

Board of Directors

Dan Gray, Chairman
Jennifer McKenzie, Vice-Chair
Tom Rowe, Secretary/Treasurer
Dara L. Aldridge
Maiko Ashby
Patrick Chaing
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, July 11, 2016
7:00 P.M.
6515 Terry Drive
Springfield, VA 22150-3516



- 6:30 Social Half-hour
- 7:00 Call to Order of Quarterly Meeting
- 7:05 Presentation – D & O Insurance
Benjamin Tompkins, President
Virginia Commonwealth Corporation
- 8:00 Approval of Minutes of Meeting April 11, 2016*
- 8:05 CEO's Report – Dr. Sylisa Lambert-Woodard
- 8:10 Treasurer's Report - Brenda Brennan
- 8:05 Chairperson's Report and Comments
- 8:15 Committee Reports
1. Philanthropy Committee—Jennifer Judelsohn
2. Advocacy Committee—Angie Lathrop
3. Strategic Planning—Dan Gray
4. Board Development—Patrick Chaing
- 8:40 Old Business
- 8:45 New Business
1. Drawing for Tuition Reimbursement Lottery
2. Board Resignation
3. New Board Member Nominations
- 8:50 Announcements.
1. Summer of the Arts Exhibit—July 5th through August 17th
*Hunters Woods Gallery at Reston Community Center
2. Summer of the Arts Reception—August 6th, 4-6pm
*Community Room at Reston Community Center
(2310 Colts Neck Road, Reston, VA 20191)
3. Help the Homeless Walk—October 22nd
*Veterans Park next to Fairfax City Hall
- 8:55 Adjournment

* Materials Enclosed in Packet

ADDENDUM TO BOARD AGENDA

July 11, 2016

Pathway Homes has been strategically focused to build capacity, renew critical contracts, market best practices through Board innovation, and anticipate opportunities that align with our mission. Several new awards and partnerships have been launched, and a renegotiated contract resulted in a decrease in our sole source contract. Overall, we have increased our revenue, and more importantly increased the number of individuals served by over 30 new consumers!! Despite these successes, our waitlist remains over 500 to date! Please review the detailed updates, and remember that the July 11th Board Meeting will be held at 6515 Terry Drive, Springfield, VA 22150. Pathway Homes will have the dinner catered using funds in our VHDA strategic planning grant allocated for that purpose. I look forward to responding to any additional questions at our meeting.

Board Matters:

- The Philanthropy Committee Report- Jennifer Judelsohn, Treasurer's Report- Brenda Brennan, and Board Development report- Patrick Chaing, are provided as attachments. Please review these reports before the meeting; any questions or clarifications will be addressed during the meeting.
- Pathway Homes 2014 HUD Supportive Housing Program (SHP) reallocated and Bonus funds totaling **\$1,199,664 to serve 55 new chronically homeless individuals is now 90% occupied!**
- Pathway Homes was recently 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 just called Leasing and Rental Assistance) projects serving **251 individuals and an additional 22 individuals in the fall**. The total amount of HUD assistance our Fairfax-Falls Church Continuum of Care receives is \$8,291,071.
- Pathways continues to partner with Christian Relief Services (CRS), which secured a Letter of Intent to purchase Huntington Gardens, a 113 unit complex in Alexandria, VA that will have up to 28 units set aside for our new 2015 SHP project. CRS anticipates closing on the housing complex in September 2016. This project will provide housing for 22 of our beds newly awarded through the COC.
- **New Awards:** Pathways submitted four (4) separate Community Consolidated Funding Pool (CCFP) applications at the end of 2015 for fiscal year 2017-18, and was awarded **three (3) new grants**. The following proposals were submitted:
 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.**

