

## Board of Directors

Dan Gray, Chairman  
Patrick Chaing, Vice-Chair  
Jon-Michael Rosch, Secretary  
Tom Rowe, Treasurer  
Dara L. Aldridge  
Maiko Ashby  
Emily Chiang  
Jennifer Judelsohn  
Angie Lathrop  
Jennifer McGarey  
Douglas Robinson  
James Ross  
Sue Zywokarte

## 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 10, 2017  
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 – Pathway Homes Consumer
- 7:30 Approval of Minutes of Meeting January 9, 2017\*
- 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—Jennifer Judelsohn
  - 2. Board Development—Patrick Chaing
  - 3. Advocacy Committee—Angie Lathrop
  - 4. Personnel Practices Committee—Jim Ross
- 8:40 Old Business
- 8:45 New Business
  - 1. Policies
  - 2. No Submissions for Tuition Reimbursement Lottery
- 8:50 Announcements.
- 8:55 Adjournment

\* Materials Enclosed in Packet

## ADDENDUM TO BOARD AGENDA

April 10, 2017

Pathway Homes has been responsive to many community and contractual challenges over the past quarter. We have been actively engaged in risk assessment and in anticipating potential environmental and political changes. We have been actively engaged at the State and Federal level advocating for the preservation of needed services to our population, and the preservation and increase of affordable housing in our state. I have included the addendum of quarterly highlights for your review, and look forward to answering any questions at our upcoming board meeting!

### Board Matters:

- The Philanthropy Committee Report- Jennifer Judelsohn, Treasurer's Report- Brenda Brennan, Board Development report- Patrick Chaing, and Advocacy Report- Angie Lathrop are provided as attachments. Please review these reports before the meeting; any questions or clarifications will be addressed during the meeting.
- Pathway Homes responded to a RFP from Fairfax Department of Housing and Community Development (DHCD) in the amount of **\$1,766,765** to purchase eleven (11) one-bedroom condos within Fairfax County, primarily in the areas of Annandale/Falls Church and Alexandria. One condo will be purchased with CHDO (Community Housing Development Organization) funding through Pathway Recovery, Inc., and the other ten (10) condos purchased by Pathway Homes, Inc. This project will serve 11 precariously housed individuals with mental illness and/or co-occurring disabilities who have incomes at or below 30 percent adjusted monthly income (AMI). Currently one condo has been purchased, and two are under contract to close by 4/30/17.
- *RFP response for sole source contract and additional services, pending response:* Pathway Homes responded to a Health Planning Region (HPR) II RFP for housing and services. This continuum of housing and support within the Supervised Residential Program will provide two service levels based on the assessed needs of the residents. The more structured level proposed, and referred to as Supervised Residential Intensive (SRI) program, will include on-site services 7 days a week, to include awake overnight staff. This support level will serve 19 individuals in 3 homes. The homes will be in close proximity to each other so that staff time can be leveraged across sites and provision of services maximized within one clinical team. This RFP is anticipated to be awarded within 30 days.

The more independent level proposed, and referred to as Supervised Residential (SR) program, will provide services to 24 individuals. This program will consist of scattered sites 3-bedroom homes/townhomes and will provide overnight and/or on-call clinical support. The proposed budget for this project was submitted at \$1,145,135 for the

Supervised Residential Intensive response, and \$780,536 for the Supported Residential Services. Both projects are projected to be awarded in April 2017.

- *New potential opportunity:*

The VA Department of Behavioral Health and Developmental Services (DBDHS) submitted a request for carry over from FY15-16 funds from the Substance Abuse and Mental Health Services Administration's (SAMHSA) Cooperative Agreements to Benefit Homeless Individual (CABHI) programs that help people with behavioral health issues find housing and supportive services. CABHI funds can be used for a broad range of positions & purposes. Pathway Homes was *invited* to respond for up to \$1.4 million in additional funding to provide these services in the Northern VA region. We continue to look forward to this award being announced.

- Pathway Homes was the recipient of thirteen (13) HUD Homeless Assistance new and renewal grant awards totaling **\$5,181,471**. These grants fund our Supportive Housing Program and Shelter Plus Care (now called Leasing and Rental Assistance) projects serving 251 individuals. The most recent, 2015 SHP, **has currently placed 20 of 22 individuals** at the newly acquired Huntington Gardens apartments that were secured through partnership with Christian Relief Services. The total amount of HUD assistance our Fairfax-Falls Church Continuum of Care (CoC) receives is \$8,291,071.
- Updates on three (3) Pathways Community Consolidated Funding Pool (CCFP) FY 2017-18, awards include:
  1. Pathways requested \$318,564 over two years to serve 28 homeless high-risk individuals with serious mental illnesses and co-occurring substance use disorders who require highly intensive supportive services *long-term* in order to maintain stability in the community. **Pathway Homes was awarded \$132,558 for FY17 and \$128,137 for FY18. Pathways has served 13 of the targeted population so far this year.**
  2. **We've moved in!** Pathway Homes was awarded \$34,112 for FY17, and \$32,974 for FY18 to serve 3 individuals currently residing in our Stevenson Place ALF. Pathway Homes successfully renegotiated with the CSB to repurpose West Ox II to house these individuals since we were not awarded the requested acquisition funds to buy a house for this purpose. Individuals originally housed in West Ox II facility will be provided newly acquired and/or existing Pathways housing. Pathway Homes has signed the contract with the County reinstating this home for our use. It appears all outstanding issues related to this home's renovation have been resolved. *However, we are still awaiting formal communication related to this matter from our insurance carrier.*
  3. **Pathway Homes was awarded \$186,622 for FY17 and \$180,393 for FY18 to serve 50** homeless, high-risk individuals with serious mental illnesses and/or co-

