

**Integrity**

**Excellence**



**Collaboration**

**Innovation**



We hold ourselves accountable for our actions and interact in ways that are respectful, honest, fully transparent, and ethical.

*Core Value* **Integrity**



Holly Burkholder of Penn-Mar is congratulated by Cliff Billet, Penn-Mar Job Developer, on winning the Ed McNanama Spirit Award at Central Middle School.

Dear Families and Friends of Penn-Mar Human Services:



Gregory T. Miller

**As part of our ongoing commitment to "Transform Life Into Living,"** this year we embarked on an intentional process of defining the core values of our organization. After much consideration and the input of all of our stakeholders, we believe **Integrity, Excellence, Collaboration, and Innovation** are the anchors which best guide the culture and behavior of Penn-Mar Human Services.



Anthony Gallo

**Penn-Mar is committed to living out these values each day** as we devote our energies, resources, and purpose to assisting each and every individual we serve to discover and pursue his or her full potential. Our team of caring and committed staff is helping to change the future of those we support whether in their homes and communities, in the workplace, or in other meaningful activities that promote the joy and fulfillment that a transformed life has to offer. The following pages of our Annual Report show our values, our vision, and mission in action.

In closing, we must offer a very special **"Thank You"** to Mr. Morton Zifferer, Jr., our Immediate Past Chairman of the Penn-Mar Board of Directors. The seamless transition between Chief Executive Officers during Mr. Zifferer's tenure was the result of his insistence on careful and visionary planning for the future. His leadership will have a lasting influence on those supported by Penn-Mar for generations to come.



**Anthony Gallo**  
Chairman of the Board



**Gregory T. Miller**  
President and  
Chief Executive Officer

# Vision



Penn-Mar's leadership team, left to right: Gregory Miller, Laura Tieman, Robert Kuhn, Jackie Stevens, Roger Marquis.



**More than 165 years ago, Dr. Samuel Gridley Howe** of Massachusetts proposed men and women with intellectual disabilities could take their place in the community if given proper education and training. Dr. Howe was a man far ahead of his time and continued to champion this belief until his death in 1876. He was one of the first people in the United States to advocate for the greater inclusion of adults with intellectual disabilities in every facet of life within their communities.

Today, Penn-Mar Human Services is working toward the same objectives that so inspired Dr. Howe. We believe, as he did, men and women with intellectual disabilities should never be shut away or segregated from society. Instead, every effort is made to include adults with intellectual disabilities in a fully integrated work force and in the greater diversity of our communities. This is key to Penn-Mar's vision for the future and our mission: Transform Life Into Living.

We safely deliver remarkable supports and regularly exceed the expectations of our stakeholders.

*Core Value* **Excellence**



David Reed of Penn-Mar at Eagle Machining USA.

# Employment

**Less than a hundred years ago people with intellectual disabilities were kept hidden by their families or isolated in large institutions with very little to motivate, encourage, and occupy them.**

In time work projects were introduced, but the workplace remained sheltered and adults with disabilities were segregated from the rest of society. The work itself was usually simple and repetitive and, in most cases, not at all stimulating. Adults performing such tasks were considered fortunate to have any work at all. No matter how menial or mind numbing a task, all persons with intellectual disabilities were expected to be grateful to perform jobs most other people did not want.

These attitudes have changed, slowly, over the years mostly because we have a better understanding of what an intellectual disability is and what it is not. Many adults with intellectual disabilities have the skills, ability, and desire to perform tasks and jobs the rest of society considered too advanced for them. It is only recently that society at large has evolved in its thinking to recognize adults with intellectual disabilities often possess the ability to concentrate on a task in ways most other people cannot.

Penn-Mar is leading human service agencies to regard segregated and sheltered work environments as an obsolete approach to serving adults with intellectual disabilities. As with anyone, men and women with intellectual disabilities have different sets of abilities, skills, and preferences when it comes to employment. Identifying and encouraging these qualities are the key elements in Penn-Mar's Employment First Program. We believe if we work closely with every adult we serve who wants a community-based job, we will be able to help that person find the job they regard as the most stimulating and rewarding. Most important of all, by doing so, we will be taking the fulfillment of our mission to a new level in Transforming Life Into Living.

## **What This Means For Penn-Mar**

By June 30, 2014, Penn-Mar Human Services will have closed all of its internal workshop operations and projects. Penn-Mar's Glen Rock campus will be devoted to educational courses and programming to help prepare adults with intellectual disabilities to acquire and refine their skills for employment in community-based jobs and careers.

