



ANNUAL REPORT FY2014

EMBRACING RECOVERY

Providing housing and supportive services in Northern Virginia for 34 years



Pathway Homes, Inc. is a private, not-for-profit agency serving the Northern Virginia region, providing supportive and residential services to adults with mental illness and co-occurring disabilities.

OUR MISSION:

Pathway Homes embodies the spirit of recovery: embracing an attitude of hope, self-determination and partnering with each individual on their personal journey toward achieving self-fulfillment and realizing their dreams.

We fulfill our mission by making available to individuals with mental illness and co-occurring disabilities a variety of non-time-limited housing and services to enable them to realize their individual potential.



President's Message



It's hard to believe that it has been thirty-four years since the founding families of Pathway Homes had a dream to provide stable housing and quality support services to individuals with mental illness and co-occurring disabilities. Since that modest beginning, Pathway

Homes has continued to grow, to innovate, and to evolve to meet ever increasing public need.

In fiscal year 2014, Pathway Homes gained additional momentum in the relentless pursuit of our vision - a world in which all individuals with mental illness and co-occurring disabilities are able to lead meaningful, self-directed lives in a home of their choice with the supports and services they need.

The nature of our work—long term, aspirational and often intangible—can sometimes make it difficult to quantify how our efforts are making a positive difference in the lives of the people we serve. Yet in these times of economic uncertainty, with increasing demand for limited resources, assessing our effectiveness is more important than ever. Today, staying on the frontlines of social change means gauging, with thoughtfulness and rigor, the outcomes of our efforts. To that end, I am pleased to present our fiscal year 2014 annual report to the community.

This past year was one of growth, accomplishment and recognition. We submitted several grant funding applications and were awarded funds from a variety

of local and state agencies that will make it possible for us to continue meeting the needs of individuals in our community. These funds will also help us further the goals of the county's 10-Year Plan to End Homelessness. Some of these efforts already paid dividends as we were able to serve even more individuals than we did last year. We continued to partner with public and private providers across the state to engage in advocacy efforts and further promote the agenda for meeting the housing and service needs of the individuals we serve. We expanded our communications strategies and increased our philanthropic outreach efforts through increased use of technology and social media. Amidst all of that, the dedication and excellence of our staff and personnel practices were recognized through community awards and our ranking in 14th place for the *Non Profit Times* 50 Best Nonprofits to Work For in the United States!

As we continue to build a solid foundation of excellence, we understand that today's achievements are but a stopping point on the road that lies ahead. We look to the future with anticipation and hope, and recognize the power of partnership as we set a course for an abundant and transformative year. We hope that you will be a part of our journey forward.

On behalf of the individuals served, staff, and the Board of Directors, we would like to express our sincere thanks for your support throughout our 34 years of growth, and your continued investment in our community.

A handwritten signature in blue ink, appearing to read "Sylisa Lambert-Woodard".

Sylisa Lambert-Woodard, EdD, LCSW, LSATP, MAC
President and Chief Executive Officer

Embracing Hope and Self-Determination

Consumer-Directed Success



Aida Janet Pitot is part of Pathway's Consumer-Directed Housing program. Pathway Homes is proud to sponsor the first consumer-directed residential program in Northern Virginia. These single-family homes house both men and women who take the lead in how the program is structured and managed.

"I feel blessed to be at a beautiful home in northern Virginia," says Aida. "I work with the other 5 members of the household to manage the home. The house

holds weekly meetings and these help us approach how we are doing and talk through ways to do things better. Through this process, all the roomies have created an environment of comfort, fellowship, support, and respect."

It's this kind of stable home environment that supports recovery efforts. Aida also meets regularly with her county support team to manage her mental illness and physical challenges. Her Pathway Homes case manager works with her as she takes steps to manage her recovery.

And we do mean recovery. No longer focused on the past, Aida is now planning for her brighter future. "My goal is a full-time job. I've also completed mandatory training to be an Assistant Substitute Teacher. I currently work part-time at Fairfax County Public Schools as a child care provider, and I assist with early literacy for Hispanic families." And if that's not enough, she even volunteers at the county recreation center AND teaches classes at her church.

This is what Pathway Homes is all about - partnering WITH each person we serve, and helping them achieve self-fulfillment and realize their life goals.