occurring substance use disorders that require highly intensive supportive services in order to become self-sufficient and access and maintain stable permanent housing in the community. **Pathway Homes has served a total of 33 of this targeted population.**

- **Award increase!** Pathways Homes' *first* regional Department of Behavioral Health and Developmental Services (DBHDS) award to serve 31 individuals in Fairfax County, Prince William, and Alexandria City is fully occupied and operational! The contract award for \$1,407,576 (2 year period), has resulted in an award of: 18 beds- Fairfax, 10 beds- Prince William, and 7 beds- Alexandria. This contract began on 3/1/16, and was 100% occupied by 8/31/16, one month earlier than projected. Due to the success of this project DBHDS increased our budget 25% (an additional \$177,106) to serve 10 additional individuals in Prince William. The new total served will be **47** beds in the Northern Virginia region.
- Pathway Homes was awarded \$125,000 by the Potomac Health Foundation for 3 years to continue our service expansion into Prince William County. These funds are being used to lease 2- 1 bedroom, and 1- 2 bedroom units (total of 4 new individuals served) in Prince William County. We are still trying to hire a PT RN Nurse and have hired a .25 FTE (full time equivalent) MHCII (Mental Health Counselor II) to enhance our integrated healthcare and supportive service needs to those being served with serious mental illnesses.
- Attached you will find several policies. Please review in preparation for the Personnel Practices Committee report-out. There will need to be a motion to approve these policies at the Board meeting.
- Pathway Homes is pleased to announce that it made the 2017 Non- Profit Times Best Nonprofits to Work for the 5th year in a row! We ranked 50th over-all and 27th for medium sized non-profits, this was lower than last year's standings of 31<sup>st</sup> and 14th. We are committed to finding out why we ranked lower, and set the goal of increasing our standing for next year. We are still very proud and honored to be a part of this national list, but we ultimately would like to be first in the nation.
- Pathway Homes Staff Recognition Event was held on 3/24/2017. Special thanks to Tom Rowe for extending the formal welcome on behalf of the board, as well as, several board members who celebrated the milestones and achievements of our staff and volunteers! This is always an event that makes us pause to give thanks for the incredible work and dedication of those who invest in Pathway Homes!!

**PATHWAY HOMES, INC.**  
Minutes of the Quarterly Meeting of the  
Board of Directors  
January 9, 2017

The quarterly meeting of the Board of Directors was held on January 9, 2017. A quorum being present, the meeting was called to order at 7:04 p.m. by Chair, Daniel Gray. The following individuals were present and participated throughout the meeting:

**MEMBERS**

Dan Gray, Chair  
Patrick Chaing, Vice Chair  
Tom Rowe, Treasurer  
Jon-Michael Rosch, Secretary  
Jennifer Judelsohn  
Douglas Robinson (by phone)  
Maiko Ashby (by phone)  
James Ross  
Sue Zywokarte  
Angie Lathrop  
Emily Chiang  
Jennifer McGarey

**STAFF**

Sylisa Lambert-Woodard, President & CEO  
Brenda F. Brennan, CFO  
Eleanor Vincent, COO  
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: Dara Aldridge

**PRESENTATION**

**Agency Outcomes**

Eleanor Vincent, EdD, LPC, CSAC  
Chief Operating Officer

PowerPoint presentation uploaded to the Board Portal. There was discussion surrounding the how our targets compare with our peers. Dr. Vincent shared that we do benchmark our targets based on peer data as well as industry trends. The board emphasized that housing is a key component of recovery and our messaging should reflect that. Also, the board discussed the need for a broad array of funding sources to meet the needs of those on Pathways wait-list.

**MINUTES**

Dan Gray called for a motion to approve the minutes from October 3, 2016 as presented. Tom made a motion to approve, which was seconded by Jim Ross 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 included the following updates:

- Sylisa thanked Eleanor for her presentation and shared that Pathways outcome expertise has been sought and replicated by many local government and nonprofit partners.
- NBC4 Health and Fitness Expo was a success. Eleanor gave a presentation; Anna, Larry and other staff were manning a Pathway Homes station throughout the weekend event.
- Sylisa shared the Center for Nonprofit magazine which included an article recognizing Pathway's Board Cohn-Reznick Board Leadership runner-up award.
- The board discussed staffing needs for new acquisitions mentioned in the CEO's written report. Sylisa explained that much of the funding includes clinical supports and administrative support can be absorbed through economies of scale and added efficiencies being added through technology improvements.

