

**MEETING OF THE BOARD OF TRUSTEES
ELIADA HOMES, INC.
Monday, July 23rd, 2012**

A G E N D A

I Invocation-Mark Upright, CEO

II CALL TO ORDER-Kevin Westmoreland, Chair

III HunterKemper Consulting Presentation-Angela Kemper, CSRE

IV Board Appeal/Pledge-Kevin Westmoreland, Chair

V Leadership Strategies, Employee Survey Presentation-Brian Gagan

VI APPROVAL OF MINUTES – May Meeting

VII COMMITTEE REPORTS

- a. Executive Committee
- b. Board Development & Governance Committee
- c. Audit Committee
- d. Finance/Budget Committee
- e. Facilities Committee
- f. Program Committee

VIII Senior Leadership Reports

- a. Questions from the Board re: reports (will not be doing full presentation, only addressing questions)

IX Adjourned

ELIADA HOMES, INC.
BOARD OF TRUSTEES MEETING
05/21/12

MINUTES

Board Members Present: Jim Lesko, Jay Womack, Jean Bauer McGuire, Gary Roberts, Charlie Smith, Kevin Westmoreland, Bill Smith, Kenneth Hunt, Latrella McElrath and Kris Wilson.

Board Members Absent: Karen Donatelli, Stuart Weidie, Co-Wefa Lyda and Sally Pearlman.

Staff Present: Mark Upright, Marie Jensen, Becky Williams, Dennis Hawley and Tracey McCrain

Recorder: Kathy Ponte

I Invocation-Mark Upright, President/CEO

II Approval of Minutes – March meeting

- **Motion by Jean Bauer McGuire, 2nd by Bill Smith – to approve minutes, stand as submitted-Unanimously approved**

III Committee Reports

a. Executive Committee – Gary Roberts, Chair

- Financials in great shape
- Increased Cummings from 6 to 9 beds
- Charter School application moving along
- ESTA starting July 1st (moved back one month)

b. Board Development and Governance-Kevin Westmoreland, Chair

- Potential Board Member – Jolene Mechanic
 - Committee recommends she be brought on as a Board member

- **Motion by Kevin Westmoreland, 2nd by Kenneth Hunt - Unanimously Approved**

***This meeting is being considered the “Annual Meeting” for voting purposes. (Annual Dinner-August 17th)**

- Voting on Members-three members whose term ends 2012: Jim Lesko, Gary Roberts and Sally Pearlman

- **Motion by Latrella McElrath, 2nd by Charlie Smith – Board members noted will continue on Board and serve another term-Unanimously Approved**

- Slate for new Executive Committee members beginning July 1st
 - ❖ Kevin Westmoreland-Chair
 - ❖ Charlie Smith-Vice Chair
 - ❖ Bill Smith –Treasurer
 - ❖ Latrella McElrath-Secretary

- Kevin asked Board if there were any other nominations to be considered-No

- **Motion from Kevin (Committee), 2nd Kenneth Hunt – to accept new Committee members as presented-Unanimously Approved – No discussion**

- Need to revisit the Committees due to resignations and to include new members

c. Audit Committee – Bill Smith, Chair

- Should be getting the engagement letter
- Will do planning meeting before the end of June

d. Finance/Budget Committee-(Stuart Weidie, Chair-Absent, Kevin Westmoreland in his place)

- Discussed budgets at the Committee meeting this morning
 - Committee comfortable recommending the Operating budget be approved as submitted
 - Eliada did not budget for rate cuts
 - Foundation subsidy \$149,434 last year -\$106,000 this year’s subsidy
 - NC-Pre K will probably keep all the slots, maybe more appointed

- **Motion by Committee, 2nd by Charlie Smith to approve Eliada Homes Operating budget as submitted-Unanimously Approved**

- Committee recommends approving the Eliada Homes Capital budget as submitted
 - ECHO systems finally moving ahead

➤ **Motion by Committee, 2nd by Latrelle McElrath to approve Eliada Homes Capital budget as submitted – Unanimously Approved.**

- Committee recommends the Capital budget for the Eliada Foundation be sent to them for approval as presented
- e. Facilities Committee-No Report
- f. Program Committee-(Stuart Weidie, Chair- absent) Jim Lesko presented
 - Good discussion on outcomes
 - Glad to have Jay Womack on the Committee

IV Senior Leadership Reports

- a. Becky Williams, Chief Financial Officer
 - Financials
 - Borrowed from line of credit – will pay off
 - Receivables
 - BCBS working on -not being paid on timely basis
 - Since October fiscal has:
 - ❖ Re-billed Medicaid, anticipate being paid
 - ❖ Health Choice processing changed, software not compatible.
 - Got word yesterday. Want billing done on paper.
 - ❖ WHN MCO billing problems/issues with their new software
 - ❖ NC Pre-K got underpaid, paid at wrong rate
 - Operationally \$46,718.00 lost - \$100,000 better than last year
- b. Marie Jensen, Chief Operations Officer
 - 5 Therapists attending Trauma Focused training (Evidence Based)
 - Licensure Change – Cummings from 6 to 9
 - Have to do cost finding before approving rate will stay the same
- c. Tracey McCrain, Child Development Director Report
 - Have switched to central dining for dinner for PRTF's
 - New guidelines from DPI moving forward
 - NC Pre-K Graduations are May 31st at 10:00 a.m. and 1:30 p.m.in the PARC building
 - Goals for kindergarten “All About Me” forms.
 - Playgrounds inter-continental group
- d. Dennis Hawley, Human Resources Report
 - Recruitment
 - Still interviewing for Academic Coordinator position
 - COO position; wide range of responses-Dan Schultz strong candidate
 - Set up meeting with broker re: moving HRA account to 3rd party administrator
 - Employee Climate Survey
 - The survey company will come in a give a report to the Board at the next meeting
 - Renewal of Insurance Packages
 - Dental insurance renewal- optional for employees
 - 19% increase on rates for employees, not agency
- e. Mark Upright, Chief Executive Officer
 - ESTA Residential Advisor hired-Hunter Huffman previous RISE
 - Expanded Leadership
 - Standardized full day all staff orientation –trial run, June 15th, 2012
 - Attended NYPUM Training-now certified instructor
 - Review gave 95%
 - Switching to longer blocks of time for classes
 - LGBT training was excellent but just 1st steps. Great starting point though.

V Adjourned

Respectfully submitted by:

Kathleen A. Ponte
Executive Liaison

ELIADA HOMES, INC.
BOARD OF TRUSTEES MEETING
05/21/12

Board Member Notes

Board Members Present: Jim Lesko, Jay Womack, Jean Bauer McGuire, Gary Roberts, Charlie Smith, Kevin Westmoreland, Bill Smith, Kenneth Hunt, Latrella McElrath and Kris Wilson.

Board Members Absent: Karen Donatelli, Stuart Weidie,.Co-Wefa Lyda and Sally Pearlman.

Staff Present: Mark Upright, Marie Jensen, Becky Williams, Dennis Hawley and Tracey McCrain

Recorder: Kathy Ponte

Gary Roberts (Chair) welcomed newest Board Member Jay Womack.

*Golf Tournament was great fundraiser.

** Eliada diversity training re: GLBT (Gay, Lesbian, bisexual and transgender) –did great job!

I Invocation-Mark Upright, President/CEO

II Approval of Minutes – March meeting

- **Motion by Jean Bauer McGuire, 2nd by Bill Smith – to approve minutes, stand as submitted-Unanimously approved**

III Committee Reports

a. Executive Committee – Gary Roberts, Chair

- Financials in great shape
- Increased Cummings from 6 to 9 beds
- Charter School application moving along
- ESTA starting July 1st (moved back one month)

b. Board Development and Governance-Kevin Westmoreland, Chair

- Harriette resigned (officially)
- Potential Board Member – Jolene Mechanic (was raised at Eliada)
 - Kevin gave personal information-she feels she is “coming home” –she is very energetic.
 - Committee recommends she be brought on as a Board member

- **Motion by Kevin Westmoreland, 2nd by Kenneth Hunt - Unanimously Approved**

***This meeting is being considered the “Annual Meeting” for voting purposes.**

- Voting on Members-three members whose term ends 2012: Jim Lesko, Gary Roberts and Sally Pearlman
 - Wish to continue serving for another term
- **Motion by Latrella McElrath, 2nd by Charlie Smith – Board members noted will continue on Board and serve another term-Unanimously Approved**
 - Slate for new Executive Committee members beginning July 1st (beginning of new fiscal year)
 - Kevin Westmoreland-Chair
 - Charlie Smith-Vice Chair
 - Bill Smith –Treasurer
 - Latrella McElrath-Secretary
 - Kevin asked Board if there were any other nominations
- **From Governance Motion, 2nd Kenneth Westmoreland – Unanimously approved – No discussion**
 - Six vacancies/need at least 5 members
 - Gaps in Education/Diversity (more)/Fiscal background maybe a psychologist

- Need to revisit the Committees (due to resignations) including new members “Board members need to be invested.”.
- See shadowing happen again. Coordinate again, plus one event.
- August 17th 2012 Annual Dinner – Increase Board Involvement
- Short revision presentation – 10 minutes on each of the different programs.
- Board members stopped getting Success Stories

V Committee Reports

- a. Audit Committee – Bill Smith
 - Get Engagement letter and do planning before the end of June.
- b. Finance/Budget Committee-(Stuart Weidie, Chair-Absent, Kevin Westmoreland in his place)
 - **Committee motion recommend budget capital to go to the foundation for approval. 2nd Charlie Smith – Unanimously approved.**
 - Reservation that the contractor has a staircase for the corn maze as a safety concern. Address issue before this item is okayed
 - Need **Master Plan** before making further construction changes
 - Comfortable with where budget is
 - Discussed budget at the meeting this morning
 - Recommend approving budget as presented
 - Recommend approving budget as presented
 - Management working on Reuter’s rate
 - Management will try to mitigate loss for a year
 - Committee comfortable recommending budget

<Message from Benchmarks, , No rate reductions>

- Behind by millions of dollars
- Eliada did not budget for rate cuts
 - Subsidy \$149,434 last year \$106,000 this year’s subsidy
- NC-Pre K will probably keep all the slots, maybe more appointing
- Eliada Homes Capital budget Committee Recommends
- Exploring IT items on Budget
- ECHO systems finally moving ahead
- **Motion from Committee,, 2nd Latrelle McElrath – Unanimously Approved.**
- c. Facilities Committee – No Report
- d. Program Committee-Jim Lesko, Chair
 - No report-basically the Program Evaluation/Outcomes presentation was the report

VI Senior Management Reports

- a. Becky Williams, Chief Financial Officer
 - Financials
 - Becky borrowed line of Credit – Will pay off
 - Receivables have issues reported to Executive Committee previously
 - BCBS working on not timely basis paid
 - Medicaid re-billed, anticipate being paid
 - Health Choice processing changed, software not compatible. Got word yesterday. Want billing done on paper.
 - WHN MCO billing problems/issues with their new software
 - NC Pre-K got underpaid, paid 2 wrong rate
 - Summer Camp planning on not writing anything off for summer camp this year
 - Operationally \$46,718.00 lost >> \$100,000 better than last year

- b. Marie Jensen, Chief Operations Officer
 - o 5 Therapists – Trauma Focused training <Evidence Based>
 - o Day Treatment write poems “Unstoppable”
 - o Licensure Change – Cummings from 6 to 9
 - o Have to do cost finding before approving rate staying the same
 - o Cummings Classroom in the new basement of the Allred Building

- c. Tracey McCrain, Child Development Director Report
 - o Central Dining for Dinner for PRTF’s
 - o Staff very enthusiastic. New guidelines for DPI moving forward
 - o Graduation May 31st NC Pre-K 10:00 a.m. and 1:30 p.m.in the PARC building
 - o Goals for kindergarten “All About Me” forms.
 - o Playgrounds inter-continental group
 - o Planted blueberries. Lettuce and herbs

- d. Dennis Hawley, Human Resources Report
 - Reflections and moments in time @ time
 - o Academic Coordinator still interviewing
 - o COO position; wide range of responses.
 - Employee Climate Survey
 - o Send last draft of survey out. Get back to the company by the end of the week.
 - o The survey company will come in a give a report
 - Renewal of Insurance Packages
 - o Dental insurance renewal optional for employees
 - o 19% increase on rates for employees, not agency
 - o Like current plan and group
 - Insurances-looking at other possible
 - o Set up a meeting with broker, moving HRA accounts to a third party administrator
 - Recruitment
 - Cultural Competency training
 - o April 27th from 1-5pm, LGBT training-offered to all Board members to attend
 - o Will be an interesting diversity training experience

- e. Mark Upright, Chief Executive Officer
 - o ESTA RA Hired
 - Expanded Leadership
 - Standardized full day orientation June 15th, 2012
 - o NYPUM Training/ Certified
 - Take program to new levels. Review gave 95%
 - o Switching to longer block of time
 - o Take program to new level will have greater impact
 - o LGBT excellent but just 1st steps. Great starting point.

VII Adjourned

Respectfully submitted by:

Kathleen A. Ponte
Executive Liaison



Development Assessment, Donor Strategy Map™ and Fundraising Plan for Eliada Homes Foundation

Executive Summary

Introduction and Highlights

Through our work together from March – June 2012, we have:

1. Conducted a Development Assessment. We gathered information and data to assess the current fundraising infrastructure, activities, trends, and related allocation of human and financial resources.
2. Developed a Donor Strategy Map™. We have synthesized your data in order to provide a comprehensive list of prospects for Eliada Foundation. Using an analysis of your current data, we created the Donor Strategy Map™ to identify and prioritize annual giving prospects.
3. Developed a Fundraising Plan for FY 2013. To support Eliada Foundation's ability to apply information from the Development Assessment, we have provided a format and additional detail to support planned fundraising activity over the next 12 months.

Our work together provides an important foundation to prepare Eliada Foundation for enhanced fundraising processes and annual giving results. In a separate report, we have provided detailed resources tailored specifically for Eliada Foundation to implement the assessment recommendations.

Key Strengths and Areas of Need

Strengths:

- Sizeable endowment.
- Active donor base of 2,954 donors who have made gifts since 2007 or more recently.
- Success in planned giving, along with positive foundation relationships and grants.
- Individuals make sizeable gifts. 14% of current individual donors have given a combined annual amount of \$500 or more.
- Success with acquiring or reactivating donors from previous years.

Challenges:

- Need clear procedures and protocols for data entry and data consistency.
- Bequests and in-kind gifts are included in annual revenue, which can lead to swings in the total revenue. Consider tracking these "below the line."
- The Fdn generates revenue for Eliada Homes as well as the Fdn that could be combined to show broader impact. Current revenue provided by Fdn. to Homes appears small.

