



UNITING TOGETHER TO MAGNIFY OUR

IMPACT

2019/20 FISCAL YEARS ANNUAL REPORT

BOARD OF CHILD CARE





Strategic Plan FY2020-2022

Immersed in an environment of rapid change, BCC is becoming nimbler as it adapts to external crises, such as COVID-19 and economic downturns. Like many human service organizations, our approach to strategic planning has transformed from static to rolling. In other words, central goals are set once every three years, and instead of plotting out projects and objectives for each year, total desired outcomes are established for the full term.

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- Laurie Anne Spagnola, *President*
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- Kevin Gralley, *Vice Chair*
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- Emeritus**
- Richard D. Adams
- Arthur R. Ransom, Jr

OUR PURPOSE

BCC does not have separate mission and vision statements.

A singular purpose drives us: enriching communities, one family at a time.

CORE VALUES

BCC has four core values. You can read more details about **Safety, Relationships, Empathy, and Impact** on the back of this report.

THREE-YEAR CENTRAL GOALS

1. Unite together to magnify our impact.

- Unite our teams, partners, state and federal entities, and stakeholders to magnify our purpose and drive impact that improves child, family, and community well-being.
- Collaborate on systemic social problems through leadership, education, and advocacy.

2. Foster a healthy culture where we engage with joy and purpose.

- Focus on recruitment and retention to lower vacancy rates across all teams.
- Bring employee wellness and engagement efforts to all positions and all locations at BCC.
- Deploy more structured management and leadership training programs to better support new and experienced teammates in leadership positions.

3. Remove barriers. Build momentum.

- Use feedback from employees and our partners to identify the policies and workflows that create frustration and barriers to getting work done efficiently.
- Invest in new systems that bring automation, real-time notifications, and useful reports to BCC.
- Make data more readily available for everyone to make more informed decisions both in and outside the program teams.

A message from President & CEO, Laurie Anne Spagnola and Board of Directors Chair, Robert F. Kelly

Hello Friends!

OH My! What a year 2019-2020 has been. Although many will remember 2020 as the year of COVID-19, so much more was going on at BCC. By reading this report, you will learn about some remarkable young people graduating from high school, volunteers blanketing kids with love, and a couple leaving a lasting legacy with the agency. Beyond these milestones, you will see a compassionate community leader stepping up to serve as a treatment foster parent as a solid act of social justice.



Guided by our purpose of *enriching communities, one family at a time*, Board of Child Care (BCC) is expanding its reach amid adversity. Sure, unprecedented events such as COVID-19 continue to test our resolve, but we are learning so much, becoming even more innovative and resilient in our special work. As you will see in this issue of the FY19-20 Annual Report, we are truly living up to this year's theme of **UNITING TOGETHER TO MAGNIFY OUR IMPACT!**

It was very exciting to be selected by WMAR-2News—a local affiliate of ABC News—as the recipient of Built Upon a Dream 2019! By partnering with WMAR-2News and local top-notch Baltimore businesses, BCC made substantial physical upgrades to our recreational facilities, cottage bathrooms, and security fencing in Baltimore. How fortunate we are to have such kind and generous support!

Our Maryland, Pennsylvania, and West Virginia campuses continue to thrive as we provide telehealth trauma-informed therapy and family visitations. Beyond this, we offer engaging virtual learning environments for our youth as they slowly transition back to in-person classrooms.

This year, BCC added the concept of RELATIONSHIPS as one of our core values. Healing and recovery do not happen without carefully applied relationships with youth, families, and other stakeholders—just like you! This publication features personal stories that illustrate our progress of deepening relationships with our kids and their families through our educational, residential, and community-based services.

What BCC does is **essential** to the vulnerable communities that we serve. We didn't stop during the pandemic; we kept on going. Actually, we worked even harder, helping young people and their families safely, no matter what! We are, in fact, essential health care services. In partnership with you, we do this important work well. For this we thank you and show our appreciation for your generous financial and volunteer support!

