

For the sake of what?

Does this move us in the direction of our mission?

Is this the best use of resources?

Is this the direction we said we want to go?

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.

PATHWAY HOMES, INC.

Board of Directors

Monday, April 8, 2013

7:00 P.M.

10201 Fairfax Blvd., Ste. 200

Fairfax, VA 22030-2209



- 6:30 Social Half-hour
- 7:00 Call to Order
- 7:05 Presentation
 - “Give or Get” Policies – Mike Schwartz, Director of Community Relations at Freddie Mac
- 7:30 Approval of Minutes of Meeting January 14, 2013*
- 7:35 CEO’s Report – Dr. Sylisa Lambert-Woodard
- 8:00 Treasurer’s Report - Brenda Brennan
- 8:05 Chairperson’s Report and Comments
- 8:15 Committee Reports
 - 1. Philanthropy Committee—Maiko Ashby
 - 2. Personnel Practices Committee—Tom Rowe
 - 3. Board Development Committee—Jennifer McKenzie
- 8:30 Old Business
 - 1. Board Survey
- 8:35 New Business
 - 1. Policies and Procedures
 - 2. Board Member Elections
- 8:40 Announcements
- 8:45 Adjournment

Executive Session will immediately follow the conclusion of Pathway Recovery, Inc.

* Materials Enclosed in Packet

ADDENDUM TO BOARD AGENDA

April, 2013

- Pathway Homes is transitioning into the spring season with great anticipation. The previous quarter has been filled with opportunity and preparation for the changing economic landscape. I have enclosed the items that will be covered in my report at the quarterly Board meeting on April 8, 2013. Please review these informational items. I will be pleased to address or expand on any details at your request. Just in, Pathway Homes was chosen again as one of the BEST 50 NON-PROFITS TO WORK FOR IN THE NATION!

Board Matters:

- We are continuing the process of refinancing a couple of our original HUD 202/811 projects and have signed a letter of engagement with Berkadia Commercial Mortgage. These two projects are for our original two houses at Sheldon Dr. and Pioneer Dr. owned by Pathway Homes and for the four, three-bedroom townhouses at Mary Baldwin Dr. and Huntington Ave., which are owned by Pathways Living, Inc.
- HUD has announced the awards for the 2012 National Homeless Assistance grants, which we submitted last December. Pathways has been awarded a total of **\$2,993,312** for ten renewal Supportive Housing Program and Shelter plus Care grants for the coming year. These grants provide housing and services to 184 residents in 12 houses and 119 apartments across Fairfax County.
- Pathway Homes was awarded 10 project based vouchers through the Department of Housing and Community Development (DHCD). These valuable rental subsidies will be used to house 10 consumers (five of which must be homeless) over the next 15 years.
- In January we submitted a grant proposal to the Virginia Department of Housing and Community Development under their Permanent Supportive Housing Program (SHP) competition for a grant of **\$500,000** to purchase four, one-bedroom condominiums. These condominiums would be matched with Project-Based Housing Vouchers from the Fairfax DHCD, for which we have already been approved. The four Project-Based Vouchers will provide rental assistance to the program residents as well as fund ongoing operating costs for the units. If needed within the final project budget, after appropriate units are identified, any additional limited funding necessary will be provided through a mortgage loan to Pathway Homes from the Virginia Housing Development Authority (VHDA). Announcement of these awards should be made fairly soon.

- In July 2012, Pathway Homes began operation of its second consumer-directed program sponsored by Pathways in the Northern Virginia region. This project gave housing preference to homeless Vets, and is fully operational. At the time we negotiated this SHP II contract, a desire was stated to acquire/lease the adjacent property know as West Ox II. Pathways was approached by the Office to Prevent and End Homelessness (OPEH) and Department of Housing and Community Development (DHCD) to extend our SHP II grant by two individuals, and ensure occupancy of this home. Within one week, Pathways successfully negotiated the contract, secured, and filled this fully furnished home. It is anticipated that the board will be invited to hold their July board meeting at this new home.
- DHCD issued a Request for Proposal (RFP) for \$1.06 mil for housing acquisition and development. We submitted two CDBG/HOME RFP proposals resulting in an award of \$455,309 for 3 new 1 bedroom condos. Two condos will be provided support services by PRS, and rather than purchasing a two additional condos, we secured a 3-bedroom townhome that we will contract with the CSB to provide services.
- The Philanthropy Committee report from Maiko Ashby and the Treasurer's Report from Brenda Brennan are provided as attachments. Please review these two reports before the meeting; any questions or clarifications will be addressed during the meeting.
- Department of Medical Assistance Services (DMAS) has provided notification to state providers of Medicaid Support Services (MHSS) reimbursement levels at \$91 per unit being reduced to a currently proposed \$52 per unit. This potential decrease is anticipated to impact Pathways current MHSS reimbursement by approximately 40% over the upcoming year. Internal planning has been initiated to respond to this challenge. Board members may be requested to advocate for DMAS reconsideration; however, we are currently working with the CSB to plan the most effective response.
- Personnel Practices committee met on 3/21/13 to review the attached policies and procedures, as well as, the leave accrual memo. The personnel practices committee endorsed all policies and the memo in request of the leave accrual adjustment. A full report will be provided by Tom Rowe for the full boards consideration.
- The Consolidated Community Funding Pool (CCFP) award of \$250,000 over two years that will be used to serve 35 individuals, is currently serving 33 consumers to date. And, the \$70,000 of essential long-term funding that will be used to serve 14 individuals over the next two years is currently serving 7 consumers. This project continues to be operational and exceeding identified targets set forth for this project.

- Pathway Homes conducted its final phase of the 360° evaluations on behalf of Management team in March. We continue to offer this opportunity consistent with our strategic plan for talent management. Staff has demonstrated a positive response to this personal tool for professional growth and development.
- The Annual Employee Recognition event will be held on April 12, 2013 from 1:00-4:00pm honoring employees celebrating milestone anniversaries in 2012. This event will be held at PJ Skidoo's. Employees, board members, and volunteers are invited to attend.
- Ron Wilensky, previous board member, will not be able to join us at our April board meeting due to scheduling difficulties; however, he plans to visit Dave's II sometime in the near future. Once final plans are made, we will be certain to chronicle this event through *InRoads*, and recognize Ron and Lin's generous support and dedication in the form of a plaque.
- Pathway Homes was recognized by receiving a statement of support from the National Guard and Reserve. This award recognized our organization for employment policies in support of our employees. Pathway Homes received a certificate co-signed by the Secretary of Defense. This statement will be displayed at our admin site.
- Pathway Homes was again selected as one of the Non Profit Times *50 Best Non Profit Organizations to Work For in the US!!* This national annual survey involved completing an employer questionnaire with details of our organization, and employee surveys emailed to our staff. We will purchase our specific survey results and continue to use staff feedback to remain vested in maintaining and improving the quality of services, and work experience at PHI. This year we moved from number 45 to 28 of the top 50 selected (attachment). These findings will be celebrated with stakeholders throughout the year; the full article is available on *The NonProfit Times'* website- <http://www.thenonproffitimes.com/news-articles/best-nonprofits-to-work-for-2013/>. The award was also unveiled 4/1/13 on the Pathways website. Way to go team!

NPT's BEST NONPROFITS TO WORK FOR

2013

Top 50

Rank	Organization Listing	U.S. Employees
1	Wounded Warrior Project, Jacksonville FL	290
2	SightLife, Seattle WA	92
3	AHC Inc, Arlington VA	63
4	New Jersey Society of Certified Public Accountants, Roseland NJ	39
5	Partnership for Public Service, Washington DC	62
6	The Center for Effective Philanthropy, Cambridge MA	36
7	Community Legal Services of Mid-Florida, Daytona Beach FL	91
8	Brighton Center, San Antonio TX	91
9	Alzheimer's Association, Chicago IL	337
10	The National Society of Collegiate Scholars, Washington DC	26
11	DoSomething.org, New York NY	40
12	Arts Midwest, Minneapolis MN	22
13	Better Business Bureau serving Central, Coastal, Southwest Texas and the Permian Basin, Austin TX	70
14	The Legal Aid Society of the District of Columbia, Washington DC	46
15	National Industries for the Blind, Alexandria VA	158
16	Children's Law Center, Washington DC	77
17	Natural Resources Defense Council, Chicago IL	385
18	Earth Force, Denver CO	16
19	The LIVESTRONG Foundation, Austin TX	96
20	Jumpstart for Young Children, Boston MA	120
21	Harlem RBI, New York NY	71
22	NOLS, Lander WY	195
23	Career Path Services, Spokane WA	91
24	Big Brothers Big Sisters of the Midlands, Omaha NE	22
25	PENCIL Inc., New York NY	27
26	Emerge! Center Against Domestic Abuse, Tucson AZ	72
27	Community Food Bank of Southern Arizona, Tucson AZ	110
28	Pathway Homes, Inc., Fairfax VA	91
29	NeedyMeds, Inc, Gloucester MA	15
30	Make-A-Wish Illinois, Chicago IL	39
31	American Heart Association, Dallas TX	2,712
32	Military Officers Association of America (MOAA), Alexandria VA	91
33	Caring Voice Coalition, Inc., Mechanicsville VA	58
34	Human Rights Campaign, Washington DC	144
35	The New York Stem Cell Foundation, New York NY	50
36	Aspell Recovery Center, Jackson TN	28
37	Year Up, San Francisco CA	289
38	Summer Search, San Francisco CA	105
39	Cross-Cultural Solutions, New Rochelle NY	42
40	Dogs for the Deaf, Inc., Central Point OR	30
41	PRS, Inc., McLean VA	67
42	PENCIL Foundation, Nashville TN	24
43	Silicon Valley Community Foundation, Mountain View CA	110
44	Kessler Foundation, West Orange NJ	94
45	Kaboom!, Washington DC	85
46	American Councils for International Education, Washington DC	155
47	iMentor, New York NY	84
48	The Mission Continues, New York NY	38
49	National Communication Association, Washington DC	15
50	Masonic Homes of Kentucky, Inc., Masonic Home KY	510

PATHWAY HOMES, INC.

Minutes of the Meeting of the

Board of Directors

January 14, 2013

A quarterly meeting of the Board of Directors was held on January 14, 2013. Dan Gray called the meeting to order at 7:05 p.m. The following individuals were present and participated throughout the meeting:

MEMBERS

Dan Gray, Chair
Tom Rowe, Secretary & Treasurer
Dara Aldridge
Maiko Ashby
Emil Franks
Wayne Gardella
Jennifer Judelsohn
Jim Ross

STAFF

Sylisa Lambert-Woodard, President & CEO
Brenda F. Brennan, V.P. for Finance
Sherry Meyers, V.P. for Clinical Services
Anita Robinson, V.P. for Clinical Services
Eleanor Vincent, V.P. for Operations
Lauren Pollet, Technology & QA Manager
Anna Smith, Director of Development and
Major Gifts

The following individuals notified the office or other Board Members that they would not be present for this meeting: Jennifer McKenzie, Patrick Chaing and Sue Zywokarte.

Eleanor Pohorylo and Nicolette Mejia were present for the presentation portion of the meeting. Angie Garcia Lathrop was present as a potential Board member.

PRESENTATION

Penderbrook Condominiums: The Board was integral in purchasing and advocating for the purchase of housing at Penderbrook condominiums. Nicolette Mejia and Eleanor Pohorylo are two residents of 1-bedroom condos at this location.

Eleanor thanked the Board for their advocacy in purchasing the housing at Penderbrook. She called living there “a fantasy.” Since coming to Pathways, Eleanor has been certified to facilitate groups and to be a WRAP training. In March she will take the Peer specialist training and hopes to get an internship with Pathways. Sherry told the Board that Eleanor is a graduate of Dave’s House II at Kincaid and serves on the Recovery Committee.

