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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 11, 2016
7:00 P.M.
10201 Fairfax Blvd., Ste. 200
Fairfax, VA 22030-2209



- 6:30 Social Half-hour
- 7:00 Call to Order of Quarterly Meeting
- 7:05 Presentation – Philanthropy Committee
- 7:30 Approval of Minutes of Meeting October 12, 2015*
- 7:35 CEO's Report – Dr. Sylisa Lambert-Woodard
- 8:00 Treasurer's Report - Brenda Brennan
- 8:05 Chairperson's Report and Comments
- 8:15 Committee Reports
 - 1. Philanthropy Committee—Jennifer Judelsohn
 - 2. Board Development—Dan Gray
 - 3. Audit Committee—Tom Rowe
 - 4. Advocacy Committee—Angie Lathrop
- 8:40 Old Business
 - 1. Board Retreat
- 8:45 New Business
 - 1. Drawing for Tuition Reimbursement Lottery
- 8:50 Announcements.
 - 1. Steps to Pathways Breakfast—May 19th, 8-9a.m.
*Sherwood Community Center in Fairfax
 - 2. Summer of the Arts Exhibit—July 6th through August 12th
*Hunters Woods Gallery at Reston Community Center
 - 3. Summer of the Arts Reception— July 16th, 6-8pm
*Hunters Woods Gallery at Reston Community Center
- 8:55 Adjournment

* Materials Enclosed in Packet

ADDENDUM TO BOARD ADDENDUM

January 11, 2016

Pathway Homes has experienced an extremely prolific fall submitting over eight requests for proposals (RFPs), totaling over \$3 million in new potential revenue to achieve our mission. Pathways maintains its exceptional reviews and audits and is focused on ensuring that staff morale is high. Capacity is being developed to sustain our unprecedented growth. Board and staff are actively involved in strategically aligning the agency for the future. And, we are intentional about integrating the education gleaned from objective consultation and collaborative partnerships to ensure that we are properly aligned to realize our mission. This is an exciting time to be a part of Pathway Homes! Please review the addendum and all attachments prior to our meeting. I look forward to seeing you, and addressing any questions you may have. Thank you!

Board Matters:

- The Philanthropy Committee Report from Jennifer Judelsohn, Treasurer's Report- Brenda Brennan, Board Development report- Patrick Chaing and Advocacy Report- Eleanor Vincent are provided as attachments. Please review these reports before the meeting; any questions or clarifications will be addressed during the meeting.
- The philanthropic committee will be implementing board retreat recommendations by providing an educational presentation about philanthropy and our organization at the January board meeting. Attached you will find an article requested for your review.
- *New award:* Pathway Homes has begun grant execution from the 2014 HUD Supportive Housing Program (SHP) reallocated and Bonus funds totaling **\$1,199,664 to serve 55 new chronically homeless individuals**. Pathways continues to partner with Christian Relief Services, which secured a Letter of Intent to purchase Huntington Gardens, a 110 unit complex in Alexandria, VA that will have up to 22 units set aside for this project. Five (5) new clinical staff, and a tenant certification specialist have been hired for this project. Pathway Homes has placed 22 of the 55 individuals in housing to date! Our goal is to have all 55 housed by March.
- Pathway Homes submitted an application for the 2015 HUD SHP Bonus project in the amount of \$504,272 to lease 22 1- bedroom units to continue our goal of eradicating homelessness among those with serious mental illnesses and co- occurring disorders. A copy of the CoC ranking of 2015 HUD renewal applications submitted to HUD is attached and shows the exemplary ranking of Pathways' projects in the CoC. HUD announcement of the bonus award is pending.

- Pathways submitted four (4) separate Community Consolidated Funding Pool (CCFP) applications within the last quarter for fiscal year 2017-18. The following proposals were submitted:
 1. \$318,564 over two years to serve 28 homeless high-risk individuals with serious mental illnesses and co-occurring substance use disorders who require highly intensive supportive services long-term in order to maintain stability in the community,
 2. \$96,000 over two years for services to more appropriately house three long-term Assisted Living Facility (ALF) and group home residents - who no longer require or desire the supervision and support of these highly intensive programs - in independent, subsidized, supported housing in the community,
 3. \$300,000 one-time acquisition request to purchase one 3-bedroom townhome to provide long term housing for individuals within our ALF or group home programs who no longer require intensive services,
 4. \$464,136 over two years requested for the purpose of serving 50 homeless, high-risk individuals with serious mental illnesses and co-occurring substance use disorders who require highly intensive supportive services in order to access and maintain stable permanent housing in the community.

- Pathways Homes responded to its *first* regional Department of Behavioral Health and Developmental Services (DBHDS) RFP to serve 50 individuals in Fairfax County, Prince William, and Alexandria City. Pathways was invited to partner with these counties to provide the supportive housing while the local Community Services Boards (CSBs) will provide highly intensive services to those unstably housed, frequent users of hospital emergency departments and inpatient care, and/or individuals in state hospitals who are capable and willing to live in permanent supportive housing. The contract request was for \$1,144 000, and the contract term would be for two (2) years with three (3) successive one year renewal options. Pathways was selected for second round interviews in Richmond on 12/17/15, and provided subsequent responses. Announcement of this award is expected in January 2016.

- Pathway Homes has not received any additional information regarding the notice of subrogation claim from Lexington Insurance Company to pursue damages for the West Ox II property damage caused by fire on 3/29/15. Insurance and legal consultation has been retained as the investigation is still pending. No additional renovation work has been evidenced since August.

- Pathway Homes' Mental Health Counselor I and II clinical staff deployment contract continues to fill a critical void experienced by the CSB behavioral health system. To date, 6 new positions have been filled and deployed to the CSB serving a total of forty-six new consumers. The contract has now expanded to include staff deployment to the CSB residential programs serving primarily individuals with substance use disorders. Recruitment for an additional two new employees has subsequently been initiated in the past quarter.

- Pathway Homes completed its 4th Commission on Accreditation of Rehabilitation Facilities (CARF) survey this fall. The formal report from CARF was received verifying that “no recommendations” were indicated. This is an exceptional achievement. As a result, Pathway Homes has received its 4th, 3-year accreditation!
- Pathways Recovery Inc. (sponsor) and Pathway Homes, Inc. submitted an application in response to a RFP in the amount of \$1,065,757; \$214,775 Home Investment Partnership Funds (called HOME funds); and \$850,982 Community Development Block Grant (CDBG) to purchase seven one-bedroom condo units within the county’s areas of greatest need. The units will be used to provide affordable housing and supportive services to 7 individuals with serious mental illnesses or co- occurring disorders. Announcement of this award is pending.
- **New award:** Pathway Homes applied to the Fairfax County Redevelopment and Housing Authority (FCRHA) for a total of 14 Project Based Vouchers (PBV’s) to support new housing opportunities for extremely low-income individuals currently on our waitlist of over 600 individuals. Rent subsidy contracts are available for an initial period of 15 years with possible 15 year extensions. Pathways was awarded all 14 of these project based vouchers, and will be looking for properties to purchase for assignment of these vouchers.
- **New award:** Pathway Homes has been awarded four Project Based Housing Vouchers (PBVs) through Fairfax County Dept. of Housing and Community Development and is seeking to finance four 1-bedroom condominiums to match with these leveraged voucher resources.

