

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, January 14, 2013

7:00 P.M.

10201 Fairfax Blvd., Ste. 200

Fairfax, VA 22030-2209



- 6:30 Social Half-hour
- 7:00 Call to Order
- 7:05 Presentation
Affordable Housing Partnership—Individuals Served:
Nicolete Mejia and Eleanor Pohorylo
- 7:30 Approval of Minutes of Meeting October 1, 2012*
- 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. Financial Committee—Tom Rowe
 - 3. Board Development Committee—Jennifer McKenzie
 - a. Wayne Gardella Resignation
 - b. Angie Garcia Lathrop—prospective member
- 8:30 Old Business
 - 1. Board Survey
 - 2. Personnel Practices
- 8:35 New Business
 - 1. Policies and Procedures
 - 2. Motion for Project Based Vouchers
- 8:40 Announcements
- 8:45 Adjournment

ADDENDUM TO BOARD AGENDA

January, 2013

Happy New Year! The following is a synopsis of the items that will be covered in my report at the quarterly Board meeting on January 14, 2013. Please review these informational items, and I will address any questions or expand on any of them at your request. There continues to be change and excitement in the air with new service approaches, housing development, and advocacy. I look forward to your attendance.

Board Matters:

- It is with great regret that I inform you of Wayne Gardella's resignation from the board. Wayne has received a promotion of a life time that requires him to relocate to Montana. Wayne has been a part of the foundation of Pathways for 25 years!! He first joined our board in 1988, and has been a key in providing the oversight and development of making Pathway Homes the leading provider of residential services in Fairfax, VA. We will be formally acknowledging Wayne's service at the January board meeting. Joel McNair has also enclosed a letter of appreciation for review. There are not enough words to express the level of appreciation and gratitude we have for your years of generosity, service, and volunteerism. Your commitment to our agency has left a permanent imprint on who we are today! We will miss you Wayne!!
- Angie Garcia Lathrop, Global Corporate Social Responsibility Community Affairs Executive at Bank of America, and new board prospect, will be attending Board meeting in January. Ms. Garcia comes with several years of experience developing alliances, engaging in advocacy, and maturing philanthropic investments in non-profits. Ms. Lathrop has expressed excitement about the prospect of being considered a member of our board. Please review her attached CV prior to the board meeting.
- The Philanthropy Committee report from Maiko Ashby and the Treasurer's Report from Brenda Brennan are provided as attachments. Please review these two reports before the meeting and any questions or clarifications will be addressed during the meeting.
- Members of the Finance committee met with auditors from Cohen & Reznick Group to receive the formal report of our annual audit. Our accounting team led by Brenda Brennan is to be complimented on another exemplary job. There were no material weaknesses or deficiencies in internal controls. Further details are included in the Finance Committee Report.
- We went through our third accreditation survey from the Commission on Accreditation of Rehabilitation Facilities (CARF) from October 15 – 17. Once again, we successfully obtained a 3-year accreditation, the highest level of CARF

accreditation, for our community housing and supported living programs. The accreditation will extend until October 2015 and is an indication of Pathways' dedication and commitment to improving the quality of lives of the individuals we serve. According to CARF, our "services, personnel, and documentation clearly indicate an established pattern of practice excellence."

- The HUD Homeless Assistance grant process this year was significantly delayed and entailed numerous changes for our local Continuum of Care and the grant submission process in general. Pathways submitted 11 renewal Supportive Housing Program and Shelter Plus Care grants totaling **\$3,143,951.00**. Pathways also submitted a proposal for a new project for consideration by the Fairfax Office to Prevent and End Homelessness (OPEH), however another project by Facets was selected this year for submission as the bonus project. Our new project proposal, a creative partnership with the CSB and Faith Communities United for Housing to serve 22 chronically homeless adults in 9, 2BR apartments and one, 4BR townhouse, was put on hold for lack of HUD funding this year. We were notified that "the CoC Committee and OPEH would like to keep this proposal for future consideration, perhaps with alternative funding, or for the next CoC Application."
- We are continuing the process of refinancing a couple of our original HUD 202/811 projects. These two projects are for our original two houses at Sheldon Dr. and Pioneer Dr. owned by Pathway Homes and for the four, three-BR townhouses at Mary Baldwin Dr. and Huntington Ave., which are owned by Pathways Living, Inc. HUD now offers the opportunity to refinance these projects at a more current market rate. We have entered into an agreement with Berkadia Commercial Mortgage to undergo this relatively long HUD process of six to nine months. The final refinance will be financially advantageous and result in a positive cash flow for the agency.
- Department of Housing and Community Development (DHCD) issued a Request for Proposal (RFP) for \$1.06 mil for housing acquisition and development. We submitted two CDBG/HOME RFP proposals resulting in an award of \$455,309 for 3 new 1 bedroom condos. Two condos will be provided support services by PRS, and we will secure one condo to provide step-down opportunities for a current Pathways consumer. Creating these housing opportunities reduces the bottleneck of existing resources allowing those with greater needs on our waitlist to receive services.
- Pathways' award of the HUD new Supportive Housing Program Bonus project proposal of \$314,000 annually to serve 22 new residents is currently operational. All units were leased in August, and we are actively working to fill all beds at this time. These funds will support a new 6-person intensive in-home supports "group home" located on West Ox Road with a live-in Recovery Coach (similar to Dave's House II at Kincaid), and eight (8) two-bedroom apartments in scattered sites. This program will be the **second** consumer-directed program

sponsored by Pathways in the Northern Virginia region. This project will also provide services to Veterans in Fairfax County.

