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Forever Treasured Never Forgotten

n Her Own Words-An Interview with Martha Carr, President of the Board of Governors

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John Klassen - Executive Director

Six years ago, Plainfield Community Homes underwent a strategic planning process that resulted in a report entitled: A Blueprint for the Future. Following a comprehensive process of soliciting as much input as possible, the report summarized the feedback received from staff, families, people we support, other agencies and the Ministry and then outlined a strategic direction for Plainfield Community Homes.

This strategic direction – as well as the revised Vision and Mission - culminated in the formulation of the following Strategic Goals for the organization:

- To strengthen our revenue base and especially alternative sources of revenue.
- To encourage all agency personnel to adopt in practice the Mission Statement of Plainfield Community Homes.
- To establish a working group to look at alternatives in residential support, including alternatives for people who are aging and have changing support needs.
- To examine the opportunities for greater coordination, efficiency and optimal utilization of available vans and buses.
- To establish a working committee to revamp the Adult Resource Centres to emphasize individual opportunities.
- To develop a vibrant volunteer program.
- To strategically raise public awareness about Plainfield Community Homes.
- To honour our commitment to people we support while being open to creating new support options for people on waiting lists.
- To improve the overall communication as a team and coordinate our combined efforts to achieve our goals.

As we look at the strategic goals established in 2002, we can say with considerable pride that we have made great progress. We have achieved most of the goals and are continuing our efforts on those that remain and others that we would identify as important today.

We live in exciting times. Much of what we know is changing very quickly and we simply cannot stand still and hope that we can anticipate the changes quickly enough to adapt to them. That is why it is imperative for agencies like Plainfield Community Homes to continually take stock of progress to date and the critical challenges and opportunities before us now and in the future. In the next month, we will begin another strategic planning process that will guide us in our commitment and our efforts into the

Purpose of Strategic Planning

Strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. It can be a powerful and very helpful process for keeping the organization focused on important strategic goals and positioned for growth and success into the future. The process includes information gathering from people we support, families, staff, other agencies, the Ministry and other stakeholder groups that have an interest in our work and our Mission.

Who's Involved?

A Steering Committee will be struck to oversee this process. It is very important that this process includes the opportunity for all who have an interest in the work of Plainfield Community Homes - our stakeholders - to have input. Their thoughts, views and comments on our strengths, weaknesses, opportunities and threats will be sought and heard and this will be an opportunity to have a say about the issues that we must address and our future as an organization.

This organization wide planning process is a system-wide review of the issues, challenges and opportunities that will keep us focused on important strategic goals. As such, this process should complement all the work that is currently going on in the agency in fulfillment of our Mission and in preparation for accreditation.

Many of you will be hearing much more about this Strategic Planning Process as it gets underway and input from many of you will be sought, since your views and comments are important to our strategic direction. Should you have any questions at this time or wish to comment on the process feel free to contact me.

AND FRIENDSHIP

Sandra Boulter - Personal Outcomes Worker, Recreation/Leisure

We had a very busy fall and winter, with entertainment being the most popular activity. People of all ages enjoy music. We had three new entertainers in the fall: Rachel Smith; Acoustic Jag (new country); and Bim Ingersol (gospel blues).

In September, we hosted a concert at Zwick's Island Park, and one of our favourite bands – Jaded – agreed to perform, with Bim Ingersol opening for them. Concert goers were asked to donate to Fixed Fur Life as the entry fee to the concert. Fixed Fur Life, a charitable organization which operates a network of foster homes that allows each animal to be provided with the care they need, including veterinary care, until they can be adopted, was very pleased with the support from Plainfield Community Homes. We look forward to hosting another

The bowling league got off to a good start in October and everyone is ready for another competitive season. In ten pin, Jami and Rosemary are in the lead for seasonal high score. In five pin, Ron and Cheryl are in the lead for seasonal high score.

We would like to take our scrapbooking to a community setting. Cheryl, one of our volunteers, usually comes to

Plainfield Community Homes as her business is not accessible at this time. A portable ramp is being built so that we can begin going there to scrapbook.

We hope everyone enjoyed our fall and winter schedule. To learn more about us, please call 613-962-2625 or visit us on the web at www.plainfield.org.





