

## Board of Directors

Dan Gray, Chairman  
Patrick Chaing, Vice-Chair  
Tom Rowe, Secretary/Treasurer  
Dara L. Aldridge  
Maiko Ashby  
Emily Chiang  
Jennifer Judelsohn  
Angie Lathrop  
Jennifer McGarey  
Douglas Robinson  
Jon-Michael Rosch  
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, October 3, 2016  
7:00 P.M.  
10201 Fairfax Blvd., Ste. 200  
Fairfax, VA 22030-2209



- 6:30 Social Half-hour
- 7:00 Call to Order of Annual Meeting
- 7:05 Presentation – Sylisa Lambert-Woodard, President & CEO  
State of the Agency
- 7:30 Approval of Minutes of Meeting July 11, 2016\*
- 7:35 CEO's Report – Dr. Sylisa Lambert-Woodard
- 8:00 Treasurer's Report - Brenda Brennan
- 8:05 Chairperson's Report and Comments
- 8:15 Committee Reports
1. Philanthropy Committee—Patrick Chaing
  2. Board Development—Patrick Chaing/Dan Gray
  3. Advocacy Committee—Angie Lathrop
  4. Strategic Planning *ad hoc* Committee—Jim Ross
- 8:40 Old Business
- 8:45 New Business
1. Board Nominations and Elections
  2. Resolution to approve Strategic Plan
  3. Drawing for Tuition Reimbursement Lottery
- 8:50 Announcements.
1. **Help the Homeless Walk:** Saturday, October 22, 2016  
9am-noon, Veteran's Park Amphitheater at Fairfax City Hall
  2. Resident Holiday Party: December 8, 2016  
6-9pm, Church of the Good Shepherd in Burke, VA
  3. Staff Holiday Party: December 9, 2016 (tentative; additional details will be communicated closer to the event+.
- 8:55 Adjournment

\* Materials Enclosed in Packet

## ADDENDUM TO BOARD AGENDA

October 3, 2016

Pathway Homes has successfully completed its preliminary strategic plan. This past quarter has been one of strategy, capacity building, and growth. Our Board committees are active and engaged, and onboarding of new board members are in process. This past year, our agency has seen the most significant increase in individuals served for the second year in a row! Ninety five (95) new consumers secured homes and services! At our annual board meeting, I look forward to showcasing the many milestones, and other achievements that validate Pathway Homes as the leader of permanent supportive housing in the region.

### **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 100% occupied!**
- Pathway Homes responded to a Request for Proposal (RFP) to Prince William in the amount of \$225,000 for the purchase of a two-bedroom condo located in the Woodbridge area. This proposal also leverages \$16,332.25 in support services, to be provided by 0.25 FTE (full-time employee) in the form of a Mental Health Counselor II. This proposal will meet several objectives put forth in the 2016-2020 Consolidated Plan by housing two individuals with mental health and/or co-occurring disabilities.

Thank you for submitting the Resolution of the Board as well as the Declaration of Economic Interest forms, both of which are unique requirements of Prince William County.

- Pathway Homes responded to an RFP to Fairfax Department of Housing and Community Development (DHCD) in the amount of \$1,766,765 to purchase eleven (11) one-bedroom condos within Fairfax County, primarily in the areas of Annandale/Falls Church and Alexandria. One condo would be purchased with CHDO (Community Housing Development Organization) funding through Pathway Recovery, Inc., and the other ten (10) condos purchased by Pathway Homes, Inc. If funded, this project would serve 11 homeless individuals with mental illnesses and/or co-occurring disabilities who have incomes at or below 30 percent adjusted monthly income (AMI).

- 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 called Leasing and Rental Assistance) projects serving 251 individuals **and an additional 22 individuals beginning in the fall**. The total amount of HUD assistance our Fairfax-Falls Church Continuum of Care (CoC) receives is \$8,291,071.
- Pathways continues to partner with Christian Relief Services (CRS), that is scheduled to close on 9/28/16 on a 113 unit complex in Alexandria, VA that will have up to 28 units set aside for our new 2015 SHP project. This project will fund our 22 beds newly awarded through the CoC.
- 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. Unfortunately, this grant **was not** awarded to our agency.

Updates on three (3) Pathways Community Consolidated Funding Pool (CCFP) FY 2017-18, awards include:

1. Pathways requested \$318,564 over two years to serve 28 homeless high-risk individuals with serious mental illnesses and co-occurring substance use disorders who require highly intensive supportive services *long-term* in order to maintain stability in the community. **Pathway Homes was awarded \$132,558 for FY17 and \$128,137 for FY18. Currently Pathways is actively serving 12 of the targeted population.**
2. Requested \$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 Stevenson Place ALF. As mentioned above Pathways did not receive the VHDA funding for the acquisition aspect of this project, therefore, Pathway Homes is now in negotiation with the CSB to repurpose West Ox II to house these individuals since we were not awarded the requested acquisition funds to buy a house for this purpose. Individuals originally housed in West Ox II facility will be provided newly acquired and/or existing Pathways housing.**
3. Requested \$464,136 over two years for the purpose of serving 50 homeless, high-risk individuals with serious mental illnesses and/or 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 is currently serving 30 of this targeted population.**