Nicolette said she has been with Pathways for 10 years. She was hired to work at Stevenson Place, and then moved to Dave’s House. She struggled with Bipolar Disorder I and it limited her ability to work. She did relief work with Pathways and about every 3 years she would be hospitalized – which was a problem financially and a strain on her family relations. Nicolette got help with Pathways’ support and got the services she needed. Nicolette called her new 1-

bedroom condo “a dream” and said she was pleased she can have 2 pets as her cat, Bentley, has been a great comfort and addition to her life.

Sylisa thanked Nicolette and Eleanor for sharing their stories. Dan Gray asked how the neighborhood is, and both Eleanor and Nicolette said they have found their neighbors very friendly and nice to talk to.

MINUTES

After review by the Directors, Jim Ross made a motion to approve the minutes of the October 1, 2012 meeting. The motion was seconded by Wayne Gardella and approved unanimously.

CEO Report – Sylisa Lambert-Woodard

The Addendum to the Board Agenda was distributed prior to the meeting, and Sylisa discussed the following items in addition to those in the addendum.

- *Aging in the agency:* The average age of the individual served by Pathways is increasing, and with that comes increased medical needs. This is the first time Pathways has lost 3 individuals within 60 days due to the aging process. Two of the four were housemates at Mary Baldwin. Dara wondered whether the next home purchased should specifically be for the elderly, and Sylisa responded that whenever possible, Pathways implements standards of Universal Design. Anita added that “aging” is used loosely with this population because their medical issues often appear earlier in life – 2 of the individuals who died were in their 40s. Sylisa asked that this topic go back to the Aging Taskforce which might be able to report out on the issue in the near future.
- *100,000 Homes Campaign:* This campaign promises 50 homes per year for the next 3 years to house homeless in our community. The Office to Prevent and End Homelessness (OPEH) is asking for support for their Registry Week. The plan is to catalogue and interview the homeless in our region during one week. Registry Week will start February 23, 2013, and volunteers will canvas areas between 4-6 a.m. Sylisa clarified that this is a call to action from OPEH to our Board, challenging them to participate. Sylisa requested that any Board member interested in volunteering should email her for additional information. A total of 200 volunteers are needed for this project.
- Jim commented on the weakness of VoIP phone system – there is no communication when the power is out. He requested additional clarification on emergency power outage procedures. Lauren clarified that even with the old phone system, there was no power to the phones if the building had no power. Gatewood Plaza does not have “copper” telephone lines – all lines are digital. Broadview Networks, the hosts of the VoIP system, redirect all calls to voicemail when power is out at the administrative office, meaning all callers have the option to leave a message. In the event of longer power outages, calls may be redirected to another phone (such as a cellphone).

TREASURER’S REPORT – Brenda Brennan

There was nothing new to report not previously addressed on the Treasurer's Report. Jim asked how the process was looking for extending Agency credit until the 24th of January. Brenda reported that there is potentially another 30 day delay, but she and the bank are working together.

CHAIRPERSON'S REPORT AND COMMENTS – Dan Gray

Dan reported that he has met with both Sylisa and Jennifer McKenzie in order to get advice and ascertain expectations of the Pathway Homes Board Chair. He has also reached out to colleagues who have experience with non-profit boards for advice on how to run meetings smoothly.

PHILANTHROPY COMMITTEE REPORT – Maiko Ashby

In addition to the Philanthropy Report, Maiko reported that the next year would focus on three sides of fundraising: individual donors, foundation and corporate donors, and a signature event. Emil will be working to help broaden Pathways approach to individual donors.

Update on current/past fundraising:

- Help the Homeless walk went well – more than 500 walkers, netting more than \$40,000.
- The Holiday Wish List was done slightly differently this year. Wishlists for Amazon and Bed Bath & Beyond were added, and professionals were also encouraged to donate their expertise.
- The I.T. Campaign has reached \$195,000 (does not include pledges). The Auditors are requesting paper signatures on all pledges, so Board members were asked to sign and submit pledges if they do not already have one on file.

“Give or Get” Policy Discussion: This involves pledging some sort of participation equaling a set amount of funds. 70 percent of organizations have this in place. The average amount for non-profits our size is \$5,000. The Philanthropy Committee is looking into how this might be implemented for Pathways.

Dara disagrees with this policy because money shouldn't determine worth on the Board. Wayne recognized that Board members could give time rather than money. Maiko agreed that Board members could contribute in ways other than writing a check. Sylisa acknowledged that most consumers (who we want on the Board) cannot pay, but they could donate their stories, or by bringing people to the Help the Homeless Walk. The “Get” is important in ensuring Board members are active and involved, and willing to be invested in the organization. Emil said he finds it hard to make the contribution he would like to make, and there are a lot of demands on personal income.

Dan would like the Philanthropy Committee to look for someone with expertise in the “Get” in order to provide further information.

Jim requested that each attachment to the Board packet spell out acronyms the first time they are used. He requested clarification on “SHP-11” (Supported Housing Program – 2011).

FINANCIAL COMMITTEE – Tome Rowe

Tom reported that Jim, Wayne and himself along with representatives of Pathways' accounting and leadership staff reviewed the Audit. There was an unqualified opinion, and the Auditors were very laudatory about the accounting staff and the new SAGE software. Tom thanked the Accounting department for helping make the audit go so seamlessly.

Wayne asked if Reznick Group's merge with a larger company had an effect on the audit. Brenda reported that the merge happened after the audit, and the same team will continue to come to the administrative office. Fees have remained the same for several years.

BOARD DEVELOPMENT – Sylisa Lambert-Woodard

Sylisa reported that Maiko continues to work on a gap-analysis. Through her connections, Anna introduced Pathways to Angie Garcia Lathrop, whose CV was included in the Board Packet. Angie introduced herself and said she is interested to see how housing policy gets implemented and learn more about the effects it has on people such as the two presenters. She is excited to learn how housing policy affects individuals and organizations locally.

Sylisa announced that Wayne Gardella is resigning from the Board after 25 years as he has accepted a new job in Helena, Montana. Sylisa spoke about his leadership and commitment to the agency. Dan Gray read a resolution of the Board in Wayne's honor, a copy of which was included in the Board Packet. Sylisa read a plaque in honor of Wayne's 25 years of services, and presented him with a fishing vest which will be embroidered with the Pathways logo and his name. Wayne said a few words and ended with the request to be an Emeritus member of the Board.

OLD BUSINESS –

Board Survey: Jennifer has asked that the Board prepare for a Fall Retreat.

Personnel Practices: A report-out will be given in April regarding leave and attendance. The Personnel Practices committee will meet prior.

NEW BUSINESS –

Policies and Procedures: A Media Relations Policy (included in the Board Packet) was recommended by the CARF surveyors and drafted due to the Agency's increasing exposure in the community. The policy asks that residents and staff send anyone with questions to Sylisa. Jim encouraged striking the first sentence of the second paragraph; however, Dan clarified that this sentence was in place to show Pathways is not abridging anyone's rights. Tom made a motion to approve the policy as written. This was seconded by Maiko and approved unanimously.

Brenda introduced the Work-Related Injuries Policy and clarified that it formalizes in writing

what has always been trained. Jim suggested that wording be changed to include that employees “must” get medical attention. Brenda advised that legally Pathways cannot force staff to seek medical attention. Jim made a motion to approve the policy as written. Tom seconded the motion and it was approved unanimously.

Sylisa advised the Board that several additional policies would be brought forth at the April meeting, including the I.T. Policy.

Project Based Vouchers: Sylisa explained that these vouchers are very valuable to the agency since they remain with the unit, not the resident. Pathways would like a motion from the Board approving the submission of an application due January 14, 2013 for Project-Based Vouchers which would be used in Penderbrook condos as well as in a partnership with PRS, Inc.

Jennifer Judelsohn made a motion to approve the submission of a Project-Based Vouchers application due January 14, 2013. Wayne seconded this motion and it was approved unanimously.

ANNOUNCEMENTS – none

ADJOURNMENT

There being no further business, Jim Ross made a motion to adjourn the meeting. This was seconded by Tom Rowe and unanimously approved by the Board.

The meeting was adjourned at 9:00 p.m.

Respectfully submitted,

Philanthropic Committee Report

April 8, 2013

Committee Members: Maiko Ashby, Chair; Patrick Chaing, Emil Franks, Sue Zywokarte and Jennifer Judelsohn

FY 2012 Contribution Total (Through March 11, 2013) - \$111,860.95 – 13% increase from this time last year.

Technology Campaign: Current total: \$217,509 – Remaining \$167,491 of \$385,000 Goal – 65 percent there! Sue Zywokarte played a key role in crafting a connection between our technology upgrades and those that we serve. Technology mailing scheduled for April 9, 2013 with web-site and social media solicitation through May 31, 2013. Thank you Sue!

Pathway Homes “Summer of the Arts” Exhibit – July 20th (Casa Italia) – Art sale proceeds go to the artists. Sponsorship proceeds allocated to the Karen Free Fund for continued support of resident art and cultural recreational activities. Please contact Anna Smith if you know of a patron of the arts whom may consider sponsoring this event. Also, Jennifer Judelsohn will be participating in several activities to promote this event and help residents feature their art in the community. Thank you Jennifer!

100,000 Homes Campaign –During the March 4th 100,000 Homes Community debriefing, Jim Ross announced the agency pledge to house two homeless individuals identified during the Registry Week launched on February 23rd. Dara Aldridge participated in the Registry Week recruiting volunteers to participate and also interviewing homeless individuals from 4 a.m. to 7 a.m. two of the registry dates. Dara also attended the March 4th debriefing. Thank you Dara and Jim! Pathway Homes received a \$10,000 pledge from Sarah Haque of PenFed Realty and another financial pledge to support a resident from St. Stephen’s Church.

Benevon Point of Entry Information Session practice run took place on March 15th. Dan Gray and Sue Zywokarte spoke at the event, Jennifer Judelsohn attended and all provided input on how to better tell our story. First live event tentatively scheduled for April. Thank you Dan, Sue and Jennifer J.!

Give or Get Follow-Up – As a follow-up from the January Board meeting where the board asked for more context around a Give or Get Policy, the Committee invited Mike Schwartz, Board Chair of SMYAL with several years of corporate philanthropy experience both as a funder and a nonprofit board member to facilitate a discussion on board fundraising roles during our last committee meeting. It was such a helpful discussion, the Committee asked him to facilitate an abbreviated version with the full board at the April 8th meeting.

TREASURER'S REPORT-April 2013

Brenda Brennan, Vice President for Finance

Pathway Homes' current Line of Credit with SunTrust Bank in the amount of \$500,000 was extended from December 24th to April 24, 2013. Initially, the Bank was unable to complete the process to initiate the loan documents and underwriting prior to the expiration of the Line due to some internal bank staff changes. Since that time, we have negotiated with Suntrust to convert \$125,000 from the Line of Credit to a 3 year Note with an annual 3% fixed interest rate. The advantage to rolling over the 125K to a note payable increases the available cash balance, providing the same benefit as increasing the line of credit, while maintaining the \$500K line.

Two new bank accounts will be established to comply with the renewal grants for the McKinney Supported Housing Programs and the grants awarded by the Fairfax County Department of Housing and Community Development for the acquisition of new properties over the past two years. Specifically, each new bank account will maintain monthly deposits to be utilized for capital improvements or for extraordinary or unusual one-time expenses. Unfortunately, the terms of the regulatory agreements for both projects, require separate bank accounts.