Suggested Strategies and Key Needs:

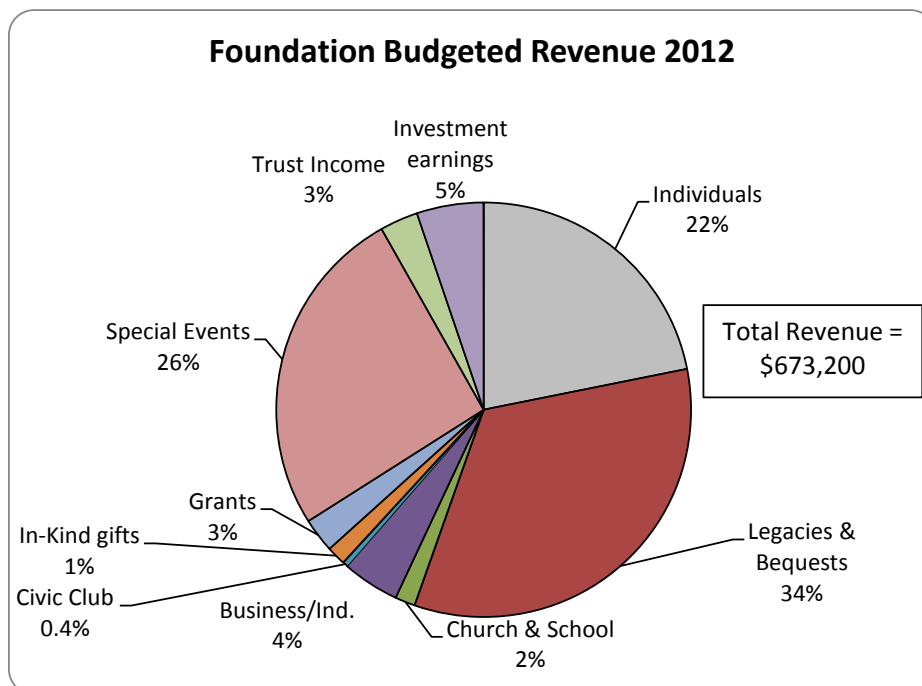
1. Focus on individuals, particularly major donors. Increase personalized cultivation and solicitation, based on the Donor Strategy Map.
2. Secure 100% Trustee and Board support.
3. Increase retention of donors by focusing on renewals and on lapsed donors.
4. Increase number of direct mail solicitations (from 1 to 3 – 4/year) to maintain donors from previous year and increase retention rate.
5. Create a dashboard report for monitoring key fundraising metrics for shared focus on several key components for fundraising success, including financial results, number of visits, purposes for funds raised, grants secured for Eliada Homes and Foundation, endowment, etc.

Assessment of Financial Trends and Fundraising Results

Summary of Financial Trends:

- In 2011, Eliada Foundation revenue provided 1% of Eliada Homes’ revenue. The Foundation has also generated additional support for Eliada Homes through grant support.
- Endowment funds total \$2,664,302.

Sources of Foundation Revenue:



Notes:

- Total Foundation Revenue includes: Rental Income of \$242,884 and Electronic Processing Fee of (900). Total Foundation income: $\$673,200$ detailed in chart + $\$242,884$ + (900) = $\$915,184$.
- An additional \$132,000 revenue is budgeted to be received in grants directly to Eliada Homes and not through the Foundation.

Section 2: Building Blocks for a Successful Fundraising Plan

This section includes a situation analysis of each area of your current program, recommendations moving forward and relevant resources that are included in the appendices. A summary of all recommendations with information on implementation status is included in Appendix A.

Annual Giving—Board Giving and Involvement in Fundraising

Eliada Foundation Situation Analysis: Board members are being asked to support Eliada Foundation with their volunteer time and work on the Board. Board members have not provided full support through gifts and pledges, with 88% of foundation board members and 81% of trustees making gifts in the previous year.

Foundation Board Giving

Foundation Board of Directors Giving	2011 Actual
Board members who donated in 2011	7
Total Board members (not including new member)	8
Percentage of support	88%
Total Amount in 2011	\$16,192

Board of Trustees Giving

Board of Trustees Giving	2011 Actual
Board members who donated in 2011	13
Total Board members (not including new member)	16
Percentage of support	81%
Total Amount in 2011	\$62,820

There are a number of easy ways board members can support fundraising that are proven to be highly effective in retaining donors and increasing giving. Clear roles and responsibilities enable board and staff to work together productively with high degrees of success and accountability. By clarifying roles and responsibilities of the board and priorities for fundraising plans and results, Eliada Foundation can quickly implement new strategies for fundraising.

Recommendations:

1. Elaborate the fundraising roles and responsibilities of the Foundation Board of Directors and enhance the infrastructure supporting them. See Appendix B for sample board member job descriptions. *Status: In process.*
2. Implement a Board Campaign with a goal of 100% Board giving. We recommend that you conduct the campaign in the first quarter of each fiscal year and conclude it by September. We have suggested a process in Appendix C. *Status: To begin 7/20/12.*
3. Ask the members of the Foundation Board (and Trustees as available) to call and thank donors at the time contributions are made. Each year send out a letter to donors that is signed by the Board Chair, that thanks them for contributions, tells how their money was used, and shares the impact of their giving (this could be a modification to the current tax letter). *Status: In process.*

4. Implement a structured process whereby Board members personally cultivate and perhaps solicit a minimum of 3 – 4 persons each year who are targeted as top donors or prospects. This should be implemented when you adequate staff time to provide consistent support for the process, in later 2012 or 2013. See Appendices D, E, and F for additional information. *Status: Revisit in 2013.*

Annual Giving—Major Gifts

Eliada Foundation Situation Analysis: Based on the analysis of Donor Strategy Map, major gifts from individuals (top 11% of the donors in the database) are \$500 or more.

Recommendations:

5. Begin phasing in a process whereby all donors and prioritized prospects are assigned a personal contact (staff and/or Board members as suggested in recommendation #3). Over time ensure that all major donors and prospects are receiving personal communication, cultivation and solicitation (at least via phone call and preferably in a face-to-face meeting). See Appendix H for a report that can be used to track information related to personal cultivation and solicitation of major donors and prospects. *Status: Implement with staff making contacts.*
6. Focus in particular on the major donors who have lapsed in the previous year (segment B and F in the Donor Strategy Map). Develop an individualized plan to connect and make targeted solicitations to try to re-involve these donors.

Annual Giving—Contributions and Direct Mail

Eliada Foundation Situation Analysis: The direct mail appeal in fall of 2011 stated that only one solicitation annually would be mailed. Best practices and fundraising research recommend 3 – 4 solicitations annually, in order to maximize the fundraising results with your constituencies.

Research in donor retention has identified the first 3 gifts as the most critical for encouraging donor loyalty. Thus it is particularly important to focus on the donors who were new in FY2011 to encourage an additional gift, as well as to focus on those donors from 2008 to encourage renewed or continuing support. These strategies are reflected in the Donor Strategy Map™ in Section 4.

Eliada offers several gift designation options for donors, which is in keeping with best practices. Increasingly, donors prefer to select specific programs or areas of focus for their giving, and your gift designation options meet this need.

Staff indicated that there has been some feedback about appeals being too elaborate, perhaps in reference to the publication-feel.

Recommendations:

7. Expand your direct mail program to include 3 – 4 different appeal letters throughout the year that are tailored for different asks, in order to increase donor retention. Monitor the results of each appeal in order to evaluate the variations in response rates and average gift size (the fundraising effectiveness) as well as the cost effectiveness. Additional detail on monitoring results is provided in the section on Infrastructure. *Status: In process.*
8. Consider shifting the packaging of your direct mail appeals away from professionally printed materials to a letter.

Annual Giving—Social Media

Eliada Foundation Situation Analysis: Eliada Homes has an established website and a presence on Facebook and Twitter. Donors and other constituents receive electronic communication with success stories and other information about Eliada. Solicitation appeals do not appear to extend messaging to the website and Facebook.

Recommendation:

9. Use social media for multi-channel solicitation campaigns, by sending emails and using Facebook posts to reinforce direct mail solicitations. Similarly, on print solicitations, include information about options for giving online via the webpage and/or Facebook. As staffing permits, elaborate a social media content strategy to further cultivate and engage donors and prospects.

Annual Giving—Foundation and Grant Support

Eliada Foundation Situation Analysis: Eliada Foundation has successfully engaged foundation partners in recent years, with 16% of the 2012 philanthropic revenue budgeted to come from foundations, plus additional grants to be secured directly for Eliada.

Recommendations:

10. Develop a list of foundation prospects for FY2013, including potential ask amount, rating of the likelihood, estimated timing for decisions, and forecast. *Status: In process.*
11. Develop a cultivation, solicitation, and stewardship plan for all current and former foundation and grant donors.
12. Track the progress and status for each foundation or grant prospect by using Appendix I.

Annual Giving—Corporate and Organization Support

Eliada Foundation Situation Analysis: Eliada Foundation generates support from businesses and other organizations, including civic clubs, churches, and schools.

Recommendation:

13. Develop a cultivation, solicitation, and stewardship plan for businesses, civic clubs, churches, and schools. *Status: In process.*

Annual Giving—Special Events

Eliada Foundation Situation Analysis: Eliada Foundation conducts three events annually. The expense ratios have tended to exceed the benchmark of 50%, without factoring the additional costs of staff and volunteer time. The Corn Maze generates a substantial amount of revenue and significant publicity, although the revenue has been variable depending upon weather factors. Each event does provide opportunities to extend relationships with donors and prospects.

Special Event Analysis

Net Income	2010	2011	2012
Golf Tournament	\$10,312	\$10,701	TBD
Christmas Tea	\$9,122	\$2,466	\$4,711
Corn Maze	\$51,308	\$75,290	\$39,200

Expense Ratio			
Golf Tournament	52%	52%	TBD
Christmas Tea	47%	81%	70%
Corn Maze	47%	56%	70%

Recommendation:

14. Review each of the three events, to determine if additional revenue can be generated and/or costs reduced in order to increase the net income and reduce the overall cost ratio.

Planned Gifts

Eliada Foundation Situation Analysis: Eliada Foundation has an established planned giving program and has received a number of planned gifts. There are four known members of the “Legacy Club” which recognizes individuals who indicate in advance that they have made provisions for Eliada Foundation in their estate plans.

Recommendations:

15. Identify five priority planned gift prospects for FY 2013 and develop specific cultivation plans that include the Executive Director. Continue to promote the Legacy Club program beyond these priority prospects, particularly to major donors and those with longevity in giving.
16. Cultivate the planned giving donors (who have provided advance notice that they have included Eliada in their estate plans) as appropriate for potential annual major gifts.

Fundraising Infrastructure

Gift Processing, Acknowledgement and Stewardship

Eliada Foundation Situation Analysis: Eliada Foundation tracks and acknowledges gifts. We have recommended some enhancements to the current structure to strengthen the infrastructure supporting these efforts and their impact with regard to donor retention and stewardship.

Recommendations:

17. Enhance your gift receipt and acknowledgement systems. Develop a practice of sending written acknowledgement letters (that also include required IRS information) within 4 – 5 business days of the receipt of the gift. Refine the *Procedure for Personal Contact in Gift Acknowledgement* in Appendix J as you prefer. Include thank you phone calls and personal notes from the Executive Director and Board members for higher level gifts. *Status: Implemented.*
18. Refine your written protocol for gift processing; consider incorporating items from Appendix K into the current gift processing list.
19. Ensure the acknowledgement letters include the content and approach that is most effective for donors; Appendix L details the characteristics of effective acknowledgment letters based upon donor research. Ensure that the acknowledgement letter includes information about how the gift will be used and the difference it will make. *Status: Implemented.*

Tracking Donor and Prospect Data

Eliada Foundation Situation Analysis: Eliada Foundation uses Raiser's Edge for tracking and managing donor information. Staff has identified duplication and coding variations among historical records; time will need to be allotted for data clean up and new coding; particularly to manipulate the information by donor segments based on the Donor Strategy Map. Reports of fundraising results have not been consistently created through this system.

Recommendation:

20. Allocate staff time to fully clean up and add new codes to implement the database system. Develop processes for tracking prospect interactions and next steps, along with relevant standard or custom reports. Ensure that the data is coded and can be manipulated to monitor and work with the various Donor Strategy Map segments. See Appendix M for information essential to track and manage in RE. Determine if additional training is needed. Create written procedures (data protocols) for data entry to ensure consistency and use of system functionality.

Monitoring Fundraising Results

Eliada Foundation Situation Analysis: Eliada Foundation has an opportunity to track and analyze additional information related to fundraising and solicitations. Key rubrics to measure include numbers solicited, costs, response rate and return on investment.

Recommendation:

21. Create a dashboard report for monitoring key fundraising metrics for shared focus on several key components for fundraising success, including financial results, number of visits, purposes for funds raised, grants secured for Eliada Homes and Foundation, endowment. Connect this report to the key components of the development plan.
22. Routinely track the results of each solicitation mailing and analyze the information so that you understand trends in participation. (See Appendix N for a sample that outlines information to be tracked). Monitor and track results for each fundraising method and for the overall fundraising program. *Status: In process.*
23. Build out the fundraising plan and share frequently to refine plans and make modifications as needed.

Development Office Licensing and Policies

Eliada Foundation Situation Analysis: Eliada Homes has a current fundraising license in NC. Consider reviewing all fundraising policies to ensure that they are up-to-date.

Recommendation:

24. Ensure that an up-to-date gift acceptance policy and donor information policy are in place. (See Appendix O and P for samples). *Status: Complete.*

Donor Strategy Map™

As an extension of the Development Assessment, we synthesized your data to identify trends relevant to major gift potential and to use the analysis to develop a Donor Strategy Map™, which is a tool that has been developed by HunterKemper Consulting and that serves as the basis for fundraising strategy. The map identifies and prioritizes clear segments among your constituent data and offers strategic recommendations for how to reach out to each group. Donor segments are developed based on previous behavior—gift amounts, gift renewals, and lapses in giving. The Donor Strategy Map provides clear direction for how and where to focus fundraising efforts, details cultivation and solicitation strategies for different types of donors and prospects, and prioritizes donor segments

Overview of Donor Strategy Map, with detail provided in full report:

		Timing of Last Gift				
Amount of Last Gift and/or of Total Giving		Current Donor <i>(Last gift FY 2011 or 2012)</i>	Recent Lapsed Donor/LYBUNT <i>(Last gift FY 2010)</i>	Lapsed Donor <i>(Last gift FY 2007 - 2009)</i>	Total	Former Donor <i>(Last gift 2000 - 2006)</i>
	Major Donors	- A - <u>152 Total</u>	- B - <u>35 Total</u>	- C - <u>105 Total</u>	<u>292</u> <i>(11%)</i>	- D - <u>404 Total</u>
	Mid-level Donors	- E - <u>323 Total</u>	- F - <u>83 Total</u>	- G - <u>363 Total</u>	<u>769</u> <i>(28%)</i>	- H - <u>1,079 Total</u>
	General Donors – Tier 1	- I - <u>259 Total</u>	- J - <u>70 Total</u>	- K - <u>378 Total</u>	<u>707</u> <i>(26%)</i>	- L - <u>833 Total</u>
	General Donors – Tier 2	- M - <u>226 Total</u>	- N - <u>94 Total</u>	- O - <u>644 Total</u>	<u>964</u> <i>(35%)</i>	- P - <u>1,716 Total</u>

Categories:

Major Donors: Most recent annual gift = \$500+ OR \$10,000+ cumulative giving OR Board members.