Pathway Homes is requesting \$200,000 from the Competitive Loan Pool to match with four applications, which have also been submitted for Housing Trust Fund (HTF) Homeless Reduction Grants in the amount of \$400,000. If awarded the funds will be used to purchase four 1-bedroom condominiums averaging \$150,000 each (\$600,000 total) to provide permanent supportive housing to chronically homeless adults with severe and persistent mental illnesses. If Pathways is unsuccessful in obtaining the needed \$400,000 in HTF Homeless Reduction Grant, we would like to be considered for an increased loan amount to make up the difference needed to secure the full amount of \$600,000 for purchase of the four properties supported with the leveraged PBVs. This is an eligible acquisition-only Project. Announcement of this award is pending.

- The Annual Board Retreat was conducted on October 5th. A summary of the retreat is attached for your review.
- Pathway Homes’ staff retreat dedicated to strategic planning was conducted on November 17, 2015. Sparkfire Strategy facilitated the retreat to kick off the strategic planning process and get input from the staff about the organization as it currently is and should be in the future. Approximately 75 staff members attended the event. Questions collected from the Board retreat were integrated in the data collection. Attached is a

summary of the full life cycle of input collected. The next stage of our strategic planning process will be to convene our ad hoc strategic planning committee to continue the cycle of data collection from various stakeholders.

- Pathway Homes Annual Help the Homeless Community Walk was held on Saturday, October 24th at Stevenson Place. Results of the walk are provided in the Philanthropy report.
- The Virginia General Assembly's Joint Subcommittee to Study Mental Health Services, chaired by Senator Creigh Deeds, came onsite to Pathway Homes to learn about what we do and how we impact lives. Senators Deeds and Emmett Hanger, Delegates Vivian Watts and Scott Garrett, as well as a host of legislative aides from other delegates and senators, attended the meeting in our conference room. News Channel 4 reporter Julie Carey covered the event and had a cameraman. Additional details are provided in the Advocacy report. A News 4 video is on the Pathway Homes website.
- The Resident Holiday Party was held on Thursday, December 10th at Church of the Good Shepherd in Burke, with excellent attendance. The Staff Holiday party was held on Friday, December 11th at Brion's Grille at University Mall in Fairfax. Board and staff appeared to have a most festive experience.

PATHWAY HOMES

Board Retreat Overview

Oct 5, 2015

Background

Volunteer and executive leadership at Pathway Homes was planning to conduct a board retreat in early October. The prior strategic plan was nearing completion, the agency had undergone significant growth, and a number of individuals had recently joined the board. A retreat offered a number of opportunities including: providing an update on the agency, beginning to address the future strategic direction/plan, reviewing and assessing board recruitment and cultivation best practices, and enabling board members to become more familiar with each other. Leadership determined that an outside objective facilitator/trainer would add value and help with the design, development, and structure of the retreat. After a review of options, Lewis Flax was retained to serve as the retreat facilitator.

Board Member Interviews: Gain Insights

In order to gain an understanding of the perspectives, interests, and goals of the board, Lewis Flax conducted phone interviews with six current board members. These interviews provided Lewis with insights on the dynamics of the organization's culture, board customs and practices, and specific topics that deserved attention at the board retreat.

Interview Feedback: Key Points

- Board members overwhelmingly expressed a strong degree of faith and confidence in the capabilities of executive leadership. Based on past performance, a strong track record of growth, and a recognized commitment to the mission of the agency – the board members unanimously conveyed a strong confidence in leadership.
- Because of this trust in leadership, the board provides staff considerable flexibility in developing the strategic direction/plan for the agency. As a result, staff prepares the strategic plan and the board provides strategic guidance and poses questions to address potential risks.
- The interviewees stated that while they were familiar with each other through board meetings and committee work, they did not maintain strong relationships with their peers. A few board members mentioned that it would be helpful if a stronger bond or camaraderie were established with their fellow board members. Some suggested social events might be beneficial, while others thought that outside activities were not necessary; yet all agreed that getting to know each other on a more personal level would be productive.
- The board members conveyed that the board had become more sophisticated and advanced. At the same time, the majority expressed opinions that the board could advance in two specific areas –
 - Culture of philanthropy – While the board members are providing contributions, and serving as ambassadors, they agreed that a more disciplined, structured, and clearly communicated fundraising strategy would be beneficial.
 - Board recruitment and cultivation – The board has been involved in bringing on new board members, yet a more detailed and thorough process should help improve the overall effectiveness of the board.

Retreat Structure

Based on interview feedback, a meeting with executive leadership, and conversations with Sylisa Lambert-Woodard, the retreat schedule was developed to:

- Provide an overview on the current status of the agency.
- Offer an update on the strategic plan and begin to address steps for developing the next plan.
- Cover concepts related to the cultivation and recruitment of prospective board members (and the corresponding impact on fundraising).
- Obtain thoughts and gain consensus on an important issue that the board should address collectively.

In conducting the retreat, key factors included engagement and involvement of all board members, interactive exercises conducted throughout the day with the goal of arriving at tangible outcomes and specific next steps.

Retreat Overview

Please find below a brief summary of the key areas covered during the retreat:

Introductions

We opened the retreat with each board member selecting a colleague that they did not know very well. They spent time interviewing each other – and learning why they initially became involved with the agency, their interests/hobbies, and travel experiences. The introductions allowed each participant to become more familiar with another board member. Each board member then introduced their peer to the other participants.

Current Status of the Agency

Sylisa Lambert-Woodard provided a thorough overview of the agency. She focused on key service offerings, the strategic plan and how it was nearing completion, and provided information on comparable agencies that offer similar services. A number of thought provoking questions were raised by board members including –

- Current agency service offerings
- The future direction of the agency
- Strategic plan update and next steps
- Benchmarking the agency against other similar organizations
- Reimbursement status and requirements
- Financing options and Virginia state government entities that provide support

The time was well spent as it brought the board members up to date on the strategic plan, potential next steps, and provided a baseline understanding of differences/similarities between Pathway Homes and other organizations providing similar services.

We next played a game (a version of Jeopardy – with questions related to Pathway Homes) to reinforce key points. Areas covered included funding options related to housing, state agencies that offer support/financing, advocacy issues of importance, and fundraising results. Overall, this was an effective way to engage everyone and enable board members to become more familiar with the agency, reinforce key concepts, and establish camaraderie among the participants.

Board Member Recruitment and Cultivation

An issue that was raised by both board members and executive leadership involved the recruitment and cultivation of prospective board members. Many of those interviewed were interested in discussing best practices to identify and recruit dedicated and committed individuals to join the board.

The board was asked to compare board service to other situations that they encounter in their daily lives. Potential options included trying out for a sports team, joining a musical group, or some other experience/expectations prior to joining a specific group, team, or organization. Each board member was asked to come up with an example in their life (or an experience with their children) and think through the process/effort to become a member/participant of the group. Dan Gray shared his experience joining the American Academy of Matrimonial Lawyers and Jennifer McKenzie explained the steps she needed to take to become a member of the color guard. While very different types of organizations, they both conveyed similar processes including –

- Completing a detailed application
- Providing references that vouch for the candidate’s experience, capabilities, and skills
- An extensive interview process with a committee of individuals active in the organization
- Demonstrating skills through tests, drills, and try-outs
- Extensive practice to ensure a competent skill level

The next step was to evaluate these experiences and begin to think about how this could be applied to prospective candidates for the Pathway Board. Many ideas were suggested including volunteering on-site, active involvement in committee work, participating in fundraising events, and providing assistance associated with relevant advocacy issues. Key points agreed upon included the following:

- The most important quality in assessing potential board candidates is a strong dedication and commitment to the mission of the agency.
- The more thorough and detailed the process, the more potential board members would value the experience and view acceptance in the group/board as a special privilege.
- This type of approach should be implemented for future candidates prior to joining the Pathway Board
- The understanding that in establishing this type of approach, a number of individuals will not be invited to join the board and this will improve the quality, commitment, and effectiveness of those that serve on the board.
- Once board members are selected, the on-boarding process should involve specific steps to ensure that they are acclimated to the customs, expectations, and duties of serving as a board member.

