



Impact Report

Growth in Action:
Scaling our Mission

2024-2025



**To every person we have the privilege to support —
Your strength, resilience, and stories inspire everything we do.**

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A Reflection from our CEO

Dear Friends and Supporters,

It's been an exciting year at Excentia Human Services—full of growth, change, and a deepening commitment to our mission: supporting people with intellectual and developmental disabilities and autism (IDD/A) to live full, meaningful lives.

The biggest news? We've expanded into Lebanon County! After thorough market research, our Board of Directors and Senior Leadership Team supported the decision to meet a growing need in that region. Thanks to the strong financial stewardship of our CFO, Sanjiv Nayyar, we were in the right place to invest in this important next chapter.

As with any change, there's discomfort. We know there will be growing pains. But I'm confident in our leadership and our team to make this transition as smooth as possible, always keeping in mind that, at the end of the day, this expansion is about supporting people. And that mission matters now more than ever.

In 2024, the landscape of IDD/A services in Pennsylvania underwent significant changes. Increased state funding has improved access to services and enhanced workforce stability. Nationally, we've seen increased attention to inclusive research, lifelong support, and early intervention. Yet challenges persist—staffing shortages, rising service demands, and the continued need for creative, equitable solutions. These realities make our work not just relevant, but urgent.

In the midst of all this, Excentia is growing stronger. We now operate 43 residential homes and recently expanded into Lebanon County to provide essential housing. Through Pennsylvania's Performance-Based Contracting (PBC), we were proud to earn Select Tier status—a reflection of our commitment to quality and outcomes in our residential services. Our day programs serve nearly 200 individuals across seven counties, and the TRAIL Academy © continues to offer community-based learning experiences. Altogether, we proudly support over 550 people each year.

This year also brought some difficult decisions, like closing our preschool programs within Children's Services. We're deeply grateful to the families, children, and educators who were part of that journey. Moving forward, our focus remains on delivering therapies and early interventions that align with the evolving needs of children in our community. That said, we are excited to announce the expansion of our Children's Services with new clinical sites in Lancaster and Lebanon.

None of this would be possible without our incredible team—over 300 professionals, most of them Direct Support Professionals (DSPs)—whose dedication brings our mission to life every day. Whether it's helping someone gain independence, build connections, or simply feel seen and supported, they are the heart of our organization.

And to our supporters, your belief in what we do makes all of this possible. Your generosity helps us create homes, fund innovative programs, and invest in a future where inclusion is the norm, not the exception. This year alone, our team completed over 11,000 hours of professional development. Fourteen DSPs earned National Alliance for Direct Support Professionals (NADSP) certification, and twenty staff became certified Frontline Supervisors. These achievements reflect our deep commitment to excellence, growth, and person-centered care.

As we continue to grow, one question remains at the core of every decision: What's best for the people we support? It's a question that unites us—staff, donors, families, and partners—in a shared commitment to doing what's right.

I'm incredibly proud of where we're headed and deeply grateful to everyone who's part of the journey. Together, we're building a future where every person we support has access to the personalized, life-affirming opportunities they deserve.

Thank you for your continued support, trust, and dedication to our mission.

With sincere gratitude,



Chris Shaak
Chief Executive Officer

By the Numbers

200

adults engaged in
our Day
Programming

7

counties in PA
where we
provide services

43

residential
homes
supporting
people with
disabilities

317

children reached through our
Children's Services and Clinic

300+

dedicated
employees
powering our
mission

11,000+

hours of staff training
completed

\$107K

raised at our
annual gala

\$25M

used to
operate our
organization

Strategic Plan Overview: Growth, Impact, and Excellence



Our new strategic plan is grounded in a framework designed to strengthen our organizational impact, expand our reach, and ensure long-term sustainability through data-driven performance benchmarks across all departments. By aligning departmental KPIs with overarching goals, we commit to delivering high-quality, person-centered services while enhancing operational efficiency and community engagement.

1. Service Expansion and Operational Performance

Across Residential Services, Children's Services, and Community Life Services, our priority is strategic growth—marked by measurable increases in service intakes, the opening of new program lines and facilities, and expansion into new counties. Each department has defined quarterly and annual performance metrics, including cost reduction strategies, enhanced contracting tiers, and consistent internal audits to ensure accountability and continuous improvement.

2. Enhancing Individual and Family Experience

We are elevating satisfaction by embedding feedback mechanisms across all service lines. Biannual surveys will capture input from individuals and families, with a commitment to act on at least 75% of actionable insights within 90 days. Additionally, each department aims to reduce complaints by 25% within one year, reinforcing a responsive and respectful service environment.

