

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
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 8, 2018
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 – Sylisa Lambert-Woodard, President & CEO
- 7:10 Approval of Minutes of October 2, 2017*
- 7:12 CEO’s Report – Dr. Sylisa Lambert-Woodard
- 7:13 Treasurer’s Report - Brenda Brennan
- 7:15 Chairperson’s Report and Comments
- 7:17 Committee Reports
 - 1. Philanthropy Committee—Jennifer Judelsohn
 - 2. Board Development—Patrick Chaing
- 7:24 Old Business
- 7:25 New Business
 - 1. Help the Homeless Motion: ““Having met all the obligations and costs to mount the 2017 Help the Homeless Walk that the Board moves to designate the 2017 Help the Homeless net proceeds to unrestricted funding.”
 - 2. Vision Board Exercise—Jennifer Judelsohn
- 8:20 Announcements.
- 8:25 Adjournment

* Materials Enclosed in Packet

ADDENDUM TO BOARD AGENDA

January 8, 2018

Pathway Homes continues the course with our strategic plan. This quarter we have moved into Loudoun county for the first time, and continued our goal to develop a greater statewide presence! Pathways remains committed to providing quality services within the Northern VA region, and continues to solicit and survey feedback to adequately monitor perception and morale. Continued risk assessment and financial solvency remain key areas to monitor as we continue this growth and rebuilding phase. A primary focus will remain on the continued diversification of funding that will be needed to realize our mission. We will be making a specific effort to utilize the boards expertise in ensuring our financial solvency for the future. I look forward to seeing you, and answering any questions at our upcoming meeting!

Board Matters:

- The Philanthropy Committee Report- Jennifer Judelsohn, Treasurer's Report- Brenda Brennan, and Board Development report- Patrick Chaing have been provided for your review. Please review these reports before the meeting; any questions or clarifications will be addressed during the meeting.
- **NEW AWARD!**- Pathway Homes has been awarded its first grant in Loudoun County! Pathways will provide Mental Health Skill Building Services (MHSS) to individuals served by the Department of Mental Health Substance Abuse and Developmental Services. Loudoun county selected only two agencies from a competitive bid process to provide these services. This program will effectively begin 3/2018, and is anticipated to serve between 30-70 consumers.
- **NEW AWARD!**- Pathway Homes' Board of Directors endorsed submission of the FY 2019 Community Development Block Grant (CDBG) application for *Pathway Homes Prince William Recovery* in the amount of \$225,000. This project will fund two (2) 1-bedroom units or one townhome. Pathways was notified in December 2017 that it will be awarded \$185,000 to fund this project in FY19. Under the CDBG Competitive Guidelines, one organization can receive no more the \$225,000 as a combined total of application that rank high enough for funding. We were also awarded our *second* submission.
- **NEW AWARD!** - Pathway Homes' Board of Directors endorsed a *second* submission of the FY 2019 Community Development Block Grant (CDBG) application for *Pathway Homes Care Coordination* in the amount of \$40,000. This award is targeted to hire staff to provide needed case management services to those with serious mental illness who are underserved and/or unstably housed.