Next Steps

The last phase of the retreat focused on issues/topics for the board to address collectively. Each participant thought of an idea/project for the board to consider. The board members presented their ideas to the group – and the board members voted on which project they thought would be of greatest benefit. The project selected was raised by Jennifer Judelsohn and involved improving the board’s knowledge. At future board meetings, board members, in conjunction with staff, would share insights/education on a specific subject.

In concluding, each board member was asked to think about the development of the next strategic plan. More specifically, each board member was requested to review potential stakeholders involved in the development of the strategic plan and draft questions to ask of the specific stakeholder group.



Ignite change. Realize potential.

MEMORANDUM

TO: Sylisa Lambert-Woodard
FROM: Lisa Karlisch
SUBJECT: Staff Retreat Results
DATE: November 18, 2015

On November 17th, Sparkfire Strategy conducted a staff retreat to kick off the strategic planning process and get input from the staff about the organization as it currently is and should be in the future. Approximately 75 staff members attended the event. Three major exercises were led with staff: SWOT analysis, 5 year visioning, and stakeholder questions. The results of each exercise are summarized below.

SWOT Analysis

Staff was divided up into four groups and each group was tasked with analyzing Pathway Homes' strengths, weaknesses, opportunities and threats.

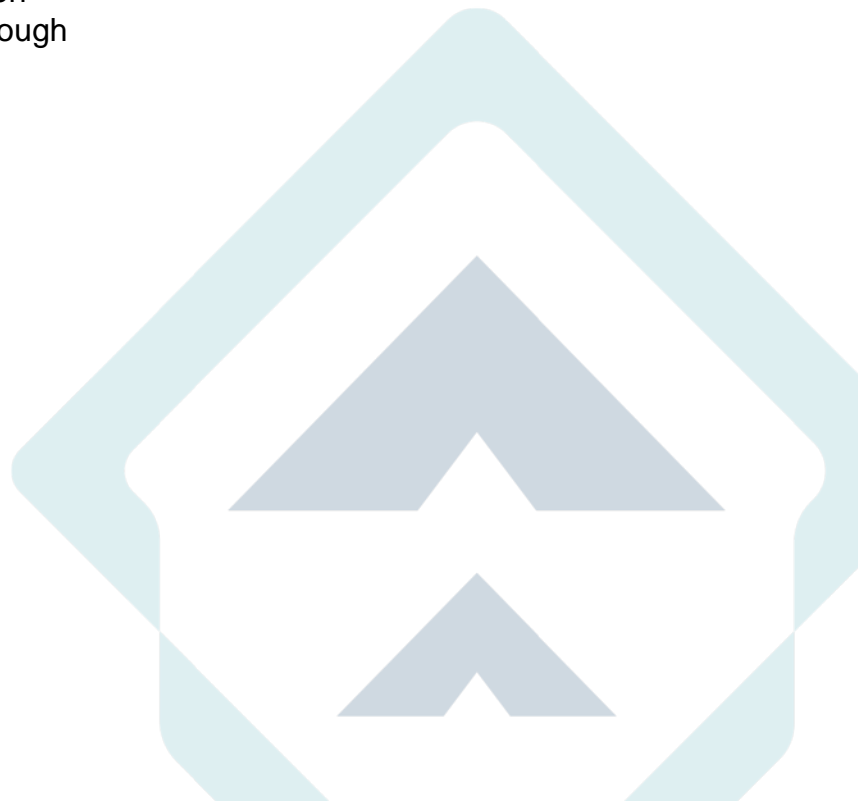
Strengths

Strategy

- Steady growth
- Inspirational and clear vision and mission
- Strong strategic planning and follow through
- Broad geographical reach
- Focused on the future

Impact

- Value for clients
- Consumer satisfaction
- Ability to track outcomes
- Good consumer success
- Invested in outcomes



Brand

- Credible in the field
- Best non-profit award
- Accredited organization
- Strong reputation
- Positive work of mouth
- Award winning reputation

Leadership

- Good management
- Supportive Board
- Supportive and strong leadership
- Motivating CEO/VP's
- Leadership longevity
- Political support

Service model

- Consumer driven
- Value for clients
- Family support
- Non-time limited housing and support
- Collaboration between agencies
- Don't turn clients away
- Housing first model
- Community relationships
- Strong advocacy
- CARF surveyors
- Continuum of care
- ISP
- TOVA/CPR onsite
- Recovery oriented
- Utilization of best practice
- Strong clinical support
- CSB collaboration
- Program structure
- Strength based
- Consumer involvement

Staff

- Passion for clients
- Strong supervisors
- Staff diversity



- Range of staff expertise
- Amazing and awesome employees
- Great volunteers
- Strong staff reputation

Back office infrastructure

- Accounting software
- Online access for donor giving
- Strong internal controls
- Advancement in IT
- Financially solvent
- Development department

Human resources

- Tuition reimbursement
- Response to employee concerns
- Flexible hours
- Good benefits
- Staff recognition
- Vacation policy
- Internal promotions
- Pay for performance
- Recognition committee

Culture

- Positive environment
- Work life balance
- Small agency
- Agency transparency
- Open door policy
- Compassion and dedication
- Positive attitude—No grumps!
- Professional conduct
- Staff involvement
- High staff morale
- Fun culture
- Innovative
- Flexible
- Strong team focus



Weaknesses

Strategy

- Growing too fast

Brand

- People who don't know about Pathway
- Lack of advertising, marketing and awareness of organization

Service Model

- Conflicting approaches
- Insufficient accessible properties
- Waitlist
- Housing restrictions
- Crisis intervention
- Need more levels of care
- Clinical/administrative delivery
- Discharge planner
- Geriatric support
- Reliance on external community services
- Dependence on leasing properties

Staff

- Lack of opportunity to learn from other staff
- Staff turnover
- Understaffed
- Lack of internal providers

HR

- Lack of competitive pay
- Opportunity for advancement
- Workload
- Lack of training, educational, and professional development opportunities
- Small tuition reimbursement
- Limited self care and team building
- Small relief pool and pay
- Recognizing and celebrating staff
- Isolating new employee orientation
- HR IT



Support infrastructure

- Not enough agency vehicles
- Communication challenges internally
- Communication challenges between staff, CSB, and professional agencies
- Lack of diverse funding
- Maintenance issues
- Loss of staff library
- Car wear and tear due to usage of personal vehicles
- More staff resources, e.g. cell phones, portable IT

Culture

- Slow to change/change resistance
- Isolative positions
- Lack of staff interaction
- Work-life balance
- Integration of deployed staff

Opportunities

Market Trends

- Slumping housing
- Increased media awareness—media coverage of psychiatric incidents
- Emerging technology—social media, database management
- Growing elderly population
- De-stigmatization and better understanding of mental health

Financial Trends

- Government support
- Increased grant dollars
- County resources
- More affordable mental health coverage
- Improving economy

Clinical trends

- Emerging research/best practice models
- Expansion of EAP services
- Pharmaceutical trends/awareness
- Brain/neuroscience trends
- Focus on family/community
- More education related to person centered services
- Growth of social services
- More agency collaboration



- Spread of consumer directed model
- Improved access to service
- Integrated service model
- Multicultural behavioral health

Political Trends

- Increased prioritization of homelessness
- Legislative change
- Political party change

