

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 12, 2015
7:00 P.M.**

**10201 Fairfax Blvd., Ste. 200
Fairfax, VA 22030-2209**



- 6:00 Social Half-hour
- 6:30 Special Meeting of the Board
Pathway Homes Florida Expansion
- 7:30 Call to Order of Quarterly Meeting
- 7:35 Presentation– Non-Profit Expansion: Moving Out of State
Brian Krizek, Chief Executive Officer
Christian Relief Services Charities
- 8:00 Approval of Minutes of Meeting October 6, 2014*
- 8:05 CEO’s Report – Dr. Sylisa Lambert-Woodard
- 8:10 Treasurer’s Report - Brenda Brennan
- 8:15 Chairperson’s Report and Comments
- 8:25 Committee Reports
 - 1. Philanthropy Committee—Maiko Ashby
 - 2. Board Development Committee—Jennifer McKenzie
 - 3. Finance Committee—Tom Rowe
- 8:40 Old Business
 - 1. Call for Vote: Emeritus Director—Emil Franks
- 8:45 New Business
 - 1. Drawing for Tuition Reimbursement Lottery
 - 2. Central Florida Expansion—Motion
- 8:50 Announcements
- 8:55 Adjournment

* Materials Enclosed in Packet

ADDENDUM TO BOARD AGENDA

Special Board Meeting to Begin at 6:30pm

January 12, 2015

This past quarter Pathways' emerging best practices and services to the community were recruited and celebrated. We continue to have our most significant impact by serving those with serious mental illness and chronic homelessness here in our immediate community, educating those at the state level on our emerging best practices, and moving closer to replicating our model nationally by expansion into Central Florida. The mission of Pathway Homes has no geographic limits, and the unmet need remains great. I look forward to sharing with you the progress of our agency this last quarter, and requesting your support of our continued efforts to realize the vision and mission of the agency. Please review the addendum and attachments provided. They will provide needed background to the discussion.

Special Meeting: On 1/12/15 the Pathway Homes Board will be provided a presentation by Dr. Sylisa Lambert-Woodard, Pres/CEO on the plan to expand the Pathway model of service to Central Florida. After extensive due diligence, Sylisa will review the core principles of Pathway Homes, and present our mission without geographic constraints. Central Florida's need for supportive housing for those with serious mental illness, co-occurring illness and chronically homeless population is at a crisis level. They are among the highest numbers in the country. There are currently no experienced service providers that implement the best practice *Housing First* approach that has been validated as the most impactful national model for sustained housing and recovery.

The expansion of Pathway Homes into Central Florida is the right opportunity, and today is the right time to impact change through replication of our model. An assessment of the current state of health of our organization and highlights of our community experience will be reviewed. The current invitation extended on behalf of political and community leaders in Central Florida will be outlined, and the identification of resources to ensure the success of this project will be presented. A discussion of the stages of expansion over the next three years, and a detailed timeline will be introduced to ensure that the experience of Pathways is maximized. Sylisa will introduce the Board to the coalition of FL partners to meet the needs of the most vulnerable in the community, and discuss the level of commitment extended and projected over the next 3 years. Additionally, a review of the potential impact on our existing organization to include financial and strategic benefits will be presented.

Board members will be asked to support this expansion through board resolution to create a separate legal entity to expand into Central Florida. This legal entity would be a new 501(c)3, identified as Pathway Homes of Florida, Inc. I will be pleased to provide any additional information needed prior to, or at our board meeting.

I look forward to presenting this opportunity to more pathways to changing lives!!

