

# SHINE

## Mission Statement

Our mission is to provide services to individuals who have or are at risk of having mental retardation or developmental disabilities in a manner that respects individual rights, enhances potential, and enables people to have control over their own lives.

## Guiding Principles

We believe that a positive supportive environment that is based on a relationship of equality between and among those who serve and those who are served offers the greatest opportunity for people to grow and develop.

By our own words and actions we try to show respect for every individual who receives our services.

We create environments in the community that encourage growth, and that are consistent with the kind of fair and reasonable risk that characterizes life for all people.

We welcome and promote the involvement of those we serve, their family members, and their friends in decisions concerning their service.

We commit ourselves to serve with consistency and continuity the needs of this population.



*Opportunity Brings Ability to Life*

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## Message from the Executive Director

*Late on a damp evening in June, 2004 as Bill Nolan was leaving work he saw a fellow staff struggling to get their car started. Bill stopped, interrupting his own way home, and got the staff person on their way - a simple act of kindness observed and told that became his Shine Story.*



A decade in the life of KenCrest is an important milestone. This report celebrates 10 years of our practice of telling Shine Stories. As the world approached the year 2000 we began to formally acknowledge and honor employees as they performed acts that model the KenCrest positive approaches philosophy. We presented the first story in December, 1999 and have celebrated almost 250 stories since.

The honorees we share with you know they are part of something special – the original spirit of KenCrest as expressed in our logo. If you look closely at our distinctive tree, you see our strong roots and sturdy trunk, our well-formed present growth, and the future expressed in the outline of the tree still to be. What is harder to see is the light, the spirit of the agency, shining through those little places behind the tree. Look closely and you can see the spirit of people who gathered in 1905 to reach out, to serve, and to provide opportunity for others to thrive and grow.



In this report you hear the voices of those who follow. They speak of commitment and of the kind of colleagues not found elsewhere. "Her presence creates a positive feeling..." "He observes a situation, creates a solution, and gets it done. You can really rely on him..."

I continue to be humbled and proud to be part of the work of this fine agency and its staff. I look forward to a future filled with more Shine Stories that represent us all, for together – those of us here now, those who have come before us, and those yet to discover us – We Are KenCrest.

William J. Nolan



## The Shine Story – 10th Anniversary

On December 10, 1999 KenCrest put into every paycheck a brief description of a heartwarming act by one of the staff. The purpose of distributing the vignette was to honor the person for a kind, selfless act done in the most genuine way, and to describe the agency's philosophy of Positive Approaches through the inspirational, energizing, and touching deed of a staff member.

The paycheck insert proved to be very popular, generating a strong favorable response. Another story appeared in the next paycheck, and a new tradition emerged. Now, 10 years later, 247 stories have appeared in KenCrest paychecks to be read by all full-time and part-time staff. The stories have singled out 255 individual staff. Forty-eight (48) staff have been singled out multiple times.

Any staff person can submit a Shine Story about any staff person. Actions described range from extraordinary thoughtfulness with someone we serve to out-of-their-way kindness with a fellow staff to laudable initiative in the community. Kept secret until payday, the Shine Stories generally come as a surprise to the person being honored. They know nothing about being observed doing their random positive act.

The submissions are reviewed by the Communications staff for consistency with the theme and edited into a standard format. They are then printed on bright yellow paper, emblazoned with a logo that a staff member designed, and inserted into every pay envelope.

In 2006, the Philadelphia Business Journal recognized the KenCrest Shine Story tradition with a "Best Practices in Philadelphia" award at its annual recognition meeting.

### KenCrest's First Shine Story (12/10/99)

One *shining* moment at Ken-Crest...

**Anita Rigstad**, Referral Manager, Children & Family Services, Philadelphia Home-Community Program

Among the thousands of home visits the Home-Community staff went on last year, many were very difficult. One such visit had been particularly demanding, but ended up going very well thanks to one staff member's efforts. **Anita** brought in roses for all the staff and placed them in the lunchroom. She put a small note beside each rose that said, "Danielle has a good work story. Ask her about it." Through Anita's thoughtful act, Danielle was encouraged to share this story from her heart with all of her co-workers. This is what Positive Approaches looks like at Ken-Crest.