With immense gratitude,

Laurie Anne Spagnola
President & CEO

Robert F. Kelly
Chair, Board of Directors



FY 2019	FY 2020
\$20,118	\$11,301

alumni grants,
student loans, &
youth scholarships



FY 2019	FY 2020
\$167,939	\$209,393

employee continuing
education & staff
development



FY 2019	FY 2020
1,058	984

youth
served



EVERY DAY, EVERY ACTION BY EVERYDAY PEOPLE MATTERS



FY 2019	FY 2020
14,254	37,956

staff
training hours



FY 2019-20	FY 2020 to date
\$63,962	\$12,758

tuition
reimbursement



FY 2019	FY 2020
330	305

youth stepped
down in care



Pastor Cornelius Berry

Fostering the future

As pastor at New United Methodist Church in Chester, Maryland, Cornelius Berry says it's his calling to serve the community with love, kindness, and humility.

So when the Board of Child Care asked him to provide respite care for 17-year-old Xavier, he readily agreed.

Having spent most of his childhood in foster care and his early 20s homeless, Cornelius knew the importance of having a safe haven—even if only for two days. Within hours of meeting the teenage boy, Cornelius realized he was in this new partnership for the long haul.

"Something just happened," Cornelius says. "There was just a connection. I felt my heart strings being pulled, and I could just tell it was going to be a great fit."

OPENING A HEART AND HOME

Several years ago, Cornelius joined the auxiliary board of BCC's Denton, Maryland, campus. When the campus needed a foster care training location, he offered his previous church as host. Then, he registered for the training.

"For me it's a matter of justice," he says. "The need for foster parents who can provide nurturing, leadership, love, care, and compassion is great. What happens to the children who don't have foster care or have had nowhere to learn to love in the critical moments of their lives? They could end up homeless, in jail, dead... These are the realities."

Cornelius completed his training and within a few months, welcomed Xavier into his home.

"When foster children come to my home or anybody to that effect, we're family," Cornelius recalls telling Xavier. "There are forks in the road, but whatever road or path you choose, I'll be with you."



"For me it's a matter of justice," he says. "The need for foster parents who can provide nurturing, leadership, love, care, and compassion is great."

—PASTOR CORNELIUS BERRY

Learning from each other

Early in their relationship, Cornelius taught Xavier important life skills like how to cook, study for tests, set up a bank account, complete a job application, and navigate job interviews. But Xavier wasn't the only one learning new skills.

One morning, Cornelius told Xavier to do his chores. Later, when walking through the house, Cornelius noticed the chores were still not done. He paused and then questioned Xavier about it.

"I asked him, 'Why aren't these chores done?'" he recalls. "He said, 'You didn't ever say when they needed to be done. You just told me to do them.' He had a valid point."

Xavier taught Cornelius the importance of detailed communication. As a result, Cornelius says he has become a more effective communicator at home and within the church.

Now 18, Xavier has started a new job and plans to stay with Cornelius for years to come.

In the future, Cornelius says he'd like to foster more children—especially ones close to aging out of the system. He's especially thankful to BCC for bringing Xavier into his life and for the care it provides to children across the region.

"Having had experience as a foster child, I never met an organization like the Board of Child Care," he says. "I see people who are actually deeply passionate about the work that they are doing for children and their families. It's the reason why I'm a foster parent with the Board of Child Care. You can feel the heart of the people."



Guy and Sue Everhart

Volunteering and enriching children's lives for nearly 30 years

When Guy and Sue Everhart moved to Frederick, Maryland, in the early 1990s, the longtime Methodists joined a local church to connect with their community. Little did they know their lives—and the lives of children across the region—were about to change.

"We had just joined the church when a lady in her 90s stood up and said, 'I need somebody to replace me for the Board of Child Care because I'm too old for this,'" Sue recalls. "So I raised my hand and said, 'I'll do it.'"

Almost three decades later, the Everharts are still working tirelessly to support BCC, serving as board members, volunteers, and dream makers.

GOING THE EXTRA MILE

The Everharts longed for a way to help others, especially children, after Guy retired from the U.S. Navy.

"I thought the Board of Child Care would be a perfect place for me to volunteer because I wanted to let other people know there was hope for people who couldn't have children," Sue says.

