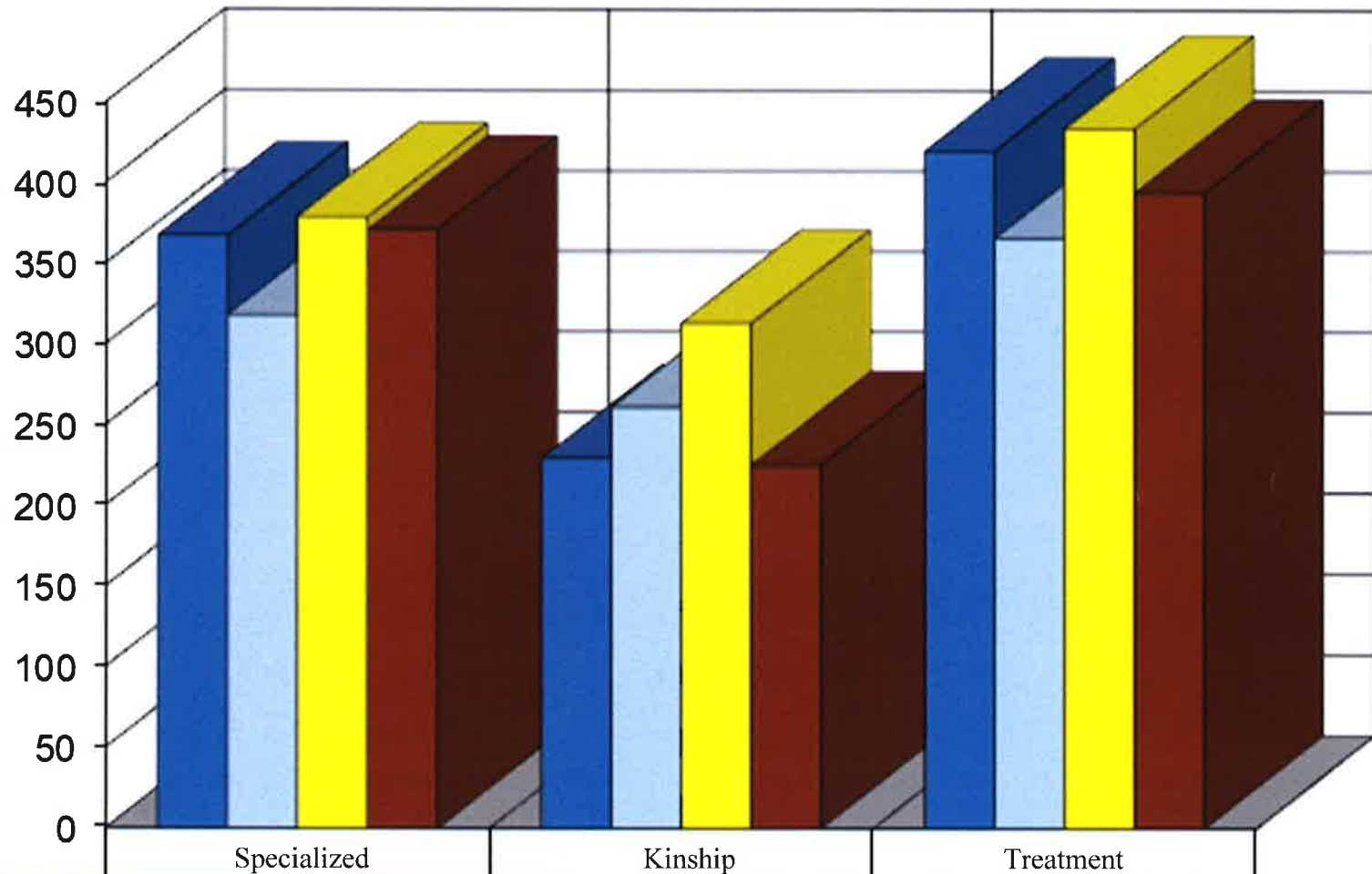
I pray that each of you find that driving force for what you do, whatever it is. I pray that you find your reasons to help those in need, whatever their need is. I pray that each of you experiences the love of God, not only in this season, but in all the seasons of your life.

Whatever you do, wherever you go, and whatever is going on in your life, please remember, God loves you and so do we.