- **NEW AWARD!** Pathway Homes was awarded \$25,000 from the Northern Virginia Health Foundation for the development of a pilot supportive services package/waiver. Pathways will work with a consultant, Managed Care Organizations (MCO's), Housing Authorities and CSBs in the development of this design. Product to be completed by 12/18.
- **New project formally awarded-** Pathway Homes formally received \$500,000 from VA Department of Housing and Community Development (VADHCD) to purchase 4, 1-bedroom condos at (1%) interest for our new 2017 Pathway Homes Permanent Supportive Housing First Program. This project will provide permanent, non-time limited housing and supportive service for 4 chronically homeless and/or formerly homeless adults with serious mental illnesses and/or substance abuse issues. Two units have been purchased and 2 are currently under contract.
- **New project formally awarded-**The VA Department of Behavioral Health and Developmental Services (DBHDS) submitted a request for carry over from FY15-16 funds from the Substance Abuse and Mental Health Services Administration (SAMHSA's) Cooperative Agreements to Benefit Homeless Individual (CABHI) programs that help people with behavioral health issues obtain housing and supportive services. CABHI funds can be used for a broad range of positions and purposes. Pathway Homes was awarded \$101,422 through 2/28/18 to provide housing and services to 15 new consumers through this grant. All positions have been hired for this project, and are currently being served.
- Due to the loss of Pathways' sole source contract with Fairfax County, our Calamo property is being renovated and anticipated to list for sale within the next 30 days.
- On 9/20/17 Pathways was **verbally** notified that the County is committed to continue its support in FY19 in the amount of **\$267,169** administrative cost for the CoC projects. This contract is currently being **renegotiated** to add one 32-hour Manager position, and a 20-hour peer position to ensure adequate operations of this contract totaling an additional **\$132,048**.
- **Expansion-** Pathways Homes' *first* regional Department of Behavioral Health and Developmental Services (DBHDS) award to serve 35 individuals over two years in Fairfax County, Prince William, and Alexandria City is half way through its second year of operation! The contract award for \$1,407,576 (2-year period), resulted in an award of: 18 beds- Fairfax, 10 beds- Prince William, and 10 beds- Alexandria (2 by expansion), bringing the total served in the second year to 37. Due to the success of this project DBHDS increased our budget 25% (an additional **\$177,000**) to serve 10 additional individuals in Prince William County. Pathways exceeded our time frame to fill these beds by bringing all **47** DBHDS-funded beds into our housing inventory by 12/20/17!

- **Renewal**- Pathway Homes is awaiting the HUD announcement of twelve (12) HUD Homeless Assistance renewal grant awards totaling **\$5,181,468**. These grants fund our Supportive Housing Program and Shelter Plus Care (now called Leasing and Rental Assistance) projects serving 306 individuals. The total amount of HUD assistance that the Fairfax-Falls Church Continuum of Care (CoC) receives is \$8,291,071.
- **New grant pending**- The Continuum of Care Committee has selected Pathway Homes' permanent supportive housing proposal as the community's new bonus project in the amount of \$248,731. This project, once approved by HUD, will serve 11 new chronically homeless individuals. Pathways was also selected to receive reallocated funding to expand 1991 Pathways SHP by 4 individuals. The amount of the expansion will be \$50,008. HUD announcement is anticipated April 2018.
- **New Invitation for Bid (IFB) Submission**- Pathway Homes, submitted a response to an IFB requesting vendors to provide Transitional Group Homes (TGH) and Permanent Supportive Housing in Chesterfield and Albemarle Counties in Virginia (additional sites were offered for vendors to consider, all outside of Northern VA). These homes would be targeted for individuals being discharged from state hospitals and presenting with: serious mental health diagnoses, comorbid medical conditions and substance use disorders; a history of high risk behaviors and involvement with the legal system; and treatment-resistant psychiatric symptoms that have jeopardized previous attempts at effective functioning in the community. Pathways' recovery-based, person-centered service provision will focus on the development of skills needed to support everyone in successfully transitioning from the group home to affordable permanent supportive housing, or independent housing within three to four months of discharge from the state hospital. Submission of this bid was requested by bed day cost. If awarded, each proposal is anticipated to serve between 8-16 consumers. Bid was submitted 12/22/17 and award of this bid is anticipated in 1/2018.
- The Pathway Homes Resident Holiday Party was again a success! The event was held on 12/7/2017 at the Church of Good Shepherd located at 9350 Braddock Road, Burke, VA. Residents, Board Members and staff brought in the holiday cheer and danced the night away.
- Staff holiday party was well attended by staff and Board Members at Brion's Grille, 10621 Braddock Road, Fairfax, VA. This event appeared to be enjoyed by all with great food, agency gifts and prizes. Thanks to all who participated!

