MANAGEMENT REPORT 2019/2020
Our thriving Pathfinder Produce Mobile Market will celebrate its one-year anniversary in January 2020. Serving hundreds of families and individuals across Otsego County, Pathfinder residents work tirelessly preparing fruit, vegetables, recipe cards and healthy tip fact sheets for our “feel good box” deliveries.

Pathfinder School Graduation was a Spring highlight! Held at the end of June, it was a fun-filled afternoon of skits, reflections and honors for our students and graduates.

Mid-August was our much-anticipated Cruise-In and Ice Cream Social sponsored by NYCM. Village residents and community car enthusiasts enjoyed this fun evening at Pathfinder. On display were many custom and classic vehicles.

2019 Hall of Fame Inductee Lee Smith was the host for the rebranded Pathfinder Village - Baseball Hall of Fame Golf Invitational, held in early September. Together with the annual Chobani Tennis Classic and Junior Tennis Classic, $83,000 was raised for the Pathfinder Village Scholarship Fund.
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January 31, 2020

Dear Families and Friends,

As we usher in a new decade as a special care community, Pathfinder Village is positioned well with relevant programming, an impeccable environment, strong financials, and a solid management team.

2019 was an extremely productive year with an emphasis on vocational training and aging supports. We also had a record fundraising year and improvements in employee retention.

2020 begins with a new decade for Pathfinder Village, so we have updated our strategic vision, identifying some new areas of focus. It also marks our 40th year in operation. I couldn’t be prouder of this place, its people and its purpose.

Warm regards,

Paul C. Landers
Chief Executive Officer
STRATEGIC VISION 2020
“...that each life may find meaning.”®

Mission
Pathfinder Village will promote a healthy, progressive environment that respects the individual, supporting a life of value and independence.

Core Values
• Inherently, every person has equal worth.
• Honesty and transparency are paramount to forming and enriching relationships.
• Valuing individual differences promotes growth and understanding.
• Trust is essential for success and an environment open to improvement.

Vision “Building Community One Person at a Time”

Human Capital
• Provide competitive wages and benefits commensurate with job expectations.
• Promote a positive culture of innovation and excellence through employee engagement and career opportunities.
• Invest in education and training focusing on three core competencies; Knowledge, Skills and Attitudes.
• Continue to grow direct support professional career paths through credentialing programs.
• Maintain a leadership team that upholds the values and mission of the organization.

Financial & Physical Assets
• Provide quality and reliable services over the life span.
• Maintain and enhance our physical plant.
• Implement housing modifications to meet resident needs and the changing consumer market.
• Align resources consistent with service trends and desired consumer outcomes.
• Invest in a modern technology infrastructure to provide a platform for enhanced communication, documentation and outcome measurement; provide assistive communication devices and other technology related platforms for program participants.
• Expand endowments to address the need for program scholarships, infrastructure and workforce talent.

Community Building & Integration
• Integrate and coordinate all programs to align services and resources.
• Provide access points for each person to experience “their” community.
• Expand the “Village” setting to achieve maximum community experience while maintaining personal safety and security.
• Build a diverse organization that fosters inclusiveness achieving “common ground” where everyone succeeds.
• Continue to grow our purpose and role in the broader community through activities that reflect the needs and desires of the region.

Person Centered Services
• Support people and families through services so they achieve the outcomes they desire.
• Provide people and families the ability to make decisions about their lives, including where they live and who provides services.
• Deliver exceptional health, wellness and enrichment services reflective of people’s needs and interests.
• Incorporate comprehensive risk assessments and person-centered planning for all individuals in the development of their life plan.
• Comply with home and community based settings rule, eliminating the need for heightened scrutiny status.
• Train and coach staff on person-centered planning philosophy and delivery.
• Invest in aging services by maintaining partnerships with national aging experts, staff and family education and service accommodations.
• Expand Camp Pathfinder sessions throughout the year.
• Expand self-directed residential services on campus.

