



*Building
Bold Futures*

THE CAMPAIGN FOR
PENN-MAR

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OUR CASE IN BRIEF

It Started With 12 Families

In 1981, Penn-Mar Human Services (Penn-Mar) began in a church basement. A group of concerned parents from Maryland and Pennsylvania met there. They did not have access to service agencies that could provide their children with disabilities the support they needed after their school years. These parents took it upon themselves to enhance their children's lives. In our first year, Penn-Mar supported 12 people on a budget of just \$2,000.



Fast Forward 40 Years

We support 1,000+ people through less-intensive services each year, and 600+ adults with disabilities daily as a 500+ team.

Penn-Mar is a leader among disability-providers, pioneering new levels of support. We continually reflect on what we can do better, moving from institutions, to sheltered workshops, to community-based programs. We have evolved from one-size-fits-all support to person-centered programs that are focused on each individual.

Penn-Mar spearheads opportunities for Direct Support Professionals (DSPs), who are on the frontlines of our mission, supporting people with disabilities all day, every day. We are a nationally-recognized model for professional development opportunities and policy advocacy for DSPs.

Our vision is to be a model for providing the best possible supports to adults with disabilities. This includes advocating for impactful funding and policy change for both the people we support and DSPs, who are often underfunded and underpaid.

We seek **\$7,500,000 in private support** for programming enhancements, our endowments, and our service locations. **Government funding alone does not support a transformative future for disability service providers like Penn-Mar, so we need your help.** This unprecedented endeavor will enable Penn-Mar to advance our mission to support courageous living for adults with disabilities through the best services we can provide.



OUR STRATEGIC PLAN



1 Support people with disabilities to live their best lives in a person-centered culture.

2 Transform our team members' work experience and lives through education and opportunity so they are fully valued, supported, and engaged.

3 Expand Penn-Mar's position as an innovative leader advocating for best practices supporting people with disabilities.

We live in a rapidly changing world. **Penn-Mar works to bring the same innovations and opportunities to people with disabilities that most of us experience in our own lives.**

Yet transformative innovation is the element of our work that is not supported by government funding, **which is what makes private support so critical.**

Our strategic goals remain the same. Now that we've implemented successful changes, we're seizing this vital moment to move forward.

With government funding alone, we can do a good job providing basic supports. However, our mission has never been to just do a good job. **We're committed to transforming lives.**

Strategic planning began 25+ years ago.

In 2013, we adopted a "2020 Vision" plan.

2020 was supposed to be an important year in launching the next steps of our "2020" Vision.

COVID-19 forced us to pivot plans and immediately innovate.

Through this campaign, we are partnering with you to elevate support to people with disabilities now and in the future.

Penn-Mar will continue to lead providers by exploring and demonstrating best-practices to support the full lives of team members and adults with disabilities.

OUR HISTORY & SUCCESS



Prior to 2010

Penn-Mar was a traditional provider. Most services were provided in facility-based day programs and a sheltered workshop. **We knew there was a better life for people with disabilities.**



2010

Penn-Mar launched our **customized employment program, that now supports nearly 100 adults** with disabilities in meaningful employment, and partners with 80 businesses in PA and MD.



2016

In partnership with Jim and Kay Pitts, we established the **Michael James Pitts Endowment for the Advancement of Direct Support Professionals** to fund and sustain our Career Ladders Program. This program provides career advancement opportunities and education to DSPs that enhances their lives and the quality of their support to people with disabilities.



2019

We began "One Penn-Mar" to **unify our programs and teams across our different locations.**

We also merged with Change Inc., which now functions as our Carroll County location. This merger united our resources and created **a national model as the disability provider community continues to evolve.**



2020

We launched our **consulting division, counseling on policy and best practices to disability providers** in MD, PA, and beyond.

The Future

As we advance our mission forward we do so recognizing the importance of listening to the voices of those we support, their families and our team members. In leading the disability field towards a preferred future, **we embrace our responsibility as a thought leader in promoting life-changing practices that promote the value and dignity of every life we touch.**

The success of these innovations is just the beginning. Our values of **integrity, excellence, collaboration, innovation, and appreciation** drive us to pursue new levels of empowerment in the people Penn-Mar supports. Our campaign will take us into the next chapter of innovative support with even more possibilities for the adults we support to live independent, self-directed lives.

