



Penn-Mar
Human Services
Transforming Life Into Living



Annual Report 2018

Innovating for the Future



MISSION

The mission of Penn-Mar Human Services 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

Our vision is to be a national leader impacting policymakers and organizations committed to supporting the transformation of life into living.

IMPACT METRICS



16

DIFFERENT ORGANIZATIONS
for which our individuals
volunteer their time



1,339

INDIVIDUALS
served by Low Intensity
Support Services



2,456

SERVICES PROVIDED
through Low Intensity
Support Services

\$1,605

PER INDIVIDUAL/FAMILY
average LISS funding amount



102

INDIVIDUALS
directly employed by local
businesses in Pennsylvania
and Maryland



12,041.05

HOURS OF SUPPORT
for individuals in a home or
apartment of their choos-
ing through the Personal
Supports/ISS program in
Maryland



82

FAMILIES
received respite services



21,565

RIDES
provided to individuals to and
from community based jobs



228

INDIVIDUALS
receiving day services at one of
our two locations



55

HOMES
owned by Penn-Mar



81

BUSINESSES
directly employ
Penn-Mar individuals



11/42

DSPS
in the Career Ladders
Program are certified



28-30

NEW DSPS
will enter the program in
October 2018



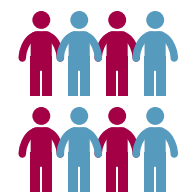
21

INDIVIDUALS
received in-home supports
living at home with their
families or on their own



\$725K

RAISED
at the 2018 Black Tie Gala



100%

OF OUR INDIVIDUALS
who come to day services
participated in integrated
community activities with
approximately 47% of
programming occurring
in the community.



GREGORY MILLER

President/CEO

*Penn-Mar
Human Services*



JONATHAN KINSLEY

Chairman of the Board

AN INNOVATIVE MIND SET

Dear Families and Friends of Penn-Mar Human Services:

Steve Jobs of Apple renown observed that “Innovation distinguishes between a leader and a follower.” At Penn-Mar, we know that to be successful in our mission, to be an industry leader, we will need to continually explore a universe of possibilities in order to advance innovative ideas that no one in the field has even thought about yet. And we’re doing just that.

The theme of this year’s Annual Report, “Innovating for the Future,” is more than a vision or slogan. It is truly a reality for us. The past year has brought to life initiatives that began with an open mind to “change the world” for the individuals we support. This forward thinking aligns with our commitment to be truly transformational as an organization and industry leader in the way that we value our team members and help people with disabilities gain more control over their lives. In the pages that follow, you will see concrete examples of innovative thinking in practice.

You’ll read about the task force we created to study and define what a “person centered” culture means, not just by definition but specifically how it is put into practice at Penn-Mar. It is a process that is being constantly refined and enhanced and challenges all of us – the individuals we support, their families and our team members -- to frame what our services and supports will look like now and in the future.

Addressing the DSP Workforce Crisis

After some 30 years of industry concern about the growing Direct Support Professional (DSP) workforce crisis, you will learn how we are leading the way to address this issue through a multi-pronged approach. Our solutions include a Career Ladders certification program and investment in training and development that goes beyond what traditional providers do. That includes wage enhancements and additional perks that show our team members we value what they do each and every day. In June, we were honored to receive the prestigious Moving Mountains Award in recognition of our Career Ladders initiative and our ongoing retention and recruitment efforts.

Our innovation mindset has established Penn-Mar as a recognized leader in the industry. This year we were invited to participate in a national forum along with other human services providers and educators to share our innovative strategies and help develop solutions for the DSP workforce crisis.



Investing in the Future

On the home front, we’re settling in to our new 35,000 sq. ft. Penn-Mar North Learning Center which will provide the physical space needed to catch-up with our ever-expanding capabilities. The purchase of this facility is yet another example of how Penn-Mar’s disciplined financial oversight, committed partnerships and innovative collaborations have enabled the organization to boldly turn dreams into a reality. And as we move toward our goal of full inclusion, our Learning Center will allow us to better assist each person we support to increase their level of participation out in the community.

When you review our financials it will be apparent that our Penn-Mar Foundation is building a strong foundation allowing for innovative strategies and future growth. The 2018 Black Tie Gala – our signature fundraising event – broke both attendance and fundraising efforts. These funds, along with our endowment, will be used to support our Career Ladders initiative, Employee Care Fund and Community Inclusion Scholarships which provide experiences in the social, cultural, political and civil aspects of the communities where the individuals we support live and work.