External Relations
• Incorporate the input of all stakeholders in designing and managing all services and supports.
• Demonstrate the value of services and supports to recipients; quality measurements are vital to this process.
• Increase partnership efforts with New York State disability offices and New York State school districts to promote Pathfinder programs.
• Enhance public awareness and recognition of the organization.
• Targeted marketing and advertising, focusing on education and post-secondary education audiences.
• Participate in national disability conferences and trade shows.
• Expand Kennedy Willis Center outreach activities to include; family advocacy, research and education and aging consultation.
• Maintain talented and committed Board of Directors.
CAPRICE ECKERT – CHIEF FINANCIAL OFFICER

As CFO, I am responsible for all financial aspects of the Village and its affiliated organizations. I also manage the Human Resources Department which includes providing leadership, problem solving and support to supervisors and employees. In addition to these departments, I oversee the Maintenance Department and Information Technology Services.

2019 ACCOMPLISHMENTS

- As part of the Recruitment and Retention Committee, a great deal of time was spent improving our strategies to obtain and retain good staff.
- Presented a balanced budget for 2020 that incorporated base pay increases for the DSPs with little increase to revenue. This is only possible because every department is mindful of their spending.
- Implemented a new payroll service with Paylocity and incorporated an online enrollment platform for benefits with Employee Navigator.
- Reviewed and updated all Human Resource forms.
- Created a system to monitor timely entry of billable services on Therap.
- The Maintenance Department remains busy with extensive renovation and building projects.
- Continuous IT enhancements throughout the Village; infrastructure, security, privacy, resident access and electronic documentation.

2020 INITIATIVES

- Continue to work with the Recruitment and Retention Committee. Paylocity provides us with data analytics that will help the committee focus on specific areas of concern.
- Market our General Liability, Property and Workers Comp insurance to be sure we are getting the most competitive premiums.
- Engage in an agreement to outsource our Information Technology needs.
- Continue to update the procedure manual for the Finance Office.
- Evaluate the possibility of offering a benefit package to our part time employees.
- Review and update all policies in the Employee Handbook.
- Migrate IT Services to Third Party Management Partner.
**KELLY MEYERS – CHIEF PROGRAM OFFICER**

The Chief Program Officer is responsible for admission activities as well as the provision of residential services to students and adults at Pathfinder Village. In 2019 the admission and residential departments merged creating continuity for individuals and families joining our community.

### 2019 ACCOMPLISHMENTS

#### Admissions & Outreach
- Recruited new enrollees to Camp Pathfinder.
- Cultivated relationships with prospects for Pathfinder School, Otsego Academy, and self-directed as well as traditional residential opportunities.
- Distributed recruitment postcard series to school districts across New York State.
- Collaborated with the Senior Director of Education to field referrals from local school districts.
- Contributed to the plans and efforts of the development office and Vibrant Creative to create new printed materials, refresh website content, and increase presence on social media.
- Maintained collaborative relationships with college and business partners to support recurring activities and special events.
- Conducted outreach at regional and national events in New York, Massachusetts, and Pennsylvania to recruit for Pathfinder School, Otsego Academy, and Camp Pathfinder.
- Incorporated results of Family Opinion Survey into marketing materials.

#### Personnel or Workforce
- Collaborated with the human resources department to coordinate efforts to recruit and retain new employees.
- Refined internal training program to empower Direct Support Professionals (DSP) with the skills, knowledge, and attitudes needed to provide high quality care.
- Instituted regular meeting schedules for supervisors, managers, and interdisciplinary teams to promote effective communication and collaborative problem solving.
- Facilitated a supervision model emphasizing capacity building, coaching and mentoring.
- Converted a private school home to an 8-bed Individualized Residential Alternative (IRA) which resulted in downsizing two of our larger IRAs.
• Hired a registered nurse to manage our 10-bed home for individuals who are aging (Chenango).

**Service Delivery**
• Collaborated with the Kennedy Willis Center to provide staff with formal and informal methods to employ person-centered care.
• Implemented situational assessments of life skills in our self-directed setting.
• Collaborated with our clinical staff and internal and external specialists on aging to facilitate creative problem solving with this changing and growing demographic.
• Collaborated with the enrichment department to increase access to opportunities for personal growth for individuals who are aging.
• Maintained communication with our local Office for People with Developmental Disabilities (OPWDD) to explore service options for individuals who are aging.

**Quality Assurance**
• Sustained ongoing conversations across departments to identify and modify internal auditing practices.

**Program Development**
• Continued to explore opportunities for least restrictive service provision afforded by a self-directed model.
• Continued to explore development of an early childhood program and opportunities for community collaboration.

