

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 13, 2015
7:00 P.M.
10201 Fairfax Blvd., Ste. 200
Fairfax, VA 22030-2209**



- 6:30 Social Half-hour
- 7:00 Call to Order
- 7:01 Welcome and Introductions to Prospective Board Members
 - * Jennifer McGarey
 - * Douglas Robinson
- 7:05 Presentation– Russell Road A.L.F.
R. Analise Setorie, MA, Director & Lisa Reynolds, MHC II
- 7:30 Approval of Minutes of Special Meeting January 12, 2015*
Approval of Minutes of Meeting January 12, 2015*
- 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. Advocacy Committee—Jennifer M. and Angie Lathrop
 - 3. Board Development Committee—Jennifer McKenzie
- 8:30 Old Business
- 8:35 New Business
 - 1. Revised Policies
 - 2. New Policy
- 8:40 Announcements
- 8:45 Adjournment

* Materials Enclosed in Packet

ADDENDUM TO BOARD AGENDA

April 13, 2015

This past quarter, Pathways has been invested in growth and renewals of agency programs that have resulted in a significant increase of services to those on our waitlist. We remain committed to best practice service delivery, while maintaining high staff morale. As a result of this approach, for the 4th year in a row Pathway Homes has been named one of the “Best NonProfits to Work For” by *The Non Profit Times*. Pathways is ranked 6th in the nation among medium-sized nonprofits, employing 50-249 employees, and placed 22nd out of 50 nonprofits of all size. Please review highlights from our previous quarter, I will look forward to responding to any questions at our meeting.

Board Matters:

- The Philanthropy Committee Report from Maiko Ashby, Treasurer’s Report from Brenda Brennan, and Board Development Report from Jennifer McKenzie, are provided as attachments. Please review these reports before the meeting; any questions or clarifications will be addressed during the meeting.
- Pathway Homes successfully responded to the Request for Proposal (RFP) for the Stevenson Place Assisted Living Facility that was due 3/31/15. This facility increased from a 36- to 37-bed capacity. This program has been successfully operated by Pathways for 15 years. Final award of contract is expected to be made by 6/30/15.
- Pathway Homes was recently the recipient of eleven HUD Homeless Assistance renewal grant awards totaling **\$3,060,538**. These grants fund our Supportive Housing Program and Shelter Plus Care (now just called Leasing and Rental Assistance) projects serving **196 individuals**. In addition, Pathways was awarded two new SHP grants totaling **\$1,199,664 to serve 55 new chronically homeless individuals**. One of these exciting new project awards was a reallocation grant for \$199,664, and the other was an award of \$1,000,000 for which Pathways was one of only 25 awardees nationally for this HUD Bonus Grant. The two new grants will be consolidated into one grant award totaling \$1,199,664, bringing the total HUD grant award income for this coming year to **\$4,260,202**. The total amount of HUD assistance our Fairfax/Falls Church Continuum of Care receives is \$7,980,924
- Pathway Homes has discontinued work with E&G development group in pre-development and consulting services to pursue the purchase of the Sunrise Assisted Living building in Lorton. The submission of the RFP by E&G Development on behalf of CRS and Pathway Homes did not reach the DHCD threshold for funding. Therefore, CRS will be applying for additional soft funding through housing, and has already settled on 3 scattered-site units and pursued negotiation of the purchase of a 74-unit apartment complex in Falls Church, VA. Despite the lack of soft funding for the Sunrise facility, this project will be implemented in a scattered-site model, and will be fully implemented

to maximize reallocated funding of \$1.2 approved by HUD. This award will be used to fully subsidize up to 55 units.

- Pathways' administrative office lease renewal has resulted in \$76,518 in Tenant Improvements that are currently being utilized to provide needed IT upgrades, security features, furnishings and renovations for the administration office.
- Pathway Homes has been in consultation with Bruce V. DeSimone, AICP, Senior Community Housing Officer of the Virginia Housing Development Authority (VHDA) regarding the HUD issuance of Section 811 Project Rental Assistance (PRA). The PRA was submitted by the state on behalf of Pathways, and other eligible non-profits, to receive project based rental assistance for permanent affordable housing for people with disabilities receiving long-term community support and services. Pathways has requested up to 25 subsidies to be used for "other" properties eligible for this subsidy. The PRA was submitted prior to the unexpected Bonus Project funding announcement. We are awaiting notice of this award.
- Pathway Homes closed on our new Assisted Living Facility (ALF) in Prince William (PW) 10/30/14. Pathway Homes utilized the \$225,000 awarded by the Community Services Block Grant (CSBG) from Prince William County for housing acquisition that was approved in April 2014 by the Prince William Board of Supervisors, and the VA state DHCD grant in the amount of \$342,000 to purchase this home. The additional \$70,000 was used to pay for needed renovation of this project. This project has now received Department of Social Services (DSS) licensing and has moved in 4 of its 8 projected consumers.
- Prince William Office of Housing and Community Development (OHCD) has extended its funding deadline, and invited Pathway Recovery, our Community Housing Development Organization (CHDO) to apply for \$175,000 remaining from this funding pool. Pathway Recovery submitted and was awarded **\$175,875** (more than requested) to purchase a 2-bedroom residence by 6/30/15.
- Pathways Recovery, our CHDO, submitted an RFP on 11/14/14 in the amount of \$450,000 (\$250,000 of HOME funds and \$200,000 of CDBG) to purchase 3 1-bedroom condos. No funding resulted from this submission.
- Pathway Homes' Mental Health I and II clinical staff deployment contract continues to fill a critical void experienced by the CSB behavioral health system. To date, 5 new employees have been hired and deployed to the CSB serving 39 new consumers.
- Sylisa traveled to Orlando, FL the week of 03/30/15 in response to a request to present the Housing First model, develop additional partnerships within the community, provided training and consultation, as well as budget negotiations to most effectively address the unmet need of providing housing and supports to those with serious mental illness and chronically homeless in Central Florida. Major contributors and funders were secured to embark upon the program with a

projected start date within 60-90 days. Mike Griffen, VP of Public Affairs of Florida Hospital and Bakari Burns, CEO of Health Care Center for the Homeless will be traveling to meet the Pathways team here in Virginia, and tour properties to assist in the replication of this model in Florida. Phase-1 current projections are to provide housing and supports for 150 individuals over the next 3 years.

- Pathway Homes hosted the Virginia Association of Community Based Providers (VACBP) in Richmond resulting in an extremely successful VACBP advocacy day 1/21/15. We had over 30 agencies participate by getting up to speed on the legislative process and our priorities as well as meeting with Lt. Governor Ralph Northam, HHR Subcommittee Chairman Riley Ingram, Health Welfare and Institutions Committee Chairman Bobby Orrock, and representatives from Attorney General Mark Herring's office. Jennifer McKenzie, Eleanor Vincent, and Sylisa Lambert-Woodard represented Pathways at this meeting.
- E. Geronimo Robinson, MHT, C.A.S., FAAIDD, President, For Those In Need Inc., has extended a formal invitation for Sylisa, on behalf of Pathway Homes, to join a U.S. delegation and be one of the speakers to lecture at the University of Cyprus located in the capital of the country, Nicosia Cyprus. This presentation will be made through webcast 4/22/15 to provide education, training, and expand the Pathways models to address the unmet needs of those suffering from serious mental illness, co-occurring illness, and homelessness in the Middle East.
- Pathway Homes' Annual Recognition Event was held on Friday, March 20th at P.J. Skidoo's. The event hosted great attendance by employees volunteers and Board members. This private banquet honored annual employee achievement awards, recognized volunteers, and acknowledged employees celebrating milestone achievements.
- For the 4th year in a row Pathway Homes has been named one of the "Best NonProfits to Work For" by *The NonProfit Times*. Pathways is ranked 6th in the nation among medium-sized nonprofits, employing 50-249 employees, and placed 22nd out of 50 nonprofits of all size. Way to go Pathways!!