### **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 recognized board member Emily Chiang on being named Financial Planner of the Year by the local Financial Planning Association (FPA) chapter. Dan also thanked the staff and the volunteers who supported the Resident Holiday Party for their tremendous efforts. Sylisa added that we have relieved a lot of the staff duties by bringing in a volunteer management firm to support much of the non-transportation related tasks. Dan also shared that he and Jim Ross enjoyed meeting the staff during the employee staff holiday party.

### **PHILANTHROPY COMMITTEE REPORT** – Jennifer Judelsohn

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

- The board celebrated surpassing the IT campaign goal set at \$385,000 with cake, beverages and noisemakers. The board discussed that many of the outcomes shared in Eleanor's presentation were possible with the funds raised through this campaign.
- Jennifer shared that as head of the Philanthropic Committee she would be meeting along with Sylisa and Anna, Director of Development to help them plan and gain support for their 2017 fundraising goals. She asked each member to share some available dates with Anna to set up those meeting which will take place during the 1<sup>st</sup> Quarter of 2017.
- To get folks thinking about ways to engage contacts for the 2017 breakfast and walk, Jennifer asked each board member to take 10 minutes to think through their "Treasure

Map” of potential invitees. She then distributed the Table Captain sign-up sheet stating that the goal is to have 7 of the 25 tables filled and hosted by members of the board.

### **BOARD DEVELOPMENT** – Patrick Chaing

The Board Development Committee was distributed prior to the meeting. Patrick had nothing to add, nor were there any questions.

### **ADVOCACY** – Angie Lathrop

The written Advocacy Committee Report is enclosed in the Board minutes book. Angie shared that members of the committee had recently met with VACBP Executive Director Mike Carlin to discuss the upcoming Virginia General Assembly events. She shared that Sylisa and Eleanor would be going to Richmond on January 17, 2017. She shared further tactics under consideration by the Committee include a Letter from the Pathways Board to the General Assembly, meetings with legislators to educate them on our population and permanent supportive housing and she shared that Pathway Homes had recently joined the Virginia Housing Alliance and that our Consumer Advisory Council will be joining VHA activities during the February 2<sup>nd</sup> 2017 Housing Day in Richmond. In 2017, Angie shared the committee would like to further refine our Advocacy messages and branding.

The Board also discussed the progress made last year by the former Vice Chair McKenzie and the Creigh Deeds visit to Pathways to learn more about our model of care and the impact that has had on the General Assembly Committee focused on Mental Health funding. She shared the consumer voice will continue to play a critical role in advocating for the needs of those in our community.

### **FINANCE** – Tom Rowe

The Finance committee met with the auditors for their presentation. There were no substantial recommendations, and the auditors were complimentary of the accounting team. Dan and Sylisa both thanked and recognized Brenda’s leadership.

### **OLD BUSINESS** –

None

### **NEW BUSINESS** – Brenda Brennan

**Help the Homeless Motion** - Brenda shared the accounting restrictions set forth for the proceeds of the 2016 Help the Homeless Walk. She explained that the board needs to make a specific allocation, however, that allocation can be made to the unrestricted category once all expenses/obligations have been met.

After some discussion, Dan made the following motion “Having met all the obligations and cost to mount the 2016 Help the Homeless Walk that the Board moves to designate the 2016 Help the

Homeless net proceeds to unrestricted funding.” Jim seconded this motion and the board unanimously approved the motion.

**Tuition Reimbursement drawing** - Of 2 eligible submissions, Brian Samson’s name was selected for reimbursement. Jennifer Simmons was also in the running, but not selected.

### **ANNOUNCEMENTS** –

Steps to Pathways Breakfast is being held on May 11, 2017 at Sherwood Community Center, 3740 Old Lee Highway, Fairfax 8:00 to 9:30 a.m.

The Summer of the Arts Exhibit is being held at Unitarian-Universalist Church at 1625 Wiehle Avenue #2, Reston from June 26<sup>th</sup> thru July 23rd, 2017. Artists Reception scheduled for July 8, 2017 from 4-6 p.m.

### **ADJOURNMENT**

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

The meeting was adjourned at 8:56 p.m.

Respectfully submitted,



TREASURER'S REPORT-APRIL 2017

Brenda Brennan, Chief Financial Officer

Two new bank accounts have been set-up with Capital One Bank to replace two existing accounts for Pathway Visions Reserve for Replacement and Residual Receipts. The two existing accounts were modified to "Rewards Accounts" from Interest Bearing Accounts. Per the U.S. Department of Housing and Urban Development (HUD) Regulations governing this project, we are required to maintain our funds in interest bearing accounts only. After consultation with Capital One, setting up two new accounts was the only remedy to meeting the HUD requirement. The funds in the existing accounts will be transferred to the new accounts and then closed.

Pathways Living, Inc., project consisting of the six homes at: 6215 Pioneer, 5626 Sheldon, 2201 and 2203 Huntington Avenue, and 2303 and 2305 Mary Baldwin Drive annual Housing Assistance Payment Contract (HAP) has already been renewed effective July 2017 with a one percent (1%) increase.