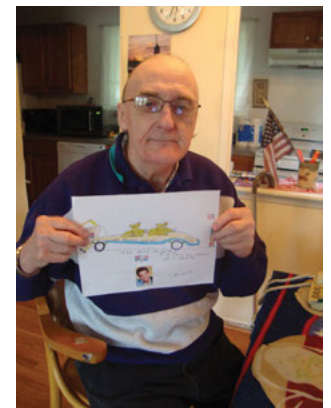


"I have support from friends and neighbors and am part of a caring community. I feel proud to be part of a neighborhood where we respect and help each other. Without Pathways I would be on the street or in a shelter. My mind would be too busy to focus on my art. The help I receive from Pathways' staff frees me up to not worry about the basic necessities of food and shelter."

- Lorraine Johnson

"Every day is my best day as long as I stay healthy and happy, which I have been with Pathways. I receive the proper support to take care of all my needs. I can say that I'm very grateful to have found Pathways, and I am happy that I am aging comfortably in this house. Pathways is my home."

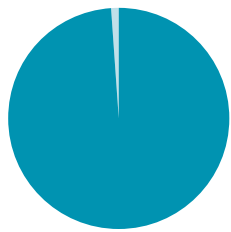
- Ron Kane



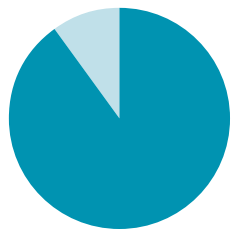
Service Delivery and Financial Performance

FY 2014 CONSUMER OUTCOMES

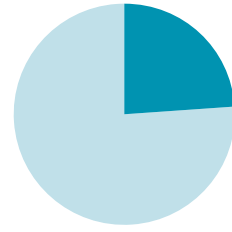
Measuring outcomes show how our services make a difference in the lives of people we serve.



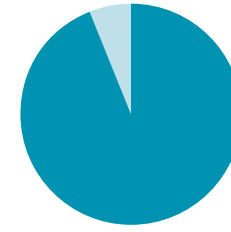
99%
remained in
permanent
housing



90%
remained out
of psychiatric
hospital



24%
were
employed
(industry average:
15 - 20%)



97%
reported overall
satisfaction with
the services they
received

FY 2014 FINANCIALS

CohnReznick, a national Certified Public Accounting firm, performed audits as of June 30, 2014, for Pathway Homes, Inc. A summary of the Financial Statement is presented here.

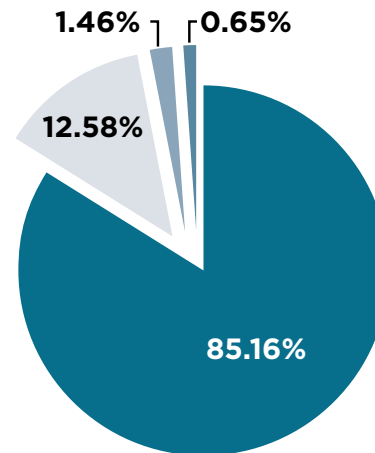
SUPPORT AND REVENUE

Government Grants and Contracts	\$8,510,332
Fees and Rents	1,256,611
Contributions	145,410
Sublease and Other Income	73,079
Interest and Dividends	7,374
Total Support and Revenue	\$9,992,806

EXPENSES

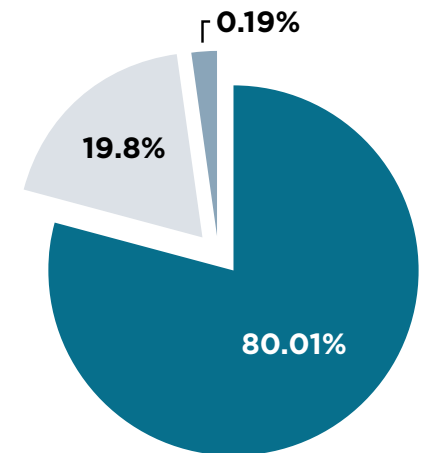
Program Services

24 Hour Residential Facilities	\$2,551,665
Supported Residential Facilities	4,864,505
Total Program Services	\$7,416,170
Management and General	\$1,834,903
Fund-raising and Development	17,639
Total Expenses	\$9,268,712



SUPPORT AND REVENUE

Government Fees & Grants	85.16%
Client Fees and rent	12.58%
Contributions	1.46%
Interest and Dividends	0.16%