PATHWAY HOMES, INC.
Minutes of the Special Meeting of the
Board of Directors
January 12, 2015

A special meeting of the Board of Directors was held on January 12, 2015. A quorum being present, the meeting was called to order at 6:36 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

MEMBERS

Dan Gray, Chair
Jennifer McKenzie, Vice-Chair
Tom Rowe, Secretary/Treasurer
Dara Aldridge
Maiko Ashby
Patrick Chaing
Jennifer Judelsohn
Angie Lathrop
James Ross
Sue Zywockarte

STAFF

Sylisa Lambert-Woodard, President & CEO
Brenda F. Brennan, CFO
Eleanor Vincent, COO
Lauren Leventhal, Technology & Quality
Assurance Manager
Anna Smith, Director of Development and
Major Gifts

Also present were Sherry Meyers, Senior Vice President for Clinical Services, Anita Robinson, Vice President for Clinical Services, and Larry Rockwell, Communications Manager.

PRESENTATION

Replicating the Pathways Model in Central Florida

Sylisa Lambert-Woodard, EdD, LCSW, LSATP, MAC, President & CEO

Sylisa gave a presentation concerning opportunities and needs for supportive housing for homeless and other adults with mental illness in Central Florida. The specific locations are Seminole, Osceola, and Orange counties. The Board asked that a copy of the presentation be available on the Board Portal (also enclosed in the Board minutes book). Sylisa concluded the presentation by stating that the Leadership Team of Pathway Homes, Inc. is in support of this expansion, as evidenced by their presence at this meeting.

DISCUSSION

Jim asked about the perception of this project with Fairfax-Falls Church Community Services Board (CSB). He is concerned they will see Pathways stretching too thin – not providing enough in our area. Sylisa stated that no Fairfax dollars would be spent providing services in Florida.

She also mentioned that national exposure gives a “leg up” in selection for other projects. Larger organizations can demonstrate their capacity and better-show they are less of a risk.

Dara wanted to know more about Joel’s role as well as hiring and training of personnel. Sylisa clarified that Joel remains an executive consultant. Project Director(s) will be hired in Florida and may come to Virginia to learn the ropes.

Angie asked if Pathways is the only organization that has been invited to Florida to provide services. She also asked what the timeline is for moving forward and whether Pathways has received letters of commitment from the city. Sylisa verified that Pathways is the only agency invited to provide services; however, other agencies have been recruited for housing development experience. The timeline is aggressive; Legal Zoom will help expedite the creation of Pathway Homes of Florida; the hiring process would take 2 to 6 weeks to put in place. This process could get pushed back 30-60 days. Letters of commitment will be obtained; Pathways would receive the contract up-front so there would be no output from Pathway Homes.

Jim asked about the availability of licensed staff in Florida. Anita has done research, and there are many license-eligible individuals.

ADJOURNMENT

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

The meeting was adjourned at 7:58 p.m.

Respectfully submitted,

PATHWAY HOMES, INC.
Minutes of the Quarterly Meeting of the
Board of Directors
January 12, 2015

The quarterly meeting of the Board of Directors was held on January 12, 2015. A quorum being present, the meeting was called to order at 7:58 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

MEMBERS

Dan Gray, Chair
Jennifer McKenzie, Vice-Chair
Tom Rowe, Secretary/Treasurer
Dara Aldridge
Maiko Ashby
Patrick Chaing
Jennifer Judelsohn
Angie Lathrop
James Ross
Sue Zywokarte

STAFF

Sylisa Lambert-Woodard, President & CEO
Brenda F. Brennan, CFO
Eleanor Vincent, COO
Lauren Leventhal, Technology & Quality
Assurance Manager
Anna Smith, Director of Development and
Major Gifts

PRESENTATION

Non-Profit Expansion: Moving Out of State

Bryan Krizek, CEO, Christian Relief Services Charities

Sylisa notified the Board that Bryan has the flu and is unable to be in attendance.

RESOLUTION

Jennifer Judelsohn made a motion to approve the resolution: "The Board of Pathway Homes, Inc. supports the expansion of the Pathway Homes model by creating a new legal entity, Pathway Homes of Florida, Inc." This was seconded by Dara Aldridge.

Dan asked what Pathways would say to people on wait list in Virginia. Sylisa answered that there is increased leverage in grants; Pathways will also be making 15% overhead profit which can be put into an infrastructure position in the future that would allow counselors more time for direct services for individuals. Eleanor also mentioned that with the upcoming coordinated intake process, the existing waitlist will change.

Maiko asked if the Board will hear the lessons learned from Pathway Homes of Florida. Sylisa confirmed that the Board would be updated. She also stated that this pilot project would be for a 3 year contract – 1 year with 2 year renewals.

Patrick asked what Leadership anticipated to be the most significant risk and how would they work against it. Sylisa emphasized that there would be no risk to Pathway Homes as Florida would have a new legal entity. However, if there were crises, they could go national. Contracts for all staff would be contingent on on-going funding.

Dan Gray called for a vote on the resolution. It was approved unanimously.

MINUTES

Dan Gray called for a motion to approve the minutes from October 6, 2014 as presented. Jim Ross made a motion to approve, which was seconded by Tom Rowe and approved unanimously.

CEO Report – Dr. Sylisa Lambert-Woodard

Sylisa's report was previously distributed to the Board in their packet (enclosed in the Board minutes book), and she highlighted the following pieces:

- The Board Development Committee requested that the ByLaws and the Articles of Incorporation be on the Board Portal. They have been added.
- Pathway Homes is on the List of 50 Best NonProfits to Work for in 2015; however, we cannot say anything publicly until the article is released on April 1, 2015.
- Pathway Homes is sponsoring an event with Family Insight to allow people to attend a meeting and lobby day in Richmond.

TREASURER'S REPORT – Brenda Brennan

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book). There was no additional information.

CHAIRPERSON'S REPORT AND COMMENTS – Dan Gray

Dan thanked the Board members who attended the Staff holiday party. He also attended the EXCEL awards where Sylisa was honored.

PHILANTHROPY COMMITTEE REPORT – Maiko Ashby

In addition to the written Philanthropy Committee Report (enclosed in the Board minutes book), the committee noted the following:

- A Fundraising Breakfast was scheduled for March, but will now be held May 13, 2015 from 8:00-9:30 AM. Table captains are needed, and Board members who are interested in being a Table captain should attend the meeting on January 26th from 6-7 PM to learn more. The event is being held in the old Fairfax Town Hall. The goal is to raise \$15,000 this year with future multi-year donors (\$75,000 in pledges for the next 5 years). Larry will create materials to help individuals “make the ask.”

BOARD DEVELOPMENT – Jennifer McKenzie

The Board Development Committee is still looking for two Board members. They are working on developing a position description. The individuals should have CFO/CPA background in order to complement Tom’s expertise. The other individual might be involved in communications. The committee is also interesting in developing a place to direct individuals who are interested in serving, but who may not be the best fit for the Board. At this time, they are investigating having non-Board members sit on Board committees. Honorary Board members, or Emeritus members, are other options for individuals. Honorary members would be individuals who are recognizable to the community who would not be able to attend regular meetings, but who could be affiliated and act as an ambassador.

FINANCE – Tom Rowe

Dan, Jim and Tom met with the auditors for their presentation. There were no negative findings, and the auditors were complimentary of the accounting department, as usual. However, this was especially important since the accounting team lost a crucial member during the fiscal year.