Pathway Visions, Inc., project consisting of four two-bedroom condominiums, Project Rental Assistance Contract (PRAC) expires July 31, 2017. A request for a renewal at a two percent increase has been submitted to HUD for review and approval. We anticipate a response by early May 2017.

Pathway Homes continued to enhance employee benefits by raising the Life Insurance benefit from \$25,000 to \$50,000 for all full-time employees effective February 1, 2017 at a minimal annual premium increase of \$4200.

April 3, 2017 - Philanthropic Report –3rd Quarter FY17

July 1, 2016 through March 31, 2017

Committee Members: Jennifer Judelsohn, Chair, Patrick Chaing, Douglas Robinson and Sue Zywokarte  
Staff: Sylisa Lambert-Woodard, Anna Smith

- Financial Contribution Total YTD \$303,137– **FY17 Goal \$288,000**
  - Campaign Updates:
    - *Help The Homeless*: YTD \$53,014– **FY17 Goal \$50,000**
    - *Holiday Wish List*: YTD \$9,595 – **FY17 Goal \$10,950**
    - *Steps to Pathways Breakfast*: YTD \$17,617 – **FY17 Goal \$50,000 (\$32,383 remaining)**
    - *Other*: YTD \$44,362 **FY17 Goal \$31,000**
  - Grant Update: YTD \$177,763- **FY17 Goal \$200,000**
    - *Submitted*: \$417,763
    - *Received or Awarded*: \$201,263
    - *Total Decision Pending*: \$17,500
    - *Total Declined*: 240,000 (*one Neighborhood Builder \$200K*)
  - Upcoming Philanthropic Events
    - Steps to Pathways Information Session – Thursday, April 20, 2017 – 10 to 11 a.m.
    - Steps to Pathways Breakfast – Thursday, May 11, 2017 - Stacy Sherwood Community Center - 8-9:30 a.m.
    - Resident Cook-Out – May 19<sup>th</sup> from noon to 3:00 – Nottoway Park, Vienna, VA
  - Board Call to Action
    - Fill those tables for the Steps to Pathways Breakfast! Goal 25 Tables – 250 attendees
  - **Thank you to those Board Members who volunteered to captain tables and have participated in the Table Captain workshops**
    - Jennifer Judelsohn along with her husband David have already filled almost two tables
    - Emily Chiang and her friend Lorene have already filled a table
    - Sue Zywokarte has already almost filled her table with advocacy supporters
    - Angie Lathrop, Jonny Rosch and Dara Aldridge participated in the Table Captain conference calls and are filling their tables now.
    - If you have guests confirmed please give those names and their contact information to Anna by COB Friday, April 14, 2017.

## **April 3, 2017 – Board Development Report –3rd Quarter - FY2017**

Committee Members: Patrick Chaing, Committee Chair, Dan Gray, Jim Ross

Staff: Sylisa Lambert-Woodard, Anna Smith

The Board Development Committee met on Monday, April 3, 2017 to review the Learning Series Webinar currently being prepared by Pathways staff prior to being launched to full board. The board also discussed the learning priorities and format for future webinars.

Recommendations will be shared with the full board at the April 10, 2017 meeting.

**Advocacy Committee Report**  
**April 4, 2017**

**Committee Members: Sue Zyworkarte, Angie Lathrop, Jennifer McKenzie  
Jennifer McGarey**

**Staff: Sylisa Lambert-Woodard and Eleanor Vincent**

On February 1, 2017, with funding through a grant from the Catholic Campaign for Human Development, ten members of the Pathways Consumer Advisory Council and two staff members left for Richmond. The group spent that evening in Richmond in preparation for Virginia Housing Alliance (VHA) Housing Day on February 2, 2017.

On the day of the event, the group was joined by two members of the Pathways Board Advocacy Committee, Angie Lathrop and Sue Zyworkarte, and Chief Operating Officer, Eleanor Vincent. The Pathways contingency was the largest group from any single organization at the event, which included representatives from nonprofits across the region and the Department of Behavioral Health and Developmental Services.

The highlight of the trip was realized during face-to-face meetings with Delegate Tim Hugo and Delegate Kenneth Plum, both of whom graciously received the group and listened to individual stories of recovery and resilience. The group was equally impactful in telling their stories and advocating for policies that support permanent supportive housing during meetings with legislative aides for Delegate David Bulova, Senator Janet Howell, and Senator Chap Petersen who were in other meetings during the visit. Both Board members present stated that being part of the trip reinforced for them the importance of Board involvement in these activities and agency advocacy on a broader level.

The CAC followed up the Richmond trip with a trip to Washington D.C. on March 28, for Federal Housing Day. Again supported by two Pathways staff members, the group met with legislative aides for Senators Caine, Warner and Connolly to tell their stories of recovery and promote Pathways advocacy priorities.



