



The Plan for Georgia Executive Summary

Presented to the Council
of
The Presbytery of Greater Atlanta

April 10, 2008





The Plan for Georgia

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Thornwell
Serving Children and Families in Georgia

THE PLAN FOR GEORGIA

I. Prayer-*full* Planning:

Thornwell Home & School was literally “prayed” into being by its founder, Dr. William Plumer Jacobs. While his idea for a new type of children’s home danced in his head for years, it took him “six months of prayer, consultation and study” before he was able to articulate his vision in an article he published in the October 1872 issue of *Our Monthly Magazine*. In that article he wrote of a new type of children’s home based on the model of a Christian family. He had studied a similar concept developed by a German named Immanuel Wichern and was convinced, after much prayer, of the path he would take. Only days before, he wrote in his dairy: “Oh, God! Thou leadest me! Is it thy will? Shall I write it? Then so be it – Thy home for fatherless children shall be founded. Dear Lord, use me.”

Three years later, Thornwell was founded (1875) and has been a leader in the ministry of residential care for children for over 130 years. The success of Thornwell’s ministry is due in large measure to the careful and prayerful planning, consultation, and study that Dr. Jacobs engaged in prior to beginning his historic ministry to children.

We are now engaged in a similar process of prayer, consultation, and study to develop a long anticipated expansion of Thornwell’s ministry into Georgia and ultimately across all three states of the Synod of South Atlantic. At Thornwell, there has been constant prayer for this planning process. We have consulted with leaders from the Presbytery of Greater Atlanta, Georgia leaders in the field of services to children and families, and other experts in the field. The plan you have before you is a continuation of the consultation process.

In creating Thornwell, Dr. Jacobs did not wish to reinvent the wheel. Rather he looked for an excellent model and then sought to replicate this new model in the United States. Similarly, in preparing the recommendations in this proposed plan, we have sought to identify programs and strategies that have been proven successful through the years. Each recommended program is evidence-based, family-centered, and capable of being implemented in what we have come to call the Thornwell Way.

II. Required Characteristics of the Plan:

In December of 2005, The Presbytery of Greater Atlanta overtured the Thornwell Board of Trustees with a request that Thornwell and the Presbytery enter into a dialog that would lead to a comprehensive plan for the care and nurture of children and families in Georgia. As our discussions have evolved, the following characteristics have been identified for guiding the development

of a plan to enable Presbyterians to make a significant impact on the lives of children and families at risk across the state of Georgia:

- The plan must be **a response** to the Gospel of Jesus Christ and an instrument for **fulfilling** the great ends of the Presbyterian Church. These beautiful words define our mission as Presbyterians and encourage us, as people of faith, to live out the righteousness of Gospel truth in an intentional, worshipping community that promotes the sheltering, healing, and nurturing of all God's children as a living witness to the kingdom of God among us.
- The plan must be **bold** to meet the well documented underserved needs of children and families in Georgia and to respond to the bold vision articulated in the presbytery's overture.
- The plan must promote **excellence** in programming that reflects the strong **commitment** of the Presbyterian Church in Georgia to serving children and their families.
- The plan must have the capability of offering services **statewide**.
- The plan must be **flexible** to change with the needs of the time.

III. Mission Statement:

It is recommended that the Presbytery of Greater Atlanta take the lead in partnering with Thornwell to establish the **Presbyterian Center for Children and Family Ministry** to serve children and families across the state of Georgia with the following Mission Statement:

The Mission of the Presbyterian Center for Children and Family Ministry is to share Christ's healing love with children, youth, and families at risk through nurturing programmatic ministries that create a Community of Care.

IV. Characteristics that will define our services as a Community of Care:

- Wholeness incorporating diversity
- A reasonable base of shared values
- Care, trust, and teamwork
- Effective internal communication
- Affirmation
- Links beyond the community
- Development of young people
- A forward view¹

The Thornwell Way – The Core Components of Quality:

- Recruiting and hiring of highly qualified and competent staff
- Staff training
- Supportive administration

¹Gardner, John W., Building *Community*, The Independent Sector, New York, NY, 1991, p.15-26.

- Consultation/Mentoring/Coaching
- Systematic program and staff evaluation

V. The Programmatic Ministries of our ***Community of Care***:

The *Community of Care* is designed to enable Thornwell and its ministry partners to provide early intervention services in order to keep families whole and healthy as well as to prevent the need for out-of-home placement whenever possible. From the family's perspective, the programmatic services of the *Community of Care* are organized from the least intrusive services to the most intrusive services. Such a *Community of Care* is designed to provide a wide array of options that can be accessed by the family at the most appropriate level. The overall goal of the *Community of Care* is to maintain and strengthen the family. When this is not possible the Community of Care seeks to provide services that will result in a permanent loving home for each child.