Sue and Guy began volunteering at the district level, serving as the district auxiliary's president and treasurer, respectively. They were soon volunteering with the BCC headquarters in Baltimore, serving on the board of directors, planning annual events, and traveling across the region to spread BCC's mission: To enrich communities, one family at a time.

"The more I found out about the Board of Child Care, the better I liked it," says Sue, BCC Auxiliary President. "And I just shared it all with my church. Now I share it with every church that wants to talk with me about it."

"Last year, she put 14,000 miles on our car just doing Board of Child Care auxiliary work," says Guy, a former board chair and vice chair.

"I thought the Board of Child Care would be a perfect place for me to volunteer because I wanted to let other people know there was hope for people who couldn't have children."

—SUE EVERHART



Blanketing children with love

While most of the Everharts' volunteer work is done behind the scenes, they treasure the moments when they engage with children and families.

During the holiday season, volunteers provide residents with new and gently used goods for youth and their families. This holiday celebration, known on BCC campuses as the Christmas Store, allows youth to shop for gifts for friends and loved ones. Items may include watches, jewelry, stuffed animals, and books.

"The reaction is phenomenal," Sue says. "One year, a small group came over, stood in front of us and just thanked us in Spanish with their hands on their hearts. It just melts you."

At high school graduation ceremonies, the BCC auxiliary presents each graduate with a \$100 bill and a homemade afghan—a symbol of warmth from the volunteers to the graduates.

"It's one of the best projects we have," Sue says. Sue recalls a teen who entered the U.S. Navy after graduation.

"When she went into the Navy, she took the afghan with her," Sue says. "After college, she got a job at the Board of Child Care. She now has a daughter. But she still had her afghan with her, and it was still white. The former student said, 'It meant so much to me to have someone who didn't even know me make that afghan.'"

Both Guy and Sue say they are fortunate to have impacted so many lives by volunteering. But they also realize there is still much work to be done to ensure children and teens throughout the region can reach their full potential.

One thing is certain: The Everharts aren't going anywhere. "Our doctor said, 'Don't stop volunteering,'" Guy says. "He said it keeps us young."



Nahmir West

Finding strength through support

Sitting in a Pennsylvania jail's booking center, Nahmir felt the weight of the situation.

Hours earlier, police pulled the troubled teen and athlete over in a stolen car. It was the latest setback for Nahmir, who spent most of his life in foster homes and youth centers.

"I already knew it wasn't the path I wanted to go down," he says. "I was around the wrong people at the wrong time. Peer pressure is a powerful thing. Sometimes you don't realize how powerful it is until it gets you."

At age 17, Nahmir moved into the Board of Child Care's United Methodist Home for Children (UMHC), where he was soon surrounded by the right people, at the right time.

LIVING AND LEARNING

Nahmir started in UMHc's residential program, living in a cottage with other teens. Motivated to move into the home's Independent Living Preparation Program (ILPP), he welcomed any opportunity to show responsibility.

"They give you a list you have to complete daily to let them know that you're ready," he says. "For example, you have to cook two meals a week for yourself, cook a meal for everyone, make sure your room is clean, get a job, do your chores, and go to school with no problems."

Nahmir also embraced helping fellow residents.

"When I woke up on Sundays, I would make food for myself," he says. "Then the others would wake up, smell it, and ask, 'Hey, can you make me some?' It got to the point where I'd make food ahead of time... eggs, pancakes, bacon, hash browns. One kid liked sausage more than bacon, so I'd always make sure I made that for him."

Within a month, Nahmir moved into ILPP.



"On the independent side, expectations are higher," Nahmir says. "If you're not ready for the responsibilities that it takes to be over there or you can't take constructive criticism, you won't be successful."

Initially, Nahmir's grades began to drop and his temper began to rise. UMHc staff immediately stepped in, providing perspective and academic support. Lorraine Robinson, unit supervisor, especially made an impact.

"She said, 'Look, you want to go to college. You're not going to be able to go if you're not able to pass high school,'" Nahmir recalls.

Lorraine also reminded Nahmir how much his younger siblings from his adopted family admired him.

"Lorraine said, 'If they see you not doing well in school, what are they going to do?'" he recalls. "They won't want to go to school."