PATHWAY HOMES, INC.
Minutes of the Quarterly Meeting of the
Board of Directors
October 2, 2017

The annual meeting of the Board of Directors was held on October 2, 2017. A *quorum* being present, the meeting was called to order at 10:18 a.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

MEMBERS

Dan Gray, Chair
Patrick Chaing, Vice-Chair
Jon-Michael Rosch, Secretary
Maiko Ashby
Jennifer Judelsohn
Jennifer McGarey (*arrived at 10:35 a.m.*)
James Ross
Sue Zywokarte

STAFF

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

Kevin VanderNaald, Leadership & Life Coach, was also in attendance and observed the meeting in preparation for the Board Retreat immediately to follow.

The following individuals notified the office or other Board Members that they would not be present for this meeting: Dara L. Aldridge, Emily Chiang, Angie Lathrop, and Tom Rowe

PRESENTATION

State of the Agency

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

Sylisa acknowledged Kevin VanderNaald as the board facilitator donating his entire day to the board retreat. Sylisa asked for a moment of silence for the individuals killed and injured during the Las Vegas attacks as well as for those continuing to survive in the flooding and disaster after the hurricane in Puerto Rico.

Sylisa provided an overview of the agency for fiscal year 2017.

MINUTES

Dan Gray called for a motion to approve the minutes from July 10, 2017 as presented. Jim Ross made a motion to approve, which was seconded by Sue Zywokarte and approved unanimously.

TREASURER'S REPORT – Brenda Brennan

The Treasurer's Report and supporting documentation was distributed prior to the meeting (enclosed in the Board minutes book). The audit committee will meet with the auditors in November for the final report.

CHAIRPERSON'S REPORT AND COMMENTS – Dan Gray

Dan announced he met previously in the week with Kevin, and they discussed what the board wants to get out of the retreat. He looks forward to a productive afternoon.

PHILANTHROPY COMMITTEE REPORT – Jennifer Judelsohn

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

- 5 of the 12 board members have met or exceeded the give/get objective of \$1,500 each
- Encouraged board to set up fundraising page for the Help the Homeless walk. This will be talked about more at the retreat.

BOARD DEVELOPMENT –Patrick Chaing

The Committee Report (enclosed in the Board minutes book); the last meeting focused on the board survey results and preparation for the board retreat.

ADVOCACY – Sue Zywokarte

Sue described meeting with the Fairfax-Falls Church Community Services Board and executives related to the loss of the sole source contract. There was some miscommunication and misinformation provided to the consumers during the meeting regarding the reason for the contract loss. Sylisa provided feedback to Tisha Deeghan regarding clarifying the actual reasons for the contract loss.

OLD BUSINESS –

The was no old business.

Dan asked to go into Closed Session at 11:40 a.m. The Board reconvened at 12:33 p.m.

NEW BUSINESS –

Officer Election – 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 for the October 2017 – 2018 term:

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

Dan read the list of Board Members slated to be re-elected for the three-year term of October 2017 - 2020:

Jennifer Judelsohn

Jim Ross moved to accept the Officer and Member slates as presented. This was seconded by Maiko Ashby and approved unanimously.

ANNOUNCEMENTS –

The agenda has a list of announcements and significant dates. At the Help the Homeless Walk, the Board should stay back in order to take photos prior to walking.

ADJOURNMENT

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

The meeting was adjourned at 12:37 p.m.

Respectfully submitted,

TREASURER'S REPORT-January 2018

Brenda Brennan, Chief Financial Officer

Presented by Kristina McCullough, Controller

The Fiscal Year 2017 Financial and Compliance audits have been completed. The financial statements 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

Tax Returns for Fiscal Year 2017 are in draft form and being reviewed. Final returns should be completed within the next week. Extensions were all filed with the Internal Revenue Service.

Staff members; Sylisa Lambert-Woodard, Kristina McCullough, Sakin Mire and Brenda Brennan and the Board of Director's audit committee; Tom Rowe, Jim Ross, Emily Chiang, Johnny Rosch and Dan Gray, by call-in, met with the audit team from CohnReznick on November 10, 2017 for the final audit presentation. Micki Lin, Christopher Griffin, and Managing Partner, Winell Belfonte from CohnReznick, presented the scope and details of the Fiscal Year 2017 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, 2018 with a small .5% premium increases. The agencies other benefits with Met Life for dental insurance and Unum for life insurance was renewed effective January 1, 2018 with no premium increases passed to staff. All staff payroll deductions for benefits will remain the same for 2018 as they were in 2017.

