

**Pathway Homes of Florida, Inc.**  
**September 27, 2019 Board of Directors Update**

The previous Board update ended with the following:

**The Central Florida system, including the Central Florida Foundation and the Homeless Services Network and the three jurisdictions, Orange County, Seminole County and Osceola County, are currently in the midst of finalizing the mechanism by which funding will continue for the coming year. At present, it appears that the bulk of our contract, currently through CFF, will transition to Orange County funding administered through HSN.**

As expected, throughout this year, our primary funding has shifted from the private Homeless Impact Fund administered by the Central Florida Foundation to local government funding. The Homeless Services Network (HSN) is now administering funding from Orange County and Osceola County, and we now receive Seminole County funding through a separate contract directly with them. In addition, we continue to have a separate contract with the City of Orlando.

Our primary contract for the coming year, October 1, 2019 through September 30, 2020 will be for **\$639,600**. This contract funds 6.0 Case Manager II positions, 1.0 Peer Support Specialist, our Director of Case Management, Housing Specialist and SOAR Benefits Specialist positions and most of our operating costs.

We are in the third quarter of our contract with Seminole County for **\$77,145** which funds a 1.0 Case Manager II position serving clients whose homelessness originated in Seminole County.

In June 2019 our contract for **\$85,241** by the City of Orlando was renewed also. This contract funds a 1.0 Case Manager II position to work exclusively with chronically homeless from the City downtown area, assisting them into apartments subsidized by Orlando Housing Authority vouchers.

In November 2018, we received notice of funding from the City of Orlando Community Investment Program for **\$60,000** to fund a Peer Support Specialist Position and additional Barrier Buster funds for the 2019 Calendar year. We have been able to shift the funding for our Peer Support Specialist position to the HSN contract, allowing us to utilize these funds for needed Barrier Buster costs (i.e., beds, furniture, household supplies, bus passes, etc. for our residents.) We have applied for renewal for these funds for the 2020 calendar year, with announcement awards expected by November 2019.

Total funding for Pathway Homes of Florida through grants and contracts over the coming year is expected to be in the range of **\$861,986**.

A significant goal and effort over the past year has been preparing, accrediting and credentialing the Florida organization to begin billing Medicaid for Targeted Case Management services. In this regard, both the agency and our Director of Case Management, Shantel Graves, and Joel have been approved as Medicaid Providers and all eligible staff have been through appropriate training and received certification by the Florida Certification Board as Behavioral Health Case Managers (a process which

took a year and a half due to State delays transitioning to this new certification model). Currently, we have submitted our first credentialing application to contract with the primary Managed Care Organization (MCO) serving our clientele, Wellcare Health. We are expecting our contract with them to be approved within the next month or two.

We are currently actively case managing 116 chronically homeless consumers of our 120 capacity. Of these, 99 have been assisted into permanent supportive housing apartments. Our current outcomes on the “Scorecard” utilized by the Homeless Impact Fund and the Homeless Services Network are as follows:

Scorecard for Chronic System- Includes all Sources		
Goal	Actual	
85%	93%	Clients remain housed for 1 year
80%	98%	Clients maintain or increase their income in 1 year
80%	100%	Clients have access to primary healthcare and documented reduction of ER services
100%	100%	Landlords have access 24/7 to the service/Housing team
100%	100%	Clients will be entered into HMIS
100%	100%	Referred through Coordinated Assessment

From the start date of our first small grant for one case manager in December 2015, we currently have 17 clients who are in their third year of stable permanent housing, which number should rise to over 45 over the coming six months, as well as a number in their fourth year.

Our current Florida staffing includes 8.0 Case Manager II positions, 1.0 Housing Specialist, 1.0 SOAR Benefits Specialist, 1.0 Peer Specialist position, 1.0 Administrative Accounting Assistant and our Director of Case Management, Shantel Graves.

Pathway Homes of Florida has developed a significant presence in the Central Florida Community over the past four years, and we believe that the quality of our services and effectiveness as a valuable and desirable partner to work with are recognized throughout the community. In June 2018, Pathways was featured in an article in the I-4 Business Magazine (Attachment A).

Pathway Homes of Florida has been recently recruited (9/18/19) to Launch Florida’s FIRST 1115 Waiver for Permanent Supportive Housing (PSH). This waiver will create the capacity to bill Medicaid for select services such as Targeted Case Management, Peer Recovery Services and potentially crisis stabilization. The selection of this pilot is a significant accomplishment, as it acknowledges Pathways as a preferred provider in Region 5- Central Florida.