- Pathways Homes' *first* regional Department of Behavioral Health and Developmental Services (DBHDS) award to serve 31 individuals in Fairfax County, Prince William, and Alexandria City is fully occupied and operational! The contract award for \$1,407,576 (2 year period), has resulted in an award of: 18 beds- Fairfax, 10 beds- Prince William, and 7 beds- Alexandria. This contract began on 3/1/16, and was **100% occupied** by 8/31/16, one month earlier than projected.
- 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 illnesses. Lease up of these units is in process.
- 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 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 plan is complete; however, the design is quite different. This plan has been sent in advance to the *ad hoc* strategic planning committee for review. The committee will provide a recommendation for approval at the board meeting. Slides 11 and 15 are under review for greater clarity, and the final draft will be provided at the board meeting. Please take time to review the attached preliminary plan in preparation for board resolution and approval at the board meeting. The implementation plan will be presented in the January board meeting.

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

The quarterly meeting of the Board of Directors was held on July 11, 2016 at 6515 Terry Drive in Springfield, VA. A *quorum* being present, the meeting was called to order at 6:59 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

**MEMBERS**

Dan Gray, Chair  
Dara L. Aldridge  
Jennifer Judelsohn  
Angie Lathrop  
Jennifer McGarey  
Douglas Robinson  
James Ross  
Sue Zywockarte

**STAFF**

Sylisa Lambert-Woodard, President & CEO  
Brenda Brennan, CFO  
LaToya Johnson, Director of HR  
Anna Smith, Director of Development and  
Major Gifts  
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: Maiko Ashby, Patrick Chaing, Jennifer McKenzie, and Tom Rowe.

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

The guest speaker, Benjamin Tompkins, President, Virginia Commonwealth Corporation, was present only for the social half-hour and his presentation.

**WELCOME**

Dan Gray welcomed everyone to Terry Drive and thanked everyone who was involved in setting up the "board room," providing the tours of Calamo and Terry, as well as arranging for dinner.

**PRESENTATION**

**D&O and Other Insurance Policies**

Benjamin Tompkins, President, Virginia Commonwealth Corporation

Mr. Tompkins provided an overview of the D&O policy (provided ahead of time to Board members). He discussed the various changes from the previous year's policy, and also answered questions regarding coverage limits and eligible claims. He advised on potential other policies the Board could consider in future years, such as a cyber liability policy.

Jim asked who the officers of the Corporation are. Sylisa answered that the officers are Sylisa, Brenda, and the Board's officers (Chair, Vice-Chair, and Secretary/Treasurer).

Dan asked what the most common suits are again D&O Policies, that are not against employees. Ben answered that misrepresentation of the agency/mission as well as change to the fundamental values under which it was incorporated. For instance, a Board member could sue based on anger about the direction the agency is taking.

Pathway Homes has "prior acts" coverage going all the way back to the first policy purchase. In addition, there are other policies that can be tapped into, if necessary (e.g. umbrella policy).

### **MINUTES**

Dan Gray called for a motion to approve the minutes from April 11, 2016 as presented. Jim Ross made a motion to approve, which was seconded by Dara Aldridge and approved unanimously.

### **CEO REPORT** – Dr. Sylisa Lambert-Woodard

Sylisa's report was previously distributed to the Board in their packet (enclosed in the Board minutes book). She had no additional updates, but asked if there were any questions.

- Jennifer McGarey asked about the Sole Source contract negotiation and what it means that the County will be outsourcing its residential programs. Sylisa answered that these potential programs will be put up for bid with existing agencies contracting with the County. The agency's strategic plan will take into consideration the comparable marketplace to operate the residential homes on behalf of the County. This could potentially increase service capacity by 60-70 clients and 40-50 new staff positions or decrease by 30-40 staff positions.

### **TREASURER'S REPORT** – Brenda Brennan

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book). Dan asked how the TSA audit is different from the annual audit. Brenda answered that this is the 4<sup>th</sup> year that a separate TSA audit has been required. It is a completely different audit from the annual audit, and the fee is about one-third of the larger audit. Lincoln Financial Group provides a lot of the information directly to the auditors for no additional fee since it is required on their part.

### **CHAIRPERSON'S REPORT AND COMMENTS** – Dan Gray

Dan congratulated all the Board members who participated in the presentation to the Center for Non-Profit Advancement representatives. Jim, Patrick, Angie, Jennifer J. and Sue did an outstanding job presenting. Dan also thanked Larry and Anna who put the presentation together. This was a unique opportunity to justify how the Board runs the agency and to others who sit on various other boards. It was an intense process. The selection will be made formally on July 22<sup>nd</sup>. The Board Development Committee will look at how individuals are cycled through the

Board leadership positions. The Board is requested to provide feedback when asked.

Dan also reminded the Board that as part of the partnership with the Center for Non-Profit Advancement there are free classes available through the Center. Jonny also gave information about a free class on the 990 form (tax return) and Dan will circulate the information to Board members via email.