The agency has entered into an agreement with Paycom, a Human Capital Management Solution, to outsource payroll processing and benefits administration effective December 1, 2017. With Paycom, staff can manage their; time sheets, leave requests, and personal information directly and on-line, including retention of historical wage and benefit information. Other capabilities including benefits administration for enrollments and changes will also be implemented over the next few months in Paycom. Two payrolls have successfully been processed in Paycom and all carry forward year-to-date information has been validated. End of year W-2's will be processed in Paycom.

**Pathway Homes
Balance Sheet**

As of 11/30/2017

	<u>Pathway Homes Operating</u>	<u>Pathways Living Inc</u>	<u>Pathway Options</u>	<u>Pathway Visions, Inc</u>	<u>Pathway Homes of Florida, Inc</u>	<u>Total</u>
Assets						
Current Assets						
Cash and Cash Equivalents	925,867.75	101,307.42	2,275.62	9,974.60	121,946.25	1,161,371.64
Accounts Receivable	98,607.35	0.00	111.00	0.00	0.00	98,718.35
Program Fees Receivable	602,415.30	0.00	0.00	0.00	140,252.40	742,667.70
Prepaid Expenses	76,345.16	441.85	189.60	707.78	40.00	77,724.39
Security Deposits	34,262.01	0.00	0.00	0.00	0.00	34,262.01
Advances-Intercompany	<u>472,802.82</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>472,802.82</u>
Total Current Assets	2,210,300.39	101,749.27	2,576.22	10,682.38	262,238.65	2,587,546.91
Property and Equipment						
Fixed Assets	14,890,260.34	1,064,463.53	185,620.11	367,845.44	30,604.40	16,538,793.82
Accumulated Depreciation	<u>(2,069,895.65)</u>	<u>(691,585.96)</u>	<u>(86,054.46)</u>	<u>(189,651.22)</u>	<u>(2,186.04)</u>	<u>(3,039,373.33)</u>
Total Property and Equipment	12,820,364.69	372,877.57	99,565.65	178,194.22	28,418.36	13,499,420.49
Other Assets						
Cash and Cash Equivalents	0.00	0.00	35,529.96	294,616.51	0.00	330,146.47
Investments	78,253.13	0.00	0.00	0.00	0.00	78,253.13
Reserve for Replacement	104,959.30	0.00	0.00	0.00	0.00	104,959.30
Intangible assets-software	<u>0.00</u>	<u>94,831.90</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>94,831.90</u>
Total Other Assets	<u>183,212.43</u>	<u>94,831.90</u>	<u>35,529.96</u>	<u>294,616.51</u>	<u>0.00</u>	<u>608,190.80</u>
Total Assets	<u>15,213,877.51</u>	<u>569,458.74</u>	<u>137,671.83</u>	<u>483,493.11</u>	<u>290,657.01</u>	<u>16,695,158.20</u>
Liability and Net Assets						
Liabilities						
Accounts Payable and Accrued Expenses	168,950.57	2,805.94	193.67	137.38	13,750.04	185,837.60
Deferred Revenue	806,778.35	0.00	0.00	0.00	0.00	806,778.35
Liability for Escrow Funds	79,927.46	3,623.00	0.00	739.00	0.00	84,289.46
Line of Credit	0.00	0.00	0.00	0.00	0.00	0.00
Due To (From) other Funds	27,328.50	2,933.50	6,318.62	540.66	252,925.61	290,046.89
Mortgage Payable	2,453,648.73	630,423.55	0.00	0.00	0.00	3,084,072.28
Lease Payable	<u>14,786.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>14,786.00</u>
Total Liabilities	3,551,419.61	639,785.99	6,512.29	1,417.04	266,675.65	4,465,810.58
Net Assets						
Beginning Net Assets	10,658,922.44	(72,435.82)	136,918.81	494,266.67	35,933.81	11,253,605.91
Change in Net Assets	<u>1,003,535.46</u>	<u>2,108.57</u>	<u>(5,759.27)</u>	<u>(12,190.60)</u>	<u>(11,952.45)</u>	<u>975,741.71</u>
Total Net Assets	<u>11,662,457.90</u>	<u>(70,327.25)</u>	<u>131,159.54</u>	<u>482,076.07</u>	<u>23,981.36</u>	<u>12,229,347.62</u>
Total Liability and Net Assets	<u>15,213,877.51</u>	<u>569,458.74</u>	<u>137,671.83</u>	<u>483,493.11</u>	<u>290,657.01</u>	<u>16,695,158.20</u>

