

2014 ANNUAL REPORT

Transforming the Future

of those we support, their families and our community





Dear Families and Friends of Penn-Mar Human Services,

One of the comments we hear about Penn-Mar Human Services on a regular basis is that there is just something "different" about our organization. We believe that "difference" can be attributed to the commitment of our staff and volunteers as they live out our four core values of Integrity, Excellence, Collaboration, and Innovation. Our values serve as the foundation and anchor of our organizational culture, our key measure of success, and the underlying principles that guide how we Transform Life Into Living at Penn-Mar Human Services.

We believe organizational discipline is also paramount in ensuring operational and strategic successes for Penn-Mar. We understand there is an enormous responsibility and a sacred trust that has been gifted to us by the men and women we support, their families, and our community. We believe this trust should be honored by an unwavering commitment to excellence in achieving our mission. We believe that is where our stories come to life.

This report will provide a sample of the stories that are being written every day—stories of empowerment, stories of jobs, stories of friends, and stories of discovering one's significant place in a community.

At Penn-Mar we celebrate the many stories that have been written, the many that are being written, and we keep our eyes looking forward to those who will one day allow us the privilege to begin dreaming with them about what their story will be.

Greg and Anthony

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



Anthony Gallo Chairman of the Board





CORE VALUES

Our values serve as the foundation of our organizational culture, key measures of our success, and the underlying principles that guide how we transform life into living at Penn-Mar Human Services. We live them through our daily interactions with our stakeholders (individuals we support, staff, families, volunteers, and community partners), through our service delivery methods, human resource practices, and recognition programs.

Integrity

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

Excellence

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

Collaboration

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

Innovation

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

MISSION

Our mission is to transform life into living for individuals, families, our staff, and volunteers. We do this by providing support services, as a team, to individuals with disabilities or human service needs in ways that promote value, independence, and self-determination.

VISION

We are leaders within the profession that serves people with disabilities and human service needs.

As pioneers in developing innovative life models for the people we serve, we deliver a full continuum of services.

Our community services division offers an innovative continuum of services, ranging from emergency support to prevention and education programs that create genuine self-sufficiency.

We support the voice of individuals, families, and clients with lawmakers and regulators.

Operationally, we are flexible and agile, capable of adapting and responding to change as we continue to fulfill our mission.

We value our employees and volunteers.

We provide our employees with competitive compensation and a work environment that is safe, healthy, and engaging.

We are well and clearly branded within our communities.

Our foundation raises the funds needed to support our mission and outreach to those in need.



Robert Kuhn Chief Financial Officer

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Gregory T. Miller President and Chief Executive Officer

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Roger Marquis Chief Development Officer

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 the individual from Penn-Mar might be employed to increase operational efficiency through the use of their specialized skills.

To date, Penn-Mar has placed 75 individuals in community-based jobs at 84 locations.

All Thread Industrial

American Cooling Technology

Apple Automotive

Archetype Frameless Glass

Arena Club Athletic Lettering Bank of America Bon Air Country Club Broom's Bloom Dairy

Cape Horn Pets Central York School District

Chick-fil-A Cintas

Country Club of York **Country Meadows**

Dallastown Area School District

DreamWrights Dollar General

Eastern School District

Fill'Er-Up Frank Theaters

The Haven at Springwood

Genesis Golf Trips Gesher L'Torah

Giant

Gordon Recycling Services

Graul's Market

Hayfields Country Club Hereford Bed & Biscuit

Home Depot

Hunt Valley Catering Imagination Station

Inclusion Research Institute

Kelly & Associates Insurance Group

Keystone Kids

Kmart Kohls

Legends

M&P Amusement Maple Press

Mars

McDonald's

New Phoenix Pottery Omni Graphics

Penn Waste **PetSmart**

Prancing Pig Pottery

Red Lion School District Richman's Auto Supply Saubel's Markets

Sea Solar Power Coupling Corp

ShopRite

Snack America

Southern Branch YMCA South Eastern School District

St. John the Baptist Catholic Church

Suburban Bowlerama

Sweet Frog Tremont Vending True Value

Walmart

Wedding 411 On Demand WellSpan York Hospital

Wendy's

White Rose Bar & Grill Whiteford Public Library York Revolution Baseball Yorktowne Settlement Co.