EXPENSES

Program Services	80.01%
Management & General	19.8%
Fund Raising	0.19%

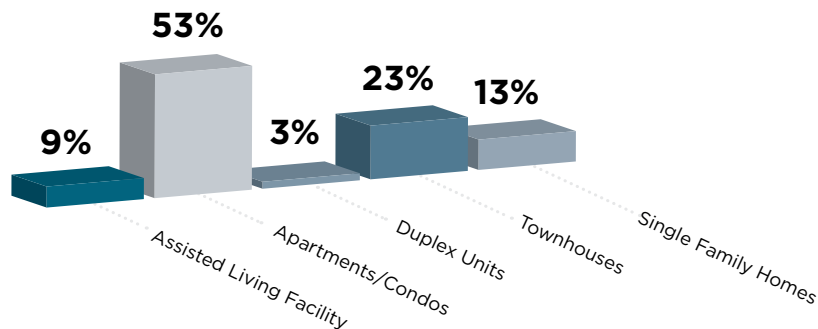
Where Recovery Happens

PATHWAYS HOUSING STORY

From the very beginning, our work focused on the healing benefits of having a place to call home. What started out as one leased property, with two residents and one live-in counselor, has grown into a network of 189 owned, leased, or managed properties. From the Stevenson Place assisted-living facility to apartments, condos, townhouses, and single-family dwellings, 438 men and women go to bed at night in a place they call “home”.

Where Pathways' Residents Live

Percent of Pathways' Residents



Pathway Homes operates on the Housing First model of care. Our work is based on the concept that a homeless individual's first and primary need is to obtain stable housing, and that other issues that may affect the household can be addressed once housing is obtained.

Traditional forms of homeless services tend to transition an individual from the streets to a public shelter, then from a public shelter to a transitional housing program, and from there to their own apartment in the community. The Housing First approach moves the homeless individual or household immediately from the streets or shelters into their own apartments.

Total Properties Pathways Serves	189
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Properties Owned by Pathways	53
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Condos	24
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Duplex Units	4
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Townhouses	15
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Single Family Homes	10
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Additional Properties Served by Pathways	136
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Apartment Units	121
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Townhouses	12
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Single Family Homes	2
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Assisted Living Facility	1
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A central tenet of the Housing First approach is that supportive services are secondary to housing. At Pathways, a recovery-based housing first approach means:

- Housing is not contingent on receipt of services.
- The individual is a full partner in setting the direction and pace of their own recovery.
- There is a focus on helping individuals sustain housing as quickly as possible and the housing is *not time-limited*.

The Case For Support

THE NEED:

Through dedication and hard work, the numbers have been trending downward over the years. However, the latest Point-In-Time Survey for 2014 illustrates the continuing need:

- There are 1,225 homeless individuals in Fairfax County, and nearly 12,000 in the region.
- More than 2,400 single adults are among the chronically homeless in the region, defined as a person with a disabling condition who has either been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years.
- In Fairfax County 292 single adults who are homeless also suffer with some form of severe mental illness and/or substance use disorder.

Our service delivery outcomes over the years document the success of our model. Plain and simple, it works for the people we serve, and it's cost-effective for the community. However, the unique challenge of providing non-time-limited housing is that in order to serve more people we have to acquire more properties.

Property acquisitions, and the funding to support such expansion, are the key factors to meeting the needs in our community. As of this printing, there are 585 men and women who are waiting for placement in a Pathways' home. We face a continuing demand for housing and services. We also contend with tightening resources to meet those needs. While government funding continues to be the largest single source of support, conditions and limitations on use of such funds remain a challenge. For example, 50 percent of the people on our wait list do not meet eligibility requirements for funding programs that currently support most of our existing housing stock.