Sylisa met with Mayor Jerry Deming at the East Chamber of Commerce and was invited to participate on his affordable housing committee. Mayor Deming has been recently elected as Orange County Major

and is very interested in affordable housing for individuals with disabilities. The Mayor made a brief acknowledgement of Pathways and our services during his Channel 13 interview at the Chamber luncheon.

Three potential board candidates have been identified for future board discussion: Marta Negron, Senior VP/Orlando Regional Manager of MID FLORIDA Community Credit Union; Alonzo Williams, President of ZERION Telemedicine; and, John Kelly, Publisher of Orlando Medical NEWS. Future discussions with the board will be scheduled to determine the potential complement to our board.

Pathways of Florida Financial report has been presented for your review. We remain in negotiations to resolve the outstanding \$18,301.35. This current deficit is arrived at due to unreimbursed admin costs (i.e. mileage, salary, grant transition expenses).

Pathways of Florida is currently engaged in developing a fundraising arm to anticipate future unreimbursed expenses, and reimbursement to Pathway Homes. Please review the attached fundraising report.

After 4 years of operations, Pathway Homes of Florida is referred to as a "Gold Standard" agency by Mark Brewer Pres/CEO of the Central Florida Foundation. It has grown from an agency of one, to 12 employees, serving 116, recruited by MCO's as a preferred partner and acknowledged as a best practice agency providing case management and permanent supportive housing to individuals and families. This subsidiary agency has matured Pathway Homes into new markets and given the parent company credibility and increased confidence by stakeholders.

This agency could not have been successful without the support of both boards, the in-kind services rendered by Pathway Homes, Inc., and the incredible leadership of Joel McNair! Joel has been a Shepard, transitional asset, and instilled the values and culture that Pathway Homes hold at its core. While Joel has been preparing for his second retirement from Pathways of Florida, he will be transitioning from his role effective 10/1/19. Pathways has been investing in Shantel Graves, Director for the past 3 years to succeed Joel in his role. This change in leadership is implemented at this time to ensure for the future capacity building of the agency, and to maximize the available administrative dollars committed to the agency in the future.

# Housing is Hope

## Pathways Helps Homeless People Integrate Back into the Community



Deafening rain smacked against the tin roof of a rusted old pickup truck. A soothing sound to some, it signaled an all-too-familiar threat for this young Central Florida resident. Attempting to get comfortable, he struggled to stretch out his legs and rest his head on the side panel inside the vehicle. He pulled a tattered blanket over his head, closed his eyes and was overcome with grief.

This is one of the many stories clients have told Joel McNair, director of Florida operations at Pathways, an integral partner with the Central Florida Commission on Homelessness and the Central Florida Homeless Assistance Network. In his 28 years with Pathways, McNair has heard about so many hardships clients have faced.

“One client’s leg was amputated while he was homeless,” McNair recalled. “Being housed has given him the opportunity to have prosthetics shipped to his apartment with a limited in-home physical therapy component, which really helps keep his spirits up and motivates him to keep pushing forward.”

Built upon the foundation that homes end homelessness, a program the region is using today called Housing First places applicable candidates, or chronically homeless individuals, into homes and provides



## BY THE NUMBERS



**\$13,000**

Savings per person, per year  
with Housing First

**\$1.3  
million**

Annual savings to community for  
100+ people in Pathways Housing  
First program



**96%**

Retention rate of local people in  
Housing First program

"The Housing First approach integrates the belief that vulnerable and at-risk homeless individuals are more responsive to interventions and support services after they are in their own housing," McNair said. With a 98% retention rate and community savings of more than \$13,000 per person per year, the Housing First model is a solution for all members of a community.

Chronically homeless individuals are those with severe mental illnesses and other disabilities who have histories of multiple prior hospitalizations, significant functional impairments, unemployment or underemployment, limited interpersonal skills and limited natural supports.

"One woman was living in the woods for years because she couldn't get away from addiction and mental health issues," McNair said. "We just signed her lease for the third year in housing, and she is now doing very well. She has received mental health assistance and has been clean for two years since being housed. I see her volunteering her time to help other people get to their doctor appointments, and she often cooks food for others who need it."

Pathways provides comprehensive case management services to assist chronically homeless adults and places them into permanent supportive housing, while providing them with the intensive wraparound services they need to reintegrate into stable community living.

