

VOLUME 2

# Keystone

BUSINESS &  
INDUSTRY EDITION

ISSUED 2015



WWW.KEYSTONEBLIND.ORG

## The driving force behind the social entrepreneurial spirit at Keystone is independence.

To many people, what they do for a living is closely tied to who they are and how they think of themselves. That self-image is also related to issues of self-esteem.

Considering that the unemployment rate for blind and disabled persons stands at 70% nationwide, it is not difficult to understand why self-esteem issues often impact this population. And it is more than just self image. Fair or not, others also make judgements about us based on what we are doing with our lives. Holding a job, getting up in the morning, making the daily trek, accomplishing assigned tasks, and interacting socially with co-workers all help to make us more interesting people and encourage us to become engaged and involved in the world around us.

Keystone Blind Association's industrial programs are designed to meet the multiple goals that employment offers blind and disabled persons. The dignity that comes from earning an honest day's pay for an honest day's work is available to over 600 blind and disabled persons in Keystone's industrial programs. And, all of the jobs we offer are real world work opportunities.

Whether employed as a Photo Driver's License Technician, a Rest Area/Welcome Center Attendant, an Assembly Tech in the tools or hard hat programs, or any other position in one of our industries, Keystone's blind and disabled employees are making a significant contribution to the nation's economy, to themselves and to their families.



Jonathan Fister  
Keystone President/CEO

## Our Mission

*To empower, educate, and employ individuals with vision loss or other disabilities.*

## Our Vision

*We change people's lives for the better.*

See our complete staff listing on page 4 of the Services Edition!

BE SOCIAL!



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**On The Cover**

The team uses specially-manufactured presses with audible signals to assemble tools. Story on page 23.



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# Through the Years

## A History of Keystone

**1947** Operations commenced in the Boyle Building in downtown Sharon. Operations consisted of chair caning, rug weaving, broom sales and home visiting.



**1968** **pibh**  
The Agency became a charter member of Pennsylvania Industries for the Blind and Handicapped.



**1981** • Microfilm services began.  
• The Radio Reading Service began.

**1951** First property is purchased and operations moved to 69 South Oakland Avenue in Sharon.



**1959** The Agency became a member of the United Way (Community Chest).



**1975** Operations moved to a new 5,000 square foot facility on North Hermitage Road.

**1979** The Agency legally changed its name to the "Mercer County Blind Association" (MCBA).



**1983** Labeling and mailing services began.

**2000** **Keystone** INDEPENDENCE MANAGEMENT  
Keystone Independence Management (KIM) was created.

**2001** "Keystone Kids", a program for blind/visually impaired children began.



**2002** **KS KEYSTONE** Vocational Services  
Keystone Vocational Services (KVS) was created.

**2003** KBA opened a low vision clinic in the KBA Stambaugh Avenue facility in cooperation with Dr. Paul Freeman, Diplomate in Low Vision.



**2005** KBA sent 20 blind and visually impaired Keystone Kids to participate in the Youth Education Series at Disney World.

**2006**



• KBA was named "Large Employer of the Year" by the Disabled American Veterans' Department of Pennsylvania.  
• KIM began providing management services to Beaver County Association for the Blind (BCAB) as an affiliated agency.  
• KBA moved industrial operations from Dayton Way to Division Street in Sharon.

**2008** • KBA established the National Foundation for Blind Children (a.k.a. Pennsylvania Foundation for Blind Children).  
• The manufacture and sale of digging tools began at the "Key" workcenter.  
• Began a rest area contract in Philadelphia through our BCAB affiliate.  
• Total sites statewide now stood at 34.



More than fifty (50) persons were employed by MCBA this year.

**1986**



- MCBA moved operations to 1230 Stambaugh Avenue in Sharon.
- The rehabilitation teaching program was added.



The Agency changed its name to "Keystone Blind Association" (KBA).



- Celebrated 50<sup>th</sup> Anniversary.
- Number of sites operated by KBA totaled 27.

**1984**

MCBA began operation of photo driver's license centers in five (5) counties.

**1990**

**1985**

- MCBA began dispensing eyeglasses.
- Operations began at first "road-side rest" at Site E in Shenango Township.



**1991**

The manufacture of cleaning chemicals was initiated.

**1996**

Agency computers were networked. KBA got a home page on the internet and an e-mail address.

**1999**

- KBA moved Workcenter operations to 12 Dayton Way in Sharon.
- Classes in "Assistive Technology" were offered for the first time.



**2009**

- KVS became a member of National Industries for the Blind and had its' first products assigned for development – digging and striking tools.
- KIM began management services to Center for the Blind and Disabled (CBD) and Center for the Blind and Visually Impaired (CBVI).



**MCAB**

Montgomery County Association for the Blind

*All Abilities. One Outlook.*

**2012**

- Began manufacture of toilet paper for state correctional facilities.
- KBA began management of Montgomery County Association for the Blind (MCAB).
- KBA received the Phoenix Award from the Shenango Valley Chamber of Commerce.



Safety Products for LIFE.

**2013**

- CBD affiliate acquired cleaning contract at Cheyney University.
- Our first order for digging & striking tools were sold to Federal Government.
- Began partnership with ERB Industries to assemble safety helmets.

**2010**

Keystone Kids made a second historic trip to the Youth Education Series at Disney World in Orlando, Florida.



**2011**

- KBA received NAC accreditation.
- Began lawn maintenance and snow removal contracts.



**2014**

- KBA published our first ever magazine highlighting all services and industrial programs.
- First order for safety helmets was sold to the Federal Government.
- Art Wedge, longtime KBA employee, received statewide and national recognition for working at KBA for 62 years!



# Agency Demographics

By Jonathan Fister, PRESIDENT/CEO

It is a sad and disappointing statistic that in the United States today, approximately 70% of people with severe vision loss or other physical disabilities are unemployed. For many, lack of desire, motivation, or the ability to work is not the problem; finding a safe and suitable work environment is.

In an effort to combat this situation, Keystone has been very successful at

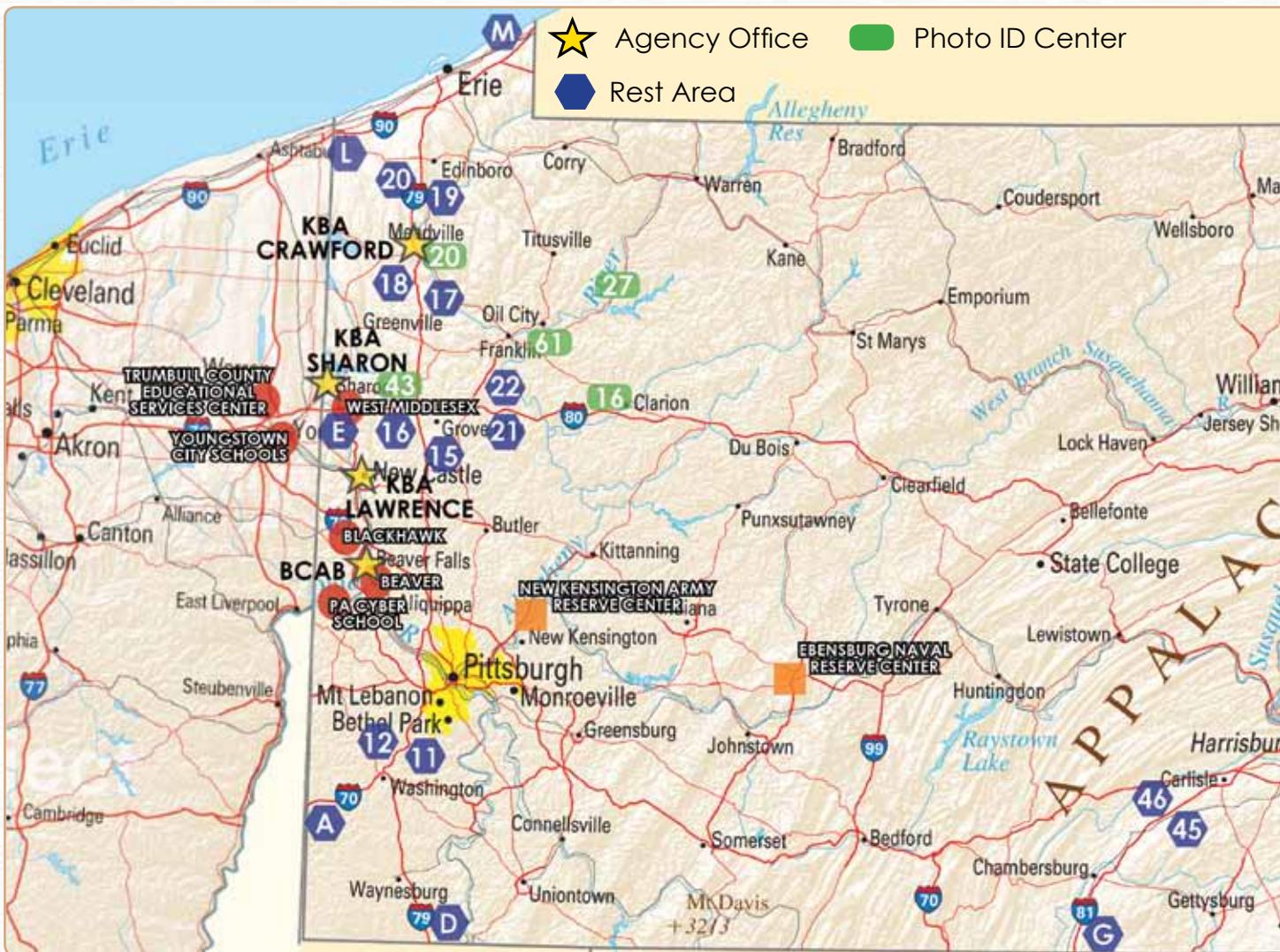
developing employment opportunities for blind and disabled persons. And we have been at it for well over 60 years.

Keystone has provided integrated work settings, employing people with vision loss and other disabilities since 1947. Starting with such basic programs as chair caning and rug weaving in the early years, to sewing and micrographics in the middle

years, down to today's wide ranging opportunities in services and in manufacturing.