Through an innovative Pathway Grant program, the Foundation has committed to investing in Penn-Mar team member initiatives that accelerate social and economic mobility for the individuals supported by Penn-Mar, innovations that traditional funding sources do not cover.

All of these innovative initiatives align with our Foundation’s 2027 Vision to ensure the highest quality of life for the individuals Penn-Mar supports, full inclusion in the community for those who desire it, and accelerated social and economic mobility for all individuals with disabilities.

We are working in the present to innovate for the future. Our thanks to all of our generous supporters for helping us to aim higher and achieve more.



PENN-MAR NORTH LEARNING CENTER

Right-Sizing Operations for the Future

On June 12th, Penn-Mar officially opened its new state-of-the-art Day Learning Center in New Freedom, Pa. Joining President and CEO Greg Miller for the celebration were supporters, members of the York County Economic Alliance, Penn-Mar team members, families, individuals and friends.

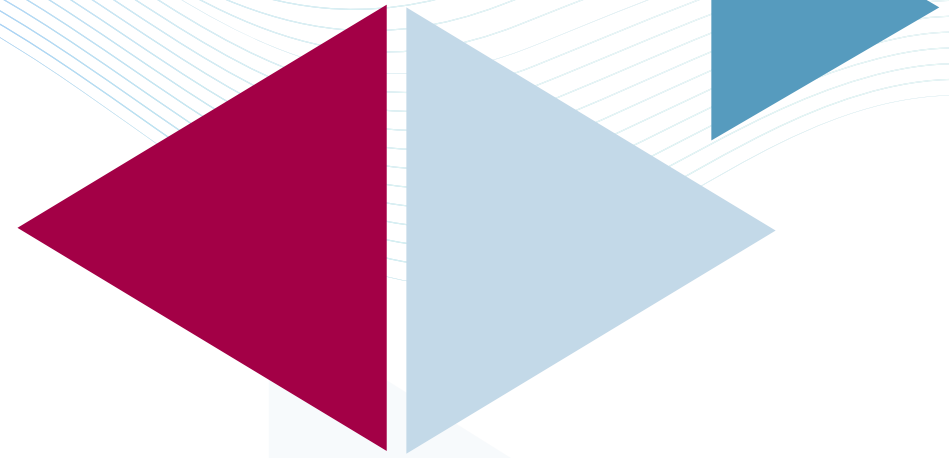
The new 35,000 sq. ft. facility – often referred to by its street name, “Far Hills” – is a perfect example of how Penn-Mar’s disciplined financial oversight, committed partnerships and innovative collaborations have enabled the organization to boldly turn dreams into a reality.

As more individuals with disabilities spend time in the community, those who continue to need the services of a Day Learning Center require an environment that is conducive to their unique needs, so that every day is a meaningful and productive day for all.

“We are moving toward our goal of full inclusion,” said Miller. “And our new facility will allow us to better assist each person we support to increase their level of participation in our community.”

Accommodating Future Growth & Services

The Far Hills Learning Center features a mix of contemporary open spaces for team members, conference rooms and offices, and smaller areas for a gym, individual training rooms, a shop area and computer classrooms. It also has customized settings conducive to concentrated learning where music and art therapists can work with small groups of people.



Jennifer Skelly, Director of Penn-Mar's PA Programs, noted that the more dedicated spaces at Far Hills allow team members to work with smaller groups and improve supervision needs. And while the programming hasn't changed in the new facility, the colorful, artfully decorated environment makes everyone there feel more uplifted and better about the tasks at hand.

The Learning Center stands as a testament to Penn-Mar's future strategy of giving the individuals it supports more skills and opportunities to help them participate in the community while providing the physical space needed to catch-up with its ever-expanding capabilities.

"Not only was this facility delivered on-time and on-budget, but it is exactly the space we need to 'right size' our operations and eventually consolidate all of our programmatic and Pennsylvania-administered programs in one place," said Miller.

Penn-Mar relocated from facilities in Glen Rock, 4.5 miles down the road, which were built for very different purposes. The new Learning Center is designed to meet the way Penn-Mar services are provided today, and in the future.

By earmarking the proceeds from the sale of the Glen Rock buildings and with the support of resource partners and a business community committed to the organization's mission, Penn-Mar was able to avoid a capital campaign to fund this purchase.