Board Matters:

- Sylisa traveled to Orlando, FL the week of 12/15/14 to pursue the invitation to partner with Dave's House and provide Pathways expertise to address the unmet need of providing housing and supports to those with serious mental illness and the chronically homeless in Central Florida. Sylisa met with several key partners, toured targeted areas of need, and networked with major contributors and funders for a pilot project to be launched contingent upon further board approval. **Sylisa will be presenting the details of Pathways potential expansion to Florida in a special board meeting beginning at 6:30pm on 1/12/15.** Your attendance is greatly needed. She will be seeking final support from the board to expand into Central Florida.
- Pathways initiated a 2% COLA to staff effective January 4, 2015.
- The Philanthropy Committee Report from Maiko Ashby, Treasurer's Report from Brenda Brennan, and Board Development Report from Jennifer McKenzie, are provided as attachments. Please review these reports before the meeting; any questions or clarifications will be addressed during the meeting.
- Pathway Homes continues to work with E&G development group in pre-development and consulting services to pursue the purchase of the Sunrise Assisted Living building in Lorton. Pathway Homes continues to partner with Christian Relief Services (CRS) to purchase and redevelop the facility. Pathways has secured the congregate living zoning designation required to pursue this property, and resolved parking restrictions previously impacting the project. CRS submitted to the Department of Housing and Community Development (DHCD) Housing Blueprint a funding request of \$4,617,927 to purchase the Lorton 57-unit Sunrise Assisted Living Facility with Pathway Homes as operating partner. Pathway Homes was selected by our continuum of care to receive reallocated funding of \$206,000, and selected for the bonus project to receive \$1mil, upon HUD approval. The HUD announcement is expected in the first quarter of 2015. If approved, this project would be able to fully subsidize all 55 (an additional 2 units will be used for live in counselors) units proposed.
- Pathway Homes has renewed our administrative lease for an additional 10 years. Over the course of the renegotiated lease, we will save \$169,424 in rent payments due, from 11/2014-10/2025. This is based on the renegotiated square footage cost of \$24.00 compared to our current \$27.84 and seven months of free rent. In addition, we have also gained the \$76,518 in Tenant Improvements for a total savings to be recognized of \$245,942, in which IT and physical plant improvements, and furnishings will be upgraded.
- Pathway Homes has been in consultation with Bruce V. DeSimone, AICP, Senior Community Housing Officer of the Virginia Housing Development Authority (VHDA) regarding the recent HUD issuance of Section 811 Project Rental Assistance (PRA). The PRA was submitted by the state on behalf of Pathways, and other eligible non-profits, to

receive project based rental assistance for permanent affordable housing for people with disabilities receiving long-term community support and services. Pathways has requested up to 25 subsidies to be used in our projected Lorton project and “other” units eligible for this subsidy. The PRA was submitted prior to the unexpected Bonus Project funding announcement. We are awaiting notice of this award.

- Pathway Homes closed on our new Assisted Living Facility (ALF) in Prince William (PW) County on 10/30/14. Pathway Homes utilized the \$225,000 awarded by the Community Services Block Grant (CSBG) from Prince William County for housing acquisition that was approved in April 2014 by the Prince William Board of Supervisors, and the VA state DHCD grant in the amount of \$342,000 to purchase this home. The additional \$70,000 awarded by DHCD will be drawn down to pay for needed renovation of this project. This project is still awaiting Department of Social Services (DSS) licensing to formally move in 8 projected individuals.
- Pathway Homes did not submit the RFP proposal to Prince William County for 2015 CDBG funding due to not having the submission in completed form by the deadline. However, PW DHCD has extended the deadline, and invited Pathway Homes to apply for \$175,000 remaining from this funding pool. Pathway Homes is in the process of submitting documentation to secure funds for additional housing acquisition.
- Pathway Homes has been invited to partner with - Virginians Organized for Interfaith Community Engagement (VOICE), which is working on a grant opportunity through the Potomac Health Foundation to get matching funds to buy houses in Eastern Prince William County for permanent supportive housing. VOICE does not provide direct service and is looking for a partner to match chronically homeless residents with serious mental illness with housing. The grant letter of intent (LOI) is due on 1/23/15.
- Pathway Recovery, our Community Housing Development Organization (CHDO), submitted an RFP on 11/14/14 in the amount of \$450,000 (\$250,000 of HOME funds and \$200,000 of CDBG) to purchase 3 1-bedroom condos. If awarded, these units will be used for expansion of our McKinney projects.
- Pathway Homes Mental Health I and II clinical staff deployment contract continues to fill a critical void experienced by the CSB behavioral health system. To date, 3 new employees have been hired and deployed to the CSB, serving 17 additional individuals.
- Pathway Homes has discontinued negotiations with the Robert Pierre Johnson Housing Development Corp. of the National Capital Area (RPJ) to assume their remaining portfolio of approximately \$1.5 million in housing assets (totaling 4 separate properties in South County). Pathway Homes was notified by DHCD that the remaining homes in this portfolio have been foreclosed upon or assigned deed in lien. Therefore, no additional activity will be initiated on this project.