- The Consolidated Community Funding Pool (CCFP) award of \$250,000 over two years that will be used to serve 35 individuals, is currently serving 33 consumers to date. And, the \$70,000 of essential long-term funding that will be used to serve 14 individuals over the next two years is currently serving 7 consumers. This project is fully operational and exceeding identified targets set forth for this project.
- Pathway Homes conducted its first 360° evaluations on half of Management team with the remainder of the team scheduled for March. This continues to be a great opportunity to invest in our commitment to be a learning organization and focus on talent management consistent with our strategic plan.
- The annual Resident Holiday Party took place December 6th from 6-9 pm. This year the event was held at a new site, Epiphany Episcopal Church, where Rev. Jennifer McKenzie presides. Consumers, staff, family, board members, and friends attended. This event was well attended and received.
- The annual staff holiday party was well attended on December 14th from 1-4pm at Casa Italia Restaurant in Fairfax, VA. This is the first time we have had a party at a restaurant in several years, and with the help of an anonymous donor maintained our budget for this event. This event was warmly received by staff and board members.
- December 21, 2012 marked the official “go-live” date for the new VoIP communications system at the administrative office. The installation was 15 days faster than expected due to quick testing turnaround by third-party vendors, so the expected 2013 “go-live” happened just prior to the holidays. VoIP provides additional functionality which was not possible with the previous phone system, including online access by end-users to change personal preferences and programmed buttons. Additionally, the system is hosted off-site by Broadview Networks, so power failure at the administrative office does not disable voicemail capability. VoIP with Broadview allows for future expansion into satellite offices and the potential for savings in telephone costs.
- **Pathway Homes Wins Award of Excellence from National Group**
Pathway Homes, a Northern Virginia, non-profit housing organization has won an Award of Excellence from the Washington-based National Association for County Community and Economic Development (NACCED). The Award, in the homeless assistance category, was given at the Association’s Awards Luncheon held October 1st during its 37th Annual Conference and Training at the Peabody Hotel in Orlando, FL.

Using a \$2.7 million in federal Community Development Block Grant and HOME Investment Partnership funds from the Fairfax County Redevelopment and Housing Authority, Pathway Homes acquired 10 condominiums and three scattered site units to serve homeless singles struggling with multiple disabilities. Paula Sampson, Director of Fairfax County's Department of Housing and Community Development states "Pathway Homes understands how to acquire and develop housing and ensure the right supports are in place so individuals that have experienced homelessness can find the road back and realize their individual potential. Fairfax County feels this partnership with Pathway Homes will yield great results for the community." The units will provide 22 beds of permanent housing for this population, coupled with the supportive and rehabilitative services, to help them achieve greater self-sufficiency. The units were acquired in coordination with the Fairfax-Falls Church Community Services Board and rehabilitated to include Universal Design features.

NACCED is a non-profit national association primarily composed of county government professionals that administer federally-funded community development, economic development and affordable housing programs. An affiliate of the National Association of Counties, NACCED assists in developing the technical capacity of county agencies in administering these programs.

PATHWAY HOMES, INC.

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

An annual meeting of the Board of Directors was held on October 1, 2012. The Chair, Jennifer McKenzie, called the meeting to order at 7:02 p.m. The following individuals were present and participated throughout the meeting:

MEMBERS

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

STAFF

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

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

PRESENTATION

State of the Agency: Sylisa introduced the members of Leadership Team and thanked them for their support and help in the outcomes which are reflected in the State of the Agency PowerPoint presentation. The State of the Agency presentation was similar to the one given in April 2012, but highlighted the “Three Roads to Recovery:” Service Delivery, Housing Development, and Education and Advocacy. Other highlights included the Department of Housing and Community Development winning a national award for partnership with Pathway Homes in the community. The fundraising goal for is \$250,000 raised by October 2013.

Jennifer M. commended Sylisa and the other members of Leadership Team on the new housing and positive changes to the wait list and housing inventory. Sylisa address the importance of succession planning and investing in the future for Pathway Homes. Emil requested more information about how new homes are found. Sylisa discussed the requirements for appropriate housing, including total cost, proximity to public transportation, grocery stores, pharmacies and other necessities, etc. She also described our partnership with our Realtor, Sarah Haque, who has worked with Pathways since the Silver Lining project; she is well-aware of our requirements and provides Sylisa with several sites that meet the needs of the Agency.

MINUTES

After review by the Directors, Wayne Gardella made a motion to approve the minutes of the July 16, 2012 meeting. The motion was seconded by Maiko Ashby and approved unanimously.