Pathway Homes
Statement of Revenues and Expenditures
From 7/1/2017 Through 11/30/2017

	Pathway Homes Inc	Pathways Living, Inc.	Pathway Options, Inc.	Pathway Visions, Inc.	Pathway Homes of Florida, Inc	Total
Operating Revenue						
Grant Revenue	1,583,630.00	0.00	0.00	0.00	10,000.00	1,593,630.00
Contributions	49,454.98	0.00	0.00	0.00	0.00	49,454.98
Program Revenue	3,617,629.79	54,928.10	(242.00)	11,664.00	371,309.95	4,055,289.84
Investment Income	89.09	8.29	3.30	236.82	0.00	337.50
Other Income	46,902.57	0.00	0.00	0.00	0.00	46,902.57
Total Operating Revenue	5,297,706.43	54,936.39	(238.70)	11,900.82	381,309.95	5,745,614.89
Total Revenue	5,297,706.43	54,936.39	(238.70)	11,900.82	381,309.95	5,745,614.89
Expenditures						
Personnel Expenses	1,529,863.72	0.00	0.00	0.00	278,379.76	1,808,243.48
Program Expenses	0.00	0.00	0.00	0.00	56,220.36	56,220.36
Professional Fees	129,620.56	6,525.00	0.00	6,525.00	0.00	142,670.56
Interest Expense	40,227.87	11,848.27	0.00	0.00	0.00	52,076.14
Supplies	49,478.93	0.00	0.00	0.00	1,442.54	50,921.47
Telephone	34,798.87	3,437.61	0.00	0.00	4,034.07	42,270.55
Postage & Shipping	3,327.88	0.00	0.00	0.00	0.00	3,327.88
Occupancy	1,981,144.12	7,149.41	1,571.67	1,902.96	24,951.70	2,016,719.86
Maintenance & Repairs	126,848.16	2,879.74	551.40	405.97	278.59	130,963.86
Conferences, Conventions & Meetings	18,683.74	0.00	0.00	0.00	2,461.39	21,145.13
Printing & Publications	3,661.51	0.00	0.00	0.00	0.00	3,661.51
Depreciation	134,765.26	13,445.04	1,811.30	4,944.40	1,821.70	156,787.70
Miscellaneous	241,750.35	7,542.75	1,586.20	10,313.09	23,672.29	284,864.68
Total Expenditures	4,294,170.97	52,827.82	5,520.57	24,091.42	393,262.40	4,769,873.18
Net Revenue Over Expenditures	1,003,535.46	2,108.57	(5,759.27)	(12,190.60)	(11,952.45)	975,741.71

January 2, 2018 - Philanthropic Report –2nd Quarter FY18

October 1, 2017 through December 31, 2017

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

- Financial Contribution Total Received YTD \$244,905– **FY18 Goal \$586,000**
 - Campaign Updates:
 - *Holiday Wish List: FY18 YTD \$30,650 – FY18 Goal \$11,000**
 - *Help the Homeless: FY18 YTD \$55,677– FY18 Goal \$75,000 ***
 - *Board Sponsorship Goal: \$15,129 – FY18 Goal \$20,000*
 - *Steps to Pathways Breakfast: YTD \$19,997– FY18 Goal \$60,000** **
 - *Other: YTD \$15,869 FY18 Goal \$40,000*
 - Grant Update: YTD \$122,250- **FY18 Goal \$250,000**
 - Upcoming Philanthropic Events:
 - February 15, 2018; April 19, 2018; and June 21, 2018 – Steps to Pathways Information Session - 10 to 11 a.m. – Pathway Homes Offices
 - May 17, 2018 – Steps to Pathways Breakfast – 8:00 to 9:30 a.m. at Stacy Sherwood Community Center, 3740 Old Lee Highway, Fairfax
 - June 24, 2018 – Summer of the Arts Artist Reception – 4:00 to 6:00 p.m. - Jewish Community Center of Northern Virginia, 8900 Little River Turnpike, Fairfax, VA 22031. Exhibit open June 15th through July 11th
- Call to Action: The Philanthropic Committee proposes for discussion and motion during the meeting that the proceeds of the Help the Homeless Walk be allocated as unrestricted.