Mid-Level Donors: Most recent annual gift = \$100 – 499 OR \$2,500 – 9,999 cumulative giving.

General Donors – Tier 1: Most recent annual gift = \$50 - \$99 OR \$500 - \$2,499 cumulative giving.

General Donors – Tier 2: Most recent annual gift = \$1 - \$49 AND < \$500 cumulative giving.

** Notes: All tallies are based on the 3/5/12 export of donor data from RE, total of 7,220 records. Staff provided updated data that had been consolidated to 6,764 records on 4/19/12. A list of donors corresponding to the donor segments will be provided electronically.*

Development Plan Timeline

Eliada Foundation Development Plan Timeline

7/9/2012

Initiatives	July	August	September	October	November	December	January	February	March	April	May	June
Board Campaign	Launch	Provide Updates	Conclude w/ 100%									
Employee Campaign	Disburse & Update			Disburse & Update			Disburse & Update			Disburse & Update		
Major Donors	Outreach to targeted donors; 3 visits by ED 1st quarter			Outreach to targeted donors; 3 visits by ED 2nd quarter			Outreach to targeted donors; 3 visits by ED 3rd quarter			Outreach to targeted donors; 3 visits by ED 4th quarter		
Appeal Mailings		Back To School			Year-End				Spring Appeal			
E-Appeals		Back To School	Birthday Pledges		Year-End	Final Year-End			Spring Appeal			
Lapsed Donors				Lapsed Donor Letter Prep & Mailing						Lapsed Donor follow up letter and mailing		
Christmas Gifts			Wish Lists & Sponsor Pairs	Lists Out	Gifts Out	Sponsor Thanks						
Businesses/Civic Clubs	Refine plan for cultivation & solicitations											
Grants	Janirve, Honda, & SOM	BCBS, GSK			Rudnick/SO MI Eval				Duke Eval Due			Kaboom
Planned Giving				PG Mailing							PG Mailing	ID 5 Prospects
Corn Maze	Planning, Advertising, Sponsors, Recruit Vol./Staff		Maze Operational		Sponsor Followup							Sponsor Mailing
Christmas Tea			Sponsor Mailing	Planning, Invites Mailed		Sponsor Followup						
Golf Tournament								Sponsor Mailing	Golfer/Restaurant Mailing and General Planning		Sponsor Followup	
Minister's Breakfast								Invites, Planning and Organization				
Annual Dinner	Planning/Organization											Invites/Awards
Holiday Party					Invites, Planning, Organization							
Annual Report	Printing/Mailing/Presentation											Draft Approval
Newsletter		Summer/Fall NL Prep, Printing, & Mailing					Winter/Spring NL Prep, Printing, & Mailing					
Calendar				Annual Calendar Prep, Printing, & Mailing								
Performance Eval.	Goal Review			Goal Review			Goal Review			Goal Review		
Database Mgmt.	Net Spark Kickoff	FAF Kickoff										
Donor Statements	MG Letters						Year-End Tax Ltr.	MG Letters				

Conclusion

Eliada Foundation has an opportunity to build its fundraising capacity. With this Development Assessment, Donor Strategy Map™, Fundraising Plan, and related resources and templates, HunterKemper Consulting has provided recommendations and practical tools for implementation to prioritize and support your fundraising efforts. These tools are intended to be integrated into the program and developed over time. The recommendations could take 2-3 years to fully implement. However, in our view, the recommendations that you are able to implement in the coming months will positively impact fundraising revenue and will greatly strengthen your capacity and long-term results.

Thank you for the opportunity to work on behalf of Eliada Foundation and the many ways you are working to provide an optimal learning environment that empowers children and their families to succeed.



2012 Employee Survey Result Summary

July 23, 2012

LEADERSHIP STRATEGIES
Maximizing People Results™
8776 E. Shea Blvd. #B3A-313
Scottsdale, AZ 85260-6629
Voice 480-467-0344 Fax 480-467-0308
www.peoplereults.com



The 2012 *Eliada* team member survey occurred during June in paper and Internet form within all *Eliada* departments.

The survey consisted of 7 fully relational demographic questions and 53 survey questions, according to 12 survey topics.



The Eliada Numbers

76 survey responses were received.

The overall survey score:
3.76/5.00



How Does Eliada Compare?

Our average client survey score during the last two has been 3.58, meaning that *Eliada's* results are...on average...slightly higher than our other recent clients.



Our Process Observations

- Outstanding, timely, energetic execution over only a one week period by Mark and Dennis.
- No attempts to skew data.
- Clear resulting data.



12 Eliada Survey Topics

- Communication
- Customer Service
- Employee Satisfaction
- Management Effectiveness
- Organization Mission And Objectives
 - Performance Management
 - Problem Solving
 - Quality
 - Reward Systems
 - Safety
 - Teamwork
 - Training/Career Development



Survey Results Summary

- ***Eliada***'s survey standard deviations on a survey question (.58 to 1.27) and survey topic basis (.62 to 1.21) are well within norm.
- 1 survey response had no demographic responses chosen, and was not included within survey results data.



Eliada Survey Topic Scores

<u>SURVEY TOPIC</u>	<u>2012 SURVEY SCORE</u>
Customer Service	4.27
Safety	4.26
Quality	4.08
Organization Mission and Objectives	4.03
Problem Solving	3.97
Employee Satisfaction	3.76
Training/Career Development	3.69
Management Effectiveness	3.51
Performance Management	3.48
Communication	3.47
Teamwork	3.35
Reward Systems	3.24
TOTAL SURVEY MEAN	3.76



Functional Survey Scores

<u>FUNCTION/DEPARTMENT</u>	<u>2012 SURVEY SCORE</u>
Human Resources	4.16
Supervisory	4.00
Clinical, Fiscal	3.99
Enhanced Services	3.94
Day Treatment/Academy	3.77
Direct Care	3.67
Case Management	3.31
TOTAL SURVEY MEAN	3.76



Functions With Low Or No Survey Response

<u>FUNCTION/DEPARTMENT</u>	<u>Survey Responses</u>
Food Service	0
Foster Care	1
Information Technology	1
Intake	0
Maintenance	0



Most Significant Opportunities

- Reward Systems
 - Teamwork
 - Communication
- Performance Management
- Management Effectiveness
- Training/Career Development



Recommended Next Steps

- **Survey results are not “secret” and should not be “feared”.**
- **Like nearly all organizations, *Eliada* has significant strengths...and also some opportunities.**
 - **Building upon and furthering our strengths, and improving upon our opportunities improves student and child outcomes in measurable ways.**



Recommended Next Steps

- **Contact Dennis for specialized reports, which we will then provide.**
 - **Those reports may only be “sliced” according to the survey’s demographic questions/answers.**
 - **Report survey results verbally and in groups to all employees focusing on the “positives”, any “negatives”, and in particular...how to improve as a team.**



Recommended Next Steps

- **Develop a strategic response methodology for all opportunity areas. Improving results does not need to mean “working harder”.**



Questions???

LEADERSHIP  STRATEGIES
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Eliada Homes, Inc.
Balance Sheet
June 30, 2012

	<u>June 30, 2012</u>	<u>June 30, 2011</u>
ASSETS:		
Current Assets:		
Cash	635,817	187,663
Investments	229,500	229,500
Accounts Receivable	1,001,989	648,827
Other Receivables	57,903	21,769
Intercompany Receivables	16,283	67,480
Intercompany Loan to Eliada FDN	0	0
Inventories	9,490	8,035
Prepaid Expenses	65,240	37,349
Total Current Assets	<u>2,016,222</u>	<u>1,200,623</u>
Non-current Assets:		
Fixed Assets	<u>980,781</u>	<u>270,599</u>
Total Non-Current Assets	980,781	270,599
TOTAL ASSETS	<u><u>2,997,003</u></u>	<u><u>1,471,222</u></u>
Current Liabilities:		
Accounts Payable	172,527	103,077
Funds on Deposit	(506)	(421)
Payroll & Benefits Payable	418,959	372,882
Accrued Expenses	1,285	579
Line of Credit at Bank	445,000	0
Line of Credit from Eliada Foundatio	0	0
Intercompany Payable	16,867	6,467
Total Current Liabilities	<u>1,054,132</u>	<u>482,584</u>
Non-Current Liabilities		
Long-term Notes Payable	372,438	86,852
Capitalized Leases	<u>0</u>	<u>4,311</u>
Total Non-Current Liabilities	372,438	91,163
Total Liabilities	1,426,570	573,747
NET ASSETS:		
Net Assets	897,475	870,791
Gain or (Loss)	<u>672,958</u>	<u>26,684</u>
Total Net Assets	1,570,433	897,475
TOTAL LIABILITIES & NET ASSETS	<u><u>2,997,003</u></u>	<u><u>1,471,222</u></u>

Eliada Homes, Inc.
Aged Receivable Report
As of July 19, 2012

<u>Payer</u>	<u>Current</u>	<u>31-60 days</u>	<u>61-90 days</u>	<u>Over 90 days</u>	<u>Total</u>
Blue Cross Blue Shield	0.00	13,788.95	3,426.57	15,249.55	32,465.07
County DSS	16,059.41	581.00	19.36	0.00	16,659.77
Mecklenburg LME	2,640.00	2,728.00	6,072.00	0.00	11,440.00
Medicaid	60,829.91	29,199.12	7,204.43	9,512.86	106,746.32
NC Health Choice	35,886.10	14,669.75	4,414.60	113,975.01	168,945.46
OPC Mental Health	0.00	0.00	0.00	3,496.10	3,496.10
PBH	20,749.14	11,135.48	8,098.96	0.00	39,983.58
Smoky Mountain Center LME	36,300.76	5,456.00	5,280.00	5,456.00	52,492.76
UMR	0.00	0.00	0.00	0.00	0.00
Western Highlands LME	234,178.07	27,821.52	24,882.04	41,022.44	327,904.07
Totals per Billing Software	406,643.39	105,379.82	59,397.96	188,711.96	760,133.13
Payments in Transit	17,310.03	0.00	0.00	0.00	17,310.03
Total Mental Health Rec.	389,333.36	105,379.82	59,397.96	188,711.96	742,823.10
<u>Payer</u>	<u>Current</u>	<u>31-60 days</u>	<u>61-90 days</u>	<u>Over 90 days</u>	<u>Total</u>
Subsidies	79,691.45	0.00	0.00	484.00	80,175.45
NC Pre-K	11,424.00	0.00	0.00	0.00	11,424.00
Parents	9,590.24	1,166.36	(33.60)	87.30	10,810.30
Total Child Development Rec.	100,705.69	1,166.36	(33.60)	571.30	102,409.75
<u>Payer</u>	<u>Current</u>	<u>31-60 days</u>	<u>61-90 days</u>	<u>Over 90 days</u>	<u>Total</u>
P.McCaffrey account	0.00	0.00	0.00	494.92	494.92
X. Bowman account	0.00	0.00	0.00	0.00	0.00
Food Program Reimbursement	5,556.01	0.00	0.00	0.00	5,556.01
Title 1	0.00	0.00	0.00	0.00	0.00
TEACH Reimbursement	0.00	0.00	0.00	0.00	0.00
Total Other Receivables	5,556.01	0.00	0.00	494.92	6,050.93
TOTAL RECEIVABLES	495,595.06	106,546.18	59,364.36	189,778.18	851,283.78

ELIADA HOMES					6/30/2012
CAPITAL BUDGET FY2012					
Program/Location	Description	Proposed	Revisions	Revised Budget	Amount Spent
IT	Clinical & Billing Software	\$ 30,000.00	\$ 23,960.00	\$ 53,960.00	\$ 30,556.05
FDN & EHI	New Website Design	\$ 5,000.00	\$ -	\$ 5,000.00	\$ 4,800.00
Eliada Academy	Carpeting	\$ 5,500.00	\$ (1,530.00)	\$ 3,970.00	\$ 4,201.69
Lions Cottage	Lexan for windows	\$ -	\$ 6,530.00	\$ 6,530.00	\$ 6,529.52
Eliada Academy	Cameras - Hardware & Software	\$ -	\$ 20,322.00	\$ 20,322.00	\$ 21,484.49
Eliada Academy	Classroom & Office Furniture	\$ 22,650.00	\$ (2,500.00)	\$ 20,150.00	\$ 19,578.35
Reuter Cottage	Furniture	\$ 7,500.00	\$ (7,500.00)	\$ -	
Barn	Weight Room Equipment	\$ 10,000.00	\$ (10,000.00)	\$ -	
Maintenance	Commercial zero turn mower	\$ -	\$ 11,040.00	\$ 11,040.00	\$ 11,040.00
PARC	Glass Wall	\$ -	\$ 6,529.52	\$ 6,529.52	\$ 6,975.00
ESTA	Furniture	\$ -	\$ 20,332.00	\$ 20,332.00	\$ 20,332.00
Fleet	2 Vehicles	\$ 20,000.00	\$ (20,000.00)	\$ -	
TOTAL FOR 2011-2012		\$ 100,650.00	\$ 47,183.52	\$ 147,833.52	\$ 125,497.10

Paid by Grant \$

ELIADA FOUNDATION, INC.					6/30/2012
CAPITAL BUDGET FY2012					
Program/Location	Description	Proposed	Revisions	Revised Budget	Amount Spent
Lions Cottage	HVAC Modification Requirement	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 5,995.00
Barn	Yard/Fencing	\$ 8,000.00	\$ -	\$ 8,000.00	\$ 6,644.80
PARC building	Roof on PARC building	\$ -	\$ -	\$ -	\$ -
Fundraising	New Raiser's Edge Software	\$ 30,000.00	\$ (2,400.00)	\$ 27,600.00	\$ 30,375.66
Fundraising	Video for Corn Maze	\$ 6,000.00	\$ -	\$ 6,000.00	\$ 8,221.54
FDN & EHI	New Website Design	\$ 5,000.00	\$ -	\$ 5,000.00	\$ 5,400.00
Troop House	Renovation of House	\$ -	\$ 15,400.00	\$ 15,400.00	\$ 17,575.00
Allred Building	Renovation of Basement	\$ -	\$ 39,400.00	\$ 39,400.00	\$ 41,034.18
Reuter Cottage	Lights	\$ 7,000.00	\$ -	\$ 7,000.00	\$ 7,020.00
Daycare	Drop Ceiling	\$ 10,000.00	\$ (10,000.00)	\$ -	
Roadways	Paving	\$ 20,000.00	\$ 6,000.00	\$ 26,000.00	\$ 26,000.00
Vocational	Duplexs in RISE Village	\$ -	\$ 500,000.00	\$ 500,000.00	\$ 497,752.01
Cummings Cottage	Door/Sidewalks	\$ 9,000.00	\$ (9,000.00)	\$ -	
Fundraising	Electric Box for Corn Maze	\$ 5,000.00	\$ (5,000.00)	\$ -	
Tennis Courts	Tennis Courts	\$ -	\$ 50,000.00	\$ 50,000.00	\$ 9,476.00
TOTAL FOR 2011 - 2012		\$ 100,000.00	\$ 589,400.00	\$ 689,400.00	\$ 655,494.19