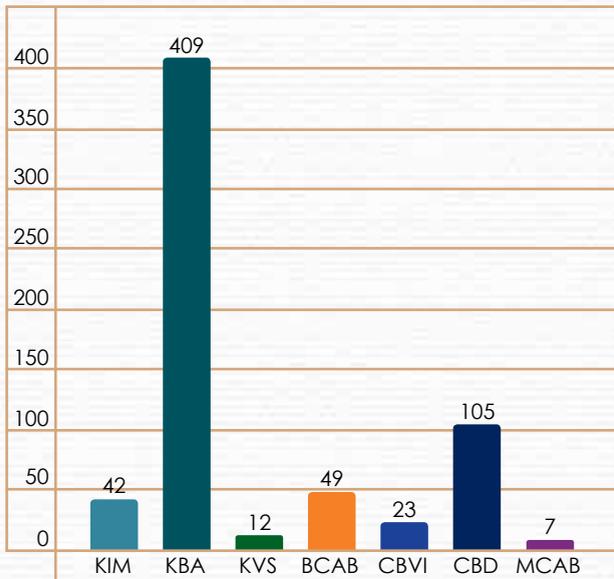
Keystone has made it our mission to seek out viable business opportunities where blind and disabled individuals can be employed; not only toward the goal of achieving their own independence, but with the further goal of making productive contributions to their local communities.

Keystone and its' affiliates' services and operations span the state of Pennsylvania and eastern Ohio. This includes 7 agencies in 6 locations, 34 rest areas, 7 Photo ID centers, 3 Reserve Centers, and 7 school contracts.



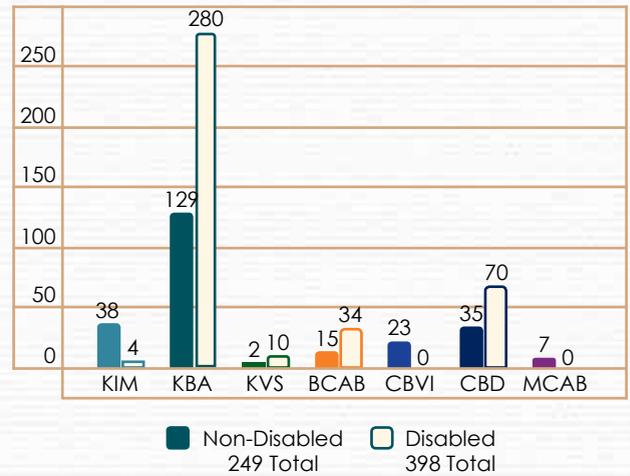
## Keystone & Affiliates Employment

647 Total Employees

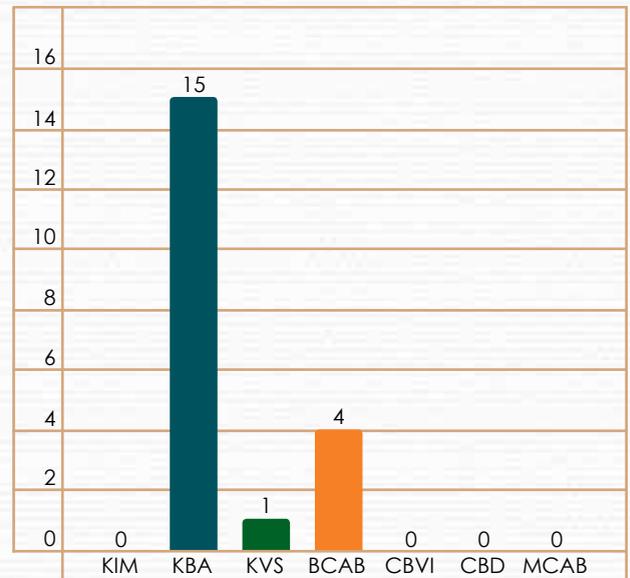


## Non-Disabled & Disabled Employees

647 Total Employees



## Keystone & Affiliates Veterans



- School Contract
- Reserve Center



## Age of Oldest Keystone & Affiliates Employee

85

## Age of Youngest Keystone & Affiliates Employee

18

All numbers represent the cumulative number of employees for the 2014 year.

# Keystone's Growth

By Allen Connely, EXECUTIVE VICE PRESIDENT OF OPERATIONS

Through the years, Keystone Blind Association (KBA) has continued to grow throughout the state of Pennsylvania. From its inception in 1947 in an upstairs room of the Boyle building in downtown Sharon to over 45 locations today, Keystone has become one of the foremost nonprofit agencies in the state of Pennsylvania, providing multiple products and services to the Commonwealth and to the Federal Government. How could this company from a small town in Western Pennsylvania become such a recognized name in providing services to the state? It is done through a strong determination, a keen sense of mission, and entrepreneurial spirit!

In 1947, there were only a few employees. At the time, services and products that were provided by the blind included broom sales, chair caning, and rug weaving. As time went by, KBA began sewing diapers for state institutions and moved to another building on North Hermitage Road in 1975. In the early 1980's, KBA began microfilm operations for state contracts and commercial customers. In addition, KBA began servicing photo ID centers in five counties and in 1985 received its first contract to man a road-side rest area in Shenango Township.

In 1991 and 1993, KBA acquired two more properties to help extend its ever-expanding product line. As growth began to ramp up, KBA moved its operations to the Stambaugh Avenue facility where employees also began manufacturing cleaning chemicals for the state. At this point, employment was up to 300 people with KBA operations in thirteen counties across the Commonwealth. During the 1990's, KBA added janitorial contracts at Slippery Rock University and Clarion Univer-

sity as well as additional rest area contracts which included Total Facilities Management for nine rest areas. Keystone also purchased a 12,500 square foot facility on Dayton Way in Sharon in order to accommodate warehousing needs for expansion into its next venture – vending operations for the 11 rest areas in Northwest PA. By this time, KBA had a payroll of 600 people.

In the 2000's, Keystone added more rest area contracts, bringing the total to 34 road-side rest sites. KBA's growth didn't stop there; in 2008, Keystone started manufacturing digging and striking tools for the state of Pennsylvania under the State Use set-aside program. Sledge hammers, shovels, rakes and axes that the state buys are manufactured by Keystone employees in Sharon. Recently, those same items have been added to the Federal Procurement List. Whenever a government buyer in any federal agency (including the Department of Defense) needs a fiberglass handled industrial-grade digging or striking tool, they purchase those items through Keystone.

Although Keystone had been in the document destruction business for a number of years, a commercial-grade shredder was purchased in 2010. This unit has the ability to shred up to 300 lbs of paper per hour. This service is offered to the many local companies and governmental bodies and employs several blind individuals.

In 2011, Keystone, in collaboration with CBD, began providing lawn maintenance and snow removal services for 13 rest areas in Western PA. Two crews provide all lawn maintenance, including mulching and flower bed arrangement for many of the sites. Well over 100 acres are mowed weekly throughout spring,

summer, and fall. When the snow flies, those same crews provide snow removal services to many of the rest areas.

In 2012, KBA embarked on two new projects. The first project was partnering with O'Neill Coffee Company in West Middlesex, PA to manufacture decaffeinated coffee for the Commonwealth of Pennsylvania. KBA employees work in O'Neill's coffee roasting plant where they roast, grind and package the coffee for sale to all state government employees. The second project, Keystone's largest product launch to date, is providing toilet paper to the state of Pennsylvania. This contract includes governmental buildings and all state correctional facilities. The manufacturing plant is located in Delaware County in a facility owned by the Center for the Blind and Visually Impaired. Employing several blind persons, the facility has the capability to supply state, federal and commercial markets once fully established.

Janitorial services also expanded in 2012 when Keystone, in collaboration with Beaver County Association for the Blind, secured a federal janitorial contract in New Kensington for an Army Reserve Center. In 2013, Keystone and Beaver secured a federal contract to supply janitorial, lawn maintenance, and snow removal services for a Naval Reserve Center in Allentown, PA. In 2014, this partnership with Beaver County Association for the Blind added another opportunity for Keystone's growth. Not only was another Naval and Marine Reserve Center in Ebensburg, PA added for janitorial, lawn maintenance, and snow removal – but also a contract to design and build a beach volleyball court at that same facility.

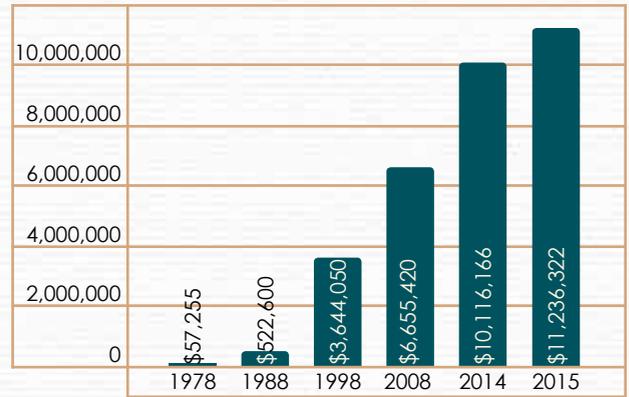
## Operating Budget 2010-2015

54.5% Growth 2010-2015



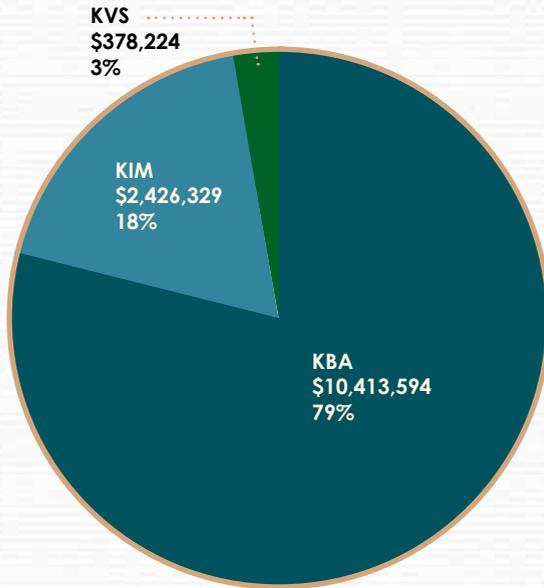
## Operating Budget

Decades of Growth



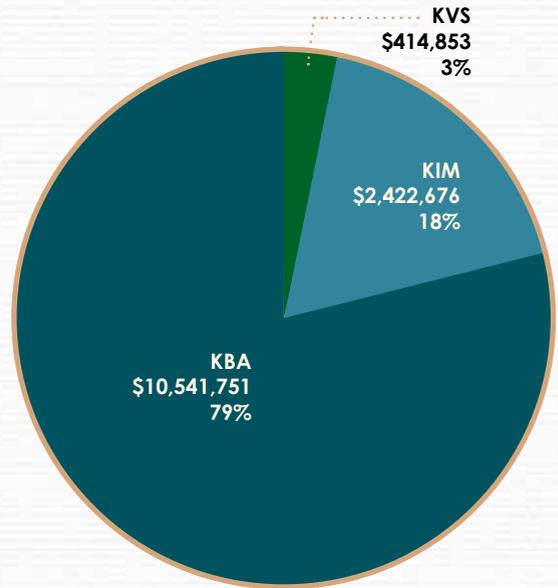
## KBA/KIM/KVS Expenses 2014

Total: \$13,231,553



## KBA/KIM/KVS Revenue 2014

Total: \$13,379,280



In addition to the digging and striking tools that are sold federally, Keystone began selling safety helmets to the Federal Government in 2014. Combinations of yellow, white and blue helmets are assembled in the Sharon, PA manufacturing facility to ship around the world, anywhere the Federal Government has a presence. In 2014, Keystone shipped safety helmets not only throughout the United States, but also to international locations such as Germany, Japan, Italy, and shipments to aircraft carriers

like the USS George H.W. Bush. So what does the future hold in terms of growth at Keystone? It is hard to say at this point. We do know that as the population ages, the number of visually impaired people is bound to increase. We understand that growth is a natural consequence of our mission. Keystone has been and will continue to be in the forefront of social entrepreneurship. Our philosophy is to be always looking for opportunities that will expand our mission

with the goal of being as self-sustaining as possible. There are products and services that we are working on today that will require more people, more time and definitely more space. Just as we have grown from our modest beginnings into the agency we are today, the future of Keystone is all about continued growth. We know our future is bright. And we, as an organization, are committed to stretching the limits in support of our mission.

