

Board of Directors

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

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 8, 2019
7:00 P.M.
10201 Fairfax Blvd., Ste. 200
Fairfax, VA 22030-2209



- 6:30 Social Half-hour &
viewing of “These Four Walls”
- 7:00 Presentation – Mylestone Plans: Amir B. Eyal JD, CFP, AIF
CEO | Financial Planner
Brenda F. Brenna, CFO
- 7:20 Closed Session
- 7:45 Approval of Minutes of Meeting April 8, 2019 *
- 7:50 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
- 8:40 Old Business
- 8:45 New Business
 - 1. Election of new Board members
 - 2. Code of Ethics Acknowledgement
 - 3. Tuition Reimbursement Drawing
- 8:50 Announcements
- 8:55 Adjournment

* Materials Enclosed in Packet

ADDENDUM TO BOARD AGENDA

July 8, 2019

Pathway Homes, Inc. is recognized through partnerships and state recognition for our collaborative nature and expertise in providing Permanent Supportive Housing! These endorsements not only come from our request by the Fairfax County CSB to partner with them on new projects, endorsement from the state showcased in our new marketing video (<https://vimeo.com/345768895>); but also, from recruitment of our staff (Eleanor) to serve on Magellan's advisory committee and requests of the CEO to present at the most recent VA Housing Alliance Conference.

We remain focused on achieving the goals of our strategic plan, partnering to scale our services to create a no-wrong-door for consumers, and responding to new and expansive opportunities for our agency to better serve our community! This has been a prolific quarter! I look forward to seeing you and answering any questions at our upcoming meeting.

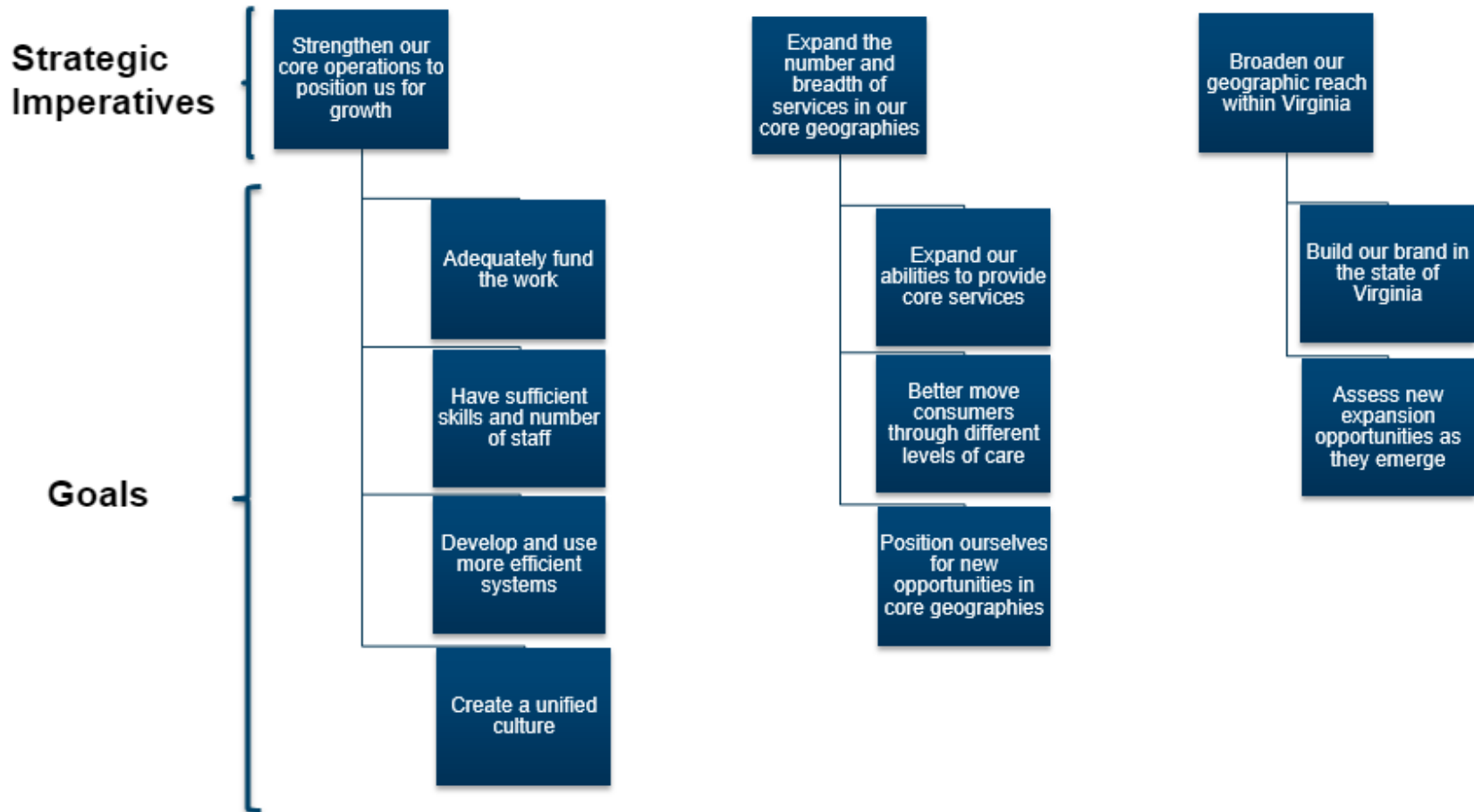
Board Matters:

- 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 OPPORTUNITY!** - Pathway Homes has been approached by the Fairfax County CSB to assume Project SUSTAIN- an underperforming grant they administer with New Hope Housing. This \$1.188 housing and supportive services grant for highly vulnerable and homeless individuals with SMI was defunded by the state effective 6/30/19. Pathway Homes is currently in negotiations with Fairfax CSB and the VA Department of Behavioral Health and Developmental Services (DBHDS) to assume responsibility for this project by 12/1/19.
- **Potential new grant-** Pathway Homes in partnership with Fairfax Falls-Church CSB, Prince William County CSB, and Alexandria City CSB has submitted an RFP to expand existing Permanent Supportive Housing in the region by 40 beds. This DBHDS grant request is for \$1,120,484 and announcement of award is expected this fall.
- Pathway Homes has just completed its first operational grant year in Loudoun County for Mental Health Skill Building Services (MHSS). Pathways is currently providing services to 25 individuals. It is expected that we will serve approximately 30-70 within this calendar year.