YMCA

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.



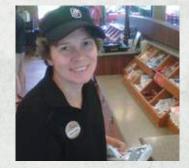
Adam Dodd at his desk while employed at IMT.



Jen Sheffler organizing clothes at Kmart.



Dan Barczak working with the York Revolution.



Becky Nelson greeting customers at Chick-fil-A.



Charlie's Journey

As a lot attendant, Charlie drives his express van to Apple Automotive's Honda, Chevy and Nissan Dealerships to shine the tires and clean the interiors throughout the year. Charlie lived much of his early years in a foster home. When his foster mother became too old to care for him, she recommended Charlie to Penn-Mar.

Today, Charlie lives in one of Penn-Mar's independent residential facilities and is achieving two of his lifelong goals: a rewarding job in the community and a place of his own.

Before his employment at Apple Automotive, Charlie had a job recycling toner cartridges. He did an excellent job. He cleaned them, filled them with toner and delivered them. One day he made the decision he wanted a job reflecting his interests and love of cars.

Every morning Charlie is on the move. He stops in at Apple Car Wash Express and picks up the keys for the dealership vehicles on his schedule. He makes sure he has what he needs and drives his express van full of cleaning equipment and supplies to get the job done.



Not long after that, Cliff Billet saw Charlie detailing his own car in a parking lot. He asked Charlie if he would like to detail his car. Charlie was delighted and showed Cliff and others his interest in car detailing, which led to Apple Automotive.

In July of 2012, Charlie made a successful transition to Apple Automotive, York, PA, as a lot attendant for the Honda, Chevy and Nissan Dealerships. During his 20-hour work week, Charlie earns a competitive wage. He picks up his van at Apple Car Wash Express, gathers the keys for the lot vehicles on his schedule, and gets the supplies to shine tires and clean the interiors.

The work ethic and pride Charlie has in his job is inspiring. He always shows up for his job on time, going out in the cold of winter and the heat and humidity of summer to do his job. He touches more keys than any employee and has never lost a key. "Doing my best" is his motto. He is known for tackling his duties by doing his best and being on the move all the time. "His job, his co-workers, and the sales teams at each dealership have a truly positive impact on Charlie's selfesteem", says Steve Wambler, Apple Car Wash Express.

"When he received a special vacuum, Charlie appreciated it greatly because he could do a better job. When I gave Charlie a performance review and a pay raise, what really meant the most to him was the recognition, not the extra money. He was quite proud of that," says Steve.





Steve Wambler (left), Manager, Apple Car Wash Express and Bob Gilbert (right), President, Apple Automotive are impressed with Charlie's steadfast commitment to doing his job well, no matter how hot it gets during the summer or how cold it gets during the winter.

The sales team at Apple Honda appreciates everything he does to keep their vehicles clean and ready to sell. They are pleased with all he does — so pleased, in fact, that they bought him a jacket. The sales teams at the Chevy and Nissan dealerships are equally delighted.

The Best Day Ever... Five Days a Week

Few people have a great day every weekday. Susie Diffenderffer is the rare exception.

Every time she returns home from her Penn-Mar Community Learning Services group in Towson, she proclaims, "Mom, this was the best day ever!"

Susie's exuberance for the pilot group she's in reflects both the impact it's having on her and the promise the new initiative holds for participants in the future.

Penn-Mar launched Community Learning Services (CLS) a little more than a year ago. It's an alternative to the services that Penn-Mar offers about 100 people at its Freeland, Maryland, facility each weekday, which are facility-based and more traditional.

Mark Rivera-Junkins, Penn-Mar Community Learning Coordinator, said, "In the CLS model, there is no need for a physical structure to house the program. Many opportunities that are afforded through participation in a traditional day program are identified in the community, and the individual accesses those opportunities having never stepped foot in a day program."