***William J. Eberwein II, MBA  
President and Chief Executive***

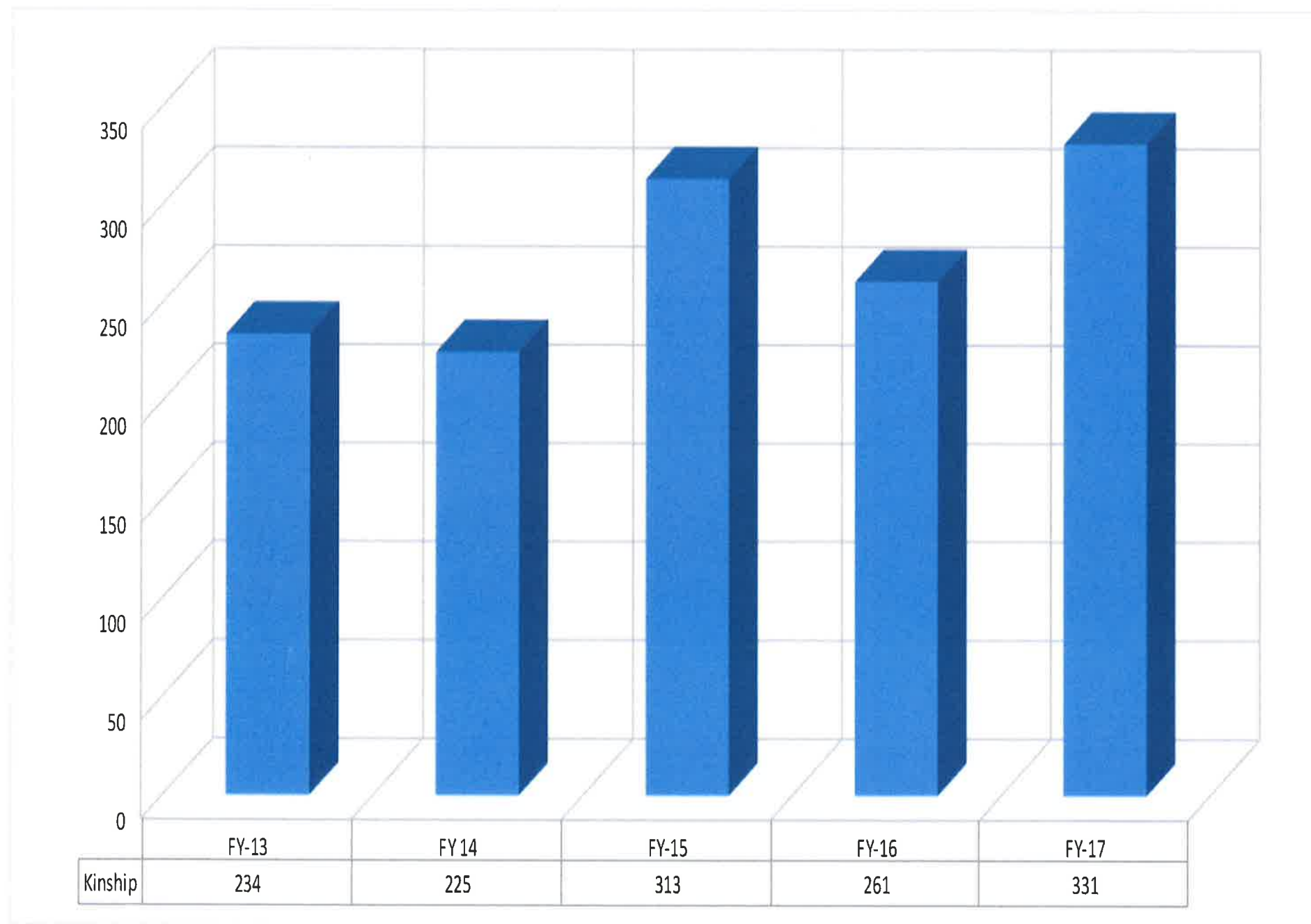
**Goal 1:** To increase the number of children served in specialized, kinship and treatment foster care. The number of children in specialized, kinship and treatment increased in FY '17.