- [Attached](#) you will find a Strategic Plan interim update. Pathway Homes remains focused on achieving the goals of our strategic plan. A full update will be provided at the annual meeting. The attached Acquisition Management Schedule will provide you with a copy of our current FY19 and newly approved FY20 acquisition dollars to expand our affordable housing inventory.
- Pathway Homes has launched its Northern Virginia Health Foundation (NVHF) renewal project awarded for \$48,000 for the development of a pilot supportive services package/waiver. Pathways continues to work with a private consultant, Managed Care Organizations (MCOs), Housing Authorities, and Community Services Boards (CSBs) in the development of this design. Kristin Yavorsky, Director of the new Office of Community Housing at VA Dept of Health and Developmental Services (DBDHS) invited Pathways to submit our Pilot proposal for permanent supportive housing services waiver for consideration by the state to use as a best practice model. In addition, Pathways is in the process of developing a White Paper on permanent supportive housing to be completed by 10/19. Final report on the renewal grant is due 12/19.
- Pathways has been communicating with Fairfax County for over a year to finalize their commitment to continue its support in FY19 in the amount of **\$267,169** for administrative costs related our HUD Continuum of Care (CoC) projects. While these funds have been disbursed in the previous year, the MOA has been re- negotiated and expected to have County signature by 7/19.
- Pathway Homes continues to explore budget review and consideration of agency expansion to expand our services to include the Specially Adapted Resource Clubs (SPARC). Sylisa, Brenda and Anita met with the SPARC board, and has made specific recommendations to include a balanced budget before continued consideration of the absorption. This opportunity is strategically considered viable, and a way to advance our mission by providing day programming and better servicing our ID/DD community. The anticipated timeline for this endeavor will occur over the next 6 months. Pathway Board members who wish to tour the SPARC club are encouraged to let Sylisa know, and I can schedule a tour.
- Pathway Homes submitted an RFP through Fairfax County Department of Housing and Community Development (DHCD) for 10 new scattered sites 1-bedroom condos in the amount of \$1,686,000. Pathways was informed on 12/12/18 an award of \$1,042,082 for six (6) 1-bedroom condos for individuals precariously housed with incomes at or below 30% income. Four (4) of the six (6) condos have been purchased. This project is projected to be fully occupied by 7/30/19.
- Pathway Homes submitted an RFP to the Richmond Behavioral Health Authority (RBHA) Region 4- Greater Richmond for the operation of a new 8-bed Assisted Living Facility. Pathways was notified 7/1/19 additional funding for the subject RFP is **not** available, and it is cancelled.

- Pathway Homes responded to a 2nd Fairfax County DHCD RFP and was awarded an additional \$837,897 for an additional 5 1-bedroom units. Projected completion of this project with full occupancy is expected by 9/30/19.
- Pathway Homes has renewed our Russel Road project through value- based contracting with the region. This contract was valued at \$368,221. The result of these negotiations has resulted in an increase of 13% to \$414, 228.
- **1st time AWARD for ID/DD-** The Virginia Department of Behavioral Health and Developmental Services (DBHDS) notified the Prince William County Community Services that \$2.4 million was available for the creation of rental housing units for individuals with intellectual disorders and developmental disabilities covered under the Commonwealth Settlement Agreement. DBHDS has also created a State Rental Assistance program (SRAP) with a Project-Based Rental Assistance (PBRA) component to serve individuals with developmental disabilities in the Settlement Agreement population who want to live in their own housing. Pathways was notified by the County of Price William that we were approved for \$2.4 mil for 14 1-bedroom units in acquisition and matching PBRA vouchers. Formal award has been made, and this project began 7/1/19, with a projected completion date of 12/19.
- Pathway Homes has listed 6516 Terry Dr. Springfield, VA 22150 “For Sale.” This 6-bedroom home was previously used a group home. Due to the operational costs of a home this size, it was decided to liquidate this home and enhance our cash on hand for the future. Despite the anticipated sale of this home, Pathways continues to significantly increase our housing inventory each year.
- Sylisa presented at the Virginia Housing Alliance “Housing Virginia’s Most Vulnerable” June 12-13. She served as a panelist for Effectively Implementing Housing Supportive Services Under an Expanded Medicaid Program, and presented a session on Pathways Homes: Efforts to Engage MCO’s in Supportive Housing Investment.
- Pathway Homes hosted it’s 5th annual “Steps to Pathways Breakfast” on 5/22/19 with over 250 stakeholders in attendance. Details can be found in the Philanthropic report. The event was a great success and continues to be our most successful fundraiser of the year. Thank you to all who made this event possible; and a special KUDOS to Jennifer Judelsohn and Anna Smith for their leadership in making this event happen!

Strategies and goals



Strategic Plan Interim Update

July 8, 2019

During the past 12 months, we have continued to use our strategic plan imperatives and goals to inform our priorities and drive agency growth. The full status report of our strategic goals will be presented in the October Annual Board Meeting, but the following highlights provide a glimpse into some of our strategic successes in the past year:

Goal: Adequately fund the work – We have received over \$4 million in housing acquisition funds allowing us to add approximately 20 new units to our inventory. In June, we submitted a request for an additional \$1 million to expand our DBHDS PSH project by an additional 40 units. With the addition of PSH funds in the Governor’s budget and ongoing PSH expansion in the state, it is anticipated that we will continue to grow in this area – adding not only units, but operational capacity to manage the additional administrative responsibilities such growth brings (see attached Acquisition Management Schedule).

Goal: Have sufficient skills and number of staff – With continued expansion in our PSH inventory, it was imperative that we address the growing need for specialized property management staff. We added a property manager and are set to expand our maintenance staff by one to focus primarily on unit turnovers.