So what does this look like? The Towson-based group provides a great example.

Towson's CLS Success

Each weekday, the four participants meet Penn-Mar staff member Vicki Hineline at Graul's Café in Lutherville. They often interact with the Graul's regulars before launching into whatever Vicki has planned for them for the next six hours.

Activities include exercising at the YMCA, visiting a nursing home, working at a food bank, going to a park, greeting soldiers at the airport as part of "Operation Welcome Home Maryland," trying their hand at entrepreneurial pursuits, or a variety of other adventures.

Participants also go to Towson University for a few hours each week for occupational and speech therapy, following their individual care plans. Group members were selected for the CLS group based on their individual interests, preferences, strengths, and needs.

"Geography and personality are huge factors in determining who goes together," Mark said.



The members of the Towson-based CLS group already knew each other when the group was formed—they had been in school together and all live in close proximity.

Each one brings his or her own strengths and needs to the group. Each is on his or her own journey.

Helping Each Other Along the Journey

Meet Chris McCarron. When Chris first came to Penn-Mar, his family said he wouldn't engage in any physical activities. But he did—from his very first day. Since then, he's been more willing to try a variety of physical activities. When the Towson-based group recently went to Hersheypark, Chris charged onto four different roller coasters, and wanted to try even more.



"There's stuff Chris won't do for his parents, but will do in the group because of the peer influence," Mark said.



Meet David Hahn. David's parents say he has "selective mutism." He speaks very little, especially at home. But in the group, he speaks more. In fact, as Vicki drives the group from one location to the next, David's peers get him to repeat words and encourage him to be more conversant. One day recently, David



went home from the group and told his mom, "Vicki's dog died." It was a breakthrough sentence for him.

Meet Caroline Christofferson. Caroline is the group socialite. She thrives on going to the nursing home and loves to pass out the gifts that the group members make for the residents. Caroline finds humor in everything. Her challenge is with her gross motor skills, especially due to cerebral palsy. Steps and changes in elevation are difficult for her to navigate, and she's learning how to plan her steps.



"Her peers celebrate her success," said Mark.



Meet Susie Diffenderffer. She's the cheerleader for the group and keeps her peers motivated. As part of Susie's role in the CLS group, she keeps track of the mileage for Vicki as they travel from place to place in Vicki's Subaru Outback. Susie also answers Vicki's phone for her when they are together.

"It Takes An Exceptional Person"

Educator, leader, facilitator, mentor — these are a few words that describe Vicki.

Communication is a significant part of what Vicki does each day as she interfaces with the Penn-Mar staff, participants in the program, their families, and others in the community. She conducts quarterly family meetings to discuss what the group has been doing and to plot plans for the future.

A key part of her job is identifying the strengths and abilities of the group members and utilizing these strengths and abilities in the best ways possible.

For example, Vicki doesn't allow the group members to use the handicap buttons for doors. Instead, she's taught them how to hold doors for other people in addition to related social skills.



"It takes an exceptional person to staff a group like this," Mark said. "Mrs. Diffenderffer applauds Vicki for her tireless dedication to support others."

Looking Toward the Future

One of the biggest challenges Penn-Mar faces in this new initiative is staffing.

The staff person also needs to know their community. Is public transportation available? If so, then they are encouraged to use it. They also need to know what resources and opportunities are available.

"We could have 50 groups if we had the staff for it," Mark said.

In fact, Penn-Mar's goal is to have 50 groups in place in the next five years.

In addition to the Towson group, another CLS group is meeting in Harford County, and groups in other locations are in the plans.

"A lot of this is about community acceptance for our participants, then having them contribute what they can to their community," Mark said.

The Penn-Mar CLS initiative is on the leading edge among human services agencies.

Mark said some other agencies are trying similar ideas but not very successfully, and often based on a one-on-one model. Penn-Mar caps its group size at four participants and one staff member.