Implementation of the *Community of Care* will be a collaboration with Thornwell Home for Children, its mission partners, and Appalachian Family Innovations, a division of Appalachian State University. Thornwell envisions a program that will offer churches within the Synod of South Atlantic an active role in providing the services of the *Community of Care*. Such partnerships might include a church or cluster of churches providing office space or housing for one of our services. Additionally, Thornwell envisions developing an ongoing program to train church members to become licensed and certified Teaching Family foster parents and respite care-givers, or tutors for the children entrusted to our care. The needs of children and families in our synod are great and the opportunities for hands-on direct services to these hurting children and families cry out for a response. Presbyterians responding to the Thornwell *Community of Care* can make a real difference in the lives of those who need our love, care, and concern.

The following is a brief description of each program in the *Community of Care*:

Healthy Families is a prenatal to three years of age, home visitation program serving overburdened first-time parents beginning sometime between a mother's third trimester of pregnancy and the baby's third month of infancy. Healthy Families is a primary prevention program with the ultimate goal of preventing child abuse and neglect. Highly trained family support specialists assist participants in increasing protective factors and in reducing stress factors that could lead potentially to child abuse. The program's mission is to provide support, encouragement, and skill training to first time parents in order to promote healthy homes and school readiness.

Family Preservation Services consists of four-to-six weeks of concentrated support in the family's home and community. A specially trained family

preservation worker, who is on call 24 hours a day, seven days a week, provides a mix of counseling and help with practical problems that is tailored to each family's unique situation. The worker carries a caseload of only two families at a time and can thus spend up to 20 hours a week working directly with a family. Family Preservation serves families with children who would otherwise be removed from their homes and placed in foster care, juvenile facilities, psychiatric institutions, or residential treatment facilities. The goal is to remove the risk of harm to the child instead of removing the child from the home.

Foster Care is for children who have been removed from their homes and families and need kindness, compassion, nurture and safety. This program is designed for children who do not have a serious prevailing behavioral, emotional, or health issue. Foster Care Services are provided by highly trained, licensed, and supported adults who are sometimes referred to as *Professional Parents*. Extensive training and an array of continuous support services are available to our *Professional Parents*.

Therapeutic Foster Care is provided by foster parents who have been carefully selected, licensed, and specially trained to meet the needs of difficult-to-place children, ranging in age from birth to 21 years and referred by county departments of social services. Extensive training and an array of continuous support services are available to the Therapeutic Foster Parents.

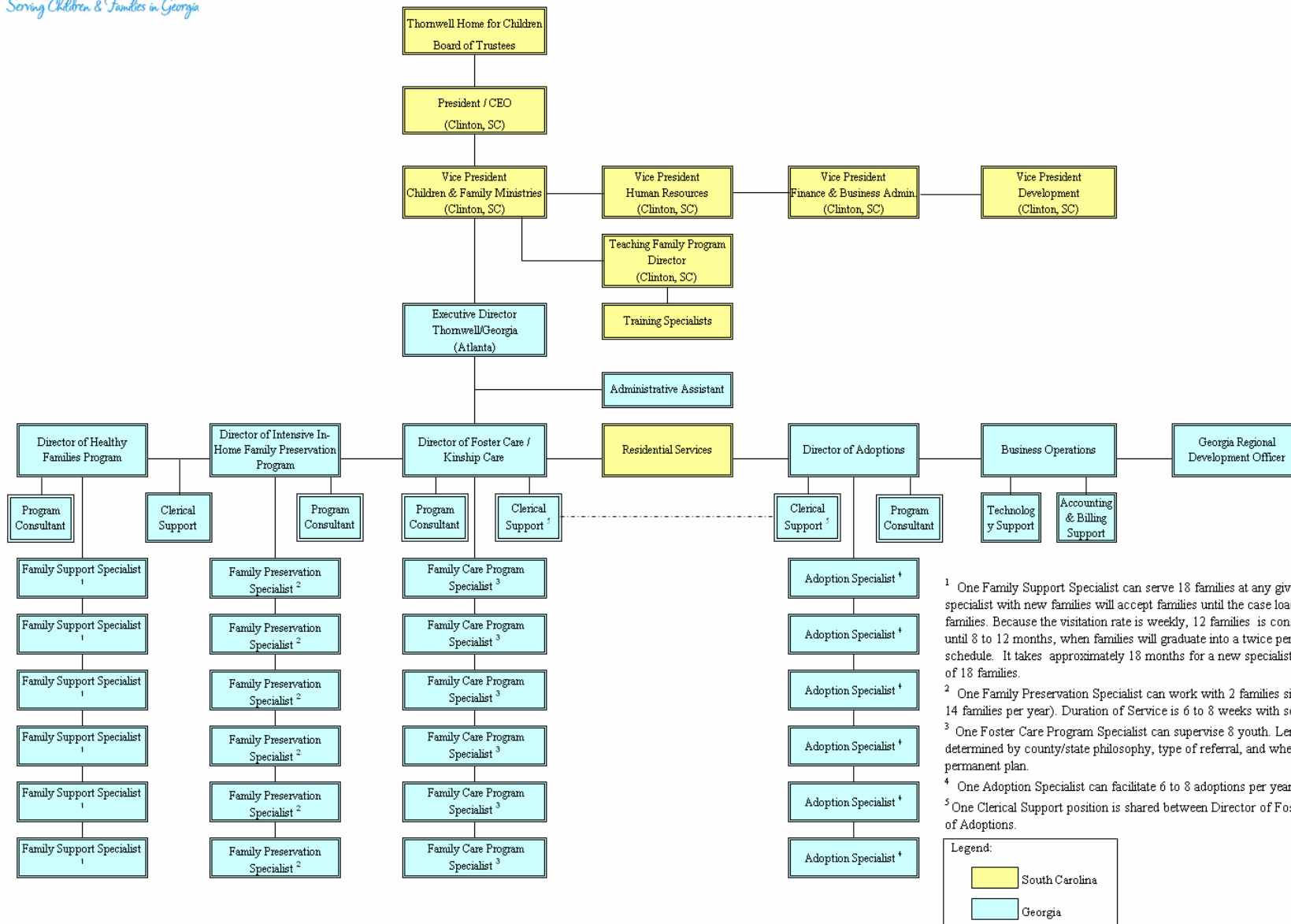
Foster Care to Adoption: When parental rights have been terminated, it is sometimes possible to work with a child to enable his/her first foster care placement to be with a family that wishes to adopt. When this is possible, the child is well served by minimizing the number of placements he or she has in the foster care system. This service requires experienced and skillful placement coordination to make this opportunity possible for the child.