**Policy:** Media ~~– News Media~~ Relations  
**Section:** Administration  
**Policy Date:** 1/14/2013  
**Date(s) Revised:**  
**Number of Pages:** (1)

**DRAFT REVISION**

**Policy Number:** 1M2

**This Policy Applies to:**  
▶ The agency.

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## PURPOSE

The purpose of this policy is to provide guidance to Pathway Homes' ~~employees, contractors, interns, Board of Directors and volunteers (referred to as Representatives) stakeholders~~ in their interactions with ~~the news media as it relates regarding to~~ Pathway Homes. This policy covers all external news media including broadcast, electronic, and print.

## POLICY

No Pathway Homes ~~employee representative~~, except the Chief Executive Officer (CEO), is authorized to speak to the media on the agency's behalf. All ~~employees, contractors, interns, and volunteers representatives~~ must therefore refer all media inquiries about Pathway Homes to the CEO or an individual designated by the CEO.

Pathway Homes cannot prohibit any current or prior residents, or other stakeholders from speaking ~~with to~~ the media. Pathway Homes does however request that residents and other stakeholders refer all media inquiries about Pathway Homes to the agency's CEO or designee.

If contacted directly by media personnel, representatives will respond, "Pathway Homes' policy is to refer all media inquiries to the Chief Executive Officer. You can reach her/him at 703-876-0390."

Representatives will immediately follow up with a notification to the Chief Executive Officer about such contact.

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**Policy:** HUD Projects  
**Section:** Administration  
**Policy Date:** 01/12/2009  
**Date(s) Revised:** 04/11/2016  
**Number of Pages:** (2)

**Policy Number:** 1-H1

**This Policy Applies to:**  
▶ The agency.

**DRAFT REVISION**

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## **PURPOSE**

Pathway Homes will ensure that all projects funded by the U.S. Department of Housing and Urban Development (HUD) conform to established HUD regulations and requirements.

## **SHELTER PLUS CARE GRANTS**

Draw down requests for Shelter Plus Care Grants from the HUD LOCCS system will be done monthly, on a reimbursement basis for net rental expenses incurred by Pathway Homes, Inc., by the Fairfax County Department of Housing and Community Development (DHCD) after receipt of an invoice from Pathway Homes (PHI).

## **PROCEDURE**

- Pathway Homes, Inc. will prepare monthly invoices for each Shelter Plus Care Grant, which will specify the total amount of rent expense incurred, net rental income received from the residents residing in the specific units, and the monthly administrative expense.
- Each invoice prepared and submitted to Fairfax County DHCD will be supported by documentation referencing the apartment rent paid by; apartment address, apartment unit, and the resident's name.
- All paid bills will be maintained by PHI for audit and review by DHCD, HUD, independent auditors, and any other regulatory authority.

## **EDUCATIONAL NEEDS OF INDIVIDUALS YOUNGER THAN 25**

Homeless individuals younger than 25 years who are served in Pathways HUD projects will be provided access to educational and related services.

## **PROCEDURE**

- Pathway Homes, Inc. will designate a staff person to ensure that individuals younger than 25 years old are enrolled in school and receive educational services as appropriate.

- The designated staff person will take into account the educational needs of individuals younger than 25 years during the intake assessment and periodically thereafter.
- ~~Pathway Homes Inc. will identify The designated-a~~ staff person ~~to will~~ act as liaison with homeless service resources to ensure access to available community supports for these individuals.
- Pathway Homes Inc. will ensure non-discrimination in the provision of services to individuals younger than 25 years.

### HUD FAIR MARKET RENT AND RENT REASONABLENESS

Pathway Homes will ensure that all projects funded by HUD will conform to established HUD regulations and requirements to determine rent reasonableness.

### PROCEDURE

- Pathway Homes will conduct rent reviews of units leased and/or rented in projects funded by the U.S. Department of Housing and Urban Development (HUD) based on Fair Market Rent of comparable units in the geographic area.
- Pathway Homes will utilize the current Fair Market Rent (FMR) for all bedroom sizes published annually by HUD for the specific geographic area supporting the grant funded project.
- Pathway Homes will compare current rent/leasing charges for specific unit size and within the same geographic area with other units of similar size, age, quality, access to public transportation and shopping published by: apartment leasing communities, Zillow, Rent.com, etc. to determine rent reasonableness. Rent and leasing charges that exceed published fair market rent and rent reasonableness will not be considered for projects funded by HUD.

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**Policy:** Media – Social Media Engagement

**Section:** Administration

**Policy Date:**

**Date(s) Revised:**

**Number of Pages:** (2)

**DRAFT – NEW POLICY**

**Policy Number:** 1-M3

**This Policy Applies to:**

➤ The agency.

## **PURPOSE**

Pathway Homes believes that participation in online communities is a valuable means of sharing information and staying connected. This policy is intended to provide guidelines that promote the responsible flow of useful and appropriate information. Pathway Homes expects its employees, contractors, interns, Board of Directors, and volunteers (referred to as Representatives) to exercise personal responsibility whenever they use social media, which includes protecting the reputation of the agency.

## **POLICY**

While the CEO designates staff who will speak on behalf of Pathway Homes in an official capacity on all media platforms, Pathway Homes does encourage staff to interact on our social media sites by “liking” and/or making comments on posted messages within the parameters set forth in this policy; to promote agency events, and advocacy and education efforts.