Penn-Mar is also conducting a full evaluation of its headquarters space in Freeland, MD and will be making significant changes to accommodate future growth and address the changes in the way its services are provided there.



ADDRESSING THE CRITICAL ROLE OF DIRECT SUPPORT PROFESSIONALS

The health and well-being of the individuals Penn-Mar supports depends on the strength and professionalism of our direct support professionals (DSP). Theirs is a complex role requiring critical thinking, problem solving and advocacy skills, all of which require far more than basic mandated training.

The shortage of DSPs is the largest challenge facing not only Penn-Mar, but the entire disability provider community. As people with disabilities live longer and funding for DSP wages lags behind the value of services they provide, recruitment and retention of this critical workforce has become a national crisis.

And it's only expected to get worse.

Demand for DSPs is forecasted to increase by 48 percent in the next decade alone, and growth in the field will likely accelerate for many years as the baby boomer generation ages.

Yet turnover rates of this essential workforce are inching towards 50% in the United States. And is it any wonder; DSP income on average is 25-50% below a living wage.

We as an industry have been talking about this crisis for the last 30 years. But few in the industry have stepped up to the plate to address this issue in the committed way that Penn-Mar has.

Penn-Mar has been a tireless crusader for increasing DSP wages, petitioning legislators in Maryland to make good on their promise of a 3.5% rate increase and advocating for a pathway to a living wage for DSPs in Pennsylvania.

At the recent 2018 Reinventing Quality Conference in Baltimore, Penn-Mar President and CEO Greg Miller, accepted the national Moving Mountains award. This honor recognizes best practices for DSP career development, retention and training and the groundbreaking work Penn-Mar has been doing in developing a Career Ladders certification training program that exemplifies excellence in providing opportunities for DSPs to grow their knowledge, skills, value and compensation.





Eleven Certified; 42 Enrolled

In the entire U.S., there are fewer than 300 DSPs who have received training to achieve credentialing (out of a national workforce of two million serving people with I/DD). To date, 11 out of our 350 Penn-Mar DSPs have graduated from the Career Ladders program and there are currently 42 DSPs enrolled in the program



> 300

DSPS WHO HAVE RECEIVED TRAINING TO ACHIEVE CREDENTIALING

Penn-Mar's annual turnover rate in 2017 was 30% as compared to a nearly 50% national average. Our goal is to ultimately reduce our DSP turnover to 15% or below annually in the years to come.

Statistics show that very few DSPs leave their employ because they can't handle the work of supporting people with disabilities. They leave because they don't feel valued and heard.

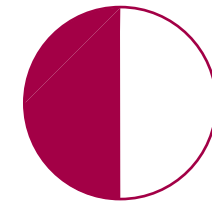
We have addressed that problem as well.



11/42

DSPS in the Career Ladders Program are certified

NATIONAL



30%

TURNOVER RATE compared to a nearly 50% national average

PENN-MAR



MAKING ALL TEAM MEMBERS FEEL VALUED

One of Penn-Mar's primary strategic objectives is around team member retention and how we are going to enhance the culture of our organization so that all of our DSPs feel valued, have a say in their job responsibilities, receive adequate training and are able to make a good living.

We have hired an experienced Learning and Development manager to revamp the way those in leadership positions across the organization onboard and socialize new Penn-Mar team

members and provide them with continuous learning and professional development opportunities.

Transforming life into living at Penn-Mar depends on the commitment and professionalism of our DSPs. We have chosen to address this workforce crisis issue with tangible solutions, showing our DSPs in many important and substantive ways how much we value what they do each and every day for the individuals we support.

PERSON-CENTERED CULTURE AT PENN-MAR

Empowering People to Be Their Own Voice

The popular person-centered approach to supporting individuals with disabilities is not a new one to leadership and team members at Penn-Mar. But rather than accept a universal standard of practice, we created a task force to study and define what “person-centered” really means to us.

Our approach is more of a “thinking process” that is being constantly refined and enhanced. It challenges all of us – the individuals we support, their families and our staff – to frame what our supports will look like now and in the future.

As a starting point, we view person-centered supports as a mindset rather than a mandated process. Person-centered supports begin with developing a plan, a life plan, for each individual. Development of the plan includes input from those in the individual’s circle of supports that they choose. As with Penn-Mar’s innovative customized employment approach, we rely on Exploration & Discovery to actively engage our individuals, listening and observing all forms of communication, gaining knowledge through direct interactions and information.