"Very few agencies are doing what we are doing," said Laura Tieman, Chief Operations Officer for Penn-Mar. "It's really part of our strategic plan here at Penn-Mar. This program is a big shift. We are ahead of the pack."

Pushing the Boundaries of Independence

While the Towson CLS group rarely goes to the Penn-Mar Freeland facility, the group used it for one of its quarterly family meetings. The individuals in the program planned the menu and prepared a three-course meal for their families. Group members even decorated the tables and served the meal.

Vicki and Mark pushed the boundaries of independence for the group members and took them to Ocean City, Maryland, for three days. Participants had to make



their own beds, prepare their lunches, and be independent in other ways. They also went to lifeguard camp. There, they enjoyed the opportunity to sit in the lifeguard chairs, use flotation devices, and wave the flags the lifeguards use.

Parent chaperones were included in the Ocean City trip but will not go on an upcoming trip to Williamsburg, Virginia.

"One of the greatest struggles for parents is letting their children be more independent. We give the individuals bits of independence as we can. The skills of the individual will come out when the parents are not present," Mark said.

The Towson-based group also has taken on some entrepreneurial pursuits. Group members made patience bracelets, first experimenting with different materials and ways of making them. They also developed a pamphlet and marketing plan for selling them at local places.

Vicki also has the group working on a greeting card line. Each participant has a role in producing and selling them.

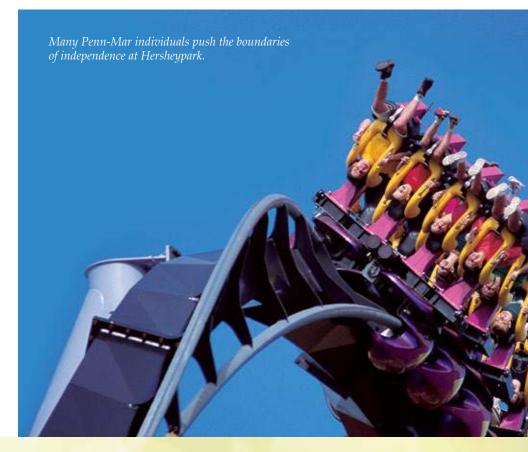
"The CLS program is about more than leisure recreation," Mark said.

But then some days are just plain fun—the Hersheypark day, for example.

Mark said after the participants had pushed him to his roller coaster limit, they headed out of the park and came across a band playing. Group members began dancing to the music. Some of the performers joined in the dancing. Later, the CLS group stopped at a restaurant in Harrisburg where an anonymous patron paid the tab for the entire group.

All in all, it was a very good day for the group.

For Susie, it was certainly a "best day ever."



Southern Community Services

Couthern Community Services (SCS) is Penn-Mar's community social services division helping individuals, families, and communities deal with basic needs. These needs include food and shelter, and more complex issues posing more complex threats to well-being, 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 York City Mayor's Office, the Director of SCS held the first workplace suicide prevention program for more than 300 men and women employed by the city.





Foundation

The purpose of the Penn-Mar Human Services Foundation is to provide over \$500,000 to Penn-Mar (PMHS) in addition to growing its endowment.

Assets which are managed by the Foundation continue to increase each year. For example, FY14 saw total asset growth of \$1,302,583 for a total of \$5,215,770 (as of June 30, 2014). Accumulation of assets include cash gifts, new gifts and pledge payments to the endowment, as well as additions to the pooled asset trust and a change in market value (unrealized) in the investment portfolio.

Penn-Mar Human Services Foundation Pooled Asset Trust York County Community Foundation	\$ 3,739,484 \$ 1,293,604 \$ 173,407
Baltimore Community Foundation	\$ 9,724
Total	\$ 5,216,219

Tim Chase, Chair of Penn-Mar Human Services Foundation and also a member of the Penn-Mar Human Services Board of Directors, says, "We are headed in the right direction with current contributors increasing their support and new contributors joining the campaign." Our community has a better understanding of the mission and importance Penn-Mar plays in Maryland and Pennsylvania. We are on track to realize our goal of adding an additional \$5M to the endowment (gifts and pledges) by June 30, 2015.