# SHINE



## Lisa Douglass, Community Living Services

Lisa worked for her mother's hair salon in the early 1990s. A woman who was being served by KenCrest, Marie Bronstein, frequented there to get her hair styled. When she mentioned to KenCrest staff that the beauty shop was her favorite place to be, they arranged for her to begin working there cleaning mirrors, folding towels, and doing other support jobs.

Two years later, Lisa and her sister decided to close the shop and follow new career paths for themselves. In the process, KenCrest offered Lisa a position as Marie's job coach. Ten years ago, Lisa took the offer, creating career goals with people served by the EmployNet program.

"I liked everything that KenCrest stood for," said Lisa. "In ten years, I moved from seeing Marie as a customer in the shop, to actually working with her everyday. Meeting her changed my life."

Four years later, Lisa transitioned from EmployNet to the human resources assistant for Youth and Adult Services. "No two days are ever the same in human resources," said Lisa, "Working for KenCrest, I meet new staff every day. KenCrest is such a diverse agency, and it has taught me to be accepting of all different types of people."

From working with people KenCrest serves to working with KenCrest's newest employees, Lisa said both jobs are completely different but taught her the same lessons. "I get to solve people's problems every day," said Lisa, "I have a great supervisor, and I work with great people. Every day, I like what I do and who I am working for. That says so much about the staff here at KenCrest."



Lisa Douglass (right) with her friend from KenCrest, Marie Bronstein

**Shining moments** at KenCrest ... Share one with someone.

**Lisa Douglass**, Human Resources Assistant, Youth & Adult Services, Personal Support Network  
One of the Personal Support staff was trying to get in touch with several Youth & Adult Services staff to get some program information. An extended game of phone tag ensued, and she never seemed to be able to talk to anyone. As she became desperate with a deadline approaching, she remembered that **Lisa** has always been willing to answer almost any question thrown at her. When approached, Lisa rose to the occasion again, jumping in aggressively, making non-stop phone calls, gathering the needed information, and getting it back to the PSN staff person before the deadline. Sometimes Positive Approaches at KenCrest is lending a hand without hesitation.

(11/14/08)



## Joe Hoban, Children's Services

Joseph Hoban began working for KenCrest in 2000 as a facilities director for Head Start programs. Later, he became KenCrest's Children & Family Services facility director. He now manages 12 KenCrest properties that serve over 1,000 children in Philadelphia and Montgomery County. "From the minute I started working for KenCrest, I felt like it was right where I belonged," said Joe.

In the past nine years, Joe has seen tremendous growth at KenCrest. The child care centers he maintains have expanded, and so have the children's residential homes he cares for. "KenCrest goes out of its way to make sure its sites are safe and its properties are well taken care of," Joe states. "That hasn't changed since I started here."



Joe deals with different problems every day, whether it is working with contractors, dealing with leaks, doing electrical work, or maintaining safe play areas for children. "Every day is different. My day today started at 4:30 a.m., dealing with an alarm going off at one of our residential homes. Then, we had to replace a crib. It is all about setting priorities for the many jobs we have to do," said Joe. "Just as we all have problems with our homes, these twelve sites have issues that come up at all different times of the day and night. Our job is to keep it safe."

Dealing with so many sites and locations allows Joe to work with many people at KenCrest. "The commitment of staff here at KenCrest is amazing," Joe observed. "No matter where I work each day, it is always a positive environment. KenCrest really cares."

One **shining** moment at Ken-Crest...