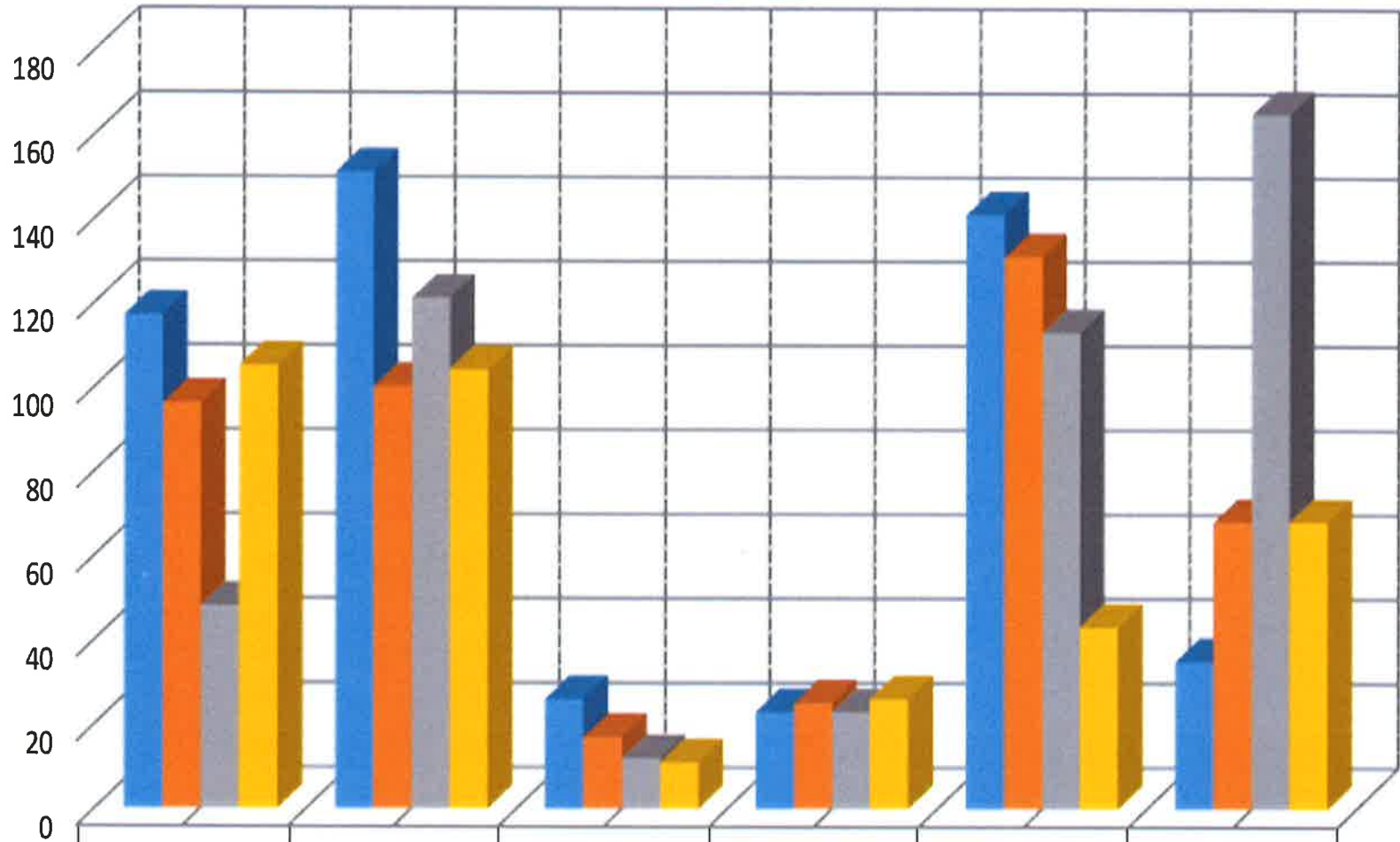
	Specialized	Kinship	Treatment
■ FY-17 = 1016	367	229	420
□ FY-16 = 945	318	261	366
■ FY-15=1126	379	313	434
■ FY-14=990	371	225	394



**Goal 2:**      **To increase the number of children served in kinship care.** The number of children referred has increased in FY '17.