Goal: Develop and use more efficient systems – We are maximizing the use of YARDI (a property management software) to realize efficiencies in certifications, lease preparation, accounting activities, and rent collection. YARDI is also going to start supporting our vacancy tracking activities and tracking of corporate leases. In addition, we are using SharePoint to streamline communications within the agency and with external partners, manage documents and projects, and continue our transition to electronic records storage for ease of retrieval and sharing.

We are very excited to have transitioned our management of our renter’s insurance portfolio to a new vendor with immediate savings of over \$8,000 and hours in staff time, and short- and long-term savings in both expenses and staff time.

Acquisition Management Schedule

| Project Title/Number | Contract/Agreement # | Jurisdiction | Funding Source | Amount Awarded | Award Date | Project Year | Project Start Date | Target Completion | |
|--|----------------------|-----------------------|----------------|-----------------|------------|--------------|--------------------|-------------------|------------|
| | | | | | | | | Deadline | # Units |
| A Home 4U | 4400008418 | Fairfax County | CCFP | \$ 450,000.00 | 6/25/2018 | FY19-20 | 7/1/2018 | 6/30/2020 | 1 Townhome |
| Acquisition and Rehabilitation through the Community Housing Development Initiative (CHDI) Program AND State Rental Assistance Program (SRAP) Project Based Rental Assistance (PBRA) | 19-CHDI01-01 | Prince William County | CHDI | \$ 2,400,000.00 | 6/1/2019 | FY20 | 7/1/2019 | 12/30/2019 | 10-14 |
| Acquisition of Housing for Persons with Developmental Disabilities | 19-27CD-4205-3 | Prince William County | CDBG | \$ 185,000.00 | 10/15/2018 | FY19 | | 2/10/2019 | 1 |
| CDBG/HOME Affordable Housing - Round 1 | | Fairfax County | CDBG/HOME | \$ 1,042,082.00 | 12/14/2018 | FY19 | 1/31/2019 | 6/30/2019 | 6 |
| CDBG/HOME Affordable Housing - Round 2 | | Fairfax County | CDBG/HOME | \$ 837,897.00 | 4/12/2019 | FY19 | 6/13/2019 | 9/30/2019 | 5 |
| Pathways to Home Sweet Home | | Prince William County | CDBG | \$ 225,000.00 | 12/10/2018 | FY20 | | | 1 |

Acquisition Management Schedule

| Project Title/Number | Address | City | Zip Code | Contract Ratified | Purchase Price | # Tenants | # Bedrooms | Settlement Date | Project Assignment |
|--|-------------------------|--------------|----------|-------------------|----------------|-----------|------------|-----------------|-------------------------------------|
| A Home 4U | 5751 Oakshore Court | Burke | 22015 | 4/20/2019 | \$ 460,000.00 | 4 | 3 | 6/3/2019 | Stevenson Place Step-down (PSL FFX) |
| Acquisition and Rehabilitation through the Community Housing Development Initiative (CHDI) Program AND State Rental Assistance Program (SRAP) Project Based Rental Assistance (PBRA) | Future Acquisition | | | | | | 1 | | |
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| Acquisition and Rehabilitation through the Community Housing Development Initiative (CHDI) Program AND State Rental Assistance Program (SRAP) Project Based Rental Assistance (PBRA) | Future Acquisition | | | | | | 1 | | |
| Acquisition and Rehabilitation through the Community Housing Development Initiative (CHDI) Program AND State Rental Assistance Program (SRAP) Project Based Rental Assistance (PBRA) | Future Acquisition | | | | | | 1 | | |
| Acquisition and Rehabilitation through the Community Housing Development Initiative (CHDI) Program AND State Rental Assistance Program (SRAP) Project Based Rental Assistance (PBRA) | Future Acquisition | | | | | | 2 | | |
| Acquisition and Rehabilitation through the Community Housing Development Initiative (CHDI) Program AND State Rental Assistance Program (SRAP) Project Based Rental Assistance (PBRA) | Future Acquisition | | | | | | 2 | | |
| Acquisition of Housing for Persons with Developmental Disabilities | 11716 Tolson Place | Woodbridge | 22192 | 11/11/2019 | \$ 185,000.00 | 2 | 2 | 1/3/2019 | PSL-PWC |
| CDBG/HOME Affordable Housing - Round 1 | 4360 Ivymount Court #57 | Annandale | 22003 | 12/5/2018 | \$ 159,900.00 | 1 | 1 | 1/25/2019 | MCK-PHI 1991 Expansion (1 of 4) |
| CDBG/HOME Affordable Housing - Round 1 | 2914 Kings Chapel #11 | Falls Church | 22042 | 2/5/2019 | \$ 169,000.00 | 1 | 1 | 3/18/2019 | MCK-PHI 1991 Expansion (2 of 4) |
| CDBG/HOME Affordable Housing - Round 1 | 3245 Rio Drive #313 | Falls Church | 22041 | 2/9/2019 | \$ 158,000.00 | 1 | 1 | 4/9/2019 | DBHDS |

Acquisition Management Schedule

| Project Title/Number | Address | City | Zip Code | Contract Ratified | Purchase Price | # Tenants | # Bedrooms | Settlement Date | Project Assignment |
|--|---------------------|-----------|----------|-------------------|----------------|-----------|------------|-----------------|---------------------------------|
| CDBG/HOME Affordable Housing - Round 1 | 4959 Americana #104 | Annandale | 22003 | 4/5/2019 | \$ 170,000.00 | 1 | 1 | 5/20/2019 | MCK-PHI 1991 Expansion (3 of 4) |
| CDBG/HOME Affordable Housing - Round 1 | 8604-A Village Way | | | | | | 1 | | MCK-PHI 1991 Expansion (4 of 4) |
| CDBG/HOME Affordable Housing - Round 1 | Future Acquisition | | | | | | 1 | | |
| CDBG/HOME Affordable Housing - Round 1 | Future Acquisition | | | | | | 1 | | |
| CDBG/HOME Affordable Housing - Round 2 | Future Acquisition | | | | | | 1 | | |
| CDBG/HOME Affordable Housing - Round 2 | Future Acquisition | | | | | | 1 | | |
| CDBG/HOME Affordable Housing - Round 2 | Future Acquisition | | | | | | 1 | | |
| CDBG/HOME Affordable Housing - Round 2 | Future Acquisition | | | | | | 1 | | |
| CDBG/HOME Affordable Housing - Round 2 | Future Acquisition | | | | | | 1 | | |
| CDBG/HOME Affordable Housing - Round 2 | Future Acquisition | | | | | | 1 | | |
| Pathways to Home Sweet Home | Future Acquisition | | | | \$ 225,000.00 | 2 | 2 | | |