**PATHWAY HOMES, INC.
BOARD OF DIRECTORS**

REPORT OF THE NOMINATING COMMITTEE

In accordance with the amendment to the by-laws passed at the April 2012 meeting, the Nominating Committee of the Board of Directors of Pathway Homes recommends the extension of the April 2010 – 2013 terms of the following Directors until the next Annual Board meeting in October 2013:

Dara Aldridge

Maiko Ashby

Emil Franks

Submitted By:

Secretary/Treasurer

President & CEO

In addition, the committee recommends the election of the following prospective member for a three-year term, which will expire in October 2015:

Angie Garcia Lathrop

Submitted By:

Secretary/Treasurer

President & CEO

From: Daniel Gray [<mailto:dgray@cgglawyers.com>]
Sent: Wednesday, March 20, 2013 11:26 AM
To: Sylisa Lambert-Woodard
Subject: Proposed Policy Changes

Sylisa:

This will confirm that I have reviewed proposed policy changes to Administrative and Personnel and have discussed them with you. I have had my questions answered and support the proposed changes.

Regarding the proposed accrued leave policy change as it relates to Leadership Team, I am in support of the measure, understanding that the 200 hour limit will be applied to current and future members of Leadership Team. I believe it to be a reasonable and appropriate form of alternative compensation, designed, in part, to retain and attract dedicated and talented individuals. I further understand that efforts are being made to ensure that Leadership Team takes leave, both as an example to staff and to facilitate optimal performance. I believe the proposed change is in the best interests of the Agency as it: (1) Moves us in the direction of our mission by ensuring retention of staff and recognition of the obligations of Leadership Team; (2) Is the best use of limited resources to move us in the direction of our mission; and (3) Moves us in the direction we want to go in terms of retaining top staff.

Regards,

Dan

Daniel L. Gray, Esquire
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Board Personnel Practices Committee met and reviewed attached policies on Thursday, March 21, 2013. All recommended changes and edits have been incorporated.

CHANGES TO POLICIES to be effective 4/8/2013:

All changes and additions to policies are in bold italics.

ADMINISTRATIVE SECTION

Accounting Data Processing:

- 1) Added section regarding use of strong passwords and periodic password changes

Accounting Department Cash Disbursements:

- 1) Change policy title from “Accounting Department Cash Disbursements” to “Cash Disbursements” only. Do not need to state Accounting Department.
- 2) Add section regarding Automated Clearing House (ACH) Electronic Payments

Administrative Records Retention:

- 1) Change policy title from “Administrative Records Retention” to “Records Retention-Administrative”- easier to locate policy
- 2) Added: Cash Receipts – 2 years
Donor Receipts and Letters – 7 years
Health and Safety Maintenance Requests – 2 years
Property Management Inspection Reports – 2 years

Cash Receipts:

- 1) Added section regarding locking cabinet and safe with combination lock and the periodic changing of the combination.
- 2) Added sentence regarding periodic review of completed receipt books.
- 3)

Fees:

- 1) Changed Group Homes section to In-Home Supports section.
- 2) Removed listing of individual sites in In-Home Supports paragraph
- 3) Removed sentence regarding payment of fees for one month are paid in the preceding month for In-Home Supports. No longer applicable.
- 4) Revised Supported Living paragraph and included Private Pay

PERSONNEL SECTION

Holidays and Other Leave:

- 1) Changed all references from Compensatory “Leave” to Compensatory “Time”

Leave without Pay: - New policy

Overtime and Compensatory Leave:

- 1) Changed the word “leave” throughout policy to “time” when referencing Compensatory time.
- 2) Added section in Compensatory Time paragraph regarding granting of comp time

Payroll:

- 1) Added section regarding recording of approved overtime in ¼ hour increments

Sick Leave:

- 1) Added sentence under Policy regarding use of time for family members
- 2) Added paragraph regarding continued accrual of sick time when contract hours change.
- 3) Added Statement 8. – must comply with FMLA if employee has qualifying condition.
- 4) Added statement in 10., that all donated sick leave will be kept confidential and anonymous.

Vacation Leave:

- 1) Changed name of policy from “Vacation Leave” to “Annual Leave” to be consistent with current practices
- 2) Changed wording and replaced “vacation” with “annual” throughout policy
- 3) Added 5. Leadership accrual and carryover of 200 hours
- 4) Added 5. Leadership requirement to take 40 consecutive hours off per year.
- 5) Added 9. Leave hours must be available for use and Leave without pay clarification.

Witness and Jury Duty:

- 1) Change policy name from “Witness and Jury Duty” to “Jury and Witness Duty” to make location of policy easier.

MEMORANDUM

To: Board of Directors
From: Sylisa Lambert-Woodard, Ed.D. LCSW, LSATP, MAC
Date: April 8, 2013
Subject: Leave Accrual

This memo is to provide you with update on a matter brought before the board as a discussion item on July 6, 2012 regarding leadership staff benefits. However, it may be helpful to understand the history as to why some LT members are eligible to accrue 200 hours versus others with 80.

In 1991 Pathways expanded with the award of the PHI McKinney programs. The McKinney programs were only funded annually, with no obligation to fund beyond. This was the first time PHI had a contract that was not revolving or permanent with the CSB. As a result, the Board did not feel that the agency could afford to have employees accrue a maximum of 200 hours, the liability was too great and funding was limited. The agency added 7 new employees with that expansion and the accrual was limited to 80 hours from 200.

Currently we have, other than Leadership team, only two employees, Calvin Marks and Jennifer Grant, who are able to accrue 200 hours, both hired before 1991. Other employees are capped at 80.

All of our executive staff (excluding Sherry, Eleanor, and myself) were hired after 1991 (at the time of my promotion to CEO, my hours were adjusted to 200, for like reasons). For a number of years, due to the unique demands of their positions, Leadership Team members have built up excess leave balances over their leave accrual limit. This has happened due to a number of factors, which include not only their tremendous dedication in the face of ongoing agency demands, but also their need to provide unexpected coverage and backup for the other agency managers and/or front line staff when they are out or when managerial positions are vacant. Our outstanding and talented Leadership Team has worked hard and gone to great extra lengths to ensure that Management Team members are able to take all of their accrued leave, covering vacancies, responding to unexpected crisis, and maintaining 24 hour on call without additional financial compensation.

In July, I brought forth the recommendation of compensating Leadership Team for excessive leave accrued over the years due to their dedication. Due to not having representation of officers of the board, and additional questions it was agreed that I would bring this issue back before the full boards attention.

Although this issue remains a challenge for us, I have worked with Leadership Team members and all of our agency to more closely ensure that in the future necessary coverage and backup is provided but that they are also able to have the full opportunity to take all of their due leave each year. In the future, untaken annual leave will be converted to sick consistent with our policy, or lost. Currently, I anticipate that all leadership team members will not carry vacation balances beyond the 200 hour accrual limit.

However, there are still two Leadership Team members who we would strongly recommend be adjusted to have the 200 hours leave accrual limit that other Leadership Team members currently have.

The leave balances of these two executives are:

Sherry Meyers - current vacation accrual= 261.47

Eleanor Vincent - current vacation accrual =119.15

As we move forward, I wish to bring this proposal forth in executive session with my very strong recommendation for Board approval.

1. A motion that all Leadership Team members of the agency be under the 200 hour leave accrual limit.

Board approval of this policy policy would be implemented effective 3/14/13.



Policy: Accounting Data Processing
Section: Administration
Policy Date: original
Date(s) Revised: 10/14/03; 12/12/05;
07/2011; **04/08/2013**
Number of Pages: (2)

This Policy Applies to:
► The agency.

DRAFT REVISION

PURPOSE

The purpose of this policy is to document the data processing practices of the Accounting Department.

POLICY

An automated system will be used to store, sort, compile, retrieve and process all financial statement data.

PROCEDURE

The accounting system used is the Sage MIP Fund Accounting System. It is a Windows-based, fully integrated accounting software system specifically designed for not-for-profits in accordance with GAAP. The system is deployed over a hosted solution providing for remote access in a virtual environment. Additional, on-demand services include data backup, disaster recovery, remote access and 24-hour customer support. The modules included in the software package are; General Ledger, Accounts Payable and EFT Accounts Payable, Bank Reconciliation, Budget, Data Import/Export, Forms Designer, Fixed Assets, Payroll with direct deposit and Human Resources. Other accounting software modules may be purchased if approved by the CEO and the Vice President of Finance. The system has controls and security features; internal system checks, audit trail, application controls and user identified account level security. ***The use of strong passwords (combination of letters, numbers and symbols) will be utilized. Unless the software system requires periodic password changes, the designated Administrator will enhance security by initiating periodic password changes.***

Additional Accounting/Fiscal Department Computer Programs:

Cornerstone, purchased from IPM Software, Inc.

This program is used to prepare all resident rent certifications and to record resident rent payments. It is also used to comply with The U.S. Department of Housing and Urban Development requirements for their Tenant Rental Assistance Certification System application, which performs the electronic submission of monthly Housing Assistance Payment vouchers. The Cornerstone program is networked only to those specific accounting staff members who need to use the program. Each user has a unique user name and password.

Microsoft Excel

The Accounting Department also uses this program, as needed, to support a variety of accounting analytical and audit support needs. Password protection for this program and individual files are available for each user as needed.

Credible Behavioral Healthcare

The Accounting Department will be utilizing and accessing this software solution in a limited capacity for the fully integrated reporting tools for client Medicaid claims and billing data.



Information: *Records Retention-Administrative*
Section: Administration
Policy Date: 07/13/2009
Date(s) Revised: 04/08/2013
Number of Pages: (3)

Number: 1-A3

This Policy Applies to:
► The agency.

DRAFT REVISION

PURPOSE:

Pathway Homes is committed to ensuring that proper record retention periods are in compliance with all federal laws and regulatory agencies.

POLICY:

Pathway Homes will retain records for the period of their immediate or current use, unless longer retention is necessary for historical reference or to comply with contractual, legal or federal law requirements. Pathway Homes shall not knowingly destroy a document with the intent to obstruct or influence an official investigation. If an official investigation or audit is underway or even suspected, document purging will be stopped immediately.

PROCEDURE:

The following types of documents will be retained for the minimum period specified by Pathway Homes, Inc.:

Type of Document	Retention Period
► Accounts receivable ledgers and schedules	7 years
► Accounts payable ledgers and original invoices	7 years
► Annual audited financial statements, audit reports, general ledgers, internal audit work papers, trial balance	Permanently

- ▶ Articles of Incorporation, Charter, Bylaws, Board Minutes, Board Committee Minutes and other incorporation records. Permanently
- ▶ Bank Reconciliations 7 years
- ▶ Bank Statements, deposit records, electronic fund transfer documents, 7 years
- ▶ *Cash Receipts – online deposit checks only* 2 years
- ▶ Cancelled checks: Accounts Payable and Payroll 10 years
- ▶ Chart of Accounts Permanently
- ▶ Contracts, mortgages, notes Permanently
- ▶ Correspondence-general and accounting 5 years
- ▶ Correspondence-legal and important matters Permanently
- ▶ Deeds and Titles Permanently
- ▶ Depreciation Schedules Permanently
- ▶ *Donor receipts and letters* 7 years
- ▶ Employment Application and Resume for non-hires 1 year
- ▶ Grant Documents and Regulatory Agreements Permanently

- ▶ ***Health & Safety Maintenance Requests*** ***2 years***
- ▶ Insurance policies, records, accident reports, claims Permanently
- ▶ Leases 7 years after expiration
- ▶ Licenses and Accreditations Permanently
- ▶ Loan Documents and notes Permanently
- ▶ Personnel files including: compensation records, payroll records, payroll registers, summaries, demographic information, training information, I-9's, leave records. 10 years after termination
- ▶ ***Property Management Inspection Reports*** ***2 years***
- ▶ Retirement and pension records including Summary Plan Descriptions. Permanently
- ▶ Tax Returns Permanently
- ▶ Time Cards and Time Sheets 7 years
- ▶ W-2's Permanently
- ▶ Workmen's Compensation documentation: claims, Employer's First Report of Accident, medical records. 10 years



Policy: *Cash Disbursements*

Section: Administration

Policy Date: 10/14/2003

Date(s) Revised: 11/1994; 4/10/2008,

4/11/2011, **04/08/2013**

Number of Pages: (2) **DRAFT REVISION**

Policy Number: 1- A2

This Policy Applies to:

► The agency.