Two of our endowments are represented by the following:

Keith Peterson Endowment

In the fall of 2012, we launched a campaign to create the Keith Peterson Endowment to honor our retiring CEO. Many of you participated in this minicampaign, which raised \$60,000. The Endowment over the last 18 months has grown to a value of \$65,000. This spring, after all other funding options were exhausted, we received a request to purchase a mini-lift to support a gentleman and the staff at one of our homes. The cost of the mini-lift was \$2,611.59. The lift has provided Charles and the staff an enhanced experience—making getting in and out of bed, moving to the shower, and general mobility much easier and safer. The distribution to support the purchase of the mini-lift was unanimously approved by the Foundation Board at its May meeting.

Direct Support Staff Endowment

Penn-Mar Human Services Foundation created a new endowment fund to recognize and retain high-quality direct care support professionals. We have always believed that hiring the very best direct support staff is necessary and vital. As you know, the challenge for us has always been keeping good staff in place. The Direct Support Staff Endowment Fund will help us keep more of the best direct care staff in place doing the job they love. Support for the Direct Support Staff Endowment will be used to:

- Improve the quality of life and secure the future of the individuals we support by having competent, qualified, and dedicated direct support professionals caring for men and women with intellectual disabilities.
- Increase direct support professionals' total compensation, which will positively affect employee turnover and save tens of thousands of dollars currently spent on recruitment, training, and orientation.



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Ms. Beth March



Congressman Perry visited our Penn-Mar North Facility to see the supported employment and day services in action.

Mr. and Mrs. Roger Marquis Mr. and Mrs. Steve Marshner Mr. and Mrs. Gregory Martin Mr. and Mrs. Nathaniel E. Martin Mr. and Mrs. Eugene R. Martz Mr. and Mrs. Marlin Masemore Mr. and Mrs. William McBee III Mr. and Mrs. Walter McCarthy Mr. and Mrs. Robert J. McCoy Mr. and Mrs. James A. McCready Mr. and Mrs. Larry McDonald Mr. and Mrs. Robert McDowell Ms. Sandra I. McDowell Ms. Kelly S. McGhin Mr. and Mrs. William I. McGuinn Ms. Kathleen M. McMahon Mr. and Mrs. Timothy McMichael Ms. Mary Ann McMorrow Mr. and Mrs. Henry W. Mealy Mr. and Mrs. Carl S. Merrill Mr. and Mrs. Andrew Merz Mr. and Mrs. David T. Michels Mr. and Mrs. Alfred R. Michenzi Ms. Patricia C. Middlecamp Mr. and Mrs. Aaron Miller

Mr. and Mrs. Gregory T. Miller Ms. K. Lvnn Miller Mr. and Mrs. Larry Miller Mr. and Mrs. Aaron Miller Mr. and Mrs. Paul Miller Ms. Sharon Miller Ms. Tina Miller Ms. Virginia E. Miller Mr. and Mrs. Paul Minch Mr. and Ms. Edward G. Misch Mr. and Mrs. Edward Mohan Mr. and Mrs. John R. Moore Mrs. Marilouise P. Moore Ms. Cynthia M. Moran Mr. and Mrs. Gerard W. Moran Ms. Susan Moran Ms. Rhonda L. Morano Mr. and Mrs. John Morris Ms. Rachel Morton Ms. Judy Moser Mr. Michael Mosner Mr. and Mrs. Edward Mottern Ms. Lori Mund Ms. Martha Mundis Mr. and Mrs. Eugene R. Naylor

Ms. Mary Lou Hendrix

Ms. Kathleen Henshaw

Dr. and Mrs. Andy Naymick Ms. Elaine Nazelrod Mr. David L. Nelson Ms. Evelvn L. Nelson Mr. and Mrs. Richard Nevin Ms. Catherine Newton Mr. and Mrs. Chris Niedenthal Ms. Joy Nolte Kirk Mr. and Mrs. Chad Norfolk Ms. Elizabeth Norman Mr. and Mrs. Ion R. Nuffer Ms. Fran Nussle Mr. O'Hare Mr. and Mrs. Tim O'Hare Ms. Connie J. O'Leary Mr. Andrew Oelke Mr. and Mrs. James P. Offutt