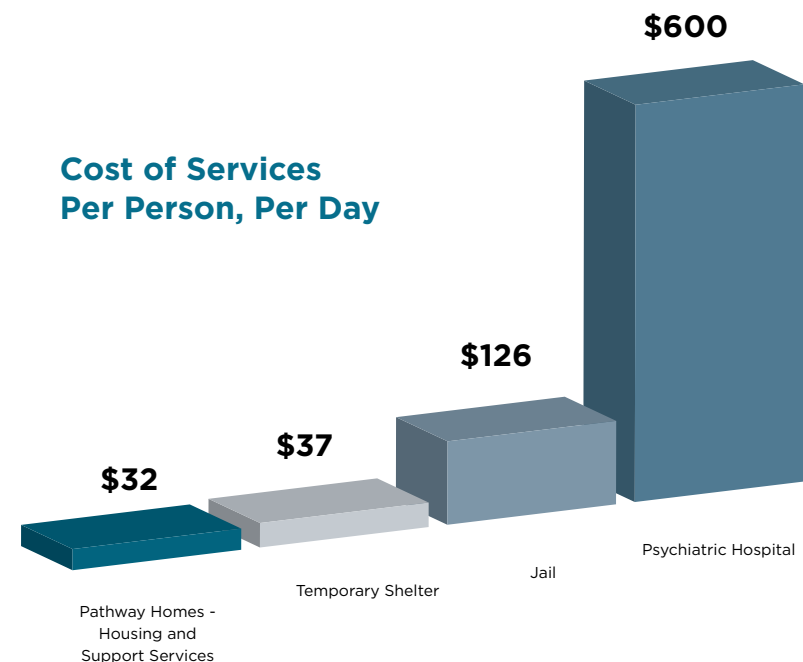
Simply put, more people in need coupled with shrinking government funding means we need help to fill the gap. No one should "fall through the cracks."

THE SOLUTION:

Our model works. Since 1980, Pathway Homes has been providing non-time limited housing and supportive services for adults with mental illness and co-occurring disabilities. Employing the Housing First model of care, Pathway Homes:

- served 438 adults in the region in FY2014,
- owned, leased, or managed 189 properties,
- helped 99 percent of individuals served remain in permanent housing,
- received a 94 percent satisfaction rate for its programs among the individuals served, and
- earned the Commonwealth of Virginia Governor's Award for Best Housing Program or Service.

Pathway Homes' service delivery methods maximize cost-effectiveness and efficiency in the use of community funds, as illustrated in the chart below.



LOOKING TO THE FUTURE:

At Pathway Homes, our vision is to create a future in which all individuals with mental illness and co-occurring disabilities are able to lead meaningful, self-directed lives in a home of their choice with the supports and services they need. Working toward that vision, our goals for the next two years include:

- Increasing contributions to fund support services to an additional 50 people by the end of 2016.
- Acquiring additional housing stock that will allow us to provide additional permanent housing to men and women still waiting for a home and support services.

Pathway Homes acknowledges the support of the following agencies and organizations that have provided grant, contract, or oversight support for our programs and services in FY2014.

- Commission on Accreditation of Rehabilitation Facilities (CARF)
- Consolidated Community Funding Pool (CCFP)
- Department of Behavioral Health and Disability Services (DBHDS)
- Department of Medical Assistance Services (DMAS)
- Department of Social Services (DSS)
- U.S. Department of Housing and Urban Development (HUD)
- Virginia Housing Development Authority (VHDA)
- Fairfax County Health Department
- Fairfax County Department of Housing and Community Development (DHCD)
- Fairfax County Office to Prevent and End Homelessness (OPEH)
- Fairfax-Falls Church Community Services Board (CSB)
- Prince William County Community Services Board (CSB)
- Prince William County Department of Housing and Community Development (DHCD)

AWARDS & RECOGNITION

Our model of organizational success wins honors at the state, regional, and national level.

- Commonwealth of Virginia Governor's Award for Best Housing Program or Service
- 14th on *The Nonprofit Times'* 50 Best Nonprofits to Work For List
- Finalist, *Fairfax Chamber of Commerce* Best Nonprofit
- Finalist, *Helios HR Apollo* Awards



Services & Continuum of Care

Our continuum of services makes it possible for individuals to move from highly intensive to highly independent settings as their needs change. Our services result in measurable results over time!