OUR URGENT NEED

What Makes Us Different

Many programs that differentiate Penn-Mar are not supported by government funding. In this critical moment, we want to strengthen our innovations and explore new opportunities.

This campaign, a vital step in implementing our next chapter, was part of our strategic plan long before COVID-19 affected us all. The pandemic has uniquely impacted organizations supporting people with disabilities and accelerated our need to drive innovation. As our services shifted to include new methods of support, like virtual technology, it exposed even more opportunities to deliver innovative programs to people with disabilities.

The ways in which we innovate our support is accelerating and the resources we have access to are expanding. We need our funding sources to evolve alongside these opportunities.

How You Can Help

Despite acute and long-term challenges, Penn-Mar is preparing for our bright future. Building on our "2020 Vision," we need your help to enhance and sustain our vital supports into the future. **Your support plays a critical part in the the lives of people with disabilities, their loved ones, and the DSPs who are there for them every day.**

Government funding supports traditional standards of care. Now more than ever, Penn-Mar is intent on providing transformational programs and professional development. **We need your help.**



Belonging at Penn-Mar

Penn-Mar's mission is to support fulfilling lives by meeting people where they are, acknowledging the unique barriers each person faces as they pursue this fulfillment. This mission includes all our valued team members. Everyone in our community should have the opportunity for work, upward mobility, and a gratifying career path.

DSPs are the backbone of Penn-Mar and make up 80% of our workforce. Being a DSP at times means being a counselor, job coach, nurse, friend, caregiver, advocate, life coach, and more. It takes critical thinking, problem solving, creativity, innovation, and advocacy skills.

DSPs have a direct impact on the quality of another human being's life – and an extraordinary responsibility to make that life the best one possible.

We owe it to our DSPs to make Penn-Mar a place where everyone feels like they belong, where different life experiences are reflected and valued, and where everyone can bring their whole and best selves.

To achieve this, we aim to improve advancement opportunities at all levels of the organization, as well as provide critical supports to our DSPs. Ensuring that we sustain our efforts to retain and support our talented team members, we will partner with local experts to implement this enriching project.





The future of Penn-Mar is based in our communities and serves more people. It equips DSPs and people with disabilities with the technology and virtual supports to expand their independent lives.

Getting Where We Need to Go

Access to transportation is vital for every person to engage with their community and to live their fullest life. **Penn-Mar supports people in rural areas where public transportation is not always available or reliable.**

In 2019, Penn-Mar team members provided nearly 13,000 rides to and from community-based jobs with our current fleet of 154 vehicles. Campaign investments will enable Penn-Mar to purchase 15 cars and 15 accessible vans needed to sustain and expand the important community-based lives of the people we support.

Transportation is a critical area where government funding fails people with disabilities. **More accessible vehicles will enable us to serve areas we are currently unable to reach.**

Virtual Supports, Assistive Technology, & Data Infrastructure

Combining what we learned from innovations and in our methods of support, we are accelerating our evolution to a **hybrid virtual and in-person support system**. Our hybrid model will support each person to increase their skills, their independence, grow their community connections, and secure employment.

We will implement this new model with technology to enhance connections. These include the communication devices, apps, and other supportive technology needed to be independent. We will implement a real-time data collection and reporting system to capture information, **enabling us to best assess the effectiveness of our programs.**

The support Penn-Mar provides is only as strong as our team members.



“Direct Support Professionals have been an integral part of Michael’s life for over 30 years. These are the people that we have trusted to support our son.”
- Jim Pitts, Michael's father

Human service providers keep just 50% of their DSP workforce each year.