CEO Report – Sylisa Lambert-Woodard

Sylisa's addendum to the Board Agenda was distributed prior to the meeting, and Sylisa highlighted the following items from that addendum.

- Resident Holiday Party: Hosted at Jennifer M.'s new church. Thursday, December 6, 2012 from 6-9 p.m.
- Staff Holiday Party: Hosted at Casa Italia in downtown Fairfax. Friday, December 14, 2012 from 1-4 p.m.

In addition to items on the addendum, Sylisa made the following announcements:

- CARF will be on-site for a 3-day survey starting October 15th. Jennifer M. and Dan Gray are scheduled for interviews, but other members of the Board could be requested to do an interview.
- Conflict of Interest forms must be signed and turned in by the end of the meeting. This is a requirement for meeting CARF standards. An Ethics presentation was given by Dan Gray at the last Board meeting.

TREASURER'S REPORT – Brenda Brennan

The Audit report will be available in late November or early December. Pathway Homes has a \$500,000 line of credit with SunTrust which expires at the end of the year. The renewal process has already been started with the intention of also expanding the line of credit.

CHAIRPERSON'S REPORT AND COMMENTS – Jennifer McKenzie

Jennifer reminded the Board that after all of the corporation meetings there will be an Executive Session. All Board members should remain for this meeting except for Sue, who must recuse herself.

Jennifer acknowledged the resignation of Ron Wilensky from the Board of Directors. In addition, Jennifer announced she will be stepping down as long-time Chair of the Board in order to focus on her new job. Pending a vote, she will take the office of Vice-Chair and would like to focus her energies on advocacy. She expressed gratitude for her time as Chair of Pathway Homes' Board of Directors. Jennifer recounted a story in which Congressman Gerry Connolly recognized her for the work she does with Pathways during an unrelated interaction. Jennifer expressed hope that Pathway Homes will be recognized more in the near future.

Sylisa thanked Jennifer for her role on the Board the last 12 years, and especially during the past year of transition.

PHILANTHROPY COMMITTEE REPORT – Maiko Ashby

Maiko passed around philanthropy hand-out and highlighted the following information:

1. Approximately \$170,000 has been raised for the Technology for the Times campaign. We are moving towards the goal and are confident of meeting it in 3 years.
2. United Way community impact grant was submitted and an announcement will be made in December about awards.
3. Pathway applied for an NBC grant in August.
4. Help the Homeless update – there is a change in format this year with no walk on the National Mall, but community walks instead. This provides a more intimate setting. The Board can participate in several ways:
 - a. Register to be a walker at the Stevenson Place Walk.
 - b. Register to be a virtual walker for the Stevenson Place Walk.
 - c. Sponsor Pathway Homes (a \$5,000 sponsorship gives a Bous \$1,000). There is already \$1,250 commitment from Board members after speaking with only a few. Sponsorship checks are needed by October 15th. Anna provided a hand-out with more information about sponsorships.

Dan asked if a Board member obtained a sponsorship, does that count as Board participation? Anna clarified that yes, the name “Friends of Pathway Homes” could be used to designate a sponsorship provided by several people.

Dara requested that the Walk event information be publicized on Facebook. She also asked if the Board had seen “The Chase.” Every six months there is a vote to choose the organization to donate to, and there are not many organizations in the zip code 22030.

FINANCE COMMITTEE – Tom Rowe

The Finance Committee reviewed the draft of the Fixed Asset Policy and recommends its approval and adoption by the Board. The policy is a formalization of practices which are mostly in place. Previously, I.T. assets were designated as “other” or “furniture,” but will now have its own designation. This meets auditing requirements.

Dan Gray made a motion to approve the Fixed Asset Policy as recommended by the Finance Committee. This was seconded by Sue Zywokarte and approved unanimously.

BOARD DEVELOPMENT – Jennifer McKenzie

Ron Wilensky’s resignation letter was included in the Board Packet. In summary, his work with the Brain Foundation in Florida demands more time and energy, and he feels the need to focus his energies there. Jennifer said, “This is the kind of Board Member we want.” And she requested that the Board find a way to show appreciation for his years of service. Ron will be in attendance for the April Board meeting, and she would like something formal to thank him.

With Ron’s resignation, there is need for a new head of the Board Development Committee. Jennifer announced that she will take over this role, and Maiko is working on a gap analysis

which will be presented to the Board Development committee at a later date to be determined via electronic scheduling.

Jennifer reminded the Board that one of their goals was not only to stay in touch, but also to get work done in between meetings. She asked that Board members review the list of committees which was in the Board Packet. There were no changes made to the list.

Jennifer noted that Board committees are currently only composed of Board members. Jennifer would like to include on each committee, a member of Leadership Team as well as a consumer and at least one community member. Each committee head should confer with Sylisa to determine which Leadership Team member will be on the committee. She also requested that each committee or committee head think about who from the community would sit on the committee.

Wayne requested a statement from lawyers about Directors and Officers Insurance Policies concerning liability of outside individuals. Jennifer asked for Dan's expertise and also information about how Pathway Homes deals with other volunteers. Brenda clarified that there could be an "advisory group" composed of outside individuals, but only Board members can make decisions about what goes forward. Therefore, Board committees could have advisory groups/event groups which would be covered under the general liability policy.