This is a team process where everyone puts their interests aside, approaching each situation without preconceived notions or bias.

Only after this process is completed can our team members understand the underlying motivation for the person’s wants, needs, and desires. Observations and information are then incorporated into a well-thought out individual support plan that balances risk while promoting the person’s life vision. It can include preferences for social outings, recreational activities and volunteer projects; health and wellness goals; and recommended skills development and customized employment options,

And true person-centeredness goes beyond creation of the plan. It is in how the plan is lived daily and how each person’s voice drives supports.



Defining the Penn-Mar Approach

From this process, we developed a definition for Penn-Mar’s unique person-centered approach: Empowering people to be their own voice.

Going forward, we envision a culture where every team member at Penn-Mar will have this mindset front-and-center. For new staff, it will be introduced during the initial interview process and be reinforced from the first time they enter a day program or group home and throughout their career with the organization. It is about helping DSPs be able to make decisions “in the moment” that support the person’s dreams.

All of our team members will be trained to know and live Penn-Mar’s person-centered approach so that they can empower those we support to find their own voice, make more decisions on their own, and have more control over different aspects of their lives, to the greatest level they can manage.



INNOVATING THROUGH PHILANTHROPY



The Penn-Mar Foundation

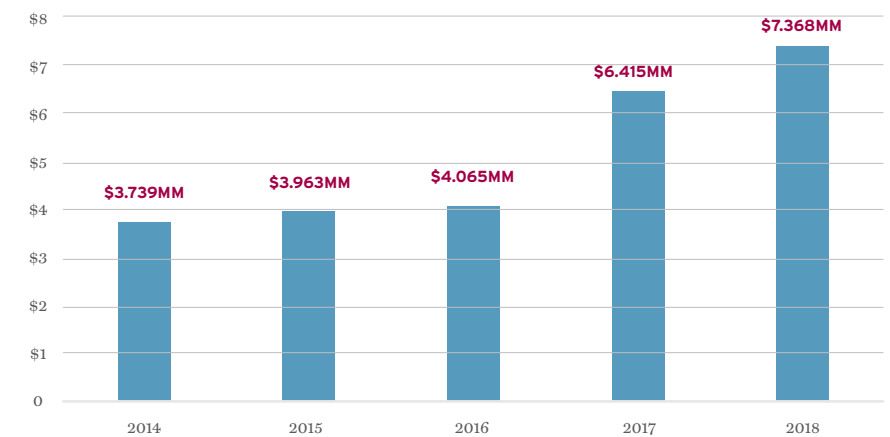
The Penn-Mar Foundation supports the transformational mission of Penn-Mar Human Services by securing the financial resources needed to drive innovative service development, now, and in perpetuity. In doing so, we create opportunities for individuals with disabilities, for the team members that guide them, and for our local businesses and communities.

A life of purpose and meaning is what every person deserves, regardless of ability. Penn-Mar transcends the barriers to effect change with a creative and pioneering spirit that enables us to be a truly transformational organization that helps people with disabilities gain more control over their lives and supports and values the Direct Support Professionals who make that possible for them.

Our Funding Challenge

Traditional funding sources alone cannot sustain the work that needs to happen if we are to effectively innovate for the future. As government funding continues to be insufficient, new financial resources must be generated to assure the development and continuation of Penn-Mar's work. With creative strategies and support from corporations, private individuals and foundations, Penn-Mar can and will be the employer of choice for our Direct Support Professionals and the provider of choice for the families and individuals we support.

Penn-Mar Foundation Net Assets*



* The Penn-Mar Foundation Net Assets include pledges receivable. Only signed pledges are booked as receivables and do not include bequests.

The financial growth of Penn-Mar's Foundation since 2014 has laid the groundwork for the organization's continued transformation and innovation to support the Foundation's 2027 Vision and fundraising goal of \$20MM.

FOUNDATION 2027 VISION

Ensuring the highest quality of life for the individuals Penn-Mar supports by fostering professional pride and feelings of value among our most critical workforce, the Direct Support Professionals (DSPs)

Promoting a life of full inclusion in the community for all individuals at Penn-Mar who desire it

Accelerating social and economic mobility for all individuals with disabilities through the exploration and testing of innovative approaches at Penn-Mar that could influence communities of practice on a national scope

2027 VISION FUNDRAISING GOALS:
\$20MM

PENN-MAR FOUNDATION BOARD

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Elizabeth Pitts-Madonna
Vice-Chair

Jonathan Kinsley
Treasurer

Jill Golueke
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Committee*

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Gregory T. Miller
President and CEO

Katherine Rogers
Executive Director

FY18 HIGHLIGHTS/ACCOMPLISHMENTS



DSP Career Ladders Certification Program

Transforming life into living at Penn-Mar depends on the commitment and professionalism of our DSPs. But the skills needed to provide exceptional support require far more than basic mandated training. Our Career Ladders Credentialing Program gives our DSPs enhanced critical thinking, problem solving and advocacy skills.