OLD BUSINESS –

Emeritus Status – Dan called for a vote confirming Emil Frank’s status as an Emeritus Director. Jim Ross made a motion which was seconded by Sue Zywockarte. It was approved unanimously.

NEW BUSINESS –

Tuition Reimbursement Lottery – There were no eligible applicants this quarter.

Homeless Veterans with SMI – Dara said she would like to see the first wave of individuals into the Sunrise project to be vets with SMI. Sylisa said that some of the population of the Sunrise project would be veterans. She is also looking into marrying the VASH (Veterans Administration Supportive Housing) vouchers with the new Prince William homes.

ANNOUNCEMENTS –

Maiko distributed an update of the philanthropy calendar for the Board.

Dara reported that no Board members were able to attend the Westin Hotel information table with her; however, there were interested individuals in attendance.

The Cookout is scheduled for May 30, 2015 at Nottoway Park.

ADJOURNMENT

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

The meeting was adjourned at 9:02 p.m.

Respectfully submitted,

TREASURER'S REPORT-April 2015

Brenda Brennan, Chief Financial Officer

Pathway Homes renewed the health insurance plan with Kaiser Permanente effective March 1, 2015 at a 6% increase from the expiring plan year. For the third year in a row, the employee's monthly contribution to the premium will remain the same.

Due to the significant, 20% proposed renewed rate increase in our dental insurance plan with Blue Cross Blue Shield, we were able to successfully renew this plan with Humana Dental. This change from BCBS to Humana saved almost 24% from the renewing plan rates. Effective March 1, 2015, all eligible employees have been enrolled.

On December 22, 2014 a U.S. Department of Housing and Urban Development REAC Inspection (Health & Safety) was completed at: Pathway Options-Blake Lane and the condominiums of Pathway Visions- Mosby Woods, Locust Avenue, Colts Neck Avenue and Fairfax Boulevard. The property at Blake Lane received an excellent score of 92a and the four condominiums of Pathway Visions received a score of 91a.

The Payroll and Human Resources Department is continuing through the set-up and implementation of the Employee Web Services program(EWS). This web based system will allow staff to maintain their daily time sheets in our payroll system and permit supervisors to review and approve the time sheets directly within the system. In addition, staff will be have direct access to certain fields within their Personnel File which will allow them to directly make changes to specific pre-identified fields such as addresses, phone numbers and tax exemptions.

Following the successful completion of our lease negotiation for the administrative space at 10201 Gatewood Plaza, including a tenant improvement allowance of \$76,512, renovations have been completed in Suites 200 and 240. These renovated spaces have and will provide opportunities to join teams/departments together for greater efficiency and effectiveness. Other uses for the tenant improvement allowance will include an office security system and office suite upgrades. Pathways' intends to utilize the entire allowance towards improvements.

Pathway Homes is continuing to foster and build relationships with our banking business partners. In most recent conversations with Wells Fargo Bank, Pathways will expand their commercial revolving credit from \$9,000 to \$50,000. This will include adding an additional \$5,000 credit card for use at the Prince William Assisted Living Facility and a reserve card of \$36,000 in the name of Sylisa Lambert-Woodard. This reserve card will remain secured in the safe at all times. As the agency needs to add additional card holders, the balance of Sylisa's card will be reallocated to the new users. Utilization of a reserve card to reallocate eliminates the reapplication process each time an additional credit card is required.

April 6, 2015 - Philanthropic Report –3rd Quarter - FY15-YTD –
January 1, 2015 through March 31, 2015

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

- Contribution Total - \$153,213 – **FY2015 Goal \$200,000**
 - Campaign Updates:
 - *Holiday Wish List:* \$40,172
 - *Un-Restricted Funding:* \$20,530
 - *Help The Homeless:* \$21,239
 - *Technology Campaign:* \$45,102 (*non-Help the Homeless*)
 - Campaign Total: \$336,794; Remaining Amount \$48,206 on \$385,000 goal.
 - Grant Update:
 - *Submitted* \$283,000
 - *Received:* \$53,000
 - *Pending:* \$70,000
 - Upcoming Philanthropic Events:
 - “Steps to Pathways” Information Session – April 16, 2015 and June 18, 2015
 - “Steps to Pathways” Benefit Breakfast – May 13, 2015 – 8 to 9:30 a.m. at Fairfax Old Town Hall, 3999 University Drive, Fairfax, VA 22030
 - **Call to Action:**
 - Serve as a Table Captain and/or attend May 13, Steps to Pathways Benefit Breakfast. If you haven’t already, please send Anna an e-mail confirming your attendance and any guest you may be bringing by COB April 20th.
 - *Thank you to Jennifer McKenzie, Dara Aldridge, Patrick Chaing, Jennifer Judelsohn and Dan Gray for serving as Table Captains. Jennifer McKenzie gets the prize for being the first to fill her table!*
 - *Thank you Jennifer Judelsohn for hosting a “Pi” party on 3-14-15 to raise awareness and funds for Pathway Homes.*

April 13, 2015

Advocacy Committee Report

Committee Members: Jennifer McKenzie, Chair, Angie Garcia-Lathrop, Sue Zyworkarte

The committee met on February 11, 2015 to re-define committee purpose and goals, review related legislative updates, and establish 2015 strategic committee priorities. The committee established the following priority advocacy areas for the agency: 1) Mental Health Skill Building reimbursement; b) Independent Clinical Assessment recommendation; and 3) Case Management privatization. The committee established a plan to create talking points for consistent communication about these priorities by committee members and the Board of Directors. Committee members also endorsed attendance at the VACBP annual meeting in May as there is some overlap between Pathways and VACBP priorities.

The committee had a follow up phone conference on February 26th and revisited the plan to develop talking points with key pieces of information, such as unique needs of population served, outcomes, community impact, etc. The committee endorsed Sue contributing the consumer voice aspect of the talking points and the importance of identifying our audience and policy strategy as it relates to different stakeholders. The committee also established the scope of the committee's work and when consultation with the full Board will be required. The communications manager will support the committee in developing talking points in a user-friendly and mobile format. Eleanor and Sylisa, in supporting the committee, will develop draft advocacy calendar for next meeting as this will be used to target the talking points.

April 6, 2015 – Board Development Report –FY2015 – 3Q

Committee Members: Jennifer McKenzie, Committee Chair, Dan Gray, Jim Ross, Maiko Ashby

Members of the Board Development Committee and President and CEO, Sylisa Lambert-Woodard met with two potential board candidates over the last quarter. Dan Gray and Jennifer McKenzie held phone interviews with both candidates. Dan and Jennifer assessed both candidates and found them worthy of a face-to-face meeting with Dan and Sylisa. Dan and Sylisa met with the first candidate in February. After that meeting, they invited the candidate to the April 13th board meeting to meet the full board. The second candidate face-to-face meeting is scheduled for Monday, April 6th.

On March 30, 2015, the Committee Chair distributed the completed rating sheets and recommendations to the Board Development Committee for review and comment. The first candidate was referred to us by Volunteer Fairfax through our participation in their Board-Link program. A staff member referred the second candidate for consideration.



JENNIFER C. MCGAREY

Corporate Vice President and Secretary
Northrop Grumman Corporation

Jennifer C. McGarey is corporate vice president and secretary of Northrop Grumman Corporation.

McGarey is responsible for all Northrop Grumman corporate secretary functions including day-to-day corporate governance, securities compliance and maintenance of the company's U.S. and international subsidiaries.

McGarey previously served as general counsel and secretary of RCN Corporation, where she was also vice president, human resources and vice president and compliance officer. Prior to that, she served as vice president and corporate secretary for MCI Corporation and as vice president, deputy general counsel and secretary for US Airways.