Jennifer requested additional members to sit on the Advocacy committee. Emil and Sue volunteered.

OLD BUSINESS –

The Board Survey was previously reported. There will be a focus on committee development, but any suggestions for a timeframe for the next Board Retreat would be entertained. The Board agreed on the suggestion of Spring 2013.

The Conflict of Interest Forms must be signed and returned to Pathways' staff today in order to meet CARF requirements. Education was provided at the last Board meeting.

NEW BUSINESS

The new Fixed Asset Policy was approved earlier in the meeting. Additionally, Ron Wilensky's resignation was previously addressed; Board members were encouraged to email Ron directly.

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

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

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

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

Patrick Chaing
Wayne Gardella
James Ross
Sue Zywokarte

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

Sylisa reported that 7.5-10 million dollars for service and housing acquisition will be coming forth from the Department of Housing and Community Development (DHCD). If required, the Board may need to propose a resolution in the future.

It was decided that the Board should congratulate DHCD for their recent award with a formal resolution. Dan will write the resolution, and Sylisa asked that DHVD be invited to the January Board meeting. Wayne requested a plaque be provided.

ANNOUNCEMENTS

1. Both Staff and Resident Holiday parties have been scheduled – addressed in the addendum to the Board agenda.

ADJOURNMENT

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

The meeting was adjourned at 8:33 p.m.

Respectfully submitted,

TREASURER'S REPORT-January 2013

Brenda Brennan, Vice President for Finance

All FY2012 audited financial statements have been completed and final copies are available. IRS 120 day extensions were requested and approved for all corporate tax returns. Final returns were completed and filed by November 30, 2012.

The audit committee of the Board of Directors; Tom Rowe, Wayne Gardella, Jim Ross, along with Sylisa Lambert-Woodard-President & CEO, Don Scott-Controller, Sakin Mire-Human Resources Coordinator, Brenda Brennan-Vice President of Finance and Winell Belfonte-Principal and Michelle Barnaby-Senior Auditor with the Reznick Group met on Monday, November 12 at 4:00pm in the Administrative Offices of Pathway Homes, Inc. to present end of Fiscal Year 2012 results. Tom Rowe will present results in the Audit Committee report.

Fairfax County Community Services Board (CSB) conducted an on site Management/Accounting review on Friday, December 7, 2012. Every three years they come on site and spend the day reviewing; policies, procedures, financial systems, record keeping etc...

This year's review was heavily focused on auditing; detail transactions, payroll and human resource benefit charges to departments, bank reconciliations and review of bank statements along with other allowable program/contract expenses and the recording of those. The CSB Contract's Management Department has added an Internal Auditor to assist in the review of specific financial systems, procedures, transactions and expense recording that has traditionally fallen on the Clinical Contract Supervisors to perform but outside of their comfortable skill set. It was directly communicated that this new Internal Auditor position will continue to work with the Contract's Management Department assisting in this capacity in direct response to the fiscal crisis the CSB has been managing. The review was successful and all information and documentation requested was available and presented. We expect a written report in mid-January from the CSB Review Team.

Pathway Homes' current Line of Credit with SunTrust Bank in the amount of \$500,000 was extended from December 24th to January 24, 2013. The Bank was unable to complete the process to initiate the loan documents and underwriting prior to the expiration of the Line. In addition, Pathway Homes has also requested to increase the available line from \$500,000 to \$750,000 to ensure sufficient available resources to take advantage of the CDBG grants to purchase three condominiums over the next thirty days.

We have just received our initial renewal rates for the Kaiser Health Insurance and the BCBS Dental Insurance. For the first time in many years the dental insurance premiums remain unchanged and the Kaiser health insurance renewal is at a 5.0% increase. The lowest proposed increase in over a decade. As always, we are continuing to solicit competitive bids from other health insurance carriers for comparable plans and will finalize our process by January 31st in order to meet the March 1 renewal deadline.

The last module purchased in the SAGE Accounting program package, Fixed Assets, has been fully installed and all capitalized assets have been inventoried and are included in this new Module. Prior to this, all capitalized assets were inventoried and maintained on various Excel spreadsheets which have now been eliminated.

Philanthropic Committee Report to Full Board January 14, 2013

Philanthropic Committee Members: Maiko Ashby, Chairperson, Patrick Chaing, Emil Franks, Sue Zywokarte and Jennifer Judelsohn. Staff Members: Dr. Sylisa Lambert-Woodard and Anna Smith

As the first update by the newly formed Philanthropic Committee, this report will be longer than it has been or will be going forward as many new items require a bit more explanation than will be needed as we proceed. Future reports will be contained to a page.

Over the past quarter, the Committee focused on three primary areas: Individual Donors; Foundation/Corporate Funding; and Signature Events. The Committee used the first meeting to understand the current state of our philanthropic outreach and the second meeting to begin developing recommendations for future action.