PATHWAY HOMES, INC.
Minutes of the Quarterly Meeting of the
Board of Directors
April 8, 2019

The semi-annual meeting of the Board of Directors was held on April 8, 2019. A *quorum* being present, the meeting was called to order at 7:02 p.m. by Vice Chair, Jennifer Judelsohn. Chair, Patrick Chaing, arrived during the presentation portion of the meeting. The following individuals were present and participated throughout the meeting:

MEMBERS

Patrick Chaing, Chair
Jennifer Judelsohn, Vice Chair
Sue Zywokarte, Secretary
Jon-Michael Rosch, Treasurer
Dara L. Aldridge (via phone)
Emily Chiang
Dan Gray
Jennifer McGarey
James Ross

STAFF

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

The following individual let the Chair know ahead of time that she would not be present at the meeting: Angie Lathrop

Also in attendance through the presentation was Randy Shusman, LCSW, Senior Division Director for Pathway Homes.

PRESENTATION

SPC Grants

Randy Shusman, LCSW, Senior Division Director
Eleanor Vincent, EdD, LPC, CSAC, Chief Operating Officer

Randy and Eleanor provided an overview of the Shelter Plus Care grants funding with Dept. of Housing and Urban Development (HUD) dollars for both housing and supports. This project was previously known as the Supported Housing Options Program (S.H.O.P.), and was directly impacted when the contract with Fairfax County was not renewed two years ago. Randy discussed challenges and constraints maintaining the more than 100 leased units in the community, including finding units under the current Fair Market Rent (FMR) allowed by HUD. Randy also discussed the unique partnerships Pathways has established with the community supports for individuals housed in this project since not all receive mental health services from

Pathways. The Board asked questions regarding project operations, including how rent is calculated for tenants, how much discretion Pathways has when moving forward with evictions, and finding units when FMR is reached. Randy and Eleanor discussed the agency's approach to housing supports for tenants in this project as well as the strategy for finding comparable units/alternatives in nearby neighborhoods to counter rising leasing costs. Sylisa commented that this presentation was able to give the Board a chance to see the resiliency of staff and the agency during the restructuring of grants and contracts.

MINUTES

Patrick Chaing called for a motion to approve the minutes from January 14, 2019. Jim Ross made a motion to approve the minutes as presented. This was seconded by Dan Gray 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:

- SPARC = Pathways is looking forward to absorbing this agency within six months' time. Leadership is currently doing due diligence to ensure that the merge enhances the mission, is a sound financial decision, etc.
- Pathways is seeking \$2.4 million in Prince William County to acquire 14 (1-bedroom) units with attached subsidies to house individuals in the Intellectual/Developmental Disabilities (IDD) community.
- Richmond Behavioral Health Authority (RBHA) has yet to make a decision on the ALF/group home proposal that was submitted in 2018. Sylisa continues to request updates every couple of months.

TREASURER'S REPORT – Brenda Brennan

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book), and she included the following updates:

- Brenda is working with offerors to open a new bank account as a requirement for a HUD project.
- She continues to work with HUD to receive waivers and permissions in order to consolidate long-standing accounts in order to reduce banking fees.

CHAIRPERSON'S REPORT AND COMMENTS – Patrick Chaing

Patrick reminded the Board that they would go into closed session after adjourning the Pathways Recovery, Inc. meeting. He also gave thanks to the Board for their hard work and commitment in attending Pathways events over the holidays as well as continuing to work in committees to further the agency's mission.

PHILANTHROPY COMMITTEE REPORT – Jennifer Judelson

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

- The Breakfast has a goal of the board filling 15 of the 30 tables. Jennifer requested an update on where everyone is in getting this accomplished. The Board individually reported out.
- Singh of Signature Renovations is providing a match of up to \$10,000 for donations given at the breakfast. This is a significant ‘selling point’, and the Board appreciates Singh’s continued partnership.

BOARD DEVELOPMENT – Patrick Chaing

The Board Development Committee was distributed prior to the meeting. Patrick reported the Board continues to interview potential candidates. The committee is also looking at how the board sees themselves. This is involving looking at other Board governance models such as the Carver Model of Policy Governance. Books on the subject were distributed for the Board to read.

OLD BUSINESS –

None

NEW BUSINESS –

- Tuition Reimbursement Lottery – Sue Zywockarte drew the names from the pool
 - Christian Machado, a CNA from Stevenson Place, was selected
 - David Leventhal was also in the running, but was not selected
- Additional questions were asked about the Prince William County IDD housing project. Sylisa provided information on ADA (Americans with Disabilities Act) accessibility renovations as well as criteria for unit selection – to include nearby amenities and access to public transportation. Sylisa commented that it will be harder to find 14 units for \$2.4M. Dara suggested looking for motels to convert, such as one she passes frequently on Lee Highway.

ANNOUNCEMENTS –

Anna reminded the Board that the Steps to Pathways Breakfast is in May.

ADJOURNMENT

There being no further business, Dan made a motion to adjourn the meeting. This was seconded

by Sue and unanimously approved by the Board.

The meeting was adjourned at 8:21 p.m.

Respectfully submitted,

TREASURER'S REPORT-July 2019

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, 2019 with a rent increase of 1%. This HAP contract supports the six homes at 6215 Pioneer, 5626 Sheldon, 2201/2203 Huntington and 2303/2305 Mary Baldwin.

Pathway Visions, Inc. has renewed the one -year Project Rental Assistance Contract (PRAC) with the U.S. Department of Housing and Urban Development (HUD) effective August 1, 2019 with a 1% increase. The PRAC will support the four condominiums at; Locust, Arlington Boulevard, Mosby Woods and Colts Neck.