### **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 Board received \$75,000 grant from Potomac Health Foundation which far-exceeded our donation goals.
- Looking for hosts for Steps to Pathways (now in even months). A sign-up is being circulated.
- For this year's Help the Homeless Walk, the committee will be challenging the Board to increase their donations over last year. We have the opportunity for a \$10,000 match from the Cafritz Foundation, and this will be the goal for the Board. Dan requested that the Board be provided with materials about how to solicit, as well as how checks should be made out, etc. Jennifer also explained that each Board member can have a team website in order to help with the "GET" part of "Give or Get."
- The IT campaign has \$26,000 outstanding, and the Board can allocate some of the Help the Homeless donations to finish this campaign. The committee will bring its recommendations to the next meeting.
- Thanks to Dara, Angie, Jennifer McGarey, and Jennifer Judelsohn for serving as table captains at the Steps to Pathways breakfast.
- Summer of the Arts reception is on August 6<sup>th</sup> from 4-6pm. Postcards have been distributed; the committee encourages all Board members to attend.

### **ADVOCACY** – Angie Lathrop

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

The committee has had 2 meetings in the past few months. Some of the tasks that have been tackled include:

- Compile a list of important members in the State legislature. Virginia Association of Community-Based Providers (VACBP) has a list of influential members.
- Create a calendar of important dates/events for advocacy
- Build relationships with influential people in order to help with advocacy. Leverage Board members to build relationships with these people.
- The Advocacy Committee will work closely with the Philanthropy Committee in order to get influential members to the Help the Homeless Walk.

## **STRATEGIC PLANNING** – Dan Gray

A summary of the Strategic Planning process has been included in the addendum. An October presentation to the Board is expected.

## **BOARD DEVELOPMENT** – Dan Gray on behalf of Patrick Chaing

The Committee has been working on defining the parameters for non-Board participation on Committees. This has been distributed to the Board with thanks to Anna for her help in compiling the list. Dan called for a motion to approve the parameters as presented. Angie Lathrop made a motion to approve. This was seconded by Sue Zywokarte and approved unanimously.

Jim asked if these committee members are covered by insurance. Brenda clarified they are covered under the agency's insurance policies for volunteers. Emily Chiang asked if Pathway Homes has ever been sued; Sylisa replied it has not.

Jennifer Judelsohn proposed that the parameters be amended to read under Section IV-e: "with oversight by committee chair or Pathway Homes staff member." Dan called for a motion to approve the amendment as read. Jennifer made a motion to approve; this was seconded by Doug Robinson and approved unanimously.

## **OLD BUSINESS** –

The was no old business.

## **NEW BUSINESS** –

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

**Board Development** – The By-Laws state that there may be up to 13 Board members. In order to vote Emily and Jonny onto the Board, Jennifer McKenzie must be voted off. This will leave a Vice-Chair vacancy. The Board Chair nominates Patrick Chaing to be temporarily appointed to the position of Vice-Chair until regular elections are held at the October meeting.

Dan called for a motion to remove Jennifer McKenzie from the Pathway Homes Board. Sue Zywokarte made a motion to approve. This was seconded by Jim Ross and approved unanimously.

Dan called for a motion to approve the temporary appointment of Patrick Chaing to the position of Vice-Chair of the Board. Jennifer Judelsohn made a motion to approve. This was seconded by Dara Aldridge and approved unanimously.



The Board Development Committee has advised that the Board nominate Emily Chiang and Jonny Rosch as new members.

Dan called for a motion to approve the nomination of Jon-Michael Rosch to the Board for a three-year term expiring in October 2016. Jim made a motion to approve. This was seconded by Dara and approved unanimously.

Dan called for a motion to approve the nomination of Emily Chiang to the Board for a three-year term expiring in October 2016. Jennifer Judelsohn made a motion to approve. This was seconded by Angie and approved unanimously.

### **ANNOUNCEMENTS –**

Summer of the Arts is currently on display; the artists' reception will be August 6<sup>th</sup>. All Board members are encouraged to attend. The Help the Homeless Walk will be held October 22<sup>nd</sup> at Veterans Park in downtown Fairfax.

Jennifer McGarey asked why the walk was moved from Stevenson Place. Jennifer Judelsohn responded that the change in venue allows us to have a bigger event and involve more of the community. There is ample parking at City Hall. There are good places to walk, and we are awaiting approval of the walk route by Fairfax. This may mean that there are fewer residents, but more community involvement.

### **ADJOURNMENT**

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

The meeting was adjourned at 8:43 p.m.

Respectfully submitted,

TREASURER'S REPORT-October 2016

Brenda Brennan, Chief Financial Officer

The Tax Sheltered Annuity Audit (TSA) field work was completed on July 29, 2016. The financial statements are in draft form and the final should be received shortly.