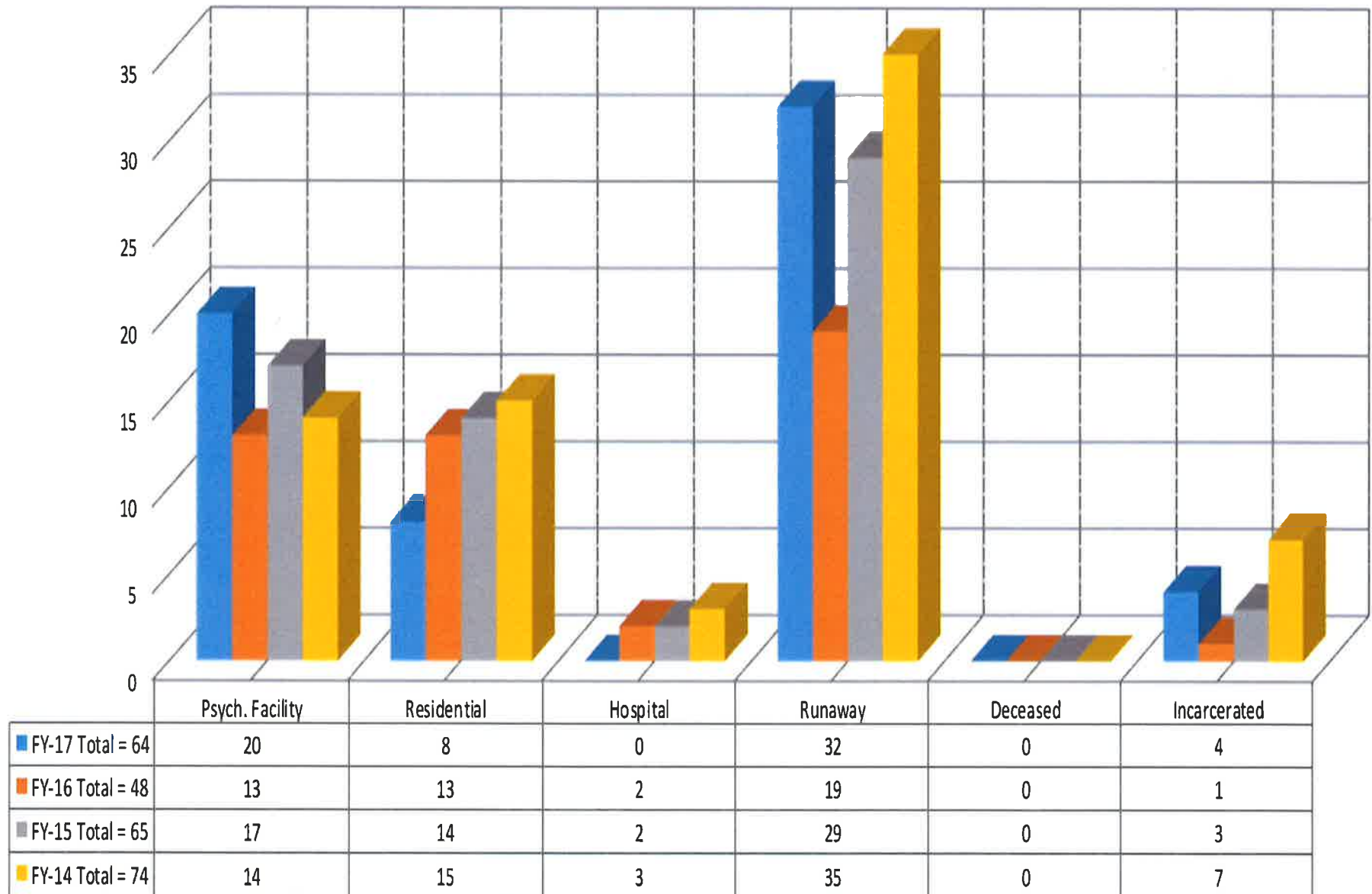


**Goal 3:** To increase the number of positive discharges for children in out-of-home care. The total number of discharges to Adoption, Reunification, and PLC has increased in FY '17.