3. Technology and Innovation

Technology integration is a central theme, with regular assessments and rapid implementation of solutions that promote independence, efficiency, and service quality. The Compliance and Operations team is leading a cross-departmental initiative to select and implement an AI-enabled Electronic Health Record (EHR) system within 18 months, supporting streamlined workflows and data integrity.

4. Workforce Development and Retention

Human Resources and the Training Department are collaborating to improve recruitment, employee satisfaction, and skill development. Monthly hiring targets, robust onboarding processes, wellness strategies, and comprehensive training assessments are key components to enhancing staff engagement and reducing turnover.



5. Enhancing Visibility and Engagement for Growth

We are focused on increasing brand visibility, strengthening partnerships, and optimizing campaign effectiveness through targeted lead generation, improved conversion rates, and enhanced community presence. Grant submissions and volunteer engagement will also play a vital role in expanding our funding base and community support.

This strategic plan sets a bold, measurable path forward. Through collaboration, innovation, and accountability, we are positioning ourselves to meet growing demands while delivering exceptional services that uplift the individuals, families, and communities we serve.

Our Main Focus

1



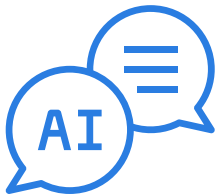
Service Expansion &
Operational Performance

2



Enhancing Individual &
Family Experience

3



Technology & Innovation

4



Workforce Development &
Retention

5



Advancing Visibility & Engagement
for Growth



Where Support Meets Strength

By: Mary Godin

When you meet Shawn H., you are greeted by a smile that stays with you. It's warm, familiar, and quietly reassuring. There is a serenity about him, a gentle attentiveness that fills the room with calm. Whether he's just finished a workout or is settling into an ordinary weekday afternoon, Shawn is unwaveringly present, observant, and grounded.

"He's very observant," says his sister, Kristy. "He always has been. Even before he spoke, he was watching—always taking everything in."

Raised in Lancaster County, Shawn and Kristy were more than siblings—they were a team. Childhood was a shared adventure, but as adolescence arrived, so did unfamiliar challenges. For Shawn, puberty marked a turning point that would reshape his path toward adulthood.

Kristy remembers the moment reality crystallized. They were in a school parking lot, learning to drive. Kristy was behind the wheel, their father in the backseat, Shawn riding shotgun. At the end of the lesson, Shawn turned and asked, "When's it my turn?"

A simple question, but it landed with the weight of a revelation.

"That's when it hit me," Kristy recalls. "Things weren't going to unfold the same way for Shawn. And we didn't know what that meant yet. But we were going to find out."

There was no roadmap. But there was resolve. "It was never a question of 'Can he?'" Kristy says. "It was always, 'What's it gonna take?'"



Shawn and his sister, Kristy
Opposite Page: Shawn and his family.

That question became the family's North Star. Through school transitions, the dreaded age-out at 21, and the labyrinth of waitlists, the Houstons kept moving forward. After high school, Shawn returned home for a time. Later, he tried a group home, but the fit wasn't right. Structure is vital for Shawn; without it, life becomes chaotic.

Today, Shawn lives independently—a path that once seemed unlikely, but now feels inevitable. His apartment is more than a place to live; it's a sanctuary. The routines that anchor him are intact. His environment is calm, predictable, and safe.

He does his laundry. He cleans his apartment. He sticks to his schedule. He works out regularly. He loves video games. And, perhaps most of all, he takes pride in his home. It is his, and he knows it.

He's also always up for an adventure: a trip to Target, a movie night (Mission: Impossible 8 was a recent favorite), a baseball game, or a beach vacation. There is even Disney World.

Family remains at the center of Shawn's life. His mother visits often; their closeness endures, even as life evolves.

Kristy now sees in Shawn what so many families in their position long for: not just survival, but independence. Not just getting by thriving.

Still, the road ahead is not without obstacles. Employment remains a persistent frustration. "He's capable," Kristy says. "He's so focused. When he's given a task, he follows it through. But the opportunities just aren't there. Too many employers are afraid. Or uninformed."

After our recent Gala where inclusion advocate Randy Lewis addressed a packed house, Excentia Human Services renewed its focus on supported employment. The goal is simple: to match people like Shawn with roles where they can shine. The talent is there. The commitment is there. What's missing is access.

Shawn's support staff know him well. They describe him as intelligent and gentle, someone who finds joy in life's smallest details. A plan is essential to him, and he follows it with remarkable discipline. Disrupt the plan, and it can be tough. But honor it, and he shines.

"There's something beautiful about how much he enjoys what others might overlook," one team member shared. "A trip to a ballgame becomes the highlight of his week. That kind of gratitude is rare."