Thornwell Home for Children: The 130 year old campus of Thornwell Home for Children in Clinton, South Carolina will serve as an administrative base for planning, training, and implementing programs of The Center for Children and Family Ministries. The campus will continue to offer residential care for private placement children who need long term care because of their age or circumstance.

Adoption: Thornwell will become a licensed adoption agency within the geographic areas that it serves. This additional program will enable Thornwell to be more effective in facilitating permanent placement for the children referred to our care. Adoption will be available to children at several places in the Community of Care.



Presbyterian Center
for
Children and Family Ministry
South Carolina * Georgia * Florida



¹ One Family Support Specialist can serve 18 families at any given time. A new specialist with new families will accept families until the case load reaches a total of 12 families. Because the visitation rate is weekly, 12 families is considered a full case load until 8 to 12 months, when families will graduate into a twice per month visitation schedule. It takes approximately 18 months for a new specialist to achieve a case load of 18 families.

² One Family Preservation Specialist can work with 2 families simultaneously (12 to 14 families per year). Duration of Service is 6 to 8 weeks with some follow up.

³ One Foster Care Program Specialist can supervise 8 youth. Length of stay will be determined by county/state philosophy, type of referral, and whether adoption is the permanent plan.

⁴ One Adoption Specialist can facilitate 6 to 8 adoptions per year.

⁵ One Clerical Support position is shared between Director of Foster Care and Director of Adoptions.

Five Year Pro Forma Financial Projections

The objective of this section of The Plan for Georgia is to provide a five year financial pro forma for the purposes of budgeting and funding the first five years of program development in Georgia. A financial pro forma for a start-up organization is by its very nature an estimate based on assumptions. Actual results will vary from the projections made in the pro forma. For planning purposes the pro forma projections assume that first the Healthy Families program then Family Preservation services will be implemented in the first five years of the Thornwell Georgia program. Of course, if it is determined that other programs in our proposed Continuum of Care are chosen to launch our start-up effort, new projections will be necessary.

It is truly exciting to watch this new ministry grow and expand in the careful, orderly and rational way projected by the pro forma. In year one, we accomplish the development of the administrative infrastructure and provide service to 24 families with the initial implementation of the Healthy Families Program. By the end of year five, the programmatic ministries of The Center for Children and Family Ministries in Georgia will have the capacity to serve an estimated 186 families each year in a loving, compassionate and cost effective way with the full implementation of the Healthy Families Program and the Family Preservation Program.

The program is structured in such a way as to allow growth across the state with a lean and mobile staff that is well trained and supported through the Center for Children and Family Ministries headquartered in Atlanta.