We prioritize respect, teamwork, inclusivity, and shared goals.

*Core Value* **Collaboration**



Ed La Ricci performs the critical operation of cleaning, polishing, and labeling each and every Archetype Frameless Glass sample prior to these samples being sent to locations across the country and the world.

# Employment Programs

**Customized Employment:** The objective of the Customized Employment Program is the full integration of individual adults with intellectual disabilities in a community-based employment setting. This process begins by working with individual men and women to identify their strongest skills and interests. Once these skills and interests are identified, Penn-Mar works closely with local employers to determine how these skills can be utilized to meet a specialized need. This phase involves a detailed analysis of the workflow of a particular operation within a variety of community-based settings to see where an individual from Penn-Mar might be employed to increase operational efficiency through the use of their specialized skills.

**To date, Penn-Mar has placed 63 individuals in community-based jobs at 45 locations.**

All Thread Industrial  
American Cooling  
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Glass  
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Bon Air Country Club  
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Chick-fil-A  
Cintas  
Country Meadows

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Eagle Machining USA  
Fill-Er-Up  
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**Transitional Employment:** Transitional employment serves as an introduction to employment in a community setting. This program provides the opportunity for men and women with intellectual disabilities to work in the community in teams. Local businesses contract with Penn-Mar for specific services. Transitional employment may also lead to a customized employment setting once an individual has gained the confidence necessary to work independently.



Scott Barrows of Penn-Mar working at North Hills Elementary School.



We constantly strive to be progressive and innovative leaders in the human service field.

*Core Value* **Innovation**



Jon Martin of Penn-Mar checking the accuracy of parts at Eagle Machining USA.

# Maryland Line

**Some men and women at Penn-Mar may choose not to accept a job in the community and some will realize the time has come for them to retire from the work force.**

This does not mean their lives at Penn-Mar will become a predictable and repetitious daily routine. Just as the Employment First Initiative identifies job skills and interests, Penn-Mar's Day Program works to discover the aspirations and ambitions of the adults who are free to pursue a range of established interests and discover new ones.



iPads opening a new range of learning capabilities.

The mere thought of offering daily activities and stimulation for adults with intellectual disabilities was largely unheard of until recent times. Sadly, in many cases people were placed in large rooms with a single television set and expected to be content.

Providing a meaningful day of stimulating activities for men and women with intellectual disabilities is a challenge Penn-Mar embraces. Thanks to recent innovations in technology, such as interactive learning systems and iPads, new learning activities and programs are available to improve communication abilities, develop new skills, or enhance existing ones. Self-selected activity time is a new feature of the daily schedule of the Maryland Line Day Program. Individual men and women are free to select from a menu of activities based on choice and not because we decided for them.

The most ambitious innovation of the Day Program is the Community Learning Services Program. This initiative calls for groups of adults from Penn-Mar to attend and participate in community-based activities in addition to attending Maryland Line programs. Currently, we are in the beginning stages of this initiative, but Penn-Mar's staff is confident it will flourish and grow.

# Community Programs

**Residential:** For more than 160 men and women, Penn-Mar's residential facilities are first and foremost home. Penn-Mar seeks to establish an environment reflecting the interests, choices, and tastes of each and every individual. We do this in an effort to make each residence home.

**Support Services:** Often, individuals with intellectual disabilities are able to live by themselves or at home with a minimum of supervision. In such cases, periodic support services may be appropriate. The primary objective of in-home, ISS, and CSLA programs is assisting men and women master skill sets to help them maintain independent lives.

## Maryland

**LISS (Low Intensity Support Services):** Penn-Mar is one of a small number of agencies chosen by the state of Maryland to administer Low Intensity Support Services in central and western regions of the state. These services are designed to utilize finite resources in the most efficient way possible by: 1) working with families and individuals who are capable of thriving without invasive or restrictive solutions, and 2) extend more help to more families through innovative employment of limited funds.

## Pennsylvania

**Respite:** Families providing primary care for loved ones with intellectual disabilities inevitably encounter situations where a family must be separated for brief periods. Penn-Mar's Respite Program provides adults and children with intellectual disabilities with a place to stay on such occasions and family members with peace of mind knowing their children are in good hands.



Recreational activities at Maryland Line.

# Southern Community Services



Cindy Richard, Director of Southern Community Services, takes inventory at the SCS emergency food pantry.