2. \$96,000 over two years for services to more appropriately house three long-term Assisted Living Facility (ALF) and/or group home residents who no longer require or desire the supervision and support of these highly intensive programs – allowing them to “step down” to independent, subsidized, supported housing in the community. **Pathway Homes was awarded \$34,112 for FY17, and \$32,974 for FY18 to serve 3 individuals currently residing in our ALF.**
 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. **Pathway Homes was not awarded this grant.**
 4. \$464,136 over two years requested for the purpose of serving 50 homeless, high-risk individuals with serious mental illness and co-occurring substance use disorders who 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 submitted 2 new grants to the Virginia Housing Development Authority (VHDA) in the amount of \$500,000 for a single family home, and \$250,000 for two 1-bedroom condos. If awarded, the single family home will be used to house residents funded through the CCFP award for services to a “step down” independent home. Pathways sought this alternative funding since the CCFP acquisition request to purchase a 3-bedroom townhome was not awarded. An additional two 1-bedroom condos were requested to provide housing to decrease our existing waitlist, and would be paired with previously awarded project based vouchers.
 - **New Award:** Pathways Homes’ *first* regional Department of Behavioral Health and Developmental Services (DBHDS) award to serve 50 individuals in Fairfax County, Prince William, and Alexandria City is up and running. 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 31 of these beds are to be filled within the first 5 months. Currently, we have 16 of the 31 beds filled, and all consumers identified for placement.
 - **New Award:** Pathway Homes was awarded \$125,000 for 3 years to continue our service expansion into Prince William County. The Potomac Health Foundation awards grants to improve community health. Grant amounts ranged from \$19,323 to \$257,000. These funds will be used to provide permanent supportive housing and supports for individuals with serious mental illness.
 - Pathway Homes successfully renegotiated our sole source contract which was decreased by \$103,344.66 due to the elimination of (2) deployed positions (Crisis Care MHC1 position, and the Audobon MHC II live in position). The county has informed us that they will be outsourcing their Adult Residential services division for FY18. The RFP should be out over the next several months. This has been an anticipated opportunity for Pathways to directly manage and serve the existing residential division of the CSB.

Pathways will potentially offer recovery-based programs with savings to the county that can be reinvested in those with unmet behavioral healthcare needs within the Fairfax community. The current sole source contact was renewed with a .6% market rate adjustment (\$16,193) for a final FY17 contract of \$2,743,248.

- 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 would 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 the leveraged project based vouchers (PBVs). This is an eligible acquisition-only project. Pathways was awarded the interest only \$600,000 loan @ 1%. Two (2) of the four (4) condos have been purchased to date.
- Pathway Homes' Strategic planning process is almost complete. Lisa Karlish, strategic planning consultant has:
 1. Completed the external research.
 - Conducted 10 individual interviews with funders, housing public officials, partners and competitors
 - Conducted 4 focus groups that contained 17 individuals. Focus groups included Board, consumers, parents, and senior management
 - Did desk research on trends in housing, disability populations and funding
 2. Presented the external research to the senior management team and the strategy working group to discuss the implications.
 3. Generated a series of strategic options for senior management team to consider.
 - Discussed the strategic options
 - Generated criteria to evaluate the strategic options
 - Developed a short list of strategic options to consider
 4. Begun to develop a more detailed description of the two strategic options still under consideration, and will present both to the strategy working group at the next meeting - to be scheduled.
 5. Completed the external landscape research; a final meeting will be scheduled with the Strategic Planning ad hoc committee with the final plan to be presented at the annual Board meeting.
- **Congratulations!** Pathway Homes' Board was selected as a finalist for the Center for Non Profit Board Leadership Award. Dan Gray, Sue Zywokarte and Sylisa conducted first round interviews. Pathway Homes was selected to move to the second phase of consideration for the Center for Nonprofit Advancement's Board Leadership Award

presented by Cohn Reznick, resulting in a request for 5 additional members of our board to present innovation and best practices. A panel of 7 interviewed Dan Gray, Patrick Chaing, Jennifer Judelsohn, Jim Ross, Angie Lathrop, Sue Zywokarte, and Sylisa. The interviews highlighted the level of board sophistication and innovation that makes this agency great. Only three organizations in the over \$2 million (budget size) category were selected to move to Part Two of the competition. You should be very proud of this achievement. The winner and honorable mention will be awarded on Thursday, July 21 from 8:30am to 1:00pm at Kilpatrick Townsend & Stockton LLP, 607 14th Street, NW, Suite 900, Washington, DC 20005. The winner of this award receives \$10,000 to be used as the board deems appropriate for continued agency development.

- As part of Pathway's Center for Nonprofit Advancement membership, each member of our staff and board is eligible to take a free class at the Center this year. If you have not already taken advantage of this membership benefit, you will find that they have many classes on a wide range of topics available to you. I encourage you to take a look at the list of upcoming classes at the link below. A full list of classes can also be obtained at <https://www.nonprofitadvancement.org/prof-dev-events>.
 - If you are interested, please register for the class you would like to take with the following discount code: **FreeClass2016**. This code, once applied, will lower the price on our registration pages to \$0.00. Please feel free to reach out to Anna if you have any questions about this process.
- The 28th Annual Cookout was held at Nottoway Park on Saturday, June 11th. There were more than 200 in attendance representing board, residents, family and friends. This continues to be an annual highlight for many of the individuals we serve.