**2020 INITIATIVES**
• Collaborate with the Development Office and the Education Department to develop recurring and shared recruitment activities for Pathfinder School and Otsego Academy.
• Formalize a Pathfinder Ambassador program utilizing existing staff and families to raise awareness of Pathfinder Village.
• Foster a culture of continuous learning through strategic and pragmatic training opportunities for all staff in the residential department.
• Reduce turnover in homes through intentional points of engagement during the hiring and onboarding period.
• Institute a supervisory model that incorporates autonomy, mentoring, and accountability.
• Facilitate person-centered practices through advocacy, education, and creative and collaborative planning.
• Continue collaborative efforts to support the changing needs of individuals who are aging to ensure lives of dignity and respect at all stages of life.
Oversight and management of all Ancillary services including Dietary, Bakery, Inn, Housekeeping and Produce Markets. Oversight and compliance with Incident Management and all Corporate Compliance regulations which includes all certifications, permits, and licensing within the Village. Agency Policy and Procedure review has been the lead project in 2019.

2019 ACCOMPLISHMENTS

Corporate Compliance, Incident Management and Quality Assurance
- Review and revision of Agency Policy and Procedures to ensure compliance with new regulatory standards.
- Developed Quality Improvement plan to meet new regulatory requirements.
- Maintaining pace with changes in Incident Management.
- All outside agency reviews have proven to be positive and encouraging for those who maintain the regulation upkeep.

Facility Planning
- All homes on campus now sprinklered allowing for increased evacuation time perimeters for individuals.
- Preparation and completion of pre-opening facility and program requirements for renovated private home to an IRA.
- Physical plant reviews for all private residential homes and IRA's to keep updated with site review standards.

Bakery, Café, Inn, Produce Market
- New Mobile Produce Market vehicle and refrigeration storage units put into use.
- Ordering and dispensing of produce product for various Produce Market programs has increased by 80%.
- Café continues its favor with the local community members.
- Bakery products now available at a local farm market year-round.

Dietary, Housekeeping
- Fighting the ever-increasing cost of food, paper, and chemicals has been a challenge, but managed another cost reduction over 2018 expenses.
- Restructured dietary staff to allow for additional time being spent on cost control oversight measures.
2020 INITIATIVES

Corporate Compliance, Incident Management, and Quality Assurance

- Continue to refine Agency Policy and Procedures.
- Train alternate incident investigators and approved IRMA users.
- Refine internal 360 reviews to improve efficiency.

Facility Planning

- Plan for renovations and redecorating of Meeting House dining areas.
- Resident furniture and furnishings replacement schedule.

Bakery, Café, Inn, Produce Market

- Continue to explore alternate Bakery product options at less cost.
- Use of multiple vendors to fill the demand for fresh produce for Market programs on multiple days of the week.

Dietary / Housekeeping

- Implement new method of food supply and distribution to all residential settings to allow for more choice by individuals.
- Publish a refined book of easy to use, well balanced, consistency friendly recipes and menu ideas for all residential settings.
- Continue to implement cost control measures for food, paper and cleaning products.
Pathfinder Village as well as our I/DD service system continues to face many challenges from both the state and federal levels. Additionally, 2019 was the first full year of Care Coordination and as anticipated, we supported many individuals and families in navigating through some of the reverberations. To better understand these challenges allow me to paint (with a very broad brush) the current landscape of New York with a few pertinent take-aways:

- New York state faces perennial budget challenges and currently faces a $3 billion deficit.
- Medicare and Medicaid payment rates are not keeping pace with provider costs.
- Many smaller non-profits throughout the state have merged with larger organizations.
- As healthcare delivery models change, several non-traditional workforce roles have emerged.
- Interventions to address social determinants of health are moving into care delivery models.
- Due to the challenges above and complexities of NYS systems, no concrete movement towards rollout of Managed Care with I/DD population as there is much yet to be figured out.

Despite these ever-growing challenges, Pathfinder Village has skillfully maneuvered among the turbulent landscape in several areas over the past year. These initiatives not only confirm that we remain true to our core mission, but they also safeguard our Village and are designed to ensure long-term sustainability of our organization.