# Keystone's Economic Impact

By Jonathan Fister, PRESIDENT/CEO

Most people recognize that Keystone Blind Association (KBA), Keystone Independence Management (KIM), and Keystone Vocational Services (KVS), hereinafter referred to as "Keystone", does a world of good for people. But few realize that the organization is an important part of the economy. On one hand, Keystone is a service organization that affects the well-being and livelihood of blind/visually impaired and disabled Pennsylvanians. On the other hand, the organization is a player in Pennsylvania's economy. As an economic entity, Keystone buys products and services from Pennsylvania firms. For instance, Keystone purchases items such as electricity, water, copy paper, accounting services, vehicles, gas, janitorial supplies, and food. The firms from which Keystone buys goods and services also buy from other firms. Furthermore, the employees of Keystone use their paychecks to purchase services and various consumer items. These are just a few examples of the many ways Keystone is part of the complex web of economic relationships that comprise the Pennsylvania economy.

Keystone is a statewide organization with 7 affiliated corporations operating 43 locations and annually employing over 600 individuals. The agency provides a wide array of services in 24 Pennsylvania and 2 Ohio counties, including, but not limited to a variety of employment opportunities for blind and disabled persons, rehabilitation programs, specialized services, children's services, low vision clinics, orientation and mobility training, and low vision services. Keystone also provides prevention of blindness services, including vision screenings and education, to the community at large. Keystone serves over 20,500 persons through Prevention of Blindness programs and approximately 550 individuals through Rehabilitation and Specialized Services programs. During fiscal year 2012, Keystone and its related corporations complemented \$232,000 in Commonwealth funds with more than \$13 million in Keystone resources to serve blind and disabled people in the 26 counties.

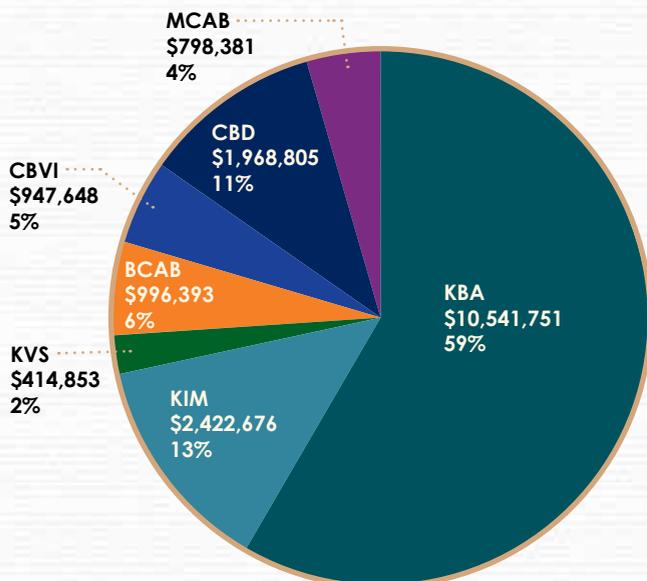
To determine the economic impact of Keystone, we used a Penn State study on the Commonwealth impact

of employment, income, and taxes in two industries, Vocational Rehabilitation Services and Social Advocacy Organizations. The Penn State Workforce Education and Development (WED) Initiative constructed a macroeconomic model of the Commonwealth of Pennsylvania. Then, economic multipliers were calculated to benchmark the total potential economic impact of every 100 jobs in the two industries in which Keystone operates. The multipliers used were direct effect, indirect effect, and induced effect. They were calculated by the WED Initiative research team for macroeconomic measures of jobs, output, income, and selected tax revenues using IMPLAN, a regional economic database and input-output analysis system that is applied extensively through the United States for estimation of economic impact.

The end result is that Keystone is responsible for generating 1805 jobs and \$50 million of economic output last year directly through its own operations and indirectly through its purchases from other firms and its employees.

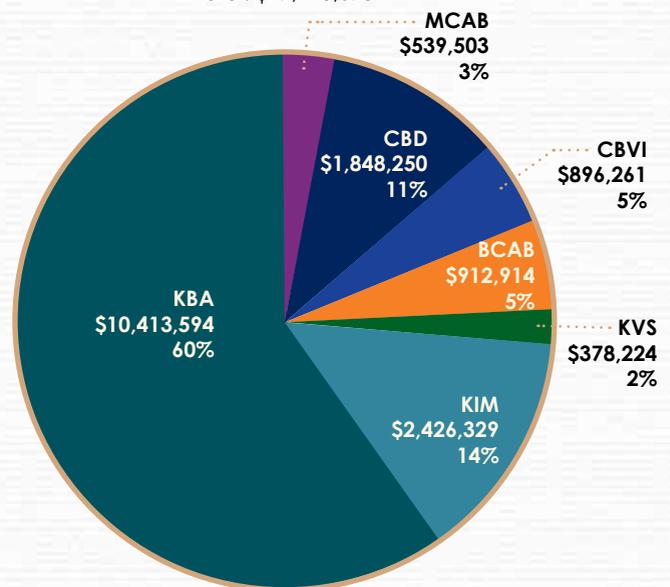
2014 Keystone & Affiliates Revenue

Total: \$18,090,507



2014 Keystone & Affiliates Expenses

Total: \$17,415,075



# Board of Directors

By Rick Herman, CHAIRMAN OF THE BOARD

We're growing faster than our facilities can support us! Hard to imagine, considering that the Keystone Blind Association (KBA) is just that "little" local organization that offers services and employment to visually impaired and disabled individuals – right?

Well, I have to be honest with you, until I was presented with the opportunity a few years ago to get involved with KBA, my perception of this organization was just that. As you read this magazine and learn such things as in this past year the visually impaired and disabled individuals of this organization assembled and supplied all the safety helmets to the crew of the newly commissioned George H.W. Bush aircraft carrier, it is then that you begin to realize that we are so much more than that "little" local organization.

As a result of the continued growth of this agency, KBA has reached a crossroads as the existing facilities are fast becoming outdated and lacking in space making it difficult to support further growth and expansion. We could be satisfied that we have reached our limit. After all, KBA has much to be proud of with the accomplishments of this organization though the years and the countless visually impaired and disabled individuals that have benefited along the way. However, just as prior management and Board members had the foresight to

confront issues and make important decisions that have resulted in the growth of this organization to what it is today, so too must the current management and Board develop and move forward with a plan that will allow KBA to offer and support even more services for the visually impaired and increase employment opportunities for the blind and disabled.

success from inception to an agency that provides more services to blind people than any other private non-profit organization in the state is a testimony to the strategic planning and execution by its management and staff supported under the guidance and governance of a strong Board. With a Board comprised of devoted and committed individuals and the leadership of KBA management, the foundation is in place to lead KBA

through a successful capital campaign.

Reading this magazine will give you a better understanding of what KBA is truly about and how important KBA is to the community and to the lives of those in need of our services. If you have supported KBA in the past, we



After much thought and careful deliberation, the KBA Board of Directors has determined that we must pursue the acquisition of a building that will not only allow us to become more efficient with current operations but will allow for gradual and continual expansion of future services and operations. We are therefore prepared to move forward in 2015 with a capital campaign to raise the funds necessary to support this endeavor.

The decision to move forward with such a lofty goal of expansion and embarking on a capital campaign was not an easy one. However, one only has to look at the history of KBA to realize that its continued growth and

are truly grateful and we look forward to your continued support. If we are new to you, I ask that you consider supporting KBA in any way that you may be able.

As Chairman of the Board, I cannot tell you how excited I am to be a part of the team to lead KBA through a capital campaign that will result in this organization having the resources needed to offer even more services and employment opportunities to those with vision loss and/or other disabilities. The future is bright for KBA but it is even brighter for those individuals and families who are in need of and who will benefit from our services.

# Employee Spotlight: Melony M.

Conversation with Melony Magargee and Stephanie Finnegan, DIRECTOR OF COMMUNICATIONS

Melony Magargee, one of Keystone's workcenter employees, talks about her journey with Keystone.

**Keystone:** Let's start by learning a bit about you.

**Melony:** Well, I was born in Erie, PA. I moved down here in 1985 when I was in third grade, graduated from Hickory High School, and I live in Sharon now. I've been married and divorced, and when I was engaged to be married again, my fiancé passed away. I have a boyfriend again, and I have a daughter who is 18.

**K:** How did you first get involved with Keystone?

**M:** I've been a client at KBA since we moved here. Both my mom and dad were legally blind and were also clients, so Ann [Peterson, Senior Vice President of Services] and Jonathan [Fister, CEO] knew us all well.

I started working here in 2012, in the summer. Susan [McKinnis, Vocational Specialist] had called me and told me about a job opportunity at the workcenter and wanted to know if I was interested. Of course I said yes. I was very nervous when I first came here!

I initially started out by coming into the workcenter when they had a mailing, and I would just work on that. Then I worked my way through to the plant, where I started doing shredding and then working with the tools and labeling the chemicals. Now our big thing is helmets, where I help assemble and put them together.

**K:** Can you tell us about your visual impairment?

**M:** Absolutely! I have what they call retinitis pigmentosa. I was born with it, and both my mom and dad have the same condition, as well as my brother and sister. It's night blindness, nearsightedness, and I basically

have no peripheral vision at all. I can only see what is straight forward in front of me, and what I see is very limited. My vision is usually cloudy, and I always see white splotches in front of my eyes, which messes up my vision. As I get older, the disease I have deteriorates the retina, so eventually I will go completely blind.

