

Board of Directors

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

For the sake of what?

Does this move us in the direction of our mission?

Is this the best use of resources?

Is this the direction we said we want to go?

Our Mission:

Pathway Homes embodies the spirit of recovery: embracing an attitude of hope, self-determination and partnering with each individual on their personal journey toward achieving self-fulfillment and realizing their dreams.

We fulfill our mission by making available to individuals with mental illness and co-occurring disabilities a variety of non-time-limited housing and services to enable them to realize their individual potential.

PATHWAY HOMES, INC.

Board of Directors

Monday, January 9, 2017
7:00 P.M.
10201 Fairfax Blvd., Ste. 200
Fairfax, VA 22030-2209



- 6:30 Social Half-hour
- 7:00 Call to Order
- 7:05 Presentation – Eleanor Vincent, EdD, LPC, CSAC
Agency Outcomes
- 7:30 Approval of Minutes of Meeting October 3, 2016*
- 7:35 CEO’s Report – Dr. Sylisa Lambert-Woodard
- 8:00 Treasurer’s Report - Brenda Brennan
- 8:05 Chairperson’s Report and Comments
- 8:15 Committee Reports
1. Philanthropy Committee—Jennifer Judelsohn
 2. Board Development—Patrick Chaing
 3. Advocacy Committee—Angie Lathrop
- 8:40 Old Business
- 8:45 New Business
1. Motion to allocate 2016 HTH net proceeds to unrestricted funding.
 2. Drawing for Tuition Reimbursement Lottery
- 8:50 Announcements.
- 8:55 Adjournment

* Materials Enclosed in Packet

ADDENDUM TO BOARD AGENDA

January 9, 2017

Pathway Homes has remained an active partner in the region eradicating homelessness, providing quality services, and launching new programs. Pathways remains a sought after partner as evidenced by our invitation to develop programming critical to our region. We remain focused on our vision and mission as we strategically develop alliances, and look for new efficiencies to work as a smarter social enterprise. Please review the addendum, and I look forward to responding to any additional questions.

Board Matters:

- The Philanthropy Committee Report- Jennifer Judelsohn, Treasurer's Report- Brenda Brennan, Board Development report- Patrick Chaing, and Advocacy Report- Angie Lathrop are provided as attachments. Please review these reports before the meeting; any questions or clarifications will be addressed during the meeting.
- Pathway Homes was *not* awarded funds from a Request for Proposal (RFP) to Prince William in the amount of \$225,000 for the purchase of a two-bedroom condo located in the Woodbridge area.
- ***New Award!*** Pathway Homes responded to a RFP from Fairfax Department of Housing and Community Development (DHCD) in the amount of **\$1,766,765** to purchase eleven (11) one-bedroom condos within Fairfax County, primarily in the areas of Annandale/Falls Church and Alexandria. One condo will be purchased with CHDO (Community Housing Development Organization) funding through Pathway Recovery, Inc., and the other ten (10) condos purchased by Pathway Homes, Inc. This project will serve 11 precariously housed individuals with mental illness and/or co-occurring disabilities who have incomes at or below 30 percent adjusted monthly income (AMI).
- ***RFP response for sole source contract and additional services:*** Pathway Homes responded to a Health Planning Region (HPR) II RFP for housing and services. This continuum of housing and support within the Supervised Residential Program will provide two service levels based on the assessed needs of the residents. The more structured level proposed, and referred to as Supervised Residential Intensive (SRI) program, will include on-site services 7 days a week, to include awake overnight staff. This support level will serve 19 individuals in 3 homes. The homes will be in close proximity to each other so that staff time can be leveraged across sites and provision of services maximized within one clinical team. The homes will be in close proximity to each other so that staff time can be leveraged across sites and provision of services maximized within one clinical team.

The more independent level proposed, and referred to as Supervised Residential (SR) program, will provide services to 24 individuals. This program will consist of scattered

site 3-bedroom homes/townhomes and will provide overnight and/or on-call clinical support. The proposed budget for this project was submitted at \$1,145,135 for the Supervised Residential Intensive response, and \$780,536 for the Supported Residential Services. Both projects are projected to be awarded in April 2017.