2019 ACCOMPLISHMENTS

- Created three distinct carve-out sites within our Adult Day Services model to create more individualized, holistic approaches for individuals.
- Successfully obtained OPWDD approval to provide Vocational and Supported Employment services which can lead to job development and paid employment for more individuals.
- Received grant funding to expand our Produce Market business including a mobile fresh fruit and vegetable food prescription program serving 275 individuals. This is
a pilot project which we hope may generate more sustainable long-term revenue in the future.

2020 INITIATIVES

- Create a cohesive multi-program vocational learning center which promotes greater outcomes, personal success and contribution to our community.
- Increase paid employment opportunities for adults.
- Continue to monitor and inform stakeholders of national, state and local trends.
- Capitalize on funding opportunities and grant initiatives for the good work we do!
MAURA IORIO – SR. DIRECTOR OF EDUCATION

As the Sr. Director of Education, I oversee Pathfinder School and Otsego Academy. I work closely with classroom teachers, therapists, direct support personnel, and families to ensure that students can access engaging, enriching, and appropriate school-age and post-secondary educational programming. The Education Department’s philosophy emphasizes a blending of functional academic skills, vocational training, social/emotional learning and community-based opportunities to ensure that students reach their full potential in a supportive and nurturing environment.

2019 ACCOMPLISHMENTS

- Successful completion of a focused State Education Department audit (Special Education Quality Assurance Private Residential/Day School Review) of our Behavior and Emergency Intervention policies and procedures.
- Expanding and refining Otsego Academy’s Year 2 curriculum and coursework, with the inclusion of Otsego Academy’s community service focused OA CARES project.
- Enhancing clinical services in the Residential setting through collaboration with our school-based therapists.
- Hiring and on-boarding two new special education teachers and transitioning our Pre-Vocational classroom to new leadership as our veteran teacher, Nancy Kelly, retired.
- Increased professional development opportunities for teachers, clinical staff, and direct support personnel to ensure students are receiving high quality instruction, including a Caretaker Burnout Workshop hosted by a Licensed Mental Health Counselor.
- Increased recruiting efforts through marketing strategies and networking.

2020 INITIATIVES

- Development and implementation of Pathfinder School’s expansion project to include pre-school and transitioning the school to become the Education & Enrichment Center; research and creation of a comprehensive preschool curriculum for diverse learners.
- Increased offerings of professional development opportunities for special education teachers, therapists, other school-based professionals, and families; including hosting workshops and conferences.
- Further focus on the health and well-being of our valued employees to ensure a positive, productive and sustainable work environment.
STEPHANIE BEAMS, RN – DIRECTOR OF
HEALTH SERVICES

Responsible for overseeing the healthcare services for Pathfinder residents, students, campers and day participants. We work closely with Pathfinder personnel and community care partners to promote and deliver quality preventative and acute care services.

2019 ACCOMPLISHMENTS

• RN Case Managers attended all annual physicals to improve healthcare advocacy, accurate reporting and provider relations. Initial results are very positive based on provider and family feedback.
• The new on-site psychiatry clinic continues to enhance the quality of services to our residents. The ability to have all program team members available improves treatment outcomes.
• Dental Clinic with Dr. Dudek continues to make positive outcomes. All treatment visits are up to date and dental improvements have been noted by clinical staff.
• The on-site podiatry clinic continues to be an asset to our healthcare system with reliable and practical treatment and outcomes.
• Nurse Case Managers continue to have monthly healthcare review meetings with Pathfinder Village Medical Director, Dr. David Haswell. These meetings address resident needs, regulatory compliance, healthcare initiatives, life planning and acute resident house calls.
• Total appointments in 2019: 1485; up from 1400 in 2018. Nursing Assistants and Medical Secretary manage the bulk of this and their attention to detail is unmatched.
• May 2019 launched “The Mileage Club,” a walking initiative, modeled after the “Feeling Good Mileage Club,” a program for school age kids. Participants receive tokens for reaching mileage thresholds. The club meets 2-4 times per week and has had 99% participation since inception. Residents walk the residential quad, with music playing; many Pathfinder staff and the CEO participate in the program as well. Collectively, participants walked 3326.25 miles! Health improvements can be attributed to this initiative. Kudos to Caitlin Kelly, Mileage Club Coordinator and the entire nursing staff.
In partnership with Pathfinder School therapy staff, the nursing department launched a Therapeutic Referral Program for our adult residents. School therapists (PT, OT, SLP) accept referrals from the Nurse Case Manager, conduct 1:1 assessments, and develop treatment programs and train staff. Issues typically addressed include strength and mobility exercises, and adaptive equipment recommendations.