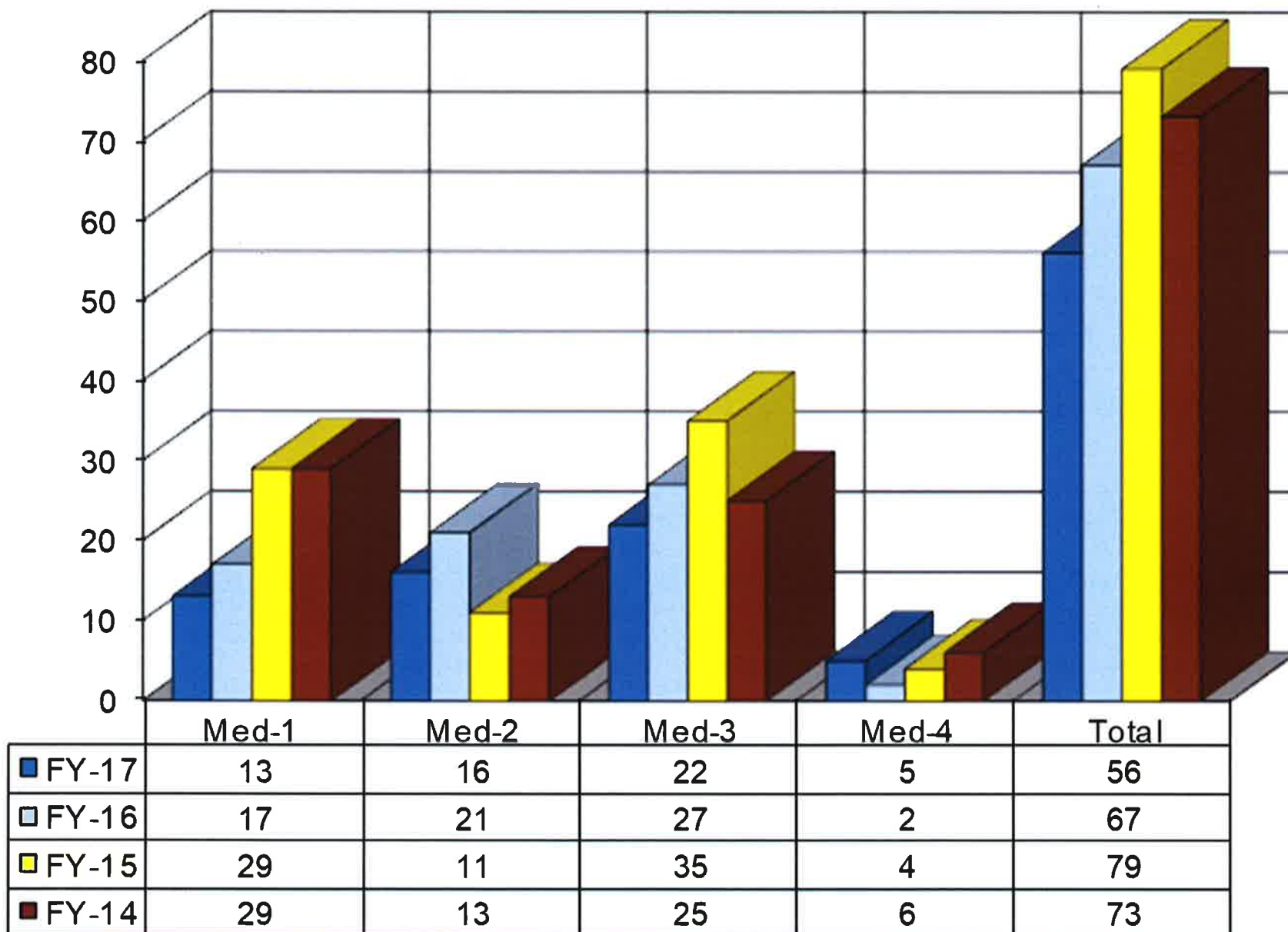


FY-17 Total = 493	Adoption	117	Reunification	151	PLC	26	Emancipation	23	Other Agency	141	To CUA	35
FY-16 Total = 437		96		100		17		25		131		68
FY-15 Total = 482		48		121		12		23		113		165
FY-14 Total = 357		105		104		11		26		43		68

**Goal 4:** To reduce the number of negative discharges for children in out-of-home care. The number of negatively discharged children has increased in FY '17.



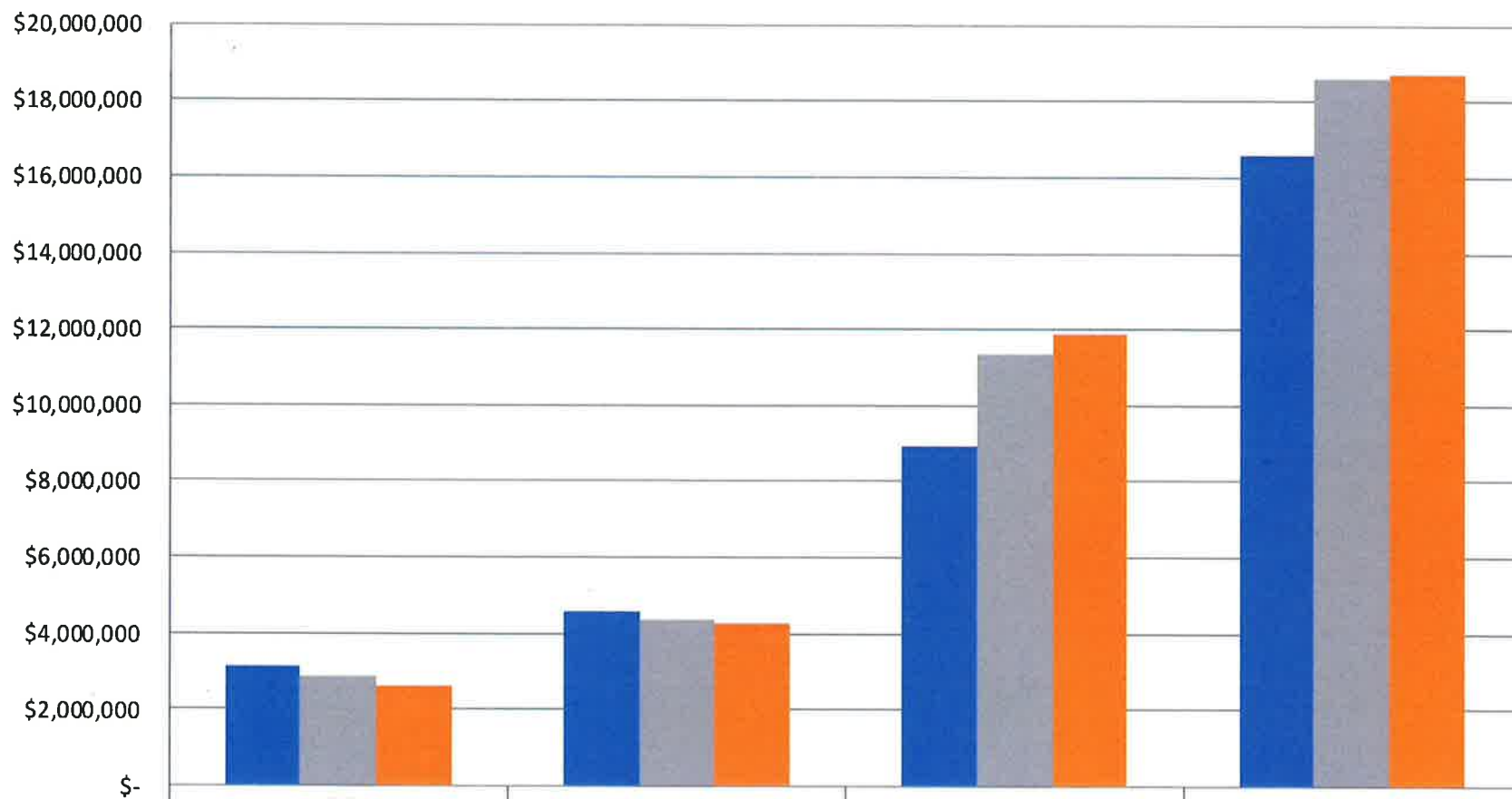
**Goal 5:** **To expand services to medically-fragile children.** The number of medically fragile children referred has increased in the Med-4 category and decreased in the other categories.