When fully implemented, the Thornwell Community of Care in Georgia will provide children and families a comprehensive array of services that will include better access to the residential services of the home campus of Thornwell in Clinton, South Carolina. Historically, Georgia children have always been part of our campus community. In recent years participation by children from Georgia has been constrained by the policy of the State of Georgia not to place children in its custody out-of state. As the Thornwell staff begins its ministry in Georgia, they will have the opportunity to refer appropriate Georgia children and families to the residential program before these families require the services of the Georgia Department of Children and Family Services. While in residence at Thornwell, the families of Georgia children will be served by the Thornwell staff in Georgia with the goal of working toward family reunification or establishing a permanent plan for each child.

Together, we have developed an exciting and cost effective plan for the Presbyterian Church in Georgia to become one of the premier providers of services to children and families in the state. Through these programs we will proclaim the gospel daily by our actions. We will provide for the shelter, nurture and spiritual fellowship of the children of God through a joyful Presbyterian community of caring and healing services. We will work daily for the preservation of the gospel truth that Jesus loves all of his children and wants for them a healthy, happy and productive life. We will promote social righteousness through our services. We will truly be a strong, living,

breathing exhibition of the Kingdom of God to hurting children families across the state of Georgia.

Proposed Program Implementation and Sample Outcome Measures

The five year pro forma financial projections that follow are based on the implementation of the first two programs in the proposed Continuum of Care in the *Thornwell Plan for Georgia* dated September 11, 2006. When specific programs in the Continuum of Care are approved for implementation, the Thornwell staff will work with the Georgia Department of Children and Family Services (DFCS) to develop specific outcome measures to meet the needs of the families and measure the efficacy of the program. Outcome measures will be established for each program. The following sample outcome measures are provided for illustration purposes only. Actual outcome measures will vary to meet the needs of the specific funders of the program.

Healthy Families is a prenatal to three years of age, home visitation program serving overburdened first-time parents beginning sometime between a mother's third trimester of pregnancy and the baby's third month of infancy. Healthy Families is a primary prevention program with the ultimate goal of preventing child abuse, neglect and out-of-home placement. Highly trained family support specialists assist participants in increasing protective factors while reducing stress factors that could lead potentially to child abuse. The program's mission is to provide support, encouragement, and skill training to first time parents in order to promote healthy homes and school readiness. Out come measures for this program might include:

- ____% of families participating in the program for six months or more will demonstrate progress toward goal attainment on their Individual Family Support Plan.
- ____% of children will be assessed using a standardized developmental screening tool.
- ____% of children not scoring within the "normal" range in the developmental screening will be referred for further assessment, evaluation and developmental services.
- ____% of families participating for at least two months will have a medical home.
- ____% of babies/children will have routine well-checks and will be up-to-date on their immunizations.
- ____% of parent(s) will report reading to their children at least five days per week.
- ____% of parents will receive education on family planning and benefits of delaying subsequent pregnancies.
- ____% of parents will report a satisfaction rating of 4 or better on the Parent Satisfaction Survey.
- ____% of DFCS referring sources will report a satisfaction rating of 4 or better on the Service Satisfaction Survey.

- There will be no confirmed incidents of child abuse and neglect in 100% of participating families.

Family Preservation Services consists of six to eight weeks of concentrated support in the family's home and community. A specially trained family preservation worker, who is on call 24 hours a day, seven days a week, provides a mix of counseling and help with practical problems that is tailored to each family's unique situation. The worker carries a caseload of only two families at a time and can thus spend up to 20 hours a week working directly with a family. Family Preservation serves families with children who would otherwise be removed from their homes and placed in foster care, juvenile facilities, psychiatric institutions, or residential treatment facilities. The goal is to remove the risk of harm to the child instead of removing the child from the home. Outcome measures for this program might include:

- ____% of families referred to the program will be engaged in the program within a defined time frame.
- ____% of participating families will have a written treatment plan prepared and sent to the referring worker following receipt of the referral within 10 days of contact with the family.
- ____% of all families will have weekly written summary reports prepared by the Thornwell Family Preservation Worker and sent to the referring DFCS worker.
- ____% of families will not have a confirmed abuse or neglect report during program participation.
- ____% of families will successfully complete the program
- ____% of families successfully completing the program will have no confirmed cases within six months of case closure
- ____% of families participating in the program will have children remain at home during program participation.
- ____% of families successfully completing the program will not have a child placed outside of the home within six months of case closure.
- ____% of families actively engaged in treatment and following treatment recommendations will not have incidences of criminal or status charges while the agency is actively involved.
- Scores will be improved on the Risk Assessment instruments used by the referring DFCS.
- Scores will improve on the Family Assessment Scale from the beginning of the intervention to the end of the intervention.