<p>SERVICES PROVIDED Psychoeducation</p> <p>SHORT-TERM IMPACT Increased understanding of, and management of illness and symptoms</p> <p>MEDIUM-TERM IMPACT Ability to manage stressors and increased levels of independence</p> <p>LONG-TERM OUTCOME Remain in permanent supported housing or move to other permanent housing Decreased need for hospitalization or risk of incarceration</p>	<p>SERVICES PROVIDED Teach activities of daily living skills</p> <p>SHORT-TERM IMPACT Increased self-efficacy Ability to meet basic daily needs with less support</p> <p>MEDIUM-TERM IMPACT Increased accessibility to stable housing opportunities</p> <p>LONG-TERM OUTCOME Remain in permanent supported housing or move to other permanent housing</p>	<p>SERVICES PROVIDED Provide social skills training</p> <p>SHORT-TERM IMPACT Development of new or improved interpersonal skills</p> <p>MEDIUM-TERM IMPACT Increased ability to manage personal and landlord-tenant relationships</p> <p>LONG-TERM OUTCOME Remain in permanent supported housing or move to other permanent housing</p>	<p>SERVICES PROVIDED Teach medication management skills</p> <p>SHORT-TERM IMPACT Increased understanding of medication effects and side effects</p> <p>MEDIUM-TERM IMPACT Increased motivation and ability to use medications appropriately</p> <p>LONG-TERM OUTCOME Management of symptoms in the community and decreased need for hospitalization or risk of incarceration</p>
<p>SERVICES PROVIDED Provide job readiness skills training</p> <p>SHORT-TERM IMPACT Increased knowledge, skills, and confidence</p> <p>MEDIUM-TERM IMPACT Ability and confidence to apply for jobs</p> <p>LONG-TERM OUTCOME Employment and decreased dependence on benefits</p>	<p>SERVICES PROVIDED Link with community resources</p> <p>SHORT-TERM IMPACT Improved access to community supports</p> <p>MEDIUM-TERM IMPACT Increased ability to manage health or financial challenges</p> <p>LONG-TERM OUTCOME Increased self-sufficiency and community integration</p>	<p>SERVICES PROVIDED Provide advocacy/teach self advocacy</p> <p>SHORT-TERM IMPACT Increased access to benefits/services</p> <p>MEDIUM-TERM IMPACT Continuity of healthcare</p> <p>LONG-TERM OUTCOME Improved quality of life Reduced stigma</p>	 <p>PATHWAY HOMES, INC. Supportive Residential Mental Health Services</p>

Make A Difference - Get Involved

BRING YOUR TEAM OUT!



ExxonMobil volunteers built team spirit while painting a Pathways' home.



Vanderbilt Alumni Association built their local network while raking fall leaves at a Pathways home.

PROVIDE YOUR EXPERTISE!



Paul Theodore, NanoMarkets; Alex Hymanson, Advisory Board; Tony De Castro, Capital One; and Tom Velanovich, M&A Strategies helped Pathways' Homes enhance our annual report at a recent Taproot pro bono event.

MAKE A CONNECTION!



Every week Tennille works with Penny on fast money math. In a world that is go-go-go, an individual who has difficulty with fast math can have a hard time at the check-out counter. Tennille shares, "Our goal is that eventually Penny will be able to use these skills with confidence and not have to worry that she did or did not get the right change back when purchasing items at a store."

SERVE ON OUR BOARD!



Patrick Chaing, Associate General Counsel at Navient Solutions, Inc. is particularly interested in promoting Pathway Homes' philanthropic activities and engaging in regional advocacy on behalf of the agency. "Pathways is uniquely positioned to meet the needs of some of the most deserving yet underserved members of our community," says Chaing. "I am honored to contribute to its mission and further development."

PROVIDE FINANCIAL SUPPORT!



Penn State Alumni-DC hosted a community walk and raised critical funding and awareness for formerly homeless individuals now reclaiming their lives in a Pathways' home.



Bank of America donated critical funding to renovate a newly acquired townhome for three new residents.

You can make a difference too!

Contact Anna Smith,
Director of Development at

703.876.0390

or visit our website www.pathwayhomes.org

Thank You to Our Donors & Volunteers

PLATINUM LEVEL

Bank of America Foundation
The Community Foundation
for the National Capital Region
Capital One Services, LLC
Mr. John J. Flynn

GOLD LEVEL

Mr. and Mrs. Stephen J. and Sharon F. Canner
Jean Schiro-Zavela & Vance Zavela
Mr. and Mrs. James A. and Miriam Ross
United Way/CFC of the Nat. Capitol
Virginia Housing Development Authority

SILVER LEVEL

America's Charities
Ms. Maiko C. Ashby
Mr. Patrick Chaing
Ms. Melvia E. Corcoran
Ms. Mary Anne Cummins
Mr. Charles E. Defilippis Trust
Freddie Mac Employee Fund/Employee Giving Program
Mrs. Jennifer Judelsohn
Mr. Tim Judson
Dr. Sylisa Lambert-Woodard
Mr. Martin Lichtenstein
Ms. Norine Lyons

Maximus Foundation
Mr. and Rev. Ken and Jennifer McKenzie
Ms. Carmen Mugge
Mr. and Mrs. Richard and Christine Rudisill III
Ted Britt Ford Sales, Inc.
Dr. Theresa Clement Tisdale

We thank the 219 volunteers who
gave 3,912 hours of service in FY
2014, valued at nearly \$96,000.