- Dara Aldridge coordinated access to the Todd Laborwit real estate radio show for recording on 11/6/14 in Bethesda, MD. This show features local nonprofits to better inform the community. As a result of Dara's contact, Sylisa was invited to be a guest and provided an educational interview on the mission and vision of Pathways Homes, Inc.
- The Center for Nonprofit Advancement named President and CEO, Dr. Sylisa Lambert-Woodard, a recipient of the tenth annual Gelman, Rosenberg and Freedman EXCEL Award. This competitive award recognizes and spotlights outstanding leadership among Washington-area nonprofit chief executives. Finalists for the EXCEL Award were selected through a three-step judging process from nominations of nonprofit chief executive leaders of Washington-area nonprofit organization with an annual budget of under \$10 million. Candidates must show leadership excellence in the areas of innovation, motivation, community building, inclusiveness/diversity and/or ethical integrity. Award winners receive a \$5,000 professional development account to be used for the individual's continued professional development. In addition, the winner's organization receives a \$2,000 professional development account for staff. The award winners were announced at the Center for Nonprofit Advancement's Annual Celebration on November 18th, 2014 is the tenth year for this competition, and the ninth year that the Bethesda-based accounting firm Gelman, Rosenberg & Freedman has sponsored the award. Sylisa wishes to thank the Board of Directors, Leadership Team, and the entire agency for their support and endorsement throughout this process!
- Sylisa, Sherry Meyers, Senior VP for Clinical Services, and Aida Pitot, Pathways consumer, traveled to Norfolk, VA on 10/30/14 to conduct a workshop on: **Pathways to Recovery: Housing First and Recovery**. Pathway Homes has developed an innovative consumer-directed permanent supportive housing model based on a progressive recovery philosophy that provides unique mentoring and role modelling opportunities for program residents. This program provides decent, safe and affordable permanent housing and comprehensive supportive services to adults, some of whom were formerly homeless, with serious mental illness and co-occurring disabilities within a housing first and recovery model. This workshop educated the community about how residents live in the empowering milieu of a home managed by themselves and their peers. This workshop was well attended and positively reviewed by those participating.
- E. Geronimo Robinson, MHT, C.A.S., FAAIDD, President, For Those In Need Inc., has extended a formal invitation for Sylisa, on behalf of Pathway Homes, to join a U.S. delegation and be one of the speakers to lecture at the University of Cyprus located in the capital of the country, Nicosia Cyprus. This trip remains tentatively scheduled for 4/20/15. This invite is intended to educate, train, and expand the Pathways models to address the unmet needs of those suffering from serious mental illness, co-occurring illness, and homeless in the Middle East.
- Pathway Homes' annual Resident Holiday Party was held December 4th from 6-9 pm. at the Church of the Good Shepherd located at 9350 Braddock Rd., Burke, VA 22015. This event was well attended by Board Members, families and friends, and staff.

- The Staff Holiday Party was held on 12/12/14 at Grevey's Restaurant located at 8130 Arlington Blvd, Falls Church, VA 22042. This event, well attended by board members and staff. This experience was highlighted by interactive games, prizes, and a well-deserved time to relax!

PATHWAY HOMES, INC.

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

The annual meeting of the Board of Directors was held on October 6, 2014. A quorum being present, the meeting was called to order at 6:57 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

MEMBERS

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

STAFF

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

The following individuals notified the office or other Board Members that they would not be present for this meeting: Patrick Chaing, Angie Lathrop, Jennifer McKenzie, Tom Rowe

Also present for the presentation portion of the meeting was Sharon Canner, invited to the meeting by Anna Smith.