**K:** That's a scary thought to be faced with.

**M:** It is, I know. But, what can you do? I can't sit at home and feel sorry for myself. This is what I know, and I just have to learn to accept it and adapt to it. I have noticed my eyes getting worse in the last few years. Even when I was going through school, I could see to read regular text books and I could see the chalkboard if I sat in the front row. But now that I'm getting older, I can't see the regular print anymore. I have to put everything under a CCTV, which magnifies and blows things up.

I've also noticed in the past few years that my biggest problem is not how large the print of something is, it's the contrast. Like, the white paper with the black text – the white paper has too much glare for me to see. So when I use my [CCTV] machine, I have to set it for the invert brightness, where it makes it a black background with white letters so the letters stand out. I can't see to read anything anymore, everything has to be put under my machine and I have turn it to the inverted brightness. I have a little portable electronic magnifier that I take when I go out somewhere that basically does the



same thing. Regular magnifiers didn't work for me since they weren't powerful enough. Some of them even have a light on them, which made it worse with the bright paper and the light!

**K:** What's your favorite part about working here?

**M:** Being around people who have the same problems I have with their eyes, and being able to relate to each other.

**K:** Do you have any advice for someone who may have a visual impairment or disability and may be nervous to go back into the workforce?

**M:** Just never give up hope. There is so much adaptive equipment out there that can help you. Keystone Blind Association has awesome people to work with and will help you get what you might need. I've dealt with Blindness and Visual Services in Erie and they're very supportive in trying to get you the support that you need. Don't let your vision stop you from doing what you want to do.

# Employee Spotlight: Danny C.

By Susann McKinnis, VOCATIONAL SPECIALIST

Danny Cadle was born in Danville, IL as the youngest of 10 children. He jokes that his parents ran out of baby names so they named him for their hometown. His father was a New York City fireman at a time when fire trucks were coal powered and pulled by teams of horses. He credits his mother and father with instilling a strong work ethic in him. He says, "Do everything to the best of your ability."

Danny joined the military at age 17, with his mother signing permission for him to do so, and was shipped overseas to Germany. When he actually reported for basic training, the commanding officer called his mother to verify that she had signed for him and that he was really 17 years of age. He said he appeared to be about 13 years old at the time! He served with the Combat Engineers on the Berlin Wall.

Motors, where he rose through the ranks in 7 years from laborer, to manifold inspector, to shipping & receiving clerk. During this time, he met and married his wife Shirley and started a family that would eventually grow to include three daughters and one son. After a permanent layoff from GM, Danny, Shirley, and their family came to western PA where Shirley had some family.

Danny found employment with Franklin Bronze in the shipping and receiving department and worked full-time for 22 years until a stroke and diagnosis of Parkinson's Disease made continued employment there impossible. Diabetes and additional health problems surfaced, requiring treatment at the VA Medical Center in Butler, PA.

In 2000, he accepted work with KBA as a rest area attendant and worked until additional health problems forced him to resign in 2005. However, he says he is not a quitter and when he gets "knocked down", he gets back up! He was rehired in 2005 and continues to work at the Barkeyville sites on Interstate 80 East and West 3 to 4 shifts per week.

Last year, Danny had to take some time off due to having a toe amputated. However, he made certain the doctor knew he did janitorial work for a living and that it was important for him to retain the ability to

work. Danny returned as soon as he was medically cleared to do so!

at the rest area (even in the winter)? Because he likes challenges and keeping busy.

He states he wouldn't change anything about the job; he'll leave that to the "bosses"! When asked about wages, he stated "your work should speak your worth".

He enjoys meeting and working with new employees and helping them learn and understand the many rules and duties required. He also said he learns from them as there is always something new to learn.

He looks forward to sharing a greeting with regular travelers who stop at the sites when he's working but he said it's usually just a quick hello and comment about the weather as he is busy cleaning, sweeping or shoveling! Difficult or complaining travelers don't get to him; he said he puts it behind him and doesn't let anything negative have an effect on him.

Leon Levis, Danny's supervisor, says that Danny does everything that is asked of him, has a great attitude, gets along well with people, and is enjoyable to have as an employee.

In his time off, he and Shirley spend time with their grandchildren visiting, attending school events, and birthday parties. Danny credits his wife with being an excellent cook and said she has him spoiled. Danny and Shirley have been married for over 40 years.

He plans to keep working until he really cannot or other factors intervene. But his work truly does speak his worth – Danny is priceless as an employee of Keystone Blind Association!

Why does he like working

After 3 years of military service, he found a job in California working for General



# Office Support Staff

By Stephanie Finnegan, DIRECTOR OF COMMUNICATIONS, and Kevin Bly, HEAD OF I.T.

From small beginnings in industrial programs such as chair caning and rug weaving, Keystone has grown throughout the years to become a leader in manufacturing ventures. These programs not only provide employment opportunities for people who have visual or other disabilities, but also provide financial support for the specialized services Keystone offers to visually impaired individuals. However, without the support of the Accounting, Human Resources, and Information Technology departments, Keystone's industrial projects would not be able to operate smoothly.

The Accounting department acts as the main hub for making all business decisions. In charge of making sure the department functions well is Senior Vice President of Finance Laurie Staph, MBA, CPA. Supporting her is Payroll Specialist Amy Ferrara, Controller Michelle Boggs, and Senior Staff Accountant Vera Franken. Together, this team manages the financial status for Keystone's seven managed companies: Keystone Independence Management, Keystone Blind Association, Keystone Vocational Services, Beaver County Association for the Blind, Center for the Blind and Visually Impaired, Center for the Blind and Disabled, and Montgomery County Association for the Blind.

Normal operations for the Accounting department include completing financial reports for each of the seven companies' board meetings, which amounts to 34 sets of financials per year; year-end analysis and audit preparation, including budget preparation for each company; and gathering all data and information needed to have the 990 and audit completed by the external auditing company, Black, Bashor & Porsch. Each year seven financial statement audits are conducted through Black, Bashor

& Porsch, one for each company managed. W-2's are processed for employees from each of the seven companies, as well as reporting all wages to the appropriate taxing authorities and submitting over 300 tax returns per year between federal, state, local, LST, and other applicable taxes. Every invoice is tracked, cash is managed and deposited, and bills are paid in a timely manner.

On top of these duties, additional accounting tasks are necessary for Keystone's industrial programs. External billings to UniqueSource are handled for the photo ID centers, all 34 rest areas, the toilet paper manufacturing project, and the tool and helmet assembly programs for products on the federal procurement list. The Department of Defense also is billed for a contract through SourceAmerica. 6-7 additional audits are done each year specifically for the rest area districts. These audits are detailed reviews of all financial accounting records, including timesheets, payroll ledgers, individual vendor invoices, deposits, and compliance documents. Individual agencies across the state are billed for various services performed by casework staff, including the PAB, BBVS, and various OVR offices.

The Human Resources (HR) department is another main force in keeping the operations of Keystone running smoothly. Working behind the scenes is Senior Vice President of Risk Management Tom Dill, Esq., Vice President of Human Resources Melissa Means, Director of Human Resources Judy Rauso, Vocational Specialist Susan McKinnis, and Assistant Vocational Specialist Brandy Davis.

The HR department is in charge of hiring all employees across the seven companies. When positions become available, job orders are posted online

on Keystone's website, Career Link, Craigslist, and notifications are made to agencies such as the Office of Vocational Rehabilitation, Blindness and Visual Services, Veterans Administration, etc. for referrals. Resumes and applications are reviewed. Candidates are then referred to the appropriate supervisor for interviews.

Once a job offer is made and accepted, HR processes all the necessary documentation to enter the new employee into the data base for payroll and for compliance purposes. HIPPA compliance is maintained for health records and documentation.

HR is responsible for maintaining the physical files of all present and past employees and for generating reports for UniqueSource, DGS, the federal and state governments, and other reporting sources. Also handled are any accident reports for employees or travelers and any damage reports to property owned or operated by the agency.

One of the challenges that many industrial organizations face is the ability to keep up with ever changing technology.

Staffing the Information Technology (IT) department is Head of Information Technology Kevin Bly and Network Administrator Dave Dancker. Because of the hard work from these professionals, Keystone has managed to stay on top of current technology.

As we enter into a new year, Keystone's technology needs are continuing to grow. The focus is becoming more and more related to how to provide services to clients, our staff, and affiliates who are not located within driving distance of our facility. KBA has begun using programs such as Microsoft Lync,

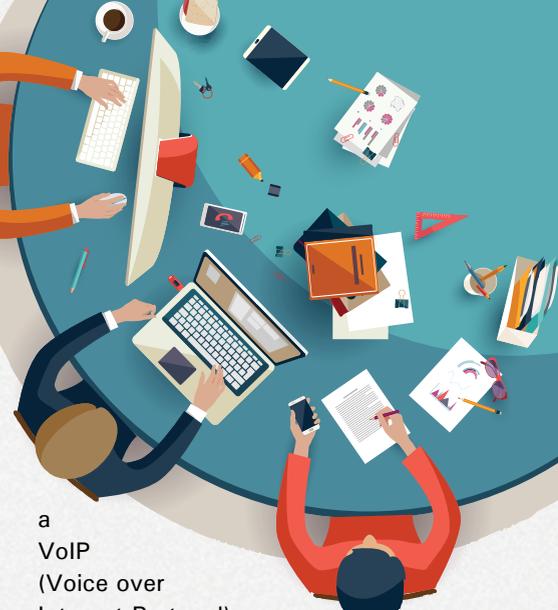
Remote Desktop and ASP.net applications to address those needs.

In January 2015, Keystone Blind Association held the first statewide Life Skills Presentation. These presentations have been traditionally held on site and attended by those clients who were located within the service area of the agency. By utilizing Microsoft Lync video conferencing software, KBA was able to expand its reach and include a number of clients located across the state. Presented by Jennifer Lilly M.S., CVRT, her presentation entitled "Low Vision Devices" was attended by more than 30 individuals from 10 agencies for the blind.

Another area that is expanding is the ability to provide Assistive Technol-

ogy classes to visually impaired or blind individuals who are located in other parts of the state. Utilizing Microsoft Live Meeting and other video conferencing software, Assistive Technology Specialists are able to provide these classes to individuals who may not have had the opportunity available to them in the past.

With managed agencies located in 6 counties across the state of PA, the need to provide access to email, data storage, telephone services and other software is being met through advancements in technology. Housed within its corporate office, Keystone's I.T. staff continues to expand possibilities utilizing advancements in their technology equipment and software. With the implementation of



a VoIP (Voice over Internet Protocol) telephone system. Keystone is able to provide access to enhanced telephone services and a common receptionist.