Thanks to UMHc's support, Nahmir graduated from high school and the ILPP.

Forging ahead

Today, Nahmir is a freshman in college majoring in psychology. His goal: To help children in similar situations access the counseling and guidance they need at an early age.

"I came into the system when I was six," Nahmir says. "I wasn't even at that place for 24 hours and they were shoving pills in my throat. I know there's a lot of kids who go through that and are probably worse off than me. I don't want to see that happen to people anymore."

Looking back, Nahmir says he's thankful for the skills he learned at UMHc.

"They've prepared me for the future when I won't have someone to make decisions for me," he says. "I can honestly say they've given me the tools necessary to be confident in college."



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—NAHMIR WEST



Julie Wernz

Treating children like part of the family

Julie Wernz is a proud grandmother—not only to her own eight grandchildren, but also to hundreds of children in Board of Child Care (BCC) programs.

That's how the longtime volunteer says she sees herself and fellow members of BCC's auxiliary.

"It breaks your heart some of the stories and the trials and tribulations that some of these young people have been through," says Julie, former auxiliary president. "With TLC and unconditional love, the auxiliary helps support them with these grandparent needs... We can provide the extras that they wouldn't get like recreation equipment."

RAISING SPIRITS, ONE GIFT AT A TIME

Julie became a volunteer in 1984, thanks to her former pastor, Dr. Lewis Ransom.

"At the time, Dr. Ransom's brother, Arthur, was president of the board of directors at the Board of Child Care," she says. "He told Arthur about me, and the next thing I knew I was on the board."

The former preschool and Head Start teacher says she's always had a passion for children, so it made sense for her to become actively involved.

As a volunteer, Julie's responsibilities have ranged from championing BCC programs and recruiting new auxiliary members to organizing last-minute collections for children's needs and packing countless Thanksgiving baskets with hams, canned green beans, and boxes of cake mix.

"One time, when we were coming up on graduation, we learned a family needed clothes appropriate for the ceremony," she says. "I put the word out to the auxiliary, and we raised all the money within three days to provide gift cards for each graduate so they could go to the store, go to the dressing room and try on clothes. That's how the auxiliary responds. They hear a need and it's 'Yes ma'am; you got it.'"

The former preschool and Head Start teacher says she's always had a passion for children, so it made sense for her to become actively involved.



"With TLC and unconditional love, the auxiliary helps support them with these grandparent needs... We can provide the extras that they wouldn't get like recreation equipment."

—JULIE WERNZ

Making a child's day

One of Julie's favorite memories occurred during an annual Christmas party, where program residents enjoy a meal together and then receive gifts from BCC volunteers, staff members, and donors.

"We were in a cottage, and this young lady had just come to the Board a few days before the Christmas party," Julie recalls. "She had gifts and a stocking to open, and she was just so overwhelmed that someone had made sure she had gifts."

Overcome with emotion, the teen graciously accepted the gifts and then took them back to

her room to open them—and savor them, Julie says. Inside the gift-wrapped boxes: body lotion and hair accessories.

"Christmas was just another day in her world until she came to the Board of Child Care," she says.

Moments like these are the very reason Julie joined the organization more than 35 years ago.

"It tugs at your heart," she says. "You think, 'Hey, we made that child's day today.'"

After all, there's nothing like a grandmother's love.



Built Upon a Dream



The Board of Child Care (BCC) received the distinct honor of being chosen as the WMAR-2News Built Upon a Dream recipient of 2019. Modeled after ABC's "Extreme Makeover: Home Edition," the local ABC affiliate collaborates with Maryland's best builders, contractors, architects, and volunteers to annually renovate high-impact charitable organizations.

Although BCC's campuses are located throughout the Mid-Atlantic, the Built Upon a Dream program focused on the Baltimore campus, providing a significant facelift. Some of the local businesses that participated in this community event were Manekin Construction, T. Rowe Price, Fence and Deck Connection, Bath Fitter, and more!