PATHWAY HOMES, INC.
Minutes of the Quarterly Meeting of the
Board of Directors
April 11, 2016

The quarterly meeting of the Board of Directors was held on April 11, 2016. A *quorum* being present, the meeting was called to order at 7:05 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

MEMBERS

Dan Gray, Chair
Tom Rowe, Secretary/Treasurer
Dara L. Aldridge
Maiko Ashby
Patrick Chaing
Jennifer Judelsohn
Jennifer McGarey
Douglas Robinson
James Ross

STAFF

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

The following individuals notified the office or other Board Members that they would not be present for this meeting: Jennifer McKenzie, Angie Lathrop, and Sue Zywkarte

Also present were the following prospective Board members: Emily Chiang and Jon-Michael Rosch

PRESENTATION

IT at Pathway Homes: Efficiencies through Technology
Lauren Leventhal, Technology and Quality Assurance Manager
Brian Samson, IT Support Specialist

PowerPoint presentation uploaded to the Board Portal and added to the Board Book. The presentation provided a look back at the past 5 years of IT at Pathway Homes. Highlights included the Board's commitment to making IT a priority, the implementation of Abila and Credible software solutions, and evolution of the Board Portal. Eleanor Vincent thanked Jim for his work in providing feedback to make the Portal more useful for the Board.

MINUTES

Dan Gray called for a motion to approve the minutes from January 11, 2016 as presented. Jim Ross 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), and she included the following updates:

- Introduction of Kristina McCullough, Controller.
- Jim requested a discussion on agency growth. Sylisa noted that the agency is aggressively courted – both regionally and nationally – but we must be very selective so that growth is sustainable and service quality remains high. However, the agency has been providing education on our model as well as our knowledge-base in order to “share the wealth” to serve this highly vulnerable population.
- New Projects:
 - \$1 million award will increase capacity by 55 individuals (biggest impact in Fairfax to end chronic homelessness)
 - Capacity – ensuring that the agency infrastructure is strong. HR Director added to Leadership Team (HELIOS HR head-hunted this position). SHP 2014 award – added 4 new counselor positions.
 - Administration – in all new grants we are aggressively pursuing administrative fees of 10-15%. HUD will only allow 7%, but otherwise, we have been negotiating 15% in order to help with overhead and staffing costs to run these programs.
 - DBHDS (Dept. of Behavioral Health and Developmental Services) state contract of \$1.4 million over 2 years we were able to negotiate a 12% administrative fee (and has the potential to scale up in coming years).
 - Jim asked about Maintenance Technicians. Sylisa clarified that Pathways has always passed HUD inspections at the highest level, but that ensuring preventive and needed maintenance is a priority for the agency. Two recently-vacated positions are being redesigned into a Senior Maintenance Technician and a Property Maintenance Coordinator. For many properties, maintenance is provided by an apartment complex.
- Jennifer McGarey asked whether the regional project (DBHDS) is serving different people than before. Sylisa responded that the CSBs (Community Service Boards) are providing the services directly, therefore a greater diversity of service needs will be addressed; Pathways is the project manager. There are about \$600,000 in leveraged clinical services not provided by Pathway Homes.

TREASURER'S REPORT – Tom Rowe

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book). There was no additional information.

CHAIRPERSON'S REPORT AND COMMENTS – Dan Gray

Dan reported that on January 19th, Gov. McAuliffe awarded \$600,000 to Pathway Homes and he was in attendance along with Sylisa and several Pathways Leadership Team. He met with Patrick Chaing and Lisa Karlisch to discuss Strategic Planning since the last meeting. In addition, the Board Development committee met several times, and as a result, two guests are in attendance. Dan also reported that the Employee Recognition event at P.J. Skidoo's was a nice event, and the slideshow was well-received.

PHILANTHROPY COMMITTEE REPORT – Jennifer Judelsohn

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

- The benefit breakfast will be held on May 19th. There has been a change of location because there is a larger number of people expected to attend. Several council members are expected to come in addition to the Mayor of Fairfax. The point of inviting the council members is to make them aware of Pathways so that the Help the Homeless Walk in the fall is better-known. Board members are encouraged to invite at least 2 individuals to the breakfast. The deadline to RSVP is April 22nd and is a firm deadline.
- Summer of the Arts reception time has changed to August 6th from 4-6pm.
- Anna will send “at a glance” information to the Board, and there are templates available for asking individuals to attend the breakfast. Jennifer encouraged the Board to customize the templates to suit their needs.