PURPOSE

The purpose of this policy is to provide guidelines for proper disbursement of cash.

POLICY

Cash disbursements will be made only by authorized officials, upon presentation of adequate support for appropriate expenditures.

PROCEDURES

Definitions:

In general, Pathway Homes' checks will be required to have only one (1) authorized signature from the following: CEO, President, Vice President for Finance or any other person specifically designated by the Board of Directors.

Under the following circumstances, disbursement checks will be required to have two (2) signatures:

1. Any non-ordinary or unusual expense in excess of \$2,500.00 which is not deemed to be an ongoing Agency/Project expense.
2. Any purchases of capitalized assets.
3. Any other circumstance as designated by the President/CEO.

Signature stamps are available for the CEO, President and Vice President for Finance only, and will be maintained in a locked safe at all times. These stamps are to remain inaccessible to any other staff members.

All pre-numbered blank checks or blank check stocks will be maintained in a designated secure area, and the sequential check numbers will be monitored by an authorized accounting staff person. Blank check stock maintained in excess of immediate need, will be secured in sealed bags with information containing the check sequences within indicated on the front of the bag and initialed across the seal by appropriate accounting personnel.

Electronic payments, also referred to as ACH (Automated Clearing House Payments), where practical or when required by a vendor, will be utilized. Complete documentation of the

transfer of funds will be maintained, including authorized signatures. Procedures for review and approval of transaction and payment will be the same as check processing.

A segregation of duties between the preparer of any check and the signer of any check will be maintained at all times. The same staff person will not participate in both duties.

All requests for reimbursement by staff for mileage will be paid every two weeks with Payroll. Reimbursements for food, supplies, or training should be paid within five working days of the receipt of the "Request for Check" form. All requests for reimbursement by staff must be accompanied by a receipt and must be submitted at least monthly. No reimbursement will be made without a receipt, except in special circumstances and only with the approval of the CEO or designee.

Other requests for payment should include the completed "Request for Check" form. All items on the form should be completed, indicating the disposition of the check. Generally, checks will be processed within five working days of the request.

Checks submitted for signatures will be accompanied by the invoice or receipt for reimbursable expenses. Invoices or receipts will be initialed as to approval for payment by the Controller or other designated accounting staff.



Policy: Cash Receipts
Section: Administration
Policy Date: 11/1994
Date(s) Revised: 10/14/2003; 07/11/2011,
04/08/2013
Number of Pages: (2) **DRAFT REVISION**

Policy Number: 1-C1

This Policy Applies to:
► The agency.

PURPOSE

The purpose of this policy is to ensure that all cash receipt funds received are appropriately recorded, handled and secured.

POLICY

Cash receipts are to be securely maintained at all times, and will be promptly deposited and recorded.

PROCEDURES

Designated program staff and administrative staff will be given a three-part carbon receipt book to record all funds received. Receipt books will have pre-numbered receipts. All checks and money orders will be made payable to Pathway Homes, Inc., and will never be made payable to a staff person. Staff receiving cash, checks, or money orders will write a receipt, which will include the name of the person making the payment, (if applicable name of resident) amount paid, date paid, program addresses (if applicable), purpose and time period for each payment should also be clearly indicated and signed by the receiving staff. The top copy of the receipt will be given to the resident/tenant, the second copy will be maintained with the funds and the third copy will be kept within the receipt book. The secure envelope (distributed by accounting) will be labeled with the name of the tenant and the program address.

Funds maintained at a program site on behalf of the residents will be maintained in a separate and clearly marked bank bag with a lock. This bank bag will be kept secure in a locked cabinet at all times. Money maintained for residents will be counted daily by each shift. Money withdrawn or deposited into the resident account bag will be verified to include the staff name handling the transaction, the date, resident signature an explanation of withdrawal and/or deposit and the ending balance. All checks written by residents will have the MEMO line filled out with the exact description of the expense.

Funds collected from residents/tenants made payable to Pathway Homes, Inc. for; rent/fee, cable, phone and/or loan will be securely maintained at the program site and will be turned in to the Accounting Department, at the administrative office, within three working days of receiving funds. All funds must be handed to an accounting staff person for placement in the locked safe and at no time may envelopes with cash, checks or money orders be placed in an employee's mail box.

All payments received by mail will have a receipt written completed by the administrative staff opening the mail, which will include the name of the person making the payment, amount paid, date paid, program address and will be signed by the person writing the receipt. The receipt and payment will then be given to an accounting staff person to be secured in the safe.

All cash, checks and money orders will be maintained in a locked cabinet or safe until they can be deposited into the appropriate bank. Deposits of all cash receipts into the appropriate bank will be done at least weekly. ***The Administrative locked cabinet and/or safe are secured with a heavy duty combination lock. Distribution of the combination is limited to specific employees with position responsibilities within the Accounting Department and Leadership of the agency. Periodic changes to the combination will occur every six months or immediately following a staff change of an individual who was authorized to have access.***

Checks and Money Orders will be duplicated during the completion of the deposit slips and maintained segregated by bank account. All funds of Pathway Homes will be maintained in banks insured by the Federal Deposit Insurance Corporation (FDIC). Every effort will be made to maintain cash accounts at or below the FDIC limit.

Completed receipt books will be returned to an accounting staff person to have a new receipt book issued. At no time should the third copy of the three part carbon receipt be removed from the receipt book. Void receipts should be so indicated and left within the receipt book. ***Designated Accounting staff will randomly and periodically review completed receipt books and verify that the receipts match deposit transactions.***



Policy: Fees
Section: Administration
Policy Date: 01/01/1985
Date(s) Revised: 10/14/2003,04/08/2013
Number of Pages: (1)

Policy Number: 1-F1
This Policy Applies to:
► The agency.

DRAFT REVISION

PURPOSE

The purpose of this policy is to set guidelines for resident fees.

POLICY

Fees for rent and services will be determined on a resident's ability to pay according to HUD Regulations governing Section 8 Housing.

PROCEDURES

Each resident of a house owned, leased or managed by the agency will be charged rent as agreed upon in the program lease. Rents are determined for each resident on the basis of HUD housing assistance regulations. This rental charge is computed and revised annually. A resident may also request an interim change if the resident's income decreases or allowable expenses increase.

Semi-Independent and Shelter Plus Care

Fees for services of Pathway Homes semi-independent and Shelter Plus Care housing are based upon resident's ability to pay. The only current fees are for rent. These fees are determined according to HUD regulations governing federal housing subsidies. The rent is based upon income and is currently 30 percent of adjusted gross income. An individual's income and the amount of rent payment is redetermined annually and anytime the resident requests an interim rent change due to their income decreasing or allowable expenses increase. The resident is provided a copy of the determination of the rent to be paid. Payment is made monthly in accord with the lease agreement. Payment may be made by check or money order. Payments of cash may be paid directly by the resident only at the Administrative Office.

In-Home Supports

Fees for services of Pathway Homes In-Home Support Programs are also based upon each resident's ability to pay. The current fees are for rent and food. Rent is based on income and is

currently 30 percent of adjusted income. Residents are charged a reasonable monthly fee for food.

Supported Living

Consumers wishing to receive support services who do not have a funding stream from a grant and/or contract may choose to do private pay. Private pay fees will be consistent with the current Medicaid reimbursement rates.



Policy: Holidays and Other Leave

Section: Personnel

Policy Date: 01/01/1985

Date(s) Revised: 10/14/2003,
04/12/2010, **04/08/2013**

Number of Pages: (3) **DRAFT REVISION**

Policy Number: 2-H2

This Policy Applies to:

► The agency.

PURPOSE

The purpose of this policy is to provide communication about the number of holidays that Pathway Homes observes and how other leave is approved and administered.

POLICY

Pathway Homes will normally observe the same 11.5 holidays per year that Fairfax County Government (CSB) observes, as determined by the Pathway Homes' Board of Directors. Other leave as described in this procedure will be subject to the approval of the President or CEO.

PROCEDURES

Holidays

Pathway Homes will normally observe the following paid holidays as determined by the Board of Directors: During the Christmas and New Year's holiday periods, Pathways will follow the Fairfax County Government in decisions by the Board of Supervisors regarding any additional leave granted to County employees.

- New Year's Day - January 1
- Martin Luther King, Jr's Day - Third Monday in January
- Washington's Birthday - Third Monday in February
- Memorial Day - Last Monday in May
- Independence Day - July 4
- Labor Day - First Monday in September
- Thanksgiving Day - Fourth Thursday in November
- Day after Thanksgiving - Fourth Friday in November
- Christmas Eve (½ day) - December 24
- Christmas Day - December 25

- ▶ One floating holiday earned January 1 each year
- ▶ One floating holiday earned July 1 each year

Employees whose typical workweek is not Monday through Friday will recognize the holiday on the actual calendar date of the holiday.

In all other programs, when a holiday falls on Saturday, the preceding Friday will be observed as a holiday. If a holiday falls on a Sunday, the following Monday will be observed as a holiday. If a holiday falls on a normal rest day other than Saturday or Sunday, compensatory leave will be allowed within the policies of compensatory *time*. Part-time employees earn and receive paid holiday hours on a prorated basis in proportion to the percentage of full-time employment. For example, an employee who is employed 24 hours per week or 48 hours per pay period is employed 60% of a full-time position. If a holiday is taken as a regular holiday the person would take 4.8 hours (60% of 8 hours) as a holiday. If he or she had been regularly scheduled to work more hours on that day and takes the holiday off, then he or she would be required to supplement their prorated holiday hours with accrued vacation or compensatory time to equal the actual hours scheduled for that day. If an employee works on a holiday he or she will be granted holiday hours equal to the greater of an hour for hour for each hour worked or their prorated share.

Work on a Holiday

An employee who is required to work on a holiday because of his or her regular schedule or because of an emergency will be paid at his or her regular rate of pay for each hour worked and also receive an hour of compensatory time for each hour worked.

An employee who is not scheduled to work on a holiday but who is required to do so will be paid at an hourly rate of 1 ½ times his or her normal hourly rate *and* also earn an hour of compensatory time for each hour worked.

See also *Overtime and Compensatory Time* policy.

Other Leave

Leave for emergencies, education or other special circumstances will be subject to the approval of the President or CEO.

Except under the provisions of Family and Medical Leave, leave without pay is rarely granted, and must be approved in advance by the President or CEO. All annual leave and compensatory leave and, if appropriate, sick leave must be used before leave without pay is granted.

A liberal leave policy will be followed to allow for the observance of religious holidays. See also *Jury and Witness Duty*, Bereavement Leave, and Family and Medical Leave policies.



Policy: Information Technology Systems
Section: Administration
Policy Date: 07/11/2011
Date(s) Revised: 04/08/2013
Number of Pages: (9)

Policy Number: 1-I2

This Policy Applies to:
► The agency.

DRAFT REVISION

PURPOSE

To ensure the security, integrity, efficiency, and accuracy of the organization's information systems, to include clinical and accounting software, internet access, email, and facsimile machines.