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

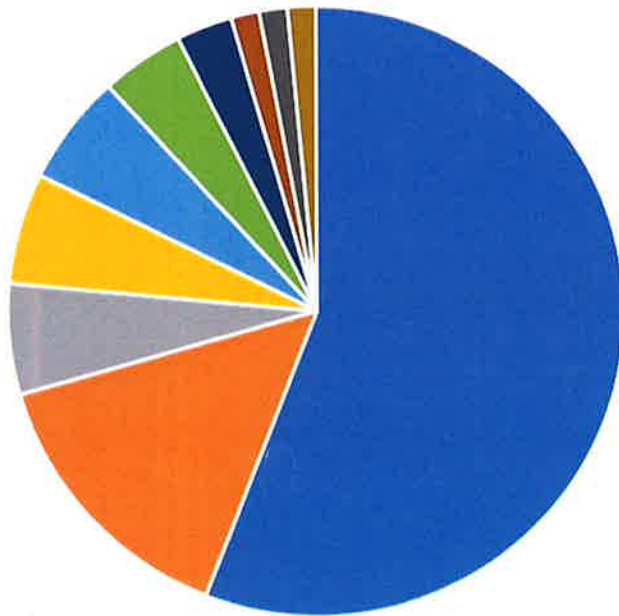
## Agency Program Revenue



	DE	MD	PA	Total
FY-17 Total = \$16,597,570	\$3,133,562	\$4,562,719	\$8,901,289	\$16,597,570
FY-16 Total = \$18,623,904	\$2,871,577	\$4,364,506	\$11,377,736	\$18,613,819
FY-15 Total = \$18,731,709	\$2,605,569	\$4,256,970	\$11,869,170	\$18,731,709

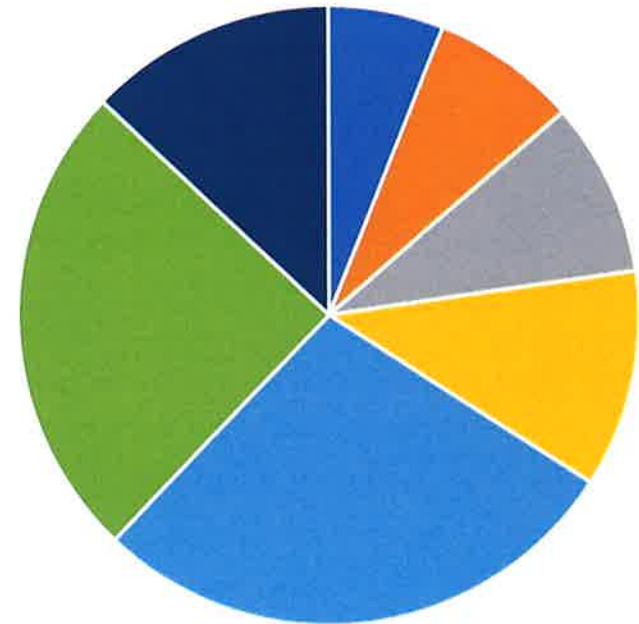
**Goal 7: To increase staff retention rate.**

**Separation of Staff  
Fiscal year 2017  
50% Turnover Rate**



- Compensation (38 emps)
- RIF (10 emps)
- Performance (4 emps)
- Family (4 emps)
- School (4 emps)
- Advancement (3 emps)
- Relocation (2 emps)
- Misconduct (1 emp)
- Hours (1 emp)
- Medical (1 emp)

**Length of Employee Service in Years  
Total number of employees :132**



- Over 20 years ( 8 emps)
- 15 to 20 years (10 emps)
- 10 to 15 years (12 emps)
- 5 to 10 years (15 emps)
- 6 mos to 2 years (33 emps)
- 2 to 5 years (37 emps)
- less than 6 mos (17 emps)

## COMMONWEALTH OF PENNSYLVANIA

Two hundred and ten permanencies were consummated.