Penn-Mar employs a team of over 400 DSPs. In the United States there are two million DSPs serving individuals with developmental disabilities yet there are fewer than 300 DSPs – including 42 from Penn-Mar – who have received training to help them achieve Certification and increased compensation. In FY 2018, 11 Penn-Mar DSPs earned their Level One certification requirement which included a minimum of 100 hours of training and practicums, and the presentation of a final portfolio.

In June 2018, Penn-Mar Human Services received the prestigious Moving Mountains Award from the partnership of the National Alliance of Direct Support Professionals (NADSP), the Institute on Community Integration at the University of Minnesota (ICI), and the American Network of Community Options and Resources (ANCOR) which recognizes organizations using leading practices in direct support workforce development that result in improved outcomes for people with disabilities. Penn-Mar was cited for its Career Ladders Program that improves staff retention by developing a credentialed workforce with professional standards.



Community Inclusion Scholarships

To ensure that no individual with a disability is denied the opportunity to engage within the community, the Penn-Mar Foundation has established a Scholarship Program to create and fund experiences in the social, cultural, political and civil aspects of the communities in which they live.

Community Inclusion funds at various levels are available to every individual Penn-Mar supports to ensure that finances are never a barrier for someone who desires the opportunity to enjoy an experience. Examples of funded activities include participation in:

- The Weary Arts Group music therapy program at \$20 per session.
- A Horticulture Therapy program offered by a non-profit in Towson for \$62.
- An eight week \$250 Occupational Therapy program at Towson University's Studio One with supervised graduate student support.

Pathways Grants for Penn-Mar Staff

The Penn-Mar Foundation is committed to investing in Penn-Mar team member initiatives that accelerate social and economic mobility for the individuals supported by Penn-Mar Human Services and could ultimately inform and influence communities of practice.

The Human Services sector is faced with circumstances that require new ways of thinking and working. Because traditional funding sources do not allow for the exploration and testing of innovative strategies that can provide new approaches, the Penn-Mar Foundation is rolling out Pathway Grants, a brand new category of innovative funding, for staff proposals that:

- Offer new approaches that can impact Penn-Mar Human Services
- Have a clear strategic vision and can articulate what works and why
- Are committed to outcomes and use of data
- Are sustainable and scalable
- Have the potential to influence systematic change in the delivery of services



26th Annual Black Tie Gala Raises Over \$725,000

Penn-Mar's 26th Annual Black Tie Gala set attendance and fundraising records. Over 600 friends of the organization gathered on March 3 at the Delta Hotels by Marriott Hunt Valley, Md., to honor Penn-Mar patrons Ann and Michael Hankin, of Butler, Md.

Brown Advisory was the Founding Sponsor for the signature fundraising event, themed "California Dreaming." The evening featured the wines of Napa and Sonoma Valleys, dinner, dancing, live and silent auctions and raised over \$725,000 in support of Penn-Mar's operations and innovative services for adults with disabilities.

The deserving honorees, both graduates of the University of Virginia School of Law, have supported many educational, environmental and human service organizations and causes in Maryland.

Ann worked as an attorney at Piper & Marbury and U.S.F. & G. She chaired a significant capital campaign for The Bryn Mawr School in Baltimore and served as chair on the school's board for three years. She has also served as a trustee of the Baltimore School for the Arts and Paul's Place, and is senior warden at St. John's Episcopal Church, Western Run Parish and on the Dean's Council of the Washington National Cathedral.

Michael, president and CEO of Brown Advisory, has served as trustee and vice-chairman of Johns Hopkins Medicine, trustee of The Johns Hopkins University, chair of the Johns Hopkins University Applied Physics Lab, and the Baltimore Community Foundation. In addition, he has served as president of the Land Preservation Trust, trustee of the Center for Large Landscape Conservation, and chairman of the Waterfront Partnership of Baltimore and the Maryland Zoo.