Pathway Options, Inc. has submitted the PRAC renewal request to be effective September 24, 2019 with a 1% increase. We are waiting for HUD approval. The Pathway Options program supports the one 3-bedroom townhome on Blake Lane.

The Fiscal Year 2019 Financial and Compliance Audit planning meeting with CohnReznick occurred on Friday, June 7. We reviewed the scope of the audit and included a discussion on significant events that have occurred during the Fiscal Year. Sylisa Lambert-Woodard, Brenda Brennan, and Kristina McCullough were present from Pathway Homes. From CohnReznick; Glenn Shelton, Micki Lin, Greg Rogers and Chris Griffin, were in attendance. The audit field work is scheduled to begin on Monday, July 22 and continue through August 16.

The 403b Retirement Plan audit, to be conducted by CohnReznick, will take place during the week of July 15 through July 19, 2019.

All insurance policies; Director and Officer's, Crime, Worker's Compensation, Vehicle, Professional and General Liability renewed effective July 1, 2019.

In the April 2019 board meeting, we reported that we would establish a new bank account with Wells Fargo for Pathways Living, Inc., Residual Receipts. Unspent funds would be deposited annually that exceed project/contract obligations. Funds may be withdrawn and utilized to cover extraordinary expenses that may occur, that exceed the annual funding for the project.

However, Wells Fargo has changed their policy for opening new business accounts, requiring all Board officers to create an on-line identity with the bank and visit a branch, with proper identification, to activate the account. We have chosen, therefore, to open the new account with Freedom Bank, a smaller community bank targeting services to non-profit organizations. Board officer's will be presented with the required documents and corporate resolutions to sign, providing authorization to establish the account.

Pathway Homes
Statement of Functional Expenses - Combined Financial Statement-BB
From 7/1/2018 Through 5/31/2019

| | | Pathway Homes, Inc. | Pathway Options, Inc. | Pathways Living, Inc. | Pathway Visions, Inc. | Pathway Recovery, Inc. | Pathway Homes of Florida, Inc. | Total |
|-------------------------------------|------|------------------------|--------------------------|--------------------------|--------------------------|---------------------------|-----------------------------------|---------------|
| Revenue | | | | | | | | |
| Grant Revenue | | | | | | | | |
| Contract Funds | 4100 | 2,590,511.98 | 0.00 | 0.00 | 0.00 | 0.00 | 536,119.61 | 3,126,631.59 |
| Grant Revenue | 4110 | 1,636,125.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,636,125.00 |
| Grant Revenue - SPC | 4115 | 1,639,140.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,639,140.00 |
| Admin Fee | 4120 | 294,013.76 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 294,013.76 |
| HUD Housing Funds | 4130 | 3,109,174.34 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3,109,174.34 |
| Auxiliary Grant Revenue | 4141 | 246,447.75 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 246,447.75 |
| Rental Income - HUD | 5121 | 282,077.00 | 3,875.00 | 77,737.00 | 18,793.00 | 0.00 | 0.00 | 382,482.00 |
| Total Grant Revenue | | 9,797,489.83 | 3,875.00 | 77,737.00 | 18,793.00 | 0.00 | 536,119.61 | 10,434,014.44 |
| Contributions | | | | | | | | |
| Donations-Unrestricted | 4400 | 231,039.47 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 231,039.47 |
| Donations-Restricted | 4405 | 14,383.04 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 14,383.04 |
| Total Contributions | | 245,422.51 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 245,422.51 |
| Program Revenue | | | | | | | | |
| Social Security Revenue | 4140 | 416,942.25 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 416,942.25 |
| Client Fees | 4150 | 968,466.78 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 968,466.78 |
| Rental Income | 4160 | 158,251.67 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 158,251.67 |
| Medicaid Fees | 4162 | 139,503.70 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 139,503.70 |
| Management Fee Income | 4175 | 37,118.71 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 37,118.71 |
| Rental Income - Tenant | 5120 | 0.00 | 6,504.00 | 56,144.00 | 19,719.00 | 0.00 | 0.00 | 82,367.00 |
| Income(HUD Only) | | | | | | | | |
| Excess Rent | 5191 | 0.00 | 175.00 | 0.00 | 656.00 | 0.00 | 0.00 | 831.00 |
| Vacancy | 5220 | 0.00 | 0.00 | (6,578.00) | (6,710.00) | 0.00 | 0.00 | (13,288.00) |
| Total Program Revenue | | 1,720,283.11 | 6,679.00 | 49,566.00 | 13,665.00 | 0.00 | 0.00 | 1,790,193.11 |
| Investment Income | | | | | | | | |
| Interest Income | 4210 | 18.23 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 18.23 |
| Interest Income-Operations | 5410 | 0.00 | 0.00 | 1.10 | 0.86 | 0.00 | 0.00 | 1.96 |
| Interest Income-Residual | 5430 | 0.00 | 4.57 | 0.00 | 92.94 | 0.00 | 0.00 | 97.51 |
| Interest Income-Reserve/Replacement | 5440 | 0.00 | 2.28 | 27.38 | 347.68 | 0.00 | 0.00 | 377.34 |
| Total Investment Income | | 18.23 | 6.85 | 28.48 | 441.48 | 0.00 | 0.00 | 495.04 |
| Other Income | | | | | | | | |
| Other Revenue | 4200 | 45,328.16 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 45,328.16 |
| Disposition Of Assets-Gain/Loss | 4500 | 338,372.63 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 338,372.63 |
| Total Other Income | | 383,700.79 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 383,700.79 |
| Total Revenue | | 12,146,914.47 | 10,560.85 | 127,331.48 | 32,899.48 | 0.00 | 536,119.61 | 12,853,825.89 |

Pathway Homes
Statement of Functional Expenses - Combined Financial Statement-BB
From 7/1/2018 Through 5/31/2019