Individual Donor Base

Pathway Homes has enjoyed contributions from a consistent and generous number of regular givers solicited through direct mail campaigns. At the end of Fiscal Year 2011, we had 408 unique individual donors contributing \$123,000 from a donor base of approximately 1,600. We received a higher than average solicitation response rate of approximately 25 percent. For what is called a "house list" of donors the average runs from a 5 to 35 percent response rate depending on the passion and "care and feeding" of the donors. Pathway Homes has done this very well over these many years. The average giving amount was \$229 per person; a bit above the average annual contribution amount of \$161 per person.¹ Emil Franks will be working with Pathways' staff on strategies for expanding our individual donor list.

In Fiscal Year 2012, we mailed out the Help the Homeless Walk and the Holiday Wish List solicitations. Pathway Homes will make twice as much as we made last year from the Help the Homeless campaign netting just over \$40,000, half from corporate sponsorships. Fannie Mae sent their final report in late December. The funds should be received in early February. This year was the first year we hosted our own formal event with corporate sponsors and local official presence providing us with a wonderful venue for showcasing our work. Over 500 walkers registered for Pathway Homes' walks held at two DC and one Virginia school in addition to the Stevenson Place event. We added the registration member information to our donor base resulting in approximately 150 new contacts. Many members of Pathway Homes' board supported the event both financially and in person.

The 2012 Holiday Wish List contributions are still coming in and we are already at last year's \$18,000 mark and assume a few more will trickle in. In addition to the cash donations we requested in past years, this year we added two new donor options. Donors could buy new items directly from an array of choices we put on a Pathway Homes' Amazon Wish List and Bed, Bath and Beyond registry as well as an option for contractors to contact us for a consultation to donate their contracting services. We received 8 new items totaling approximately \$500 and two donations of contractor time we are following up with right now. We learned some things about the wish lists and expect that to be an even bigger draw next year. In addition to our Holiday Wish List direct solicitation, Jennifer Judelsohn produced a lovely calendar including the Pathway Homes logo. The net proceeds from these calendar sales will be donated to Pathway Homes.

In the past, our direct mail solicitations had been produced in-house at an approximate cost of \$.94 per letter for paper and stamps alone. With a donor base of approximately 1,600 this came to about \$1,600 per mailing. This did not account for ink, printer wear or staff time. A typical mailing took 3 FTE positions working full days on the mailing for at least 3 days along with one full day of 5 additional FTE staff time to produce, compile and distribute. For the Holiday Wish List mailing, we retained a mailing company for the first time. The all-in savings and reduced staff stress levels were well worth the total cost of \$1,747 including the postage at a cost of \$1.09 per letter. Equally important, the quality and response rates remained at their historically high levels.

For the remainder of 2012, the Committee recommends a Spring Technology direct mail solicitation to close the technology fund gap and development of a board "Give or Get Policy."

The \$385,000 three-year Technology Campaign launched at the end of Fiscal Year 2010 (May 2011) continues to move the thermometer up through initial pledges and personal solicitations. Pathway Homes has received \$139,277 with additional staff pledges totaling \$15,504 promised through 2014. Many members of the board have contributed this last year and made pledges that need documentation support. **For those that have not yet completed the Technology Pledge Form, it is included in the board packet. Please complete and bring to the board meeting.** The auditors recommend we collect this documentation for tracking and reporting purposes. Additionally, we have made the decision to allocate \$40,000 collected through the Help the Homeless campaign to the IT campaign. Not counting board pledges we will have collected \$195,000. Sue Zywokarte will be working with the staff to personalize the IT campaign outreach.

The Board of Directors has been quite generous this past year with the pledge to the Technology Campaign and the Help the Homeless walk. As the board evolves, the committee discussed whether a formal annual board commitment recognizing the means and talents of the board members would be preferable and beneficial. Also, the committee discussed the positive perception funders have of organization with formal board "Give or Get" policies. According to BoardSource, 68 percent of nonprofit organizations have a board "Give or Get" policy. Medium-size nonprofits report an average obligation of \$5,000, however, experts recommend that a board not set a specific amount, but to set a range and the goal is to have 100 percent participation. Most boards report flexibility in the methods to meet that obligation. While some board members do have the means to write that check, many other valuable members can "Get" that amount through hosting a community walk, sharing network of potential donors, etc.

The Philanthropic Committee agreed that we should explore ways to continue to maintain the consistent and generous donors we have while looking for opportunities to grow the number of individual donors. The committee will be exploring adoption of the Benevon Model designed by Terry Axelrod. The Model sets out a four step process for deepening and expanding an organizations donor list. Many non-profit organizations have adopted this model with great success over the past decade. Most notably FACETS raised \$400,000 in their first full year using this model. The full training cost is \$13,000 for a maximum team of seven participants, however, books are available and the Meyer Foundation provides nonprofit scholarships for its grantees. While it would give a kick-start to the program to send a team of key board members and staff, it isn't necessary to move forward.