SOME OF THE PHYSICAL UPGRADES INCLUDE:

- Creation of a brand-new music studio
- Renovation and development of a youth gathering area into a recreational space
- Floor and room renovations of the weight room and exercise equipment in the gym
- Painting and other physical upgrades in the gym area
- Installment of brand-new bathrooms for staff and residents
- New fencing to increase youth safety and security

If this were not enough, WMAR featured the campus upgrades during their Built Upon a Dream Special that aired on August 29th. To see the entire show, please visit the WMAR-2News website at <https://www.wmar2news.com/dream>.



	June 30, 2019	June 30, 2018
ASSETS		
Cash, Accounts Receivable and Other Assets	15,808,169	3,243,173
Property and Equipment, Net	45,812,654	41,891,670
Investments	101,015,827	120,135,973
TOTAL ASSETS	162,636,650	165,270,816

	June 30, 2019	June 30, 2018
LIABILITIES AND NET ASSETS		
Accounts Payable, Accrued Expenses and Other Liabilities	4,798,929	4,312,184
Line of Credit	34,954,402	38,954,402
Net Assets	122,883,319	122,004,230
TOTAL LIABILITIES AND NET ASSETS	162,636,650	165,270,816

	June 30, 2019	June 30, 2018
REVENUE AND SUPPORT		
Program Revenue	23,228,954	20,368,784
Gifts, Grants and Contributions	893,002	751,997
Other Income	207,295	33,188
Net Investment Income, Investment Performance and Other	6,506,295	13,980,990
TOTAL REVENUE, GAINS AND SUPPORT	30,835,546	35,134,959

	June 30, 2019	June 30, 2018
PRIMARY EXPENSES		
Program services:		
Residential	31,390,960	26,792,369
Educational	4,452,840	5,250,016
Non-Government Reimbursable Programs	2,020,991	1,630,855
Supporting Services	527,855	505,629
Administrative Cost	2,162,106	2,141,282
TOTAL EXPENSES	40,554,752	36,320,151

NET INCREASE (DECREASE)	(9,719,206)	(1,185,192)
CHANGE IN NET ASSETS	(9,719,206)	(1,185,192)

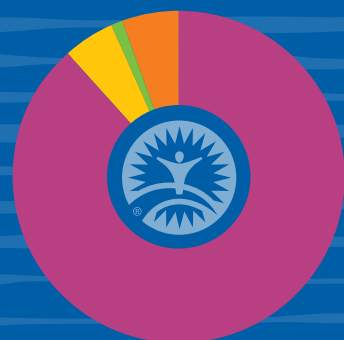
	June 30, 2020	June 30, 2019
ASSETS		
Cash, Accounts Receivable and Other Assets	17,192,482	15,808,169
Property and Equipment, Net	44,289,390	45,812,654
Investments	68,167,053	101,015,827
TOTAL ASSETS	129,648,925	162,636,650

	June 30, 2020	June 30, 2019
LIABILITIES AND NET ASSETS		
Accounts Payable, Accrued Expenses and Other Liabilities	7,135,381	4,798,929
Line of Credit	9,954,402	34,954,402
Net Assets	112,559,142	122,883,319
TOTAL LIABILITIES AND NET ASSETS	129,648,925	162,636,650

	June 30, 2020	June 30, 2019
REVENUE AND SUPPORT		
Program Revenue	34,151,941	23,228,954
Gifts, Grants and Contributions	1,209,213	893,002
Other Income	74,802	207,295
Net Investment Income, Investment Performance and Other	6,131,805	6,506,295
TOTAL REVENUE, GAINS AND SUPPORT	41,567,761	30,835,546

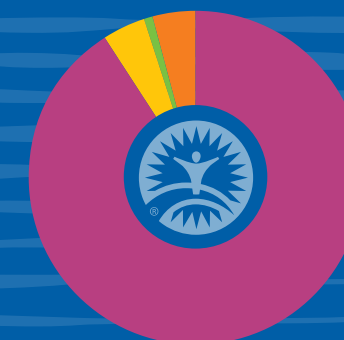
	June 30, 2020	June 30, 2019
PRIMARY EXPENSES		
Program services:		
Residential	43,394,346	31,390,960
Educational	4,063,348	4,452,840
Non-Government Reimbursable Programs	2,034,067	2,020,991
Supporting Services	470,801	527,855
Administrative Cost	1,929,376	2,162,106
TOTAL EXPENSES	51,891,938	40,554,752