** Holiday Wish List tripled contributions received in previous years! This \$30,000 will be joined with a \$20,000 Cafritz Foundation Challenge Grant. First time challenge grant was included in this Campaign*

***2017 Help the Homeless Campaign Total \$63,507 - \$7,830 received in FY17*

**** Current Steps to Pathways Breakfast projection is \$60,000 to meet \$586,000 would recommend new goal of \$120,000. Already have \$20,000 in the door from previous year pledges.*

2018 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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2018 Important Fundraising Dates for the Board

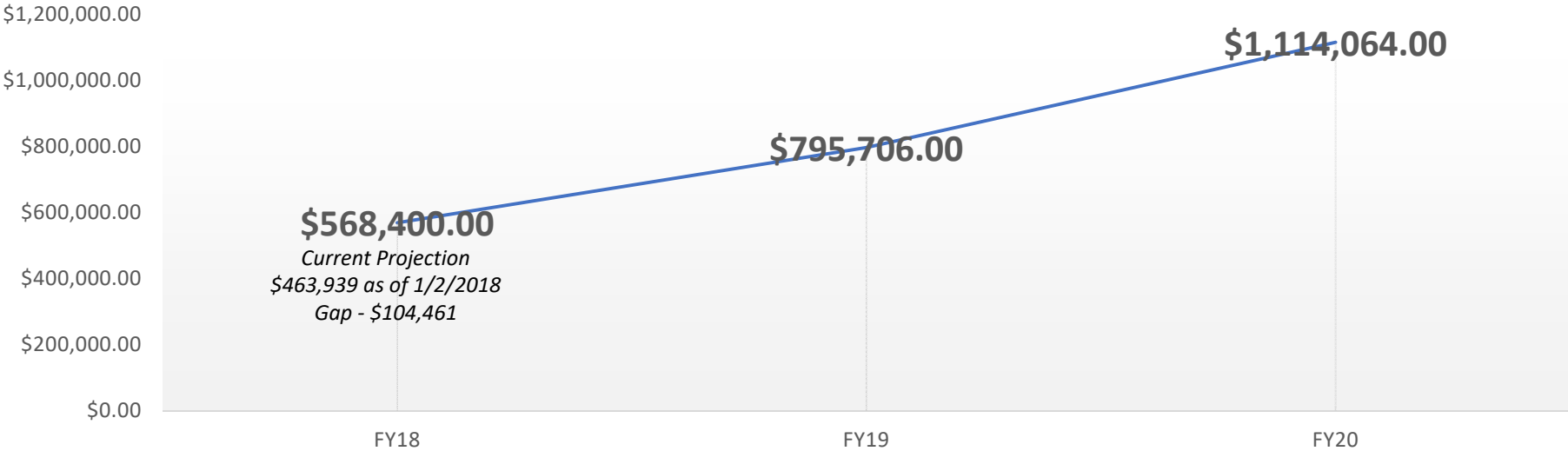
Steps to Pathways Fundraising Breakfast	Thursday, May 17, 2018 Breakfast at Sherwood Community Center, 3740 Old Lee Highway, Fairfax 8:00 to 9:30 a.m. Board Role - Serve as Table Captains and invite contacts to breakfast.
Steps to Pathways Information Sessions	Held the 3rd Thursday of each even-numbered 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 20, 2018 -Fairfax City Hall - Board Role: Secure sponsorships and build walk teams.
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;
Donor Recognition Event	Date - TBD. 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 Jewish Community Center of Northern Virginia, 8900 Little River Turnpike, Fairfax, VA 22031. June 15th through July 11th. Artist Reception will be held on Sunday, June 24, 2018 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.