- All three Nurse Case Managers maintained certification in Diabetes 360.
- Nursing is more visible in homes through acute response, audits and staff meetings.
- Nurse Case Managers continue to provide PPD clinics for Pathfinder staff.
- Development of new medication certification oversight program that monitors staff performance and provides a hierarchy of clinical corrective actions. The program requires peer review for clinical integrity.

**2020 INITIATIVES**

- Continue to coordinate simple and effective healthcare initiatives that will improve and extend the quality of life for all program participants. Several initiatives under development:
  - Hydration Campaign – Modeled after the Missouri Foundation for Health “Win with Water” program.
  - Sleep Apnea Assessment & Intervention Initiative – In partnership with Bassett Healthcare’s sleep study department, develop noninvasive assessment protocol and treatment options to address a commonly shared health condition for many Down syndrome individuals.
- Maintain a strong role in resident care and oversight through effective healthcare advocacy and staff education.
- Offer quarterly staff education workshops to reinforce daily healthcare supports. The workshops will be designed as topic stations manned by RN Case Managers who will teach and demonstrate various healthy living interventions. Workshops under consideration include CPAP machine care, dental care, personal hygiene, etc.
The Enrichment Programs support community life at Pathfinder Village while providing direct support for the needs and interests of each individual. Our programs welcome the community to Pathfinder Village in a variety of ways, including public concerts, cruise-ins, dances, drumming sessions, ice cream socials, and evening and weekend community classes. Collaboration with Residential Services, care coordinators, and individuals ensures that the quality of community integration and individual support is consistent and well-documented.

2019 ACCOMPLISHMENTS

- Offered a variety of afternoon, evening and weekend activities open to all residents of Pathfinder Village and facilitated many all Village events and celebrations.
- Coordinated trips to concerts and events outside of Pathfinder Village with small groups of residents.
- Welcomed the greater community to Pathfinder Village through the summer concert series, ice cream social, cruise-in, holiday band concert, “OVER 21!” classes, weekly ZUMBA classes, Otsego Dance recitals, drumming sessions, and our popular Haunted House.
- Coordinated Colgate, Hamilton, Hartwick and SUNY Oneonta student volunteers’ involvement in Enrichment activities. This support also extended to Colgate’s Leadership Week and the three-day Hamilton College HAVOC program.
- Worked with SUNY Oneonta students to start a chapter of Best Buddies here at Pathfinder, with about 15 residents and students participating.
- Scheduled, supervised, and staffed all Camp Pathfinder day activities for the seven weeks of camp.
- Welcomed community volunteers to help set up Haunted House, Annual Formal, and Ice Cream Social.
- Offered weekly art classes for OA and Day program participants.
- Partnered with EDD to host an adaptive bike clinic at Pathfinder Village, open to community members.
- Prepared in-depth community involvement summaries for each individual’s Life Plan based on data entered into the Therap program. These summaries describe involvement and enjoyment of trips outside the community as well within the Pathfinder community.
• Mounted an Art Show entitled “The Artists of Pathfinder Village” at the Community Gallery, Fenimore Art Museum, from September 13 – October 6, 2019. The show received many positive reviews and an invitation to have another show in 2020.

2020 INITIATIVES

The following initiatives are planned for 2020:

• Continue to build partnerships with House Managers and DSPs in planning enrichment activities in line with each person’s Life Plan, working 1:1 when indicated, and bringing activities into houses when warranted.
• Prepare detailed summaries of community involvement for each resident twice a year for Annual Life Plans and 6-month Reviews.
• Strengthen social connections across the Village by supporting small integrated activities and community trips and planning all-Village celebrations and activities.
• Coordinate another art show at the Community Gallery, Fenimore Art Museum, in Cooperstown from September 8 – October 11, 2020 to celebrate Down syndrome Awareness Month and to coincide with the Annual Golf and Tennis Event as well as with Pathfinder’s Friends and Family Weekend.