WE'RE CONNECTING

Sharon Wright - Manager of Community Development and Outreach

Community inclusion can involve so many elements of a person's life – elements that impact on who a person becomes.

Cheryl's experience as a volunteer at Tyendinaga Public Library is a true example of who she has become: a valued member of her community. Cheryl has enriched the lives of her coworkers by her presence and desire to be who she wants to be. Although Cheryl is aware of library etiquette, the librarians encourage her to express herself. Cheryl is very enthusiastic about her role and looks forward to her responsibilities. On occasions when work is minimal, Cheryl enjoys socializing with the other ladies and patrons. She celebrates her birthday, Christmas and other special occasions with her coworkers. Such a huge part of belonging and increasing one's social circle comes from the workplace and Cheryl now has this opportunity. She works with wonderful people who respect her for who she is. Cheryl is a very happy and proud volunteer at Tyendinaga Public Library.



Our intent to encourage our community members to see the value in supporting volunteers in their businesses has proven to be educational for everyone. Our business partners often declare what a great experience this is for them. They appreciate the value of the volunteer and have seen the benefits that volunteers bring to their workplace and to other employees.

We often say, "One step at a time" ... with patience and perseverance we can achieve success.

At a conference in May 2007, staff from another agency consulted me for further information and we have since been corresponding. In this agency's most recent newsletter, it was a pleasure to see that they have adopted our process and that it has been a success for them. This shows the importance of networking and, as many say, not spending time "reinventing the wheel," but rather molding what works to your needs.

We are all working to create the best practice of individualized supports possible and, if we achieve this by assisting one another and benefiting from one another with what works, we then spend less time duplicating and more time on achieving success.

If you own or work at a business and would like to learn more about how someone we support could be of benefit to your business, please give me a call at (613) 969-7407, ext. 22.





EMPLOYEES— OUR GREATEST RESOURCE

Joan Greenwood - Director of Human Resources and Development

In the Spotlight: Karen Van Norman, Joint Chair -Occupational Health & Safety Committee

You are the union certified joint chair for the Occupational Health & Safety Committee. When were you first certified and what was involved in becoming certified as one of the joint chairs?

I was certified in 1998 in Belleville, Ontario during a full week of site-specific training.

What are the most significant changes you have noticed at Plainfield Community Homes in your role as one of the Joint Health & Safety Chairs?

The support from management and staff is much greater these days and there is a greater awareness of working safely.

What advantages and benefits did Plainfield Community Homes derive from its participation in the Greater Belleville Safe Communities Project?

Plainfield Community Homes benefited financially which, in turn, allowed us to purchase Q-straints for some of our vans. We have become more aware of health and safety. We had the opportunity to select our own health and safety elements to work on and improve upon that were specific safety issues at our organization. We were also able to provide greater recognition to our Health and Safety Representatives as a result of a significant New Experimental Experience Rating (NEER) rebate from WISTIP

As a member of the Return to Work Committee, what do you feel is the most important factor in employee rehabilitation?

The most important thing is to get back to work promptly following an injury and to continue working with your own team while recovering. The longer a person is off on a WSIB claim, the more difficult it is to return to the workplace.

How does Plainfield Community Homes celebrate its successes from the health and safety perspective?

We provide "Certificates of Appreciation" for "No Lost Time Injuries" and for "No Injuries" at each of our sites. All representatives receive a small token of appreciation and recognition at our Annual Health & Safety General Meeting. We have also been able to purchase more equipment that will assist our staff members to work more safely and with greater ease.

What plans does the OHSC have for the upcoming year?

The Occupational Health & Safety Committee intends to maintain our safety record and to continue to keep people aware of safe working practices. We plan to review our health and safety data to ensure that we are maintaining and updating the safety elements we developed through our participation in the Safe Communities Group.

Following our attendance at a recent "Accessibility Forum," we are reviewing our practices to ensure that we comply with the new "accessibility" legislation so that our workplace is accessible to all people.

Health & Safety Update

As a reward for our excellent performance with respect to workplace safety, we are pleased to report a rebate from the WSIB, NEER Program of approximately \$15,000 and another nominal rebate from the Safe Communities Group.

We have decided to use the bulk of our rebate from WSIB to install Q-straint tie-downs in any of our vehicles that do not have them. This will help to prevent muscle strain and back injuries for our staff when assisting passengers to and from the vehicles.