Representatives must not post any material that could interfere with work functions, including but not limited to material that is, or perceived to be, obscene, defamatory, profane, libelous, threatening, discriminatory, harassing, retaliatory, abusive, or hateful.

All postings must abide by applicable copyright laws and individuals must ensure that they have permission to use or reproduce any copyrighted text, photos, graphics, video or other material owned by others.

Pathway Homes reserves the right to monitor, prohibit, restrict, block, suspend, terminate, delete or discontinue an individual’s access to any Pathway Homes hosted media site, at any time, without notice and for any reason and in its sole discretion. Pathways may remove, delete, block, filter or restrict by any other means any materials in its sole discretion.



By posting any content on any Pathway Homes hosted media site, Representatives grant to Pathway Homes the irrevocable right to reproduce, distribute, publish, display such content and the right to create derivative works from such content, edit or modify such content and use such content for any communications purpose.

Absent written authorization from the President/CEO or his/her designee, an individual shall not submit any content to a Pathway Homes hosted media site that contains any product or service endorsements or any content that may be perceived as political lobbying, solicitations or contributions. An Individual may not use a Pathway Homes hosted media site to link to any sites for political candidates or parties or use Pathway Homes hosted media sites to discuss political campaigns, political issues, or for taking a position on any product, service, legislation, law, elected official or candidate, political party or movement.

Representatives must not use Pathway Homes' logos, trademarks or proprietary graphics that would create the appearance they are speaking on behalf of Pathways without prior authorization from the President/CEO or his/her designee.

Representatives must not use or disclose protected health information of any kind, including consumer images, on any social media platform or smartphone application without the express written authorization of the consumer. Such authorization must stipulate the specific information to be released, the purpose and limitations of use, and the limitations inherent in recalling published electronic information if authorization is revoked. Even if an individual is not identified by name within the information at issue, if there is a reasonable basis to believe that the person could still be identified from that information, then its use or disclosure could constitute a violation of the Health Insurance Portability and Accountability Act (HIPAA), state law, and/or Pathway Homes' policies. Additionally, online activities regarding Representatives served by Pathway Homes that may compromise their personal dignity or otherwise make them question the confidentiality of the services provided by the agency are prohibited.



**Policy:** Succession Planning  
**Section:** Organization  
**Policy Date:**  
**Number of Pages:** 2

**Policy Number:**

**This Policy Applies to:**  
▶ The agency.

**DRAFT NEW POLICY**

## **PURPOSE**

The purpose of this policy is to ensure that the organization has identified key personnel to assume the duties of Leadership positions should any of these individuals be unavailable to perform their duties.

The organization has demonstrated an ongoing commitment to attract, motivate, retain, and engage senior and mid-level management positions through the talent management system to ensure that there is adequate succession planning to meet the objectives of the organization's Mission. The composition of the Leadership of the organization is represented by senior personnel responsible for the administration and oversight of the agencies operations, programs and services. The Management Team of the organization comprises mid and senior level personnel in all areas of operations and program management.

## **POLICY**

In the absence of the President and/or Chief Executive Officer (if applicable), or in the event of the President's and/or CEO's inability or refusal to act, the Executive Staff designated as the Corporation's Leadership Team by the CEO, with approval by the board, shall perform the duties of the President and/or CEO, and when so acting shall have all the powers of, and be subject to all the restrictions upon, the President and CEO. Leadership Team, as designated in the Corporate By-Laws, shall have such other powers and perform such other duties as the CEO may from time to time prescribe in writing, approved by the board.

In the absence of or in the event of a key Leadership Team member's inability or refusal to act, the President and/or CEO would designate senior and mid-level managers who have the skills, competencies and capacity to either individually or collectively assume the responsibilities of the Leadership Team member until they are able to return to office or a replacement has been identified.

## **PROCEDURE**

The organization's Corporate By-Laws provide for the roles and responsibilities of each member of the Corporation's Leadership Team. Collectively, these individuals, with board approval, will assume the duties of the President and Chief Executive Officer until their return to the office or until a replacement has been appointed.

## **Board of Directors**

Dan Gray, Chairman  
Patrick Chaing, Vice-Chair  
Jon-Michael Rosch, Secretary  
Tom Rowe, Treasurer  
Dara L. Aldridge  
Maiko Ashby  
Emily Chiang  
Jennifer Judelsohn  
Angie Lathrop  
Jennifer McGarey  
Douglas Robinson  
James Ross  
Sue Zywokarte

## **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, Huntington, Pioneer, and Sheldon**

Six three-bedroom homes for nine men and nine women

## **Board of Directors**

**Monday, April 10, 2017  
10201 Fairfax Blvd., Ste. 200  
Fairfax, VA 22030-2209**



- 9:00 Call to Order of Annual Meeting
- 9:01 Approval of Minutes of Meeting October 3, 2016\*
- 9:02 CEO's Report – Dr. Sylisa Lambert-Woodard
- 9:05 Treasurer's Report - Brenda Brennan
- 9:06 Chairperson's Report and Comments
- 9:07 Committee Reports
- 9:08 Old Business
- 9:09 New Business
- 8:50 Announcements
- 8:55 Adjournment