PRESENTATION

State of the Agency: Sylisa Lambert-Woodard, EdD, LCSW, LSATP, MAC, President & CEO

Sylisa gave a presentation (Power Point slides enclosed in the Board minutes book) reporting on FY14. This included information in the stakeholder report, information about employment trends, trends among individuals we serve, and opportunities and threats to the agency.

MINUTES

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

CEO Report – Dr. Sylisa Lambert-Woodard

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

- Sylisa will be invited to do a radio interview which came about as a follow-up from one of Dara's professional contacts.
- The Resident Holiday Party will be held on Thursday, December 4th at Church of the Good Shepherd in Burke, VA.
- Pathway Homes and Christian Relief Services (CRS) were selected by the Fairfax County CoC for the \$1 million HUD bonus project which will provide full subsidies needed for the Lorton project serving 55 individuals.
- Fairfax County is drawing a 1.6% COLA, but Pathways can afford 2% and will be issuing the COLA to front-line staff effective January 1, 2015.

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 reported that he had listened to Sylisa's interview (available online) and thanked Anna and Sylisa for the Steps to Pathways Board member wine and cheese evening. The Board Development committee has been interviewing candidates and will continue to look for prospective new members. Dan reported he would save the rest of his remarks for Executive Session.

PHILANTHROPY COMMITTEE REPORT – Maiko Ashby

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

- Board is at \$2,500 of its goal of \$5,000 for the Help the Homeless Walk
- Funds that Board members committed to the IT campaign can be the same as funds donated for Help the Homeless.

Dara questioned Help the Homeless and Facebook presence; Sylisa asked Anna to provide a tutorial in the future if necessary.

BOARD DEVELOPMENT – Maiko Ashby

The Board Development Committee has met twice and focused on bringing skills to the board such as fundraising, finance and diversity. Jennifer McKenzie and Dara Aldridge have both

nominated individuals for the Board, and there were also nominations from Board link referrals. Unfortunately, Dara's nominee withdrew from the process and the other two individuals did not specifically meet the preferred skills identified by the board.

Jim expressed concern that he is on the committee and had not heard of the individuals being interviewed. He requested that the committee be less "closed door" and provide information sheets to all committee members to keep them apprised of progress.

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

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

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

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

Jennifer Judelsohn

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

OLD BUSINESS –

Code of Ethics: Lauren Leventhal will reach out to individuals who did not submit signed Code of Ethics forms at the last meeting.

NEW BUSINESS –

Audit Committee Scheduling – Brenda reported that the Audit Committee will be meeting on November 4, 2014 at 3:30p.m. at the Pathway Homes administrative office in order to hear the report from the auditors. Tom Rowe will present the findings at the next Board meeting.

CDBG funding through Prince William – Sylisa provided a brief background on the Prince William County requirement for a resolution from the Board in order to apply for this funding. The resolution was provided to the Board prior to the meeting in their Board Packet (enclosed in Board Book).

Dan Gray asked all Board members to re-read the resolution as presented and then called for a motion. Jim Ross moved to accept the resolution as read. This was seconded by Maiko Ashby and approved unanimously.

Board members were also asked to sign the provided “#13 Board Member Declaration of Economic Interest” form which is required by Prince William County for this RFP. There was discussion about the term “project site” referenced by this form since the location(s) of the new properties have not been identified. The properties will be located within Prince William County, so the Board minutes will reflect that all Board signatories of the “#13 Board Member Declaration of Economic Interest” form identify the “project site” as *Prince William County*.

Tuition Reimbursement Lottery – Only one application was received this quarter. The reimbursement will go to Doug Slothouber for a GMU course for which he earned an “A.”

Central Florida – Dan Gray called for a motion on the resolution: *The Board of Directors of Pathway Homes moves to accept the invitation to partner with Dave’s House to bring Pathways’ expertise, leadership, and possible expansion of services in the field of permanent supportive housing to Central Florida.*

Sue made a motion to approve the resolution as read. This was seconded by Dara and approved unanimously.