Thornwell Home for Children
Five Year Pro Forma Projection of Cash Flow for Georgia Community Based Services
Confidential and for Internal Use Only
Prepared January 2008

	Year				
	1	2	3	4	5
Georgia Office					
Executive director	\$ 80,000	\$ 82,400	\$ 84,872	\$ 87,418	\$ 90,041
Admin assistant	22,500	30,900	31,827	32,782	33,765
Benefits	35,875	39,655	40,845	42,070	43,332
Program consulting fees- note 1	30,000	30,000	30,000	30,000	30,000
Other expenses- note 2	23,550	26,790	27,810	28,860	29,942
	<u>\$ 191,925</u>	<u>\$ 209,745</u>	<u>\$ 215,353</u>	<u>\$ 221,130</u>	<u>\$ 227,080</u>
Healthy Families Direct Costs and Reimbursements					
Program director	\$ 35,000	\$ 61,800	\$ 61,800	\$ 63,654	\$ 65,564
Program consultant	-	41,667	50,000	51,500	53,045
Family support specialist 1	12,000	37,080	37,080	38,192	39,338
Family support specialist 2	12,000	37,080	37,080	38,192	39,338
Family support specialist 3	-	21,000	36,000	37,080	38,192
Family support specialist 4	-	21,000	36,000	37,080	38,192
Family support specialist 5	-	12,000	36,000	37,080	38,192
Family support specialist 6	-	12,000	36,000	37,080	38,192
	<u>59,000</u>	<u>243,627</u>	<u>329,960</u>	<u>339,859</u>	<u>350,055</u>
Benefits	20,650	85,269	115,486	118,951	122,519
Other expenses- note 3	17,700	73,088	98,988	101,958	105,016
	<u>97,350</u>	<u>401,984</u>	<u>544,434</u>	<u>560,767</u>	<u>577,590</u>
Government reimbursements	(25,500)	(176,775)	(272,217)	(280,384)	(288,795)
	<u>\$ 71,850</u>	<u>\$ 225,210</u>	<u>\$ 272,217</u>	<u>\$ 280,384</u>	<u>\$ 288,795</u>
Family Preservation Direct Costs and Reimbursements					
Program director	\$ -	\$ 5,000	\$ 60,000	\$ 61,800	\$ 63,654
Program consultant	-	-	16,667	51,500	53,045
Family preservation specialist 1	-	-	30,000	37,080	38,192
Family preservation specialist 2	-	-	30,000	37,080	38,192
Family preservation specialist 3	-	-	3,000	36,000	37,080
Family preservation specialist 4	-	-	3,000	36,000	37,080
Family preservation specialist 5	-	-	-	30,000	37,080
Family preservation specialist 6	-	-	-	30,000	37,080
	<u>-</u>	<u>5,000</u>	<u>142,667</u>	<u>319,460</u>	<u>341,404</u>
Benefits	-	1,750	49,933	111,811	119,491
Other expenses- note 3	-	1,500	42,800	95,838	102,421
	<u>-</u>	<u>8,250</u>	<u>235,400</u>	<u>527,109</u>	<u>563,316</u>
Government reimbursements	-	(4,125)	(117,700)	(263,555)	(281,658)
	<u>\$ -</u>	<u>\$ 4,125</u>	<u>\$ 117,700</u>	<u>\$ 263,555</u>	<u>\$ 281,658</u>
Direct expense outflow	\$ 263,775	\$ 439,080	\$ 605,270	\$ 765,068	\$ 797,533
Administrative support- note 4	43,605	97,720	139,228	157,853	165,091
Net cash outflow	\$ 307,380	\$ 536,800	\$ 744,499	\$ 922,921	\$ 962,624
Families Served					
Healthy Families- note 5	24	72	96	108	108
Family Preservation- note 6			26	72	78
Cost per Family- note 7					
Healthy Families	\$ 12,808	\$ 7,321	\$ 5,414	\$ 4,405	\$ 4,512
Family Preservation			\$ 8,644	\$ 6,211	\$ 6,093

Disclaimer: This projection is based on estimates and assumptions. Actual results will vary from this presentation. The order of program implementation will be determined in consultation with the Georgia executive director. This projection assumes Healthy Families then Family Preservation services are implemented in the initial 5 years. The projection is a summary of monthly projections embedded in this spreadsheet. The presentation is made on a cash basis to show cash flows. It is intended for internal purposes only.

Note 1 - Initial consulting engagement is with Dr. Gary Timbers of Appalachian Family Innovations (an extension of the Reich School of Appalachian State University).

Note 2 - Georgia office expenses include office support, travel, supplies, training, communications, copying, postage, membership fees, and client resources.

Note 3 - Other program expenses include travel, supplies, training, communications, copying, postage, membership fees, and client resources.