All clients receive assistance in continuing to strengthen learned skills that support community integration and employment, such as medication management, symptom management, daily living skills and development of personal support systems. "The services are designed to enhance each consumer's skills and enable them to become more self-sufficient," said McNair, who is a licensed mental health counselor.

Maslow's Hierarchy of Needs classifies physiological needs and safety as the most basic of human constructs. After those two aspects are secured and met on a consistent basis, then the mind can flourish, and the individual can become a positive, functioning member of society. McNair recited case after case of success stories that reinforced the fact that the Housing First model of care works. The program addresses health. It fosters care. It incites hope.

## Florida Philanthropic and Communications Report – September 27, 2019

This last year has been a busy one increasing the visibility of our high-fidelity model of care in Central Florida and positioning us as a staple in the community. In addition to the Pathway Homes of Florida's web-site and Facebook page we have maintained for several years, we also added Twitter and Linked-In to our Florida social media platform this year. This is the first year we are producing a Pathway Homes of Florida FY19 digital and printed external stakeholder report as well.

At the recommendation of local leaders, we joined the Winter Park and East Orlando Chambers of Commerce as well as the Edyth Bush Nonprofit Institute at Rollins College. We linked our Florida social media sites to these organizations' social media platforms to increase our presence in the community. When in Florida, Dr. Lambert-Woodard attends chamber networking events to build relationships with regional leaders who may be strong candidates for the Florida Board and/or interested in funding our work. This month, she met the Mayor of Orange County, Jerry Demings. Mayor Deming's wife is Valdez Venita "Val" Demings who serves as the United States Representative from Florida's 10th congressional district, and is often in our area.

Mark Brewer, CEO of the Central Florida Foundation has been a partner and strong advocate of Pathway Homes of Florida since we first explored expansion six years ago. This year he continues to provide guidance and connections to further establish our presence there. In addition to provide recommendations on strong partners, he also agreed to provide a letter of endorsement we can use with potential funders. With Mark Brewer's letter of endorsement, we also plan to reach out to several other Foundations either recommended by Mark and/or we have researched as having a potential alignment with our work.

We received our Florida Solicitation permit this summer and sent our first direct mail solicitation to a purchased mailing list of individuals in influential zip-codes with incomes greater than \$250,000. Unlike Pathway Homes Virginia where the database organically grew over decades, purchased list don't have the same immediate return on investment, but do provide an opportunity to introduce our work to the targeted segment of the population. Unfortunately, we didn't receive any funds in this first solicitation, but do feel it advanced our name recognition. In addition to this solicitation, we also submitted a grant request to the Dr. Phillips Foundation this month.

Pathway Homes of Florida  
Cash Statement of Revenues and Expenditures -  
From 7/1/2018 Through 6/30/2019

		Current Year <u>Actual</u>
<b>Revenue</b>		
Contract Funds	4100	815,764.24
Contract Funds-FY19 Accrued	4100	30,000.00
<b>Total Revenue</b>		<u>845,764.24</u>
<b>Expenditures</b>		
Telephone & Cable Expense	6313	8,481.63
Postage & Shipping	6314	118.96
Books & Subscriptions	6316	23.46
Audit Expense	6350	1,100.00
Office Supplies	6360	23.50
Administrative Expenses	6390	35.90
Fundraising Expense	6394	3,231.67
Training Expenses	6418	3,759.95
Professional Liability Insurance	6430	204.00
Vehicle Insurance	6431	2,384.42
Electricity	6450	763.80
Office Rent	6456	24,119.00
Staff Mileage Expenses	6560	41,703.08
Equipment Not Capitalized	6596	6,367.34
Fees, Licenses & Permits	6790	439.25
Client emergency, supplies,	6952	91,760.64
Payroll	9000	469,258.67
Payroll Tax Expense	9200	35,229.11
Health Insurance	9400	68,336.96
Life Insurance	9450	1,242.50
Dental Insurance	9470	3,896.42
FL Employment Tax	9510	2,877.15
Workmen's Compensation	9600	6,399.97
Contract/Project Manager	9700	57,183.75
Administrative	9705	39,224.46
<b>Total Expenditures</b>		<u>868,165.59</u>
Change in Net Assets before adjustment		(22,401.35)
<b>*Will submit subsequent invoice for reimbursement based on contract negotiations conference 9/19/2019:</b>		
Audit Expense	1,100.00	
Travel & Training	527.53	
Vehicle Insurance	1,192.20	
Fees, Licenses & Permits	439.25	
	<u>3,258.98</u>	
<b>Final Net Assets (Preliminary)</b>		<u>(18,301.35)</u>