Expenses
Salaries and related expenses

| | | PHI | Pathway Options, Inc. | Pathways Living, Inc. | Pathway Visions, Inc. | Pathway Recovery, Inc. | Pathway Homes of Florida, Inc. | Total |
|------|-------------------------------------|--------------|--------------------------|--------------------------|--------------------------|---------------------------|-----------------------------------|--------------|
| 9000 | Payroll | 3,190,966.74 | 0.00 | 0.00 | 0.00 | 14,825.86 | 402,195.50 | 3,607,988.10 |
| 9200 | Payroll Tax Expense | 233,251.92 | 0.00 | 0.00 | 0.00 | 1,156.48 | 30,197.61 | 264,606.01 |
| 9300 | Retirement Expense | 50,949.02 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 50,949.02 |
| 9400 | Health Insurance | 288,666.69 | 0.00 | 0.00 | 0.00 | 0.00 | 62,069.60 | 350,736.29 |
| 9450 | Life Insurance | 6,727.72 | 0.00 | 0.00 | 0.00 | 0.00 | 1,127.00 | 7,854.72 |
| 9470 | Dental Insurance | 29,052.04 | 0.00 | 0.00 | 0.00 | 0.00 | 3,530.28 | 32,582.32 |
| 9500 | VA Employment Tax | 7,233.36 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 7,233.36 |
| 9510 | FL Employment Tax | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2,661.90 | 2,661.90 |
| 9600 | Workmen's Compensation | 65,114.11 | 0.00 | 0.00 | 0.00 | 404.13 | 6,399.97 | 71,918.21 |
| 9800 | Accrued Compensated Leave | (147,613.88) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (147,613.88) |
| | Total Salaries and related expenses | 3,724,347.72 | 0.00 | 0.00 | 0.00 | 16,386.47 | 508,181.86 | 4,248,916.05 |
| | Professional Services | | | | | | | |
| 6340 | Legal Expense | 24,033.15 | 0.00 | 316.00 | 178.00 | 0.00 | 0.00 | 24,527.15 |
| 6350 | Audit Expense | 69,075.00 | 0.00 | 600.00 | 0.00 | 0.00 | 1,100.00 | 70,775.00 |
| 7201 | PRS Support Services | 84,020.45 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 84,020.45 |
| 7202 | PRS Psychosocial Rehab | 54,225.60 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 54,225.60 |
| 7203 | PRS Employment Service | 881.22 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 881.22 |
| 9700 | Contract/Project Manager | 88,514.41 | 0.00 | 0.00 | 0.00 | 0.00 | 53,194.59 | 141,709.00 |
| | Total Professional Services | 320,749.83 | 0.00 | 916.00 | 178.00 | 0.00 | 54,294.59 | 376,138.42 |
| | Office Expense | | | | | | | |
| 6311 | Office Expenses-Phone HUD | 0.00 | 0.00 | 7,895.38 | 0.00 | 0.00 | 0.00 | 7,895.38 |
| 6313 | Telephone & Cable Expense | 99,171.88 | 0.00 | 0.00 | 0.00 | 0.00 | 7,041.42 | 106,213.30 |
| 6314 | Postage & Shipping | 7,063.05 | 0.00 | 0.00 | 0.00 | 0.00 | 118.96 | 7,182.01 |
| 6316 | Books & Subscriptions | 1,466.49 | 0.00 | 0.00 | 0.00 | 0.00 | 23.46 | 1,489.95 |
| 6317 | Printing & Copying | 5,743.73 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 5,743.73 |
| 6360 | Office Supplies | 3,180.16 | 0.00 | 0.00 | 0.00 | 0.00 | 23.50 | 3,203.66 |
| 6456 | Office Rent | 227,447.86 | 0.00 | 0.00 | 0.00 | 0.00 | 20,119.00 | 247,566.86 |
| | Total Office Expense | 344,073.17 | 0.00 | 7,895.38 | 0.00 | 0.00 | 27,326.34 | 379,294.89 |
| | Information & Technology | | | | | | | |
| 6352 | Computer Supplies & Services | 45,935.38 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 45,935.38 |
| 6353 | Computer Consultant Services | 136,179.90 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 136,179.90 |
| | Total Information & Technology | 182,115.28 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 182,115.28 |
| | Occupancy | | | | | | | |
| 6450 | Electricity | 98,915.45 | 1,907.69 | 7,226.80 | 2,169.19 | 0.00 | 763.80 | 110,982.93 |
| 6451 | Water | 25,054.99 | 913.38 | 5,270.92 | 0.00 | 0.00 | 0.00 | 31,239.29 |
| 6452 | Gas | 10,539.72 | 0.00 | 5,216.27 | 0.00 | 0.00 | 0.00 | 15,755.99 |
| 6454 | Contract Expense-Other | 61,572.45 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 61,572.45 |
| 6457 | Leasing and Contract Expense | 4,026,653.83 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4,026,653.83 |
| 6460 | Home Owners Association Fee | 215,571.72 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 215,571.72 |

Statement of Functional Expenses - Combined Financial Statement-BB

From 7/1/2018 Through 5/31/2019

| | | | | | | | |
|-------------------------|------|----------|-------|----------|------|------|----------|
| Garbage & Trash Removal | 6525 | 4,865.42 | 30.00 | 1,790.70 | 0.00 | 0.00 | 6,686.12 |
|-------------------------|------|----------|-------|----------|------|------|----------|