POLICY

Pathway Homes will maintain an information technology (IT) system, including hardware and software, which is designed to meet IT and other information needs and requirements in a changing environment, and protect the confidentiality of protected health information.

PROCEDURES

A. Configuration

Pathway Homes maintains computerized systems that contain clinical, accounting, budget, communications, and other agency-related information and correspondence. These systems are networked to the server in the administrative office and are to be used for agency use. Personal files are not to be stored on agency computers. All files are to be saved on the agency network and not on the hard drive of the user's computer to ensure the following:

1. File access is limited to appropriate staff;
2. Confidential data is securely stored;
3. File backups are made via the network; and
4. Virus protection is current.

B. Purchases

Enhancements or changes to these systems are proposed as part of the capital budget each fiscal year. All purchases will be authorized by the President/Chief Executive Officer (CEO) or designee and executed by the Technology and Quality Assurance (QA) Manager.

C. Network Administration

1. *Maintenance and Technical Support:* Computer hardware and software are maintained by the Technology and QA Manager, and Pathways' Information Technology (IT) Consultant. All agency computers will be subject to regularly scheduled maintenance checks to ensure all systems are up-to-date and running efficiently.
2. *Installing Software:* No one may install, download, or use software brought in from outside or online without **consultation with** the Technology and QA Manager **and appropriate supervisory authorization**. In addition, **only the Technology and QA Manager and/or IT Consultant may uninstall** software that is on Pathways computers or **cell phones**. Virus protection software will be installed on all computers.
3. *Care and Safety:* Staff will take appropriate precautions to ensure that all hardware remains in good working order, for example, no food or drinks shall be placed on computer workstations or laptops; and staff will log off at the end of each day. Staff will reboot computers **at least once a week** and will immediately notify the Technology and QA Manager of any computer or IT-related problems.
4. *Replacement cost:* Staff will be subject to a replacement cost for damage to any computers, laptops, **and cell phones** that is caused by a failure to take appropriate precautions referenced in # 3 above.
5. ***Replacement process: Staff will notify their supervisor and the Technology and QA Manager immediately they become aware of damage or loss to any Pathways computer, laptop or cell phone in their possession. Staff will be invoiced for the damaged or lost item and must pay the invoiced amount within 60 days or at termination of employment with Pathway Homes, whichever comes first. If a staff person locates a lost item and returns it in good working condition within 30 days of being invoiced, the payment, if already made, will be refunded in full.***
6. *Backup:* Complete file server backup will be done nightly onsite. Secondary nightly backup is conducted offsite through a credible vendor.
7. *Password Protection:* The network is password protected. Staff will take the following steps to ensure that their computers are adequately password protected:
Use strong passwords (combination of letters, numbers, and symbols);

- Use password-protected screen savers that activate within 5 minutes of inactivity on the computer;
- Do not write or store passwords in locations where others may have access to the passwords;
- Avoid inadvertently sharing passwords with others; for example, do not type your password while someone else can see your keyboard;
- Do not allow another individual to log in as you or use your computer when you are logged in. Each individual must log in with his or her own unique username and password; and
- When software can be configured to require users to change passwords at regular intervals, each user will retain the same password for no more than 90 days.

D. Agency Laptops

All agency laptops are to be housed in a secure manner (e.g. locked filing cabinet) and are to be used strictly for agency use. No personal files are to be stored on laptops. Confidential information and files may be stored on laptops but not on removable storage media such as flash drives, etc., except in specified circumstances (*see Removable Storage Media under section H: Security*). To assist in protecting the data on laptops, the following steps will be taken:

1. Password-protect all laptops in the same way as desk top computers;
2. Ensure that Pathways IT staff perform regular maintenance on all laptops to include software and antivirus upgrades;
3. Physically secure all laptops in a locked unit when they are not in use.
4. Tape contact information for Pathway Homes, such as a tamper-resistant label, to the bottom of a laptop, to help in recovery if the laptop is lost or stolen.
5. Report misplaced or missing laptops to supervisor immediately.

E. Cell Phones

All agency cell phones are to be used strictly for agency use. All responsibility for keeping the phone secure and in good working order is assumed by the staff person to whom it is

assigned. Staff will report lost or damaged phones immediately to their supervisor and are subject to the replacement cost/process outlined under Section C above. Staff will consult with the Technology and QA Manager and supervisor about periodic upgrades as needed. All approved periodic upgrades will be executed by the Technology and QA Manager.

F. Internet and Electronic Mail

Use of the Internet and email at Pathway Homes shall be for work-related purposes.

Occasional and limited personal use of the Internet and email during work hours is permitted, however, personal use is prohibited if it: interferes with the employee's productivity or work performance, or with any other employee's productivity or work performance; adversely affects the efficient operation of the agency network or computer systems; or if it violates any provision of this policy or supplemental policy adopted by Pathway Homes, regulation, law or guidance as set forth by local, State or Federal law.

G. Prohibited Activities

Certain activities are prohibited when using the Internet or electronic communications. These include, but are not limited to:

- Sharing confidential information, including attachments, via the Internet. This includes the use of external email. No client names, or other protected health information shall be included in internal or external email messages. Employees who are assigned users can electronically share protected health information but only within the Credible web-based secure system;
- Accessing, downloading, printing or storing information with sexually explicit content;
- Downloading or transmitting fraudulent, threatening, obscene, intimidating, defamatory, harassing, discriminatory, or otherwise unlawful messages or images;
- Installing or downloading computer software, programs, or executable files ***without consultation with the Technology and QA Manager and appropriate supervisory authorization.***
- Uploading or downloading copyrighted materials or proprietary agency information contrary to policy;

- Uploading or downloading access-restricted agency information contrary to policy or in violation of agency policy;
- Sending email using another's identity, an assumed name, or anonymously;
- Permitting a person who is not authorized by management to use the system for purposes of communicating a message of their own to an individual or organization;
- Any other activities designated as prohibited by the agency.

H. Security

Servers

Pathway Homes' servers are kept in a locked room that is accessed only by authorized personnel as determined by their job functions. Access is controlled by a password protected lock on the door. Distribution of the password is limited to specific employees with related position responsibilities. Periodic changes to the password will occur at least every six months or immediately following a position change or termination of employment of an individual who had authorized access.

Computers and Laptops

Staff may not leave a secure web-based software session unattended. If not actively utilizing the web-based software, the connection should be closed. In addition, the following steps will be taken to ensure the security of all agency computer systems:

- All computers and laptops will be checked and stripped of any protected health information before they are removed from service and disposed.
- Only Pathway Homes' staff will use agency computers or laptops.
- All staff will receive Security Training at least once a year.

Removable Storage Media (Flash Drives)

In specified circumstances, staff may use flash drives to store protected health information, but only if the following criteria are met:

- Only Pathways-approved, and –procured flash drives are allowed within any of Pathway Homes' programs.

- Any of these media (flash/thumb drives, external ports, etc.) that connect to Pathways' resources via USB ports must be approved by the Technology and QA Manager.
- In order to store personal health information on flash drives, staff must have approval from a supervisor. The Technology and QA Manager will issue Pathways-approved flash drives only upon approval from the staff member's supervisor.
- All assigned flash drives must be kept in a secure location (e.g. locked cabinet) when not in use. Staff must report any lost flash drive immediately to a supervisor, and the Technology and QA Manager.

Remote Access

Remote access to the computer networks is allowed, based on supervisory approval.

Employees who access the Pathways computer network are responsible for ensuring that the hardware and software on their personal system is compatible to those used on the Pathways' network. Usage of the remote access system is governed by the same policies and procedures as all other organization computers. All files must be saved on the network and not on the hard drive of the computer being used or to a disk to ensure the following:

- File access is limited to appropriate staff;
- Confidential data is securely stored;
- File backups are made via the network; and
- Virus protection is current.

Staff using the Credible Mobile software to complete clinical documentation in the field must upload the data to the secure website hosted by Credible within 24 hours. All protected health information must be erased from the laptop or other mobile device at the end of each work week.

Staff using Pathways' laptops and net books may access the Credible web-based system through a public Wi-Fi system. However, the following steps must be adhered to when using a public Wi-Fi:

- Do not print any information;
- Ensure the laptop/net book screen cannot be seen by other people who may be in the area; and
- Do not leave the laptop/net book unattended at any time.

H. No Expectation of Privacy

All files, including electronic mail and files on shared drives are the property of Pathway Homes. No employee shall have any expectation of privacy in any message, file, image or data created, sent, retrieved, or received by use of the agency's equipment and/or access. Pathways has the right, but not the duty, to monitor all communications and downloads that pass through its facilities, including, but not limited to, Internet sites, instant messaging systems, chat groups, or news groups visited by employees, material downloaded or uploaded by employees, and email sent or received by employees. Such monitoring may occur at the sole discretion of the agency, at any time, without notice, and without the employee's permission. Upon separation, email remains the property of Pathways.

I. Security of Communication via Internet, Email and Facsimile

Distribution of electronic communications is difficult to control and routing mistakes can easily occur. Copies of electronic communications can be forwarded without the sender's knowledge or permission to unintended recipients. Therefore, electronic communication should be drafted and sent with at least the same level of care, professional judgement and discretion as paper memoranda or documents.

Employees using the Internet or email on agency equipment for personal use must present their communications in such a way as to be clear that the communication is personal and is not a communication of the agency.

A resident's name, initials or any other protected health information are not to be used in emails and attachments.

Employees who must use the fax to share protected health information shall implement the following security controls:

Incoming faxes

- Fax machines must be in secure areas, and access to them must be limited;
- Incoming faxes must be properly handled, not left sitting on or near the machine, but rather distributed to the proper recipient expeditiously while

protecting confidentiality during distribution, for example, putting the document in an envelope;

- Digital faxes that are sent to the fax machine in the Administrative Office go directly to the server. When such faxes contain personal health information, they must be accessed directly from the server and not emailed to recipients; and
- Speed-dial numbers will be periodically and/or randomly checked to ensure their currency.

Outgoing faxes

- Use a Pathways-approved statement on all cover sheets;
- Provide only the minimum information necessary to meet the requestor's needs;
- Double-check the recipient's fax number prior to sending the fax;
- Contact the recipient prior to sending the fax to ensure he or she is available to retrieve it and to ensure that the fax machine is located in a secure area;
- Ask the recipient to confirm receipt of the fax;
- Program frequently dialed numbers into the fax machine to prevent mis-dialing;
- Remind fax recipients to provide notification if their numbers change; and
- Complete an incident report for any misdirected faxes.

All work-related emails and faxes must have the following message as a footer, or on the fax cover sheet:

"This message is intended only for the use of the addressee and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If you are not the intended recipient, please contact the sender by telephone and destroy all copies of the original message. Thank you. NOTE WHERE INFORMATION IS ATTACHED: This information may have been disclosed to you from records protected by Federal Confidentiality Rules (42 CFR Part 2). The Federal Rules prohibit you from making any further disclosure of this information unless further disclosure is expressly permitted by the written consent of the person to whom it pertains or as permitted by 42 CFR Part 2. A general authorization for the release of medical or other information is not sufficient for this purpose. The Federal Rules restrict any use of this information to criminally investigate or prosecute any alcohol or drug abuse client."

J. Social Networking

Social networking tools - blogs, wikis, instant messaging, Twitter, Facebook, etc., can be useful tools for collaboration and information-sharing. However, they are also powerful avenues for hackers and cyber criminals. When used, staff must ensure the following:

- ▶ Do not use your Pathways username or password to set up login information for social networking site accounts.
- ▶ Protect personally identifiable information and other protected information. Keep in mind that HIPAA, and the Privacy and Security Acts apply.
- ▶ Only official spokespersons are permitted to comment on Pathways-mission-related legal matters.
- ▶ Do not post copyrighted materials or trademarks unless you have written permission.
- ▶ Be professional and do not promote products, political organizations, or anything illegal.