As Pathfinder Village breaks ground for an Education and Enrichment Center, the Enrichment programming will undergo some major changes while adapting to this new model:

• Work with input from Directors of Education and Residential Services to create a plan for Enrichment programs in this new environment.
• Consider expanding the camp program throughout the year.
• Research resources for therapeutic recreation services and music therapy services which might be added to the already rich Enrichment programming in order to better serve the needs of our aging individuals.
Being new to the position this year, I am excited to carry on the extraordinary work overseen by The Kennedy Willis Center. My role will be to continue to support individuals, families and the greater community by coordinating internal and external research studies and providing ongoing educational experiences on critical aging-related and I/DD topics. With the latest transition to Care Coordination Organizations, advocacy will remain a top priority of the Center to maintain necessary Person-Centered Planning activities to ensure the unique needs of each individual are satisfied.

2019 ACCOMPLISHMENTS

- Provided private case management services for twenty-eight Pathfinder Village residents who did not qualify for formal Care Coordination services.
- Supported family members with resources and information related to Life Planning activities including Guardianship, Special Needs Trusts, End of Life Support, and referrals to medical and legal resources.
- Secured a partnership with Thomas Jefferson University of Philadelphia to provide a 560 hour capstone experience for Occupational Therapy Doctoral (OTD) students here in the Village which will promote more dementia-capable environments.
- All PV staff including Board Members were trained via the Virtual Dementia Tour®, an evidence-based experience designed to promote greater awareness of dementia.
- Established a formal Aging Committee to provide oversight and ensure best practice of all aging-related services and supports for our older residents.
- Provided staff development trainings to ensure overall quality of service planning and delivery for all residents.

2020 INITIATIVES

Strong Focus in four core areas:

- **Life Planning:** Resource center for individuals seeking information on a variety of topics pertaining to Down syndrome and other life areas.
- **Advocacy:** Individualized advocacy services for individuals/families as needed.
- **Research:** Promote Down syndrome research and encourage health initiatives.
- **Education:** Offer education and trainings, promote college internships, fieldwork experiences and volunteer experiences.
LORI V. GRACE – DIRECTOR OF DEVELOPMENT, PATHFINDER VILLAGE FOUNDATION

The Pathfinder Village Foundation is a separate non-profit organization that educates the public about the work of Pathfinder Village, advocates for individuals with intellectual disabilities, and raises funds in support of Pathfinder services and programs. The Foundation acts as a liaison to donors, businesses, charitable foundations, and other organizations; it supports Pathfinder’s public relations, marketing, planned giving and grant-seeking initiatives. The Foundation is overseen by an independent Board of Trustees, which sets policies for the management of the Foundation’s endowments/named funds, scholarship funds, and major fund-raising campaigns.

2019 ACCOMPLISHMENTS:

**Public & Private Grants:** $1,336,700

- Filed and received grants in support of Pathfinder Produce Mobile Market and an Inclusive Co-housing Study & Design Project for seniors and people with I/DD through the Mother Cabrini Health Foundation.
- Administered Mobile Market grants from the Black Family Foundation, the Otis Thompson Foundation, Farm Credit East and CSX/The Conservation Fund. Supported the Mobile Market Team in administering $201,000 in grants made to the Village by the Leatherstocking Collaborative Health Partners (DSRIP/NYSDOH). The team has presented a third grant to LCHP for $50,000 for 2020.
- Successfully applied for grants to: NYCON (Adaptive Planning Retreat); Parisian Memorial Scholarship Foundation (campership); Black Family Foundation (Vocational Center Equipment); Excellus BC/BS (Clark Sports Center memberships); EDD Memorial Fund (Adaptive Skiing Programs).
- Successfully filed for annual grants for: Summer Concert Series (Chenango Arts Council, WGY Christmas Wish, Stewarts’ Shops); Splash Path (Otsego Co. IGA, Excellus BC/BS).
- Helped administer capital grants from: The Scriven Foundation (pledge payment for the Mill Creek & Program Office projects); McDonald Foundation (Mill Creek project). The CEO secured an additional pledge of $750,000 from an anonymous donor to fund the Pathfinder School Expansion project in 2020.