Let's keep up the great work and maintain this excellent standard throughout the agency.

VOLUNTEERS—PEOPLE HELPING PEOPLE

Sharon Wright - Manager of Community Development and Outreach

In the fall, we hosted another Volunteer Recognition Celebration. This year's focus was to share volunteers' roles and how those roles contribute to the people we support and to our agency. I also felt that sharing this information with each other would create a path of support for the volunteers to connect with one another. Our volunteers enjoyed a light lunch and great conversation, and everyone received a token of our appreciation.



If you or someone you know would like to know more about volunteering, please contact me at (613) 969-7407, ext. 22 or visit our website at www.plainfield.org.



SUPPORTS AND SERVICES

Chris Semark - Director of Services

"The journey of a thousand miles begins with ONE STEP"—Lao Tzu

This quote is on a picture in my office. To me, it depicts the life journey that we all go through from infancy through to adulthood. Everything we experience is a little bit of what we are today. With this in mind it becomes very clear that we as an agency have a responsibility to provide experiences for our children that will forever impact on some part of their lives. Whether it is providing respite and family support or how we interact with our own children, this has become a very strong focus for us at Plainfield Community Homes.

Out of Home Respite is one of the supports that we offer to families to maintain a strong family unit as well as to provide the opportunity for friendship building. This carries over to the After School Program as well as the March Break Program. Last summer, through a grant from The Ontario Trillium Foundation, we provided a unique summer experience for twenty children in the Belleville area. Preparations for the camp's second year are now underway. Michele Macfarlane and her team are planning a fun and exciting experience, with some new opportunities.

The Family Home Share Program has also been very successful with two children living with Associate Families. These children's lives have been enhanced by being part of strong family units and the experiences gained through relationships with extended family members. Janet Chouinard provides ongoing support to the Associate Families. If you would like to learn more about becoming an Associate Family, please call us at (613) 969-7407.

In December, we hosted our first Christmas Party for our staff members' children and grandchildren. It was truly a great experience getting to know our employees as parents and as grandparents. Watching our children mingle and play together while sharing the excitement of Christmas was heartwarming. On that day, we were not directors, managers, full time or part time staff, but we were parents and grandparents working together to provide a memorable experience for our contributions to the future.

We hope that this year, we can expand on this experience and offer more opportunities for the children of staff and the families we support to create memorable moments.

A FOCUS ON QUALITY

Hilary Tugwood
- Director of Accreditation
Sandra Coates

- Manager of Quality Enhancement

We are now well into the New Year and the staff at Plainfield Community Homes are challenging themselves to be always asking "is there a better way to provide this support?" The simple answer, of course, is "sometimes yes and sometimes no."

However, we know that it is not always simple. There are many factors and influences to consider, both internal and external to our agency. For this article, we offer the following quotes about Quality to help keep us on the right track and to poke us every now and then when things become routine.

- * A Quality workforce is characterized by employees who have the skills, judgment, diversity and commitment to make difficult and complex decisions and to address each service need individually
 - –Unknown
- Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives
 - -William A. Foster
- Quality is everyone's responsibilityW. Edwards Deming
- The Quality of expectations determines the Quality of our actions
 André Godin
- If standard of living is your major objective, Quality of life almost never improves, but if Quality of life is your number one objective, your standard of living almost always improves —Zig Ziglar
- The Quality, not the longevity, of one's life is what is important
 Dr. Martin Luther King Jr.

-Di. Wartin Eddici King Ji.

Self Advocacy

Donna McKeown - Self Advocates Working Group

In November 2007, several staff members and self-advocates from Plainfield Community Homes attended the 4th Annual Advocates for Community Education (ACE) conference. Advocates for Community Education is a vibrant and active self-advocate group that is encouraged and supported by Community Living Campbellford/Brighton. The sessions and keynote speakers provided a wealth of information to all participants. The topics focused on health and wellness, health screenings, rights education, essential lifestyle planning and – the highlight of the first day – having the opportunity to hear from Dave Hingsburger.

Mr. Hingsburger met with self-advocates from across Ontario in the morning and what they accomplished in a short duration was a Pledge of Personal Power. At the staff session in the afternoon, he asked that we share this Pledge of Personal Power with everyone.