As we reflect on 2014 it becomes apparent that in order to continue to keep pace with the growing needs of our agency and others like us, KBA will continue to extend its "Long Arm" of technology.

# *Black, Bashor & Porsch, LLP*

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# State & Federal Programs

By Allen Connely, EXECUTIVE VICE PRESIDENT OF OPERATIONS

For over 25 years, Keystone has been working with Pennsylvania Industries for the Blind and Handicapped (PIBH), now known as UniqueSource. UniqueSource is the central non-profit agency that works directly with the state to manage State Use contracts for agencies employing the disabled. This set-aside program allows for nonprofit agencies within PA to provide products and services to the state as long as the product or service is commercially priced and is of acceptable quality. Through the years, Keystone has provided services such as microfilm, vending, cleaning chemicals, document destruction, hand tools, rest area management, and recently toilet paper.

At this point, you may be asking “what is a set-aside program?” In the case above, PA state government has set laws in place to recognize under-served citizens who are not able to

obtain competitive employment. As a matter of fact, the blind and disabled communities currently have over a 70% unemployment rate. In these set-aside programs, at least 75% of the direct labor hours associated with the service or product must be provided by individuals who are either blind or disabled. The goals for such programs are varied, but most importantly, they pave the way for empowering people who are blind or disabled to become self-supporting citizens.

Not only does Keystone work within the State Use Laws of Pennsylvania, but we also work with a federal set-aside program known as AbilityOne. This program was established in 1938 and was known as the Wagner-O’Day Act. This is a similar set aside program for blind agencies

throughout the United States. This federal program is managed by the U.S. AbilityOne Commission, which was first established by Franklin D. Roosevelt. The Commission is appointed by the President of the United States and has representatives from Departments of Agriculture, Air Force, Army, Commerce, Defense, Education, Justice, Labor, Navy, Veterans Affairs, and the General Services Administration, along with four private citizens.

For those companies that serve the blind community, the central nonprofit that manages the program is the

rately represent the scope of the program, the Javits-Wagoner-O’Day Act became known as AbilityOne. The name change has expanded the reach of the program to harness the abilities of thousands of blind and disabled individuals who help make the AbilityOne Program a success. Today, AbilityOne consists of more than 600 nonprofit agencies, employs more than 50,000 people who are blind or have significant disabilities (including 3,000 veterans) and represents \$3 billion in product and services sales to the US government.

On July 1, 2013, NISH launched its new SourceAmerica brand to alleviate some of the confusion over the long-standing former name and identify the Federally-designated national nonprofit agency as a premier advocate and largest source of employment for people with significant disabilities through

administration of the AbilityOne Program.

Through these state and federal programs, Keystone has been able to provide work opportunities for those in the blind and disabled communities. As we partner together, the opportunities to advance work programs are limitless. Here at KBA, we recognize and appreciate the continued support we receive from our employees, customers, vendors, and local communities to evolve and expand these programs to those who would otherwise remain without work.

Through these state and federal programs, Keystone has been able to provide work opportunities for those in the blind and disabled communities.

National Industries for the Blind (NIB). One of Keystone’s affiliated agencies, Keystone Vocational Services, supplies hand tools and helmets under the Skilcraft brand name to the federal government through this program. In 1971, the Wagner-O’Day Act was amended to include individuals with severe disabilities. The Act became known at the Javits-Wagoner-O’Day Act (JWOD). The modification of this Act led to the creation of a second central nonprofit agency in 1974 known as the National Industries for the Severely Handicapped (NISH). Beaver County Association for the Blind, another Keystone affiliated agency, supports this program through providing services to the handicapped community via janitorial contracts for the federal government. In 2006, in an effort to more accu-

*Statistical information compiled from AbilityOne.com and AbilityOne magazine.*

# Reserve Centers

By Allen Connely, EXECUTIVE VICE PRESIDENT OF OPERATIONS

In 2012, Beaver County Association for the Blind (BCAB), through Keystone, secured a federal contract to provide janitorial services at an Army Reserve Center in New Kensington, PA. This facility is utilized by the Army to house and train reserve units, be that in the medical, transportation, civil affairs, or engineering areas. BCAB supports the Army's mission by keeping the facility clean and "squared away."

Since 2012, Beaver County Association for the Blind, through Keystone, has secured two more contracts at Naval Reserve Centers in both Allentown and Ebensburg, PA. These centers not only require janitorial cleaning but also lawn maintenance and snow removal services. For the Allentown and Ebensburg facilities, lawn maintenance equipment such as zero turn mowers, large walk behind mowers, and equipment storage containers have been bought to support these contracts. In Allentown, BCAB recently purchased a Kubota tractor with the ability to remove snow like a large snow blower. The tractor also has a large

front loader so that snow can be removed from the site due to security needs.

Interestingly, prior to receiving the janitorial and lawn/snow maintenance contract at Ebensburg, Beaver County Association for the Blind was awarded a contract at Ebensburg Naval and Marine Reserve Center to build a beach volleyball court and perform lawn restoration work.

First, workers had to clear trees and brush from the hillsides around the retention pond, which then was stabilized using 115 tons of limestone and fabric weed barriers. A ditch along the road in front of the retention pond was also cleared of all brush and stabilized using fabric weed barriers and 80 tons of limestone.

Next, workers refinished a 6 foot perimeter lawn area outside of the fence line, as well as a 200' x 8' area between the parking lot and fence. In total, 60 tons of topsoil, 43 lbs. of grass seed, and 21 bales of straw were used! The work completed in these areas will now enable mowing

to be done.

Lastly, a 30' x 60' sand volleyball court was constructed. The area had to be excavated down 24", which enabled drainage tile to be installed. 66 tons of pea gravel was spread on top of the drainage, and then fabric was installed to prevent the sand from filtering down into the drains. A 2 x 12' pressure treated wood perimeter was built and capped with a safety cushion to contain the sand. Two hundred tons of beach volleyball sand was used to fill in the court! The lawn area around the volleyball court was also refinished using 25.5 tons of topsoil, 18 lbs. of grass seed, and 12 bales of straw.

From providing services like lawn maintenance and snow removal to building volleyball courts, Keystone continues to provide contract management services that are needed by its customers. By meeting the needs of our federal customers, we are also supporting our mission of providing job opportunities to those who work at Keystone and its affiliates.



The Allentown Naval Reserve Center.



The Ebensburg Naval Reserve Center.



BCAB Executive Director Allen Connely (right) met with Commanding Officer LCDR William E. Welch II for the opening of the volleyball court at Ebensburg.

# Pennsylvania Rest Areas

By Morie Ditz, OPERATIONS ASSISTANT/REST AREA MANAGER

In 1985, Keystone received its first Rest Area contract: Site E located in Mercer County on Interstate 80 about a mile from the Ohio line. This was a one year contract and also a proving ground. This was where the agency and its handicapped employees proved that handicapped individuals are employable. This first Rest Area was also the beginning of a vision

across the state of PA.

Along with the original site in Mercer County, we provide cleaning 24/7 along Interstate 80 with 2 sites in Venango County, 1 in Luzerne County, and 2 in Monroe County.

Along Interstate 90 in Erie County, we have sites near both the Ohio

County. Also not far from the West Virginia state line is a site in Washington County along Interstate 70.

Interstate 81 finds KBA having 1 site each in Franklin and Lackawanna Counties, and 2 each in Cumberland, Dauphin, Luzerne and Susquehanna Counties.

KBA also has one site in York County along Interstate 83 near the Maryland state line, and coming from New Jersey and west on Interstate 84 there are 3 sites in Pike County.

BCAB, through Keystone, acquired



Site E, along the PA/OH border on I-80, was KBA's first rest area contract. This was the beginning of KBA's largest vocational endeavor.



Site M, on the PA/NY border on I-90, welcomes travelers from the north with views of vineyards and Lake Erie.



Site N, along the PA/NJ border on I-95 in Delaware County, was acquired through KBA's affiliate Beaver County Association for the Blind in 2008.

that helped the agency to become the largest Rest Area vendor in the United States.

Between the years of 1985 and 2008, we have acquired 34 rest area contracts and employ 280 disabled individuals to maintain these 34 sites

state line and the New York state line.

Sites along Interstate 79 go from the West Virginia state line with 1 in Green County, 2 in Allegheny County, 2 in Lawrence County, 2 in Mercer County, and 2 in Crawford

the last two sites in 2008. They are along Interstate 95 with 1 site in Delaware County and 1 in Bucks County.

If you find yourself traveling through the Keystone State, please stop by one of our rest areas and say hi!

# Landscape Maintenance

By Cluude Gaines, LAWN MAINTENANCE MANAGER

The Landscape Maintenance Department provides services at thirteen Rest Area Sites located in six Northwestern Pennsylvania Counties. These sites are creating employment opportunities for individuals with a documented disability through Center for the Blind and Disabled.

The work includes mowing of all lawn areas and trimming. The Rest Areas range in size from 3.0 acres to 14.7 acres. The crews mow approximately 103 acres a week starting in April continuing thru mid November. Our work doesn't stop there. We mulch all of the landscaping beds and perform the spring planting of flowers. The beds are maintained and kept weed free throughout the season. Pruning of all the shrubs and trees is completed to maintain a healthy, vigorous tree or shrub. The workers are continually removing

fallen limbs or debris from the lawn areas, to maintain a park like appearance for all travelers to enjoy. We all enjoy the fall foliage, but once the leaves start falling. The crews are busy performing the fall clean up.

When the temperatures drop and the snow starts flying we keep busy with snow and ice removal services at eleven Rest Area Sites in five Northwestern Pennsylvania Counties. Snow removal is a 24 hour/ seven days a week service (holidays included) clearing snow and ice on a continuous basis during a storm. Our Attendants at the rest area sites constantly monitor the changing weather conditions and call the snow plow truck operators when necessary. The entrance/exit ramps and parking lots must be maintained to permit free movement in and out of the rest areas for travelers.

We are always looking for new opportunities. In the spring of 2014 we started providing the lawn care services at The Drake Oil Well Museum and Park located in Titusville, PA. The Museum and Park consists of approximately 16 acres situated along the picturesque landscape of Oil Creek. If any of you are in the Titusville area it's worth the stop. There are walking and bike trails open to the general public.

Beaver County Association for the Blind also started providing snow removal services at another Naval and Marine Reserve Center this November located in Ebensburg, PA. In April of 2015 we will start the lawn care services there as well. The other Naval and Marine Reserve Center we provide services is located in Allentown, PA.