Note 4 - Administrative support includes but is not limited to accounting, human services, financial development, public relations and institutional administration.

Note 5 - A family support specialist for the Healthy Families program will initially accept a case load of 12 families. By the end of 18 months, a specialist can serve 18 families.

Note 6 - A family preservation specialist can serve 2 to 3 families simultaneously (12-14 families per year). Duration of service is 6-8 weeks.

Note 7 - Cost per family is determined by allocating the net cash outflow based on direct program costs net of reimbursements. The result is divided by the families served.

Note 8 - The schedule of staff hiring is an integral part of the assumptions included in this presentation.

**Thornwell Home for Children
Schedule of Staff Hiring Timeline
Confidential and for Internal Use Only
Prepared January 2008**

Program Month	FTE Hired	Program	Position
1	1	Georgia office	Executive director
4	1	Georgia office	Administrative assistant
6	1	Healthy families	Program director
9	2	Healthy families	Family support specialists
15	1	Healthy families	Program consultant
18	2	Healthy families	Family support specialists
21	2	Healthy families	Family support specialists
24	1	Family preservation	Program director
27	2	Family preservation	Family preservation specialists
33	1	Family preservation	Program consultant
36	2	Family preservation	Family preservation specialists
39	2	Family preservation	Family preservation specialists

**Thornwell Home for Children
Costs for 13 Campus Homes in Clinton
Confidential and for Internal Use Only
Extracted from Budget for the Fiscal year to End September 30, 2008**

Family teacher salaries (52 FTE)	\$ 1,121,339
Health services, recreation and church salaries	151,617
Other children's services salaries	469,340
Benefits	<u>696,400</u>
	\$ 2,438,696
Occupancy costs – note 1	480,000
Food	222,390
Therapists and other contractual services	99,865
Other direct children's expenses	386,628
Administrative support – note 2	<u>731,609</u>
	\$ 4,359,188
Cost per home	\$ 335,322
Cost per child at 8:1	\$ 41,915

Note 1 – The cost of occupying facilities is estimated at \$4 per square foot.

Note 2 – Administrative support includes, but is not limited to, accounting, human services, financial development, public relations and institutional administration.

The Thornwell Leadership Team

The following are biographical sketches of each member of the Thornwell leadership Team. Our team looks forward to working with leaders from the Presbytery of Greater Atlanta to complete the planning process and implement the plan to serve children and families in Georgia.

Robert W. “Skip” Stansell, Jr.

Skip has over thirty years of experience in leading Presbyterian programs and institutions. He grew up in Sandy Springs, Georgia and was a member of the Mount Vernon Church until he graduated from The Lovett School in 1969. Early in his life, as a camper at Camp Calvin, he experienced a strong call to camp and conference ministry. Responding to this call, he attended Presbyterian College and graduated with a bachelor of arts degree in Christian education. He then attended Indiana University where he received a master of science degree in recreation and outdoor education. As a presbytery camp director, he recognized the need for additional management and financial training and received a master of business administration degree from Wake Forest University.

Skip served for fifteen years as a presbytery and synod level director of camp and conference centers before being called as executive director of The Vera Lloyd Presbyterian Home in the Synod of the Sun. He has also served as president of Barium Springs Home for Children in the Synod of the Mid-Atlantic. In 2001 he was called to serve as president and CEO of Thornwell Home for Children where, among other efforts, he has worked to develop Thornwell’s strategic plan calling for a synod-wide ministry to children and families at risk. Skip is also proud to have led the transitions of three Presbyterian children’s homes into The Teaching-Family Model of child care. Thornwell was certified as a Teaching-Family Sponsor Site in April 2006.

Skip is an ordained elder in the Presbyterian Church (U.S.A.) and has been involved in a wide variety of church and community activities. He recently served as founding co-moderator of PCHARM. Presbyterian Children’s Homes and Related Ministries is the national organization of Presbyterian children’s homes and other ministries serving children and families at risk.

Nancy H. Lindeman

Nancy has 21 years of fundraising experience in church-related organizations. She has served as vice president for resource development at Thornwell Home & School for Children since September 2003. Her responsibilities include annual fundraising, planned giving, publications and public relations and managing the “Nurturing God’s Children Campaign” for \$74 million.

She has also served Barium Springs Home for Children in Barium Springs, North Carolina as vice president for development and the Vera Lloyd Presbyterian Home & Family Services of Little Rock and Monticello, Arkansas as director of development. Nancy served on the advancement staff of the Presbyterian School of Christian Education (now Union Theological Seminary/PSCE) in Richmond, Virginia. She was assistant director of administration for Volunteer Emergency Families for Children of Richmond, Virginia, a community-based ministry serving children in crisis.