Donated Funds

Eliada Homes, Inc.
YTD Recap
June 30, 2012

Department	YTD Revenue	Budgeted Revenue	YTD Expense	Budgeted Expense	Actual Profit (Loss) 6/30/12	Original Budgeted P&L 6/30/12	Actual Prior Year Profit/Loss
Cummings Cottage - PRTF	1,072,023.03	1,014,370.29	974,648.05	973,787.61	97,374.98	40,582.68	77,123.36
Earle Cottage PRTF	1,008,319.52	941,427.28	980,158.35	973,410.52	28,161.17	(31,983.24)	(132,024.56)
Lions Cottage - PRTF Secured	1,449,042.96	1,405,904.42	1,438,957.76	1,401,784.34	10,085.20	4,120.08	37,026.67
Reuter Cottage PRTF	1,285,441.50	1,256,257.07	1,329,255.53	1,315,139.63	(43,814.03)	(58,882.56)	(25,185.26)
Reynolds Cottage - PRTF Secured	1,391,395.42	1,364,156.12	1,422,505.50	1,372,507.64	(31,110.08)	(8,351.52)	79,696.29
Grand Total Residential	6,206,222.43	5,982,115.18	6,145,525.19	6,036,629.74	60,697.24	(54,514.56)	36,636.50
Eliada Academy - Teachers	23,401.23	39,439.76	173,533.83	206,110.04	(150,132.60)	(166,670.28)	(147,236.45)
Academy Day Treatment Program	912,187.33	936,077.49	894,070.76	862,513.41	18,116.57	73,564.08	32,887.41
Grand Total Educational Treatment	935,588.56	975,517.25	1,067,604.59	1,068,623.45	(132,016.03)	(93,106.20)	(114,349.04)
Targeted Case Management	(81.25)	0.00	531.92	0.00	(613.17)	0.00	(31,071.12)
Foster Care	717,167.77	1,022,363.81	710,748.34	1,004,448.53	6,419.43	17,915.28	8,658.71
School Age/Afterschool Program	208,052.93	213,498.52	179,824.96	192,611.18	28,227.97	20,887.34	(11,083.32)
Summer Camp Program	228,666.36	225,937.07	177,279.08	208,527.96	51,387.28	17,409.11	33,401.28
Preschool Daycare & More at Four	1,072,937.36	1,063,179.28	1,144,785.52	1,121,150.32	(71,848.16)	(57,971.04)	(25,761.40)
Grand Total Child Development	1,509,656.65	1,502,614.87	1,501,889.56	1,522,289.46	7,767.09	(19,674.59)	(3,443.44)
Outpatient Therapy	7,931.29	8,014.81	6,673.00	7,622.89	1,258.29	391.92	4,772.58
Enhanced Services	1,199.00	3,199.38	3,894.92	3,706.62	(2,695.92)	(507.24)	(3,638.63)
Total Community Based Services	9,130.29	11,214.19	10,567.92	11,329.51	(1,437.63)	(115.32)	1,133.95
Oper. Profit (Loss) Before Depr.	9,377,684.45	9,493,825.30	9,436,867.52	9,643,320.69	(59,183.07)	(149,495.39)	(102,434.44)
Grants *	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Depreciation (non-cash)	0.00	0.00	73,911.78	54,674.98	(73,911.78)	(54,674.98)	(61,073.95)
Total Operational Profit (Loss)	9,377,684.45	9,493,825.30	9,510,779.30	9,697,995.67	(133,094.85)	(204,170.37)	(163,508.39)
Vocational Program	254,230.00	20,347.00	12,992.93	15.00	241,237.07	20,332.00	0.00
Investment Activities	8,283.81	0.00	0.00	0.00	8,283.81	0.00	5,901.62
Management Fee	35,000.04	34,999.92	0.00	0.00	35,000.04	34,999.92	31,500.00
Temp. Restricted Grants/Pass Thru /Gifts	374,250.00	0.00	2,252.63	0.00	371,997.37	0.00	8,600.79
Operating Subsidy from Foundation	149,534.04	149,533.92	0.00	0.00	149,534.04	149,533.92	144,189.96
TOTAL AGENCY PROFIT (LOSS)	10,198,982.34	9,698,706.14	9,526,024.86	9,698,010.67	672,957.48	695.47	26,683.98

Scholarships for Room & Board	Budgeted \$ per Census	% Budgeted	Actual \$	Actual %	Variance Actual \$ to Budget	Variance Actual % to Budget
Therapeutic Foster Care	25,207.08	25.00%	7,701.60	7.64%	(17,505.48)	-17.36%

Eliada Homes, Inc.
YTD Recap
June 30, 2012

Department	Budgeted Census	July Census	July Actual	Augsut Census	August Actual	Sept Census	Sept. Actual	Oct Census	Oct Actual
Cummings Cottage - PRTF	5.50	5.84	15,102.40	5.55	3,954.30	6.00	14,384.30	5.97	14,613.91
Earle Cottage PRTF	5.50	5.58	3,413.86	6.00	1,534.27	5.97	11,050.25	5.84	6,862.55
Lions Cottage - PRTF Secured	8.42	8.29	3,103.78	8.29	(6,176.56)	8.80	12,485.41	9.00	11,759.40
Reuter Cottage PRTF	8.42	8.97	13,189.46	8.84	3,104.28	8.13	271.68	8.13	1,996.08
Reynolds Cottage - PRTF Secured	8.42	8.81	14,541.29	7.35	(16,463.41)	8.40	444.85	9.00	13,496.66
Grand Total Residential			49,350.79		(14,047.12)		38,636.49		48,728.60
Eliada Academy - Teachers	N/A		(10,440.06)		(14,115.50)		(12,024.52)		(12,099.95)
Academy Day Treatment Program	22.77/19.67	19.95/20	8,966.97	19.61/23	18,062.70	22.76/21	22,310.90	22.70/20	19,740.60
Grand Total Educational Treatment			(1,473.09)		3,947.20		10,286.38		7,640.65
Targeted Case Management	N/A		(656.14)		42.97		0.00		0.00
Foster Care	30.50	22.64	780.15	19.71	(8,200.90)	20.67	(2,777.96)	25.35	5,055.17
School Age/Afterschool Program	75.00	0.00	284.38	82.60/10	2,855.31	72.95	(824.91)	70.38	4,811.67
Summer Camp Program	150.00	141.43	21,434.99	143.08/13	8,937.57	0	1,373.77	0.00	(410.99)
Preschool Daycare & More at Four	136.40	79.09	(10,743.53)	129.39	7,549.59	123.14	(529.05)	123.52	(5,677.62)
Grand Total Child Development			10,975.84		19,342.47		19.81		(1,276.94)
Outpatient Therapy Enhanced Services	0.36	0.05	627.32 (176.18)		211.93 (74.08)		104.25 1.06		54.33 (317.97)
Total Community Based Services			451.14		137.85		105.31		(263.64)
Oper. Profit (Loss) Before Depr.			59,428.69		1,222.47		46,270.03		59,883.84
Grants *			0.00		0.00		0.00		0.00
Depreciation (non-cash)			(4,757.59)		(4,966.26)		(4,910.58)		(4,851.34)
Total Operational Profit (Loss)			54,671.10		(3,743.79)		41,359.45		55,032.50
Vocational Program									(1,146.69)
Investment Activities			28.47		9.00		130.61		2,225.94
Management Fee			2,916.67		2,916.67		2,916.67		2,916.67
Temp. Restricted Grants/Pass Thru /Gifts			4,892.75		2,444.50		80.50		(123.88)
Operating Subsidy from Foundation			12,461.17		12,461.17		12,461.17		12,461.17
TOTAL AGENCY PROFIT (LOSS)			74,970.16		14,087.55		56,948.40		71,365.71
Scholarships for Room & Board									
Therapeutic Foster Care									

Eliada Homes, Inc.
YTD Recap
June 30, 2012

Department	Nov Census	Nov Actual	Dec Census	Dec Actual	Jan. Census	Jan. Actual	Feb Census	Feb Actual	March Census	March Actual
Cummings Cottage - PRTF	6.00	14,202.84	5.90	9,086.60	4.68	(18,550.01)	5.97	2,280.69	6.00	10,072.64
Earle Cottage PRTF	5.80	(1,417.12)	6.00	7,617.44	6.00	(324.17)	5.90	(7,900.01)	6.00	4,238.09
Lions Cottage - PRTF Secured	8.90	5,694.87	8.74	6,640.54	9.00	(1,508.01)	8.93	(5,182.68)	8.10	(10,608.15)
Reuter Cottage PRTF	8.87	3,439.08	8.87	4,217.03	9.00	(1,259.40)	8.97	(15,059.18)	8.29	(11,249.93)
Reynolds Cottage - PRTF Secured	8.50	(3,336.55)	9.00	6,210.66	8.97	(10,865.93)	8.62	(7,939.70)	8.71	(1,861.95)
Grand Total Residential		18,583.12		33,772.27		(32,507.52)		(33,800.88)		(9,409.30)
Eliada Academy - Teachers		(12,844.37)		(14,731.59)		(14,739.65)		(8,475.28)		(8,805.05)
Academy Day Treatment Program	23.11/18	9,582.44	20.05/19	750.59	20.55/20	(3,592.71)	18.89/19	(23,864.24)	19.52/21	(14,184.05)
Grand Total Educational Treatment		(3,261.93)		(13,981.00)		(18,332.36)		(32,339.52)		(22,989.10)
Targeted Case Management		0.00		0.00		0.00		0.00		0.00
Foster Care	24.00	2,675.05	23.35	(355.19)	24.71	(894.46)	24.97	4,030.92	25.16	3,891.69
School Age/Afterschool Program	69.64	3,670.38	63.96	4,022.79	76.73	1,947.49	74.20	1,699.02	69.65	4,301.15
Summer Camp Program	0.00	(142.42)	0.00	(2,065.24)	0.00	(545.31)	0.00	819.44	0.00	(568.50)
Preschool Daycare & More at Four	123.73	(5,219.25)	123.58	551.29	123.77	(16,393.27)	123.00	(11,779.73)	137.00	(3,577.92)
Grand Total Child Development		(1,691.29)		2,508.84		(14,991.09)		(9,261.27)		154.73
Outpatient Therapy		(28.08)		(33.53)		(222.80)		(1,032.84)		(97.36)
Enhanced Services		357.99		(260.85)		(234.81)		(275.37)		(229.94)
Total Community Based Services		329.91		(294.38)		(457.61)		(1,308.21)		(327.30)
Oper. Profit (Loss) Before Depr.		16,634.86		21,650.54		(67,183.04)		(72,678.96)		(28,679.28)
Grants *		0.00		0.00		0.00		0.00		0.00
Depreciation (non-cash)		(4,851.34)		(4,851.34)		(13,910.84)		(6,154.02)		(6,154.02)
Total Operational Profit (Loss)		11,783.52		16,799.20		(81,093.88)		(78,832.98)		(34,833.30)
Vocational Program		0.00				0.00		(3,320.46)		99,786.52
Investment Activities		95.92		2,078.74		32.24		25.53		2,115.90
Management Fee		2,916.67		2,916.67		2,916.67		2,916.67		2,916.67
Temp. Restricted Grants/Pass Thru /Gifts		22,797.20		97,897.00		374,019.66		(371.36)		(248.75)
Operating Subsidy from Foundation		12,461.17		12,461.17		12,461.17		12,461.17		12,461.17
TOTAL AGENCY PROFIT (LOSS)		50,054.48		132,152.78		308,335.86		(67,121.43)		82,198.21
Scholarships for Room & Board										
Therapeutic Foster Care										

Eliada Homes, Inc.
YTD Recap
June 30, 2012

Department	April Census	April Actual	May Census	May Actual	June Census	June Actual
Cummings Cottage - PRTF	5.93	15,507.28	5.90	10,158.29	6.00	6,561.74
Earle Cottage PRTF	5.67	2,204.49	6.00	(194.43)	6.00	1,075.95
Lions Cottage - PRTF Secured	8.63	519.05	8.48	(6,675.04)	8.87	32.59
Reuter Cottage PRTF	8.73	(4,818.38)	8.84	(12,115.82)	7.80	(25,528.93)
Reynolds Cottage - PRTF Secured	8.30	(7,677.39)	8.74	(7,298.25)	8.63	(10,360.36)
Grand Total Residential		5,735.05		(16,125.25)		(28,219.01)
Eliada Academy - Teachers		(13,203.88)		(14,821.70)		(13,831.05)
Academy Day Treatment Program	18.53/19	(6,871.84)	18.64/22	3,605.79	14.50/20	(16,390.58)
Grand Total Educational Treatment		(20,075.72)		(11,215.91)		(30,221.63)
Targeted Case Management		0.00		0.00		0.00
Foster Care	24.03	1,548.28	24.97	211.46	25.00	455.22
School Age/Afterschool Program	73.43	5,741.50	70.48	1,790.32	70.00	(2,071.13)
Summer Camp Program	0.00	146.27	0.00	(2,800.35)	129.55	25,208.05
Preschool Daycare & More at Four	137.00	(14,745.14)	133.44	421.04	99.90	(11,704.57)
Grand Total Child Development		(8,857.37)		(588.99)		11,432.35
Outpatient Therapy		321.35		833.90		519.82
Enhanced Services		(364.17)		(411.89)		(709.71)
Total Community Based Services		(42.82)		422.01		(189.89)
Oper. Profit (Loss) Before Depr.		(21,692.58)		(27,296.68)		(46,742.96)
Grants *		0.00		0.00		0.00
Depreciation (non-cash)		(6,168.15)		(6,168.15)		(6,168.15)
Total Operational Profit (Loss)		(27,860.73)		(33,464.83)		(52,911.11)
Vocational Program		24,992.34		(13,004.70)		5,315.06
Investment Activities		498.89		699.23		343.34
Management Fee		2,916.67		2,916.67		2,916.67
Temp. Restricted Grants/Pass Thru /Gifts		(225.00)		(324.00)		(226.25)
Operating Subsidy from Foundation		12,461.17		12,461.17		12,461.17
TOTAL AGENCY PROFIT (LOSS)		12,783.34		(30,716.46)		(32,101.12)
Scholarships for Room & Board						
Therapeutic Foster Care						

Eliada Homes, Inc.