SAVE THE DATE

March 2, 2019
Penn-Mar's 27th Annual Black Tie Gala



ANNUAL REPORT 2018 DONORS

Penn-Mar Human Services and the Penn-Mar Foundation rely on the support from the community to transform life into living for adults with disabilities. In FY 2018, more than 450 individuals and organizations made charitable donations totaling more than 1.5 million dollars.

Every effort has been made to ensure the accuracy of the list of donors. If we have inadvertently misspelled or omitted your name, please accept our apologies and contact us at 410.343.1069 x 257 so we can correct our records.

DONOR SPOTLIGHT

Susan Gordes

Susan Gordes' brother Charles, has been supported by Penn-Mar for over 30 years. He was one of the first participants in the organization's employment program and eventually moved into Penn-Mar's residential program in 2008.

Throughout the years, Susan has seen a transformation in her brother's behavior that she never thought possible. "I didn't think I would see the day when Charles would have a significant amount of self-control," she said. "It was the dedication and assistance of Penn-Mar staff that saw the potential in Charles."

That peace of mind and her esteem for the Direct Support Professionals who have been by her brother's side all of these years compelled Susan to contribute to Penn-Mar's Michael James Pitts Endowment for the Advancement of Direct Support Professionals (DSP). The fund was established in 2016 through the generosity of a leadership gift from the Pitts Family Foundation. Susan's contribution will directly benefit qualified DSPs who will be able to earn credentials through the Career Ladders program and the commensurate salaries they deserve.

In addition, Susan made a transformational commitment to invest in the future of Penn-Mar and the individuals it supports through its Legacy Society, where donors can name the organization as a beneficiary in their will, trust, insurance policy, retirement plan or other assets.

Susan's generosity stems from her gratitude and understanding of the critical role DSPs and human services organizations play in the lives of people with disabilities. "It's important for me to know that Charles has continued quality care in the present and in the future," she stressed. "I've included Penn-Mar in my estate plans because I want Penn-Mar to be around for a long, long time."

Penn-Mar Human Services Circle of Donors

Represented on this list are the individuals who contributed more than \$100 and businesses/organizations that contributed \$500 or more to benefit Penn-Mar Human Services between July 1, 2017 and June 30, 2018. If you would like to become a member of the Circle of Donors, learn more at penn-mar.org/foundation.

Founder's Circle (\$100,000 or more)

Mr. and Mrs. James F. Pitts
The Harry & Jeanette Weinberg
Foundation, Inc.

PeoplesBank, a Codorus
Valley Company
Mr. and Mrs. John Polli
The Stewart Foundation
Transamerica
United Way of York County

Mr. and Mrs. Tim Taggart
Mr. and Mrs. J. Edward Yates
York Revolution

Chairman's Circle (\$50,000 - \$99,999)

KELLY
Kinsley Family Foundation
The Ann and Michael Hankin
Family Fund
New Standard Corporation, Inc.

Investor's Circle (\$10,000 - \$24,999)

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Mrs. Elizabeth Pitts-Madonna
Mr. and Mrs. John Nussle



Heroes Circle (cont'd)
(\$5,000 - \$9,999)

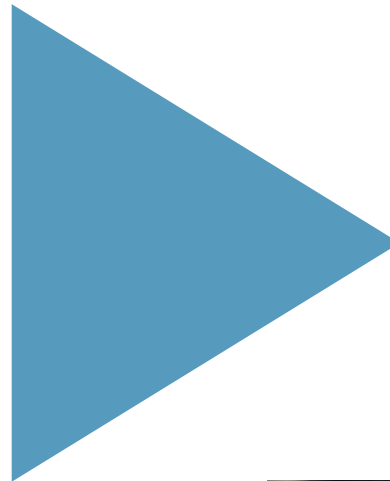
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The Skillman Foundation
Wellspan Health
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York County Community Foundation

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(\$1,000 - \$4,999)

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(\$1,000 - \$4,999)

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(\$500 - \$999)

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(\$100 - \$499)

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Each year Penn-Mar Human Services receives many gifts in memory of loved ones or friends. The following is a list of people remembered through memorial gifts received between July 1, 2017 and June 30, 2018. If you would like to make a contribution in memory of someone special, please visit penn-mar.org/foundation.

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To date, the following donors have made generous commitments to one of the Penn-Mar Foundation Endowed Funds: General Endowment or Michael J. Pitts Endowment for the Advancement of Direct Support Professionals.