- *New potential opportunity:*

The VA Department of Behavioral Health and Developmental Services (DBDHS) submitted a request for carry over from FY15-16 funds from the Substance Abuse and Mental Health Services Administration's (SAMHSA's) Cooperative Agreements to Benefit Homeless Individual (CABHI) programs that help people with behavioral health issues find housing and supportive services. CABHI funds can be used for a broad range of positions & purposes. Pathway Homes was *invited* to respond to up to 1.4 million in additional funding to provide these services in the Northern VA region. We look forward to an announcement of the award by 2/1/2017.

- Pathway Homes was the recipient of thirteen (13) HUD Homeless Assistance new and renewal grant awards totaling **\$5,181,471**. These grants fund our Supportive Housing Program and Shelter Plus Care (now called Leasing and Rental Assistance) projects serving 251 individuals. The most recent, 2015 SHP, **has currently placed 15 of 22 individuals** that will be placed at the newly acquired Huntington Gardens apartments that were secured through partnership with Christian Relief Services. The total amount of HUD assistance our Fairfax-Falls Church Continuum of Care (CoC) receives is \$8,291,071.
- Updates on three (3) Pathways Community Consolidated Funding Pool (CCFP) FY 2017-18, awards include:
 1. Pathways requested \$318,564 over two years to serve 28 homeless high-risk individuals with serious mental illnesses and co-occurring substance use disorders who require highly intensive supportive services *long-term* in order to maintain stability in the community. **Pathway Homes was awarded \$132,558 for FY17 and \$128,137 for FY18. Pathways has served 13 of the targeted population so far this year.**
 2. **Pathway Homes was awarded \$34,112 for FY17, and \$32,974 for FY18 to serve 3 individuals currently residing in our Stevenson Place ALF. Pathway Homes successfully renegotiated with the CSB to repurpose West Ox II** to house these individuals since we were not awarded the requested acquisition funds to buy a house for this purpose. Individuals originally housed in West Ox II facility will be provided newly acquired and/or existing Pathways housing. Pathway Homes is currently awaiting the signed contract by the County reinstating this home for our use. It appears as though all outstanding issues related to this home have been resolved. However, we are still awaiting formal communication related to this matter from our insurance carrier.

3. 50 homeless, high-risk individuals with serious mental illnesses and/or co-occurring substance use disorders that require highly intensive supportive services in order to become self-sufficient and access and maintain stable permanent housing in the community. **Pathway Homes was awarded \$186,622 for FY17 and \$180,393 for FY18. Pathway Homes has served a total of 33 of this targeted population.**
- Pathways Homes' *first* regional Department of Behavioral Health and Developmental Services (DBHDS) award to serve 31 individuals in Fairfax County, Prince William, and Alexandria City is fully occupied and operational! The contract award for \$1,407,576 (2 year period), has resulted in an award of: 18 beds- Fairfax, 10 beds- Prince William, and 7 beds- Alexandria. This contract began on 3/1/16, and was 100% occupied by 8/31/16, one month earlier than projected. *It is anticipated that an additional 4 beds will be added by the end of April.*
 - Pathway Homes was awarded \$125,000 by the Potomac Health Foundation for 3 years to continue our service expansion into Prince William County. These funds are being used to lease 2- 1 bedroom, and 1- 2 bedroom units (total of 4 new individuals served) in Prince William County. We are in the process of hiring a PT RN Nurse and .25 FTE (full time equivalent) MHCII (Mental Health Counselor II) to enhance our integrated healthcare and supportive service needs to those being served with serious mental illnesses.
 - Pathway Homes requested \$200,000 from the Competitive Loan Pool to match with four applications, which were submitted for Housing Trust Fund (HTF) Homeless Reduction Grants in the amount of \$400,000. These funds will be used to purchase four 1-bedroom condominiums averaging \$150,000 each (\$600,000 total) to provide permanent supportive housing to homeless adults with serious mental illnesses. Pathways requested consideration for an increased loan amount to make up the difference needed if not fully funded by the HTF grant to secure the full amount of \$600,000 for purchase of the four properties supported with leveraged project based vouchers (PBVs). This is an eligible acquisition-only project. Pathway Homes was awarded the interest only \$600,000 loan @ 1%. **All 4 (four) of the (4) condos have been purchased to date.**
 - The strategic implementation plan has been completed and will be introduced with outcomes during our Board meeting.
 - Pathway Homes hosted its annual resident holiday party on Thursday, December 8th, and the staff holiday party at Brion's on Friday, December 9th. Both events were well attended by residents, staff, and Board! Happy New Year!!