McGarey is a member of the state bars of Virginia, Maryland and the District of Columbia; the American Bar Association; and the American Society of Corporate Secretaries and Governance Professionals. She has also served on the board of directors of the Washington Metropolitan Area Corporate Counsel Association and is a certified public accountant.

She earned a bachelor's degree in business administration from the College of William and Mary and a juris doctor degree from the University of Virginia.

Northrop Grumman is a leading global security company providing innovative systems, products and solutions in unmanned systems, cyber, C4ISR, and logistics and modernization to government and commercial customers worldwide. Please visit www.northropgrumman.com for more information.

Douglas Robinson

Director, Public Relations at NeighborWorks America

Summary

Corporate Marketing Communications and Public Relations for NeighborWorks America, a \$125 million nonprofit community development corporation that is focused on the development of stronger communities primarily through the development of quality housing and neighborhood resilience strategies across America.

I am a results oriented professional who uses the media, selected advertising and marketing opportunities and corporate speaking engagements to tell the stories of the people and communities that NeighborWorks America touches, I encourage donors and business partners to increase investment in under-served communities. The result is greater investment in neighborhoods and people through housing, personal finance training and education, and small business development. Specialties: Developing public relations partnerships with media, industry and governmental agencies, executive communications training, building brand awareness that attracts philanthropic support and builds new business partnerships, crisis communications and reputation management, and financial communications expert.

Experience

Director, Media Relations at NeighborWorks America

June 2006 - Present (8 years 11 months)

Director, Media Relations and Reputation Management

volunteer/donor at Charity:water

2012 - 2014 (2 years)

volunteer/donor at Charity:water

2012 - 2014 (2 years)

Director at Freddie Mac

March 2000 - July 2005 (5 years 5 months)

Crisis Management Financial and Investor Relations PR

director, media relations at Freddie Mac

October 1993 - July 2005 (11 years 10 months)

From soup to nuts media relations and crisis communications, with specialties in finance, investor reporting and housing.

Associate Editor, Securities Markets at National Mortgage News

1988 - 1993 (5 years)

Skills & Expertise

Public Relations

Storytelling

Media Relations

Project Management

Communication Training

Crisis Communications

**Marketing Communications
Training**

Corporate Communications

Community Outreach

Strategic Communications

Reputation Management

Nonprofits

Community Development

Investor Relations

Blogging

Fundraising

Program Management

Philanthropy

Crisis Management

Non-profits

Building Brand Awareness

Leadership

Strategic Planning

Education

City University of New York City College

Ph.d candidate, Economics, 1985 - 1986

Rutgers, The State University of New Jersey-Newark

BA, Economics, 1980 - 1984

Florida Agricultural and Mechanical University

n/a, Finance, 1980 - 1981

Interests

Corporate Communications, Environmental Advocacy, Clean Water

Douglas Robinson

Director, Public Relations at NeighborWorks America



[Contact Douglas on LinkedIn](#)



Policy: *Jury and Witness Duty*

Section: Personnel

Policy Date: 10/14/2002

Date(s) Revised: 04/10/2008, 04/08/2013,
04/2015

Number of Pages: (1)

Policy Number: 2-W2

This Policy Applies to:

► The agency.

DRAFT REVISION

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

Jury Duty

Pathway Homes will grant paid leave to any employee summoned to the courthouse for service as a juror in a non-agency related matter. If an employee is called for jury duty, they must show the summons to their supervisor and request leave. This leave will be documented as "Administrative Leave- Jury Duty" and must be so indicated on the Leave Request Form. If the employee's absence may pose an undue hardship for the agency, Pathway Homes may request that the employee request a postponement or to be released from jury duty. An employee in service as a juror will receive their regular rate of pay. The employee must note on their time sheet the days/hours of jury duty 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.

Witness Duty

Pathway Homes will grant leave to any employee summoned for service as a witness in a non-agency related matter. If an employee is called to be a witness, they must show the summons to their supervisor and request leave. An employee may utilize Annual or Compensatory leave for the hours/days of service required. If no leave is accrued, an employee will be granted leave without pay. An employee must show the summons to appear as a witness to their supervisor prior to the service date. A summons to appear as witness submitted after the effective date will result in an unexcused absence and may result in disciplinary actions.



Policy: Volunteers
Section: Personnel
Policy Date: 4/10/2000
Date(s) Revised: 10/14/2003; 04/10/2008
Number of Pages: (12)

Policy Number: 2-V3

This Policy Applies to:
► The agency.

PURPOSE

The purpose of this policy is to provide overall guidance and direction to Pathway Homes staff and volunteers engaged in volunteer activities ~~and management efforts. This policy is intended for internal management guidance only, and does not constitute, either implicitly or explicitly, a binding contractual or personnel agreement. Under the general direction of the CEO, the Volunteer Oversight Committee will oversee all matters related to volunteer involvement within the agency.~~

POLICY

~~The achievement of the goals of Pathway Homes is best served by the active participation of members of the community. To this end, Pathway Homes accepts and encourages the involvement of volunteers at all levels of the agency and within all appropriate programs and activities. All staff are encouraged to assist in the creation of meaningful and productive roles in which volunteers might serve and to assist in recruitment of volunteers from the community.~~

These policies and procedures apply to all ongoing volunteers in all programs and projects undertaken on behalf of Pathway Homes, and to all departments and sites of operation. They apply ~~on a more limited basis~~ as appropriate to special case or limited task volunteers. ~~The Volunteer Coordinator, with the approval of the CEO or designee, determines the applicability of elements of the policy.~~

Definition. A “volunteer” is any individual, group, civic association, or organized group who, without compensation or expectation of compensation beyond reimbursement for approved expenses, performs a task at the direction of and on behalf of Pathway Homes ~~on an ongoing basis. Special case volunteers are those volunteers who perform their tasks on a more limited basis, typically on fewer than two occasions in a six month period, or at the discretion of the Volunteer Coordinator.~~ A volunteer must be officially accepted by Pathway Homes for a clearly identified task(s) prior to performance of the task(s).

PROCEDURES

The Volunteer Program

- A. **Student Interns and Practicum Students.** ~~Student interns and practicum students are placed at Pathway Homes.~~ The activities of ~~those~~ student interns and practicum students are not a part of the Volunteer Program.
- B. **Employees and Relatives as Volunteers.** Pathway Homes accepts the services of its employees as volunteers. This service is accepted provided that the volunteer service is provided totally without ~~any coercive nature~~ coercion, involves work which is outside the scope of normal staff duties, and is provided outside of usual working hours. Family members of staff are accepted as volunteers at Pathway Homes. When family members are enrolled as volunteers, they will not be placed under the direct supervision of other members of their family who are employees.
- C. **Residents and Relatives as Volunteers.** Pathway Homes' residents and their relatives may be accepted as volunteers, where such service does not constitute an obstruction to, or conflict with provision of services to the resident or to others.
- D. **Two Hat Policy.** The roles and responsibilities of the members of Pathway Homes' Board of Directors and executive level employees are considered to be outside the scope of the Volunteer Program.
- E. **Role of the Volunteer Coordinator.** ~~The productive utilization of volunteers requires a planned and organized effort. The function of the Volunteer Coordinator is to provide a central coordinating point for effective volunteer management within the agency, and to direct and assist staff and volunteer efforts to jointly provide more productive services. The Coordinator shall also bear responsibility for maintaining liaison with other volunteer-utilizing programs in the community and assisting in community-wide efforts to recognize and promote volunteering. The Volunteer Coordinator shall bear primary responsibility for planning for effective volunteer utilization, for assisting staff in identifying productive and~~

creative volunteer roles, for recruiting suitable volunteers, and for tracking and evaluating the contribution of volunteers to Pathway Homes.