Shawn is thriving, but it's no accident. His life works because of the synergy between family and support. His routines, his Excentia team, his people.

Kristy knows many families approach outside support with hesitation. She understands the fear—the belief that no one else could care the way a parent or sibling can. But she sees it differently.

"It's not about handing things over," she says. "It's about building something together. Support isn't a sign you failed. It's a sign that you're still fighting for the best life possible."

As a nurse, a mother, and a fierce advocate, Kristy wants more families to feel safe asking that essential question: What will it take?

Because when you ask that, you stop letting fear lead.

Shawn has a rhythm. He has agency. He has people who love him and a place that feels like home.

He is still Shawn. Still calm. Still curious. Still consistent. And with the right support and a family that never stopped believing, he is living a life all his own—whole, dignified, and deeply human.



The Aspire Foundation for Excentia Human Services

OUR PURPOSE

As Excentia Human Services looks to the future, The Aspire Foundation for Excentia Human Services is essential in expanding our programs and ensuring long-term sustainability. Philanthropy is at the heart of our work, enriching not only those we serve but everyone who supports our mission.

Our achievements so far have been made possible by strong partnerships and the dedication of supporters. These relationships have helped us reach new milestones, and we're eager to continue building together.

We know our journey is just beginning. The Aspire Foundation has significant room to grow. With your ongoing support, we can reach even more individuals and create a greater impact.

As we explore innovative ways to expand and enhance our services, your continued support and engagement remain vital. Together, we will build a stronger future, making a profound difference in the lives we touch.



Karen M. Fitzgerald
Executive Director

Want to learn more?
Reach out to me by scanning the QR code below and let's discuss.



WAYS YOU CAN SUPPORT

Your ongoing involvement is key to our success. Here's how you can continue to make a meaningful impact:

- **Make a Financial Gift:** Provide direct support to essential programs.
- **Sponsor or Attend Events:** Engage and connect with our vibrant community.
- **Legacy Gifts:** Create lasting impact through thoughtful planned giving.
- **Matching Gifts:** Maximize your contribution through employer programs.
- **Corporate Partnerships:** Work collaboratively for mutual benefit and community impact.
- **Donor Advised Funds:** Customize your giving to align with your philanthropic goals.
- **In-Kind Contributions:** Provide valuable resources or services to support our operations.
- **Raise Awareness:** Amplify our message and inspire others to join our mission.

A Note on Stewardship and Funding Decisions:

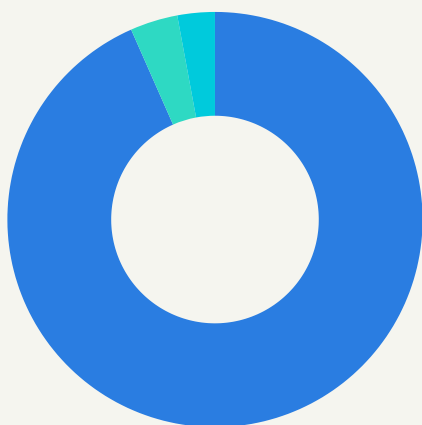
As we grow, we remain deeply committed to responsible stewardship of every dollar entrusted to the Foundation. Funding decisions are made by our Board and leadership, always with the best interests of our mission and community in mind. While we value our partners' passion and ideas, we ask that all requests for support follow our established processes to ensure fairness and transparency for everyone involved.

Financial Snapshot

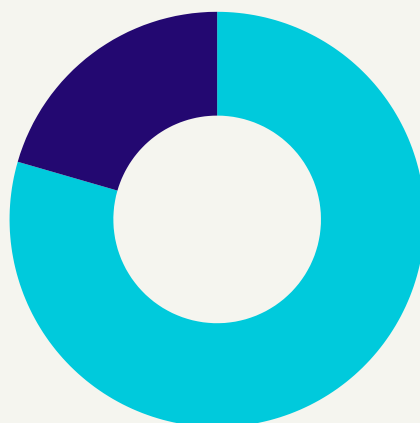
Our Revenue & Expenses

Excentia Human Services earned a 4 out of 4 star rating from Charity Navigator, reflecting strong financial health and accountability.

- Program Services
- Contributions, Grants, & Gifts
- Investment Income
- Salaries & Compensations
- Management & General



Revenue



Expenses

Our revenue is primarily driven by program services, with a significant portion also coming from contributions.

The majority of our expenses are dedicated to salaries and wages, reflecting our investment into our workforce and direct services.