Workers use various landscaping equipment to keep the sites pristine.



Mowing along Interstate 80 at Site E on the PA/OH border.

# Cheyney University

By Karen Bly, PRODUCT MANAGER

Since late 2013, employees of the Center for the Blind and Disabled (CBD) – an agency managed by Keystone – have been providing janitorial services at Cheyney University of Pennsylvania. This contract was awarded by UniqueSource (formerly Pennsylvania Industries for the Blind and Handicapped) as part of Pennsylvania’s State Use set-aside program.

Established in 1837, Cheyney University of PA is a public, co-educational university that is part of the Pennsylvania State System of Higher Education. Recognized as America’s first institution for higher learning for African Americans, Cheyney University is located on a 275 acre campus about 25 miles outside of Philadelphia.

Under the guidance of PJ Yudt, Vice President of Facilities and Operations and Suneisha Scott, Cheyney Project Manager, approximately 35 full-time CBD employees work to support Cheyney University personnel in their efforts to provide a nurturing, intellectually challenging and socially enriching environment for their students by providing janitorial services on the main campus.

Services include the routine cleaning of over 528,000 square feet of space within 22 campus facilities. In addition to the routine cleaning, once a year, employees schedule the cleaning of student rooms; this adds 159,600 in square footage of flooring. Employees provide about

72,800 hours of labor at administrative buildings, maintenance buildings, residence halls, athletic facilities and student centers on campus. Pleased with the performance of our employees, Cheyney University personnel have indicated an interest in expansion of services, and may be proposing additional opportunities with CBD.

Keystone has worked with CBD to provide a workforce of over 90% disabled employees for this project. By providing excellent customer service to the Cheyney University faculty, staff and students, Keystone’s management team is fulfilling our mission to empower, educate and employ individuals with vision loss or other disabilities.



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# Document Destruction Services

By Karen Bly, DIRECTOR OF PRODUCT DEVELOPMENT & PRODUCTION

Like many of Keystone's operations, Document Destruction Services began when Keystone Blind Association recognized a need based on one of our existing operations. In this case, our microfilming customers needed a way to destroy documents once the information was secure in the new microfilm format. Destroying documents for our customers offered employment opportunities for additional handicapped workers.

Due to advancements in technology, Keystone Blind Association is no longer offering microfilming services. However, with everyone's heightened concerns about identity theft and strict HIPAA laws and regulations in place, we have recognized the more widespread need for security and document destruction in our local community. In May 2010, Keystone Blind Association made a major investment in the Document

Destruction program by purchasing an industrial-grade shredder, conveyor, and baler system. This equipment has allowed handicapped individuals to work independently and maximize the flow of shredding and recycling. With this equipment, our employees can shred and bale upwards of 2,000 lbs. per day. The resulting bales are sold to a paper recycler which further increases our revenues from this operation.

Document Destruction is one of the four primary production activities that takes place at our Division Street facility in Sharon, PA. We maintain a 3 vehicle fleet of trucks to make it possible for Keystone to offer free pickups for our customers. Keystone is happy to service clients ranging from individual walk-in customers with a few boxes/bags to regular business customers who are part of our monthly tote program.

In 2014, we shredded over 200,000 pounds of paper, making substantial gains in the document destruction/paper shredding market. As we reach out to our local community, we are also expanding our customer base from the Mercer County area to include Lawrence, Crawford, and Butler counties as well as some businesses in Mahoning and Trumbull County in Ohio. We are very thankful to all of the customers who are partnering with us to help us accomplish our mission of employment.



Keystone works with area recycling vendors to sell bales of shredded paper for increased revenues for the program.



Brian Kaczmarek feeds papers into the shredding system.



Anthony Gilmore monitors the amount of shredded paper entering the baler.



Working as a team, Brian and Anthony safely and securely shred thousands of documents for our customers.

# Photo ID Centers

By Janet Wedge, PHOTO ID MANAGER

1984 was the beginning of the contract for processing Photo Driver's Licenses. It began with 5 counties, including Mercer, Crawford, Venango, Clarion, and Forest. Mercer County originally had three sites where people could have their photo taken. The main site was in the downtown Sharon City building, and two satellite offices were located in the Blind Association building on Route 18 in Hermitage and at the Pine Township building in Grove City. The sites in Crawford and Venango Counties were in former State Police facilities. Clarion County's site was in a closet-sized area in a PennDOT Maintenance Building in Shipperville. The site in Forest County was also in a PennDOT Maintenance Building in Tionesta. Most of these sites were open from 10 am – 6 pm a few days per week. When the photo centers first started, the Polaroid picture was the picture of choice.

Eventually the satellite office at KBA was closed, and photo IDs went to a chemical based system for picture taking. It was very similar to what a photographers used. A negative plate was first processed through a chemical, a neutralizer, and a water bath. It next went through a dryer, and then the photo was laminated and cut. This process was slow and messy, especially with only one employee at each site.

In the early 1990s, the state eliminated the satellite office in Grove City and moved the main Mercer County site into the Driver's License Examiner building in Mercer.

In the mid '90s, photo IDs went digital. This technology was tested by one of our visually impaired employees to see if the new system was compatible to people with a visual impairment. When this system was put into operation, the Clarion County site was moved into the Clarion Mall, and the Forest County site was moved into the former office of the Evan-Flow Bottle Plant in Tionesta. At this same time, hours and days of operations were changed to 8:30 am – 4:30 pm, with a few days having extended hours to 6:00 pm. Another change was adding on a second person for four hours per day to give our technicians lunch breaks.

The western photo centers now have 13 employees total, and annually process over 63,000 Driver's Licenses and Photo IDs.

In 2010, affiliate agency CBD began to manage 2 centers in Bucks County on the eastern side of the state. These centers are larger than our western PA centers and each have 2 cameras. The eastern sites have a total of 11 employees and take over 83,000 photos annually.

## PHOTO CENTERS' OPERATING HOURS

### BUCKS COUNTY Bensalem, PA

Tuesday – Saturday  
8:30 AM – 4:15 PM  
Thursdays  
8:30 AM – 6 PM

### BUCKS COUNTY Fairless Hills, PA

Monday – Saturday  
8:30 AM – 4:15 PM  
Thursdays  
8:30 AM – 6 PM

### CLARION COUNTY Clarion, PA

Tuesday, Wednesday,  
Friday, and Saturday  
8:30 AM – 4:15 PM

### CRAWFORD COUNTY Meadville, PA

Wednesday – Saturday  
8:30 AM – 4:15 PM

### FOREST COUNTY Tionesta, PA

Friday and Saturday  
8:30 AM – 4:15 PM

### MERCER COUNTY Mercer, PA

Tuesday – Saturday  
8:30 AM – 4:15 PM  
Thursdays  
8:30 AM – 6:00 PM

### VENANGO COUNTY Seneca, PA

Tuesday, Wednesday,  
and Saturday  
8:30 AM – 4:15 PM



George Spon, Photo License Technician at the Mercer site.

# Tool Manufacturing

By Karen Bly, DIRECTOR OF PRODUCT DEVELOPMENT & PRODUCTION

At Keystone Blind Association, part of our mission is “to employ...” Keystone provides a number of employment opportunities to persons with disabilities through the Pennsylvania State Use Program as well as through the AbilityOne Program.

Since 2009, Keystone has been providing employment opportunities for local blind and visually impaired persons to assemble and package a

Midwest, LLC and perform basic assembly tasks. To assemble the striking tools, Keystone’s employees use specially-manufactured presses to compress the handle and head. Audible signals alert the employees that the assembly is complete to the customer’s specification; this helps to ensure the quality of each striking tool manufactured. Once tools are assembled, a special two-part epoxy liquid is dispensed, using a dispensing

specification for shipment to locations around the world.

While we are pleased to be offering these tools to all of our customers, there is a level of satisfaction achieved by knowing that we are now promoting independence in about a half dozen blind and visually impaired employees through our tool manufacturing program. Keystone is proud to be promoting independence

in men and women of all ages. Our employees are a team of remarkable men and women who take great pride in their work and do not allow their disabilities to overshadow their abilities. They bring their enthusiasm and dedication to work with them every day and it shows in the quality of the tools they produce. “AbilityOne” is not only the name of the



Employees prepare striking tools using specially-manufactured presses and a two-part epoxy dispensing unit.



**TOP** Employees prepare and apply cushion grips to our closed-back shovel handles. **BELOW** Melony carefully applies the proper label to the finished tool.



line of industrial-grade fiberglass digging and striking tools for the Commonwealth of Pennsylvania through a State-Use Program contract with UniqueSource Products and Services. Similarly, through the federal set-aside AbilityOne Program, Keystone Vocational Services also offers these tools to Federal government customers under the nationally recognized Skilcraft brand name. Tools include sledge hammers, cross peen hammers, drilling hammers, axes, mauls, shovels, scoops, scrapers, lutes, rakes, hoes, tampers and post hole diggers.

Our employees use components supplied by our partner Seymour-

unit that also helps to ensure quality and uniformity of Keystone’s tools. When the epoxy hardens, the components become one solid piece.

When assembling the digging tools, employees apply a distinctive handle grip to minimize vibration, and use a swager machine to apply a steel collar which attaches the shovel head to the handle. Employees also use a drill press and riveting machine to attach rake heads to handles. The machines used in the digging tool assembly process have been equipped with reasonable accommodations for the safety of our employees. Employees take special care in preparing these items to customer

program, but it is the mindset at our facility – everyone here focuses on abilities, first.

As we look to the future, we plan to expand our professional network to seek out new opportunities where we will be able to provide more jobs to more blind and disabled individuals, promoting independence through employment. If you are blind or visually impaired and would like to gain independence through employment, please contact Keystone. To purchase any of our products for your home or business, please visit our storefront located at 981 Division St. in Sharon, PA or call 724-347-3711.

# Striking & Digging Tools



## DRILLING HAMMERS

Used to strike cold chisels, punches, star drills, brick chisels, and hardened nails. They are designed to deliver heavy blows with limited swing in tight spaces.

- 3 lb. NSN: 5120-01-598-5654 10.5" Fiberglass Handle \$18.50
- 4 lb. NSN: 5120-01-598-5655 10.5" Fiberglass Handle \$22.50



## CROSS PEEN HAMMERS

Used to strike and shape and bend unhardened metal. Also used to shape block, brick, and stone.