Jennifer Judelsohn informed the Board that she would need to leave the meeting after her presentation, and she left the meeting.

BOARD DEVELOPMENT – Patrick Chaing

Two prospective Board members were introduced – summaries of their experience were distributed within the Board Packet prior to the meeting. Emily Chiang and Jon-Michael Rosch both spoke briefly about their interest in Pathway Homes and the Board.

Patrick mentioned that “brown bag lunches” would be hosted a few times a year in order to provide education to the Board. These will be available via webinar so that individuals can attend remotely. Dan thanked Jennifer McGarey and Douglas Robinson for their feedback on on-boarding being like “drinking from the firehose.” The webinars should help provide education over a period of time. Patrick asked that members contact him, or any member of the Board Development committee, with ideas for future topics for Board education.

Jim encouraged the Board to read the D&O policy.

Patrick pointed out a page in the Board Packet which outlines how non-Board members might interact with committees.

ADVOCACY – Eleanor Vincent

The written Advocacy Committee Report is enclosed in the Board minutes book. Eleanor added that the Creigh Deeds visit was the most impactful action this year. The Advocacy committee will focus in the coming year on finding more opportunities like that one. Family members are interested in being part of the Advocacy committee, and the committee is looking at the process for on-boarding non-Board members. She also explained that Angie Lathrop facilitated the advocacy issues for the benefit breakfast by targeting legislators – both existing supporters and those who might not know about the agency.

Other organizations that might help with advocacy include the VA Housing Alliance and Concerned Citizens of Fairfax. The VA Housing Alliance is looking for members; instructions will be sent to the Board on how to join the alliance.

OLD BUSINESS –

Updates about Strategic planning are included in the addendum to the Board. Lisa Karlisch will give a presentation to the Board after the strategic planning process is complete.

NEW BUSINESS –

Policy – This policy has been vetted by the leadership of Pathway Homes. We are required to add a portion to our existing policy that specifically targets education needs of individuals younger than 24. In order to accommodate HUD mandates, existing policies have been consolidated into one policy.

Dan called for a motion passing the policy as presented. Jim Ross made a motion to approve; this was seconded by Douglas Robinson and approved unanimously.

Tuition Reimbursement Lottery – Of 3 eligible submissions, Rebecca Kahingo’s name was selected for reimbursement. The others in the running were Genevieve Long, and Brittany Anderson.

ANNOUNCEMENTS –

Steps to Pathways Breakfast is being held on May 19, 2016 at Sherwood Community Center, 3740 Old Lee Highway, Fairfax 8:00 to 9:30 a.m. Anna encourages Board members to continue to invite people. The calendar online will be changed to reflect the correct end time. Jim questioned parking overflow; Anna will confirm parking arrangements, and Dara said there is parking at nearby parks and churches.

The Cookout is June 11th from noon until 3pm at Nottoway Park. Jim encouraged the Board to attend as it's one of the only times they have to see the people we serve.

ADJOURNMENT

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

The meeting was adjourned at 8:36 p.m.

Respectfully submitted,

TREASURER'S REPORT-July 2016

Brenda Brennan, Chief Financial Officer

Pathways Living, Inc. has renewed the one year Housing Assistance Payment Contract (HAP) with the U.S. Department of Housing and Urban Development (HUD), effective July 1, 2016 with a rent increase of 2%. Monthly, the cumulative contract rents will increase by \$204. This HAP contract supports the six homes at 6215 Pioneer, 5626 Sheldon, 2201/2203 Huntington and 2303/2305 Mary Baldwin.

The Tax Sheltered Annuity Audit (TSA) conducted by CohnReznick will take place during the week of July 25 through July 29, 2016.

The Fiscal Year 2016 Financial and Compliance Audit planning meeting with CohnReznick occurred on Wednesday, May 25. We reviewed the scope of the audit and included a discussion on significant events that have occurred during the Fiscal Year. Proposed fees and time lines were also discussed during this meeting and this year the audit fees have been increased by 3%.