Enforcement and Violations

Staff must immediately report violations of this policy to their supervisor. All program managers and supervisors are responsible for enforcing this policy. Staff who violate this policy are subject to discipline up to and including termination from employment in accordance with Pathway Homes Disciplinary Action policy.

See also Disciplinary Action Policy, Service Records Policy, and Telework Policy.



Policy: Leave Without Pay
Section: Personnel
Policy Date: 04/08/2013
Date(s) Revised:
Number of Pages: (1)

Policy Number: 2-L

This Policy Applies to:
► The agency.

NEW POLICY

PURPOSE

The purpose of this policy is to establish a definition and standards for acceptable uses of Leave without Pay for employees.

POLICY

Leave without Pay is approved unpaid leave from work when all applicable accrued; vacation, sick, compensatory leave and donated sick time has been depleted. Leave without pay may not be taken if there is appropriate accrued leave available.

PROCEDURES

Leave without Pay is granted under the following specific terms and conditions:

- When an employee is on Family and/or Medical Leave (FMLA)

Leave without Pay may be granted under the following terms and conditions with the approval of the President/CEO or designee:

- When an employee is on documented Sick Leave.
- At the time of hire, when an employee has requested approval for a scheduled/planned leave event which will exceed the amount of accrued time available.
- When an employee has been placed on Suspension within the terms of the Disciplinary Action policy.
- In other special situations, when the leave requested will not pose an undue hardship on the Agency and when the employee could not foresee or plan in advance for the leave.



Policy: Overtime and Compensatory *Time*
Section: Personnel
Policy Date: 01/01/1985
Date(s) Revised: 10/14/2003, 04/08/2013
Number of Pages: (2)

Policy Number: 2-O2

This Policy Applies to:
► The agency.

DRAFT REVISION

PURPOSE

Pathway Homes is committed to ensuring that all full-time and part-time employees are compensated with overtime pay or compensatory time for work performed over their scheduled work week as appropriate.

POLICY

Pathway Homes will comply with the requirements of the Fair Labor Standards Act applicable to compensation for Exempt and Non-exempt employees.

PROCEDURES

Pathway Homes shall pay and/or provide compensatory time off to employees who work more than their scheduled work hours. A program director must give prior approval for all work beyond the regular schedule of the employee, in order to be provided with pay and or compensatory time off for the work, except in the case of an emergency, in which case, approval must be obtained as soon as possible after the emergency is over.

Classification of Employees and Compensation for Overtime

The Fair Labor Standards Act (FLSA) of 1938 sets out federal minimum standards for minimum wage, overtime requirements, child labor limitations, equal pay for equal work and in addition specifies that certain records be maintained by employers. The act established a standard 40 hour workweek and minimum wage for those positions covered by the act. In general, the FLSA defines two types of jobs: Exempt and Non-exempt. In order to establish exemption, four separate tests have been designed by the legislators of the act: Executive, Administrative, Professional, and Outside Sales. Those positions not satisfying any one of the four tests were classified as Non-exempt. Pathway Homes classifies individual job positions as Exempt or Non-Exempt within each position description.

- **Non-Exempt Employees**

Under the FLSA, non-exempt employees are paid their regular hourly rate up to 40 worked hours per week. Work beyond 40 hours per week, will be paid at one and one half times the employee's regular rate of pay. Work that is beyond an employee's regular work schedule, but less than 40 hours per week is not subject to the requirements of the FLSA and will be paid at an employee's regular hourly rate of pay.

- **Exempt Employees**

Under the FLSA, exempt employees will not be paid for overtime except upon prior specific approval of the CEO. Generally, overtime will be compensated by providing one hour of compensatory time for each hour worked over 40 hours per week. (Does not include daily paid 30 minute breaks)

Compensatory Time

Compensatory *time* is granted on an hour for hour basis to an employee for hours worked, excluding paid 30 minute lunch breaks, beyond an employee's work schedule as defined above.

Generally, an employee will be granted Compensatory Time for additional time worked over daily paid breaks. (Example: a full-time employee will be eligible to be granted Compensatory time after they have worked 42.5 hours per week, which includes five paid 30 minute, breaks per day.)

In addition, compensatory *time* may also be earned for work on a Holiday. See Holidays and Other Leave policy.

Compensatory *time* earned in any quarter (July-September, October-December, January-March, or April-June) must be used by the end of the succeeding quarter. Compensatory time can only be carried forward to the next quarter with the approval of the CEO.

Compensatory *time* may be accrued as earned with no maximum. However, compensatory *time* not used within the limitation cited above is eliminated unless carry-over is approved by the CEO.

Upon termination, after two years of employment, accrued, unused compensatory *time*, up to a maximum of ten days, will be paid at the employee's current pay.



Policy: Payroll
Section: Personnel
Policy Date: 01/01/1985
Date(s) Revised: 10/14/2003, 04/08/2013
Number of Pages: (2)

Policy Number: 2-P1

This Policy Applies to:
► The agency.

DRAFT REVISION

PURPOSE

The purpose of this policy is to ensure that payroll is prepared in accordance with accepted accounting practices and the federal and state laws governing payroll and payroll related taxes.

POLICY

Payroll procedures shall ensure timely and accurate payment of employees for services rendered.

PROCEDURES

All Pathway Homes employees are required to complete a Personal Time and Attendance Record for each pay period. Staff are to report the number of hours worked, the number of leave hours taken off due to annual, sick, compensatory, or other leave, i.e. administrative leave, jury duty, and bereavement, in the appropriate time sheet columns. All approved overtime and compensatory time earned or taken will also be indicated in the appropriate time sheet column. ***Approved overtime hours should be reported in 1/4th hour increments. Approved compensatory time earned should only be reported in whole hours. Any time that is less than a half of an hour should be rounded down and any time more than a half of an hour should be rounded up.***

Staff is to turn in time sheets to their direct supervisor or the Program Director no later than Monday following the end of the pay period for the supervisor's authorization. Payroll will not be processed without a time sheet signed by both the staff person and the supervisor. Time sheets not received by the Accounting/Payroll Department by the close of business on the Monday following the end of the pay period, will not have payroll processed for that pay period until the following pay period. It is the employee's responsibility to ensure that a Personnel Time and Attendance Record is submitted and to make arrangements to do so in advance if they anticipate being unable to do so on the Monday following the end of the pay period.

Pathway Homes' personnel are paid biweekly, a total of 26 pay periods per year. Pay periods run for two weeks beginning at 12:01am on Sunday and ending at 12:00am (midnight) on Saturday two weeks later.

Employees are paid with a direct deposit payroll system for payroll only. All employees are required to sign up for direct deposit at the initial orientation meeting. The direct deposit system electronically deposits an employee's pay at the employee's bank of choice in an account they have specified. The direct deposit transaction is completed and the money is available in the employee's bank account no later than 2pm each payday. Employees are paid every-other Monday. When Monday payday is a federal holiday and banks are closed, employees will receive their direct deposit on the following Tuesday. Employees, who receive reimbursements for mileage, expenses, etc., will receive those payments also by direct deposit.

Staff will receive a payroll remittance slip which will indicate the amount deposited into their bank account and how the pay was calculated. Each payroll remittance slip will also indicate cumulative wages beginning January 1st of that year, along with cumulative federal and state taxes paid. Payroll remittance slips will be maintained at the Administrative office for pick-up by staff, unless other arrangements have been made for mailing directly to the employee's home. Program/Project Directors or a designee, for the 24 hour facilities, may pick up the payroll remittance slips for the staff that primarily work at that 24-hour facility and distribute them there for staff convenience.

Individuals terminating employment will not be paid in advance of the payday on which they otherwise would receive their pay for the pay period worked. The final payroll remittance slip will be mailed to the most recent address on file, unless the employee makes arrangements to pick up the final payroll remittance slip at the Administrative office.

All payroll changes must be submitted to the Accounting Department by the end of business on the Monday following the end of the pay period to be in effect for the payroll being processed. The employee is responsible for completing a new Emergency Notification form when they have a change of home address or phone number. Supervisors are responsible for ensuring that merit increments and completed evaluations are submitted prior to the end of the pay period that the change is effective for.



Policy: Sick Leave

Section: Personnel

Policy Date: 01/01/1985

Date(s) Revised: 10/14/2003, 01/09/2006,
1/12/2009, **04/08/2013**

Number of Pages: (4)

DRAFT REVISION

Policy Number: 2-S4

This Policy Applies to:

► The agency.

PURPOSE

The purpose of this policy is to provide Pathway Homes' employees with sick leave when necessary.

POLICY

Pathway Homes provides paid time off from work due to personal illness or injury, prescheduled doctor and dentist appointments, other related medical conditions and *for the necessary care and attendance of an immediate family member.*

PROCEDURES

1. Full-time employees (40 hours per week) earn 10 days of sick leave with pay each year. This leave accrues at the rate of 3.08 hours per pay period.
2. Part-time employees earn and accrue sick leave on a prorated basis; i.e., accrual of leave is pro-rated on the basis of the percentage of full-time employment and of leave earned by a full-time employee. For example, an employee who works 28 hours per week or 56 hours per pay period is employed 70% of the hours of a full-time position, and therefore would earn leave at the rate of 70% or 2.16 hours per pay period.
3. Full-time employees may accrue sick leave to a maximum limit of 480 hours. Part-time employees may accrue up to a maximum of the prorated basis of the percentage of full-time employment. For example, an employee who works 28 hours per week or 56 hours per pay period is employed 70% of the hours of a full-time position, and therefore would earn accrued sick leave to a maximum of 70% of 480 hours or 336 hours.

If an employee has reached the maximum accrual potential, bi-weekly accrual of sick **hours** will be suspended until the employee begins to draw down accrued sick hours or donates sick hours to another employee. When accrued sick hours fall below the maximum accrual potential, an employee will resume accruing sick hours as stated in paragraphs 1. and 2. above.

Effective February 1, 2009, employees, who have accrued sick hours in excess of the maximum limit of 480 hours or the maximum limit based on the prorated basis of the percentage of full-time employment, will forfeit half of those hours and will not accrue additional hours. The remaining half of those excess sick hours will remain available on the books for one year, until January 31, 2010. If after one year the balance of accrued sick hours is still above the maximum limit, those remaining hours will be removed from the employee's accrued sick hour balance.

If an employee's bi-weekly contract hours change their maximum accrual potential is also changed. If the number of sick hours the employee has accrued is greater than the maximum accrual potential, those additional accrued hours will remain with the employee. There will be no additional bi-weekly accruals of sick time until those hours fall below the changed maximum accrual potential. Additionally, regardless of the number of hours an employee has accrued, the requirements of the utilization of sick hours for Family and Medical Leave must conform to the number of hours permitted based on the employee's bi-weekly contract hours. See also Family and Medical Leave policy.

4. Any balance of accumulated sick leave is cancelled upon an employee's resignation, retirement, termination or death. If an employee is promoted within Pathway Homes, transferred laterally to another position with Pathway Homes, or is demoted to another position within Pathway Homes, the balance of sick leave follows the employee to their new position. There is no payment for accrued and unused sick leave.