Statement of Revenues and Expenditures - Revenue & Expense for FY2012 - Unposted Transactions Included In Report

100 - Operating Fund

From 6/1/2012 Through 6/30/2012

Current Period Actual	Current Period Budget - Original		Current Year Actual	YTD Budget - Original	YTD Budget - Revised	Prior Year Actual
Operating Revenue						
0.00	0.00	Individuals Contri...	4001	0.00	0.00	110.00
4,900.00	6,274.40	In-Kind Gifts Rec...	4020	58,800.00	58,799.94	58,875.00
50,796.80	45,199.81	Client Payments	4050	403,785.09	305,988.32	387,858.00
950.00	1,373.33	Client Registratio...	4055	6,750.00	6,779.89	8,805.00
42,431.81	19,949.64	DSS Purchase of...	4110	264,087.79	239,395.68	241,084.28
1,486.13	5,773.01	SSI/Parent Roo...	4140	16,180.99	69,276.12	37,712.93
(1,215.00)	(2,769.96)	Room & Board S...	4145	(7,701.60)	(33,239.52)	(11,796.42)
16,659.49	20,845.76	School Lunch	4150	186,224.92	205,014.05	194,134.48
79,691.45	70,991.36	Child Development	4180	560,886.33	512,602.58	593,765.45
14,437.32	43,095.00	Smart Start Fund...	4190	398,141.86	517,140.00	461,654.47
0.00	0.00	Fees from Area ...	4220	3,227.95	0.00	2,384.64
64,178.29	43,106.08	Fees from Health...	4230	680,115.73	517,272.96	545,329.40
536,037.25	584,455.13	Medicaid Direct ...	4240	6,677,375.53	7,013,461.56	6,931,014.59
(36,890.64)	0.00	Fees From Third ...	4250	52,502.45	0.00	1,697.93
(3,053.83)	3,249.17	Federal Grants	4320	19,532.09	38,990.04	27,480.60
5,628.00	1,666.67	Foundation/Busi...	4350	24,078.00	20,000.04	28,483.00
0.00	250.00	Enhanced Servic...	4670	500.00	3,000.00	5,470.00
63.00	0.00	Reimbursment In...	4680	898.99	0.00	669.94
57.00	0.00	Program Fundrai...	4690	255.12	0.00	570.27
0.00	0.00	Gain (Loss) on S...	4710	2,516.00	0.00	1,353.33
12.00	0.00	Miscellaneous In...	4810	1,350.00	0.00	418.65
(231.00)	(260.00)	Discounts Given	4850	(2,882.28)	(1,725.02)	(3,028.30)
110.00	0.00	Pass through Re...	4880	28,806.86	0.00	21,916.93
226.25	0.00	Transfer From Te...	4890	2,252.63	0.00	1,336.41
<u>776,274.32</u>	<u>843,199.40</u>	Total Operating Revenue		<u>9,377,684.45</u>	<u>9,472,756.64</u>	<u>9,537,300.58</u>
<u>776,274.32</u>	<u>843,199.40</u>	Total Revenue		<u>9,377,684.45</u>	<u>9,472,756.64</u>	<u>9,537,300.58</u>
Operating Expenses						
434,344.56	430,755.15	Wages and Salar...	5001	4,889,410.63	4,929,278.94	4,912,954.49
17,549.99	6,125.68	Overtime Pay	5002	157,809.05	65,862.75	213,374.22
1,617.67	363.28	Leave Pay	5003	29,176.17	4,325.06	29,878.90
51,346.03	53,877.38	Employee Benefits	5004	485,726.30	623,793.63	555,627.62
37,582.27	37,847.87	Payroll Taxes	5005	421,327.50	432,224.21	429,299.91
2,781.89	3,996.19	Pension Expense	5006	35,610.23	46,545.61	35,002.59
183.04	0.00	Bonus Payments	5008	39,493.05	0.00	1,494.50
0.00	0.00	Temporary Wages	5009	3,982.50	0.00	0.00
1,450.85	539.23	Staff Medical	5010	5,087.24	5,118.81	6,065.19
0.00	202.15	Staff Recognition	5011	15,598.94	2,287.38	8,778.68
1,460.48	1,623.01	Staff Training	5012	22,451.60	17,863.49	15,293.14

Eliada Homes, Inc.

Statement of Revenues and Expenditures - Revenue & Expense for FY2012 - Unposted Transactions Included In Report

100 - Operating Fund

From 6/1/2012 Through 6/30/2012

Current Period Actual	Current Period Budget - Original		Current Year Actual	YTD Budget - Original	YTD Budget - Revised	Prior Year Actual
17.01	59.81	Staff Travel	5013	5,675.39	674.39	2,167.41
469.17	651.97	Staff/Board Meals	5014	7,584.00	7,023.64	5,536.62
(1,221.83)	838.06	Dues and Subscr...	5016	10,046.72	9,278.57	10,116.48
1,167.26	1,915.24	Licenses and Fees	5017	20,093.34	20,057.73	23,371.71
1,310.28	2,227.93	Information Syst...	5019	10,383.98	26,423.46	9,074.05
(28,980.96)	9,603.12	Insurance - Work...	5020	67,477.62	109,510.93	169,961.06
5,244.73	5,287.40	Insurance - Com...	5021	57,735.87	57,744.14	71,522.45
3,252.92	1,717.71	Insurance - Vehicle	5022	18,816.78	18,518.42	23,181.08
1,260.48	1,233.06	Office & General ...	5030	9,223.48	13,935.82	14,205.92
76.46	0.00	Bank Service Ch...	5032	135.93	0.00	197.42
954.18	12.47	Printing, Copies ...	5033	10,524.71	149.64	0.00
290.14	492.64	Postage and Frei...	5034	3,065.24	5,695.74	4,072.95
3,364.07	3,102.18	Telephone & Co...	5035	37,880.60	34,958.22	41,493.55
5,056.73	1,017.58	Small Equipment...	5040	33,180.62	9,875.10	21,673.91
3,962.15	1,299.16	Equipment Rental	5041	17,970.61	14,325.56	21,043.00
842.23	1,006.89	Advertising	5050	11,488.08	10,219.91	9,827.35
200.00	0.00	Professional Fees	5053	5,023.10	0.00	467.05
0.00	0.00	Miscellaneous E...	5090	0.00	0.00	(16.57)
35.53	0.00	Property Taxes	5091	111.28	0.00	46.66
188.46	416.63	Fines, Penalties, ...	5096	188.46	4,999.56	0.00
2,923.61	527.34	Bad Debt Expense	5097	16,079.06	5,677.99	5,396.69
8,432.83	11,319.26	Electricity	6001	96,846.93	119,456.44	105,920.65
1,598.22	4,559.68	Natural or Propa...	6002	33,756.26	49,150.10	42,998.44
0.00	4,267.96	Water/Sewer	6003	42,416.48	47,123.86	44,648.42
0.00	0.00	Fuel Oil	6004	2,615.42	0.00	0.00
2,369.27	2,769.60	Garbage Pickup ...	6010	28,914.47	31,339.47	30,891.87
317.25	308.15	Medical Waste D...	6011	3,198.78	3,486.90	3,381.27
19,218.39	20,807.51	Rent	6015	230,018.57	231,818.05	228,574.12
11,565.32	10,684.41	Outside Cleaning...	6016	120,148.48	112,640.23	0.00
27,515.44	9,356.26	Repair & Maint - ...	6021	145,727.64	106,275.96	239,255.40
2,835.42	1,598.97	Repair & Maint - ...	6022	20,949.36	17,962.23	12,906.92
5,719.46	2,267.52	Repair & Maint - ...	6023	23,043.26	25,626.59	28,740.58
1,780.56	779.08	Pool Expenses	6025	3,953.04	3,199.70	5,008.81
2,809.03	1,916.29	Housekeeping/Ja...	6030	26,379.40	21,549.01	0.00
3,506.48	2,536.20	Vehicle Gas	6031	31,917.45	28,108.23	27,741.99
365.17	1,308.44	Vehicle Maintena...	6044	12,983.69	14,932.34	12,507.67
0.00	42.66	Vehicle Lease/R...	6045	846.98	399.34	293.28
990.00	631.20	Veternarian Fees...	6053	8,911.98	7,574.40	6,801.99
459.44	709.97	Animal Feed/Sup...	6080	6,523.12	8,519.64	6,952.09
0.00	36.43	Volunteer & Don...	7013	0.00	437.16	11.47

Eliada Homes, Inc.

Statement of Revenues and Expenditures - Revenue & Expense for FY2012 - Unposted Transactions Included In Report

100 - Operating Fund

From 6/1/2012 Through 6/30/2012

<u>Current Period Actual</u>	<u>Current Period Budget - Original</u>		<u>Current Year Actual</u>	<u>YTD Budget - Original</u>	<u>YTD Budget - Revised</u>	<u>Prior Year Actual</u>	
0.00	0.00	Volunteer/Donor ...	7014	77.00	0.00	0.00	381.19
0.00	0.00	Public Relations ...	7018	0.00	0.00	0.00	423.70
0.00	575.18	Special Events E...	7021	4,031.52	5,849.56	3,568.74	4,880.09
571.75	762.94	Client Hygiene/G...	8001	4,820.52	6,349.44	(220.00)	6,338.97
404.46	637.81	Client Medical	8010	4,609.43	7,644.50	0.00	6,774.39
1,347.78	770.04	Client Recognition	8011	8,513.87	9,199.44	1,366.25	11,162.83
40.10	291.67	Client Education/...	8012	2,394.68	3,500.04	0.00	4,108.89
0.00	20.04	Client Travel	8013	10.00	199.44	0.00	31.70
395.23	413.06	Client Meals	8014	3,494.37	4,861.90	(225.00)	5,630.95
3,438.62	4,797.50	Client Recreation	8015	18,068.46	20,249.43	(140.00)	19,263.10
0.00	0.00	Therapeutic Recr...	8016	0.00	0.00	0.00	(10.00)
34.10	33.33	Client Allowances	8020	258.15	399.96	0.00	165.40
226.25	0.00	Work Study Prog...	8021	2,199.38	0.00	2,237.66	1,178.91
6,231.46	4,813.32	Program Supplies	8030	64,845.44	55,276.43	(3,254.00)	97,088.32
12,432.78	1,331.61	Household/Office...	8031	25,706.42	15,979.32	(345.00)	16,714.62
26,625.62	31,444.86	Program Food	8032	316,468.21	281,358.39	(1,500.00)	285,152.10
2,278.03	675.18	Clothing	8033	6,661.07	7,999.56	(221.00)	9,741.44
171.30	385.00	Books/Curriculu...	8034	2,744.53	4,599.47	(2,000.00)	4,618.98
1,646.27	897.53	Kitchen/Food Pr...	8040	16,230.92	7,999.78	2,700.00	0.00
14,117.76	14,450.01	Professionals Fe...	8053	169,005.40	173,400.12	0.00	172,078.86
456.71	461.81	Security Costs	8060	5,093.78	5,047.91	0.00	5,004.54
23,084.66	46,503.12	Foster Care Pay...	8070	279,351.28	558,037.44	0.00	347,792.03
5,771.17	0.00	Portion Foster C...	8070A	69,695.84	0.00	0.00	87,258.03
85,531.55	99,982.39	Administration All...	9100	1,145,077.86	1,148,331.55	0.00	1,116,212.98
<u>823,017.28</u>	<u>851,885.12</u>	Total Operating Expens...		<u>9,436,867.52</u>	<u>9,622,252.03</u>	<u>21,068.66</u>	<u>9,639,735.02</u>
<u>(46,742.96)</u>	<u>(8,685.72)</u>	Operating Profit (Loss)		<u>(59,183.07)</u>	<u>(149,495.39)</u>	<u>0.00</u>	<u>(102,434.44)</u>
		Non Operating Items					
<u>(6,168.15)</u>	<u>(5,021.86)</u>	Depreciation	6095	<u>(73,911.78)</u>	<u>(54,674.98)</u>	<u>0.00</u>	<u>(61,073.95)</u>
<u>(6,168.15)</u>	<u>(5,021.86)</u>	Total Non Operating Ite...		<u>(73,911.78)</u>	<u>(54,674.98)</u>	<u>0.00</u>	<u>(61,073.95)</u>
<u>(52,911.11)</u>	<u>(13,707.58)</u>	Excess Revenue Over ...		<u>(133,094.85)</u>	<u>(204,170.37)</u>	<u>0.00</u>	<u>(163,508.39)</u>

Eliada Homes, Inc.
Two Year Comparison
Of Revenue and Expenses

	G/L Code	7/1/2011 - 6/30/2012	7/1/2010 - 06/30/2011	FY 2012	FY2012
		Current Period Actual	Prior Year Current Period Actual	Current Period Change	Current Period % Change
Operating Revenue					
Individuals Contributions	4001	0.00	110.00	(110.00)	-100%
In-Kind Gifts Received	4020	58,800.00	58,875.00	(75.00)	0%
Client Payments	4050	403,785.09	387,858.00	15,927.09	4%
Client Registration Fees	4055	6,750.00	8,805.00	(2,055.00)	-23%
DSS Purchase of Care/Services	4110	264,087.79	241,084.28	23,003.51	10%
SSI/Parent Room & Board Payments	4140	16,180.99	37,712.93	(21,531.94)	-57%
Room & Board Scholarships	4145	(7,701.60)	(11,796.42)	4,094.82	-35%
School Lunch	4150	186,224.92	194,134.48	(7,909.56)	-4%
Child Development	4180	560,886.33	593,765.45	(32,879.12)	-6%
Smart Start Funding	4190	398,141.86	461,654.47	(63,512.61)	-14%
Fees from Area Mental Health	4220	3,227.95	2,384.64	843.31	35%
Fees from Health Choice	4230	680,115.73	545,329.40	134,786.33	25%
Medicaid Direct Enrollment	4240	6,677,375.53	6,931,014.59	(253,639.06)	-4%
Fees From Third Party Payers	4250	52,502.45	1,697.93	50,804.52	2992%
Federal Grants	4320	19,532.09	27,480.60	(7,948.51)	-29%
Foundation/Business Grants	4350	24,078.00	28,483.00	(4,405.00)	-15%
Enhanced Services Fees	4670	500.00	5,470.00	(4,970.00)	-91%
Reimbursement Income	4680	898.99	669.94	229.05	34%
Program Fundraiser	4690	255.12	570.27	(315.15)	-55%
Gain (Loss) on Sale or Disposal of Asset	4710	2,516.00	1,353.33	1,162.67	86%
Change in Value	4720	0.00	27,500.00	(27,500.00)	-100%
Miscellaneous Income	4810	1,350.00	418.65	931.35	222%
Discounts Given	4850	(2,882.28)	(3,028.30)	146.02	-5%
Pass through Revenue from Foundation	4880	28,806.86	(21,650.32)	50,457.18	-233%
Transfer From Temp. Restricted	4890	<u>2,252.63</u>	<u>1,336.41</u>	<u>916.22</u>	<u>69%</u>
Total Operating Revenue		9,377,684.45	9,521,233.33	(143,548.88)	-2%
Operating Expenses					
Wages and Salaries	5001	5,664,291.55	5,699,735.65	(35,444.10)	-1%
Overtime Pay	5002	160,091.00	216,975.72	(56,884.72)	-26%
Leave Pay	5003	35,559.93	33,127.32	2,432.61	7%
Employee Benefits	5004	541,560.50	613,259.83	(71,699.33)	-12%
Payroll Taxes	5005	483,958.42	491,021.77	(7,063.35)	-1%
Pension Expense	5006	52,654.08	51,816.03	838.05	2%
Bonus Payments	5008	70,781.32	11,600.00	59,181.32	510%
Temporary Wages	5009	3,982.50	0.00	3,982.50	100%
Staff Medical	5010	5,234.43	6,111.22	(876.79)	-14%
Staff Recognition	5011	17,665.25	10,100.39	7,564.86	75%
Staff Training	5012	27,096.70	18,763.17	8,333.53	44%
Staff Travel	5013	8,096.90	4,613.97	3,482.93	75%
Staff/Board Meals	5014	11,369.23	7,775.19	3,594.04	46%
Dues and Subscriptions	5016	13,239.08	14,380.13	(1,141.05)	-8%
Licenses and Fees	5017	27,331.76	26,195.27	1,136.49	4%
Information Systems Expense	5019	39,107.65	33,026.02	6,081.63	18%
Insurance - Workers Comp	5020	66,796.20	174,512.73	(107,716.53)	-62%