NET INCREASE (DECREASE)	(10,324,177)	(9,719,206)
CHANGE IN NET ASSETS	(10,324,177)	(9,719,206)



USE OF FUNDS

Residential, Educational, and Mental Health	88.38%
Non-Government Reimbursable Programs	4.98%
Supporting Services	1.30%
Administrative Cost	5.33%



USE OF FUNDS

Residential, Educational, and Mental Health	91.45%
Non-Government Reimbursable Programs	3.92%
Supporting Services	.91%
Administrative Cost	3.72%

BCC's core program areas collectively enrich communities, one family at a time, throughout the Mid-Atlantic.

Our Continuum of Care supports a consistent team & treatment philosophy.

- Consistent treatment philosophy delivered via evidence-based practices.
- During an episode of care, movement within the continuum is fluid and flexible in both duration and design.
- The Care Team remains consistent throughout. "What works" isn't a new discovery process with each placement, as knowledge transfer is seamless.

BCC offers programs across the Mid-Atlantic.

Please visit us at boardofchildcare.org for a full list of locations.

Services Key



Community-Based Services



Educational Services



Mental Health Clinic



Residential Services



Treatment Foster Care Homes



COMMUNITY-BASED

From adoption support services to family therapy, BCC's community-based programs share a goal of enriching communities. Some are smaller, locally- or grant-funded initiatives, while others are state-wide programs. This is done by working with families directly or training community partners to understand and respond empathetically to the mental health needs of children and adolescents.



EDUCATION

BCC can provide either in-house or community-based education placement depending on the program and needs of the youth being served. Our Whole Child Education methodology integrates academic, behavioral, clinical, and vocational goals into each student's education plan. BCC operates both its own stand-alone school (Strawbridge School) and partners with public school systems. All educational programs are licensed by the relevant Maryland or West Virginia State Department of Education.



MENTAL HEALTH

Licensed clinical therapists and child psychiatrists provide mental health services throughout BCC's program services.



RESIDENTIAL SERVICES

BCC's therapeutic residential programs are designed for adolescents who require short- and long-term care. Movement within BCC's continuum is fluid and flexible in both duration and design. Whether a youth is ready for semi-independent living and a community-based placement or needs more of a campus-style arrangement, BCC's flexible offerings can meet a variety of treatment and supervision needs. Residential services are located throughout Maryland, Pennsylvania, and in Martinsburg, West Virginia.