The More You Know

Waiver funding, which is primarily provided through Medicaid, remains the backbone of Excentia Human Services' service model. These Medicaid waivers—administered by the Pennsylvania Department of Human Services—allow individuals with intellectual and developmental disabilities to receive essential supports in their homes and communities, rather than in institutional settings. The most significant programs include the Consolidated Waiver, Community Living Waiver, and Person/Family Directed Support (P/FDS) Waiver, each offering different levels of service and flexibility to meet the diverse needs of our community.

Recent state and federal updates have increased funding and expanded eligibility, making these programs accessible to more families and individuals than ever before. There is also a growing emphasis on improving reimbursement rates and quality of care, especially as demand for home and community-based services rises.

For us, this means our ability to deliver medical care, employment support, residential services, and community participation programs is directly tied to the stability and evolution of Medicaid waiver funding. As the state continues to refine these programs and address workforce and access challenges, our mission remains focused on ensuring individuals receive high-quality, person-centered care that supports independence.

Be a Part of the Impact

At Excentia Human Services, every interaction matters. Whether you're seeking support, making a donation, or lending a hand through volunteering, your involvement is what helps us thrive and what makes our community stronger.

We believe that impact happens in everyday moments: a conversation, a shared smile, a breakthrough in someone's journey.

That's why one of our favorite things is being part of the communities we serve. It's in these connections that our mission comes to life.

Here's how you can get involved:

- **Receive Support:** If you or a loved one is looking for services, we're here to walk alongside you. From early childhood to adulthood, our person-centered supports are designed to meet individuals where they are and help them flourish.
- **Donate:** Your financial contributions directly fund programs that empower individuals with developmental needs. Every dollar helps create more opportunities and stronger supports.
- **Volunteer:** Give your time and talents by joining our team of dedicated volunteers. Whether it's helping with events, sharing a skill, or just showing up with a kind heart, you make a difference.

Together, we are building inclusive communities where everyone belongs and thrives. No matter how you engage, you're a vital part of our mission, and we are deeply grateful.



Please contact Mary Godin, Director of Advancement and External Relations, to learn more.



With Deepest Gratitude

To our generous sponsors and supporters,
Thank you for believing in the mission of
Excentia Human Services and for standing
beside us in building inclusive communities
where every individual is seen, valued, and
supported.

Your commitment goes far beyond financial
contributions. You are helping to create
meaningful opportunities for people with
developmental needs to live, learn, work,
and thrive. Because of you, we are able to
reach more individuals and families with
the resources, respect, and compassion
they deserve.

Your generosity fuels real change. Whether
it's expanding access to vital services,
empowering independence, or simply
being there for someone in a moment that
matters, you make it all possible. And for
that, we are truly grateful.

Thank you for making a lasting impact and
for being a cherished part of our
community.



A huge thank you to our sponsors:

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Fulton Bank

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Silver Sponsors



AltruiX



Malady & Wooten



Bronze Sponsors

Schwanger Bros TCW-GAV S&T Bank

Community Sponsors

Mental Health America of Lancaster
Lancaster Recreation

Our Exceptional Team



Nationally Certified DSPs:

Alex Bantias
Mary Spangler
Kelly Bair
David Rothstein
Amanda Aument
Laura Zerphay
Keith Righter
Miguelina Arias
DeAnna Martin
Kelly Eberly
Jahlia Montanez
Angela Dye
Stephanie Hilsher
Derartu Abdisa

Certified Frontline Supervisors:

Messelu Bekele
Shawn Anthony
Deanna Woodson
Jen Marsh
Oy Mebude
Iris Navarro
Brooke Sampson
Heather Smith
Michelle Snavely
Anne Weaver
Courtney Buckwalter
Stephanie Truitt
Chantese Newman
Crystal Wylie
Matthew Nazario
Noemi Berlinger
Patrick Collins
Wretha Malesich
Tara Craig
Kat Allen

At Excentia Human Services, our mission comes to life each day through the compassion, commitment, and excellence of our team. We are proud to recognize and celebrate the Direct Support Professionals (DSPs), leaders, and nationally certified staff who go above and beyond to empower the individuals we serve.

Much of this growth and excellence is made possible through our Center for Training and Professional Development, a cornerstone of our commitment to ongoing education, advancement, and high-quality care. The Center equips our team with the knowledge, skills, and confidence to lead with purpose and serve with distinction.

To our Direct Support Professionals:

From DSP #1 through DSP #5 cohorts, each of you embodies what it means to serve with integrity, patience, and heart. Whether you're offering a listening ear, encouraging independence, or creating heartfelt moments, your impact is profound. We thank you deeply.