Eliada Homes, Inc.
Two Year Comparison
Of Revenue and Expenses

		7/1/2011 - 6/30/2012	7/1/2010 - 06/30/2011	FY 2012	FY2012
	G/L Code	Current Period Actual	Prior Year Current Period Actual	Current Period Change	Current Period % Change
Insurance - Commercial Package	5021	59,435.11	73,654.97	(14,219.86)	-19%
Insurance - Vehicle	5022	19,435.19	23,870.23	(4,435.04)	-19%
Office & General Supplies	5030	14,230.21	25,160.87	(10,930.66)	-43%
Bank Service Charges	5032	10,244.86	6,414.89	3,829.97	60%
Printing, Copies & Reproduction	5033	13,630.70	0.00	13,630.70	100%
Postage and Freight	5034	4,460.06	4,876.64	(416.58)	-9%
Telephone & Communication Expense	5035	47,282.84	51,288.24	(4,005.40)	-8%
Small Equipment Purchases	5040	54,007.31	38,274.29	15,733.02	41%
Equipment Rental	5041	23,244.86	26,620.07	(3,375.21)	-13%
Advertising	5050	13,315.06	12,258.53	1,056.53	9%
Audit	5051	35,296.20	28,661.76	6,634.44	23%
Legal and Accounting	5052	3,527.90	2,345.22	1,182.68	50%
Professional Fees	5053	7,332.50	4,115.00	3,217.50	78%
COA Expenses	5055	10,689.20	400.00	10,289.20	2572%
Miscellaneous Expense	5090	(156.20)	(431.90)	275.70	-64%
Property Taxes	5091	121.69	0.00	121.69	100%
Interest Expense	5092	4,557.53	2,886.50	1,671.03	58%
Discount Earned - N/P	5092D	0.00	2,117.36	(2,117.36)	-100%
Fines, Penalties, & Paybacks	5096	188.46	0.00	188.46	100%
Bad Debt Expense	5097	16,079.06	5,396.69	10,682.37	198%
Electricity	6001	98,921.24	107,640.15	(8,718.91)	-8%
Natural or Propane Gas	6002	34,381.17	43,435.35	(9,054.18)	-21%
Water/Sewer	6003	42,767.86	44,941.76	(2,173.90)	-5%
Fuel Oil	6004	2,615.42	0.00	2,615.42	100%
Garbage Pickup & Shredding	6010	31,593.61	33,072.43	(1,478.82)	-4%
Medical Waste Disposal	6011	3,495.18	3,619.95	(124.77)	-3%
Rent	6015	232,403.04	235,270.02	(2,866.98)	-1%
Outside Cleaning/Janitorial Service	6016	123,023.71	0.00	123,023.71	100%
Repair & Maint - Bldgs	6021	148,672.63	245,274.88	(96,602.25)	-39%
Repair & Maint - Equip	6022	25,716.93	14,289.19	11,427.74	80%
Repair & Maint - Land	6023	24,532.77	30,851.56	(6,318.79)	-20%
Pool Expenses	6025	3,953.04	5,008.81	(1,055.77)	-21%
Housekeeping/Janitorial Supplies	6030	28,396.99	0.00	28,396.99	100%
Vehicle Gas	6031	33,869.81	29,993.42	3,876.39	13%
Vehicle Maintenance	6044	13,559.66	12,874.89	684.77	5%
Vehicle Lease/Rental	6045	2,917.53	3,830.27	(912.74)	-24%
Veternarian Fees/Meds/Animal Services	6053	8,911.98	6,801.99	2,109.99	31%
Animal Feed/Supplies	6080	6,523.12	6,952.09	(428.97)	-6%
Depreciation	6095	80,315.61	65,090.46	15,225.15	23.39
Volunteer & Donor Travel/Meals	7013	88.66	11.47	77.19	673%
Volunteer/Donor Meals	7014	77.00	381.50	(304.50)	-80%
Public Relations Expense	7018	726.33	679.84	46.49	7%
Banquets	7020	0.00	2,000.00	(2,000.00)	-100%
Special Events Expenses	7021	4,125.64	4,880.09	(754.45)	-15%
Client Hygiene/Grooming	8001	4,918.30	6,338.97	(1,420.67)	-22%
Client Medical	8010	4,609.43	6,774.39	(2,164.96)	-32%
Client Recognition	8011	8,618.28	11,162.83	(2,544.55)	-23%
Client Education/Training	8012	2,394.68	4,108.89	(1,714.21)	-42%
Client Travel	8013	10.00	31.70	(21.70)	-68%
Client Meals	8014	3,520.04	5,630.95	(2,110.91)	-37%
Client Recreation	8015	18,068.46	19,263.10	(1,194.64)	-6%
Therapeutic Recreation/NYPUM Expense	8016	0.00	(10.00)	10.00	-100%

Eliada Homes, Inc.
Two Year Comparison
Of Revenue and Expenses

	G/L Code	7/1/2011 - 6/30/2012	7/1/2010 - 06/30/2011	FY 2012	FY2012
		Current Period Actual	Prior Year Current Period Actual	Current Period Change	Current Period % Change
Client Allowances	8020	258.15	165.40	92.75	56%
Work Study Program/Job Skills Training	8021	2,199.38	1,178.91	1,020.47	87%
Program Supplies	8030	65,735.24	99,462.36	(33,727.12)	-34%
Household/Office Furnishings	8031	29,554.16	17,115.02	12,439.14	73%
Program Food	8032	316,650.70	285,161.78	31,488.92	11%
Clothing	8033	6,661.07	9,741.44	(3,080.37)	-32%
Books/Curriculum Materials	8034	2,744.53	4,618.98	(1,874.45)	-41%
Kitchen/Food Prep Supplies	8040	16,270.15	0.00	16,270.15	100%
Professionals Fees-Client Svcs	8053	169,005.40	172,078.86	(3,073.46)	-2%
Security Costs	8060	6,179.17	5,107.24	1,071.93	21%
Foster Care Payments	8070	279,351.28	347,792.03	(68,440.75)	-20%
Portion Foster Care Pymts for Admin. Fees	8070A	69,695.84	87,258.03	(17,562.19)	-20%
Transfer to operating fund	9095	<u>2,252.63</u>	<u>1,336.41</u>	<u>916.22</u>	<u>69%</u>
Total Operating Expenses		9,526,024.86	9,702,141.18	(176,116.32)	-2%
Operating Profit (Loss)		<u>(148,340.41)</u>	<u>(180,907.85)</u>	<u>32,567.44</u>	<u>(0.18)</u>
Non Operating Items					
Legacies and Bequests	4003	374,250.00	0.00	374,250.00	100%
Trust Income	4450	6,113.49	5,247.45	866.04	17%
Interest Income	4815	2,170.32	654.17	1,516.15	232%
Pass through Grants for Vocational	4880	254,230.00	26,000.00	228,230.00	878%
Management Fee from Foundation	4920	35,000.04	31,500.00	3,500.04	11%
Operating Subsidy from Foundation	4930	<u>149,534.04</u>	<u>144,189.96</u>	<u>5,344.08</u>	<u>4%</u>
Total Non Operating Items		821,297.89	207,591.58	613,706.31	2.96
Excess Revenue Over Expenses		<u>672,957.48</u>	<u>26,683.73</u>	<u>646,273.75</u>	<u>2422%</u>

Operations/Quality Management Report to Board of Trustees
July 23, 2012

Summer Fun and Treatment

- Residential and Day Treatment students participated in week long canoeing classes. The classes build trust, teamwork and relationships and culminated with a paddling trip on the French Broad.
- Centralized dining for residential is off to a great start. Staff and students are enjoying the delicious meals and a break from the cottages for the evening meal. We are seeing less negative behaviors during evening meals.
- Foster parents had a second day of training on behavior management and trauma informed care. The children enjoyed the swimming pool, climbing wall, mini bikes and movies while the parents were in training. This new approach to training has energized our foster parents and is building a sense of community and sharing of ideas in fostering our kids.
- Navitat trips are the hot ticket again this summer. All programs including students, staff, foster parents, and families are participating in the zip line experience.

Charter School

- After review of our application by a subcommittee, the Public Charter School Advisory Council (PCSAC) invited Eliada Academy to an interview on July 17 in Raleigh. We had 15 minutes to read our response to their concerns and another 15 minutes to answer questions from the council. We were not approved to advance to the next level of the process after their vote of 5 in favor and 6 not in favor.
- Their primary concerns were our ability to demonstrate 60% proficiency with school performance accountability measures; understanding and readiness to operate within the lottery system; and lack of a clear plan to mix treatment students with community students selected through the lottery. They questioned why we would want to do a charter due to the potential impact of that on our current treatment/academics model and the necessity to meet all charter school laws/standards.
- Over the next year, we will do a comprehensive feasibility study to explore several options for our academic services: charter school; operating an alternative school model in collaboration with and teacher funding by the local school system(s); impact of law suit by NC Disability Rights on lack of public education funding for students in PRTFs; and others as defined.

Day Treatment Census

- We are experiencing a crisis with our census at Eliada Academy. Average daily census since July 1 is 12.25; budgeted census is 20.85. This is a result of several students transitioning out at the end of the school year; lack of new referrals; and delays in getting required documentation to get new students authorized for services. We implemented several cost saving strategies mid July, i.e. reassignment of PRN staff to PRTF, full time staff picking up shifts in residential, full time staff covering a key vacancy in Intake, and staff taking leave without pay.
- At the same time, we are circulating flyers about openings, calling referral sources, and providing hands on help with the application process.

Federal Medicaid Complaint

- On June 20, we received a letter from DMA about a federal complaint from a parent alleging unlawful discrimination by NC DHHS and certain PRTFs due to her child's disability, i.e. blindness. We had documentation that we received two calls about placement for this child, the second one asking for a denial letter so the referral agency could get the child placed out of state. We denied based on our inability to serve children with severe physical handicaps as stated in our admission criteria.
- After consultation with an attorney specializing in these kinds of cases, we submitted a response letter and documents including the denial letter, emails about the phone calls/requests, and our program description and admission criteria.
- We reviewed our procedures and immediately made a number of improvements: Any referral for service must complete an application and it must be reviewed by our internal referral committee to make an appropriate decision. We will consider whether and how a child with a disability could be reasonably accommodated in our services. If the multidisciplinary committee recommends denial, it will be reviewed by the President/CEO to ensure compliance with law and policy. We defined and will inform all referrals of an internal appeal process if they wish to contest a denial. We moved the physical disabilities criteria from a "rule out" to "will consider on an individual basis" on our admission criteria.

PRTF Bed Capacity

- We implement the increase from 6 to 9 beds in Cummings cottage on August 1. We will use the 9th bed before planned discharges to ensure an average census of 8.0. Our total PRTF capacity will be 42.
- We are excited about moving the classroom for the Cummings students from the cottage to the Eliada Academy building which provides a more realistic school experience including school lunch in the cafeteria.

- With this increase in PRTF beds, we hired one of our lead residential staff, Marcus Laws, as a program/crisis manager for Earle cottage and the campus. Sara Taylor, foster care clinician, will work half time with Earle students and half time with foster care. We also employed 4 additional direct care staff and 1 RISE to work in Cummings.

State Mental Health News and Updates

- A story in the News and Observer on July 18 reported that Western Highlands Network (WHN) is falling into a \$3 million financial hole in its first 6 months of operation as a MCO. It states further that WHN is working with DHHS on a plan to correct the money problems. Many advocates and skeptics are expressing concern about the conversion to managed care mental health services, and are predicting failure.

Census/Utilization

- Foster Care is off to a great start with 1-2 more kids than budgeted.
- Three PRTF cottages are above census and two are starting off below census.

Audit/ Monitoring Review by MCOs

- We achieved 100% on our audit of PRTF services by Piedmont Behavioral Health (PBH), the state's first MCO, on July 18. They reviewed medication procedures, client records, personnel records, policies/procedures, and more on 2 students served in Reynolds cottage. PBH's monitoring model will be adopted by all MCOs.
- Auditors praised our personnel records, clinical teaching plans, staff supervision and credentials, and our cultural competency training. They acknowledged the organization of our records and documentation. They will recommend that we move from the Standard level to the Exceptional level of monitoring. We self identified some areas needing improvement and will work on them after our COA site visit.

Intake

- We are utilizing PRN and Day Treatment leadership staff to cover unexpected vacancies. We filled one position with a residential staff (RISE one year and Reynolds second year). We have applications from 3 former employees for the Lead Intake position. We will take a proactive role in assisting referral agencies/individuals with the requirements for admissions and authorizations for services at Eliada.

Council on Accreditation

- Our site visit is August 26-28. We will request the interview for the Executive committee on Monday morning. Our self study was reviewed and approved with only 1 minor correction required.

Echo

- A group of 15 program staff will participate in 3 days of intensive on-site training on the clinical side of Echo on August 21-23. We continue to make progress towards our go live date of April 1.

Program Evaluation

- We implemented a new assessment tool for measuring emotional and social well being. The Child Behavior Checklist is easier to administer, less complicated to interpret, and is used by similar agencies in NC.
- ETSU Call Center began implementation of our re-designed longitudinal survey July 1.
- Caitlin Teaster and a statistics intern are analyzing data for the FY2012 annual report.

Licensure, Waivers, Audits and Investigations

- No report on 2012 Medicaid audit of PRTF. Budgeted \$15,000 for expected payback.
- Submitted additional corrective action on Day Treatment audit by WHN. Paid back \$188.46 for one day of service.
- No feedback on TFC client record requested for audit by OPC mental health.
- No word on our appeal on 2009 Day Treatment Medicaid audit.
- No word on our appeal on 2008 Medicaid audit of FPP/Community Support.
- No final report from HCPR on their investigation on the staff allegation previously reported to the Board.
- No word on the interpretation of the 2:6 staffing ratio licensure rule for PRTF.

Marie Jensen, Vice President of Quality Management, 7/19/2012

FISCAL YEAR 2011-2012 CENSUS
At Year End

Program	Budget	YTD Actual	Variance
Earle PRTF	5.50	5.90	+0.50
Lions PRTF	8.42	8.67	+0.25
Cummings PRTF	5.50	5.81	+0.31
Reuter, PRTF	8.42	8.62	+0.20
Reynolds PRTF	8.42	8.59	+0.17
Day Treatment-Eliada Academy			
#Students Enrolled	22.77	23.24	+0.47
# Students Present	22.77	20.21	-2.56
# Hours Billed	125.22	117.89	-7.33
Avg Hrs billed per student	5.50	5.83	+0.33
Family Foster Care	7.50	10.04	+2.54
Therapeutic Foster Care	23.00	13.67	-9.33
Child Development	50.40	51.48	+1.08
NC Pre-K (off for summer)	85.60	81.01	-4.59
After School (off for summer)	70.78	67.65	-3.13

Kathleen Ponte, Executive Liaison

Updates From Chief Executive Officer
Board of Trustees Meeting– June 23, 2012

Update from Benchmarks – Provider Association:

- 1) **Western Highlands is having trouble as an MCO:** The state's latest plan for community mental health services has gotten off to a bad start with the Western Highlands Network falling into a \$3 million financial hole in its first six months of operation.