The Fiscal Year 2016 Financial and Compliance audit field work occurred between Monday, August 1 and August 25 with a team of four auditors, from CohnReznick. We have been told that the Preliminary and Tentative Financial Statements for Pathway Homes, Pathways of Florida and Pathways Recovery are under review and should be submitted to Pathways for review and comment by October 3. The Financial Statements for Pathways Living, Pathway Visions and Pathway Options have been finalized and submitted to the U.S. Department of HUD. Following the review and completion of the financial statements, the preparation of the 990 tax returns for the corporations will be completed. Due date extensions have been filed with the IRS, but we anticipate having all the tax returns completed and submitted no later than the November 15 due date.

The Audit Committee will be scheduling a meeting with the auditors from CohnReznick, during the next month, for the presentation of the Fiscal Year 2016 results.

The annual Housing Assistance Payment Contract for Pathways Living, Inc., effective July 1, 2016, the Project Rental Assistance Contracts for Pathway Visions, Inc., effective August 1, 2016 and for Pathway Options effective September 1, 2016 have all been signed.

September 26, 2016 - Philanthropic Report –1<sup>st</sup> Quarter FY17

July 1, 2016 through September 23, 2016

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

- Financial Contribution Total \$127,315– **FY17 Goal \$288,000**
  - Campaign Updates:
    - *Technology Campaign:*
      - Campaign Total: \$364,430 – **Campaign Goal \$385,000**
      - Current amount left in the campaign \$20,570
      - Potomac Health Foundation and Cafritz - \$25,000 Awarded-Not Yet Received
      - IT Campaign Total: 389,430!!
    - *Help The Homeless:* \$19,904 – **FY16 Goal \$50,000**
  - Grant Update: \$102,913- **FY17 Goal \$245,416 (\$88,750 in New Grants)**
    - *Submitted:* \$268,000
    - *FY17 - Received/Awarded:* \$28,000
    - *Awarded in FY16, but will be distributed FY17:* \$156,666
    - *Total Pending:* 200,000
    - *Total Declined:* 25,000
  - Upcoming Philanthropic Events:
    - Help the Homeless Walk – October 22, 2016 – Veterans Park next to Fairfax City Hall – Reg. opens 9:00 a.m.- Walk begins at 10:00 a.m.
    - Steps to Pathways Breakfast – Thursday, May 11, 2017 - Stacy Sherwood Community Center - 8-9:30 a.m.
  - Board Call to Action
    - Thank you Sue Zywokarte for hosting August Steps to Pathways Information sessions.
    - Help the Homeless Board Sponsorship – Give or Get aggregate goal \$10,000 – Can include funds collected through team sponsorship and/or direct contribution.

## **September 23, 2016 – Board Development Report –1<sup>st</sup> Quarter - FY2017**

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

Staff: Sylisa Lambert-Woodard, Anna Smith

*Learning Series Topics* - The Board Development Committee reviewed the Learning Series survey results and set a goal to hold the first session in the 3<sup>rd</sup> Quarter of FY17 (January/February). The Board members indicated that understanding Virginia State Revenue Requirements and Pathways 101 were ranked 1<sup>st</sup> and 2<sup>nd</sup> in terms of most desirable topics. The Board Development Committee will work with Pathway Homes' staff to create webinar curriculum to address those issues.

*Officer Nominations* – The Board Development Committee reviewed the by-law section pertaining to the officer selection process. The Board Chair and CEO will be reaching out to Board members with the relevant experience needed for future open positions to see if they would have an interest in being nominated. Formal nominations and voting will take place at a full board meeting.

*New Member On-Boarding* – The Committee confirmed that the two newly-elected board members had been scheduled for orientation. The committee also confirmed mentor assignments for those members. The orientation took place on September 19, 2016 and the board members received their mentor name and contact information.

# Strategic Plan

Pathway Homes

September 2016

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## > Review of process

- Strategic planning activities
- Research findings
- Option generation process and outcomes

## > Strategic Plan

## > Implementation Plan

# Strategic Planning Process and Activities

## Situational Assessment

- Reviewed internal data and reports to understand the current business model
- Conducted 10 individual interviews and 4 focus groups with a mix of funders, partners, public officials, competitors, consumers, and staff
- Analyzed external data to assess current industry trends

## Strategic Option Generation

- Held multiple sessions with the senior team and the strategic planning working group to evaluate potential strategic options and refine the most attractive ones

## Plan Development

- Worked with the senior team to develop a set of strategic initiatives and associated implementation plan

# Finding from Interviews

## Strengths

- Is a leader in the field, with a quality service model
- Is focused on the consumers
- Is able to respond to emerging needs quickly and efficiently
- Is mission driven without losing sight of the business realities
- Has a strong management team at the helm

## Weaknesses

- We must better attract, grow and retain talent, particularly as the organization grows
- Should clearly define what our primary focus is
- There should be more collaboration with other non-profits
- Need to really understand the communities you are expanding into
- Need to develop more of an external brand and public presence
- Should expand revenue base to include more private fundraising dollars
- Need to continue to invest in infrastructure to support growth

## Opportunities

- Build out more housing within existing geographic footprint
- Contract out more mental health services outside of housing clients
- Expand to new populations
- Expand geographies
- Expand services
- Consider acquiring smaller, less stable non-profits in the space
- Develop a more purposeful advocacy agenda
- Ensure operations are sufficient to support the organization and its strategy