Nancy is a graduate of the University of North Carolina at Greensboro. Her education also includes graduate courses in management and economics at Virginia Commonwealth University and the University of Richmond. Nancy has completed the Executive Management Institute course offered by the Owen School of Management at Vanderbilt University. She is an elder in the Presbyterian Church (U.S.A.) and has served on numerous congregational and presbytery committees.

Melinda Lee “Lindy” Scott

In May of 2006, Lindy began her 26th year of employment with Thornwell Home for Children. She has served at all levels in the Children and Family Ministries department and understands the intricacies and demands of working with at-risk children and their families. She is deeply committed to the Teaching Family Model of childcare and the programs offered by Thornwell as she has seen firsthand the impact and benefit to the children. As the leader of Thornwell’s Children and Family Ministries program, she insists on a high level of accountability and high criteria for staff to ensure excellence in the residential program.

Lindy led the implementation of the Teaching-Family Model on the Thornwell campus. She looks forward to achieving the same high standard of excellence as Thornwell and the Presbytery of Greater Atlanta work together to provide the Community of Care to children and families across the state of Georgia. The core components of the Teaching-Family program--training, consultation, and evaluation--will ensure that staff has the support and the tools necessary to work with children and families who are experiencing difficulties.

Lindy is a graduate of Erskine College and holds a master’s degree in student personnel and counseling from Clemson University. She is an ordained elder in the Presbyterian Church (U.S.A.).

J. Edmunds Young

Since May of 2001, Ed has served as Vice President for Finance at Thornwell. Prior to coming to Thornwell, Ed served as treasurer and controller for Presbyterian College for 17 years. Ed holds a bachelor’s degree in business administration from Presbyterian College and is a certified public accountant.

Ed is a lifelong Presbyterian and is an ordained elder in the Presbyterian Church (U.S.A.). He is involved in a wide variety of community and church activities including service on the board of directors of the Clinton YMCA and the Beckman Mental Health Center.

He looks forward to bringing his financial planning skills along with his keen concern for the well-being of children and families to the process of planning for our collaborative ministry in Georgia.

William R. “Bill” McAllister

Bill has 30 years of human resources experience in for-profit as well as non-profit settings. He has served Thornwell Home and School for Children as vice president of human resources since April 1993. His duties include the development and implementation of personnel policies and procedures, the administration of a competitive and equitable compensation and benefits program and the overall leadership of all human resources functions.

Prior to joining Thornwell he served Ohio Gear/Richmond Gear Manufacturing in Liberty, South Carolina for 6 years as Personnel Manager and Bi-Lo Stores, Inc in Greenville, South Carolina for 11 years as Benefits Manager.

Bill is a graduate of Limestone College in Gaffney, South Carolina. He is an active member of Fountain Inn Presbyterian Church where he serves on several committees and is an ordained elder in the Presbyterian Church (U.S.A.).

Larry Owens

Larry Owens joined the Thornwell development staff in 1999 and is the regional resource development officer in Georgia. He lives in Decatur. During his professional career, he identifies himself as a “tent-maker” pastor of the Presbyterian Church (U.S.A.), serving three exuberant congregations successively in the Presbytery of Greater Atlanta while working in the for-profit sector. His dual involvement in the workplace and the Church gave him a unique perspective on living the faith in a consumer-driven culture.

Prior to joining Thornwell, his corporate experience included national director of training for Days Inns of America, executive director of the Asian American Hotel Owners Association, management consultant with CMI International, the largest regional outplacement firm in the Southeast. He was president/COO of Hospitality International, Inc., an Atlanta-based hotel company advertised as “the best little hotel company in America” with over 300 franchised locations in 35 states as well as the Bahamas, Jamaica, and Costa Rica.

As a management consultant, his clients included numerous Fortune 500 companies such as: AT&T, Frito-Lay, Bell-South, Simon & Schuster, Georgia-Pacific, and

Northern Telecom. He worked with senior management to re-vision corporate culture/goals, reorganize departments, and identify stabilizing strategies during corporate transitions. In addition, he worked with transition teams and provided career counseling to employees.

Larry holds undergraduate degrees in accounting and in Christian education, along with master's degrees in divinity and in Christian education, with advanced studies in theology at Columbia Theological Seminary. He is an ordained minister of the Word and Sacrament, Presbyterian Church (U.S.A.).

Gary Dean Timbers

Since 1973 Gary has served as executive director of Appalachian Family Innovations. For the past four years Appalachian Family Innovations has been a consultant and program partner in implementing the Teaching-Family Model on the Thornwell campus and preparing our program for certification as a Teaching-Family Sponsor Site.