\* Materials Enclosed in Packet

**PATHWAYS LIVING, INC.**  
(Mary Baldwin, Huntington, Pioneer, and Sheldon)  
six three-bedroom homes for nine men and nine women

Minutes of the Meeting of the  
Board of Directors  
**October 3, 2016**

The annual meeting of the Board of Directors was held on October 3, 2016. A *quorum* being present, the meeting was called to order at 8:42 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

**MEMBERS**

Dan Gray, Chair  
Patrick Chaing, Vice-Chair  
Tom Rowe, Secretary/Treasurer  
Dara L. Aldridge  
Maiko Ashby  
Emily Chiang  
Jennifer McGarey  
James Ross  
Sue Zywokarte

**STAFF**

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

Jon-Michael Rosch participated via teleconference throughout the meeting.

The following individuals notified the office or other Board Members that they would not be present for this meeting: Jennifer Judelsohn, Angie Lathrop, Douglas Robinson

**MINUTES**

Dan Gray called for a motion to approve the minutes from April 11, 2016 as presented. Jim Ross made a motion to approve, which was seconded by Jennifer McGarey 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.

**COMMITTEE REPORTS**

There were no reports

**OLD BUSINESS** –

There was no old business.

**NEW BUSINESS** –

Dan read the Officer slate as proposed by the Nominating Committee and finalized by the Board of Pathway Homes, Inc. for the October 2016 – 2017 term:

Dan Gray – Chair  
Patrick Chaing – Vice-Chair  
Jon-Michael Rosch – Secretary  
Tom Rowe – Treasurer

Jim Ross moved that the election of the Officers be accepted as presented. This was seconded by Sue Zywokarte and approved unanimously.

The Nominating Committee recommended the following Board Members be re-elected for the three-year term of October 2016 - 2019:

Dara Aldridge  
Maiko Ashby  
Emily Chiang  
Angie Lathrop

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

**ANNOUNCEMENTS** –

The agenda has a list of announcements and significant dates.

**ADJOURNMENT**

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

The meeting was adjourned at 8:46 p.m.

Respectfully submitted,

## Board of Directors

Dan Gray, Chairman  
Patrick Chaing, Vice-Chair  
Jon-Michael Rosch, Secretary  
Tom Rowe, Treasurer  
Dara L. Aldridge  
Maiko Ashby  
Emily Chiang  
Jennifer Judelsohn  
Angie Lathrop  
Jennifer McGarey  
Douglas Robinson  
James Ross  
Sue Zywokarte

## 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 townhome for three men

### Board of Directors

Monday, April 10, 2017  
10201 Fairfax Blvd., Ste. 200  
Fairfax, VA 22030-2209



- 9:16 Call to Order of Annual Meeting
- 9:17 Approval of Minutes of Meeting October 3, 2016\*
- 9:18 CEO's Report – Dr. Sylisa Lambert-Woodard
- 9:20 Treasurer's Report - Brenda Brennan
- 9:21 Chairperson's Report and Comments
- 9:22 Committee Reports
- 9:23 Old Business
- 9:24 New Business
- 9:25 Announcements.
- 9:30 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 3, 2016

The annual meeting of the Board of Directors was held on October 3, 2016. A *quorum* being present, the meeting was called to order at 8:46 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

### **MEMBERS**

Dan Gray, Chair  
Patrick Chaing, Vice-Chair  
Tom Rowe, Secretary/Treasurer  
Dara L. Aldridge  
Maiko Ashby  
Emily Chiang  
Jennifer McGarey  
James Ross  
Sue Zywokarte

### **STAFF**

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

Jon-Michael Rosch participated via teleconference throughout the meeting.

The following individuals notified the office or other Board Members that they would not be present for this meeting: Jennifer Judelsohn, Angie Lathrop, Douglas Robinson

### **MINUTES**

Dan Gray called for a motion to approve the minutes from April 11, 2016 as presented. Sue Zywokarte made a motion to approve, which was seconded by Jim Ross 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.

**COMMITTEE REPORTS**

There were no reports

**OLD BUSINESS** –

There was no old business.

**NEW BUSINESS** –

Dan read the Officer slate as proposed by the Nominating Committee and finalized by the Board of Pathway Homes, Inc. for the October 2016 – 2017 term:

Dan Gray – Chair  
Patrick Chaing – Vice-Chair  
Jon-Michael Rosch – Secretary  
Tom Rowe – Treasurer

Tom Rowe moved that the election of the Officers be accepted as presented. This was seconded by Sue Zywokarte and approved unanimously.

The Nominating Committee recommended the following Board Members be re-elected for the three-year term of October 2016 - 2019:

Dara Aldridge  
Maiko Ashby  
Emily Chiang  
Angie Lathrop

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

**ANNOUNCEMENTS** –

The agenda has a list of announcements and significant dates.

**ADJOURNMENT**

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

The meeting was adjourned at 8:48 p.m.