Place your right hand over your heart as you read the following:

Pledge of Personal Power by Dave Hingsburger

I am unique
There is only one me
I am different from everyone else
No one has the right to hurt me
No one has a right to call me names
My body is my own
My mind is my own
My heart is my own
I will keep myself
PROTECTED
POWERFUL
PROUD
I will say NO! Back Off! Leave Me Alone!
I will take care of myself.

Reprinted with permission from Dave Hingsberger

I will take care of everyone here.

I have pictures of the people who mean the most to me, my little mementos and I listen to CDs that my brother makes for me. changes but, with the inspiration and encouragement of my family and people who care for and about me, this one has been right for me.

AN AMAZING REDISCOVERY

By Tom Bedore

for which I chose the décor and

furniture. It is nice to have my personal

space, get away when I want and relax.

Sometimes in this crazy world we live in, it seems that we human beings are not advancing as a species from a humanitarian point of view....we hurt each other in all kinds of horrible ways. If you watch the 6 o'clock news, you see it every day. Then something will happen that will restore your faith in humanity. I had that happen to me recently.

My sister, Theresa, lived at Rideau Regional Hospital in Smiths Falls, Ontario for over 30 years...all of her adult life and half of her childhood. My parents were not equipped to provide the best care for her when she reached an age and size that made it impossible for my mother to care for her. My dad was a miner who worked long hours at the mine. My mother could not physically lift Theresa by herself. We lived in a small village and there was no one there to help.

Theresa's departure ripped our family apart. Rideau Regional Hospital was only about 60 miles away but it was far enough to prevent us from seeing her regularly. I only went to see her 5 or 6 times a year. I hated the institution she was moved to. I never said anything because I knew it would only hurt my parents and they felt helpless. I knew how sad they felt having to leave their daughter in that place but there was nothing they could do. The staff who worked there were kind and compassionate but the building had a horrible feel to it.

In 2005, my mother received the news that Rideau Regional was going to be closed within a year or two. All of the people living there would be moved to houses in the community. My mother was frightened of this change and she worried that Theresa would not be able to handle the change. I, on the other hand, felt optimistic. For one thing, I wanted to put up a brave face to my mother. "This will be a good thing," I kept telling her, although I was secretly concerned myself. Teresa had a history of seizures that had often been brought on by stress or change.

My family was introduced to Richard Carr, the Community Development Officer whose responsibility it was to help our family find the best possible location for Theresa to live. That was my first realization that I was dealing with people who really understood. Richard was so compassionate and concerned for my sister's welfare, despite the fact that he was moving on to a new job. Often when people get a new job, their mind leaves their current position - not so with Richard, who led my family every step of the way in ensuring Theresa's move was the best it could be. I e-mailed Richard with some questions about the move, asking how he and the people at Rideau Regional felt Teresa would handle it. He was very confident we would find a place that would be perfect for Theresa. He gave us information about a variety of community homes in the Belleville area and we spent a day touring the community homes with Richard.

Although we went through some wonderful homes, our favourite by far was in the village of Plainfield. The location by the river was perfect and the staff were wonderful. When I met Michelle and Lori I knew I had met a group of dedicated staff members. Michelle opened me up to a whole new side of Theresa that I had no idea existed. She told me things about my sister that amazed me ... how aware Theresa was of everything around her.

Overall, my move here has been a very

uplifting and a positive change for me. I

have not always been comfortable with

Michelle and I were talking in a rather crowded, noisy living room filled with several of Theresa's housemates, some staff and my family. Michelle was speaking directly to me. Theresa was on the other side of the room, too far away to have any idea what we were saying, or at least that's what I thought. Michelle looked over at Theresa and said to me: "she knows what we're talking about." I couldn't believe it but, as I looked at Theresa, I realized she was totally tuned in to what we were talking about. I was fascinated by Michelle's knowledge of Theresa. She told me, for example, that Theresa loves to travel and shop and that one of her favourite things is music. Theresa had the same passion for music that I did. I was amazed and excited about exploring her knowledge of music. Michelle explained to me that she had stumbled on Theresa's love of music one day when she thought Theresa was crying, but she was actually singing. She loved the music of the 60's & 70's. Michelle would drive her into Belleville and they would listen to the radio and Theresa would start singing the songs on the radio. Since then, Michelle and Lori have started to e-mail letters to me from Theresa. I have had a whole new communication with Theresa that I haven't had since she left our home when she was 10 and I was 15.