Sylisa gave additional background on this potential partnership with Dave’s House (Brain Foundation of Florida). Any expansion would require the formation of a new legal entity in order to protect Pathway Homes, Inc. in Virginia. Ron and Lin Wilensky would gift any homes to Pathway Homes.

Jim asked if there was any risk to the existing relationship with the Fairfax-Falls Church Community Services Board (CSB). Sylisa said that the CSB actively recruits agencies outside of the County. Broader and nation-wide experience brings increased value rather than diluting an agency’s worth to the County. Dan commented that Jim’s question extends to Prince William County as well. He urged leadership to treat lightly in geographical change, and keep in mind that it does not hurt existing services.

Maiko questioned how the homes would be branded. Sylisa responded that there would be a contract to explain this: the homes would carry the name “Dave’s House” but Pathway Homes would maintain the properties. If the home is not kept up, it would default to the Brain Foundation.

ANNOUNCEMENTS –

Staff Holiday Party is December 12th at Grevey’s on Arlington Boulevard. Ameriprize Financial (through Dara’s contact, Eric) has invited Pathway Homes to have a table at an event they are doing on October 30th at Westin Tyson’s from 5:30-9p.m. Dara asked for volunteers from the Board, and Dan requested that this get coordinated after the meeting.

ADJOURNMENT

There being no further business, Jennifer Judelsohn 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,

DRAFT

TREASURER'S REPORT-January 2015

Brenda Brennan, Chief Financial Officer

The annual 990 Tax Returns for: Pathway Homes, Inc., Pathways Living, Inc., Pathway Options, Inc., Pathway Visions, Inc., and Pathways Recovery were all filed timely, prior to the November 15, 2014 deadline.

In late November, the accounting software web host was changed from NGenx to Abila. This change was necessitated by; cost, ease of access and assurance that we would be utilizing the most updated version of Abila, formerly known as Sage. The transition has gone smoothly and the accounting staff has found it easier and faster to log in directly to Abila versus routing through NGenx. It is anticipated that we will save almost \$3200 per year.

In mid-October two accounts at SunTrust Bank were closed and two new accounts at Capital One were opened for the Pathway Visions Reserve for Replacement and Residual Receipts accounts.

February 1, 2015 is the renewal for dental insurance with Blue Cross Blue Shield. We have been notified that for the first time in six years, the dental rate will increase by 20%. We are working closely with our insurance broker from Contemporary Benefits and Design to comparison shop the market place.

March 1, 2015 is the renewal time for the health insurance with Kaiser Permanente. We have not yet received our rate renewal but will be prepared to comparison shop the market place should the renewal rate exceed budget projections.

On December 22, 2014 a U.S. Department of Housing and Urban Development REAC Inspection (Health & Safety) was completed at: Blake Lane, Mosby Woods, Locust Avenue, Colts Neck Avenue and Fairfax Boulevard. We are awaiting the completed Inspection report, but feel confident that we successfully passed.

Pathway Homes will be expanding capabilities in Human Resources and Payroll processing during the first quarter of 2015. We will begin utilizing web based time sheets which will allow staff to maintain their daily time sheets in our payroll system and permit supervisors to review and approve time sheets directly within the system. In addition, staff will be have direct access to certain fields within their Personnel File which will allow them to directly make changes to specific pre-identified fields such as addresses, phone numbers and tax exemptions. We will be rolling out this new web based feature during the first quarter of 2015.

The audit committee; Tom Rowe, Jim Ross and Dan Gray, met with the audit team from CohnReznick on November 4, 2014 for final audit presentation. Winell Belfonte, Micki Lin and Christopher Griffin presented the scope and details of the Fiscal Year 2014 audit and results. Tom Rowe, will present the Audit Committee summary from this meeting during Committee reports.