## Threats

- Funding is going to get even more competitive over time
- Reimbursement rates and payment mechanisms may change going forward
- Characteristics of the client base is changing
- Housing in this area is becoming prohibitively expensive for more and more people



# Findings from landscape review

- > There is still a significant housing need in the DC Metro area
- > Investments are being made regionally and locally to increase their permanent supportive housing capacity
- > Additional bed capacity is needed to serve the chronically homeless
- > DC and Montgomery County have the biggest need around the homeless
- > DC, Montgomery County and Fairfax County have the most funding allocated to housing the homeless
- > In terms of total dollars, Virginia invest more heavily in the intellectually/developmentally disabled (I/DD) population than in mentally ill individuals.
- > However, reimbursement rate for serving I/DD are much lower than rates for serving seriously mentally ill individuals.

# Summary of Options Reviewed\*

Model	Description
Meet All Need	Pathway Homes focuses on expanding its housing stock and service capacity to meet the needs of the seriously mentally ill within Fairfax and Prince William Counties.
Mental Health for All	Pathway Homes is an outsourced service provider to other behavioral health care and housing organizations for mental health services.
Beyond SMI	Pathway Homes would expand its client base beyond SMI to new, but analogous populations that do not have co-occurring SMI (e.g. development disabilities, intellectual disabilities)
Beyond Fairfax	Pathway Homes would expand its housing and services to additional geographies (e.g. other DMV jurisdictions, other VA jurisdictions)
Franchise the Model	Pathway Homes would document its model and license it out to other housing providers to adopt.
Train the Trainer	Pathway Homes would document its model and conduct technical assistance for others looking to implement its model
Gobble Gobble	Pathway Homes expands by acquiring struggling organizations that do the same or analogous work.
Strengthen the Core	Pathway Homes works to strengthen its infrastructure to sustainably support the work to which it is already committed.

# Decision Criteria

- > Is consistent with our mission
- > Will create meaningful impact
- > Is exciting to management and staff
- > Fills a need in the marketplace
- > Builds on our existing skills and expertise
- > Can be sustainably funded

# Model Recommendations

Model	Recommendation
<b>Meet All Need</b>	<b>Consider this option more fully</b>
Mental Health for All	Partner as necessary on specific projects, but do not build out full mental health capability and attempt to compete with CSB
Beyond SMI	Serve other populations as they co-occur with SMI (e.g. substance use, ID, DD), but do not serve them as stand alone populations
<b>Beyond Fairfax</b>	<b>Consider this option more fully</b>
Franchise the Model	Pathways is not in a position to pursue this in the near term future, but we should consider building infrastructure in a way that preserves this as an option
Train the Trainer	Develop a pricing model for getting compensated for training and consultation when asked, but do not develop it as a strategic focus
Gobble Gobble	Take off the list completely
Strengthen the Core	Should be considered as a part of any strategy pursued, but is not compelling as a stand alone strategy

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# Strategic Direction

## DEEPEN

### Deepen our ability to meet the need within our existing geography

- Goal is to serve all the housing and support needs for the seriously mentally ill within existing geographies
- Specific effort will be made to serve those on the waiting list who don't meet traditional homeless criteria
- Existing services like case management, employment support and crisis stabilization will be deepened

## BROADEN

### Selectively expand to new Virginia geographies when specific conditions are met

- Any expansion will be concentrated within the state of Virginia
- Expansion projects will not be proactively pursued, but opportunities will be considered as they emerge
- Opportunities will be evaluated against a defined set of criteria when determining whether to pursue

# Current Geographic Focus

Florida

## Geographic Goals

- Grow the number of individuals served through expanding existing and winning new contracts
- Build the infrastructure so it can be a fully independent organization

Prince William

- Develop relationships in Prince William County so that we become known as the seriously mentally ill housing expert like we are in Fairfax

Fairfax

- Position ourselves to be asked to bid on any new large contracts (e.g. residential outsourcing)
- Continue to nurture and grow relationships with Fairfax officials

# Criteria for Undertaking Geographic Expansion

## Strategic

- Is the program consistent with our model?
- Is there an element of innovation in the program?
- Can we make a difference for this population?

## Execution

- Do we understand the regulatory, political and funding environment?
- Can we adequately manage any risks (financial, clinical, operational, reputational)?
- Do we have enough staff depth to execute or can we hire to acquire that depth?

## Relationship

- Do we have the right partners in place?
- Is there desire to have us do this—e.g. political endorsement, community excitement, recognition of our expertise?
- Is there Board buy in?

## Financial

- Is there seed money for startup?
- Do we have the funds, not only to do it, but do it well?
- Does the program have a sustainable funding model?
- Are we in control of the funding?