- 2 lb. NSN: 5120-00-902-0092 16" Fiberglass Handle \$18.50
- 3 lb. NSN: 5120-00-900-6103 16" Fiberglass Handle \$20.50
- 4 lb. NSN: 5120-00-902-0093 16" Fiberglass Handle \$22.50



## ENGINEER'S HAMMERS

Used to strike stone, concrete, metal, and wood. Often used to drive stakes and rods or move timbers. Short handle allows work in tight spaces.

- 2 lb. NSN: 5120-01-598-5648 16" Fiberglass Handle \$17
- 3 lb. NSN: 5120-01-598-5649 16" Fiberglass Handle \$18.50
- 4 lb. NSN: 5120-01-598-5651 16" Fiberglass Handle \$22.50



## SLEDGE HAMMERS

Used to strike stone, concrete, metal, and wood. Often used to drive stakes and posts, move timbers, and break concrete.

- 6 lb. NSN: 5120-00-900-6095 Double Faced 36" Fiberglass Handle \$25
- 8 lb. NSN: 5120-00-900-6096 Double Faced 36" Fiberglass Handle \$29
- 10 lb. NSN: 5120-00-900-6097 Double Faced 36" Fiberglass Handle \$32
- 12 lb. NSN: 5120-00-900-6098 Double Faced 36" Fiberglass Handle \$34
- 16 lb. NSN: 5120-01-598-5650 Double Faced 36" Fiberglass Handle \$57
- 20 lb. NSN: 5120-01-598-5653 Double Faced 36" Fiberglass Handle \$68



## SPLITTING MAULS

Used to split wood. The blade is designed to split rather than cut, and the heavy sledge-end adds power to the stroke. The sledge-end is also used to drive wood-splitting wedges.

- 6 lb. NSN: 5120-01-598-5652 Sledge Eye 36" Fiberglass Handle \$34.50
- 8 lb. NSN: 5120-01-598-5656 Sledge Eye 36" Fiberglass Handle \$38.50



## SINGLE BIT AX

General purpose axes used to fell small trees, split wood, trim branches, and prune.

- 3.5 lb. NSN: 5110-01-598-6425 Michigan Style 36" Fiberglass Handle \$31



## DOUBLE BIT AX

General purpose axes used to fell small trees, split wood, trim branches, and prune. Having two bits lengthens the time between blade sharpening.

- 3.5 lb. NSN: 5110-01-598-6426 Michigan Style 36" Fiberglass Handle \$38



## POST HOLE DIGGER

Designed for frequent, heavy-duty, professional use, the Hercules pattern head is used for breaking and loosening dirt while the wide (6 1/4 inch) point spread saves time and effort.

Fiberglass-core inserts are added to the handles for added strength. Cushioned grips allow for better grip and greater comfort.

- Hercules Pattern NSN: 5120-01-615-8537 48" Fiberglass Handles \$45



## ROUND POINT SHOVELS

Industrial grade spring steel heads. Wears better and lasts longer.

- NSN: 5120-01-611-8059 Closed Back 48" FG Handle Cushioned Grip \$32
- NSN: 5120-00-965-9550 Open Back 48" FG Handle Cushioned Grip \$28
- NSN: 5210-01-611-8064 Open Back 48" FG Handle D-Grip \$28



## SQUARE POINT SHOVELS

Features heat-treated, high carbon polished steel head for the ultimate in durability.

- NSN: 5120-01-611-8054 Open Back Industrial Grade 48" FG Handle Cushioned Grip \$28
- NSN: 5120-01-611-8056 Open Back Industrial Grade 29" FG Handle D-Grip \$28

Pricing does not include shipping. Federal price list available.



### SCOOP SHOVELS - STEEL HEADS

Used for moving gravel, asphalt and other loose materials and debris clean-up.

NSN: 5120-01-611-8061 General Purpose Industrial Grade 48" FG Handle Cushioned Grip \$28  
NSN: 5120-01-611-8066 General Purpose Industrial Grade 29" FG Handle D-Grip \$28



### SCOOP SHOVELS - ALUMINUM HEADS

Ideal when you need strength, but are looking for less weight than steel.

NSN: 5120-01-611-8073 Grain Industrial Grade 51" FG Handle Cushioned Grip \$38  
NSN: 5120-01-611-8075 Grain Industrial Grade 29" FG Handle D-Grip \$38



### SCOOP SHOVELS - ABS HEADS

Light-weight, rust-free, and durable.  
Best when moving sand, grain, and snow.

NSN: 5120-01-611-8076 Grain Industrial Grade 51" FG Handle Cushioned Grip \$30  
NSN: 5120-01-611-8078 Grain Industrial Grade 29" FG Handle D-Grip \$30



### SNOW SCOOP AND SHOVEL

Fiberglass handles and ABS heads are lightweight for big jobs.

NSN: 5120-01-611-8069 Shovel Industrial Grade 40" FG Handle D-Grip \$24  
NSN: 5120-01-611-8072 Pusher Industrial Grade 40" FG Handle D-Grip \$26



### RAKES

A long, steel ferrule provides extra strength to the durable fiberglass handle with cushioned grip.

NSN: 3750-01-611-8752 Leaf Rake ABS Head Industrial Grade 51" FG Handle 26 Tines \$20  
NSN: 3750-01-611-8751 Bow Rake Steel Head Industrial Grade 57" FG Handle 16 Tines \$29  
NSN: 3750-01-615-8542 Flat Rake Steel Head Industrial Grade 62" FG Handle 16 Tines \$28



### HOES

Forged steel head provide the added strength needed for maximum duty uses.

NSN: 5120-01-611-7560 Mortar Hoe Industrial Grade 62" FG Handle Cushioned Grip \$30  
NSN: 3750-01-611-7559 Garden Hoe Industrial Grade 57" FG Handle Cushioned Grip \$25



### TAMPER

Solid cast iron heads and fiberglass handle with comfort grip enables extended use.

NSN: 5120-01-611-8068 8" Industrial Grade 42" FG Handle Cushioned Grip \$34



### LUTE

A notched tooth aluminum head design for coarse material placement and a smooth blade for floating.

NSN: 5120-01-611-8052 Asphalt Lute Industrial Grade 67" FG Handle Cushioned Grip \$58



### SCRAPER

Has a 1-piece forged steel head for ultimate durability.

NSN: 5120-01-611-7561 Floor/Ice Scraper Industrial Grade 49" FG Handle Cushioned Grip \$28

# Cap-Style Safety Helmets

By Karen Bly, DIRECTOR OF PRODUCT DEVELOPMENT & PRODUCTION

As part of Keystone’s mission, we continually strive to seek out new opportunities to employ the blind and disabled. Keystone staff is constantly looking to expand our horizons by growing our professional network and looking “outside the box” for any potential opportunities. Over the years, Keystone has entered a number of new ventures by simply “connecting” with the right people. When Executive Vice President Allen Connelly met Sheila Eads, President of ERB Safety at a Specialty Tools & Fasteners Distributors Association (STAFDA) conference several years ago, a connection was formed that was cultivated to become our second federal project – the assembly of cap-style safety helmets!

In 2011, Keystone Vocational Services, a Keystone affiliate, received the assignment from National Industries for the Blind (NIB) to develop a business plan to provide a variety of safety helmets to Federal customers as part of the AbilityOne set-aside Program. The assignment included 20 national stock numbers (NSNs) with existing sales volumes, but Keystone Vocational Services chose to initially pursue the three helmets with the largest demand - blue, white, and yellow cap-style helmets. With the support and guidance of ERB Safety and NIB, Keystone was able to receive sponsorship from the General Services Administration (GSA) in Fort Worth, Texas and developed a plan to provide the Skilcraft Brand Cap-Style Safety Helmets. Keystone’s supply partner for this project, ERB Industries, is located in Woodstock, Georgia. ERB Safety (A division of ERB Industries) has been an industry leader in the development, manufacture, and supply of safety products that protect the health and safety of workers in the construction, manufacturing, and industrial sectors since

1956. Keystone Vocational Services is delighted to be working with a partner with such a wealth of knowledge and support available for this project.

In January 2014, after months of development and negotiation, Keystone was able to add three helmet NSN’s to the Federal Procurement List as “AbilityOne” products! These three helmets had a greater sales demand due to their “A-list” status, which meant that they would be stocked at GSA depots. However, Keystone found itself in a unique situation as the decision had been made to close the last two GSA stocking depots by the end of 2014. Forecasted sales volumes for our first year were a mere 10,000 helmets in 2014 (10% of the forecasted demand, following ramp-up). Despite the news of the potential set-back, Keystone

sold over 37,000 helmets to federal, state and commercial customers in 2014. Keystone was able to provide the Skilcraft helmets to our federal customers through major distribution partners like United Stationers, SupplyCore, and MSC Industrial Supply. We have also sold direct



TOP Tina Bresnahan wraps the assembled helmet into the bag for shipping.

MIDDLE Sailors raise the national ensign on the fantail of aircraft carrier USS Harry S. Truman (CVN 75). U.S. Navy photo by Mass Communication Specialist 3<sup>rd</sup> Class Karl Anderson/Released.

BOTTOM Sailors aboard the USS Harry S. Truman (CVN 75).





ABOVE Employees work together to assemble the helmet shells and suspensions and package them for shipping.

FAR LEFT Sailors move equipment in the hangar bay aboard the aircraft carrier USS George H.W. Bush (CVN 77). U.S. Navy photo by Mass Communication Specialist 3rd Class Brian Stephens/Released.

LEFT Melony Magargee inserts the suspension into the helmet shell.



to a number of Base Supply Stores throughout the United States and to several smaller AbilityOne Authorized distributors. Skilcraft helmets are available online at [www.abilityone.com](http://www.abilityone.com) and [www.gsadvantage.gov](http://www.gsadvantage.gov). We also have helmets available in our storefront at our Division Street manufacturing facility in Sharon.

At full ramp-up, this project will provide full time employment for

several blind and visually impaired workers as they insert suspension units into the helmet shells, include chin straps and instruction sheets with every helmet package, and prepare the packages for shipment. Keystone's Skilcraft brand cap-style safety helmets have been shipped to military customers worldwide, including bases in Italy, Germany and Japan as well as to aircraft carriers such as the USS Harry S. Truman

and the USS George H.W. Bush. We are proud to support many of America's servicemen and women in their service to our country.

As we empower individuals and promote independence, Keystone Vocational Services is pleased to offer products to the Federal Government. We continue expand our professional network and look for new opportunities for growth.