Respectfully submitted,

## Board of Directors

Dan Gray, Chairman  
Patrick Chaing, Vice-Chair  
Jon-Michael Rosch, Secretary  
Tom Rowe, Treasurer  
Dara L. Aldridge  
Maiko Ashby  
Emily Chiang  
Jennifer Judelsohn  
Angie Lathrop  
Jennifer McGarey  
Douglas Robinson  
James Ross  
Sue Zywokarte

## For the sake of what?

*Does this move us in the direction of our mission?*

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## 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 10, 2017  
10201 Fairfax Blvd., Ste. 200  
Fairfax, VA 22030-2209



- 9:31 Call to Order of Annual Meeting
- 9:32 Approval of Minutes of Meeting October 3, 2016\*
- 9:33 CEO's Report – Dr. Sylisa Lambert-Woodard
- 9:35 Treasurer's Report - Brenda Brennan
- 9:36 Chairperson's Report and Comments
- 9:37 Committee Reports
- 9:38 Old Business
- 9:39 New Business
- 9:40 Announcements.
- 9:45 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 3, 2016

The annual meeting of the Board of Directors was held on October 3, 2016. A *quorum* being present, the meeting was called to order at 8:46 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

#### **MEMBERS**

Dan Gray, Chair  
Patrick Chaing, Vice-Chair  
Tom Rowe, Secretary/Treasurer  
Dara L. Aldridge  
Maiko Ashby  
Emily Chiang  
Jennifer McGarey  
James Ross  
Sue Zywokarte

#### **STAFF**

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

Jon-Michael Rosch participated via teleconference throughout the meeting.

The following individuals notified the office or other Board Members that they would not be present for this meeting: Jennifer Judelsohn, Angie Lathrop, Douglas Robinson

#### **MINUTES**

Dan Gray called for a motion to approve the minutes from April 11, 2016 as presented. Sue Zywokarte made a motion to approve, which was seconded by Jim Ross 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.

**COMMITTEE REPORTS**

There were no reports

**OLD BUSINESS** –

There was no old business.

**NEW BUSINESS** –

Dan read the Officer slate as proposed by the Nominating Committee and finalized by the Board of Pathway Homes, Inc. for the October 2016 – 2017 term:

Dan Gray – Chair  
Patrick Chaing – Vice-Chair  
Jon-Michael Rosch – Secretary  
Tom Rowe – Treasurer

Tom Rowe moved that the election of the Officers be accepted as presented. This was seconded by Sue Zywokarte and approved unanimously.

The Nominating Committee recommended the following Board Members be re-elected for the three-year term of October 2016 - 2019:

Dara Aldridge  
Maiko Ashby  
Emily Chiang  
Angie Lathrop

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

**ANNOUNCEMENTS** –

The agenda has a list of announcements and significant dates.

**ADJOURNMENT**

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

The meeting was adjourned at 8:49 p.m.

Respectfully submitted,

## Board of Directors

Dan Gray, Chairman  
Jennifer Judelsohn Vice-Chair  
& Secretary/Treasurer  
Sue Zywokarte

## 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 10, 2017  
10201 Fairfax Blvd., Ste. 200  
Fairfax, VA 22030-2209



- 9:46 Call to Order of Annual Meeting
- 9:47 Approval of Minutes of Meeting October 3, 2016\*
- 9:48 CEO's Report – Dr. Sylisa Lambert-Woodard
- 9:50 Treasurer's Report - Brenda Brennan
- 9:51 Chairperson's Report and Comments
- 9:52 Committee Reports
- 9:53 Old Business
- 9:54 New Business
- 9:55 Announcements.
- 10:00 Adjournment

\* Materials Enclosed in Packet



# **PATHWAY RECOVERY, INC.**

## **Minutes of the Meeting of the Board of Directors October 3, 2016**

The annual meeting of the Board of Directors was held on October 3, 2016. A *quorum* being present, the meeting was called to order at 8:46 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

### **MEMBERS**

Dan Gray, Chair  
Sue Zywokarte

### **STAFF**

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

The following individuals notified the office or other Board Members that they would not be present for this meeting: Jennifer Judelsohn

### **MINUTES**

Dan Gray called for a motion to approve the minutes from October 12, 2015 as presented. Sue Zywokarte made a motion to approve, which was seconded by Dan Gray and approved unanimously.

Dan Gray called for a motion to approve the minutes from April 11, 2016 as presented. Sue Zywokarte made a motion to approve, which was seconded by Dan Gray 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.

**COMMITTEE REPORTS**

There were no reports

**OLD BUSINESS** –

There was no old business.

**NEW BUSINESS** –

Dan read the Officer slate as proposed by the Nominating Committee for the October 2016 – 2017 term:

Dan Gray – Chair  
Jennifer Judelsohn – Vice-Chair & Secretary/Treasurer

Sue Zywokarte moved that the election of the Officers be accepted as presented. This was seconded by Dan Gray and approved unanimously.

**ANNOUNCEMENTS** –

The agenda has a list of announcements and significant dates.

**ADJOURNMENT**

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

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

Respectfully submitted,