A plan to fix this problem involves reducing some mental health services the office believes are excessive, telling service providers to return money for services that were not approved, and enforcing rules for providers filing payment claims.

CEO Arthur D. Carder, believes that the lump-sum payment the office received to care for patients was based on outdated information from 2009 that did not take into account increased costs in 2010 and 2011.

At this time, Western Highland's receivable amount has increased for Eliada. Becky is working to secure these funds and we believe we will receive all payments due, but these payments will be slower than what we have experienced in the past. We anticipate that they will make referrals more difficult to Day Treatment and PRTF and will insist on shorter durations of treatment. We will keep you apprised as the situation develops.

- 2) **How North Carolina ranks in Dependant Services:** Florida's child-welfare system is among the best in the nation, according to a new ranking by the Foundation for Government Accountability. The report, released last month, considers 11 key measures for foster care and related services using federal data over the past six years.

Florida ranks fourth in the nation behind No. 1 Idaho, New Hampshire and **North Carolina** in the 2012 Rights for Kids rankings, the first report of its kind that measures how well states treat abused and neglected children. At the bottom of the ranking is Oregon (49), Massachusetts (50), and the District of Columbia (51).

Florida moved to privatizing most of those services six years ago. Eckerd Youth Alternatives has been a major player in this endeavor. You remember Eckerd from a few months ago when they made an offer to absorb Eliada.

It is Benchmark's belief that with a new Republican Governor and Republican legislative body, it is very likely North Carolina will follow suit. Not surprising Eckerd has stepped up their presence and investments in North Carolina. Theirs will be a strategy to capture this market based on their successes in Florida. Their only drawback is the lack of a strong presence in North Carolina.

Recently, the CEO of Eckerd, David Dennis contacted me. He wanted to send some of his administrators in North Carolina to tour our facilities and programs. They are particularly interested in our Vocational Transitional Vocational Living Program. Their administrators took a three hour tour on the 13th and were greatly impressed. Mr. Dennis called again and wants to schedule a tour for himself and his wife in August.

I again emphasized that Eliada's Board is not interested in merging, but would consider a joint effort with the Vocational Transitional Living Project. I will keep the Board informed if anything develops. In the mean time, it is important to note that the son of Eckerd's Founder has directed their Foundation to make a \$25,000 contribution to Eliada's School of Trade Arts. He recently has made a personal donation of \$5,000 to ESTA.

One more thing...check out Eckerd's new website: <http://www.eckerd.org>. Does this look familiar to you? Make sure you click the "About" tab, see anything else that looks familiar?

Strategic Objectives Updates:

1) Eliada School of Trade Arts – A Vocational Transitional Living Program for Young Men Aging out of the Foster Care System.

- a) Our onsite visit by the Board of Governors' for Licensure as a Proprietary Training School will be taking place on July 26th.
- b) We have selected a Student Affairs Coordinator and an Academic Coordinator.
 - i. The Student Affairs Coordinator is Hunter Huffman. He has been with Eliada for three years and started as a RISE employee. Hunter will be living and working in the ESTA housing community.
 - ii. The Academic Coordinator is Eugene Jones. He worked with Eliada over a decade ago in the PAL Program, which was an initial attempt by Eliada to develop an Independent Living Program. He will lead the program in the accreditation process during the next two years and will be the job coach when the students begin their CO-OP's in restaurants in our community.
- c) We now have five students enrolled and have a tour set up for our sixth applicant on July 24th. If this candidate is selected to fill the final slot, we will begin recruitment for six more students for next year.
- d) The state conducted their inspection of the facilities and were very impressed. We will be licensed as a group home for independent living with a waiver that allows us to use a centralized student affairs coordinator.
- e) HUD visited the program on July 19th and was greatly impressed! They encouraged us to make an application this next year to build three more duplexes. They could provide interest free loans that payments would be deferred once the business had been conducted for so many years. They can fund up to \$600,000 or 50% of the projects cost. So in the case of the last construction, they could fund up to \$250,000 of the \$500,000 spent.

They also encouraged us to consider developing a part of the Vocational Transitional Living Program for pregnant teens. They provided us with information of three successful projects in the State and noted that no one has this type of program in Western North Carolina. I will be conducting a

feasibility study on this service and relay the results to the Board before the end of the year. Wouldn't that be something if Eliada went full circle and returned back to our roots of Faith Cottage?

- f) We have created a Student Union for the ESTA and RISE students in the PARC.

2) Eliada's Expanded Leadership Team

- a) **Conflict Resolution Protocol and Training – LEVEL I - COMPLETED**
- b) **Research and develop a standardized pre-service training/orientation that all staff will participate in – LEVEL II**

A full trial run of this all day training/orientation will be implemented on July 20, 2012. The date for this trial run was pushed back a month due to negotiations with the state over the Cumming's expansion and preparation for the COA self study. The program will be fully operational by August.

- c) **Customer Satisfaction-Guest Relations – LEVEL II**

Workgroup-Carolyn Ashworth (point person), Jan Thomas, Georgia DeFrancia, Donna McCrain, Jeanna Maines and Natasha Evans.

This group is continuing their evaluation and will present their findings at the August meeting.

- d) **Staff Appreciation Committee – LEVEL II**

The Eliada Staff Appreciation Committee:

Ashley Trimnal – School Age	Sheri Peck – Human Resources
Tonia Reed – Child Development	Jessica Keisel-Finney - PRTF
Brandi Mackenzie – Day Treatment	Debbie Pope – Development
Katie Hornowski – Clinical	Whitney Givens – Intake and Foster Care

An internet staff satisfaction survey was conducted during the week of June 11th. At the conclusion, the work group will be utilizing this data to create a yearlong work plan to increase staff satisfaction.

New Expanded Leadership Initiative:

- e) **Campus Health:** (Level II) the sub-committee is currently researching the cost of various machines (AEDs); how effective the machines are and the optimal locations. The sub-committee will also research what other similar agencies are doing to address this need.

The group will be presenting their findings and recommendations at the August meeting.

- f) **Staff Development Evaluation Tool:** (Level II) A sub-committee was charged with evaluating the effectiveness of the new staff development tool with the objective to improve upon it.

The group presented their findings and recommendations on June 20th. Those recommendations were accepted and the form is now being modified.

3) NYPUM

We received permission to utilize the NYPUM Program and logo in our upcoming corn maze. We also received permission to utilize Honda's logo and tagline, The Power of Dreams.



This is pretty significant to get an International Corporation's support and we are crafting this partnership as a way to increase NYPUM's visibility in Western North Carolina. It is our hope that this will serve as a national model to increase awareness of NYPUM. We also expect high ranking representatives of Honda America to travel to Eliada on August 17th for our annual dinner. It is our plan to award Honda America the Dr. Compton Award.

Carolyn will be working with the Foundation to craft a 5 star event...more information to come.

- 4) **Vice President of Quality Management** - Our Current COO, Marie Jensen will be filling a new position of Vice President of Quality Management. **We have selected a new COO, Dan Schultz.** He began his professional career in Minnesota, serving as the Executive Director of a regional Big Brothers/Big Sisters chapter. He left to pursue graduate education in social work at Florida State University, later becoming a therapist specializing in military family dynamics and family therapy with seriously disturbed adolescents. He moved on to administration and consultation for large behavioral health providers before taking a position as a faculty lecturer with the Florida State University College of Social Work. He joined Eliada in June of 2012.
- 5) **Inquiry about a handicapped student's referral being rejected:** Eliada received a letter from DMA asking for information about a referral that we rejected due to the child being blind. Apparently 5 other PRTFs also rejected the youth because of his disability and the parents filed a complaint to the Justice Department claiming a violation of Title II – American's with Disabilities Act.

Though it is true that a facility can reject an applicant based on its ability to serve, it must demonstrate that the rejection isn't arbitrary and capricious. Our process directs applications to be directed to the Multi-disciplinary team for consideration. Unfortunately, that is not what happened in this case and it appears that our action, though isolated, could be deemed a violation of Title II.

It was critical to craft a response to their inquiry that was complete and honest, but also tried to mitigate any damages. We secured the assistance of Attorney David Lindsay with Kilpatrick, Townsend and Stockton. He specializes in discrimination cases and interviewed the parties involved and participated in a meeting with our multi-disciplinary team. From that he crafted a corrective action plan and drafted our response letter – (See Attachment – Discrimination Inquiry).

This was sent to the Division. I received a call the next day from Catharine Goldsmith thanking us for being so forthright in our analysis and presenting the corrective action plan. She stated that this was a problem that the whole State has to work on and looks forward to Eliada being at the table for the discussion.

It is our belief that the Justice Department will accept these corrective actions and there should not be a fine associated with this deviation from the Eliada policy. If a fine is in excess of (\$50,000) we would work with Attorney Lindsay to negotiate that fine down. It is our belief that the response with full disclosure was not only the right thing to do ethically; in alignment with our core values, but also the right and only legal course of action to take.

- 6) **Charter School Application – The Good, Bad and ugly:** The good news was our Charter School Application past the first process for consideration by the Department of Education. We were invited to an interview in Raleigh on July 17th that our COO, School Principal, and Eliada Academy Board Members Gary Roberts, Kevin Westmoreland and Jane McDonald attended.

Our application was voted down by the Board with a 6 to 5 vote of their members. The members who rejected our application felt that Eliada didn't fully understand the implications of the mandatory lottery system. This lottery could actually cause us to replace our current treatment students with students from the community. They felt that our plan had a deficit in addressing this possible outcome.

Additionally Disability Rights, a legal advocacy group out of Raleigh, has filed a Federal lawsuit against North Carolina's Department of Education for failing to provide education services or funding for children in PRTFs. This suit was filed in May 2012 and is scheduled to be heard later this year. It is unclear if this also impacted the decision to reject our application. If Disability Rights is successful in their suit it could provide as much as \$180 per week in funds to educate each PRTF student in our care. This would be over \$4000 more annually than the Charter School funding would provide per student.

Our next step is to conduct a feasibility study of several options that Eliada could pursue to address this funding issue:

- a. Reapply for Charter School this next year
- b. Discuss a funding strategy with Buncombe and Asheville City Schools
- c. Await the outcome of the Disability Rights lawsuit.
- d. Utilize a Department of Education procedure to gain special education funds.

We will be sharing the results of this study with the Trustees by the end of this year.

7) **Unaudited Consolidated Financial Report for FY 2011-2012:** Eliada set a new record for financial performance this last year.

Consolidated Eliada Homes and Foundation

FY2012

Revenues:

Contributions & Fundraising	1,439,460
Grants	493,083
Fees For Services Provided	9,055,352
Investment Earnings	9,618
Miscellaneous Income	317
	<hr/>
Total Revenues	10,997,830

Expenses:

Personnel Expense	7,262,311
Professional Fees	247,509
Occupancy Expenses	983,935
Student Related Expenses	381,224
Foster Care Payments	349,047
Risk Management Fees	139,936
Travel & Meetings	88,293
Fundraising & Advertising	173,434
Bad debts	16,079
Interest	6,318
Depreciation	335,663
	<hr/>
Total Expenses	9,983,749

Excess Revenue Over Expense	<hr/> <hr/> 1,014,081
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Facility Updates:

1) 2011-2012 Capital Budget Updates:

ELIADA HOMES CAPITAL BUDGET FY2012					6/30/2012
Program/Location	Description	Proposed	Revisions	Revised Budget	Amount Spent
IT	Clinical & Billing Software	\$ 30,000.00	\$ 23,960.00	\$ 53,960.00	\$ 30,556.05
FDN & EHI	New Website Design	\$ 5,000.00	\$ -	\$ 5,000.00	\$ 4,800.00
Eliada Academy	Carpeting	\$ 5,500.00	\$ (1,530.00)	\$ 3,970.00	\$ 4,201.69
Lions Cottage	Lexan for windows	\$ -	\$ 6,530.00	\$ 6,530.00	\$ 6,529.52
Eliada Academy	Cameras - Hardware & Software	\$ -	\$ 20,322.00	\$ 20,322.00	\$ 21,484.49
Eliada Academy	Classroom & Office Furniture	\$ 22,650.00	\$ (2,500.00)	\$ 20,150.00	\$ 19,578.35
Reuter Cottage	Furniture	\$ 7,500.00	\$ (7,500.00)	\$ -	
Barn	Weight Room Equipment	\$ 10,000.00	\$ (10,000.00)	\$ -	
Maintenance	Commercial zero turn mower	\$ -	\$ 11,040.00	\$ 11,040.00	\$ 11,040.00
PARC	Glass Wall	\$ -	\$ 6,529.52	\$ 6,529.52	\$ 6,975.00
ESTA	Furniture	\$ -	\$ 20,332.00	\$ 20,332.00	\$ 20,332.00
Fleet	2 Vehicles	\$ 20,000.00	\$ (20,000.00)	\$ -	
TOTAL FOR 2011-2012		\$ 100,650.00	\$ 47,183.52	\$ 147,833.52	\$ 125,497.10
Paid by Grant \$					

ELIADA FOUNDATION, INC. CAPITAL BUDGET FY2012					6/30/2012
Program/Location	Description	Proposed	Revisions	Revised Budget	Amount Spent
Lions Cottage	HVAC Modification Requirement	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 5,995.00
Barn	Yard/Fencing	\$ 8,000.00	\$ -	\$ 8,000.00	\$ 6,644.80
PARC building	Roof on PARC building	\$ -	\$ -	\$ -	\$ -
Fundraising	New Raiser's Edge Software	\$ 30,000.00	\$ (2,400.00)	\$ 27,600.00	\$ 30,375.66
Fundraising	Video for Corn Maze	\$ 6,000.00	\$ -	\$ 6,000.00	\$ 8,221.54
FDN & EHI	New Website Design	\$ 5,000.00	\$ -	\$ 5,000.00	\$ 5,400.00
Troop House	Renovation of House	\$ -	\$ 15,400.00	\$ 15,400.00	\$ 17,575.00
Allred Building	Renovation of Basement	\$ -	\$ 39,400.00	\$ 39,400.00	\$ 41,034.18
Reuter Cottage	Lights	\$ 7,000.00	\$ -	\$ 7,000.00	\$ 7,020.00
Daycare	Drop Ceiling	\$ 10,000.00	\$ (10,000.00)	\$ -	
Roadways	Paving	\$ 20,000.00	\$ 6,000.00	\$ 26,000.00	\$ 26,000.00
Vocational	Duplexes in RISE Village	\$ -	\$ 500,000.00	\$ 500,000.00	\$ 497,752.01
Cummings Cottage	Door/Sidewalks	\$ 9,000.00	\$ (9,000.00)	\$ -	
Fundraising	Electric Box for Corn Maze	\$ 5,000.00	\$ (5,000.00)	\$ -	
Tennis Courts	Tennis Courts	\$ -	\$ 50,000.00	\$ 50,000.00	\$ 9,476.00
TOTAL FOR 2011 - 2012		\$ 100,000.00	\$ 589,400.00	\$ 689,400.00	\$ 655,494.19