# Toilet Paper Manufacturing

Allen Connely, EXECUTIVE VICE PRESIDENT OF OPERATIONS

In June of 2012, Keystone received a contract to produce toilet paper for Pennsylvania’s correctional facilities, state government and universities. This contract requires KBA to provide approximately 90,000 rolls of paper per week (4.5 million rolls per year) to the Commonwealth. The planning and implementation for this project began after KBA representatives visited Outlook Nebraska Inc. (ONI), an agency for the blind that manufactures toilet paper for the federal government. Inspired by what ONI has accomplished in their efforts to employ persons who are blind, Keystone looked for an opportunity to replicate the project here in Pennsylvania. In close partnership with

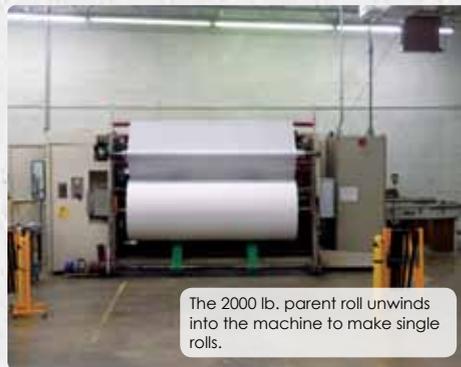
project off the ground, comments, “This was the single largest product launch in the history of the set aside program for nonprofit entities supplying the Commonwealth of Pennsylvania. The team members from CBVI and Keystone worked diligently to upgrade the manufacturing facility in order to get the toilet paper project up and running in a very short time frame. Through extensive upgrades to the CBVI building and by adding personnel to work in the toilet paper program, this project will have far-reaching advantages for all.” Jonathan Fister, CEO at KBA, concurs, “KBA is pleased to be in partnership with CBVI. We were aware that their facility could handle

is then sawn into standard widths and is transported to a “wrapper” that wraps each and every roll. Blind employees then fill boxes with 80 rolls to a case, seal the cases, and prepare them for shipment.

In January 2013, KBA started selling toilet paper to the state of Pennsylvania. All state government facilities including state prisons are purchasing 1 ply. Sales have increased from 2,000 cases a month to an average of 5,200 cases per month. In 2014, KBA began to sell toilet paper to a nonprofit in Philadelphia who sells to the disadvantaged in the Philadelphia area. In addition, one of Keystone’s distribution suppliers of janitorial



The Perini 716B machine unwinds, perforates, and cuts toilet paper logs into single rolls.



The 2000 lb. parent roll unwinds into the machine to make single rolls.



A Keystone employee packages the single rolls into cases.

Pennsylvania Industries for the Blind and Handicapped (UniqueSource), KBA was able to secure the state’s approval for the contract.

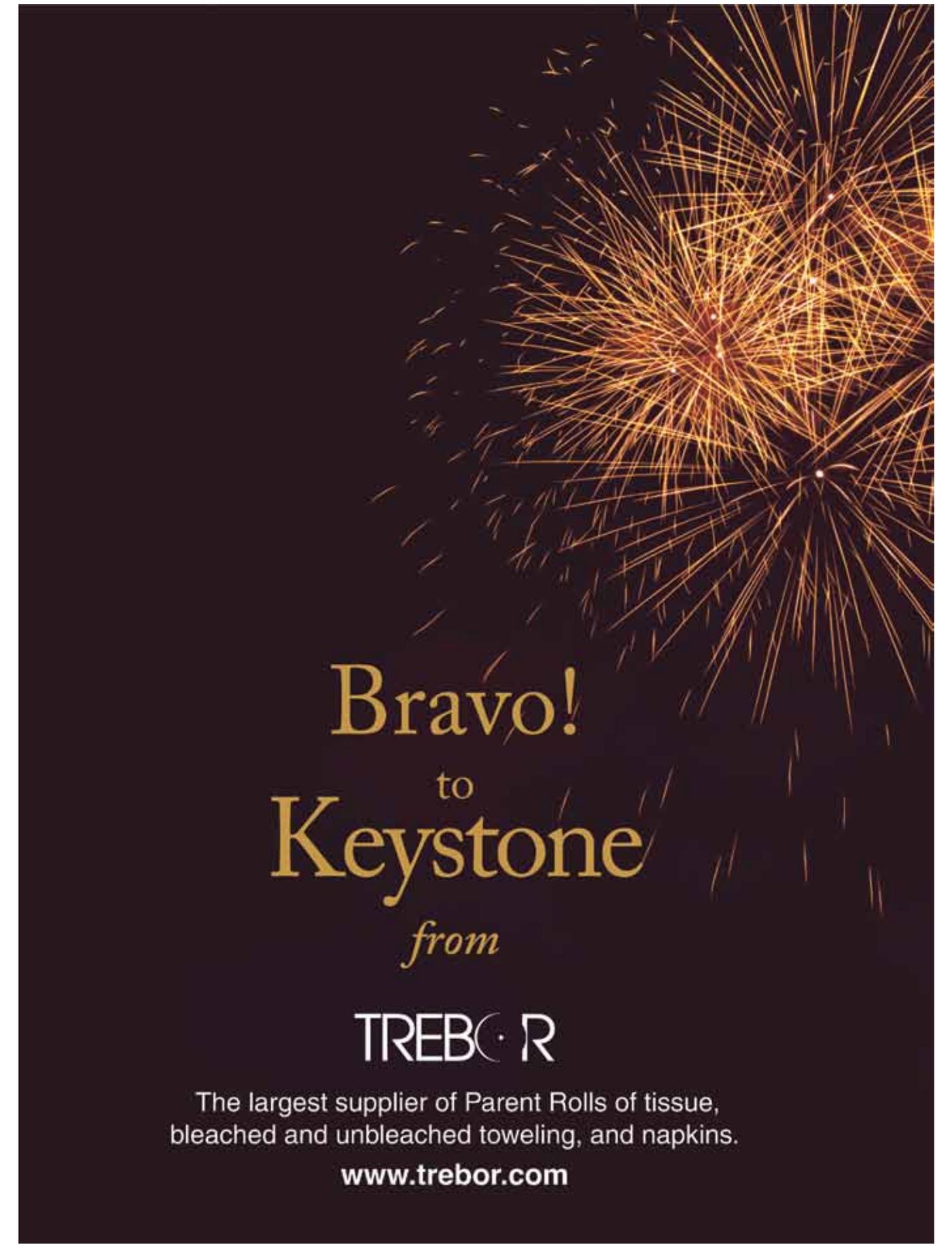
From the time Keystone was awarded the contract, employees worked non-stop to make the project a success. The decision was made early on to house manufacturing at the Center for the Blind and Visually Impaired (CBVI) in Chester, PA. CBVI had long desired a lease for vacant space available within their facility; this project helped meet their needs as well. Allen Connely, Executive Vice-President of Operations at KBA, who was instrumental in getting the

a project of this scope and we were confident that this venture would benefit both organizations.”

The toilet paper manufacturing process, though simple by other manufacturing standards, is not without its complexities. The actual paper is purchased on parent rolls weighing 2,000 pounds and measuring 8.5 feet in height by 5 feet in diameter. The paper is placed on a processing machine which wraps 1,000 sheets around a cardboard core to form a long log. The log is then cut into standard 4-inch toilet paper widths, and the “tail” of the roll is glued down to prevent unraveling. The log

products began purchasing toilet paper from KBA to distribute within the state of New York.

KBA staff has been producing an average of 250-325 cases per day during an eight hour shift. This is quite a change from the project’s initial daily production average of 30-50 cases. Keystone leadership is pleased that the team has been able to successfully overcome the challenges that face any new enterprise, that we are successfully manufacturing according to schedule, and that we have yet another opportunity to provide employment to visually impaired individuals.



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# Cleaning Chemicals

By Karen Bly, DIRECTOR OF PRODUCT DEVELOPMENT & PRODUCTION

As a non-profit agency, the focus on fiscal responsibility is ever-present. As Keystone experienced an increase in the number of contracts at rest area sites and additional cleaning contracts at State Universities and other state and local office buildings, the idea of manufacturing our own line of cleaning chemicals was born.

During the early 1990's, Keystone began selling the "KEY" brand of cleaning chemicals not only to

ourselves for our own needs, but also to the Commonwealth of Pennsylvania through the State Use Program. Keystone's marketing team developed clever names for the chemical line: "20/20" for a window cleaner, "Terminator" for an odor counter-actant, and "Steam Roller" for a rug cleaner to be used with a steam machine.

The operation began in the metal building that was erected on the

south side of the Stambaugh Avenue facility. The concentrated chemicals were shipped in 55 gallon drums, a color and/or fragrance was added, the product was mixed, lifted onto a barrel rack, and dispensed into gallon containers. These gallon containers were then labeled and boxed for shipment to customers such as state parks, correctional institutions and historical sites. Employees also prepared ready-to-use products which were run through a dispensing unit at the Stambaugh Avenue building. The ready-to-use products were dispensed into quarts that were then labeled, boxed, and shipped to various state sites. Keystone provided dispensing machines to our rest area sites and to several state parks; these sites would purchase certain chemicals in gallons and then put them through the dispensing machines to make ready-to-use quarts or to proportion the right amount to be used in scrub buckets.

Keystone is now producing chemicals at our manufacturing facility on Division Street in Sharon where we are able to produce enough products to accommodate our own cleaning chemical needs, as well as for state customers, and local customers. Our cleaning chemical products are also available for sale to the public at our retail storefront of our Division Street facility.

Nearly 25 years since the decision to manufacture cleaning chemicals, Keystone is able to employ several disabled individuals as we continue to offer a full line of cleaning chemicals to suit a variety of purposes. With today's total of 34 rest-area site contracts and a number of other janitorial contracts, Keystone's decision to manufacture its own cleaning chemical line was undoubtedly an economically sound choice.



# Janitorial Products

By Karen Bly, DIRECTOR OF PRODUCT DEVELOPMENT & PRODUCTION

KBA entered the market to sell janitorial products much like they began selling cleaning chemicals. In the early 1990's, the addition of new rest area contracts and janitorial contracts brought about the idea that we could purchase janitorial supplies at wholesale and then utilized those supplies to meet the needs of our janitorial contracts. This would serve as an economical solution for local delivery to the six rest area sites on Interstate 79, the three sites on Interstate 80,

and two sites on Interstate 90. As the number of rest area contract sites increased and the need for supplies for other commercial cleaning jobs we were doing grew, so did our sales of janitorial products.

Today, Keystone provides janitorial supplies to many of our own rest sites, our various janitorial contracts, and a number of local commercial customers. Although Keystone began its adventure in janitorial products for

reasons of self-interest, we inventory a significant number of SKU's and offer competitive pricing to retail customers through our bulk purchase power. At the storefront of our manufacturing facility on Division Street, we provide not only cleaning supplies but also paper products, plates, cups, napkins, and light bulbs for organizations and companies who might not want a complete case of any of these items.




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