**Joe Hoban**, Facilities Director, Children and Family Services, Midvale Office

The play area at the Redeemer Child Development Center was constantly losing its required wood chip padding under the swings and other equipment. After observing the playground on his first visit to Redeemer, Joe said, "I'll see what I can do." In just a few days **Joe** had found rubberized padding from a former center that was no longer being used, moved it to the Redeemer Center, and installed it, making the playground permanently safe for the children. He observes a situation, creates a solution, and gets it done without delay. This is what Positive Approaches looks like at Ken-Crest.

(07/07/00)

## Denise DiGinto, Collaborative Support Services

Denise began working for KenCrest as an assistant to the Chief Financial Officer in 1998. She was quickly promoted to office manager for the Collaborative Support Services division at Plymouth Meeting. Denise not only handles relationships with building maintenance, office equipment suppliers, receptionists, and office assistants, but she also is KenCrest's telecommunications manager. She is responsible for all of KenCrest telephones, including about 300 cell phones and 500 land lines. "I really don't think about everything I do each day. I just deal with everything as it happens," Denise says calmly.



"It is never the work you do that is important as much as the way you do it and the relationships you form with people," observes Denise. Working at KenCrest, Denise feels part of a family. And her job allows her to meet new people every day.

Denise has been featured in more Shine Stories than any other staff person. In those stories, her co-workers have seen her help all departments in KenCrest in a variety of positive ways. "I always looked at Shine Stories as a special way of thanking someone for things people in the agency may not

even know they did," said Denise. "I am honored to have received as many as I have, but each time I got one I felt like I was just doing my job."

"Everyone at KenCrest does special things every day," said Denise, "Everyone has their own shining moments at KenCrest."

### *Shining moments* at KenCrest ... Share one with someone.

**Denise DiGinto**, Telecommunications Manager, Collaborative Support Services, Plymouth Meeting Office

The Prom Committee recently held a Craft Show to raise money so we can have an even better event for the people we support. It was **Denise** who helped to navigate the logistics for the function, and who found a new location for the Craft Show in the Plymouth Meeting building at the last minute. We then needed tables for the crafters to use, and following her own initiative and intuition Denise was able to locate the tables we needed at a local church. She convinced the church to loan them to us, then she and her husband did all the work picking up the tables and transporting them back and forth to the church. Sometimes Positive Approaches at KenCrest is lending a hand without hesitation.

(03/20/09)



## Alverta Wallace, South Philadelphia Home/Community Services

In May of 1974, Alverta Wallace had just graduated from college with a degree in Education and her sights set on moving to California. Then a neighbor who worked at KenCrest asked her to interview for a job. Alverta decided to do it as a favor.



**Alverta Wallace, fourth from left, with her South Philadelphia colleagues**

Thirty-five years later, Alverta still works at KenCrest. "I've had opportunities here that I know I would not get elsewhere," Alverta said. "KenCrest is all about opportunity."

Alverta began working as a teacher in KenCrest's North Philadelphia Center before settling into her role as a Home/Community Teacher in South Philadelphia. She works with six to eight preschool-aged children each day.

"I love working with children," said Alverta, "They are my passion. They make no judgments of other people. They have so much excitement and eagerness to learn."

Alverta doesn't just share her upbeat attitude with the children she sees, but with her colleagues as well. The staff that Alverta works with in South Philadelphia all agree that her presence creates a positive feeling in the office.

The hardest part of her job, Alverta says, is helping parents come to terms with the fact that their children need special help. "But once they realize they need KenCrest, it clicks." She cherishes the story of a boy she taught who is now 30-years old and works at a grocery store. "After all of those years, he remembered me. He said to me 'Thank you Miss Alverta. I wouldn't be here without you.' That was the best feeling."

### **Alverta Wallace**, Home/Community Teacher, Children & Family Services, South Philadelphia Home/Community Program

While visiting a child in a community preschool center in Chinatown, Alverta's attention was captivated by the wide selection of books in multiple languages that were available to the children. When she asked how the center gathered such a wonderful collection, the director told Alverta about the Philadelphia First Book grant program. **Alverta** took the initiative to look up the grant information on line and immediately gave it to her supervisor, suggesting that KenCrest apply. As a result of her actions, a grant was submitted. We anticipate that KenCrest will distribute over 1,000 free books to children in their homes this year. Positive Approaches at KenCrest is sharing one good idea that impacts in a thousand ways.