PATHWAY HOMES, INC.
Minutes of the Quarterly Meeting of the
Board of Directors
October 3, 2016

The annual meeting of the Board of Directors was held on October 3, 2016. A *quorum* being present, the meeting was called to order at 7:14 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

MEMBERS

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

STAFF

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

Jon-Michael Rosch participated via teleconference throughout the meeting.

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

PRESENTATION

State of the Agency

Sylisa Lambert-Woodard, EdD, LCSW, LSATP, MAC

Sylisa thanked Eleanor Vincent for the many hours spent putting the presentation together; she also thanked Brian Samson, Brenda Brennan, Anna Smith, and Lauren Leventhal for their contributions. A PDF of the presentation will be available on the Board portal.

MINUTES

Dan Gray called for a motion to approve the minutes from July 11, 2016 as presented. Jim Ross made a motion to approve, which was seconded by Maiko Ashby 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 had no additional updates, but asked if there were any questions.

- Jim Ross asked for a follow-up on the West Ox II fire. Sylisa noted that the home has been rebuilt and furnished. The agency would like to transition the type of housing in order to accommodate housing for individuals served under the Consolidated Community Funding Pool (CCFP) Pathways to Prevention program. This is a step-down program for 2 individuals transitioning out of Stevenson Place.

TREASURER'S REPORT – Brenda Brennan

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book).

CHAIRPERSON'S REPORT AND COMMENTS – Dan Gray

Dan thanked Anna for the donor reception. He also congratulated the Board on their runner-up status in the Center for Non-profit Advancement competition.

PHILANTHROPY COMMITTEE REPORT – Patrick Chaing

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

- The IT campaign will be retired after a \$10,000 donation from the Potomac Health Foundation and a match from the Cafritz Foundation.
- Thanks to the Board for their participation in the Help the Homeless fundraising. The Board has raised \$9,224 toward their sponsorship.
- Dara, especially, has done an amazing job getting support – her contacts have donated \$2,300.
- Fairfax City Council will issue a proclamation at 7PM on October 18th (City Hall, Room 100) declaring Oct. 22nd Help the Homeless Day in Fairfax.

BOARD DEVELOPMENT –Patrick Chaing

The Committee has identified two topics for continuing education (“Pathways 101”) which is expected to start in 2017. As the Board continues to grow, the committee is trying to improve the process for Board Development as far as selecting officers. The ByLaws give no guidance as to how many officers are elected, but the Board should develop that process. This will aid in succession planning. The committee will work with leadership team in order to develop a strategic and process. The committee encourages write-ins and nominations for tonight's elections.

ADVOCACY – No report as Angie is not present.

The committee is composed of Angie, Sue, Jennifer McGarey, and staffed by Eleanor.

STRATEGIC PLANNING – Jim Ross

The Board should review the revised strategic plan. The current plan does not identify how many things will be completed, or when, but that format will be forthcoming. The current strategic plan is available on the Portal; there will be a presentation at the next board meeting on implementation of the new plan.

OLD BUSINESS –

The was no old business.

NEW BUSINESS –

Officer Ballot – Dan announced that this will be his last year as Board Chair. The Board Development committee would like input from others about how to select, nominate, and prepare future officers.

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

Dan Gray – Chairperson
Patrick Chaing and Jennifer McGarey – Vice-Chair
Jon-Michael Rosh - Secretary
Tom Rowe –Treasurer

Because the ballot has 2 individuals for Vice-Chair, written ballots were be cast. Ballots were completed and passed to Dan Gray for counting and certification. Results were verified by Sylisa Lambert-Woodard.

The following individuals were voted by a majority of the Board for the following positions:

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

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

Dara Aldridge
Maiko Ashby
Angie Lathrop

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

Resolution to approve the Strategic Plan – Jim Ross made a motion to approve the Strategic Plan as presented in the Board Packet. This was seconded by Sue Zywokarte and approved unanimously.

Tuition Reimbursement Lottery – Of 4 eligible submissions, Brittany Anderson’s name was selected for reimbursement. The others in the running were Brian Samson, Jennifer Simmons, and Justin Wallace.

ANNOUNCEMENTS –

The agenda has a list of announcements and significant dates. Please arrive for the Help the Homeless Walk between 9:30-9:45am. The Board should stay back in order to take photos with Gerry Connolly prior to walking. Anna asked that individuals sign up more walkers.

ADJOURNMENT

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

The meeting was adjourned at 8:42 p.m.