Threats

Market Trends

- Lack of community education
- IT security issues
- Increase in veterans
- Not enough housing inventory
- Provider competition
- Competition for qualified staff
- Mental health stigma
- Cost of living increase
- “Not in my back yard”-ism
- Focus on other major crises—security, natural disasters
- Increase aging population
- Increased homeless population
- Increased immigrant population
- Changes in healthcare system

Financial Trends

- Bad economy/economic instability
- Loss of funding
- Changes to insurance reimbursement and coverage
- Decreased government support
- Reduction of state benefits for consumers

Clinical/Program Trends

- Lack of research
- Regulatory changes/program requirements
- Conflicts between agencies
- Limited criteria
- Unsafe neighborhoods
- Lack of qualified staff applicants



- Decrease access to medication/medical care
- Increase medical needs/level of disabilities
- Increase in required administrative duties

Political Trends

- Lack of political support

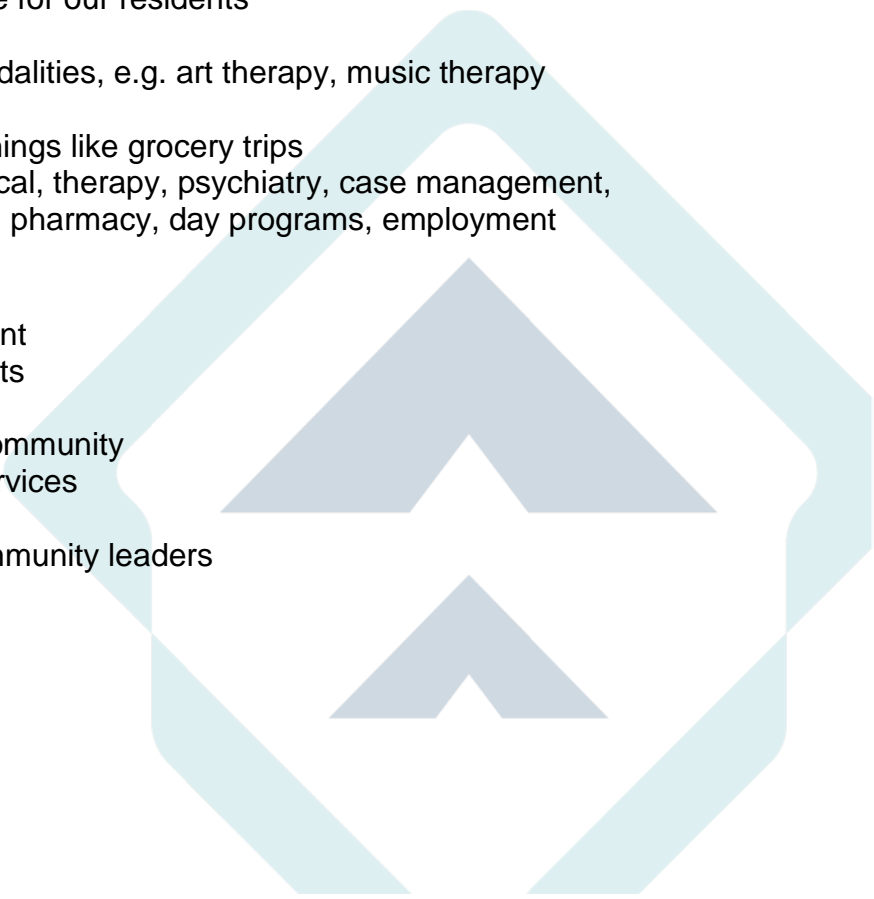
Other

- Bed bugs

Pathway Homes' 2020 Vision

The staff was divided into eight groups and was tasked with developing a vision for what Pathway Homes looked like in the year 2020. Each group reported out their vision for the organization. While the specifics of the visions varied from group to group, some common themes emerged, including the following:

- Continue with our mission to provide non-time limited services
- Grow in size and number of people served
- Expand geographies both within DC metro area (e.g. Loudon) and new states
- Expand services to new populations—e.g. intellectual disabilities, substance abuse
- Add capacity to serve geriatric and disabled populations
- Provide holistic services to consumers e.g.,
 - Integrate Eastern and Western philosophies
 - Provide psychosocial, spiritual and other services
- Provide integrated services to residents e.g.,
 - Become the Kaiser Permanente for our residents
 - Mobile crisis services
 - Incorporate other treatment modalities, e.g. art therapy, music therapy
 - More bilingual capability
 - Transportation services to do things like grocery trips
 - Nursing, life skills, dental, medical, therapy, psychiatry, case management, primary care, substance abuse, pharmacy, day programs, employment services
- More levels of care/program steps
- More resident direction and involvement
 - Have residents orient new clients
 - Involve clients in advocacy
 - Integrate consumers into the community
 - Provide more client directed services
 - Develop peer run classes
 - Empower consumers to be community leaders



- Incorporate more family involvement
- Share our best practices and replicate our model
- Expand advocacy and education outreach
- Grow staffing and administrative support to accommodate growth.
 - Agency vehicles
 - Expanded maintenance
 - Training for staff
 - Web portal for employee communication

Stakeholder Questions

In the final exercise of the day, each table was posed one strategic question. Each individual in the group was asked to submit a written answer. The majority of the questions posed were generated by the Board during their retreat. The following are verbatim responses from staff.

Question 1: Why do you work at Pathway Homes?

- The ability to pursue several activities and have a full life--do the MHC position, do Recovery Programs, pursue family activities, do sports and coaching. I enjoy the flexibility and working with people. I believe in the purpose and meaning of mental health and the spiritual blessings it has provided. Also it pays a salary and I have met many people I enjoy working with at Pathway Homes.
- To get experience and helping others who are in need of my help.
- I work here because of the passion of the employees and leadership and the team spirit.
- Passion for what I do. Enjoy working with the people at PHI. Enjoy working with the residents. Have the opportunity to make a difference. Opportunities for growth. Diversity among the staff.
- To grow as a clinician—It's easy to come to work every day as it is almost guaranteed that I will have at least one positive encounter per shift. Whether it is a client or coworker, Pathways strives and achieves positivity.
- Work environment. Mission/clients. Leadership/supervisor. Colleagues. Ability to provide value.
- Passion for clients. Great team that makes me feel as a family.
- I enjoy my colleagues, the family/supportive atmosphere, the agency's mission and the people we serve. I especially value the flexibility the agency leadership has allowed me in molding my path within the organization. I feel valued and respected.



Question 2: What would make you better at your job?