(10/17/08)

## Diane Massey, Delaware Residential Services

Diane Massey worked in areas of hotel management and office work before applying to KenCrest. She first worked as a part-time office clerk in the Delaware office. "When I first started working here, I knew that there was more to this place than just a career move. Fourteen years later, I am so glad I decided to come here," she said. Now she is the human resources assistant for all Delaware staff. Her responsibilities include data entry, benefits management, workers compensation, and working with all new hires. In total, she assists 175 staff. "One of the best parts of my job is when people realize that I do care."

"I actually have written many Shine Stories for our staff. Positive Approaches is a huge deal," said Diane. "It is good to let people know you care and appreciate the work they do." In one of Diane's Shine Stories her co-workers point out that she sends cards to all program staff on their birthdays, holidays, and special events in their lives.

In her spare time, Diane also works as an actress in her community theater. Several Delaware community homes traveled to see her in one of the plays in which she had the lead.

"Working for KenCrest is being a part of a team that does extraordinary things. It is an opportunity and privilege to be a part of this," said Diane. "There is not one day, in the fourteen years here, that I did not want to be here. KenCrest staff fully believes in what they do."



Diane Massey, left, with KenCrest Delaware Office staff.

### One *shining* moment at Ken-Crest...

**Diane Massey**, Office Clerk, Adult Services, Delaware Program

In addition to her assigned workload, Diane manages to send cards every month to all the staff in all the Delaware program locations who are celebrating their birthdays. She also sends them cards on other special occasions, like a child's birthday, a grandchild's birthday, a wedding, and many others. She even decorates the Dover office when someone in that office has a birthday. By remembering staff in these ways, Diane adds to everyone's morale. This is what Positive Approaches looks like at Ken-Crest.

(10/13/00)



## KenCrest Services Consolidated Balance Sheet

As of June 30, 2009 (Unaudited)

### Assets

|                           |                      |
|---------------------------|----------------------|
| Cash                      | \$ 637,738           |
| Accounts receivable (net) | 10,385,517           |
| Plant and equipment (net) | 8,255,244            |
| Other assets              | 2,023,483            |
| <b>Total Assets</b>       | <b>\$ 21,301,982</b> |

### Liabilities and Fund Balance

|   |                      |
|---|----------------------|
| Accounts payable and accrued expenses   | \$ 8,772,217         |
| Short term and long term debt           | 7,255,701            |
| <b>Total Liabilities</b>                | <b>16,027,918</b>    |
| <b>Total Net Assets</b>                 | <b>5,274,064</b>     |
| <b>Total Liabilities and Net Assets</b> | <b>\$ 21,301,982</b> |

## Consolidated Statement of Public Support, Revenue and Expenses

Year Ended June 30, 2009 (Unaudited)

### Revenue

#### Public Support

|                             |                   |
|-----------------------------|-------------------|
| Grants                      | \$ 436,520        |
| Contributions               | 23,308            |
| <b>Total Public Support</b> | <b>\$ 459,828</b> |

#### Other Revenue

|                            |                      |
|----------------------------|----------------------|
| Government funding sources | \$ 61,385,500        |
| Private fees               | 2,371,474            |
| Miscellaneous revenue      | 2,136,159            |
| <b>Total Other Revenue</b> | <b>\$ 65,817,434</b> |
| <b>Total Revenue</b>       | <b>\$ 66,352,960</b> |