BRONZE LEVEL

All - State Anzueto Insurance Agency
Mr. Kenneth Bingham
Mr. and Mrs. William F. and Lynne E. Brum Sr.
CARR Properties
Mr. and Mrs. Emil Franks
Mrs. Brenda Free and Mr. John Magruder
Mr. Daniel Gray
Mr. and Mrs. James A. and Kay E. Huemme
Mr. and Mrs. Takehiko and Linda Kato
Mr. and Mrs. Howard and Christine Kaufman
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Mr. and Mrs. Ace Acevedo
Mr. and Mrs. Charles Adkins
AmazonSmile Foundation
Arlington/Fairfax BPO Elks 2188
Mr. and Mrs. Jose and Ruth D. Armilla
Mr. and Mrs. James and Barbara Augustine
Ms. Sondra Barksdale
Mr. and Mrs. Walter and Christine Barr

Mr. and Mrs. J. Lamar and Jennette Beasley
Mr. and Mrs. Fred and Vivienne Becchetti
Ms. Emelia Beltran Trust
Ms. Elizabeth Blakney
Mr. Samuel H. Bleier
Mr. Edward Boland
Mr. Walter Boland Jr.
Mr. and Mrs. Merritt Bragdon
Mr. Scott Brannon
Mr. George E. Braunstein
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Mrs. Margareth R. Brumsted
Mr. Ron Bub
Sharon Bulova
Mr. Keith Burke
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Mr. Kumpee Chuinklin
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Ms. Abigail Denecke
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Fairfax United Methodist Men's Fellowship

Dr. and Mrs. Glenn B. and Jennifer E. Fatzinger
Ms. Suzanne M. Ferrell
Ms. Sheila Fontroy
Mr. Greg Franks
The Freddie Mac Foundation Matching Gift Program
Mr. and Mrs. Harry & Pam Freer
Mrs. Jeanie Furnari
Mrs. Leslie Gallahan
Ms. Pam Galloway
Mr. Donald J. Gantzer
Mr. and Mrs. Steven and Joyce Gibson
The GoodSearch Team
Ms. Betty Gordon
Mr. and Mrs. Daniel and Mary Hacker
Mr. and Mrs. James R. and Diane Hardcastle
Ms. Kathryn Hart
Ms. Susan Hedges
Mr. and Mrs. Dixon F. and June A. Hemphill
Mr. and Mrs. George R. and Georgine W. Higdon
Ms. Jerilynn B. Hoy
Ms. Leslie Hurdle
Mr. and Mrs. John and Helen Hvasta
IBM Employee Services Center Employee Service Center
Ideal Body Wellness
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Mrs. Robyn Johnson
Ms. Jennifer Katt
Mr. and Mrs. Rob and Cynthia Kennedy
Mr. Louis P. Kokonis
Ms. Susan Kousek
Ms. Gloria J. Kozich

Krafft Service Carol Colza
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Ms. Jean LeForge
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Mr. David Man
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Mr. Clint McCommon
Ms. Dotti McKee
Mr. Joel McNair
Ms. Mary N. Means
Ms. Linda Miller
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Ms. Kieran Mitchell
Ms. Cassondra Moran
Mr. and Mrs. Elton and Alyssa Morel
Mr. Gerard Morris
Mr. Hormoz Moshaveran
Mr. and Mrs. John T. and Gloria A. Moynihan
Milestone Plans LLC
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Mr. James V OConnor
Mr. and Mrs. Robert and Jean Orben
Mr. and Mrs. Irvin and Mary Padgett
Mr. Frank Palladino
Mr. and Dr. Antonio F. and Carol B. Perez
Ms. Lavonne Pherson
Mr. and Mrs. Alex and Lynne Phillips
Mr. and Mrs. Gary and Virginia Phillips