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Organizations listed below provide competitive integrated employment for the individuals Penn-Mar supports.

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Advanced Vein & Laser Center	Giant - Bel Air	Sample Express
Apple Automotive	Glatfelter Insurance	Saubel's Markets
Apple Car Wash Express	Goodwill Retail Store and Donation Center-Hampstead	Schmuck Lumber
Aquatic Resource Restoration Company	Gordon Recycling	Sea Solar Power
Archetype Frameless Glass	Graul's Supermarket-Parkton	Semper Fitness 24/7
Baltimore County Public Schools (Pinewood Elementary)	Hampton Inn - Hanover	ShopRite - Jacksonville
Bank of America - Hunt Valley	Hampton Inn - Shrewsbury	ShopRite - Timonium
Big Lots (Hanover)	Hanover Area YMCA	Smith Village & Home Furnishings
Bio-Medical Recovery System	Hanover Area YMCA - South	Snack America
Brick Bodies - Timonium	Hayshire Elementary	Sons Of Sicily
Brothers Services Company - Hampstead	Home Depot Shrewsbury	South Eastern Middle School East
Buffalo Gap Outfitters Ltd	Hunt Valley Catering	South Western School District
California Pizza Kitchen	IDSI, LLC	Southeastern Intermediate School (SESD)
Cape Horn Pet	Infinitos Pizza (Northgate)	SpiriTrust Lutheran
Central York School District - Middle School	Infinitos Pizza (Queen Street)	SpiriTrust Lutheran
Chick-Fil-A- Cockeysville	Lion's Pride Restaurant	Stewartstown Elementary
Cintas	Lorien Mays Chapel	Suburban Bowlerama
Country Meadows- Leaders Heights	Manor Tavern	Summit Grove Camp
CPG - Continental Paper Grading	Marlan Farms	Taco Bell
Cracker Barrel New Freedom	McDonalds	Texas Roadhouse
Crescent Industries	Nalley Fresh- Hunt Valley	The Haven at Springwood
Dallastown Area High School	NAPA Auto Parts - Hunt Valley	Tremont Vending
Dallastown Area Intermediate School	Normandie Ridge/Albright Care	True Value
Dicks Sporting Goods - Hunt Valley	North Hills Elem School	Wegmans
Edible Arrangements	Olive Garden	Weis Markets
Flowers by Cindy	Panera Bread	Wendy's-Springwood
Gastro Associates of York	Peachbottom Elementary School	West Liberty Child Development Center
Gesher LaTorah	Perform Group LLC	YMCA of Shrewsbury
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REVENUE AND EXPENDITURES

For FY2014 to FY2018

SOURCES OF REVENUE	FY14	FY15	FY16	FY17	FY18
Maryland Program Fees	\$12,099,333	\$13,315,742	\$14,040,867	\$14,688,732	\$14,996,957
Pennsylvania Program Fees	\$9,599,334	\$9,968,650	\$10,901,604	\$11,312,924	\$13,502,577
Consumer Fees	\$1,198,151	\$1,085,453	\$1,136,493	\$1,145,203	\$1,179,705
Community Support	\$690,121	\$668,181	\$947,061	\$955,898	\$1,153,879
Total Revenue	\$23,586,940	\$25,038,026	\$27,026,026	\$28,102,757	\$30,833,118

EXPENDITURES	FY14	FY15	FY16	FY17	FY18
Wages	\$14,292,736	\$15,069,045	\$15,882,382	\$16,901,888	\$18,883,118
Benefits	\$3,201,372	\$3,390,753	\$3,692,879	\$3,818,486	\$4,329,917
Direct Program Costs (non-employee)	\$5,768,179	\$6,443,447	\$6,776,080	\$7,158,702	\$7,350,086
Total Expense	\$23,262,287	\$24,903,345	\$26,351,341	\$27,879,076	\$30,563,121

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, team members, 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.



**Penn-Mar
Human Services**

Transforming Life Into Living

www.penn-mar.org



MEMBER AGENCY

MARYLAND

310 Old Freeland Road
Freeland, MD 21053
410.343.1096
410.343.1770 fax

PENNSYLVANIA

10709 Susquehanna Trail
Glen Rock, PA 17327
717.235.8068
717.235.9878 fax

PENNSYLVANIA

888 Far Hills Drive
New Freedom, PA 17349
717.942.8338
717.235.5426 fax