5. Sick leave may be used for illness and for medical and dental appointments which cannot be scheduled during non-working hours. Accrued sick leave hours must be utilized before the use of other accrued hours.
6. Frequent and/or continuous use of sick leave may require that the employee's supervisor reevaluate with the employee his or her continued ability to perform the duties of his or her position.
7. Following three consecutive days of absence from work or when excessive use of sick leave has been taken, the supervisor may require staff to submit a physician's statement certifying the employee's disability for work.
8. ***Employees using Sick Leave for a qualifying condition under the Family and Medical Leave Act (FMLA) are required to abide by the Family and Medical Leave policy.***
9. See also Bereavement Leave and Family and Medical Leave policies for approved use of Sick Leave.
10. An employee may donate a maximum of 80 hours each fiscal year of accrued sick leave to another employee, but may donate to more than one employee per year. An employee is eligible to receive donated sick leave if they qualify under the terms of the FMLA policy. An employee or **employee designee** who wishes to request donated sick hours should communicate directly with **Human Resources**. Under no circumstance can an employee request or receive donated sick leave from a staff person who is supervised directly or indirectly and/or in a program managed by the recipient. The perception of conflict of interest or favoritism provided to any one staff member because of a donation of sick leave must be avoided.

To avoid any potential conflict, Leadership Team members can only receive donated sick leave from other Leadership Team members, with the exception of the CEO/President who is exempt from receiving any donated sick leave. Management Team members can only receive donated sick

leave from other Management Team members as long as they are not in the supervisory chain. Non-Management supervisors can receive donated sick leave from other non-Management supervisors or Management Team. All other employees are eligible to receive donated sick leave from any Pathways' employee. *All donations will be kept anonymous and confidentiality maintained by the Human Resources department.*

The employee receiving the donation must have first used all of his or her earned sick, annual and compensatory leave before using the donated sick leave. An employee who donates sick leave to another employee must submit a completed and signed Donation of Sick Leave form to the payroll department which specifies the following:

- a. the number of hours he or she wishes to donate;
- b. the employee to whom he or she wishes to donate the sick leave;
- c. the date the donation of sick leave is to begin and;
- d. by signing the donation form, the employee understands that as each hour of leave is used by the receiving employee, that amount of sick leave will be charged to the employee who donates the leave and will be removed from the donating employee's accumulated sick leave balance.



Policy: Annual (Vacation) Leave

Section: Personnel

Policy Date: 10/12/1998

Date(s) Revised: 10/14/2003,04/08/2013

Number of Pages: (3)

Policy Number: 2-V1

This Policy Applies to:

► The agency.

DRAFT REVISION

PURPOSE

Pathway Homes is committed to providing its employees with paid annual leave in order to allow and encourage all employees to renew their physical and mental capabilities and to remain fully productive. Employees are encouraged to request annual leave during each year in order to achieve this purpose.

POLICY

Pathway Homes grants employees annual leave for vacation and other personal reasons.

PROCEDURES

Annual leave is earned and may be taken by employees in accordance with the following procedures:

1. Full-time employees (40 hours per week) earn 10 days of leave during the first year of employment. This leave is accrued at the rate of 3.08 hours per pay period. After the first year, employees earn 15 days of leave per year, accrued at the rate of 4.62 hours per pay period. After the fourth year of service, employees earn 20 days of leave per year, accrued at the rate of 6.15 hours per pay period.
2. Part-time employees accrue and accumulate leave on a prorated basis, i.e. accrual of leave is prorated on the basis of the percentage of full-time employment and of leave earned by a full-time employee.
3. Full-time employees may carry accrued annual hours over to the next fiscal year, up to a maximum of:
Employees hired prior to November 11, 1991: 200 hours.

Employees hired after November 11, 1991: 40 hours within the first year of employment, and 80 hours after the first year of employment.

4. Part-time employees may accrue annual leave from fiscal year to fiscal year, up to a percentage of their maximum accrual potential which is equal to the percentage of full-time hours they are employed.

5. Leadership Team employees may carry accrued annual leave hours over to the next fiscal year, up to a maximum of 200 hours. All Leadership Team employees are required to take a minimum of 40 consecutive hours of annual leave per year.

6. Leave in excess of an employee's maximum accrual potential will convert to sick leave. The conversion will be automatic unless the CEO deems otherwise in the best interest of the agency and the employee's performance. Annual leave in excess of an employee's maximum accrual potential may be carried over from one fiscal year to another with the prior approval of the CEO. The approval to carry over annual in excess of an employee's maximum accrual potential will be made on the basis that the leave was not used because such use would have adversely affected the agency's programs and/or was necessary to maintain the services to our residents.

7. Employees are encouraged to use all of their earned leave within each year. Supervisors should make every effort to arrange work schedules and workloads in order to assure that each employee is able to use his or her earned annual leave within each leave year. The use of annual leave helps to maintain the quality of employee's performance and to limit the agency's fiscal liability for accrued annual leave.

8. Annual leave is earned and the employee has the right to use it, however, leave requested for a specific period of time may be denied if approval would adversely effect the operation of the agency and its programs. An employee who is denied annual leave for a specific period will be given priority to schedule leave for another period of time.

9. It is the employee's responsibility to ensure that they will have available for use sufficient accrued hours for any annual leave requested. Leave which extends beyond available hours, without prior approval in accord with the Leave without Pay policy, may be grounds for disciplinary action.

10. Annual leave should be scheduled well in advance for approval by the immediate supervisor. Leave that will exceed two (2) weeks at one time needs to be planned with the supervisor 30 days prior to the effective date of leave.

11. Employees who have successfully passed their initial probationary period will be paid for up to their maximum potential of accrued annual leave at their current salary upon the employees resignation, retirement, termination, or death. If an employee is promoted within Pathway Homes, transferred to another position within Pathway Homes, or demoted to another position within Pathway Homes, the employee's accrued annual leave follows the employee to their new position.

12. The annual leave year is the agency's fiscal year which runs from July 1 through June 30.



Policy: *Jury and Witness Duty*

Section: Personnel

Policy Date: 10/14/2002

Date(s) Revised: 04/10/2008, 04/08/2013

Number of Pages: (1)

DRAFT REVISION

Policy Number: 2-W2

This Policy Applies to:

► The agency.

PURPOSE

Pathway Homes, Inc. is committed to ensuring that its employees are not faced with financial hardship as a result of taking time away from work to serve as a witness or juror in bonafide legal proceedings.

POLICY

It is Pathway Homes' policy to allow its employees time away from work, when possible, to serve as either a juror or a witness in bonafide legal proceedings.

PROCEDURES

Pathway Homes will grant paid leave to any employee summoned to the courthouse for service as a juror or as a court witness in a non-agency related matter. If an employee is called for jury duty or witness duty, they must show the summons to their supervisor and request leave. This leave will be documented as "Administrative Leave-Witness or Jury Duty" and must be so indicated on the Leave Request Form. In certain circumstances, due to the critical nature of the work, it is the employee's professional and ethical responsibility to request postponement or to be released from jury duty.

While service as a juror or witness, the employee will receive their regular rate of pay. The employee must note on their time sheet the days/hours of jury/witness service as Administrative Leave, by indicating an "A" next to the hours/days of service.

An employee must show the summons of jury duty to their supervisor prior to the service date to receive paid compensation. Notice of jury duty after the effective summons date, will result in an unexcused absence and will be documented as leave without pay.

For the sake of what?

Does this move us in the direction of our mission?

Is this the best use of resources?

Is this the direction we said we want to go?

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.

PATHWAYS LIVING, INC.

Mary Baldwin Dr. & Huntington Ave.

Four three-bedroom homes for
six men and six women

Board of Directors

Monday, April 8, 2013



- 8:45 Call to Order
- 8:50 Approval of Minutes of Meeting October 1, 2012*
- 8:55 CEO's Report – Dr. Sylisa Lambert-Woodard
- 9:00 Treasurer's Report - Brenda Brennan
- 9:05 Chairperson's Report and Comments
- 9:10 Committee Reports
 - 1. Board Development Committee—Jennifer McKenzie
- 9:15 Old Business
- 9:20 New Business
- 9:25 Announcements
- 9:30 Adjournment

* Materials Enclosed in Packet

PATHWAYS LIVING, INC.
(Mary Baldwin Drive & Huntington Avenue)
Four three-bedroom homes for six men and six women

Minutes of the Meeting of the
Board of Directors
October 1, 2012

An annual meeting of the Board of Directors was held on October 1, 2012. The Chair, Jennifer McKenzie, called the meeting to order at 8:34 p.m. The following individuals were present and participated throughout the meeting:

MEMBERS

Jennifer McKenzie, Chair
Tom Rowe, Secretary/Treasurer
Dara Aldridge
Maiko Ashby
Patrick Chaing
Emil Franks
Wayne Gardella
Dan Gray
Sue Zywokarte

STAFF

Sylisa Lambert-Woodard, President/CEO
Brenda Brennan, V.P. Finance
Lauren Fox, V.P. for Clinical Services
Sherry Meyers, V.P. for Clinical Services
Anita Robinson, V.P. for Clinical Services
Eleanor Vincent, V.P. Operations
Lauren Pollet, Technology and Quality
Assurance Manager
Anna Smith, Director of Development and
Major Gifts

The following individuals notified the office or other Board Members that they would not be present for this meeting: Jennifer Judelsohn, Jim Ross and Ron Wilensky

MINUTES

After review by the Directors, Wayne Gardella made a motion to approve the minutes of the April 9, 2012 meeting. This was seconded by Dan Gray and approved unanimously.

CEO REPORT – Sylisa Lambert-Woodard

Sylisa had previously distributed to the Board the Addendum to Board Agenda. She requested that the Board pay particular attention to the dates of the Staff and Resident Holiday parties. In addition, she reminded the Board that CARF would be on-site for a 3-day survey in October.

CHAIRPERSON'S REPORT – Jennifer McKenzie

Nothing to report

TREASURER'S REPORT - Brenda Brennan

Nothing new to report.

OLD BUSINESS

There was no old business.

NEW BUSINESS

Ron Wilensky's resignation from the Board was announced; Board members were encouraged to email Ron directly.

In accordance with the amendment to the by-laws passed at the April 2012 meeting, a re-election of Officers and 3-year term Directors is required. The Officer slate as proposed by the Nominating Committee for the October 2012 – 2013 term:

Dan Gray – Chairperson
Jennifer McKenzie – Vice-Chair
Tom Rowe – Secretary/Treasurer

Emil moved that the election of the Officers be accepted as presented. This was seconded by Wayne and approved unanimously.

The Nominating Committee recommended the following Board Members be re-elected for the three-year term of October 2012 - 2015:

Patrick Chaing
Wayne Gardella
James Ross
Sue Zywokarte

Tom moved that individuals recommended for three-year terms be re-elected as presented. This was seconded by Sue and approved unanimously.

ANNOUNCEMENTS

There were no announcements.

There being no further business Dan Gray made a motion to adjourn the meeting. This was seconded by Sue Zywokarte.

The meeting was adjourned at 8:37 p.m.

Respectfully submitted,

**PATHWAY LIVING, INC.
BOARD OF DIRECTORS**

REPORT OF THE NOMINATING COMMITTEE

In accordance with the amendment to the by-laws passed at the April 2012 meeting, the Nominating Committee of the Board of Directors of Pathway Homes recommends the extension of the April 2010 – 2013 terms of the following Directors until the next Annual Board meeting in October 2013:

Dara Aldridge

Maiko Ashby

Emil Franks

Submitted By:

Secretary/Treasurer

President & CEO

In addition, the committee recommends the election for a three-year term of the following prospective member, which will expire in October 2015:

Angie Garcia Lathrop

Submitted By:

Secretary/Treasurer

President & CEO

For the sake of what?

Does this move us in the direction of our mission?

Is this the best use of resources?

Is this the direction we said we want to go?

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.

PATHWAY OPTIONS, INC.