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Mr. Philip A. Piermatteo, Ir. Dr. and Mrs. Ander Pindzola Mr. and Mrs. James F. Pitts

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Mr. and Ms. Richard F. Stem Mr. and Mrs. James N. Stengel Mr. and Mrs. Charles Stenley Mr. and Mrs. Scott Stevens Mr. and Mrs. Shawn A. Stine Mr. and Mrs. Eric Stolev

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Every attempt was made to ensure an accurate listing of contributions. If you have questions please call (410) 343-1069 ext. 227.



Legacy Society Members



Families who have become members of the Penn-Mar Human Services Legacy Society by including Penn-Mar in their estate plans:

Mrs. Betty Amspacher Mrs. Celina Bunker

Mr. John Frank*

Mr. Arthur Glatfelter*

Rev. and Mrs. Raymond and Carol Good

Ms. Susan Gordes

Mr. and Mrs. Robert and Barbara Hilbert

Mrs. Ann Larkin

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Mr. and Mrs. John Otto

Mrs. Mary Parker

Mr. and Mrs. Keith Peterson

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Mrs. Jean C. Reider

Mr. and Mrs. Michael Shriver

Mr. and Mrs. Gordon and

Carol Smith, Mr. Scott Smith

Mr. Will Street

Mr. and Mrs. James S. Taylor

Mr. and Mrs. Harry Young

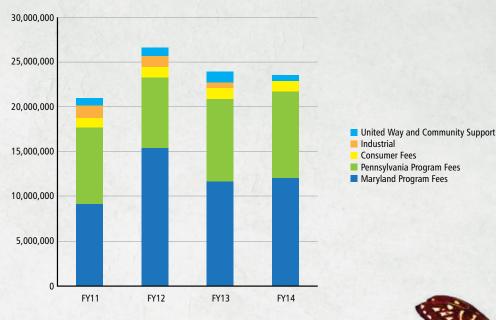
Mrs. Helen Zeigler

*Deceased



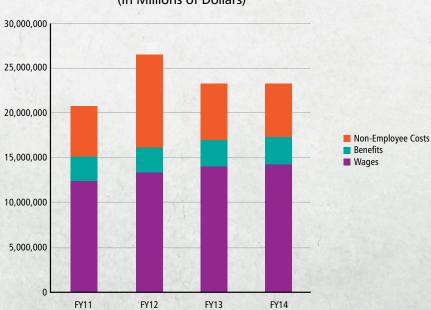
Sources of Revenue

(In Millions of Dollars)



Expenditures

(In Millions of Dollars)





More than 600 people celebrated Penn-Mar's Annual Dinner and Celebration, including board members, community leaders, staff, and individuals we support. We were energized to celebrate the achievements of our individuals, volunteers, and staff members this year.









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Jonathan Kinsley *Vice-Chair*

Paul Shifrin *Treasurer*

Kristine A. Crosswhite *Secretary*

Morton F. Zifferer Jr. *Immediate Past Chair*

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Denise Hargrove

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Douglas A. Rein

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William T. Yanavitch II

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Robert Kuhn Chief Financial Officer

Roger Marquis
Chief Development Officer

Jackie Stevens

Chief Operations Officer Pennsylvania

Laura Tieman
Chief Operations Officer Maryland

Special 2015 Events

23rd Annual Black Tie Gala March 7, 2015

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Maryland

310 Old Freeland Road Freeland, MD 21053 (410) 343-1096 (410) 343-1770 fax

Pennsylvania

10671 Susquehanna Trail Glen Rock, PA 17327 (717) 235-8068 (717) 235-9878 fax

Southern Community Services

44 South Main Street Shrewsbury, PA 17363 (717) 227-0048 (717) 227-9084 fax



Member Agency