Sylisa Lambert-Woodard, Brenda Brennan, Kristina McCullough and Sakin Mire were present from Pathway Homes. From CohnReznick; Winell Belfonte, Partner and Micki Lin were in attendance. The audit field work is scheduled to begin on Monday, August 1 and go through August 26.

All insurance policies; Director and Officer's, Crime, Worker's Compensation, Vehicle, Professional and General Liability renewed effective May 9, 2016.

Pathway's has contracted with RealPage, Inc., to purchase a web based integrated property management solution system for: resident management, accounts receivable, property management and real property asset management of properties and resident reporting requirements per the U.S. Department of Housing and Urban Development Multi-family Occupancy Requirements. RealPage, Inc. will replace the archaic Cornerstone program currently utilized to complete tenant rent certifications only. The robustness of RealPage will expand our capacity to complete and maintain information on not only tenant rent certifications but will include; leases, property maintenance and management, a tenant portal and detailed tenant accounts receivable ledgers. Over the next few months RealPage will be working together with Pathway Homes to design the package with our specific property and tenant information. We are targeting late fall for initial kick-off.

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

EXCEEDED FY16 FUNDRAISING GOAL!!!!

- Financial Contribution Total \$245,385– **FY16 Goal \$240,000**
 - Campaign Updates:
 - *Steps to Pathways Breakfast:* \$19,487- **FY16 Goal \$15,000**
 - *Technology Campaign:*
 - Campaign Total: \$359,223 – **Campaign Goal \$385,000**
 - Current amount left in the campaign \$25,777
 - Cafritz also offered an additional \$10,000 if we can match with another \$10,000
 - Remaining Amount: \$5,777 (assuming we secure Cafritz Match)
 - *Holiday Wish List:* \$12,862 – **FY16 Goal \$10,000**
 - *Help The Homeless:* \$24,183 – **FY16 Goal \$25,000**
 - Grant Update: \$286,500* **FY16 Goal \$184,500**
 - *Submitted:* \$649,750
 - *Received/Awarded:* \$286,500 *(\$134,500 distributed in FY16-\$152,000 will distribute in FY17)
 - *Total Pending:* \$245,000
 - *Total Declined:* \$118,250
 - Upcoming Philanthropic Events:
 - Summer of the Arts Exhibit and Reception – Exhibit up July 5th through August 17th at Reston Community Center – Hunter Woods Gallery- Artist Reception on Saturday, August 6th from 4-6 p.m. in Reston Community Center – Community Room – 2310 Colts Neck Rd., Reston, Virginia 20191
 - Help the Homeless Walk – October 22nd – Veterans Park next to Fairfax City Hall
 - Board Call to Action
 - Thank you Patrick Chaing, Jennifer McGarey and Jim Ross for hosting Steps to Pathways Information sessions. Still looking for hosts for August 18th, October 20th and December 15th 2016 sessions.
 - Help the Homeless Board Sponsorship – Give or Get aggregate goal \$10,000 – Can include funds collected through team sponsorship and/or direct contribution (\$833 per Board Member)
 - Thank you Jennifer Judelsohn, Dara Aldridge, Jennifer McGarey and Angie Lathrop for serving as Steps to Pathways Breakfast Table Captains. Thank you to all the Board Members who attended, invited guests and participated in the Breakfast.

July 5, 2016 – Board Development Report –FY2016

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

Board Committee: The Committee reviewed non-board member committee participant best practice structures and provided a copy of those parameters to the Board for review at the April Board Meeting. Patrick Chaing also reached out to the Philanthropy and Advocacy Committee Chairs for specific comment.

Board Recruitment: After considerable review and discussion, the Board Development Committee recommended the nomination of Emily Chaing and Jon-Michael Rosch to the Board of Directors.

Update on Board Member Directors and Officer's Liability Insurance – With the annual May renewal of Board of Directors Liability Insurance, the Committee recommended a presentation on the D&O policy. As a result, Ben Thompkins, Pathway Homes' insurance broker will provide an update to the Board at the July 2016 meeting.

Learning Series Topics - The Board Development Committee will survey the Board to prioritize the interest in proposed Learning Series topics.