Seven hundred and forty-four Pennsylvania children were cared for this year by 358 resource families.



Ninety-seven Pennsylvania children were reunified with their parents.



Nine permanent legal custodianships were awarded by Pennsylvania courts.



Ninety-three Pennsylvania adoptions were finalized.



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



Sibling groups totaling 402 children were placed together.

Eleven emancipations were awarded.



## STATE OF DELAWARE



Thirty-three reunifications were achieved.



One hundred and fifty-six children were cared for by 73 Delaware resource parents.



Seventy-three 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.



Two emancipations were effected.



Twenty-one adoptions were finalized this year in Delaware.



## STATE OF MARYLAND



Seven emancipations occurred.



Twenty-one reunifications were achieved.



Our Maryland respite program provided 1,558 nights of overnight respite, 842 day time hours and prevented entry into care for 71 children from 64 families.



One hundred and eighty-four children were cared for by 126 Maryland resource parents.



Thirty-five siblings were placed together with us this year.



## SPECIAL EVENTS

### PERMANENCY MATCHING EVENTS



The Pennsylvania Permanency Department attends numerous matching events throughout the year, trying to find adoptive families for waiting children across the state. At these events we have the opportunity to network with other agencies as well as families. Our work expands beyond Pennsylvania though. This year we've made matches with children in Vermont, Ohio, Delaware and Arizona.

### AGENCY SERVICE AWARDS



*Leslie Allen, MD State Administrator received her 20-year service award.*



*Karen Park, PA State Director, presented Carol Montgomery, Delaware County Secretary, with her 20-year service award.*

### 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.



### DONATIONS



Children's Choice was recognized at a Philadelphia Union game on April 14, 2017.

Recognition was provided as being the Charity of the Month.



## SPECIAL EVENTS CONTINUED

### PICNICS



The resource parents, children and staff enjoyed a fun day, full of games and food.

### CHRISTMAS



Hundreds of gifts were generously donated by individuals and businesses using the “Angel Trees” placed by Children’s Choice staff.

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





## SPECIAL EVENTS CONTINUED

### **BRING YOUR CHILD TO WORK DAY**

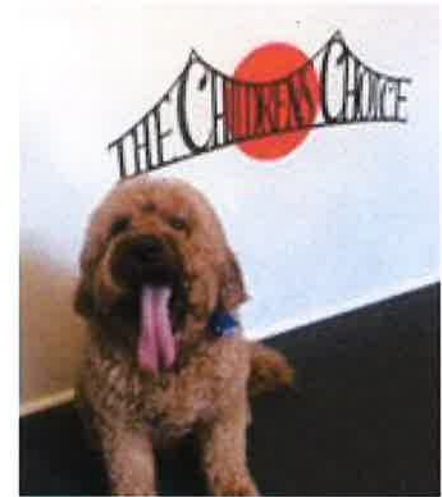
All of the children, while learning about the agency, had a wonderful time in the Mission Impossible obstacle course.



### **BRING YOUR PET TO WORK DAY**



*Michele and Cooper*



*Parker*



*Liz and Jack*



*Scott and Lilly*

# CHILDREN'S CHOICE ENTITIES

## Consolidated Statements of Activities and Changes in Net Assets Year Ended June 30, 2017

	Children's Choice, Inc.	Children's Choice of Delaware, Inc.	Children's Choice of Maryland, Inc.	Choice Services International, Inc.	Children's Choice Property Two, Inc.
Support and revenue					
Public support:					
Contributions	\$22,077	\$788	\$7,239	\$4,500	\$-
	22,077	788	7,239	4,500	-
Revenues:					
Adoption-private pay	23,250	46,920	0	2,191,535	
Management service fees				70,201	236,724
Rental income	60	0	0	3,669	
Other income	23,310	46,920	0	2,265,405	236,724