~~F. **Role of the Volunteer Oversight Committee.** A committee of employees will serve as needed in an advisory resource for the Volunteer Program. The Committee will meet on an as needed basis to review past program activities, plan and assist in future activities, and provide guidance on issues that arise that are not specifically covered in these policies and procedures. The Volunteer Coordinator will coordinate meetings of the Oversight Committee.~~

~~G. **Service at the Discretion of Pathway Homes.** Pathway Homes accepts the service of all volunteers with the understanding that such service is at the sole discretion of the agency. Volunteers agree that the agency may at any time, for any reason, decide to terminate the volunteer's relationship with the agency.~~

~~The volunteer may at any time, for any reason, decide to sever the volunteer's relationship with the agency. Notice of such a decision should be communicated as soon as possible to the volunteer's supervisor and/or the Volunteer Coordinator.~~

~~H.F.~~ **Volunteer Rights and Responsibilities.** ~~Volunteers are viewed as a valuable resource to Pathway Homes, its staff, and its residents.~~ Volunteers shall be extended the right to be given meaningful assignments, the right to effective supervision, the right to full involvement and participation, and the right to recognition for work done. In return, volunteers actively perform their duties to the best of their abilities and remain loyal to the mission, goals and procedures of Pathway Homes.

~~I.G.~~ **Scope of Volunteer Involvement.** Volunteers may be utilized in all appropriate programs and activities of Pathway Homes. Volunteers should not, however, be utilized to displace any paid employees from their positions.

Risk Management. Annual review and update of Pathway Homes' insurance coverage will

address risk management associated with the use of volunteers.

Volunteer Management Procedures

~~A. — Maintenance of Records. A system of records personnel record will be maintained-
developed by the Volunteer Coordinator on each volunteer or group with Pathway Homes,
including dates of service, positions held, duties performed, and evaluation of work, and
awards received. Volunteers and appropriate staff shall be responsible for submitting all
applicable records and information to the Volunteer Coordinator in a timely and accurate
fashion.~~

A. Volunteer personnel records shall be accorded the same confidentiality as staff personnel records.

~~A. — Conflict of Interest. No person who has a conflict of interest with any activity or program
of Pathway Homes, whether personal, philosophical, or financial shall be accepted or serve
as a volunteer with the agency.~~

~~B. — Representation of the Agency. Prior to any action or statement which might significantly
affect or obligate Pathway Homes, volunteers should seek consultation and approval from
appropriate staff. These actions may include, but are not limited to, public statements to the
press, coalition or lobbying efforts with other organizations, or any agreements involving
contractual or other financial obligations. Volunteers are authorized to act as representatives
of Pathway Homes only if specifically indicated within their job descriptions and only to the
extent of such written specifications. Volunteers must not engage in any action or statement
which might affect or obligate Pathway Homes. All enquiries by the media must be directed
to the President & CEO who is the authorized media contact for Pathway Homes.~~

~~B. —~~

C. **Confidentiality.** Volunteers are responsible for maintaining the confidentiality of all
proprietary or privileged personal health information to which they are exposed while

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serving as a volunteer. ~~Such information may involve a staff member, volunteer, resident or other person, or overall agency business.~~

C. Failure to maintain confidentiality ~~may will~~ result in termination of the volunteer's relationship with Pathway Homes.

~~D. **Worksite.** An appropriate worksite shall be established prior to the assignment of any volunteer. This worksite shall contain necessary facilities, equipment, and space to enable the volunteer to effectively and comfortably perform their duties.~~

~~E. **Dress Code.** As representatives of Pathway Homes, volunteers are responsible for presenting a good image to the residents and to the community. Volunteers shall dress appropriately for the conditions and performance of their duties.~~

~~F.D.~~ **Log of Volunteer Hours.** Volunteers are responsible for the accurate and timely completion and submission of a volunteer hours log ~~with their supervisor. It is the supervisor's responsibility to submit a copy of the log~~ to the Volunteer Coordinator, who is responsible for verifying those hours with the site supervisor on a quarterly m basis.

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Volunteer Recruitment and Selection

~~A. **Volunteer Position Descriptions.** Volunteers shall have a clear, complete, and current description of the duties, and scope of responsibilities of the position which they are expected to fill. Position descriptions may be updated if the work involved in the position changes substantially. This description will be a joint effort between the volunteer and supervisor, and used in Feedback Discussion. The Volunteer Position Description may be developed during the interview or during the first volunteer visit. The description must be jointly signed by the volunteer and the supervisor by the end of the first volunteer visit. Volunteer Position Descriptions may be updated if the work involved in the position changes substantially.~~

~~A. All Volunteer Position Descriptions shall include a description of the goal and duties of the position, a designated supervisor and worksite, and scheduled hours. The Volunteer Coordinator is available to assist staff in the development of Volunteer Position Descriptions.~~

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~~A. Staff Requests for Volunteers. Requests for volunteers shall be submitted through the Request for Volunteer form. All parties should understand that the recruitment of volunteers is enhanced by creative and interesting jobs and by advance notice. The Volunteer Coordinator will evaluate the request and place a volunteer as appropriate.~~

~~B. Recruitment. Volunteers shall be recruited by Pathway Homes on a pro active basis, with the intent of broadening and expanding the volunteer involvement of the community. Volunteers shall be recruited without discrimination on the basis of race, color, religion, sex or national origin. Volunteers may be recruited through either an interest in specific functions or through a general interest in volunteering which will later be matched with a specific function.~~

~~C.B.~~ **Recruitment of Minors.** Volunteers who are under 18 years of age must have the written consent of a parent or guardian prior to volunteering. The volunteer services assigned to a minor should be performed under direct supervision of a staff member.

~~D. Interviewing. Prior to being assigned to a position, volunteers will be interviewed by the Volunteer Coordinator to ascertain their suitability for and interest in volunteering at Pathway Homes. The interview should determine the qualifications of the volunteer and should answer any questions that the volunteer might have. Interviews may be conducted either in person or by telephone. After determination of an appropriate assignment, a second interview will take place between the volunteer and his or her staff supervisor.~~

~~E.C.~~ **Reference Checks.** Volunteers will be asked required to provide references as part of the interview process. Volunteers who refuse permission of conduct of these are unable to provide valid references ~~checks~~ will not be accepted.

~~F. Health Screening.~~ In ~~most cases~~ cases where the volunteer will be working directly with residents, a ~~volunteer will be required to have a TB test~~ test will be required prior to volunteer assignment. ~~In addition, if there are physical requirements necessary for performance of a volunteer task, a screening or testing procedure may be required to ascertain the ability of the volunteer to safely perform the task.~~ Individuals who volunteer with a pet will be required to provide proof that all pet vaccines and required health screenings are up-to-date prior to starting the volunteer assignment.

~~D.~~

~~G. Criminal Records Check.~~ Volunteers are ~~asked to submit~~ subject to a criminal background check ~~and search of the registry of founded complaints of child abuse and neglect maintained by the Department of Social Services.~~ Certain criminal offenses may preclude an individual from volunteering at Pathway Homes. ~~Volunteers who do not agree to these background investigations will not be accepted.~~ One-time volunteers with no contact with residents or in groups are not subject to a criminal background check.

~~H. Code of Ethics.~~ Volunteers are asked to sign and adhere to the Pathway Homes Code of Ethics for employees, interns and volunteers. The signed copy of the Code of Ethics is kept on file by the Volunteer Coordinator.

~~I. Drug-free Workplace Certification.~~ Volunteers are asked to sign a Drug-Free Workplace Certification statement. The signed copy of the Drug-free Workplace Certification is kept on file by the Volunteer Coordinator.