Parameters for addition of non-board members on Philanthropy, Advocacy and/or Ad Hoc committees

- I. Purpose - To supplement the work of the board and staff members for fundraising, advocacy and ad hoc purposes
 - a. Philanthropy –
 - i. Support securing sponsors for annual fundraising event (e.g., Help the Homeless)
 - ii. Support fundraising efforts and activities (e.g., Steps to Pathways Breakfast)
 - b. Advocacy –
 - i. Expand number of voices sharing key advocacy messages
 - ii. Use local official connections to expand access to legislators influential on mental health issues
 - iii. Provide expertise on key policy issues
 - c. Ad Hoc – Currently no identified needs
- II. Participant Criteria
 - a. Philanthropy
 - i. Individuals with a wide network of corporate/foundation organizations
 - ii. Individuals with event experience
 - iii. Individuals with wide network of potential individual donors
 - b. Advocacy
 - i. Individual with local, regional and/or national political connections
 - ii. Individual with policy experience
- III. Recruitment
 - a. Committee Chairs makes formal invite to candidate. The Chair can take recommendations from President/CEO and board colleagues
 - b. Number of Committee Members determined by each Committee.
 - c. Orientation
 - i. Attend Steps to Pathways Point of Entry Event and/or a lunch with a current committee member.
 - ii. Will receive same orientation provided to on-going volunteers – HIPAA, Confidentiality, Conflict Policy and overview of Mental Health issues – Staff person will provide this information and keep documentation.
 - d. One Year Term with option to renew
 - e. Exit Strategy – Committee Chair responsibility
- IV. Role
 - a. Attend committee meetings
 - b. Be willing to leverage personal network to further mission of agency
 - c. Meet with local officials with members of advocacy committee
 - d. Help build support for and attend fundraising events

Emily M Chiang, CFP®, MBA

Emily had 25 years of career in financial planning and investment management and 35 years overall in the financial services industry. After a very gratifying career, Emily searched two and a half years for an ideal buyer and sold her practice herself in 2013. She then worked another year at the buyer's office to transfer her clients to their new advisors. After she completed the transition, she spent the following year and wrote "Selling Your Financial Advisory Practice, A Step-By-Step Workbook." In early 2015, she was appointed to serve as a co-host on Succession Planning webinar program for the national Financial Planning Association (FPA). Currently, she is looking forward to helping and sharing her knowledge and wisdom with advisors who are dealing with succession planning issues. She is available to give speeches, conduct workshops and provide consulting services on succession planning for financial advisors.

PUBLICATIONS AND INTERVIEW: In May and August of 2008, she was invited to write two articles for the Washington Post personal financial planning column (Ask the Experts). She was quoted twice by the Washington Post behavior finance column (The Financial Lobe) in August and September of 2008. She was interviewed by NBC/Channel 4 in September of 2008 on what average investors should do under the current investment environment.

SEMINAR AND TALKS: Throughout her career, Emily also conducted financial planning seminars in various organizations: Executive MBA program of the George Washington University Graduate School of Business Administration, Fairfax County Women Physicians Group, National Association Investment Club DC 2004 Investors Fair and Women of Washington, and several investment clubs.

COMMUNITY VOLUNTEER WORK: In 1999, Emily was appointed by the Arlington County Board of Supervisors to serve on its Task Force on Retirement Principles and Compensation Practices. The mission of the Task Force is to review the adequacy of the county employees' retirement plans, as well as the structure of employee compensation. The Task Force is to report to the County Board with its findings regarding the retirement and compensation goals, and recommend changes.

Currently, Emily volunteers for her Buddhist temple to certify the translation made to Buddhist sutras from Chinese to English.

EDUCATION: Emily has been a CERTIFIED FINANCIAL PLANNER™ since 1989. She received her MBA in Finance from George Washington University in 1984. She received her BA in Management from Simmons College in 1977.

Jon-Michael Rosch, CPA**PB Mares, Inc.**

Mr. Rosch is a Supervisor with more than seven years of public accounting experience. Previous experience includes managing audit and assurance engagements for not for profit organizations including; public charities, social welfare organizations, trade associations, business leagues, non-profit child care centers, private schools, independent research organizations and 527 political action committees. Jon-Michael acts as a trusted advisor to his not-for profit-clients assisting with complicated accounting and tax issues unique to the not for profit industry.

Professional affiliations for Mr. Rosch include the American Institute of Certified Public Accountants and the Virginia Society of Certified Public Accountants (VSCPA) where he previously served two terms on the Young Professionals Advisory Council. He is a member of the Virginia Tech Alumni Association and serves on the finance committee of Dominion Valley HOA.

A licensed Certified Public Accountant, Mr. Rosch graduated from Virginia Tech in 2006 and has been a CPA since 2009.