January 5, 2015 - Philanthropic Committee Report – FY2015 – 2nd Quarter YTD –
July 1, 2014 through December 31, 2014

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

- Contribution Total - \$131,423 – **FY2015 Goal \$200,000**
- Campaign Updates:
 - *Holiday Wish List*: \$38,647
 - *Un-Restricted Funding*: \$16,007
 - *Help The Homeless*: \$20,989
 - *Technology Campaign*: \$32,636 (*non-Help the Homeless*)
 - Campaign Total: \$326,794; Remaining Amount \$58,206 on \$385,000 goal.
 - *Summer of the Arts-Karen Free Fund*: \$290 (*Campaign started FY14 – Total \$1,345*)
- 2Q - Grant Update:
 - *Submitted*: \$192,000
 - *Received*: \$47,000
 - *Pending*: \$20,000
- Upcoming Philanthropic Events:
 - “Steps to Pathways” Information Sessions – January 15, 2015 and February 19, 2015
 - “Steps to Pathways” Fundraising Breakfast – March 4, 2015 – 8 to 9:30 a.m. at Fairfax Old Town Hall, 3999 University Drive, Fairfax, VA 22030
- Awards: Dr. Sylisa Lambert-Woodard won the Gelman EXEL Award recognizing the top nonprofit CEO’s in the Washington DC region! *Thank you Dan, Maiko, Jennifer M., and Sue Zywokarte for supporting the nomination process.*
- **Calls to Action:**
 - Serve as a Table Captain inviting and hosting eight invited guests at the March 4th fundraiser. - Goal: 150 attendees (15 tables of 10) - \$15,000 raised

January 12, 2015 – Board Development Report –FY2015 – 2Q

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

Staff Present: Sylisa Lambert-Woodard, Anna Smith

The committee met on January 5, 2015 to discuss lessons learned and future approach for board recruitment. Overall, the committee felt a thorough evaluation of potential candidates will render a long-term and effective board member. The committee reviewed the rating system used for the first round of candidates and felt it appropriately assessed the desired attributes of a preferred board member. The committee agreed that the original goal of recruiting members with a passion for the mission, community influence, executive level skill sets and open to making a financial contribution is the right path.

The committee did feel that more specificity and broader parameters for the search are in order.

The committee proposed the following recruiting strategy for board consideration:

1. Develop a position specification, highlighting the specific skill sets we seek.
2. Communicate to all board members and staff what we are looking for in new board members as well as the list of target organizations. This may lead to referrals as many know people in their extended networks who may not have come to mind initially.
3. Identify a short list (a dozen or so) of organizations and corporations from which we would like to have a board member. This does not preclude us from electing a board member who is not from one of these organizations. This list is useful, however, in having us think differently and more broadly about potential new board members and will help with targeted outreach.
4. Develop and distribute talking points to all board members and staff. Talking points would include key requirements from the position specification, who to contact and how to be considered, and overview of the selection process.
5. Design and implement a social media campaign, including Twitter, our website, LinkedIn, NAMI's LinkedIn group, etc.,
6. Post the board seat on selected, targeted sites e.g. Women Corporate Director's, potential BoardNet, Volunteer Fairfax BoardLink, etc.
7. Contact one or two board members of selected, relevant and local nonprofits for referrals. The Board Development Committee members could divide the list. We should limit it to each committee member making two or three calls.
8. Regularly (to be defined) communicate names of individuals under consideration. Board members and staff may know some of them and provide critical insight and feedback.

The Board Development committee will discuss proposed recommendation further during the board meeting.

2015 Calendar																															
Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
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2015 Important Fundraising Dates for the Board

Steps to Pathways Fundraising Breakfast	Wednesday - March 4, 2015 8:00 a.m. to 9:30 a.m. Fairfax Old Town Hall. Board role - host a table of ten and invite contacts to the event.
Summer of Arts Reception	Saturday - July 11, 2015 - 6:00 to 8:00 p.m - Lorton Workhouse - Board Role - Encourage the Artists and share promotional materials with contacts with interest in art.
Help the Homeless	Saturday - October 24, 2015 - 10 to noon - Stevenson Place - Board Role - Financial contribute to Board Sponsorship and attend the event.
Holiday Wish List	Direct Mail and Constant Contact Campaign begins Monday after Thanksgiving - Board Role - Awareness of campaign--no action needed.