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Approved 2012 – 2013 Capital Budgets

ELIADA HOMES				
CAPITAL BUDGET FY 2013				
<u>2112 - 2013</u>	<u>Program/Location</u>	<u>Description</u>	<u>Proposed Improvements</u>	<u>Cumulative Total</u>
In Order of Need				
1	IT	Clinical & Billing Software (ECHO)	\$53,718.00	\$53,718.00
2	IT	Core Switches	\$11,722.77	\$65,440.77
3	IT	12 Terabytes	\$44,608.32	\$110,049.09
4	IT	Eliada Net Development	\$7,200.00	\$117,249.09
5	Daycare	Outcomes Software	\$7,000.00	\$124,249.09
	Eliada Homes	Total For 2012-2013	\$124,249.09	
ELIADA FOUNDATION				
CAPITAL BUDGET FY 2013				
<u>2112 - 2013</u>	<u>Program/Location</u>	<u>Description</u>	<u>Proposed Improvements</u>	<u>Cumulative Total</u>
In Order of Need				
1	Reuter Cottage	Fire Alarm Panel	\$8,000.00	\$8,000.00
2	PARC	Staircase for corn maze	\$11,000.00	\$19,000.00
3	Reynolds	Garden	\$5,000.00	\$24,000.00
4	Afterschool	Carpet	\$20,000.00	\$44,000.00
5	Quad	Excavation, sidewalks, planting	\$100,000.00	\$144,000.00
6	Parking Lots	New Parking Lots	\$80,000.00	\$224,000.00
7	Campus	Sidewalks	\$10,000.00	\$234,000.00
8	Daycare	Drop ceilings	\$25,000.00	\$259,000.00
9	Admin/Fiscal	Carpeting	\$12,500.00	\$271,500.00
10	Lions	Bathroom	\$20,000.00	\$291,500.00
11	Afterschool	Soffits	\$7,000.00	\$298,500.00
	Eliada Foundation	Total For 2012-2013	\$298,500.00	
		1/2 Amount for Foundation	\$149,250.00	

We have a lot of improvements on campus. Here are some pictures of the ESTA housing, the new riding rink area, the ESTA student union and Kyle's new office in the old milk house.



Student Union in the PARC



New Riding Rink





Kyle's new office in the old Milk House



Tennis Courts: The construction on Eliada's new tennis facility will begin this next week with completion in six weeks.

Ms. Catharine Goldsmith
Children's Behavioral Health Services Manager
North Carolina Division of Medical Assistance
1985 Umstead Drive
Raleigh, NC 27603

Re: OCR Complaint 12-134010

Dear Ms. Goldsmith:

I am writing in response to your June 14, 2012 request for information from Eliada Homes, Inc. ("Eliada") regarding the above referenced matter. Eliada has reviewed its files and spoken with staff in an effort to provide as complete a response as possible. As discussed further below, Eliada is fully committed to providing appropriate care to individuals with physical disabilities whenever possible.

Eliada operates a Psychiatric Residential Treatment Facility (PRTF) for children with mental health needs. *See* Program Description attached as Exhibit A. Eliada also provides Foster Care and Therapeutic Foster Care services as well as Day Treatment services for high risk children and adolescents, Child Development services, and Therapeutic Recreation, among other services. Through its various programs, Eliada currently serves more than 500 children per year. We have a long history of providing quality services to children with significant and challenging mental health needs.

On or about April 20, 2011, Eliada received an inquiry from a targeted case manager with Alexander Youth Network with regard to a 10-year-old boy who was blind and in need of PRTF services. The Intake Liaison who received the call requested guidance from Eliada's Operations Director because Eliada's admission criteria at the time indicated that it could not serve children with severe physical disabilities and she was not certain whether blindness would be considered a severe physical disability. *See* Exhibit B. Subsequently, on June 1, 2011, the targeted case manager called back and requested a denial letter. He indicated that the team was looking for an out-of-state placement for the consumer and needed a denial letter to help secure such a placement. *See* Rhodes e-mail to Jensen and Goethals dated June 3, 2011, attached as Exhibit C. Eliada complied with his request and issued a denial letter. *See* Exhibit D. To the best of Eliada's knowledge, the case manager never submitted an application for admission on behalf of the child, and Eliada did not hear from the family at any time.

In reviewing this matter thoroughly after receiving your letter, we have determined that Eliada's procedures were not followed in all respects in this case. Normally, Eliada's procedures would require a review by its multi-disciplinary team – consisting of the Medical Director, Clinical Director and Residential Director – before any decision is made. This particular matter was not reviewed by that team.¹ Eliada has counseled its personnel about the importance of this review in all cases.

Recently, Eliada has reviewed its procedures and made a number of improvements. *See* Exhibit E. Eliada now requires that all individuals wishing to be considered for admission fill out an application so that Eliada has all relevant information necessary to make an appropriate decision. Each application is screened by the multi-disciplinary team. If an applicant discloses a physical disability, the multi-disciplinary team will review the application and consider whether the disability can be reasonably accommodated. I will personally review any denials to ensure compliance with law and policy. Families who wish to contest a denial may avail themselves of an appeals process. While Eliada will not be able to serve every child with a physical disability, we will make every effort to assess whether accommodations can be made to allow us to provide effective service to individuals with physical disabilities.

Thank you for the opportunity to submit information in this matter. If you have questions or we can be of further assistance, please let me know.

Sincerely,
Mark Upright, J.D., M.B.A
President/CEO
Attorney at Law
Eliada Homes and Foundation, Inc.

¹ The denial letter incorrectly indicated that the Eliada multidisciplinary team reviewed this matter.



FOR IMMEDIATE RELEASE

Complaint Charges State with Failing to Provide an Education to Children Residing in Psychiatric Residential Treatment Facilities

May 11, 2012, Raleigh, NC: Today, Disability Rights NC filed a Complaint with the U.S. Department of Education Office of Civil Rights (OCR) asking federal officials to investigate the failure of the State of North Carolina to ensure that children placed in private Psychiatric Residential Treatment Facilities (PRTFs) are provided with adequate educational services, including any special education services that children with disabilities are entitled to receive.

Vicki Smith, executive director of Disability Rights NC said, "It is fitting to file this complaint during Children's Mental Health Week. Serious emotional and mental health disorders in young children and youth are real and treatable and must include education."

This complaint is the result of an investigation by Disability Rights NC with the assistance of law students from the University of North Carolina School of Law. In January 2012, attorneys from Disability Rights NC, assisted by nearly a dozen law students, conducted extensive interviews with 25 patients at a treatment facility in Charlotte, NC. Although all of these patients had the benefit of Individualized Education Plans (IEPs) prior to their admission to the facility, none of them were receiving adequate education services while in treatment. As a result, these children fail to earn academic credit while in treatment, fall behind their non-disabled peers and are more likely to drop out of school after their discharge from the facility.

"The State has known about this problem for years," said Smith, "yet failed to act." In July 2008, the General Assembly passed Session Law 2008-174, which directed the State Board of Education and the Department of Health and Human Services to "jointly meet and make a determination as to which public agency is responsible for providing special education and related services . . . for children with disabilities who are placed in private psychiatric residential treatment facilities. . . ."

Smith points out that “nearly four years have passed since the legislature directed these two departments to work together to provide adequate educational services to these children with disabilities. However, no resolution of this problem has been reached.”

The complaint asks OCR to investigate the State’s failure to provide educational services to children with mental and emotional disabilities as constituting violations of the Americans with Disabilities Act, the Rehabilitation Act of 1973 and the Individuals with Disabilities Education Act.

For more information please contact **Vicki Smith, Executive Director** at **919-282-6540** or **vicki.smith@disabilityrightsnc.org**.

###

Disability Rights North Carolina is a 501(c)(3) nonprofit organization with offices in Raleigh and Asheville. Its team of attorneys, advocates, paralegals and support staff provide advocacy and legal services for people with disabilities across North Carolina. As the state’s federally mandated protection and advocacy system, Disability Rights North Carolina is charged with protecting the rights of children and adults with disabilities in North Carolina.

www.disabilityrightsnc.org

Eliada Board of Trustees Meeting
Board Report
Child Development Services
July, 2012

Census: Child Care/Pre-School: 53
NC Pre-K: 85
Summer Camp: 129.55

Census remains high in Child Care/ Pre-school, and NCPK. Census was 9 slots low for the first month of camp but has increased for the month of July. We have recently terminated a Floater position that we will only replace if census increases.

Child Care/Pre-School: Child Development Services have finally completed our annual rated license assessment today, June 17, 2012. It has been a very long process and I am so proud to announce that for the first time ever we received a perfect score in our Environment (7 out of a possible 7), Education (7 out of a possible 7), and received an extra quality point for our Enhanced Policies (1 out of a possible 1). I am extremely proud of our teachers, administrative staff, and support staff. All of the teachers have worked extremely hard and put in long hours to achieve such Excellence. The classrooms randomly chosen for the assessments were the Toddlers and Two year old classes. So please send special congratulations to Whitney Cline, Kerrie Miller, Treva Walters, and Sara Pienta for scoring a perfect score in 22 areas reflecting excellence in quality.

NC Pre-K: Our 14 summer NCPK children will be graduating on July 30, 2012 at 10:00am in the Chapel. If you were not able to join us for our larger graduation ceremonies, perhaps you can stop by for our small ceremony. All 85 NCPK children will be attending Kindergarten this fall.

Last week the NC Pre-K providers met to review various scenarios for possible allocation of NCPK service dollars with the new state approved reimbursement rates. This will now go to the full committee in order to review the provider recommendation and approve final allocation of service dollars.

The table below highlights the recommendation to the NCPK Advisory Committee on the table:

Move \$79,329 from Head Start to Eliada	FY 11-12 SLOTS	FY 11-12 ANNUAL RATE	FY 11-12 PAYOUT	# of slots at new rate	New Annual Rate	FY 12-13 Calculated Payout
Head Start	122	4,749	579,329	167	3,000	500,000
ACSP	64	4,749	303,910	64	4,730	303,910
Eliada	71	4,889	347,091	66	6,500	426,450
MACFC	7	4,889	34,220	5	6,250	34,220.20
Totals	264		1,264,550	302		1,264,581

Summer Camp: Eliada Summer Camp hosted *All Balls Summer Camp* provided by “LOVE Athletes” the week of June 18, 2012. LOVE athletes exists to impact women and youth through professionally designed camps, clinics, and after school sports programs, which are implemented by professional athletes, qualified coaches, and role models. Summer camp children were able to experience a variety of sports while being coached by professional athletes. *All Balls Camp* gave children the ability to test their strengths and weaknesses in four different sports, which included soccer, basketball, football and kickball. With their staff of professional athletes, they were able to give proper instructions on group and individual skills based on the child’s age.

At “LOVE Athletes”, they believe there is more to sports than the game itself. It is about focus, self-control, concentration, cooperation, and the ability to minimize the effect of distractions and to adapt knowledge and aptitude to the requirements of a particular task. This all can be taught through a sport or physical activity in a “thinking environment”. “LOVE Athletes” created small challenges to always have the kids thinking yet always having fun. Children of the *All Balls Camp* walked away with a sense of excitement wondering what sport they would play next along with a sense of accomplishment in a sport they just fell in love with playing.



Eliada Homes, Inc.
Eliada Board of Trustees Meeting
Human Resources Update
July 16, 2012

Recruitment:

(Note-Recruiter resigned; filled internally, with new Recruiter starting July 18)

Residential-2 RC vacancies, one in Cummings, one in Lions. Reviewing PRN staff for these openings. 6 NRC spots open, with 3 in Cummings, 2 in Lions and 1 in Earle. Recruitment on-going. 2 RC Floater slots, 1 LRES opening (one just filled via promotion) in Cummings.

RISE-4 needed for September pre-service; one telephone interview on 7/17, other interviews to be scheduled.

Foster Care-revised Director role to 'FC Manager'; revised ads running now. Two interviews conducted so far, recruitment continues.

Development-Maze Manager hired for fall; former Development employee returning to Asheville (Amber Toy).

Intake-Intake Liaison vacancy with interviews scheduled (both internal and external); Lead Intake position abruptly vacated, recruitment in effect now.

Worker's Compensation-two incidents reported since last update; one was a Maintenance employee who sustained a bruise to his right hand, no lost time, no medical costs. Second was an RC who received a "punch in the face" by client. No lost time or medical costs so far.

Foundation/Development

Eliada Homes Board Report – July 2012

Hunter-Kemper

As our partnership with the Hunter-Kemper fundraising group draws to a close, we are focusing on finalizing details related to our annual plan for the new fiscal year. Many productive changes have come out of our relationship with Angela and her team, and we are excited to unveil them at the board meeting next month.

“Inner Circle” Employee Campaign

We instituted a new employee giving initiative, introducing it at All Staff Meetings in June. In the first four days, we had 10 participants who have pledged amounts that will total \$3,000+ over the coming fiscal year. We will continue to encourage employees to participate in the Foundation through this new campaign, which is growing each day.

Board Giving Campaign

Our board giving campaign will kickoff in the first quarter of the upcoming fiscal year, and hopefully conclude with 100% participation by the end of September. Look for more information on this at the board meeting.

Corn Maze

We are working hard on planning for the upcoming corn maze, which will feature the NYPUM program and recognize Honda America. A smaller corn maze will tell the story of Spookley the Square Pumpkin, featuring an anti-bullying message. We have restructured corn maze staffing and will be hiring a maze manager. In addition, we will be outsourcing concessions to Blue Ridge BBQ, ensuring a higher quality product with less staff time. Maze sponsorship packages went out a few weeks ago with phone calls and in person followup happening now. **Please let us know if you or your business would like to sponsor the corn maze this year.**

Annual Dinner

The grand opening of the corn maze will coincide with Eliada’s Annual dinner, which will be held on campus on August 17th. The corn maze will recognize Honda America and several other key partners through our annual awards presentation. A lot of work will go into this event, including the creation of a video presentation highlighting NYPUM’s involvement with Eliada over the years.

Annual Report

We are currently creating our upcoming annual report, which will mail in mid-August. The theme of the report is “What Drives You”, and will feature personal stories from Eliada students and staff members.

Back to School Appeal

We are planning the first appeal of our new fiscal year. This appeal will be a “Back to School” direct mail appeal with corresponding multichannel marketing through email and social media.

Database Management

Nora Scheff, our database manager, is working to implement modules of our new database that will save us money and make processing online payments more efficient. In addition, we will be unveiling "Friends Asking Friends," a peer-to-peer online fundraising platform, by September. As time permits, Nora continues to work to clean up database records and standardize data processing procedures.

Grants

We received roughly \$16k from the USTA in support of our tennis facility. A grand opening celebration and ribbon cutting will occur sometime in August.

We are planning proposals to Honda America, Blue Cross Blue Shield Foundation, and the Janirve Legacy fund, all of which fall due around the beginning of August.