Statement of Functional Expenses - Combined Financial Statement-BB

From 7/1/2018 Through 5/31/2019

| | PHI | Pathway Options, Inc. | Pathways Living, Inc. | Pathway Visions, Inc. | Pathway Recovery, Inc. | Pathway Homes of Florida, Inc. | Total |
|---|--------------|--------------------------|--------------------------|--------------------------|---------------------------|-----------------------------------|--------------|
| Total Occupancy | 4,443,173.58 | 2,851.07 | 19,504.69 | 2,169.19 | 0.00 | 763.80 | 4,468,462.33 |
| Conferences & Training | | | | | | | |
| 6417 Conferences | 9,144.96 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 9,144.96 |
| 6418 Training Expenses | 51,503.30 | 0.00 | 0.00 | 0.00 | 0.00 | 3,259.95 | 54,763.25 |
| Total Conferences & Training | 60,648.26 | 0.00 | 0.00 | 0.00 | 0.00 | 3,259.95 | 63,908.21 |
| Interest Expense | | | | | | | |
| 6820 Interest Expense | 80,894.51 | 0.00 | 25,594.35 | 0.00 | 0.00 | 0.00 | 106,488.86 |
| Total Interest Expense | 80,894.51 | 0.00 | 25,594.35 | 0.00 | 0.00 | 0.00 | 106,488.86 |
| Depreciation & Amortization | | | | | | | |
| 6600 Depreciation Expenses | 331,216.57 | 3,984.86 | 18,174.14 | 9,151.46 | 0.00 | 4,007.74 | 366,534.77 |
| 6695 Amortization Expense | 0.00 | 0.00 | 2,737.90 | 0.00 | 0.00 | 0.00 | 2,737.90 |
| Total Depreciation & Amortization | 331,216.57 | 3,984.86 | 20,912.04 | 9,151.46 | 0.00 | 4,007.74 | 369,272.67 |
| Professional Insurance | | | | | | | |
| 6430 Professional Liability Insurance | 134,384.71 | 0.00 | 0.00 | 0.00 | 0.00 | 187.00 | 134,571.71 |
| 6433 Crime Bond Insurance | 3,108.42 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3,108.42 |
| 6435 Directors & Officers Insurance | 8,663.42 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 8,663.42 |
| 6436 Mortgage Insurance Premium | 0.00 | 0.00 | 2,783.24 | 0.00 | 0.00 | 0.00 | 2,783.24 |
| 6720 Property Liability Insurance | 37,674.43 | 1,623.75 | 9,768.14 | 3,320.44 | 0.00 | 0.00 | 52,386.76 |
| 7106 Insurance Proceeds | (15,000.00) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (15,000.00) |
| Total Professional Insurance | 168,830.98 | 1,623.75 | 12,551.38 | 3,320.44 | 0.00 | 187.00 | 186,513.55 |
| Repairs & Maintenance | | | | | | | |
| 6540 Repairs & Maintenance | 230,151.08 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 230,151.08 |
| 6541 Grounds Maintenance | 15,064.26 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15,064.26 |
| 6542 Extermination | 14,505.49 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 14,505.49 |
| 6599 Reserve for Replacements | (2,487.86) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (2,487.86) |
| Total Repairs & Maintenance | 257,232.97 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 257,232.97 |
| Program/Contract Expenses | | | | | | | |
| 6421 Recreation Supplies | 18.99 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 18.99 |
| 6465 Security Deposits | 10,303.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10,303.00 |
| 6466 Moving Fees | 10,228.05 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10,228.05 |
| 6520 Contracts - HUD Only | 308.16 | 1,570.92 | 19,713.34 | 3,274.25 | 0.00 | 0.00 | 24,866.67 |
| 6590 Misc Operating Expenses | 5,229.62 | 1,426.36 | 3,928.45 | 20,163.94 | 0.00 | 0.00 | 30,748.37 |
| 6595 Furnishings Not Capitalized | 29,888.68 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 29,888.68 |
| 6596 Equipment Not Capitalized | 7,256.23 | 0.00 | 0.00 | 0.00 | 0.00 | 6,104.00 | 13,360.23 |
| 6597 Capitalized Expenses | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 6721 Renter's Insurance | 40,674.89 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 40,674.89 |
| 6932 Food | 106,296.86 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 106,296.86 |
| 6951 Cleaning/Household Supplies | 18,031.86 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 18,031.86 |
| 6952 Client emergency, supplies, transportation | 7,500.00 | 0.00 | 0.00 | 0.00 | 0.00 | 83,285.75 | 90,785.75 |

Statement of Functional Expenses - Combined Financial Statement-BB

From 7/1/2018 Through 5/31/2019

| | PHI | Pathway Options, Inc. | Pathways Living, Inc. | Pathway Vision's, Inc. | Pathway Recovery, Inc. | Pathway Homes of Florida, Inc. | Total |
|-----------------------------------|----------------------|--------------------------|--------------------------|---------------------------|---------------------------|-----------------------------------|----------------------|
| 6960 Medical Supplies - Rx | 15,599.87 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15,599.87 |
| 6963 Medical Supplies - Non Rx | 2,930.92 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2,930.92 |
| 6964 Cosmetic/Personal Items | 1,892.05 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,892.05 |
| 6973 Laundry/Linens | <u>7,760.17</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>7,760.17</u> |
| Total Program/Contract Expenses | 263,919.35 | 2,997.28 | 23,641.79 | 23,438.19 | 0.00 | 89,389.75 | 403,386.36 |
| Development Expenses | | | | | | | |
| 6210 Advertising & Marketing | 8,181.67 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 8,181.67 |
| 6391 Purchases From Contributions | 78,457.55 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 78,457.55 |
| 6392 Pass-Through Contributions | 0.99 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.99 |
| 6394 Fundraising Expense | <u>45,070.24</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>45,070.24</u> |
| Total Development Expenses | 131,710.45 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 131,710.45 |
| Administrative Expenses | | | | | | | |
| 6315 Membership Fees | 7,935.67 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 7,935.67 |
| 6370 Bad Debts | (260.00) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (260.00) |
| 6390 Administrative Expenses | 28,870.54 | 250.00 | 24.85 | 115.00 | 0.00 | 35.90 | 29,296.29 |
| 6416 Special Events | 12,804.54 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 12,804.54 |
| 6420 Counselor's Expenses | 119.50 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 119.50 |
| 6459 Storage Facility | 13,926.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 13,926.00 |
| 9705 Administrative | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> |
| Total Administrative Expenses | 63,396.25 | 250.00 | 24.85 | 115.00 | 0.00 | 35,615.22 | 99,437.22 |
| Taxes, Licenses, & Permits | | | | | | | |
| 6710 Real Estate Taxes | 7,147.39 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 7,147.39 |
| 6790 Fees, Licenses & Permits | <u>26,423.67</u> | <u>0.00</u> | <u>0.00</u> | <u>25.00</u> | <u>25.00</u> | <u>439.25</u> | <u>26,912.92</u> |
| Total Taxes, Licenses, & Permits | 33,571.06 | 0.00 | 0.00 | 25.00 | 25.00 | 439.25 | 34,060.31 |
| Travel | | | | | | | |
| 6431 Vehicle Insurance | 23,446.59 | 0.00 | 0.00 | 0.00 | 0.00 | 2,185.72 | 25,632.31 |
| 6560 Staff Mileage Expenses | 29,174.49 | 0.00 | 0.00 | 0.00 | 0.00 | 36,255.39 | 65,429.88 |
| 6570 Vehicle Operating Cost | <u>19,616.21</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>19,616.21</u> |
| Total Travel | 72,237.29 | 0.00 | 0.00 | 0.00 | 0.00 | 38,441.11 | 110,678.40 |
| Total Expenses | <u>10,478,117.27</u> | <u>11,706.96</u> | <u>111,040.48</u> | <u>38,397.28</u> | <u>16,411.47</u> | <u>761,942.51</u> | <u>11,417,615.97</u> |
| Change in Net Assets | <u>1,668,797.20</u> | <u>(1,146.11)</u> | <u>16,291.00</u> | <u>(5,497.80)</u> | <u>(16,411.47)</u> | <u>(225,822.90)</u> | <u>1,436,209.92</u> |