~~J. Certificate of Ability.~~ Any potential volunteer who indicates that they are under the care of a physician for either physical or psychological treatment may be asked to present a certificate from the physician as to their ability to satisfactorily and safely perform their volunteer duties. Volunteers under a course of treatment which might affect their volunteer work will not be accepted without written verification of suitability from their physician. Any volunteer who, after acceptance and assignment by Pathway Homes, enters a course of

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~~treatment which might adversely impact upon the performance of their volunteer duties-
should consult with the Volunteer Coordinator.~~

~~K.E.~~ **Professional Services.** Volunteers shall not perform professional services for which certification or licensing is required unless currently certified or licensed to do so. A copy of such certificate or license should be maintained ~~by the Volunteer Coordinator in the~~
volunteer's personnel file.

~~L.~~ ~~**Acceptance and Appointment.** Service as a volunteer with Pathway Homes will begin with an official letter of acceptance to the Volunteer Program from the Volunteer Coordinator. No volunteer will begin performance of any position until they have been officially accepted for that position, have completed all necessary enrollment paperwork, and have received a copy of their job description.~~

~~M.F.~~ **Probationary Period.** Volunteer placements shall initially be done on a trial period of 30 days. ~~At the end of this period a Feedback Discussion with the volunteer shall be conducted. At that point either the volunteer or staff may request a reassignment of the volunteer to a different position or the Volunteer Coordinator may determine that the volunteer is unsuitable for a position at Pathway Homes~~The nature of ongoing volunteer opportunity or termination of the volunteer relationship with Pathway Homes shall be determined at that point.

~~N.~~ ~~**Re-Assignment.** Volunteers who are at any time reassigned to a new position shall be interviewed for that position and shall receive all appropriate orientation and training for that position before they begin work. In addition, any screening procedures appropriate for that specific position must be completed, even if the volunteer has already been working with Pathway Homes. At that time, a new Volunteer Position Description will be created.~~

~~O.~~ ~~**Leave of Absence.** At the discretion of the supervisor, leaves of absence may be granted to volunteers.~~

Volunteer Training and Development

~~A. —~~ **Orientation.** Volunteers will receive a general orientation on the nature and purpose of Pathway Homes by the Volunteer Coordinator, and a specific orientation on the purposes and requirements of the position which they are accepting by their supervisor or designee. Volunteers who will be working with residents will receive ~~Human Rights Training~~ additional appropriate training at orientation and periodically thereafter.

~~B. —~~ **On the Job Training.** ~~Volunteers will receive specific on the job training to provide them with the information and skills necessary to perform their volunteer assignment. The timing and methods for delivery of such training should be appropriate to the complexity and demands of the position and the capabilities of the volunteer.~~

~~C. —~~ **Staff Involvement in Orientation and Training.** ~~Staff who will be in a supervisory capacity to volunteers shall have primary responsibility for design and delivery of on the job training to volunteers assigned to them.~~

A. **Volunteer Involvement in Orientation and Training.** Experienced volunteers may be included in the design and delivery of volunteer orientation and training.

~~B. —~~ **Continuing Education.** ~~Volunteers should attempt to improve their levels of skill during their terms of service. Additional training and educational opportunities may be made available to volunteers as appropriate. This continuing education may include both additional information on performance of their current volunteer assignment as well as more general information, and might be provided either by the agency or by assisting the volunteer to participate in educational programs provided by other groups.~~

~~B. —~~

Volunteer Supervision and Evaluation

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Supervision. Each volunteer at Pathway Homes will have a clearly identified supervisor who is responsible for the direct management of, and ongoing consultation with the volunteer as needed. Clinical volunteers will receive direct supervision from an identified clinical site supervisor or designated clinical staff.

~~A. **Requirement of a Supervisor.** Each volunteer who is accepted to a position with Pathway Homes will have a clearly identified supervisor who is responsible for direct management of that volunteer. This supervisor shall be responsible for day-to-day management and guidance of the work of the volunteer, and shall be available to the volunteer for consultation and assistance. If a supervisor deems it necessary in the best interest of a resident, the supervisor may remove a volunteer from a work site or specific duty until the issue is resolved by the supervisor, volunteer and Volunteer Coordinator.~~

~~A. _____~~

~~A. **Volunteers as Volunteer Leaders.** A volunteer may act as a leader of volunteers, provided that the volunteer leader is under the direct supervision of a staff member.~~

~~B. **Volunteer/Staff Relationships.** Volunteers and staff are considered to be partners in implementing the mission and programs of the agency, with each having an equal but complementary role to play. It is essential to the proper operation of this relationship that each partner understand and respect the needs and abilities of the other.~~

~~C. **Acceptance of Volunteers by Employees.** Since individual employees are in the best position to determine the requirements of their work and their own abilities, no volunteer will be assigned to work with a staff person without the consent of that staff member. Since volunteers are considered a valuable resource in performing Pathway Homes' work, employees are encouraged to consider creative ways in which volunteers might be of service and to consult with the Volunteer Coordinator if they feel in need of assistance or additional training.~~

~~D. **Volunteer Management Training for Employees.** In service training on the Volunteer Program and effective volunteer utilization will be provided to all staff on an on-going basis by the Volunteer Coordinator.~~

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E. ~~**Lines of Communication.**~~ Primary responsibility for ensuring that each volunteer receives pertinent information will rest with each direct volunteer supervisor. Lines of communication should operate in both directions, and should exist both formally and informally. Volunteers should be consulted regarding all decisions which would substantially affect the performance of their duties.

F. ~~**Absenteeism.**~~ Volunteers are expected to perform their duties as scheduled. If expecting to be absent from a scheduled duty, volunteers should inform their site staff supervisor as far in advance as possible so that alternative arrangements may be made. ~~Continual absenteeism will result in a review of the volunteer's work assignment.~~

B. _____

G. ~~**Absence of a Volunteer Supervisor.**~~ In the event that a volunteer's supervisor is absent, a decision will be made whether to have the volunteer report to work or not by the supervisor or the person to whom he or she reports.

H. ~~**Feedback Discussions.**~~ Volunteers shall receive periodic feedback discussions from their supervisor to review their work. The feedback discussion is utilized to review the performance of the volunteer, to suggest any changes in work style, to seek suggestions from the volunteer on means of enhancing the volunteer's relationship with Pathway Homes, and to convey appreciation to the volunteer. Feedback discussions should include both an examination of the volunteer's performance of position responsibilities and a discussion of any suggestions that the volunteer may have concerning the position or project with which the volunteer is connected. The feedback discussion is an opportunity for both the volunteer and the agency to examine and improve their relationship. A written record will be kept of each feedback discussion by the Volunteer Coordinator.

I. ~~**Staff Responsibility for Feedback Discussion.**~~ It is the responsibility of each staff person in a supervisory relationship with a volunteer to schedule and perform periodic feedback discussions.