Also, the committee touched on ways to gather more e-mail addresses available for solicitation and planned giving strategies. While we send our *In-Roads* e-newsletter to subscribers, we agreed not to send those subscribers requests for support. Additionally, Pathway Homes has arranged for a Trust officer to come in to speak to the January 23rd Family Meeting and continue to explore ways to provide

more Planned Giving education options for individuals we serve, their families and others with a desire to support Pathways through estate planning, wills and trusts. Further discussions on these items will take place over the next year.

Foundation/Corporate Funding

In Fiscal Year 2011, Pathway Homes received a \$30,000 grant from the Philip Graham Fund in support of the technology campaign. Last year, Pathways also sent letters of consideration requesting support for the technology campaign to eleven other Foundations. Unfortunately, those foundations declined or failed to answer. In partnership with the Director of Development, Pathways is exploring a different approach to Foundation and Corporate Support that includes more in-person relationship building with potential funders accompanied by specific asks that align with the stated needs of the grantor. We have learned that most Foundations do not fund technology needs. Most fund specific programs with per person outcomes.

During Fiscal Year 2012, Pathway Homes has submitted grant requests to eight Foundations and Corporate Funders totaling \$150,000. These requests support matching funds for HUD grants, mobile medical needs, and recreation funds. To date, we have received declines from three of the eight and await decisions from the other five. While this may sound discouraging, it really is progress. We are seeking feedback from these declining organizations and have taken the first step toward raising awareness for our work and learning where our requests will be best received. In addition to the pending grants, Pathways has provided tours and held meetings with several other potential funders. All steps toward setting the ground work for future funding opportunities.

Pathway Homes also joined the Fairfax County Chamber of Commerce this year. We will be pursuing opportunities to further develop our connection to the business community and showcase Pathway Homes' role as a community leader.

In addition to the request for financial resources, Pathways submitted grants for a skills-based communication team from the Tap Root Foundation valued at \$55,000 to help us develop a communication strategy and we have applied for an Exxon funded summer intern to provide marketing and communication support valued at \$3,000. The Philanthropic Committee is discussing other potential skills-based (aka pro bono) resources to support our communication function. We are happy to say we just received word from the Tap Root Foundation that we have been selected for this pro bono grant. Maiko Ashby and Patrick Chaing will work with staff on providing insight into our key message development with the professional skills-based team along with key staff members.

Signature Events

In Fiscal Year 2011, Pathway Homes received a \$20,000 endowment from Audrey Free in honor of her daughter Karen Free, an accomplished artist and long-time resident of Pathway Homes. The fund is to be self-sustaining and used to enhance and benefit the lives and recovery of our residents through a variety of creative recreational, social and artistic opportunities. The Committee is exploring crowd-sourcing fundraising and/or a "Summer of Art" event over the summer to raise funds to sustain the endowment while providing a cultural opportunity for those that we serve. Jennifer Judelsohn has been working with staff to develop our path to honoring Karen's memory through this endowment.

The Committee discussed and continues to consider the viability of a signature fundraising event. The relationship building needed to put on this annual event will require a great deal of development leg-

work and thoughtfulness regarding the alignment of our brand. Also, signature events require a great deal of corporate support to be profitable. Currently, the sentiment is that Pathways will be well-positioned for a Fiscal Year 2013 (Spring 2014) large-scale fundraising event after proceeding with the individual fundraising and corporate relationship building tactics under consideration.

ⁱ Statistics from March 2010 Study “The Next Generation of American Giving” funded by Convio, Edge Research and Sea Change Strategies.

**Attachment Philanthropic Committee Report
Foundation and Corporate Grant Status**

Organization	Amount	Purpose	Status
Grants Received			
Philip Graham Foundation	\$ 30,000	IT Campaign	Received funds April 2012
Tap Root Foundation (Pro Bono)	\$ 55,000	Communication Team	Submitted skills-based grant valued at \$55,000 in November 2012 - Grant accepted 1-4-2013
Grants Declined			
Washington Forrest Foundation	\$ 20,000	IT Campaign	Submitted Spring 2012 - Declined, looking for Arlington program
Wells Fargo	\$ 30,000	SHP 11	Submitted October 2012; Declined November 2012 - Seeking input from Grant Manager
United Way	\$ 25,000	Supportive Housing Program	Submitted September 2012; Declined December 2012 - Seeking input from Grant Manager
Grants Pending			
Clark-Winchcole Foundation	\$ 20,000	Recreation Fund	Submitted October 30, 2012 - Pending
*Community Foundation of Northern Virginia	\$ 10,000	Mobile Medical Equipment	Submitted October 27, 2012 - Pending
International Monetary Fund	\$ 5,000	Mobile Medical Equipment	Submitted October 31, 2012 - Pending
Corina Higginson Trust LOI	\$ 5,000	Mobile Medical Equipment	Submitted January 02, 2013
*Meyer Foundation LOI	\$ 30,000	SHP 11	Submitted January 10, 2013
Exxon Intern	\$ 30,000	Communication Intern	Submitted November 15, 2012 valued at \$3,000
Planned Grant Requests			
*Cafritz Foundation	TBD	IT Campaign	Plan to submit March 1
Herb Block Foundation	TBD	Vocational Program	Plan to submit February 8
Freddie Mac	TBD	SHP 11	Plan to provide proposal in February

***Met with Grant Manager prior to submitting grant**



The Information Technology Campaign

Technology for the Times

Letter of Intent

As a member of the Board of Directors of Pathway Homes, I recognize the importance of establishing The Information Technology Campaign in order to ensure that the technology on which the agency depends to serve adults with mental illness meets the needs of today and tomorrow. I know that Board giving is essential and I, therefore, hope and plan to give \$_____ over the next three years. I wish this gift to be used for the following aspect of The Information Technology Campaign:

- Immediate needs.
- Software/hardware purchase.
- In whichever portion of The Information Technology Campaign the need is greatest.