**Total Expenses** \$ 66,309,803

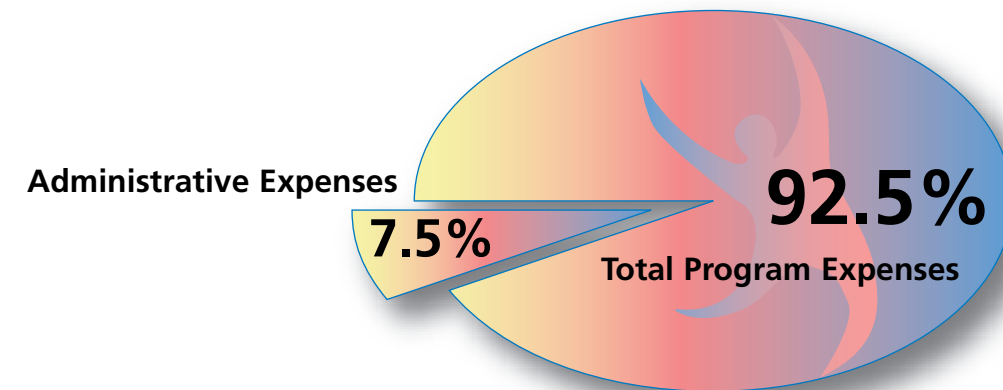
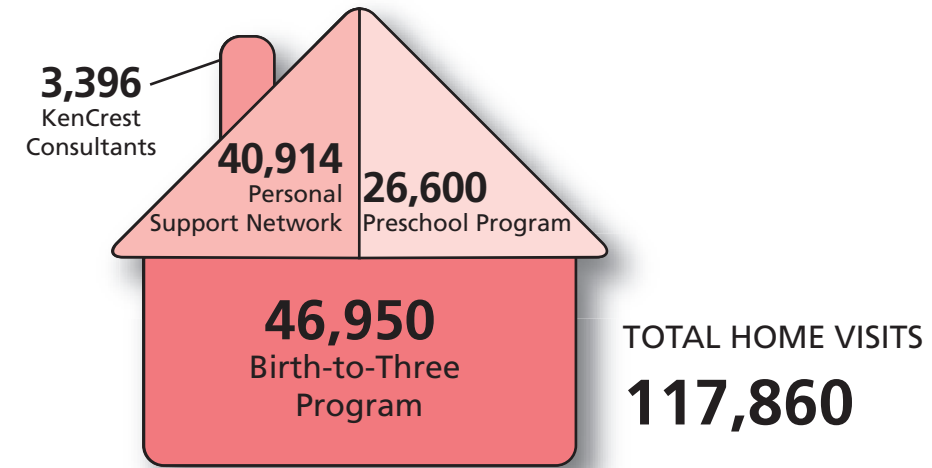
**Excess (Deficiency) of Public Support and Revenue over Expenses** \$ 43,157

## People, Programs and Places - 2009

| Program                               | People        | Staff         | Sites       |
|---------------------------------------|---------------|---------------|-------------|
| <i>Children &amp; Family Services</i> |               |               |             |
| Philadelphia                          | .4,127        | .241          | .10         |
| Suburban                              | .1,590        | .117          | .6          |
| Residential                           | .24           | .71           | .5          |
| <b>Sub-Total</b>                      | <b>.5,741</b> | <b>.429</b>   | <b>.21</b>  |
| <i>Youth &amp; Adult Services</i>     |               |               |             |
| Residential                           |               |               |             |
| Philadelphia                          | .55           | .170          | .25         |
| Suburban                              | .138          | .341          | .46         |
| Delaware                              | .88           | .169          | .28         |
| Personal Support Network              | .202          | .162          | .195        |
| Lifesharing                           | .73           | .76           | .65         |
| EmployNet                             | .353          | .60           | .5          |
| Consultants                           | .620          | .33           | .4          |
| <b>Sub-Total</b>                      | <b>.1,529</b> | <b>.1,011</b> | <b>.368</b> |
| <b>TOTALS</b>                         | <b>.7,270</b> | <b>.1,440</b> | <b>.389</b> |

## Home Visits - 2009

Many of the services and supports provided by KenCrest Services are no longer linked to preschool centers and community homes. Much of our work is done directly in the home and community where the individual lives.



## KenCrest Services Board of Directors - 2009

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