July 1 - Philanthropic Report –4th Quarter FY19

April 1, 2019 through June 30, 2019

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

Staff: Sylisa Lambert-Woodard, Anna Smith

- Financial Contribution Total Received YTD \$591,190 - **FY19 - Goal \$796,000 (74% of goal)**
 - Down from \$613,775 received in FY18

FY19 Campaign Totals:

- *Help the Homeless:* \$49,423 – **FY19 Goal \$70,000 (79% of goal)**
 - *Full campaign total - \$55,423 (\$6,000 in FY19 sponsorship received in FY18)
- *Holiday Wish List:* \$8,064 – **FY19 Goal \$30,000 (27% of goal)**
- *STP Breakfast:* \$70,157 – **FY19 Goal \$85,000 (82% of goal)**

Grants: FY19 Received \$424,475 - **FY19 Goal \$500,000 (85% of goal)**

- Upcoming Events:
 - Summer of the Arts Exhibit – July 8th through July 15th and Summer of the Arts Artists' Reception, Saturday, July 13th 4-6 p.m. – Lorton Workhouse, 9518 Workhouse Way, Lorton – Muse Room, Building W16.
 - Steps to Pathways Information Session – August 15, 2019 – 10 to 11 a.m. – Pathway Homes Board Conference Room
 - 20th Anniversary Help the Homeless 5K Walk – Saturday, October 19th – Fairfax City Hall — 8:30 a.m. to 10:30 a.m.
- Action Steps:
 - Create your Help the Homeless Walk peer to peer fundraising page and/or bring out a team or two! Walk Registration site link will be emailed to board by August 1st. Feel free to ask your friends to save the date now!
 - If you, your organization or a local business you know want to sponsor the Walk, please reach out ASAP! Sponsorship packets will be in your board folder. Anna will also send a pdf that you can email to contacts.

FY20 fundraising goals in development in conjunction with Agency Strategic Goals for FY20.

July 1, 2019 – Board Development Report – 4th Quarter FY2019

April 1, 2019 through June 30, 2019

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

Staff: Sylisa Lambert-Woodard, Anna Smith

Board Recruitment: The Board Development Committee conducted three board candidate initial conference calls over the last quarter. They interviewed Julia Healey, Dwight Robinson and Dr. Ramesh Singh. (Bio's attached). After the initial call, Julia Healey requested a place on the Philanthropic Committee as a non-voting member in lieu of Board membership at this time. The Philanthropic Committee Chair accepted that request and Julia attended her first Philanthropic Committee meeting on June 25th.

After the initial screening calls, Dwight Robinson and Dr. Ramesh Singh were both recommended by the Board Development Committee to move forward for board nomination at the July 8th meeting. The formal luncheon with the Board Chair and CEO will take place in mid-July. Should the board vote in the candidates and the candidates accept the invitation to join the board, they will attend board orientation prior to their first board meeting in October.

The committee continues recruitment/consideration of two additional candidates in the pipeline.

Emily Chiang joined the board in July 2016 and she notified the Board Chair that she will roll off the board June 2019. We thank Emily for her service these last three years and greatly appreciate the connections she made in support of the agency.

Board Retreat: Every other year, Pathway Homes holds an all-day board retreat in October. This year the retreat will either be Monday, October 7th or Monday, October 14th (Columbus Day). The annual board meeting will be held the evening of October 7th or October 14th whichever day the Board chooses not to do the retreat.



DWIGHT ROBINSON, Retired Senior Vice President, Human Resources, Diversity & Inclusion and Chief Diversity Officer

Freddie Mac - Dwight P. Robinson currently serves as Senior Vice President, Corporate Relations & Housing Outreach. He is responsible for engaging strategic partners and developing and executing initiatives to achieve corporate policy, business and reputation goals. Prior to joining Freddie Mac in 1998, Robinson was Deputy Secretary of the Department of Housing and Urban Development (HUD), functioning as COO and handling the agency's day-to-day operations. Before assuming the Deputy Secretary position at HUD, Robinson was President of Ginnie Mae, a wholly-owned government association that serves low-to moderate-income homebuyers. Robinson has a long career in the housing industry including serving as Deputy Executive Director of Michigan State Housing Development Authority (MSHDA). Dwight retired in March 2018.



DR. RAMESH SINGH, Dr. Singh is a cardiac surgeon who performs the full spectrum of adult cardiac surgery with a special interest in minimally invasive and advanced heart failure. He is board certified in cardiac and thoracic surgery. He joins Inova Medical Group with over 15 years of clinical experience.

A native of Malaysia, he spent a decade in Ireland after which he came to the United States to further his professional development. Dr. Singh currently resides in Virginia with his family. In his spare time he likes to do home improvement projects and education.

Awards/Associations/Appointments

- Society for Thoracic Surgeons (STS) - Adult Cardiac Surgery Workforce Committee
 - American Association for Thoracic Surgeons (AATS) Leadership Academy 2012
 - James Ernest Kindred Award 2009 & 2010, University of Virginia School of Medicine (Resident who has most influenced the graduating Medical School class)
 - American College of Surgeons National Resident 2008, Award for Exemplary Teaching
 - All University Teach Award 2008, University of Virginia
-