Appalachian Family Innovations (formerly Bringing It All Back Home), is a center in the Reich College of Education, Appalachian State University, Boone, NC with offices in Morganton, Asheville, Lenoir, Shelby, and Winston-Salem, NC and over sixty employees. Since the early 1970s, Appalachian Family Innovations has committed itself to the development, implementation, refinement, and dissemination of creative, consumer-responsive programs for youth and families at risk. Currently, Appalachian Family Innovations offers Teaching-Family Model training, consultation, and evaluation for community and campus-based family-style residential treatment providers; training and direct service in intensive family preservation programs; direct home-based service for at-risk families with newborns; specialized foster care for children with serious emotional, behavioral, or medical needs; pre-and post-placement support for parents who adopt children with special needs; and specialized training for classroom teachers.

Gary holds a bachelor of arts degree from the University of Arizona, a master of arts degree with honors and a doctor of philosophy degree in developmental and child psychology from the University of Kansas. He will serve as a consultant as we plan and implement our program in Georgia.

Thornwell Certifications and Affiliations



Founded in 1875, Thornwell Home for Children is a ministry of the Presbyterian Church (USA) governed by a Board of Trustees elected by the Synod of South Atlantic. Thornwell's services, programs, and ministries are made possible by the grace of God, the Synod's 987 churches in 16 presbyteries, their individual members, and the generosity of many other individuals and organizations.

The Teaching-Family Association (TFA) was founded in 1975 to ensure the quality of care provided by professionals who actively pursue the goals of humane, effective, individualized treatment for children, families, and dependent adults using



the common framework of the Teaching-Family Model for treatment and support. What is learned in one agency can be shared with other agencies within the Association and incorporated into the standards of quality assurance processes within the Association. TFA's goals are to certify members, recognize programs, standardize useful training and evaluation procedures, supervise program replication, and provide yearly conferences for sharing new material and program development. Thornwell is a certified Teaching Family Sponsor Agency.



Appalachian Family Innovations will serve as a Thornwell program partner in developing high quality, family-centered programs for children, youth, and families in Georgia. Appalachian Family Innovations (Family Innovations) is a division of the Reich College of Education at Appalachian State University. With primary offices in Morganton, Asheville, and Winston-Salem, Family Innovations has, since the early 1970s committed itself to the development, implementation, and refinement of leading edge helping programs for troubled youth and their families.

Appalachian Family Innovations provides specialized direct care programs in foster care, adoptions, home visitation with parents with newborns, intensive family preservation services, and sex abuse prevention.

Appalachian Family Innovations offers training, consultation, and evaluation support to intensive family preservation service providers, direct care staff in residential programs, staff development for teachers, and commissioned training to organizations with special programming requirements or client populations.

The research, training, and service efforts at Family Innovations have led consistently to the same conclusion. If we, society, want our children to grow up to be caring spouses, nurturing parents, and productive citizens, we must expose them to adults who behave that way and encourage those skills and values.

Thornwell Certifications and Affiliations

Appalachian Family Innovations is a Certified Teaching Family Sponsor Agency.



The Educational Assessment Guidelines Leading toward Excellence, or EAGLE Accreditation Commission, is designed for faith based, health and wholeness organizations to enhance the quality of services provided. It utilizes voluntary self-assessment and peer review processes based upon principles and goals to promote excellence in Christian Ministry and is sponsored by the United Methodist Church. EAGLE is the only national faith based accreditations program. EAGLE Accreditation is accepted by The Duke Endowment as a prerequisite for grant proposals to the foundation.

Thornwell is a charter member of the Alliance for Children and Families. The Alliance provides services to nonprofit child and family serving and economic empowerment organizations. Motivated by a vision of a healthy society and strong communities, we work to strengthen America's nonprofit sector and through advocacy assure the sector's continued independence.

The Alliance, formed by the 1998 merger of Family Service America and the National Association of Homes and Services for Children, helps member agency leaders successfully meet today's and tomorrow's challenges by drawing upon its more than 90 years of leadership in the human services community.



*Presbyterian
Childrens
Homes
And
Related
Ministries*

Thornwell is a charter member of the Presbyterian Children's Homes and Related Ministries.

The goals of PCHARM are:

- to provide a focus for children's issues within the denomination
- to serve as a faith-based resource for churches, families and children
- to provide opportunities for collaboration between Presbyterian child and family caring agencies, and
- to serve as a national resource on children's issues

Thornwell Certifications and Affiliations



The Association exists to help its members provide high quality services. It was created to unite providers of services to children and their families and to give them an organization through which to gain knowledge, share ideas, and work collaboratively to strengthen the system of care for children. The Association provides and promotes:

- high standards for services
- professional development
- advocacy for the children served and the system of care
- supportive services for members' programs and staff
- information regarding resources for children and families

The Association is a non-profit 501(c)(3) membership organization composed of private providers, public agencies, and a foundation.