So the move to Plainfield Community Homes was more than a change of location for me, my family and my sister, it was a dream come true. It has made such an improvement in my perception of how my sister is treated.

For every person who has had a role to play in the sensitive, wonderful care so many have shown my sister over the past year at Plainfield Community Homes and for nearly 40 years at Rideau Regional, I am grateful. You may say you are just doing your job, but your kindness has not gone unnoticed.

I have been working through John Klassen, Executive Director of Plainfield Community Homes, to try to construct a ramp down to the river at Theresa's home. John, like all of the staff, has been incredibly supportive and helpful. Plainfield Community Homes is an inspiring organization which has certainly given me a new appreciation for the wonderful world we live in.

Thanks to all of the wonderful people at Theresa's home and at Plainfield Community Homes. You are wonderful, compassionate people whom I greatly admire.

MY NEW LIFE ON SCUTTLEHOLE RD.

By Theresa with support from Irene Poff and others

My name is Theresa. I was born in 1960 and, at the age of ten, I moved to Rideau Regional Centre in Smiths Falls, where I lived until my move to Scuttlehole Road in the fall of 2006.

I have been supported by Plainfield Community Homes for almost two years now and I can definitely say it has been a positive experience for me and I have gained so much in many different areas.

My move to this home has allowed me to have a closer connection to my family. I do hold my family very close at heart. Living here has made it easy for my family members to stop by anytime for a visit and to enjoy a cup of tea with me. I am also able to visit their homes more easily too, as I did recently on Christmas day.

I have a big family and I like to keep in touch through e-mail, which is especially handy for keeping in touch with one of my brothers who lives in Alberta.

My family says they are now able to be more involved in my life. Currently, my brother is working on an elevated deck and patio for my back yard so I can have better access to the waterfront. This will give my housemates and me a bird's eye view of the river.

My move has helped me become more comfortable with community involvement than I was in the past. I am now a member of the Self Advocates Committee and, with the help of the support staff who assist me there, I am gaining knowledge about my personal rights and how to communicate to others to respect them. Through this experience I have met different people and gained some new friends.

My skills in communicating to others have been increasing and I have learned new signs to express my feelings and needs to friends, family and people who support me.

I enjoy going out to Belleville and surrounding areas, especially to dances, shows, swimming and anywhere I can greet and meet people. I am not shy to say hello to anyone.

This summer, I spent some vacation time at a cabin on the lake with people from my new home and it was a blast! Everyone relaxed and laughed a lot. There was a beautiful view and we all shared in campfire stories and songs. I have many happy memories of this time and am planning for next year.

It has been a different experience for me living in a house with five people instead of many people and having my own bedroom

SO, WHAT ELSE IS NEW?

Patti Gillman - Executive Assistant

Forever Treasured Never Forgotten

On October 18, 2007, staff, board members, volunteers and other invited guests of Plainfield Community Homes and the Hastings Children's Aid Society gathered at the Belleville Cemetery to pay homage to 48 children and young people resting in unmarked CAS burial plots. This re-dedication ceremony was initiated by the Hastings Children's Aid Society as part of its year-long 100th Anniversary celebration.

Eight of the children buried in the Children's Aid Society plots had at one time been supported by Plainfield Community Homes and had been laid to rest during the 1960s, 70s and 80s. One of the young people had been laid to rest as long ago as April 1914 and the most recent interment took place in January 2005. Thirty-one of the youth were associated with the Hastings Children's Aid Society and three had been wards of other Children's Aid Societies. Sadly, the history of six individuals remains largely unknown.

A new monument was unveiled to mark the area and was dedicated in memory of the 48 young people, with the wording "Forever Treasured Never Forgotten." Following a few words of tribute from the Executive Directors of both Plainfield Community Homes and the Hastings Children's Aid Society, a moving eulogy was performed by Reverend Thora Rowe and Reverend Ed Bentley. Then the name of each youth was spoken aloud and an individual flower was dedicated in memory of each and placed at the base of the monument. The ceremony concluded with an exquisite singing performance by Bobbi-Jo Robbins, followed by a piper.