# Strategies and goals

## Strategic Imperatives

Strengthen our core operations to position us for growth

Expand the number and breadth of services in our core geographies

Broaden our geographic reach within Virginia

Adequately fund the work

Expand our abilities to provide core services

Build our brand in the state of Virginia

Have sufficient skills and number of staff

Better move consumers through different levels of care

Assess new expansion opportunities as they emerge

Develop and use more efficient systems

Position ourselves for new opportunities in core geographies

Create a unified culture

## Goals

# Measures of Success

## Service Effectiveness

- % of individuals who are involved in a productive daily activity
- % of individuals who experience a psychiatric re-hospitalization
- % of individuals who are employed at least part time
- % of individuals who remain stable in permanent housing during the year

## Service Delivery

- # of individuals served in Fairfax, Prince William and Central Florida
- # of individuals on the wait list
- # of beds available for residents not meeting homeless criteria
- % of individuals needing health care successfully connected
- % of vacancies filled by other eligible residents within 30 days
- Average cost of serving consumer

## Business Functions

- Invitations to speak, consult, advise at organizations in key geographies
- Opportunities provided to staff identified as having leadership potential
- # of licensed staff by area of specialty
- % of staff vacancies
- Growth rate of key revenue streams
- Percentage of key revenue streams

# What we will NOT do

- > Add new geographies outside of the state of Virginia
- > Serve new populations that do not have a co-occurring diagnosis of serious mental illness (e.g. stand alone substance abuse or intellectual disability/developmental disability)
- > Dramatically expand our services into new areas we are not currently providing (e.g. forensics)
- > Serve youth and adolescents

# Table of Contents

## > Review of process

- Strategic planning activities
- Research findings
- Option generation process and outcomes

## > Strategic Plan

## > Implementation Plan

# Implementation plan

> Implementation plan to be added when complete



**PATHWAY HOMES, INC.  
BOARD OF DIRECTORS**

**REPORT OF THE NOMINATING COMMITTEE**

The Nominating Committee of the Board of Directors of Pathway Homes is pleased to recommend the nomination of the following slate of officers for the October 2016 – October 2017 Year:

Chairperson – Dan Gray

Vice-Chairperson – Patrick Chaing and Jennifer McGarey

Secretary – Jon-Michael Rosch

Treasurer – Tom Rowe

Submitted By:

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Secretary/Treasurer

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President & CEO

In addition, the committee recommends the re-election of the following Board members for a three-year term, which will expire in October 2019:

Dara L. Aldridge

Maiko C. Ashby

Angie Lathrop

Submitted By:

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Secretary/Treasurer

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President & CEO

## 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.

## PATHWAYS LIVING, INC.

**Mary Baldwin, Huntington, Pioneer, and Sheldon**

Six three-bedroom homes for nine men and nine women

## Board of Directors

Monday, October 3, 2016  
10201 Fairfax Blvd., Ste. 200  
Fairfax, VA 22030-2209



- 9:00 Call to Order of Annual Meeting
- 9:01 Approval of Minutes of Meeting April 11, 2016\*
- 9:02 CEO's Report – Dr. Sylisa Lambert-Woodard
- 9:05 Treasurer's Report - Brenda Brennan
- 9:06 Chairperson's Report and Comments
- 9:07 Committee Reports
- 9:08 Old Business
- 9:09 New Business
  - 1. Board Nominations and Elections
- 9:10 Announcements.
  - 1. **Help the Homeless Walk:** Saturday, October 22, 2016  
9am-noon, Veteran's Park Amphitheater at Fairfax City Hall
  - 2. Resident Holiday Party: December 8, 2016  
6-9pm, Church of the Good Shepherd in Burke, VA
  - 3. Staff Holiday Party: December 9, 2016 (tentative; additional details will be communicated closer to the event.
- 9:15 Adjournment

\* Materials Enclosed in Packet



**PATHWAYS LIVING, INC.**  
(Mary Baldwin, Huntington, Pioneer, and Sheldon)  
six three-bedroom homes for nine men and nine women

Minutes of the Meeting of the  
Board of Directors  
**April 11, 2016**

The regular semi-annual meeting of the Board of Directors was held on April 11, 2016. A quorum being present, the meeting was called to order at 8:36 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  
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 Zywokarte

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

**MINUTES**

Dan Gray called for a motion to approve the minutes from October 12, 2015 as presented. Patrick Chaing made a motion to approve, which was seconded by Dara Aldridge 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).

**TREASURER'S REPORT** – Brenda Brennan

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 did not have any information to report.

**COMMITTEE REPORTS**

There were no reports

**OLD BUSINESS** –

There was no old business.

**NEW BUSINESS** –

There was no new business.

**ANNOUNCEMENTS** –

There were no announcements.

**ADJOURNMENT**

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

The meeting was adjourned at 8:37 p.m.