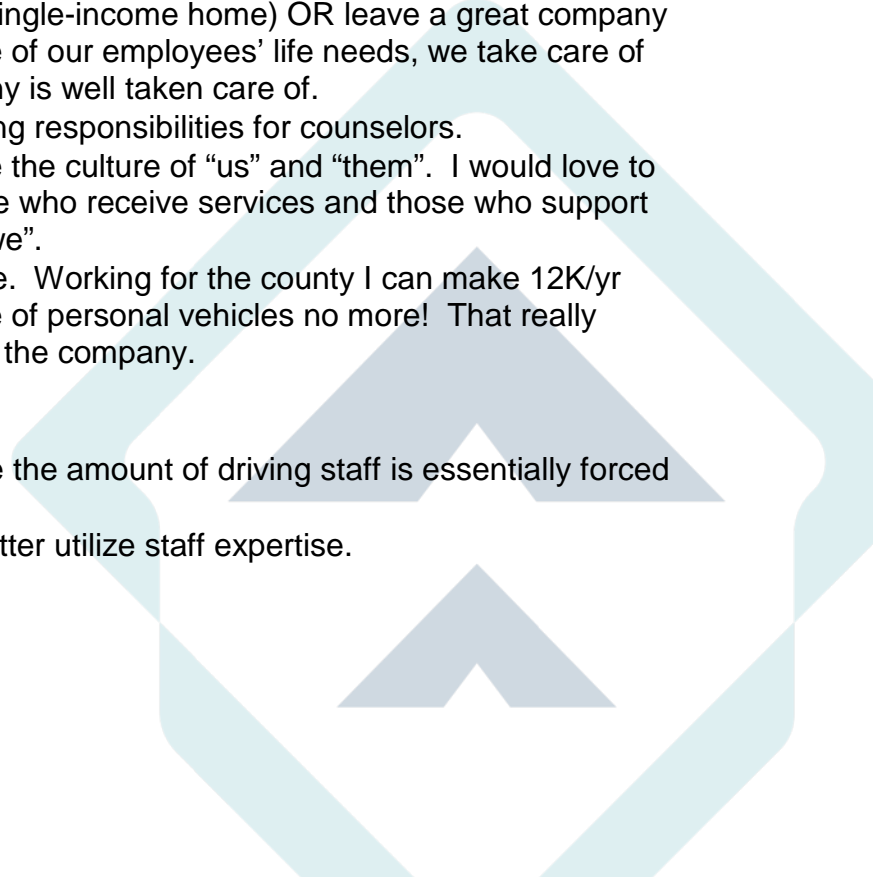
- More clinical trainings and discussion using research. As much as the online trainings are great, the interaction and sharing of ideas during training is when I learn the most.
- Be on par on new technology (applications, equipment, etc.). Bigger budget.
- More recognition in the work being done and eliciting more of an opinion vs. “telling” how things will be on team decisions.
- A good working relationship. A break. A positive nurturing environment.
- More pay so my resentment doesn’t affect my attitude.
- Funding to help pay for college.
- Increased interaction/learning opportunities from peers (clinical managers).

Question 3: Where do we most need additional staff?

- 24/7 facilities relief staff in general for all facilities
- Maintenance/property management—growing and increasing our program size we need additional people to manage and furnish the properties and have an individual to act as the landlord taking pressure off the counselor to have a dual relationship
- Mental Health Counselors I’s to help MHC II’s with transportation, appointments, and less clinical aspects of the job. MHC II’s to lessen caseloads.
- The 24/7 ALF programs
- A staff member wearing many hats to support where needed.
- Professional development staff within the agency to train current staff.

Question 4: What one thing would you change about Pathway Homes?

- Pay structure: almost a hidden ultimatum to do what you are passionate about and struggle to survive (especially if in a single-income home) OR leave a great company to make more money. If we take care of our employees’ life needs, we take care of the employee and in turn, the company is well taken care of.
- Increased salary and decreased driving responsibilities for counselors.
- I would love for this agency to change the culture of “us” and “them”. I would love to see those who provide services, those who receive services and those who support services be culturally referred to as “we”.
- Salary is the one thing I would change. Working for the county I can make 12K/yr more in the exact same position. Use of personal vehicles no more! That really makes one consider their longevity at the company.
- More competitive pay rate.
- Growth opportunity for staff.
- Pathways has to find a way to change the amount of driving staff is essentially forced to do.
- Greater independence from CSB. Better utilize staff expertise.

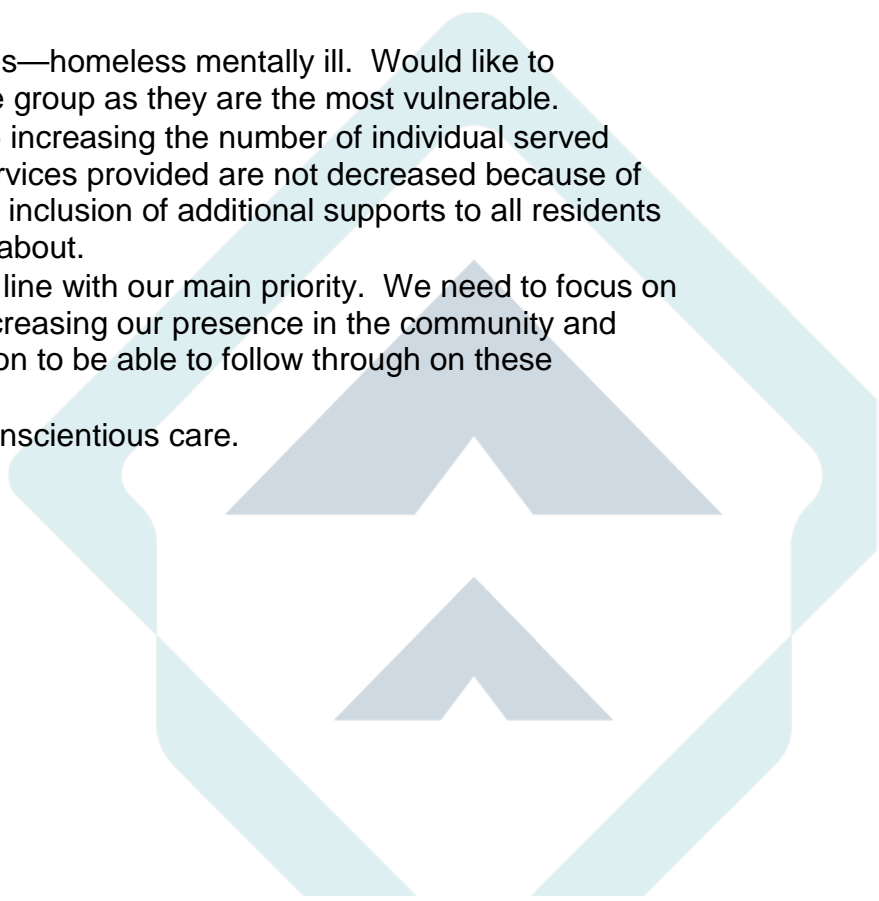


Question 5: What would make you want to stay at Pathway Homes for the next 10 years?

- More pay and room and training for growth. Most importantly a salary similar to my peers with the same background.
- Supportive, clinical supervision. Ongoing trainings of skills to use in my job. Positive staff relationship.
- Opportunities for advancement. Supportive, collaborative team. Competitive pay/salary. Recognition. Not being overlooked. Time off/mental health days.
- More money/greater salary. More opportunities to employ my creativity, to serve peers, freer reign to utilize skills, coaching to discover what I can do as a Recovery coach. Clear delineation of duties and review to ensure I'm not taking on a greater role than my pay at SHOP program.
- Salary increase. High quality training. More options for upward mobility. Licensure supervision program that does not require the extra years of commitment to work at Pathway Homes.
- Sharing the same values. Getting along with staff/supervisor. Flexible schedules. Monetary incentives.
- Money/salary increase. Amazing work environment/co-workers. Professional growth. Recognition.
- Opportunities that align with personal and educational goals (e.g. licensure supervision). More money. I love the culture and agency atmosphere/supports. If former points are addressed I would love to stay.
- Compassion and employee values and relationships.

Question 6: Is the Agency focused on the right priorities? If not, what should they be?

- The organization has the right priorities—homeless mentally ill. Would like to specifically prioritize women within the group as they are the most vulnerable.
- The Agency has done a wonderful job increasing the number of individual served while making sure that the support services provided are not decreased because of the numbers served. Additionally, the inclusion of additional supports to all residents is exactly what Pathway Homes is all about.
- Utilize housing first model, which is in line with our main priority. We need to focus on client focused and driven services, increasing our presence in the community and improve employee retention/satisfaction to be able to follow through on these priorities.
- Provision of quality, consistent and conscientious care.