Blake Lane

One three-bedroom townhouse for three men

Board of Directors

Monday, April 8, 2013



- 9:30 Call to Order
- 9:35 Approval of Minutes of Meeting October 1, 2012*
- 9:40 CEO's Report – Dr. Sylisa Lambert-Woodard
- 9:45 Treasurer's Report - Brenda Brennan
- 9:50 Chairperson's Report and Comments
- 9:55 Committee Reports
 - 1. Board Development Committee—Jennifer McKenzie
- 10:00 Old Business
- 10:05 New Business
- 10:10 Announcements
- 10:15 Adjournment

* Materials Enclosed in Packet

PATHWAYS OPTIONS, INC.

(Blake Lane)

One three-bedroom townhouse for three men

Minutes of the Meeting of the Board of Directors October 1, 2012

An annual meeting of the Board of Directors was held on October 1, 2012. The Chair, Jennifer McKenzie, called the meeting to order at 8:37 p.m. The following individuals were present and participated throughout the meeting:

MEMBERS

Jennifer McKenzie, Chair
Tom Rowe, Secretary/Treasurer
Dara Aldridge
Maiko Ashby
Patrick Chaing
Emil Franks
Wayne Gardella
Dan Gray
Sue Zywokarte

STAFF

Sylisa Lambert-Woodard, President/CEO
Brenda Brennan, V.P. Finance
Lauren Fox, V.P. for Clinical Services
Sherry Meyers, V.P. for Clinical Services
Anita Robinson, V.P. for Clinical Services
Eleanor Vincent, V.P. Operations
Lauren Pollet, Technology and Quality
Assurance Manager
Anna Smith, Director of Development and
Major Gifts

The following individuals notified the office or other Board Members that they would not be present for this meeting: Jennifer Judelsohn, Jim Ross and Ron Wilensky

MINUTES

After review by the Directors, Tom Rowe made a motion to approve the minutes of the April 9, 2012 meeting. This was seconded by Wayne Gardella and approved unanimously.

CEO REPORT – Sylisa Lambert-Woodard

Sylisa had previously distributed to the Board the Addendum to Board Agenda. She requested that the Board pay particular attention to the dates of the Staff and Resident Holiday parties. In addition, she reminded the Board that CARF would be on-site for a 3-day survey in October.

CHAIRPERSON'S REPORT – Jennifer McKenzie

Nothing to report

TREASURER'S REPORT - Brenda Brennan

Nothing new to report.

OLD BUSINESS

There was no old business.

NEW BUSINESS

Ron Wilensky's resignation from the Board was announced; Board members were encouraged to email Ron directly.

In accordance with the amendment to the by-laws passed at the April 2012 meeting, a re-election of Officers and 3-year term Directors is required. The Officer slate as proposed by the Nominating Committee for the October 2012 – 2013 term:

Dan Gray – Chairperson
Jennifer McKenzie – Vice-Chair
Tom Rowe – Secretary/Treasurer

Wayne moved that the election of the Officers be accepted as presented. This was seconded by Emil and approved unanimously.

The Nominating Committee recommended the following Board Members be re-elected for the three-year term of October 2012 - 2015:

Patrick Chaing
Wayne Gardella
James Ross
Sue Zywokarte

Dan moved that individuals recommended for three-year terms be re-elected as presented. This was seconded by Tom and approved unanimously.

ANNOUNCEMENTS

There were no announcements.

There being no further business Dan Gray made a motion to adjourn the meeting. This was seconded by Sue Zywokarte.

The meeting was adjourned at 8:39 p.m.

Respectfully submitted,



**PATHWAY OPTIONS, INC.
BOARD OF DIRECTORS**

REPORT OF THE NOMINATING COMMITTEE

In accordance with the amendment to the by-laws passed at the April 2012 meeting, the Nominating Committee of the Board of Directors of Pathway Homes recommends the extension of the April 2010 – 2013 terms of the following Directors until the next Annual Board meeting in October 2013:

Dara Aldridge

Maiko Ashby

Emil Franks

Submitted By:

Secretary/Treasurer

President & CEO

In addition, the committee recommends the election of the following prospective member for a three-year term, which will expire in October 2015:

Angie Garcia Lathrop

Submitted By:

Secretary/Treasurer

President & CEO

For the sake of what?

Does this move us in the direction of our mission?

Is this the best use of resources?

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PATHWAY VISIONS, INC.

**Arlington Blvd, Colts Neck,
Locust and Mosby Woods**

Four two-bedroom condominiums
for four men and four women



Board of Directors

Monday, April 8, 2013

- 10:15 Call to Order
- 10:20 Approval of Minutes of Meeting October 1, 2012*
- 10:25 CEO's Report – Dr. Sylisa Lambert-Woodard
- 10:30 Treasurer's Report - Brenda Brennan
- 10:35 Chairperson's Report and Comments
- 10:40 Committee Reports
 - 1. Board Development Committee—Jennifer McKenzie
- 10:45 Old Business
- 10:50 New Business
- 10:55 Announcements
- 11:00 Adjournment

* Materials Enclosed in Packet

PATHWAYS VISIONS, INC.
(Arlington Blvd., Colts Neck, Locust & Mosby Woods)
Four two-bedroom condominiums for four men and four women

Minutes of the Meeting of the
Board of Directors
October 1, 2012

An annual meeting of the Board of Directors was held on October 1, 2012. The Chair, Jennifer McKenzie, called the meeting to order at 8:40 p.m. The following individuals were present and participated throughout the meeting:

MEMBERS

Jennifer McKenzie, Chair
Tom Rowe, Secretary/Treasurer
Dara Aldridge
Maiko Ashby
Patrick Chaing
Emil Franks
Wayne Gardella
Dan Gray
Sue Zywokarte

STAFF

Sylisa Lambert-Woodard, President/CEO
Brenda Brennan, V.P. Finance
Lauren Fox, V.P. for Clinical Services
Sherry Meyers, V.P. for Clinical Services
Anita Robinson, V.P. for Clinical Services
Eleanor Vincent, V.P. Operations
Lauren Pollet, Technology and Quality
Assurance Manager
Anna Smith, Director of Development and
Major Gifts

The following individuals notified the office or other Board Members that they would not be present for this meeting: Jennifer Judelsohn, Jim Ross and Ron Wilensky

MINUTES

After review by the Directors, Dan Gray made a motion to approve the minutes of the April 9, 2012 meeting. This was seconded by Tom Rowe and approved unanimously.

CEO REPORT – Sylisa Lambert-Woodard

Sylisa had previously distributed to the Board the Addendum to Board Agenda. She requested that the Board pay particular attention to the dates of the Staff and Resident Holiday parties. In addition, she reminded the Board that CARF would be on-site for a 3-day survey in October.

CHAIRPERSON'S REPORT – Jennifer McKenzie

Nothing to report

TREASURER'S REPORT - Brenda Brennan

This project currently has three (3) bank accounts and the Agency is now required to have four (4) in order to separate security deposits from the rest of the funding. Tom, as the chair of the financial committee, has signed-off on this.

OLD BUSINESS

There was no old business.

NEW BUSINESS

Ron Wilensky's resignation from the Board was announced; Board members were encouraged to email Ron directly.

In accordance with the amendment to the by-laws passed at the April 2012 meeting, a re-election of Officers and 3-year term Directors is required. The Officer slate as proposed by the Nominating Committee for the October 2012 – 2013 term:

Dan Gray – Chairperson
Jennifer McKenzie – Vice-Chair
Tom Rowe – Secretary/Treasurer

Emil moved that the election of the Officers be accepted as presented. This was seconded by Dara and approved unanimously.

The Nominating Committee recommended the following Board Members be re-elected for the three-year term of October 2012 - 2015:

Patrick Chaing
Wayne Gardella
James Ross
Sue Zywokarte

Sue moved that individuals recommended for three-year terms be re-elected as presented. This was seconded by Dara and approved unanimously.

ANNOUNCEMENTS

There were no announcements.

There being no further business Dan Gray made a motion to adjourn the meeting. This was seconded by Dara Aldridge.

The meeting was adjourned at 8:42 p.m.

Respectfully submitted,



**PATHWAY VISIONS, INC.
BOARD OF DIRECTORS**

REPORT OF THE NOMINATING COMMITTEE

In accordance with the amendment to the by-laws passed at the April 2012 meeting, the Nominating Committee of the Board of Directors of Pathway Homes recommends the extension of the April 2010 – 2013 terms of the following Directors until the next Annual Board meeting in October 2013:

Dara Aldridge

Maiko Ashby

Emil Franks

Submitted By:

Secretary/Treasurer

President & CEO

In addition, the committee recommends the election of the following prospective member for a three-year term, which will expire in October 2015:

Angie Garcia Lathrop

Submitted By:

Secretary/Treasurer

President & CEO

For the sake of what?

Does this move us in the direction of our mission?

Is this the best use of resources?

Is this the direction we said we want to go?

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.

PATHWAY RECOVERY, INC.

Community Housing and Development Organization
(CHDO)

Board of Directors

Monday, April 8, 2013



- 11:00 Call to Order
- 11:05 Approval of Minutes of Meeting October 1, 2012*
- 11:10 CEO's Report – Dr. Sylisa Lambert-Woodard
- 11:15 Treasurer's Report - Brenda Brennan
- 11:20 Chairperson's Report and Comments
- 11:25 Committee Reports
- 11:30 Old Business
- 11:35 New Business
- 11:40 Announcements
- 11:45 Adjournment

* Materials Enclosed in Packet

PATHWAY RECOVERY, INC.
(Community Housing Development Organization)
Minutes of the Meeting of the
Board of Directors
October 1, 2012

An annual meeting of the Board of Directors was held on October 1, 2012. The Chair, Jennifer McKenzie, called the meeting to order at 8:44 p.m. The following individuals were present and participated throughout the meeting:

MEMBERS

Jennifer McKenzie, Chair
Sue Zywockarte

STAFF

Sylisa Lambert-Woodard, President/CEO
Lauren Pollet, Technology and QA Manager

The following individual notified the office or other Board Members that he would not be present for this meeting: Ron Wilensky.

Dan Gray was present as a potential Board member.

MINUTES

Jennifer moves to approve the minutes of the April 9, 2012 meeting.. This was seconded by Sue and unanimously approved.

CEO Report –Sylisa Lambert-Woodard

Sylisa let the Board know that there will be new HOME funds available in upcoming RFPs from the Department of Housing and Community Development (DHCD).

TREASURER'S REPORT – Sylisa Lambert-Woodard

On behalf of Brenda Brennan, Sylisa reported that there was nothing to add in addition to the previously-distributed Treasurer's Report.

CHAIRPERSON'S REPORT – Jennifer McKenzie

No report.

OLD BUSINESS – none

NEW BUSINESS

Ron Wilensky's resignation from the Board was announced; Board members were encouraged to email Ron directly.

In accordance with the amendment to the by-laws passed at the April 2012 meeting, a re-election of Officers and 3-year term Directors is required. The Officer slate as proposed by the Nominating Committee for the October 2012 – 2013 term:

Dan Gray – Chairperson
Jennifer McKenzie – Vice-Chair/ Secretary/Treasurer

Sue moved that the re-election of the Officers be accepted as presented. This was seconded by Jennifer and approved unanimously.

The Nominating Committee recommended the following Board Member be re-elected for the three-year term of October 2012 - 2015:

Sue Zywokarte

Dan moved that individual recommended for three-year terms be re-elected as presented. This was seconded by Jennifer and approved unanimously.

ANNOUNCEMENTS

There were no announcements.

There being no further business, Jennifer made a motion to adjourn the meeting. This was seconded by Dan and unanimously approved by the Board.

The meeting was adjourned at 8:45 p.m.

Respectfully submitted,