It is my understanding that this document merely sets forth my intention to make the gifts but does not imply a pledge or legal obligation to complete the gifts. I understand that I may cancel or modify any or all of this commitment at any time. This Letter of Intent does not obligate my family or heirs, although they may desire to complete the payment knowing of my interest in Pathway Homes. I further understand that I may cancel, reduce, increase, or modify the gift if I choose to.

My intended schedule of gifts is:

- Monthly
- Quarterly
- Semi-Annually
- Annually
- Other: _____

For recognition purposes, please list my (our) name(s) as: _____

or

- I prefer that this be an anonymous gift with my name not listed anywhere.

I additionally have the following instructions: _____

Name

Date

Name

Date

January 7, 2013

Sylisa,

After receiving the news of Wayne's upcoming move and retirement from the Board, I wanted to take a moment to reminisce a bit and emphasize his years of support and importance in the evolution and growth of Pathways.

Wayne joined the Board in 1988, and from the beginning he served as a leader and as a mentor to me. When I came back to Pathways in 1990, the organization was in a struggle about whether to continue to be an independent organization or to be taken over by and become part of The Social Center, Inc. (now PRS, Inc.). Wayne was at the head of the committee of three Board members from each organization who were evaluating this, and there was great pressure from the Social Center for us to merge with them. They had played an important part in the founding of Pathway Homes in 1980, and at that time we were still closely tied to them and used office space in their building. When I came on Board in December, 1990 it was a time of struggle and tension within the organization over this issue. In retrospect, this was a watershed moment in Pathways history, and the organization very nearly ceased to exist as an independent nonprofit. It became clear to me that the merger was not supported by the then 21 staff members of Pathways and was not in the best interests of the organization as a whole and the vision on which it was founded.

As a new and green Executive Director, I was anxious about the entire situation and my role in the outcome, having only been there a few weeks. One night late, I called Wayne and talked through with him my feelings and that of the staff. His response was one of total support and only to make me promise that I would stay at least five years. From that conversation he communicated with the Board and immediately oversaw the split between the two organizations and helped us with the somewhat difficult transition that followed (they were not happy). From that new beginning, Pathways went on to become the organization it is today.

The total and unqualified support that I received that night from Wayne continued for all of the 21 years of my tenure. I cannot adequately describe all of the instances of steadfast support, experience and wise council Wayne has brought to Pathways over the years. He served for many years variously in all of the Officer positions of the Board, has Chaired the Personnel Practices Committee and both Chaired and been an integral member of the Finance Committee for most of his tenure. He has brought numerous resources to Pathways through his contacts over the years in the form of recruiting many new Board Members and even some employees, and he is solely responsible for hooking us up with the law firm of Hogan and Hartson (now Hogan Lovells), which has resulted in our receipt of probably hundreds of thousands of dollars of pro bono legal work over the past 22 years.

There are many other instances and stories and examples I could give about Wayne's contributions over the years. In short, Wayne distinguished himself as a Board Member of great value and a leader of the organization from the very beginning of his tenure, and he has remained so for the past 25 years. He has played an integral part in the oversight of Pathway's growth and evolution over all that time, and his council and support were at all times invaluable to me.

For many years, I used to tell Wayne that he couldn't leave Pathways until I did. Well, as I have transitioned on, he has my full blessing to go do some well-deserved fishing in Montana!

Please express my best greetings and Happy New Year to all Board Members!

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



Angie Garcia Lathrop
Global Corporate Social Responsibility
Community Affairs Executive

Angie Garcia Lathrop is the Community Affairs Executive for Global Corporate Social Responsibility (GCSR) at Bank of America. Ms. Lathrop oversees the Bank's numerous strategic alliances with nonprofit community organizations across the country and directs the Bank's *Neighborhood Preservation Initiative*, which targets philanthropic investments in nonprofits that are assisting families and communities to help stabilize homeownership and preserve community assets. In addition to these and other Community Affairs initiatives, Ms. Lathrop is co-chair of the Bank's National Community Advisory Council, an external group of community leaders who provide counsel to help advance the Bank's community development efforts.


Ms. Lathrop most recently served as Senior Vice President of Community Affairs for Countrywide Financial Corporation, a position new to the company in mid-2006. In her tenure, she expanded the company's engagement with national, state and local nonprofit advocates, housing providers and civil rights organizations focused on access to homeownership, foreclosure prevention and the maintenance and disposition of real-estate-owned property. In addition, she directed the company's involvement in the U.S. Conference of Mayors' financial education initiative, *DollarWise*, and managed its \$1 million budget.