Question 7: What challenges do you foresee in the next one, five and ten years?

- Growth and retention of staff by investing in and increasing competitive salary, benefits and perks (such as flex scheduling). Increased education opportunity and reimbursement. Focused onboarding and inter-office/departmental training and communication. Streamlining admin process.
- Staff turnover due to pay parity, upward mobility opportunity. Adapting to funding stream and contracting changes.
- Lack of competitive salaries, especially at deployed positions. Pathways employees are paid significantly less than coworkers who are employed by the county to do the exact same job.
- Identifying viable and sustainable funding sources for housing/services to enable the same level of services to be provided as well as obtaining/retaining employees who can provide these services.
- Limited funding. Communication among staff
- Challenge in on year is deciding to stay with Pathways or move on.

Question 8: What one thing would most increase Pathway Homes' impact?

- Education. Expansion.
- Provide continuum level of care that will further support our mission to provide non-time limited housing.
- Growth. Social Awareness. Making connections. Education.
- Expansion of services and geographical location.
- Growth.
- Increase in resources.





Fairfax-Falls Church Continuum of Care 2015 HUD CoC Program Competition

Project Rankings:

Tier 1

1. Pathway Homes – 2007 Pathway Homes SHP
2. Pathway Homes – 2009 Pathway Homes SHP
3. Pathway Homes – 1991 Pathway Homes SHP
4. DHCD/Pathway Homes - Shelter Plus Care #9
5. Pathway Homes – 2014 Pathway Homes SHP
6. DHCD/Pathway Homes - Shelter Plus Care #2
7. Department of Family Services – RISE
8. Pathway Homes – 2011 Pathway Homes SHP
9. Christian Relief Services Charities – 1991 CRS/Pathway Homes
10. DHCD/Pathway Homes - Shelter Plus Care #10
11. Christian Relief Services of Virginia – 1994 CRS/Pathway Homes/PRS
12. Christian Relief Services of Virginia – 1995 CRS/Pathway Homes/PRS
13. New Hope Housing – Milestones
14. DHCD/Pathway Homes - Shelter Plus Care #1
15. FACETS – Triumph
16. FACETS – Triumph II
17. The Alternative House – Rapid Rehousing for Transitioning Age Youth
18. FACETS – Linda’s Gateway
19. New Hope Housing – Just Home Fairfax
20. New Hope Housing – PSH Group Homes

Partially in Tier 1 and partially in Tier 2

21. Shelter House – Rapid Rehousing Project

Tier 2

22. PRS - Intensive Supportive Housing Program
23. Pathway Homes – 2015 Pathway Homes SHP (**NEW BONUS PROJECT**)
24. FACETS – Triumph III
25. Community Services Board – Welcome Home
26. Volunteers of America Chesapeake – Bailey’s SHP
27. Shelter House/NOVACO – TH for Victims of Domestic Abuse
28. Department of Family Services – CHR
29. United Community Ministries – Journeys Program

PATHWAY HOMES, INC.

Minutes of the Meeting of the Board of Directors October 12, 2015

The annual meeting of the Board of Directors was held on October 12, 2015. A quorum being present, the meeting was called to order at 7:04 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

MEMBERS

Dan Gray, Chair
Jennifer McKenzie, Vice-Chair
Tom Rowe, Secretary/Treasurer
Dara Aldridge
Patrick Chaing
Jennifer Judelsohn
Angie Lathrop
Jennifer McGarey
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: Maiko Ashby, Douglas Robinson

PRESENTATION

Stuck on an Escalator: The Board watched a YouTube video titled “Stuck on an Escalator,” which was shown at the Board retreat. <https://youtu.be/Kq65aAYCHow>

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

Sylisa gave a presentation (powerpoint slides enclosed in the Board minutes book) reporting on FY15. 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 13, 2015 as presented. Jennifer McKenzie made a motion to approve, which was seconded by Tom Rowe and approved unanimously.

CEO Report – Dr. Sylisa Lambert-Woodard

Sylisa's report was previously distributed to the Board in their packet (enclosed in the Board minutes book). She also provided a brief overview of changes to the agency's website on the Programs and Apply for Services pages in order to outline new application/referral procedures.

TREASURER'S REPORT – Brenda Brennan

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book). Jennifer McGarey had several questions about cash on-hand as well as the agency's policy on dividends and investments. Tom Rowe clarified that the current policy prioritizes the safety of the principal.

CHAIRPERSON'S REPORT AND COMMENTS – Dan Gray

Dan commended and acknowledged the board's hard work and involvement throughout the year in fundraising, advocacy, committees, and board development. He reported that the CARF exit survey was excellent and many good things were said about the agency. He also thanked Anna for putting together the grant that allowed for the recent board retreat, and he acknowledged and thanked Brian for the IT support provided during the retreat.

PHILANTHROPY COMMITTEE REPORT – Jennifer Judelsohn

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

- Board met its \$5,000 goal for sponsorship of the Help the Homeless Walk. The Walk has already produced \$14,000 in cash plus additional sponsorship commitments. \$10,000 more is needed to reach the event goal (can come in walker and day-of donations).
- The Philanthropy Committee hopes to close the IT Campaign in the near future.
- Planned giving and endowment funding is on the committee's agenda
- Board members are reminded to sign-up to host the bi-monthly Steps to Pathways information sessions.
- Board members interested in being table captains for the Steps to Pathways Breakfast should speak with Anna.

ADVOCACY – Jennifer McKenzie

Jennifer met with the committee prior to the meeting in order to pass leadership to Angie; Jennifer McGarey will also be joining the committee. Jennifer McKenzie hopes that the board will continue to cultivate relationships with local and state politicians in order to keep the goals of the agency and the VACBP in the forefront.

BOARD DEVELOPMENT – Jennifer McKenzie

The Board Development Committee continues to recruit new individuals, bringing skills to the board such as fundraising, finance and diversity. The board retreat shows that the on-boarding process needs additional work, and board members should continue to cultivate relationships with potentially good candidates. There are currently two individuals in consideration for board membership. Jennifer also reported that Patrick Chaing will be joining the Board Development Committee.

Committees such as the Philanthropy and Advocacy Committees could use help from non-board members, and the Board Development Committee would like to amend the By-Laws as noted in their report (enclosed in the Board minutes book) and reflected below:

- **Section 15. Committees.** The Board of Directors shall have the [right to appoint and determine the composition and authority of standing committees, other committees, and task forces as it deems necessary from time to time. Such committees and task forces may be described in separate administrative regulations or in board resolutions.](#) The Board of Directors shall have supervision over all committees and power to alter or amend any rules or regulations prescribed by any committee.

Jennifer McKenzie made a motion to amend the By-Laws as stated above. This was seconded by Jim Ross and approved unanimously.

OLD BUSINESS –

Board Retreat: Jennifer Judelsohn provided a brief report on the retreat which took place on October 5, 2015. The Board got to know each other better, and she asked each board member to report out on what they learned about their retreat partner. She also reported that the Board learned that there is much they need to be educated on about the agency and its functions. Additional questions about the agency should be emailed to Sylisa by October 26, 2015 at lambwood@pathwayhomes.org. In order to help with Board education, there will be “lunch and learn” type opportunities at 6:30pm in the near future hosted by each committee. January 2016 presentations will come from the Finance and Philanthropy Committees. Each committee will be tasked with coming up with a way to present prior to the next Board meeting (January 12, 2016).