Respectfully submitted,

January 3, 2017 - Philanthropic Report –2nd Quarter FY17

July 1, 2016 through December 31, 2016

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

- Financial Contribution Total YTD \$255,000– **FY17 Goal \$288,000**
 - Campaign Updates:
 - *Technology Campaign*: \$390,000 – **Campaign Goal \$385,000 CELEBRATION!**
 - *Help The Homeless*: YTD \$53,014– **FY17 Goal \$50,000 – Consider motion for board allocation of HTH net proceeds to unrestricted funding**
 - *Holiday Wish List*: YTD \$9,400 – **FY17 Goal \$10,950**
 - *Steps to Pathways Breakfast*: YTD \$16,140 – **FY17 Goal \$50,000**
 - *Other*: YTD \$41,000 **FY17 Goal \$31,000**
 - Grant Update: YTD \$135,263- **FY17 Goal \$200,000**
 - *Submitted*: \$273,000
 - *Received or Awarded*: \$180,000
 - *Total Pending*: \$50,000
 - *Total Planned Submission*: \$80,000
 - *Total Declined*: 55,000
 - Upcoming Philanthropic Events (See attached 2017 Calendar for full listing)
 - Steps to Pathways Information Session – Thursday, February 16, 2017 – 10 to 11 a.m. followed by Table Captain Information Session and Luncheon – 11 am to 1:00 p.m.
 - Steps to Pathways Breakfast – Thursday, May 11, 2017 - Stacy Sherwood Community Center - 8-9:30 a.m.
 - Board Call to Action
 - Sign up for meeting dates to discuss 2017 Board Member Individual Goals (See Attached Form)—Please bring your calendars to Board Meeting
 - Make Breakfast Table Captain and/or Guest Commitments

2017 Pathway Board Member

Fundraising Plan

1. I plan to support the May 11, 2017 Steps to Pathways Fundraising Breakfast in the following ways (check all that apply):
 - a. Be a Table Captain – Fill a table with 8 guests who will support a collective donation of \$1,000 (Average \$125 donation per person).
 - b. Identify someone in your network who can serve as a Table Captain and fill the table with 8 guest who will support a collective donation of \$1,000 (\$125 per person)
 - c. I would not be able to be a Table Captain, but will identify number of guests to attend the breakfast who have the potential to make, at least, a \$125 donation.
2. I will support the Steps to Pathway Homes Information sessions in 2017 in the following ways (check all that apply):
 - a. I will serve as a Board host at monthly session.
 - b. I will invite number of guests to attend an information session this year.
3. I will support the Saturday, October 21, 2017 Help the Homeless Walk in the following ways (check all that apply):
 - a. I will “Give” \$ toward the Board aggregate sponsorship.
 - b. I will “Get” \$ toward the Board aggregate sponsorship.
 - c. I will form a Walk Team.

4. I would like to support the agency’s fundraising goal in a different way. Please describe below:

5. In order to meet my obligations, I need the following support.

6. I would like to give the following support to my Board peers.

2017 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
January																															
February																															
March																															
April																															
May																															
June																															
July																															
August																															
September																															
October																															
November																															
December																															

2017 Important Fundraising Dates for the Board

Steps to Pathways Fundraising Breakfast	Thursday, May 11, 2017 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 (except October) 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.
Help the Homeless	Saturday, October 21, 2017 - Location TBD - Board Role: Give or Get financial contribution to aggregate Board Sponsorship, attend and field a team.
Board Meetings	Board meets quarterly the second Monday from 6:30 to 8:30 p.m. - Except October which is held on the First Monday and is Annual Meeting; Committee meetings are held on an ad hoc basis; Board Retreat tentatively scheduled for 2nd Monday in October--All day event.
Donor Recognition Event	Friday, September 15, 2017 - 6 to 8 p.m. - Location Pathways Headquarters - Wine and Cheese Reception recognizing Giving Society Member, Donors >\$1,000 per year and Breakfast Table Captains. Board encouraged to attend.
Summer of Arts Reception	Exhibit being held at Reston Unitarian-Universalist Church, 1625 Wiehle Avenue, Reston, VA Saturday, June 24, 2017 through Sunday, July 23, 2017. Artist Reception will be held on Saturday, July 8, 2017 from 4 to 6 p.m. Board encouraged to attend.
Holiday Wish List	Direct Mail and Constant Contact Campaign begins Monday after Thanksgiving - Board Role - Awareness of campaign--no action needed.