Prior to joining Countrywide, Ms. Lathrop spent seven years at Freddie Mac as a Senior Director of Industry Relations. In 2000, Ms. Lathrop became Freddie Mac's first liaison with national nonprofits focused on the issues impacting mortgage finance, such as access to affordable mortgage credit. In that position, she also was charged with developing and managing the first national Latino outreach initiative, *En Su Casa*, which included the creation of Freddie Mac's online client management tool, *CounselorMax*, for nonprofit homeownership counselors.

Prior to Freddie Mac, Ms. Lathrop served as a Professional Staff Member of the Committee on Banking, Finance and Urban Affairs (now the Financial Services Committee) in the U.S. House of Representatives. During her tenure, her portfolio included the federal housing programs administered by the U.S. Department of Housing and Urban Development, the Federal Emergency Management Agency's emergency shelter programs and housing programs under the Rural Housing Services. She also served as one of two Democratic staff aiding the Members of the Committee in the Whitewater investigation throughout 2005.

Ms. Lathrop works in Washington D.C where she has served on national boards and maintained professional memberships in organizations, including Women in Housing and Finance and the Latino Economic Development Association. Ms. Lathrop grew up in Tucson, AZ and received her Bachelor of Arts and Juris Doctorate from the University of Arizona.

September, 2009





Policy: Media Relations
Section: Administration
Policy Date: 1/14/2013
Date(s) Revised:
Number of Pages: (1)
DRAFT

Policy Number: 1M1

This Policy Applies to:
▶ The agency.

PURPOSE

The purpose of this policy is to provide guidance to Pathway Homes' stakeholders in their Interactions with the media as it relates to Pathway Homes.

POLICY

No Pathway Homes employee, except the Chief Executive Officer (CEO), is authorized to speak to the media on the agency's behalf. All employees, contractors, interns, and volunteers 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 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.



Policy: Work-Related Injury
Section: Administration
Policy Date: 01/14/2013
Date(s) Revised:
Number of Pages: (3)
DRAFT

Policy Number: 2W3

This Policy Applies to:
▶ The agency.

PURPOSE

The purpose of this policy is to provide procedures on the reporting of a work-related injury by a Pathway Homes employee engaged in business and/or work related activities. This policy is in accordance with Virginia Worker's Compensation statutes and requirements.

POLICY

Pathway Homes' provides Workers Compensation insurance coverage for employees who are injured while performing the functions of their job and/or assignment.

PROCEDURES

- A) If an employee sustains a work-related injury, no matter how small or insignificant, he/she must immediately report the injury directly to their Supervisor or to the Supervisor designee.
- B) All injured employees are encouraged to obtain a medical assessment and/or treatment.
- C) Depending on the nature of the injury, the severity and urgency, the Supervisor or the Supervisor designee will be responsible for ensuring that the injured employee is provided:
 - 1) Emergency medical response and assistance from 911.
 - 2) Assistance with immediate transport to local Emergency department.
 - 3) The option to contact and schedule an appointment with their physician of choice within 24 hours.
 - 4) The option to leave the worksite.
- D) The Employee must report this incident as a Workmen's Compensation claim with the medical treatment facility.
- E) The Supervisor shall be responsible for completing an Adverse Incident Report in accord with the Incident Reporting Policy, 4-II.

- F) The Supervisor must contact the Human Resources Coordinator or designee to report the work-related injury within 48 hours.
- G) The Employee or the Employee representative, must contact the Human Resources Coordinator at the Administrative office within 72 hours of the work-related injury with the following information:
- 1) Employee Name
 - 2) Location of injury
 - 3) Date and time of injury
 - 4) Date and time injury first reported and to whom
 - 5) Names of other witnesses
 - 6) Machine, tool, or object that caused injury
 - 7) Full description of how injury occurred
 - 8) Description of injury, including parts of body affected
 - 9) Summary of medical treatment provided
 - 10) Length of Inpatient Hospitalization
 - 11) Initial Date and approximate length of incapacity or disability
 - 12) Return to work date (actual or approximate)
 - 13) Hospital or Clinic Name and Address
 - 14) Physician's Name and Address
- H) The Human Resources Coordinator or the designee will complete the Employer's Accident Report, VWC Form No. 3 and submit the completed form directly to the insurance carrier or insurance broker for filing with the Virginia Worker's Compensation Commission.
- I) Depending on the nature and extent of the employee's work-related injury, the insurance company will assign a claim number and adjuster to the employee's case. All correspondence and documentation will be submitted and filed in accord with the insurance claim.

If an employee should choose not to seek medical attention immediately following a work-related injury and later develop medical symptoms that are or could be attributed to the work-related injury, insurance coverage provided by Workmen's Compensation may be denied. In addition, if it is determined that the nature or cause of the injury was work-related and the employee refused medical

treatment, the employee's health insurance carrier may also deny medical coverage for costs associated with a claim that should have been provided for by Workmen's Compensation, resulting in the employee having to pay all medical treatment costs out of pocket.