Respectfully submitted,



**PATHWAY LIVING, INC.  
BOARD OF DIRECTORS**

**REPORT OF THE NOMINATING COMMITTEE**

The Nominating Committee of the Board of Directors of Pathway Homes is pleased to recommend the nomination of the following slate of officers for the October 2016 – October 2017 Year:

Chairperson – Dan Gray

Vice-Chairperson – Patrick Chaing and Jennifer McGarey

Secretary – Jon-Michael Rosch

Treasurer – Tom Rowe

Submitted By:

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Secretary/Treasurer

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President & CEO

In addition, the committee recommends the re-election of the following Board members for a three-year term, which will expire in October 2019:

Dara L. Aldridge

Maiko C. Ashby

Emily Chiang

Angie Lathrop

Submitted By:

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Secretary/Treasurer

---

President & CEO

## 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 OPTIONS, INC.

### Blake Lane

One three-bedroom townhome for three men

### Board of Directors

Monday, October 3, 2016  
10201 Fairfax Blvd., Ste. 200  
Fairfax, VA 22030-2209



- 9:16 Call to Order of Annual Meeting
- 9:17 Approval of Minutes of Meeting April 11, 2016\*
- 9:18 CEO's Report – Dr. Sylisa Lambert-Woodard
- 9:20 Treasurer's Report - Brenda Brennan
- 9:21 Chairperson's Report and Comments
- 9:22 Committee Reports
- 9:23 Old Business
- 9:24 New Business
  - 1. Board Nominations and Elections
- 9:25 Announcements.
  - 1. **Help the Homeless Walk:** Saturday, October 22, 2016  
9am-noon, Veteran's Park Amphitheater at Fairfax City Hall
  - 2. Resident Holiday Party: December 8, 2016  
6-9pm, Church of the Good Shepherd in Burke, VA
  - 3. Staff Holiday Party: December 9, 2016 (tentative; additional details will be communicated closer to the event.
- 9:30 Adjournment

\* Materials Enclosed in Packet

# **PATHWAYS OPTIONS, INC.**

(Blake Lane)

One three-bedroom townhouse for three men

## **Minutes of the Meeting of the Board of Directors April 11, 2016**

The regular semi-annual meeting of the Board of Directors was held on April 11, 2016. A quorum being present, the meeting was called to order at 8:37 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  
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 Zywokarte

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

### **MINUTES**

Dan Gray called for a motion to approve the minutes from October 12, 2015 as presented. Dara Aldridge made a motion to approve, which was seconded by Patrick Chaing 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).

**TREASURER'S REPORT** – Brenda Brennan

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 did not have any information to report.

**COMMITTEE REPORTS**

There were no reports

**OLD BUSINESS** –

There was no old business.

**NEW BUSINESS** –

There was no new business.

**ANNOUNCEMENTS** –

There were no announcements.

**ADJOURNMENT**

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

The meeting was adjourned at 8:38 p.m.

Respectfully submitted,



**PATHWAY OPTIONS, INC.  
BOARD OF DIRECTORS**

**REPORT OF THE NOMINATING COMMITTEE**

The Nominating Committee of the Board of Directors of Pathway Homes is pleased to recommend the nomination of the following slate of officers for the October 2016 – October 2017 Year:

Chairperson – Dan Gray

Vice-Chairperson – Patrick Chaing and Jennifer McGarey

Secretary – Jon-Michael Rosch

Treasurer – Tom Rowe

Submitted By:

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Secretary/Treasurer

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President & CEO



In addition, the committee recommends the re-election of the following Board members for a three-year term, which will expire in October 2019:

Dara L. Aldridge

Maiko C. Ashby

Emily Chiang

Angie Lathrop

Submitted By:

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Secretary/Treasurer

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President & CEO

## 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 VISIONS, INC.

**Arlington Blvd, Colts Neck,  
Locust and Mosby Woods**

Four two-bedroom condominiums  
for four men and four women

## Board of Directors

Monday, October 3, 2016  
10201 Fairfax Blvd., Ste. 200  
Fairfax, VA 22030-2209



- 9:31 Call to Order of Annual Meeting
- 9:32 Approval of Minutes of Meeting April 11, 2016\*
- 9:33 CEO's Report – Dr. Sylisa Lambert-Woodard
- 9:35 Treasurer's Report - Brenda Brennan
- 9:36 Chairperson's Report and Comments
- 9:37 Committee Reports
- 9:38 Old Business
- 9:39 New Business
  - 1. Board Nominations and Elections
- 9:40 Announcements.
  - 1. **Help the Homeless Walk:** Saturday, October 22, 2016  
9am-noon, Veteran's Park Amphitheater at Fairfax City Hall
  - 2. Resident Holiday Party: December 8, 2016  
6-9pm, Church of the Good Shepherd in Burke, VA
  - 3. Staff Holiday Party: December 9, 2016 (tentative; additional details will be communicated closer to the event.
- 9:45 Adjournment

\* Materials Enclosed in Packet

# **PATHWAYS VISIONS, INC.**

(Arlington Blvd., Colts Neck, Locust & Mosby Woods)

Four two-bedroom condominiums for four men and four women

## **Minutes of the Meeting of the Board of Directors April 11, 2016**

The regular semi-annual meeting of the Board of Directors was held on April 11, 2016. A quorum being present, the meeting was called to order at 8:38 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  
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 Zywokarte

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

### **MINUTES**

Dan Gray called for a motion to approve the minutes from October 12, 2015 as presented. Patrick Chaing made a motion to approve, which was seconded by Jim Ross 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).

**TREASURER'S REPORT** – Brenda Brennan

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 did not have any information to report.