TREASURER'S REPORT-January 2017
Brenda Brennan, Chief Financial Officer

The Fiscal Year 2016 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., Pathways of Florida, 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, Dan Gray and Johnny Rosch by call-in, met with the audit team from CohnReznick on November 15, 2016 for the final audit presentation. Micki Lin and Christopher Griffin, from CohnReznick, were present and Managing Partner, Winell Belfonte called in, presented the scope and details of the Fiscal Year 2016 audits and results. Tom Rowe, will present the Audit Committee summary from this meeting during Committee reports.

The agency's health, with Kaiser Permanente has been renewed effective January 1, 2017 with no premium increases. The agency has switched dental insurance from Humana to Met Life at a monthly premium less than the proposed Human renewal with greater dental benefits also effective January 1, 2017. With the savings recognized by the switch in the dental plan from Humana to Met Life, Pathway Homes has been able to add a Vision benefit with Met Life effective January 1, 2017 at a minimal cost per person.

Two new bank accounts have been opened with Wells Fargo effective December 2016. The first account is for Pathway Homes of Florida, Inc., and the second account will be utilized to set aside a certain percentage of monthly net income from properties acquired from the Fairfax County Housing and Development Authority.

January 3, 2017 – Board Development Report –2nd Quarter - FY2017

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

Staff: Sylisa Lambert-Woodard, Anna Smith

The Board Development Committee did not meet this past quarter as many of the items launched over the past year are in process and do not require input at this time. The Committee tentatively will meet in February 2017 to review the Learning Series Webinar currently being prepared by Pathways staff prior to being launched to full board later in the third quarter.

**Advocacy Committee Report
January 9, 2017**

**Committee Members: Sue Zyworkarte, Angie Lathrop, Jennifer McKenzie
Jennifer McGarey
Staff: Sylisa Lambert-Woodard and Eleanor Vincent**

The Committee regrouped in December to prepare for the 2017 legislative session and finalize Pathways' 2017 advocacy priorities. Also in attendance were Michael (Mike) Carlin, Executive Director, VACBP, and Jennifer Judelsohn, Chair Philanthropy Committee.

Sylisa provided guidance on the need to be clear about Pathway's priority issues separate from that of the VACBP's priorities. Mike provided an overview of the transition to Managed Care Organizations for services billed to Medicaid. He also provided an overview of the legislative session process, key legislators that support Pathways' priorities, and the focus of the VACBP Advocacy Day planned for 1/17/2017. Members were encouraged to attend and speak with legislators in Richmond directly on that day. The following were identified as Pathways advocacy priorities for 2017:

- Increase funding for the Housing Trust Fund
- Require at least 90-day notices to providers of regulatory communications
- Fair Housing

Other advocacy activities discussed included the plan for Pathways' Consumer Advisory Council (CAC) to go to Richmond in January to meet with legislators either as part of NAMI's Advocacy Day, or Housing Day planned by the Virginia Housing Alliance (VHA). Pathways is currently applying for membership with VHA and a decision regarding the CAC trip will be finalized once Pathways membership with VHA is processed, and additional information regarding consumer role in these events is obtained. Also explored was the possibility of organizing a Pathways Advocacy Day in Richmond, which would allow us to get the full attention of legislators on that day. Mike committed to assisting us plan and execute this event, which was tentatively scheduled for February 8, 2017.

The committee outlined next steps with regard to onboarding a Pathways family member in a non-committee member role. The committee will follow the guidelines developed by the Board Development Committee. Angie will conduct direct outreach to the identified family member in the beginning of the New Year.

Jennifer proposed a plan for the Advocacy Committee and Philanthropy Committee to partner in increasing Board participation in activities that jointly support the agency's advocacy and fundraising activities, for example, the Summer of the Arts event, and outreach to legislators. The discussion also addressed a proposal to use the social time (6.30-7pm) before Board meetings to engage the Board in an advocacy activity such as emailing or calling legislators. The next Board meeting is targeted for the first of these activities. The plan is to provide a script and contact information to each Board member for action during the social time. Angie will send a notice preparing the Board ahead of time. Other outreach activities will include

contacting local legislators in early spring and building relationships before they receive invitations to the Breakfast scheduled for May. These activities complement the committee's focus on nurturing existing, or developing new relationships with key legislative figures that might support the agency's priority advocacy issues.