**Annual fund-raising events:** $107,000

- **Pathfinder Village-Baseball Hall of Fame Golf Invitational:** Transitioned from the four-day Seniors Open event to a one-day tourney to benefit Village Scholarships. The event had 96 amateurs, playing as foursomes; 2019 Hall of Fame Inductee Lee Smith served as the tournament host. Raised $58,000 for scholarships while lowering overall event costs and reducing lost income for The Otesaga.
- **10th Annual Chobani Tennis Classic & 5th Annual Juniors Tennis Classic:** Coordinated registration and logistical aspects of tourneys held at Cooperstown Country Club (28 adults in Classic; 20 youths in Juniors; 5 new sponsors). Raised $25,000 for scholarships.
- **6th Annual Splash Path 5K & Fun Walk:** Worked with the Committee to market/manage another fun & celebratory event. We had 400 participants and raised $24,000 for the Mobile Market; the event debuted the newly branded Pathfinder Produce van.
2020 Visionaries Planned Giving Campaign: $1,862,500

- Worked with CEO to start the Garden State Fund to celebrate the involvement and support of New Jersey-based families with Pathfinder Village.
- Worked to support the CEO, who secured over $387,000 from committed donors in pledges, which will help raise other legacy commitments as part of the campaign.
- Supported the CEO as he managed the final transfer of an anonymous $1.465 million legacy gift, which will be used for the Pathfinder School expansion project.

Foundation Board:

- Distributed $114,000 in resident/student scholarships. Elected outgoing Chair Kathleen Gozigian of Cooperstown as an Emeritus Trustee at the Annual Meeting. Stephanie Fadale of Hamilton was elected as the new Board of Trustees Chair.

Publications:

- Planned, researched, wrote, photographed, edited, and oversaw printing/distribution of marketing items, including the 2018 Annual Report which memorialized Founding CEO Marian Mullet’s life’s work. Also produced the 2019 tournament edition of Positively Pathfinder, and the 2020 Community Calendar.

Marketing & Additional Activities:

- Promoted Pathfinder Produce through weekly blog, email price list, advertisements and Facebook.
- Started the Pathfinder Village Instagram account, which has 236 followers; added additional account administrators to diversify posts.
- Worked with the Vibrant Creative marketing team on promotions; organized an intensive three-day photoshoot.
- Made regular edits to Village and Academy websites, including updates to employment postings, news items, and adding publications.
- Oversaw frequent updates on events and news on Facebook: 9,520 likes for Pathfinder Village (2018: 9,113); 329 likes for the Academy (2018: 268). 
- Photographed many events, programs, etc. in support of publicity goals.
- Fully transitioned donation tracking software from Blackbaud’s server-based Raiser’s Edge to cloud-based NXT. Integrated new donation forms into the Village website to provide online giving options.
- Assisted Village leaders in hosting the memorial service for Founding CEO Marian G. Mullet in April.

2020 INITIATIVES:

- To work with Village colleagues to plan and host Pathfinder’s 40th Anniversary Celebration.
- To encourage donors to create legacy gifts through the 2020 Visionaries campaign in support of scholarships, workforce development, and to preserve the Village infrastructure.
- To screen, hire, and train a new Development Assistant in all aspects of Development Office operations, including gift processing, planned giving, grant writing, Board and Committee activities, events, etc.
- To work with other departments to coordinate and promote key events, including Splash Path, the 11th annual Chobani Tennis Classic and the annual Golf Invitational.
- To promote and steer donors toward online giving opportunities.
CONTACT INFORMATION

Paul C. Landers
planders@pathfindervillage.org
(607) 965-8377 ext. 102

Caprice Eckert
ceckert@pathfindervillage.org
(607) 965-8377 ext. 104

Dan Osborn
dosborn@pathfindervillage.org
(607) 965-8377 ext. 118

Kelly Meyers
kmeyers@pathfindervillage.org
(607) 965-8377 ext. 154

Tina Heyduk
theyduk@pathfindervillage.org
(607) 965-8377 ext. 120

Stephanie Beams
sbeams@pathfindervillage.org
(607) 965-8377 ext. 110

Maura Iorio
miorio@pathfindervillage.org
(607) 965-8377 ext. 410

Paula Schaeffer
pschaeffer@pathfindervillage.org
(607) 965-8377 ext. 126

Brittany Goodrich
bgoodrich@pathfindervillage.org
(607) 965-8377 ext. 186

Lori Grace
lgrace@pathfindervillage.org
(607) 965-8377 ext. 115