**COMMITTEE REPORTS**

There were no reports

**OLD BUSINESS** –

There was no old business.

**NEW BUSINESS** –

There was no new business.

**ANNOUNCEMENTS** –

There were no announcements.

**ADJOURNMENT**

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

The meeting was adjourned at 8:39 p.m.

Respectfully submitted,



**PATHWAY VISIONS, INC.  
BOARD OF DIRECTORS**

**REPORT OF THE NOMINATING COMMITTEE**

The Nominating Committee of the Board of Directors of Pathway Homes is pleased to recommend the nomination of the following slate of officers for the October 2016 – October 2017 Year:

Chairperson – Dan Gray

Vice-Chairperson – Patrick Chaing and Jennifer McGarey

Secretary – Jon-Michael Rosch

Treasurer – Tom Rowe

Submitted By:

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Secretary/Treasurer

---

President & CEO

In addition, the committee recommends the re-election of the following Board members for a three-year term, which will expire in October 2019:

Dara L. Aldridge

Maiko C. Ashby

Emily Chiang

Angie Lathrop

Submitted By:

---

Secretary/Treasurer

---

President & CEO

## Board of Directors

Dan Gray, Chairman  
Jennifer McKenzie, Vice-Chair  
& Secretary/Treasurer  
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 RECOVERY, INC.

Community Housing and Development Organization  
(CHDO)

### Board of Directors

Monday, October 3, 2016  
10201 Fairfax Blvd., Ste. 200  
Fairfax, VA 22030-2209



- 9:46 Call to Order of Annual Meeting
- 9:47 Approval of Minutes of Meeting October 12, 2015\*  
Approval of Meeting Documentation April 11, 2016\*
- 9:48 CEO's Report – Dr. Sylisa Lambert-Woodard
- 9:50 Treasurer's Report - Brenda Brennan
- 9:51 Chairperson's Report and Comments
- 9:52 Committee Reports
- 9:53 Old Business
- 9:54 New Business
  - 1. Board Nominations and Elections
- 9:55 Announcements.
  - 1. **Help the Homeless Walk:** Saturday, October 22, 2016  
9am-noon, Veteran's Park Amphitheater at Fairfax City Hall
  - 2. Resident Holiday Party: December 8, 2016  
6-9pm, Church of the Good Shepherd in Burke, VA
  - 3. Staff Holiday Party: December 9, 2016 (tentative; additional  
details will be communicated closer to the event.
- 10:00 Adjournment

\* Materials Enclosed in Packet

# **PATHWAY RECOVERY, INC.**

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

The annual meeting of the Board of Directors was held on October 12, 2015. A quorum being present, the meeting was called to order at 9:14 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

### **MEMBERS**

Dan Gray, Chair  
Jennifer McKenzie, Vice-Chair  
Sue Zywokarte

### **STAFF**

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

### **MINUTES**

Dan Gray called for a motion to approve the minutes from April 13, 2015 as presented. Sue Zywokarte made a motion to approve, which was seconded by Jennifer McKenzie 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).

### **TREASURER'S REPORT** – Brenda Brennan

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 did not have any information to report.



## **COMMITTEE REPORTS**

There were no reports

## **OLD BUSINESS** –

There was no old business.

## **NEW BUSINESS** –

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

Dan Gray – Chairperson  
Jennifer McKenzie – Vice-Chairperson & Secretary/Treasurer

Sue Zywokarte moved that the re-election of the Officers be accepted as presented. This was seconded by Jennifer McKenzie and approved unanimously.

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

Susan Zywokarte

Jennifer McKenzie moved that the re-election of the Director be accepted as presented. This was seconded by Dan Gray and approved unanimously.

## **ANNOUNCEMENTS** –

Dates of Note:

- Help the Homeless Walk – 10/24/15 at Stevenson Place
- Resident Holiday Party – 12/3/15 (6-9pm)
- Staff Holiday Party – 12/11/15 (1-3pm)

## **ADJOURNMENT**

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

The meeting was adjourned at 9:16 p.m.

Respectfully submitted,

**PATHWAY RECOVERY, INC.**  
(Community Housing Development Organization)

Meeting of the  
Board of Directors  
April 11, 2016

The regular semi-annual meeting of the Board of Directors was held on April 11, 2016. A quorum was not present. The following individuals were present, but no business was conducted:

**MEMBERS**

Dan Gray, Chair

**STAFF**

Sylisa Lambert-Woodard, President & CEO  
Eleanor Vincent, COO  
Anna Smith, Director of Development and  
Major Gifts  
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 and Sue Zywokarte.

Respectfully submitted,



**PATHWAY RECOVERY, INC.  
BOARD OF DIRECTORS**

**REPORT OF THE NOMINATING COMMITTEE**

The Nominating Committee of the Board of Directors of Pathway Homes is pleased to recommend the nomination of the following slate of officers for the October 2016 – October 2017 Year:

Chairperson – Dan Gray

Vice-Chairperson & Secretary/Treasurer – Jennifer Judelsohn

Submitted By:

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Secretary/Treasurer

---

President & CEO