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J. — Corrective Action. In appropriate situations, corrective action may be taken. Examples of corrective actions include the requirement of additional training, reassignment of a volunteer to a new position, or dismissal from volunteer service. ~~Decisions involving corrective action may be reviewed for appropriateness.~~

K. — Dismissal of a Volunteer. Volunteers who do not adhere to the rules and procedures of the agency or who fail to satisfactorily perform their volunteer assignment are subject to dismissal. ~~No volunteer will be terminated until the volunteer has had an opportunity to discuss the reasons for possible dismissal with supervisory staff. Prior to dismissal of a volunteer, staff should seek the consultation and assistance of the Volunteer Coordinator. Official written notification of dismissal will be made by the Volunteer Coordinator.~~

L. — Reasons for Dismissal. ~~Possible grounds for dismissal may include, but are not limited to, the following: gross misconduct or insubordination, being under the influence of alcohol or drugs, theft of property or misuse of agency equipment or materials, abuse or mistreatment of residents or co-workers, failure to abide by agency policies and procedures, failure to satisfactorily perform assigned duties, or any behavior that jeopardizes the health, safety or welfare of residents or staff.~~

M. — Notice of Departure or Re-Assignment of a Volunteer. In the event that a volunteer departs the agency, whether voluntarily or involuntarily, or is reassigned to a new position, it shall be the responsibility of the Volunteer Coordinator to inform ~~those~~ affected staff that the volunteer is no longer assigned to work with them. ~~In cases of dismissal for cause, this notification should be given in writing and should clearly indicate that there should be no further contact between the volunteer and Pathway Homes.~~

N. — Resignation. ~~Volunteers may resign from their volunteer service with the agency at any time. It is requested that volunteers who intend to resign provide advance notice of their departure and fill out a Volunteer Assessment of the Volunteer Program form.~~

- ~~O. — **Exit Interviews.** Exit interviews, as possible, should be conducted by the Volunteer Coordinator with volunteers who are leaving their positions. The interview should ascertain why the volunteer is leaving the position, strengths of the Volunteer Program, suggestions the volunteer may have to improving the program, and the possibility of involving the volunteer in some other capacity with the agency.~~
- ~~P. — **Communication with the Volunteer Coordinator.** Staff who are supervising volunteers are responsible for maintaining regular communication with the Volunteer Coordinator on the status of volunteers, and are responsible for the timely provision of all necessary paperwork to the Volunteer Coordinator. The Volunteer Coordinator should be informed immediately of any substantial change in the work or status of a volunteer and should be consulted in advance before any corrective action is taken.~~
- ~~Q. — **Volunteer Evaluation of Agency Volunteer Utilization.** Volunteers shall receive periodic feedback about their performance. The Volunteer Coordinator shall request formal documentation of volunteer performance from site supervisor every six months. Feedback shall also be requested directly from volunteers one month after hire, annually, and one week after their volunteer assignment ends . conduct an annual evaluation of the utilization of volunteers by the agency. This evaluation shall include information gathered from volunteers, staff and clients.~~



Policy: Subpoenas, Search Warrants,
Investigations and Other Legal Action
Section: Personnel
Policy Date:
Date(s) Revised:
Number of Pages: ()

Policy Number:

This Policy Applies to:
► The agency.

PURPOSE

The purpose of this policy is to guide employees in responding to subpoenas, search warrants, investigations, and other legal action.

POLICY

Pathway Homes will cooperate with subpoenas, search warrants, investigations, and other legal action in accordance with applicable laws. An individual receiving a subpoena, search warrant or other application for a court order that requires production of records for another party, shall immediately notify a supervisor. No changes shall be made to any records following receipt of a subpoena or other court order to produce such records (See *Service Records* policy regarding Sequestering of Records).

PROCEDURES

Subpoenas

Subpoena for Witness: A command requesting that a specific person appears in court to provide testimony.

The subpoena is a legal document and cannot be re-assigned or transferred to another individual. The staff member noted on the subpoena must respond as directed on the subpoena.

1. If the staff member noted on the subpoena is no longer an employee of Pathway Homes, the subpoena shall not be accepted, and the individual who is attempting to serve the subpoena shall be notified that the person no longer works for Pathway Homes.
2. If the staff member noted on the subpoena cannot attend at the designated time due to circumstances such as illness, out of town travel or emergency, they shall immediately notify their supervisor who will notify the President/CEO so attempts can be made to resolve the issue.

NOTE: For current employees, the staff member under subpoena can be held in contempt of court for not responding to a subpoena. When extenuating circumstances occur, the President/CEO or designee may seek legal consult.

Subpoena Duces Tecum: A command to a witness to produce documents. It is usually a request that documents and/or clinical records be sent to court, an attorney or an agency conducting an investigation (See *Service Records* policy regarding Court Orders for Confidential Information).

Pathway Homes may disclose information to law enforcement pursuant to a search warrant or grand jury subpoena.

1. Employees have a responsibility to testify in court when required and to tell the truth.
2. An employee who is requested to provide information or to testify in court in any matter (clinical or administrative) related to or arising out of their employment with Pathway Homes must immediately notify their supervisor.
3. Employees who become aware that information (clinical or administrative) has been subpoenaed or otherwise compelled from Pathway Homes as evidence in court, must immediately notify a supervisor. The President/CEO shall obtain legal advice if necessary, prior to providing such information to the court.
4. Employees may not agree to act voluntarily as a witness or as an expert witness in any court proceeding, which might affect, directly or indirectly, the best interests of the client, unless they notify the President/CEO in writing and receive prior permission in writing (See *Service Records* policy regarding Privileged Communication)

Search and Seizure

A court may order the search of Pathway Homes' premises (including the administrative office), or the seizure of certain documents.

1. The employee who receives the court order is to contact a supervisor immediately. The President/CEO or designee will examine and verify the document(s), obtaining legal advice where possible.
2. If a police officer, sheriff or other authorized individual arrives at Pathway Homes' premises (including the administrative office) **without** a search warrant, employees are to inform the

officer that they are not authorized to provide access to the premises without a search warrant, and contact a supervisor immediately for instructions on how to proceed.

3. If a police officer, sheriff or other authorized individual arrives at Pathway Homes' premises (including the administrative office) **with** a search warrant, employees are to take the following steps:
 - a. Ask for identification and record the name, title, police detachment and telephone number of the officer.
 - b. Immediately contact a supervisor who will designate an on-site person to implement the procedures if necessary.
 - c. Ask for a copy of the warrant and any affidavit submitted to the Court to obtain the warrant.
 - d. Verify that the address on the warrant matches the address of the location in question, and that the warrant is signed.
4. The supervisor will:
 - a. Advise employees that persons executing the warrant may ask them questions and they must consult with a supervisor on the appropriate type and scope of information that can be disclosed.
 - b. Be available to speak directly with the officers or other persons executing the warrant.
 - c. Complete an incident report.
5. Following any execution of a search warrant, the supervisor will notify any external parties required to be notified by licensure or accreditation bodies.

Court Orders for Confidential Information

See *Service Records* policy regarding the Uses and Disclosures of Confidential Information.

Investigations

Pathway Homes' employees may be contacted by public or private external parties during the course of an investigation.

1. An employee who is contacted during the course of an investigation in any matter related to or arising out of their employment with Pathway Homes must immediately notify a

supervisor.

2. Pathway Homes will provide assistance to employees during any investigative process related to or arising out of their employment with Pathway Homes.
3. The President/CEO will seek legal advice as necessary.
4. If the investigation requires disclosure of confidential information, employees, in consultation with a supervisor, must follow the steps outlined in the *Service Records* policy under *Uses and Disclosures of Confidential Information*.
5. The CEO/President, in consultation with legal counsel when necessary, will make a determination regarding the type and extent of disclosure involving information that is not protected by the Health Insurance Portability and Accountability Act.

See ***Service Records Policy*** for information regarding *Authorization to Use or Disclose Information*; *Uses and Disclosures when no Authorization is Required*; *Court Orders for Confidential Information*; *Privileged Communication*; and *Sequestering of Records*.

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 13, 2015

7:00 P.M.