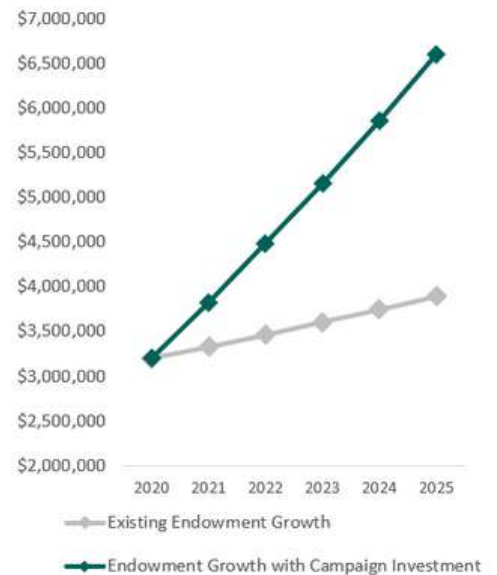
The recruitment and retention of skilled DSPs remains a challenge. Due to insufficient government funding, human service providers struggle with significant turnover of DSPs. We must make Penn-Mar the best place for opportunity with enthusiastic commitment to our DSPs by offering innovative technology, education, and enhanced pay.

Penn-Mar retains 85% of DSPs who have earned their credentials.

The Michael James Pitts Endowment funds our renowned Career Ladders Program, in which participating DSPs complete education, receive nationally-recognized credentials, and are awarded performance-based incentive pay. 102 DSPs are enrolled and 49 have already been certified.

We need to support at least 50% of our DSP workforce to become credentialed, which will cost \$575,000 each year. Investing \$2,500,000 in the endowment will enable our Career Ladders Program to become self-sustained. This will exponentially advance and broaden our impact in the lives and careers of DSPs, and in the quality supports that people with disabilities receive through Penn-Mar.

Projected MJP Endowment Growth



Meet Natalie Finnegan . . .

DSP, Residential Supervisor, 10+ year Penn-Mar team member, Career Ladders participant, 2020 Pennsylvania DSP of the Year. Plus, she hosts Thanksgiving dinner every year for more than 50 Penn-Mar residents who have nowhere else to go. . . **Invest in Natalie.**

Unrestricted Funds, Unparalleled Innovation

Not that long ago, adults with disabilities had little-to-no support within ill-equipped, one-size-fits-all institutions. Thankfully, innovations in service-delivery to support every person's dignity and right to a full life have rapidly developed.

Penn-Mar's ability to implement new methods of support as better approaches are discovered depends on increasing our unrestricted General Endowment. This endowment provides us the flexibility we need to fuel innovation, enabling us to carry out critical and unique programs.



Programs supported through this endowment are what make Penn-Mar the **best workplace for our team, and a pioneer of innovative methods of service-delivery** that change the lives of people with disabilities.

Pathway Grants

The recently launched Pathway Grant program tests initiatives that accelerate the social and economic mobility of the adults we support. With proven success, these initiatives can inform models for system-wide practices. Any Penn-Mar team member can apply, empowering DSPs and other team members to implement changes they know will make a difference.

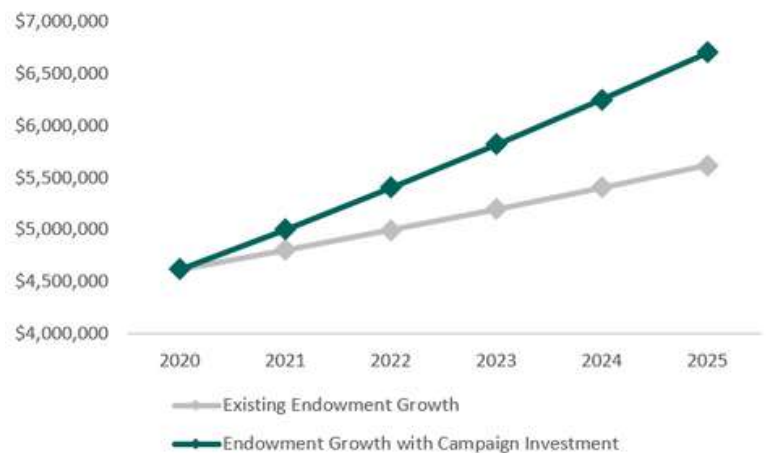
Team Member Care Fund

Our Team Member Care Fund enables us to provide emergency financial relief for essential members of our team. Recently, this fund provided relief to DSPs and support to our residential teams during COVID-19.