**2017 Board Member Give and Get
Individual Breakdown**

Board Member A	\$12,855
Board Member B	\$5,500
Board Member C	\$4,826
Board Member D	\$4,721
Board Member E	\$4,255
Board Member F	\$3,770
Board Member G	\$2,117
Board Member H	\$1,505
Board Member I	\$1,500
Board Member J	\$1,036
Board Member K	\$655
Board Member L	\$200
TOTAL	\$42,940

The Path to Success

40 Percent Average Growth Rate



January 2, 2018 – Board Development Report –2nd Quarter - FY2018
October 1, 2017 through December 31, 2017

Committee Members: Patrick Chaing, Committee Chair, Dan Gray, Jim Ross
Staff: Sylisa Lambert-Woodard, Anna Smith
Additional Attendee at December 5th meeting

The Board Development Committee met on Tuesday, December 5, 2018 and was joined by the Philanthropic Committee Chair Jennifer Judelsohn. As a follow-up to the Board Retreat, the Committee focused on the role of the Board in meeting their duty of ensuring adequate financial resources for the agency through the board's fundraising efforts. It was recommended that the board introduce an updated Give or Get Resolution for the Board to review prior to the January 2, 2018 board meeting and introduce for discussion and approval during the meeting.

The current Give or Get Resolution and the proposed resolution are attached for review along with information from Board Source on the role of the full board in ensuring adequate financial resources.



DRAFT

DRAFT

RESOLUTION OF THE BOARD OF DIRECTORS OF
Pathway Homes, Inc.

WHEREAS, the Board of Directors of Pathway Homes, Inc., through the Board Development and Philanthropic Committees presented to the board the recommendation that it is in the best interest of the agency to update of the current formal declaration of their financial support to further the mission of the organization,

AND WHEREAS the Board of Directors has deemed it appropriate to update the "Give or Get" Policy, defined as: the agreement of the Board of Directors to either donate a certain amount of money every year paid for out of their own personal resources ("Give"), or to raise the equivalent amount from others ("Get").

NOW THEREFORE, BE IT RESOLVED each Director "Give or Get" \$10,000 on an annual basis.

FURTHER, incoming board members must make a personal contribution of at least \$1,500 prior to being accepted as a board member.

FURTHER RESOLVED, that the Chair Person of the Board is directed to enter a copy of this Adoption Agreement into the records of this Corporation, and into the minutes of the meeting.

CERTIFICATION

The foregoing is a true copy of a resolution duly adopted by the Board of Directors at a meeting on January 2, 2018 and entered in the minutes of such meeting in the Corporation's minutes book.

Daniel Gray, Chairman of the Board

Dated: January XX, 2018

10201 Fairfax Boulevard • Suite 200 • Fairfax, Virginia 22030 • (703) 876-0390 • FAX: (703) 876-0394

DRAFT



RESOLUTION OF THE BOARD OF DIRECTORS OF
Pathway Homes, Inc.

WHEREAS, the Board of Directors of Pathway Homes, Inc. met at their Annual Board Retreat on Monday, October 7, 2013 and deemed it in the best interest of the Corporation to make a formal declaration of their financial support to further the Mission of the organization,

AND WHEREAS the Board of Directors has deemed it appropriate to implement a "Give or Get" Policy, defined as: the agreement of the Board of Directors to either donate a certain amount of money every year (defined as significant and/or meaningful to the Director) paid for out of their own personal resources ("Give"), or to raise the equivalent amount from others ("Get").

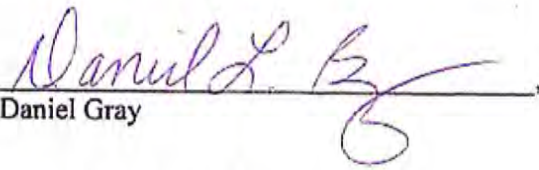
NOW THEREFORE, BE IT RESOLVED that the Board of Directors identify Pathway Homes as one of its top three organizations for contributions.