10201 Fairfax Blvd., Ste. 200

Fairfax, VA 22030-2209



- 8:45 Call to Order
- 8:50 Approval of Minutes of Meeting October 6, 2014*
- 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
- 9:15 Old Business
 - 1. Resolution: Emeritus status for Emil Franks
- 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 6, 2014

The annual meeting of the Board of Directors was held on October 6, 2014. A quorum being present, the meeting was called to order at 8:48 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

MEMBERS

Dan Gray, Chair
Dara Aldridge
Maiko Ashby
Emil Franks
Jennifer Judelsohn
James Ross
Sue Zywokarte

STAFF

Sylisa Lambert-Woodard, President & CEO
Brenda F. Brennan, CFO
Eleanor Vincent, COO
Lauren Leventhal, Technology & 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: Patrick Chaing, Angie Lathrop, Jennifer McKenzie, Tom Rowe

MINUTES

Dan Gray called for a motion to approve the minutes from April 14, 2014 as presented. Jim Ross made a motion to approve, which was seconded by Jennifer Judelsohn and approved unanimously.

CEO Report – Dr. Sylisa Lambert-Woodard

Sylisa's report was previously distributed to the Board in their packet (enclosed in the Board minutes book).

TREASURER'S REPORT – Brenda Brennan

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book). There was no additional information.

CHAIRPERSON'S REPORT AND COMMENTS – Dan Gray

Dan did not have any information to report.

BOARD DEVELOPMENT

Dan read the Officer slate as proposed by the Nominating Committee for the October 2014 – 2015 term:

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

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

The Nominating Committee recommended the following Board Member be re-elected for the three-year term of October 2014 - 2017:

Jennifer Judelsohn

Maiko moved that individual recommended for three-year term be re-elected as presented. This was seconded by Sue and approved unanimously.

OLD BUSINESS –

There was no old business.

NEW BUSINESS –

There was no new business.

ANNOUNCEMENTS –

Staff Holiday Party is December 12th at Grevey's on Arlington Boulevard.

ADJOURNMENT

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

The meeting was adjourned at 8:50 p.m.

Respectfully submitted,

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?

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PATHWAY OPTIONS, INC.

Blake Lane

One three-bedroom townhouse for three men

Board of Directors

Monday, April 13, 2015

7:00 P.M.

10201 Fairfax Blvd., Ste. 200

Fairfax, VA 22030-2209



- 9:30 Call to Order
- 9:35 Approval of Minutes of Meeting October 6, 2015*
- 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
- 10:00 Old Business
 - 1. Resolution: Emeritus status for Emil Franks
- 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

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Maiko Ashby
Emil Franks
Jennifer Judelsohn
James Ross
Sue Zywokarte

STAFF

Sylisa Lambert-Woodard, President & CEO
Brenda F. Brennan, CFO
Eleanor Vincent, COO
Lauren Leventhal, Technology & 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: Patrick Chaing, Angie Lathrop, Jennifer McKenzie, Tom Rowe

MINUTES

Dan Gray called for a motion to approve the minutes from April 14, 2014 as presented. Jim Ross made a motion to approve, which was seconded by Dara Aldridge and approved unanimously.

CEO Report – Dr. Sylisa Lambert-Woodard

Sylisa's report was previously distributed to the Board in their packet (enclosed in the Board minutes book).

TREASURER'S REPORT – Brenda Brennan

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book). Brenda added that the contract renewal came through at the same monthly unit rate of \$304.

CHAIRPERSON'S REPORT AND COMMENTS – Dan Gray

Dan did not have any information to report.

BOARD DEVELOPMENT

Dan read the Officer slate as proposed by the Nominating Committee for the October 2014 – 2015 term:

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

Jennifer Judelsohn moved that the re-election of the Directors be accepted as presented. This was seconded by Jim Ross and approved unanimously.

The Nominating Committee recommended the following Board Member be re-elected for the three-year term of October 2014 - 2017:

Jennifer Judelsohn

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

OLD BUSINESS –

There was no old business.

NEW BUSINESS –

There was no new business.

ANNOUNCEMENTS –

Staff Holiday Party is December 12th at Grevey's on Arlington Boulevard.

ADJOURNMENT

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

The meeting was adjourned at 8:51 p.m.

Respectfully submitted,

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 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 13, 2015

7:00 P.M.

10201 Fairfax Blvd., Ste. 200

Fairfax, VA 22030-2209

- 10:15 Call to Order
- 10:20 Approval of Minutes of Meeting October 14, 2013*
- 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
- 10:45 Old Business
 - 1. Resolution: Emeritus status for Emil Franks
- 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 6, 2014

The annual meeting of the Board of Directors was held on October 6, 2014. A quorum being present, the meeting was called to order at 8:51 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

MEMBERS

Dan Gray, Chair
Dara Aldridge
Maiko Ashby
Emil Franks
Jennifer Judelsohn
James Ross
Sue Zywokarte

STAFF

Sylisa Lambert-Woodard, President & CEO
Brenda F. Brennan, CFO
Eleanor Vincent, COO
Lauren Leventhal, Technology & 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: Patrick Chaing, Angie Lathrop, Jennifer McKenzie, Tom Rowe

MINUTES

Dan Gray called for a motion to approve the minutes from April 14, 2014 as presented. Jim Ross made a motion to approve, which was seconded by Dara Aldridge and approved unanimously.

CEO Report – Dr. Sylisa Lambert-Woodard

Sylisa's report was previously distributed to the Board in their packet (enclosed in the Board minutes book).

TREASURER'S REPORT – Brenda Brennan

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book). There was no additional information to add.

CHAIRPERSON'S REPORT AND COMMENTS – Dan Gray

Dan did not have any information to report.

BOARD DEVELOPMENT

Dan read the Officer slate as proposed by the Nominating Committee for the October 2014 – 2015 term:

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

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

The Nominating Committee recommended the following Board Member be re-elected for the three-year term of October 2014 - 2017:

Jennifer Judelsohn

Maiko moved that individual recommended for three-year term be re-elected as presented. This was seconded by Dara and approved unanimously.

OLD BUSINESS –

There was no old business.

NEW BUSINESS –

There was no new business.

ANNOUNCEMENTS –

Staff Holiday Party is December 12th at Grevey's on Arlington Boulevard.

ADJOURNMENT

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

The meeting was adjourned at 8:52 p.m.

Respectfully submitted,

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 13 2015

7:00 P.M.

10201 Fairfax Blvd., Ste. 200

Fairfax, VA 22030-2209



- 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.

Minutes of the Meeting of the Board of Directors October 6, 2014

The annual meeting of the Board of Directors was held on October 6, 2014. A quorum being present, the meeting was called to order at 8:51 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

MEMBERS

Dan Gray, Chair
Sue Zywockarte

STAFF

Sylisa Lambert-Woodard, President & CEO
Brenda F. Brennan, CFO
Eleanor Vincent, COO
Lauren Leventhal, Technology & 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 McKenzie

MINUTES

Dan Gray called for a motion to approve the minutes from April 14, 2014 as presented. Sue made a motion to approve, which was seconded by Dan and approved unanimously.

CEO Report – Dr. Sylisa Lambert-Woodard

Sylisa's report was previously distributed to the Board in their packet (enclosed in the Board minutes book).

TREASURER'S REPORT – Brenda Brennan

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book). There was no additional information to add.

CHAIRPERSON'S REPORT AND COMMENTS – Dan Gray

Dan did not have any information to report.

BOARD DEVELOPMENT

Dan read the Officer slate as proposed by the Nominating Committee for the October 2014 – 2015 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 Dan and approved unanimously.

OLD BUSINESS –

There was no old business.

NEW BUSINESS –

There was no new business.

ANNOUNCEMENTS –

Staff Holiday Party is December 12th at Grevey's on Arlington Boulevard.

ADJOURNMENT

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

The meeting was adjourned at 8:53 p.m.

Respectfully submitted,