Jim requested that each board member re-read the 10 Basic Responsibilities of Board Members which has been previously provided. Anna has additional copies, if necessary. He also requested that the board review the budgetary information provided by Brenda.

Dara questioned whether quarterly meetings were often enough to keep the board up-to-date on agency activities and needs. She reminded the board that it had historically met more frequently. There was brief discussion by senior board members about the reasons for changing the regular meeting times to quarterly the 2nd Monday of January, April and July, and annually on the 1st Monday of October. Dan Gray suggested that Dara propose this idea to the Board Development Committee for further discussion.

NEW BUSINESS –

Board Nominations – Dan read the Officer slate as proposed by the Nominating Committee for the October 2015 – 2016 term:

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

There was brief discussion about the election terms for Jennifer McKenzie, who will be stepping down from the Board, and clarification that the By-Laws allow vacancies to be filled by appointment of the Chairperson until the next meeting at which an election may be held. Sue Zywokarte moved that the re-election of the Directors be accepted as presented. This was seconded by Angie Lathrop and approved unanimously.

The Nominating Committee recommended the following Board Members be re-elected for the three-year term of October 2015 - 2018:

Patrick Chaing
James Ross
Susan Zywokarte

Jennifer McKenzie moved that individuals recommended for three-year terms be re-elected as presented. This was seconded by Angie Lathrop and approved unanimously.

Tuition Reimbursement Lottery – Three applications were received this quarter. Dan Gray selected Aynsley Downey's name from the pot, and she will receive the reimbursement. Shawn Valentine and Rebecca Kahingo were also in the selection pool; this was verified by Jennifer McKenzie.

ANNOUNCEMENTS –

The Board sponsorship provides of the Help the Homeless Walk provides complementary registrations for family. An email was sent to the Board about how to register; contact Anna with any questions.

Dates to Remember:

1. The Resident Holiday Party is December 3rd at Church of the Good Shepherd in Burke.
2. The Staff Holiday Party is December 11th at Brion's Grille at University Mall by George Mason.
3. The agency newsletter, *InRoads*, will be emailed on October 15th, and the Board is encouraged to read the newsletter.

Dan Gray called for a moment of appreciation for Jennifer McKenzie, who has accepted a position overseas and will be stepping-down from the Board in the coming quarter. He provided

a brief overview of her legacy on the Board, and read the Board Resolution aloud (enclosed in the Board minutes book). Dan called for a motion to approve the resolution as read. James Ross made a motion to approve the resolution; this was seconded by Patrick Chaing and the resolution was approved unanimously. Dan Gray presented Jennifer with a plaque and gifts from the Agency and the Board.

ADJOURNMENT

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

The meeting was adjourned at 9:10 p.m.

Respectfully submitted,

DRAFT

TREASURER'S REPORT-January 2016

Brenda Brennan, Chief Financial Officer

The Fiscal Year 2015 Financial and Compliance audits have been completed. The financial statements and tax returns for: Pathway Homes, Inc., Pathways Living, Inc., Pathway Options, Inc., Pathway Visions, Inc., and Pathways Recovery, Inc., have all been received and filed with the Federal Audit Clearinghouse and Internal Revenue Service.

The audit committee; Tom Rowe, Jim Ross and Dan Gray, met with the audit team from CohnReznick on November 19, 2015 for the final audit presentation. Micki Lin and Christopher Griffin, from CohnReznick, presented the scope and details of the Fiscal Year 2015 audits and results. Tom Rowe, will present the Audit Committee summary from this meeting during Committee reports.

The agency's health, with Kaiser Permanente, and dental insurance, with Humana, policies has been renewed for another year, effective March 1, 2016 with a 5% premium increase. All plan benefits will remain the same.

January 4, 2016 - Philanthropic Report –FY16 – 2nd Quarter

July 1, 2015 through December 31, 2015

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

Philanthropic Committee will present the first of a series of board education sessions conducted by various Board Committee Members entitled “How Philanthropy Impacts the Bottom Line”. Please see attached article that will be included as part of that presentation.

- Financial Contribution Total YTD- \$132,855– **FY16 Goal \$240,000**
 - Campaign Updates:
 - *Holiday Wish List*: \$12,312 – **FY16 Goal \$10,000**
 - *Help The Homeless*: \$23,808 – **FY16 Goal \$25,000**
 - ***Thank you Pathway Homes Board - \$5,040 Board Sponsorship***
 - *Technology Campaign*:
 - Campaign Total: \$338,723 – **Campaign Goal \$385,000**
 - Remaining Amount: \$46,277
 - ***Thank you Pathway Homes Board—All active board members and leadership pledges fulfilled!***
 - Grant Update: \$139,500 **FY16 Goal \$184,500**
 - *Submitted*: \$520,750
 - *Received/Awarded*: \$58,500/\$139,500 (Awards committed, but not yet received: VHDA \$57,000 for Strategic Planning; Potomac Health Foundation \$24,000 (already received \$36,000 of \$60,000 grant) for Prince William County.
 - *Pending*: \$120,000
 - *Declined*: \$261,250
 - Upcoming Philanthropic Events:
 - 2016 Calendar (Attachment)
 - Looking at late February-early March dates for Steps to Pathways Giving Society Wine and Cheese Reception. Would like Board members to attend Reception to thank our large and consistent donors.
 - Steps to Pathways Breakfast – **Thursday, May 19, 2016 from 8-9:30 a.m.** – Sherwood Community Center, Fairfax – **FY16 Goal \$15,000 day of with \$100,000 in additional pledges over next five years. – 200 Guests**
 - Board Call to Action
 - Thank you Angie Lathrop for hosting December Steps to Pathways Sessions and Patrick Chaing (February 18), Jennifer McGarey (April 21), Jim Ross (June 16) and Jennifer Judelsohn (August 18) for agreeing to host the future session. Still looking for hosts for October and December.
 - Thank you Jennifer Judelsohn, Jennifer McGarey and Angie Lathrop for volunteering to be Table Captains – Table Captain Information Meeting set for Tuesday, January 19th from 6 to 8 p.m.
 - We ask each Board Member to bring at least two contacts to Steps to Pathways Breakfast.

2016 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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2016 Important Fundraising Dates for the Board

Steps to Pathways Fundraising Breakfast	January 19 Table Captain Meeting 6-8 p.m.; May 19, 2016 Breakfast at Sherwood Community Center, 3740 Old Lee Highway, Fairfax 8:00 to 9:30 a.m. Board Role - Serve as Table Captains and/or invite contacts to breakfast.
Steps to Pathways Information Sessions	Held the 3rd Thursday of each even-numbered month from 10 to 11 a.m. at Pathways. Board role: Host one session per year. Invite contacts throughout the year interested in learning more about Pathway Homes. Not fundraising session, but a get to know us opportunity.
Summer of Arts Reception	Exhibit being held at Reston Community Center-Hunter Woods Gallery from July 1st thru August 21st, 2016. Artists Reception scheduled for July 16, 2016. Board Role: Come and support the artists at Reception
Help the Homeless	October 22nd - Location TBD - Board Role: Give financial contribution to aggregate Board Sponsorship and attend Help the Homeless program.
Holiday Wish List	Direct Mail and Constant Contact Campaign begins Monday after Thanksgiving - Board Role - Awareness of campaign--no action needed.
Board Meetings	Board meets quarterly the second Monday from 6:30 to 8:30 p.m. - October is Annual Meeting; Committee meetings are held on an ad hoc basis throughout the year as determined by Committee Chairs.

What board members need to know about fundraising

Oct 1, 2015, 11:46am EDT

There seems to be a great deal of confusion between nonprofit staff and board members over the role of board members in fundraising.