Growing Our Impact

Since 2017, the endowment has grown at the average rate of \$295,000 each year. Investing \$1,000,000 in our endowment now **advances our ability to plan for long-term organizational needs and impactful innovations.**

Projected General Endowment Growth





Far Hills, Pennsylvania

Penn-Mar's person-centered model recognizes the unique aspirations of each individual, which requires flexibility and team member training to ensure collaborative, agile, and innovative support.

We have multiple administrative, operational, and service-delivery locations that challenge this model and are costly.

By renovating our Far Hills space, we are centralizing all functions in a single location. This will **save over \$111,000 each year** in unnecessary costs.



A central administrative location will cut costs and provide more funds for our vital programs. It will enhance our ability to coordinate our team members, and our community-based, person-centered supports for people with disabilities.



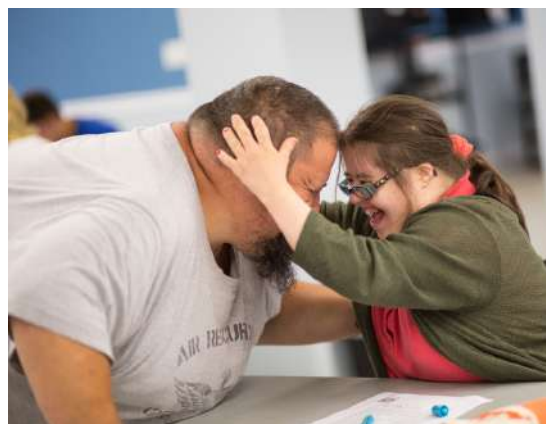
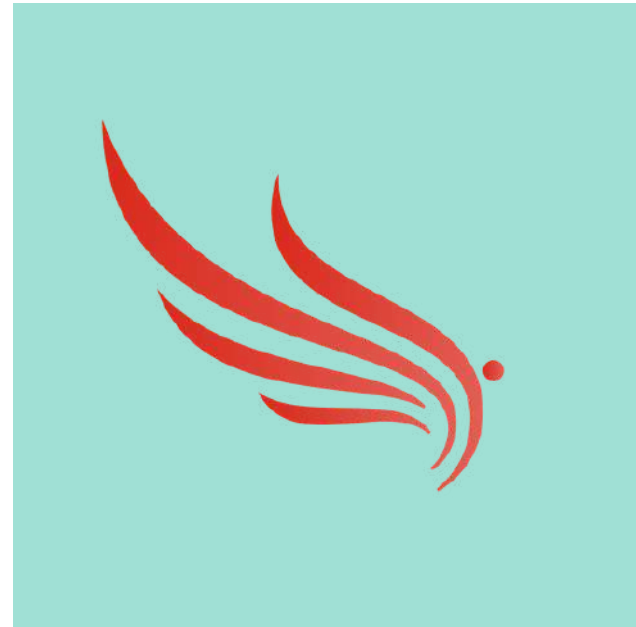
Penn-Mar has already self-funded \$2.6MM towards this pressing renovation. We need to secure the remaining \$2.5MM to complete this vital initiative.

OUR CALL TO ACTION

BUILDING BOLD FUTURES

This campaign is a monumental moment in our 40-year history. We have all been reminded recently that we are responsible to our communities. We must be strong advocates for those who have historically been overlooked, left out, and marginalized. Penn-Mar's mission is to ensure inclusion and equity for adults with disabilities, and we can't do it alone.

With your support, we can continue boldly developing the best services, so that everyone, regardless of circumstance, can live a life of their choosing. Together, we can build a world where adults with disabilities, their families, and the DSPs who support them can experience freedom and independence, persevere courageously, be compassionately supported, **and live lives just like yours and mine.**



For more information about THE CAMPAIGN FOR PENN-MAR and to learn how you can support us, contact Kathy Rogers, Executive Director of the Penn-Mar Foundation, at kathyrogers@penn-mar.org.