To our Excellence in Leadership Program Graduates:

Your growth as leaders reflects your drive to inspire and uplift. The Excellence in Leadership cohorts, guided by the Center for Training and Professional Development, are designed to cultivate strong, empathetic, and forward-thinking leadership. Your voices are shaping a better future for all.

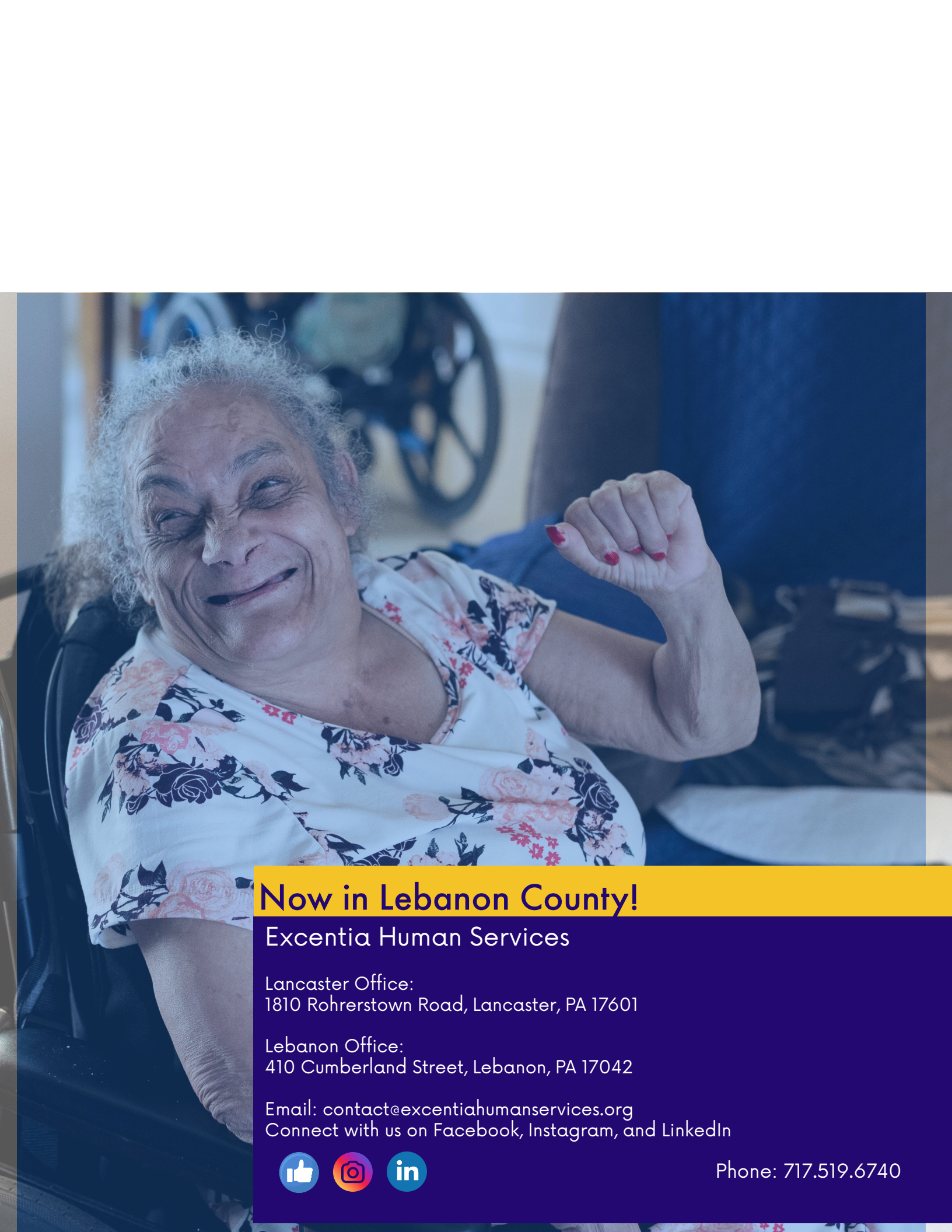
To our Nationally Certified DSPs:

Through certification by the National Alliance for Direct Support Professionals (NADSP), you have demonstrated a high standard of care and professionalism. Your commitment sets a benchmark for excellence and compassion in our field.

To our Frontline Supervisor Certified Staff:

Your NADSP certification and continued leadership are vital to our culture of mentorship and progress. With guidance from the Center for Training and Professional Development, you're helping teams thrive and individuals succeed.

Each of you plays a vital role in the fabric of Excentia Human Services. Whether in quiet acts of daily support or bold steps of professional growth, your contributions create meaningful change. Thank you for your dedication to our mission and for making a lasting impact in the lives of those we serve.



Now in Lebanon County!

Excentia Human Services

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