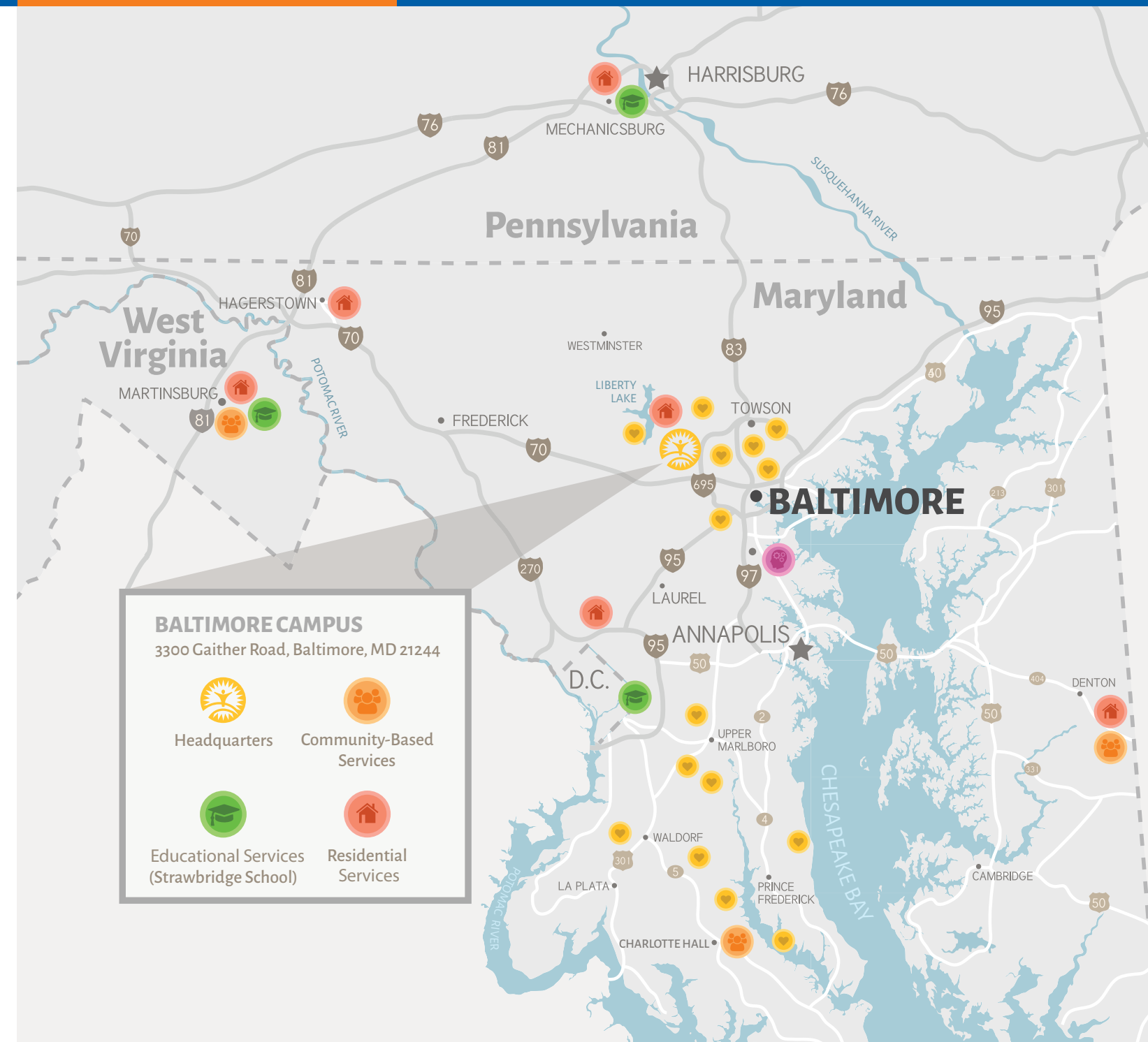


TREATMENT FOSTER CARE & RESPITE CARE

Specially trained foster parents and BCC's professional staff ensure youth are nurtured in a safe and encouraging home setting. Full-time and short-term opportunities (called respite care) are provided. BCC trains and certifies foster parents. No prior experience is required! We are always looking for new adults and couples seeking to enhance a child's life! Visit boardofchildcare.org/heroquiz to get started!

EVIDENCE-BASED PRACTICES

Evidence-based practices provide an informed and scientifically-tested foundation for developing new programs and research studies in adolescent health. These resources offer insight into which practices are working and which practices need further examination in adolescent health.



Our Core Values



**Enriching communities,
one family at a time.**

BOARD OF CHILD CARE



Board of Child Care
3300 Gaither Road
Baltimore, MD 21244
boardofchildcare.org

Services across the Mid-Atlantic

SAFETY AS A MINDSET

We value life, spirit, and health above all else and take action to maintain the safety of our workplaces, programs, and services. We are personally accountable for our own safety and collectively responsible for the safety of our community.

FOSTER RELATIONSHIPS WITHIN OUR COMMUNITY

Openness and honesty with all stakeholders make for both the best program outcomes and team culture. We, as an organization, must act with integrity, build trust with one another, and be committed to transparency about our decisions and promises.

LISTEN AND RESPOND WITH EMPATHY

Empathy will guide our programming and culture at all levels. A supportive work and program environment means possessing a desire to know and understand others. We recognize that with empathy we will better understand what type of care and encouragement to provide.

IMPACT DRIVES LASTING CHANGE

We seek to make lasting change in the lives of those we work with by providing services that are durable, measurable, and sustainable. We will maximize our impact by investing in staff and board development. Feedback gathered from our entire community will enhance and strengthen our programs and their outcomes.

Follow Us on Social Media:    