**Southern Community Services (SCS)** is Penn-Mar's community social services division helping individuals, families, and communities deal with basic needs, such as food and shelter, and more complex issues posing more complex threats to wellbeing, such as substance abuse and suicide.

To help meet all of these needs, SCS provides short-term counseling, case management, and life management programs to help individuals and families meet a variety of different challenges. In recent years, SCS has concentrated significant time and effort to analyzing the underlying reasons for the high rate of suicide throughout York County. As part of this work, SCS created the York County Suicide Prevention Coalition for numerous public and private agencies to combine their efforts in addressing this issue in our community. In cooperation with the Mayor's Office in York City, the Director of SCS held the first workplace suicide prevention program for more than 300 men and women employed by the city.

# Foundation

Penn-Mar's mission and vision for the future places maximum emphasis on innovative and imaginative programs designed to offer the greatest level of independence and quality of life for the men and women we serve. Striving to be among the best agencies providing these kinds of services requires Penn-Mar to initiate new ideas before they are popular and widely accepted. In some instances, this approach requires Penn-Mar to utilize its own resources to support new ideas that we believe will be in the best interest of individuals and families who rely on us for support.

In building Penn-Mar's endowment, we are enhancing our ability to implement new programs and initiatives to benefit the people we serve. We are among those organizations leading improvements and progress in this field of human services. In this way, Penn-Mar will be able to achieve a greater level of independence and flexibility necessary to do the best job possible.

Support of Penn-Mar's Endowment Fund will not only safeguard the fiscal integrity of this agency for generations to come, it will ensure Penn-Mar possesses the resources for bold action in the service of men and women with intellectual disabilities.

During the 2013 Fiscal Year, Penn-Mar's Endowment doubled in size. Multiple sources contributed to this growth, including the quiet stage of our endowment campaign. During FY 2014 you will see an increased level of public information regarding this initiative.



Penn-Mar is incorporating the latest technology to transform life into living every day.

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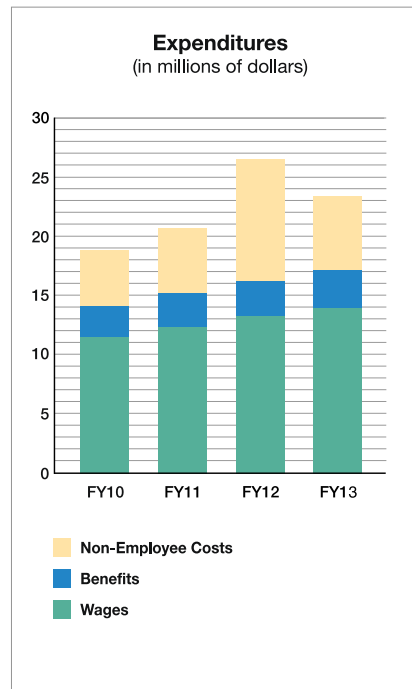
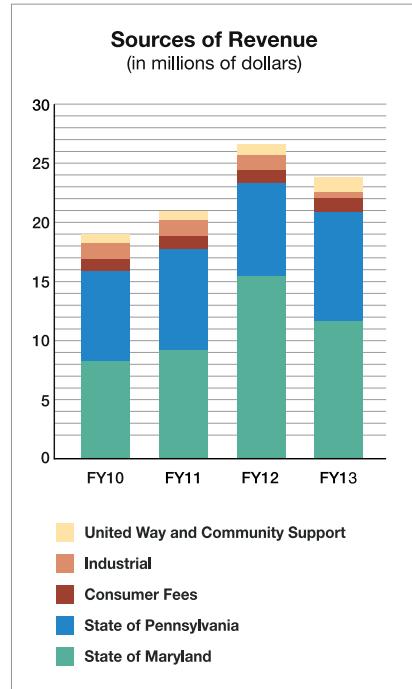
**Penn-Mar Human Services and the individuals it supports receive recognition.**

**Employee of the Year,  
Ana King at Wegmans  
Awarded by Maryland Disabilities Commission**

**Penn-Mar Human Services receives Non-Profit  
Community Impact Award  
Awarded by York County Economic Alliance**

**Provider of the Year Award given to  
Penn-Mar Human Services  
Awarded by Maryland Works**

## Financials





Exercise is an essential part of daily activities at Penn-Mar's Job Training Center. Movement Therapy helps everyone stay limber and focused.



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Human Services**  
*Transforming Life Into Living*

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**22nd Annual Black Tie Gala**  
March 8, 2014

**SCS Golf Tournament**  
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