Plainfield Community Homes is grateful to the staff of the Hastings Children's Aid Society for initiating and researching this project and to everyone who attended and helped to make this such a poignant tribute.



Another Successful United Way Campaign

This year's Plainfield Community Homes United Way Campaign raised nearly \$3,500! We would like to thank everyone who contributed to the campaign and offer congratulations to our prize winners, including employee Stephen Hughes who won a day off with pay. Enjoy your day, Stephen!

A Warm Welcome to our Newest Board Member—Janice Quade

The Board of Governors of Plainfield Community Homes is pleased to announce that Ms. Janice Quade was appointed to the Board at the November meeting. Janice brings to the board a wealth of experience in the children's and developmental services fields. She holds a Bachelor of Education in Adult Education from Brock University, an ECE Diploma with Honours from Algonquin College and a BA from Carleton University. Janice is also a professor at Loyalist College. Welcome to Plainfield Community Homes, Janice!

Mark Your Calendars for the 25th Annual Mayors' Challenge Golf Tournament

2008 marks the silver anniversary of the Mayors' Challenge Golf Tournament in support of Plainfield Community Homes. The tournament, which is the pre-eminent annual fundraising event of Plainfield Community Homes, will take place on **Tuesday**, **June 3rd at Trillium Wood Golf Course**. For more information, or to donate a prize or explore tournament sponsorship opportunities, please call Plainfield Community Homes at (613) 969-7407.

Thank You, Donors!

We sincerely appreciate the donations we receive at Plainfield Community Homes and we would like to thank our donors for their generosity and thoughtfulness.



In Her Own Words—An Interview with Martha Carr, President of the Board of Governors

Martha Carr has been a member of the Board of Governors of Plainfield Community Homes since 1987. In 2002, she was elected to the office of President of the Board.

How did you come to be involved with Plainfield Community Homes?

In England, I worked for a year in a home for children with disabilities. That experience instilled in me a love for working in this field. Upon returning to Toronto, I taught children with disabilities, and also taught courses to teachers on teaching methods and programming in this area. After moving to the Belleville area, I was approached to sit on the Board of Governors by a board member who knew of my interest in this field. I happily accepted and have been on the Board of Governors for nearly twenty-one years.

Why did you feel that it was important to get involved with Plainfield Community Homes?

Because of my love of working with people with disabilities, it was very important for me to become involved with Plainfield Community Homes.

What is the role of the Board of Governors of Plainfield Community Homes?

The role of the Board of Governors is to lead Plainfield Community Homes toward desired performance outcomes. This is unique to the board's directorship role and necessary for proper guidance and management.

What are the goals of the Board of Governors?

In general, the goals of the board are five:

- First, to provide a link between the agency and the community at large;
- Second, to provide written governing policies;
- Third, to provide the assurance of organizational ends and the Executive Director's performance against board policies;
- Fourth, to provide leadership in advocating for changes in our community and in government legislation and regulation to enhance the welfare, health and social well being of people served by Plainfield Community Homes; and
- Fifth, to maintain and develop an active board membership.

What have been the biggest challenges to you in performing your board responsibilities?

For me, the challenges of being on the board and my responsibilities have been positive. One of the most rewarding challenges has been the new administration building on Millennium Parkway. As President, I have not seen setbacks, only progress and opportunities for the people we support. All of this has been accomplished despite budget constraints and for this, I applaud the staff.

How do you think the Board of Governors as a whole functions?

The board is comprised of a variety of people who bring unique points of view to the table. The board works together as a cohesive group, using a positive approach with the best for Plainfield Community Homes in mind.

The Board of Governors recently approved two new Board members – what qualities were you looking for in these new recruits?

When searching for new board members, the primary quality we looked for was a sincere interest in the agency's goals, and in the approach that Plainfield Community Homes takes. The second quality was that of being able to work cohesively with the other board members.

What excites you about Plainfield Community Homes today?

The changes at Plainfield Community Homes excite me. It is very rewarding to be part of the journey the organization has embarked upon.

 $How\ do\ you\ envision\ the\ Plainfield\ Community\ Homes\ of\ the\ future?$

What I foresee for Plainfield Community Homes is a continuation of progress in all areas. Accreditation will be a reality, thanks to the hard work of the staff. Plainfield Community Homes will continue in its positive growth for the benefit of the people supported.