FURTHER, that each Director "Give or Get" a financial amount that is significant and /or meaningful to them on an annual basis.

FURTHER RESOLVED, that the Chair Person of the Board is directed to enter a copy of this Adoption Agreement into the records of this Corporation, and into the minutes of the meeting.

CERTIFICATION

The foregoing is a true copy of a resolution duly adopted by the Board of Directors at a meeting on October 14, 2013, and entered in the minutes of such meeting in the Corporation's minutes book.


_____, Chair Person
Daniel Gray

Dated: October 14, 2013



CHAPTER 6

ENSURE ADEQUATE FINANCIAL RESOURCES

Obviously, an organization can be effective only if it has enough financial resources to meet its purposes. Although much can and should be expected of the chief executive and management on this score, the board has the responsibility of making sure the organization does not spend beyond its means.

For most nonprofit organizations, balancing the budget has two basic dimensions: finding dependable revenue streams (normal earned revenue) and raising private support (in the form of gifts and grants).

EARNED REVENUE

Because most nonprofit organizations have high aspirations and are “on a mission,” boards should ensure that reliable and diverse revenue sources are developed — perhaps through programs and services that generate income, if such activity is compatible with the organization’s mission. For example, revenue streams may include membership dues, publications income, client fees, conference registrations, tuition for educational seminars, and merchandise or product sales.

Relying on just one or two of these areas to generate the majority of the organization’s income can be risky — what would happen, for instance, if the number of dues-paying members dropped precipitously? The board should be willing to advocate or approve creation of appropriate new products, services, or activities that not only have the potential for net income growth but also are consistent with the organization’s purposes.

Such new initiatives may call for a more entrepreneurial approach to generating income — such as establishing a for-profit subsidiary, creating corporate sponsorship opportunities, forming a limited liability corporation (LLC), or licensing the organization's intellectual property. They may also lead to forming alliances or formal partnerships with corporations, government agencies, or even other nonprofit organizations and sharing the financial risks and rewards of the joint undertaking.



Ensure that the organization has the necessary infrastructure — including adequate staffing and budgeting — to attract and increase gift support. Remember that it takes money to raise money.

FUNDRAISING

Many nonprofits engage in fundraising to attract private contributions (including contributions from individuals, private foundations, and corporations) and government grants (from federal, state, and local jurisdictions). In those organizations, the board and its members should work in partnership with the director of development (fundraising). Specifically, the board should participate in assessing fundraising targets and goals and have clear obligations regarding personal philanthropy. In addition to being able to report 100 percent board participation to potential and current supporters, board members are better fundraisers when they set their own good example. After all, if board members don't substantially support their own organization, why should anyone else?

The board should guard against any tendency to behave as if its development committee alone bears the responsibility for fundraising. Resource development, including fundraising, is a function of the full board. The development committee is simply the board's agent to help oversee the work of all board members, the chief executive, and the development staff.

Organizations that have longer histories and larger staffs often have the benefit of being able to secure foundation grants for special programs and projects — all of which usually have rather precise periodic reporting requirements to account for expended funds and other purposes. Compliance with such expectations from funding sources is a staff rather than board responsibility except for the obvious need for the board to be satisfied that this is being done in a timely and appropriate manner. At the same time, however, it is entirely appropriate — and desirable — for board members to help open doors through their personal and professional networks, when they can, to secure such resources as an important part of fundraising.



PITFALL

Boards that assume that the chief executive (or professional development staff) has the sole responsibility for fundraising are not fulfilling their own responsibility to substantially support and actively participate in efforts to attract gifts and grants.

In many organizations, the chief executive serves as the chief fundraiser. Large organizations typically have a development staff as well. In any size organization, however, the chief executive's and development staff's effectiveness is linked to board member participation. Board members should be ready to assist staff by

- identifying potential donors (individuals, corporations, foundations)
- responding to requests from staff for help soliciting support
- setting a strong example by making a personal gift to the annual giving campaign and to any special fundraising campaigns
- thanking donors and maintaining cordial relationships with them. The most likely person or group to support the organization again is one that has done so in the past.