Revenues:					
Program services:					
State of Pennsylvania	1,447,312				
Philadelphia County	11,031				
Bucks County, PA	6,785				
Camden County, PA	80,050				
Chester County, Pa	9,840				
Columbia County	596,466				
Delaware County, PA	659				
Junata County, PA	41,809				
Luzerne County, PA	50,175				
Montgomery County, PA	16,324				
Northampton County, PA	1,122,100	10,500			
Diakon Lutheran Social Ministries (SWAN)	467,353				
State Offices of Medical Assistance					
Delaware Department of Services for Children, Youth and Families		1,737,868			
Foster Care		107,864			
Interstate Compact		722,955			
Parent Aide Services	3,654	506,667			
Special Needs Adoption Services			263,515		
Maryland Medical Assistance			2,500		
Maryland Department of Health and Mental Hygiene			3,504,830		
Maryland Department of Human Resources			64,643		
Wicomico County Special Respite			6,122		
Family & Community Partnership of Kent County MD			15,100		
Worcester County Special Respite			3,168		
Washington D.C.-Child and Family Services- Monitoring			52,091		
Asociacion Puertorriquenos en Marcha, Inc.			643,511		
Bethanna CUA 8	372,007				
Catholic Community Services	265,859				
Wordsworth CUA 5 & 10, LLC	263,477				
Tabor Northern Community Services	1,385,659				
Turning Points for Children	495,469				
NorthEast Treatment Services	1,213,764				
	1,006,309				
Total program services revenue	8,855,902	3,085,854	4,555,480	-	-
	8,901,289	3,133,562	4,562,719	2,269,905	236,724

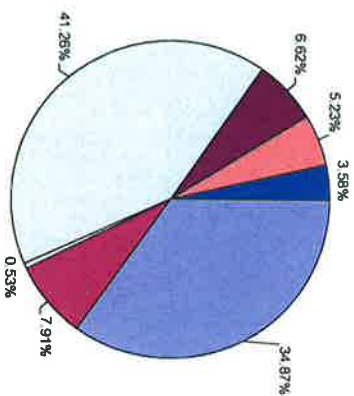
Expenses:					
Program services:					
Family foster care	2,334,154	2,205,646	3,671,793		
Phila. DHS- CUA Services	4,491,508		330,386		
Special respite programs	1,239,869	394,750	-		
Adoption and permanency services	8,065,531	2,600,396	4,002,179	-	-
Total program services					
Supporting services,					
Management and general	1,401,951	449,936	533,495	2,201,120	157,523
Property Management Expenses	9,467,482	3,050,332	4,535,674	52,479	157,523
Total expenses					
Income(loss) from operations	(566,193)	83,230	27,045	16,306	79,201
Impairment loss on property held for sale			(33,730)		
Gain (loss) on sale of assets				106,215	(50,022)
Increase (decrease) in net assets	(566,193)	83,230	(6,665)	122,521	29,179
Net assets (deficit), beginning of year	1,982,771	873,838	1,090,686	(2,116,865)	84,701
Net assets, (deficit) end of year	\$ 1,416,578	\$ 957,068	\$ 1,084,001	\$ (1,994,344)	\$ 113,880

Unaudited Statement For Internal Use

2017  
Eliminations Total

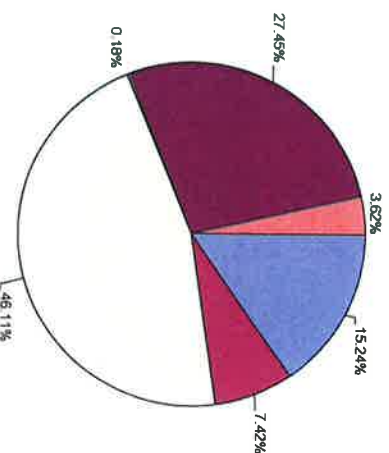
\$	-	\$34,604
	-	34,604
	(2,191,535)	70,170
	(292,181)	14,744
		3,729
(2,483,716)		88,643

June 2017 YTD Children's Choice Expenses



- SALARIES 34.87%
- FRINGE BENEFITS & TAXES 7.91%
- STAFF/RESOURCE PARENT DEV. 53%
- CHILD REMB. EXP. 41.26%
- OTHER PROGRAM EXP. 6.62%
- BUILDING & EQUIP. EXP. 5.23%
- OTHER MGMT. & GEN EXP. 3.58%

June 2017  
YTD Revenue by Contract



- DE FOSTER CARE 15.24%
- PA ADOPTION 7.42%
- OPA FOSTER CARE 46.11%
- MISCELLANEOUS ALL. 18%
- MD FOSTER CARE 27.45%
- DE ADOPTION 3.62%

	-	16,497,236
(2,483,716)		16,620,483
(149,727)		8,061,866
(77,877)		4,413,631
		330,386
(64,577)		1,570,042
(292,181)		14,375,925
(2,191,535)		2,394,967
		210,002
(2,483,716)		16,980,894
		(360,411)
		(33,730)
		56,193
		(337,948)
		1,915,131
\$	-	\$ 1,577,183



### **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
West Chester, Pennsylvania	(484) 206-7550
Winding Drive, Philadelphia	(215) 222-3046

### **DELAWARE OFFICES**

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

### **MARYLAND OFFICES**

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

**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**