Part of this is due to a failure of executive directors to clearly communicate their expectations and provide a meaningful orientation to new board members.

Board members need to take responsibility for understanding their role and what is expected of them. In the most high-performing nonprofits, there is a clarity and shared understanding of roles among the boards and staff. Those that suffer from lackluster fundraising often do so for many of the same reasons.

See Also

- 5 questions to ask before joining a board of directors
- 4 key lessons in charitable giving through bequests
- 4 strategies for rebuilding your network after a move

I have facilitated board retreats for nonprofits where staff members (social workers making \$40,000 a year) were making larger gifts to the charity than many of the board members who were senior executives at Fortune 500 companies.

Here are four key points board members need to know:

1. Your first responsibility is to make a leadership gift

This is true even if your employer made a significant commitment to the nonprofit. Since board members make important decisions about how hundreds of thousands – and often millions of dollars – of other people's gifts are allocated and spent, it is critical for them to have skin in the game.

Increasingly, funders ask for a list of board members' gifts as part of the grant application process. While funders may not ask for the actual names, they do look closely at how invested board members are in supporting the nonprofit's mission.

A family foundation executive remarked, "Before we make a decision about how much our family is willing to contribute, we want to understand how invested your 'family' of insiders or shareholders is in the success of the organization." Today, with online banking and electronic funds transfer, it is possible to give monthly. If a nonprofit has not suggested a minimum gift, it would be safe to assume that a gift of \$1,200 to \$2,500 annually would be appropriate, or \$100 to \$200 monthly. It is also appropriate to ask the executive director what the mean or average gift is for board members. Research demonstrates that a nonprofit's fundraising success is directly proportional to board giving.

2. Understand the executive director role

The executive director is the chief fundraising executive of the nonprofit organization, not the development director.



Image provided by Getty Images (milosducati)

In the most high-performing nonprofits, there is a clarity and shared understanding of roles among the boards and staff. Those that suffer from lackluster fundraising often do so for many of the same reasons.

While the economic downturn helped the majority of nonprofit boards recognize that they could no longer afford executive directors who didn't think it is their job to raise money, a few have still managed to survive. And often, they are the ones that tend to blame the development director. The executive director is the key vision keeper responsible for developing strong relationships with key donors. Major donors expect to meet and be inspired by the leadership of the executive director before they are willing to make a significant gift. Together, the executive director and director of development work to provide strategic direction and help board members find their comfort zone in fundraising.

3. Be familiar with the primary sources of revenue for your nonprofit

Also know the names of top 25 donors to the nonprofit. Even after years of reviewing financial statements, many board members cannot articulate the primary sources of revenue for a nonprofit and the relative percentages of the nonprofit's budget.

4. Golf tournaments and galas are not the most effective ways to raise money

The most cost-effective and efficient way to raise support for mission-critical programming is through face-to-face major gift solicitations. According to GIVING USA 2014, individuals make 90 percent of all charitable contributions (including family foundations and bequests) and corporations only 4 percent. Every charity needs to have diverse sources of contributed revenue.

Every board member needs to play a key role in fundraising. There are many ways to support the fundraising efforts of a nonprofit, short of making the ask. The executive director and director of development are responsible for helping board members find their comfort zone in fundraising by identifying, educating and inspiring donors, and then inviting those donors to participate. Finally, don't forget to show appreciation for those contributions.



Chris McLeod
Contributing Writer

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Ad Choices.

January 4, 2016 – Board Development Report –FY2016 – 2nd Quarter

Committee Members: Patrick Chaing, Committee Chair, Dan Gray, Jim Ross
Staff: Sylisa Lambert-Woodard, Anna Smith

Board Committee Composition:

- The Board Chair shared status of current Board Member Committee composition, proposed changes and outreach. He will be reaching out to recruit and finalize remaining committee chair positions.
- The Board will be reviewing non-board member committee participant best practice structures and will provide a recommendation to the board at the April meeting.

Board Recruitment:

- Members of the Board Development Committee held initial screening calls with two potential board candidates during the last quarter. The ratings and results of those calls were presented to the full Committee. The Committee recommended the Board Chair and the CEO have a face-to-face lunch meeting with one candidate. The luncheon is scheduled for January 21st. The committee will follow up with the other candidate on optional ways to support and better understand the agency mission.
- The Committee reviewed an additional board candidate resume and cover letter received through Pathways relationship with Volunteer Fairfax's BoardLink. The committee agreed to move forward with an initial call. The conference call is scheduled for January 14th.

The Board Development Committee will continue to assess and take action to continue to meet the goals identified in the board composition assessment.

Board Orientation/Board Continued Learning: Based on input from new board members and leadership, the Committee concluded that initial orientation should only be a half day with two hours dedicated to finance and two hours for programs. It was further determined that all board members would benefit from continuing education. The Committee proposed quarterly "Lunch and Learns" presented by board members, but supported by staff members as needed to provide operational information. These would not be mandatory, but available for board members with an interest. The Committee will continue to work with the board on a desired topics, format and scheduling.

**Advocacy Committee Report
January 4, 2016**

**Committee Members: Sue Zyworkarte, Angie Lathrop, Jennifer McKenzie (in transition)
Jennifer McGarey (pending confirmation)
Staff: Sylisa Lambert-Woodard and Eleanor Vincent**

2015 culminated in a visit from Senator Creigh Deeds and members of the Mental Health Services in the 21st Century Subcommittee. The visit was a direct result of in-person testimonial provided by Vice Chair of the Pathways Board of Directors, Reverend Jennifer McKenzie to the Subcommittee last summer.

On Tuesday November 12, 2015, members of the Mental Health Services in the 21st Century Subcommittee, chaired by Senator Creigh Deeds, visited Pathway Homes to learn about the agency's Permanent Supportive Housing service delivery design. Senators Deeds and Emmett Hanger, Delegates Vivian Watts and Scott Garrett, as well as a host of legislative aides from other delegates and senators, attended the hour-long meeting, which was covered by NBC News Channel 4 reporter Julie Carey. Also in attendance were Pathway Homes Board members, Daniel Gray and Sue Zyworkarte, President & CEO, Sylisa Lambert-Woodard, Chief Operating Officer, Eleanor Vincent, and Virginia Association of Community-Based Providers Executive Director, Michael Carlin.

Sylisa explained the non-time-limited design of Pathways housing model and the flexibility of supports that keep individuals in that housing, "We provide the therapy, the counseling, the mental health services, the mental health skills building services that make it possible for many of these individuals to stay healthy and stable in their homes in communities of their choice." Sue, whose story about her journey of recovery was the highlight of the meeting, described how Pathways' housing and supports helped her evolve from major depression and repeated hospitalizations to a Bachelor's degree and now graduate studies at George Mason University. Senator Deeds and the rest of the attendees were attentive and respectful in their follow up questions and acknowledged the need for more housing and supports based on the Pathways' model. Delegate Garrett requested additional information, which was later provided, on Pathways' outcomes for determining the efficiency and effectiveness of the model.

Deeds and the delegation also toured Fairfax County's new Community Services Board facility - often a starting point for many with mental health challenges. The Subcommittee's visit and Sue's story were featured on the NBC 4 Changing Minds segment that evening and can be accessed on their website at <http://www.nbcwashington.com/news/politics/State-Sen-Creigh-Deeds-Tours-Mental-Health-Facilities-in-Northern-Virginia-347314062.html>.

The Advocacy Committee will reconvene during the first quarter of 2016 to finalize plans it's advocacy agency and priorities during the 2016 legislative season and beyond.