Mrs. Ellen Piccariello
Mr. and Mrs. Robert L. and Helene Podell
Mr. and Mrs. Dean and Hallie Pollet
Ms. Pat Pollich
Mr. and Mrs. Donald and Susan Poretz
Ms. Joanna Pratt
Mr. and Mrs. Francis and Patricia A. and J. Pulju
Ms. Erica Rancilio Camp Monkey Business
Ms. Marianne Rankin
Mr. and Mrs. Ramesh C. and Shanti Rastogi
Ravensworth Baptist Church Friendship Class
Mr. and Mrs. Dave M. and Lorraine C. Redman
Renaissance Charitable Foundation, Inc.
Friends of Pathway Homes
Mr. and Mrs. Dario and Andrea Reyes
Mr. and Mrs. Gregg and Jean Reynolds
Jean Reynolds
Ms. Anita Robinson
Ms. Eleanor H. Rogers
Dr. and Mrs. John and Joan Rogers
Mr. Mauricio Rovira
Mr. Thomas Rowe
Mr. and Mrs. Anthony A. and Janet L. Rozga
Mr. and Ms. Charles and Jeanne Ryan
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Ms. Kathleen Sanders
Col. and Mrs. William and Patricia Schneider USA (Ret.)
Falcon's Landing
Mr. and Mrs. Raymond and Maureen Schreiner
Mr. Don Scott

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Sellatlas
Ms. Susan Shields
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Ms. Lillian H. Young
Mr. and Mrs. Michael and Sandra Zywokarte
Ms. Susan Zywokarte

IN-KIND

Albert, Julie
Aldridge, Dara
Arden, Greg
Arena Stage
Beardsley, Rosemary
Berry, Walter and Juanita
Biejani, Avram
Bif USA Inc
Blankenship, Gary
Bowl America
Brennan, Brenda
Brewer, David and Ellen
Briggs, Larisa

Buffets, Inc.
Bushehri, Nezhat
Capitol Steps
Captain Pell's Fairfax Crabhouse
Cheesecake Factory Bakery Inc., The
Connor, Joanne
Cummins, Mary Anne
Dezelak, Melanie
Donatos' Pizza
Dye, Elizabeth
Dye, Katherine
Ekstrom, Luann
Ferrell, Suzanne

Fields, Peggy
Five Guys Operations LLC
Fox, Robert and Lauren
Free, Brenda
Gaber, Joan A.
Gibson, Charles
Glamour Shots
Gray, Natalie
Holsey-Cookson, Chandra
Hook, Andrew and Maureen
Hyman, Paul J.
Johnson, Linda
Johnson, Robyn

Karns, Katherine
Kerns, Kirby
Kitchens, Jeff
Kugelman, Paula
Linovitz, Rhonda
Marks, Calvin
Novellino, Cecilia
Payne, John and Shahla
Phillips, Gary and Virginia
Pisaro, Rosemary
Pollet, Dean and Hallie
Ratner Companies - Hair Cuttery
Robinson High School

Safeway, Inc.
Salamon, Evelyn
Shepley, Mary Jane
Smashburger
Stearman, David
Stein, Scott
Tesst College
Thorne, Jim and Mary
Vincent, Eleanor
Westley, Eric
Wirtz, Chris
Zywokarte, Susan

FY2014 Leadership

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Jennifer McKenzie, Vice-Chair
Priest-In-Charge, Epiphany Episcopal Church of
Oak Hill, Virginia

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Senior Mortgage Loan Officer, SWBC Mortgage

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Counsel, Navient Solutions, Inc.

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Retired Manager, CBS

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James Ross
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Corporation (CSC)

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Student, George Mason University

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President and Chief Executive Officer

Brenda Brennan
Chief Financial Officer

Sherry Meyers, LCSW
Senior Vice President for Clinical Services

Anita Robinson, LCSW
Vice President for Clinical Services

Eleanor Vincent, EdD, CSAC
Chief Operating Officer



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FAX (703) 876-0394

info@pathwayhomes.org
www.pathwayhomes.org

The National 10-Year Plan to End Homelessness initiated in 2007 with the following goals:

- **PREVENTION:** Keep people from becoming homeless in the first place.
- **PRESERVATION:** Increase and preserve affordable housing.
- **INTERGRATION:** Deliver integrated support services to those who need it.
- **IMPLEMENTATION:** Create a community partnership to ensure accountability and funding.

Pathways' contribution

- Individualized support services = homeless prevention
- Redesignation of existing housing/housing development = increase/preserve affordable housing
- Flexible support services = community integration and increased self-sufficiency
- Participation in 100K Homes Campaign/Registry Week = community partnership



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