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January 31, 2022

Dear Family and Friends,

As we look forward to 2022, we have similar concerns as we did at the start of 2021. We recognize that we are living more in an endemic-versus-pandemic reality. How we adjust programs, create resident and student opportunities, manage our workforce, instill confidence in our stakeholders, and grow the Pathfinder brand will be the narrative going forward. The foundation of our work will be restorative, underpinned by a set of values such as empowerment, respect, engagement, healing and problem-solving.

We will not do this work alone: Pathfinder relies on the stewardship of our Board of Directors and Trustees, family members and community businesses and friends. Our success has always been rooted in the concept of community, and if anything, the past two years have taught us that community matters!

Navigating our Village day to day is in the hands of a talented management team who are invested in preserving and promoting the Pathfinder model. Through collaboration, critical thinking and a deep respect for the Pathfinder mission, the management team carries through on our promise for everyone who becomes a part of this special community…that each life may find meaning.

With gratitude,

[Signature]

Paul C. Landers
Chief Executive Officer
STRATEGIC VISION 2020 - 2023
“...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 and Ancillary/Food Service Departments.

2021 ACCOMPLISHMENTS

- In 2020, Pathfinder Village received over $1.7 million in COVID funding from the SBA and HHS. Those funds were fully forgiven, and repayment is not required. In 2021, an additional $1.6 million was received from the Payroll Protection Program. The forgiveness application has been submitted and we are awaiting approval.
- The Foundation has successfully converted all donor history to the FundEZ database. This allows full integration of Finance and Foundation data, without duplicate entry.
- The Employee Handbook has been updated and distributed.
- The Recruitment and Retention Committee has continued to creatively find ways to staff the Village during a national workforce crisis. A few of the ideas implemented in 2021 included referral bonus, enhanced wage scales, retention bonus. This required a commitment of financial resources which was approved by the Board of Directors.
- As Chair of the COVID Committee, we have continued to respond to the pandemic in a manner that keeps our staff and residents safe. This year, the focus of the committee was to safely restore the resident’s community and family engagement.
- Appointed to the NY Nonprofit Benefit Exchange Executive Committee.
- The Maintenance Department remains busy with extensive renovation and building projects.

2022 INITIATIVES

- The Recruitment and Retention Committee will continue their focus on hiring and retaining good staff. The workforce crisis will require multiple departments to collaborate and solve our staffing issues.
- The Finance office will work with all departments to help manage supply chain issues while containing costs as much as possible.
- Research and evaluate funding opportunities including managed care and grants.
# Financial Position

## Financial Position

### Assets

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<thead>
<tr>
<th></th>
<th>PV/KWC</th>
<th>2020 PVF</th>
<th>COMBINED</th>
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<td>Current Assets</td>
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<td>Investments</td>
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<td>23,744,688</td>
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<td>Property &amp; Equipment</td>
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<td>Other Assets</td>
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<td>-</td>
<td>100,000</td>
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<tr>
<td>Interest in PV Foundation</td>
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<td>-</td>
<td>13,582,217</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>36,378,517</strong></td>
<td><strong>13,613,005</strong></td>
<td><strong>49,991,522</strong></td>
<td><strong>46,721,006</strong></td>
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</tbody>
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### Liabilities

<p>| | | | | |</p>
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</thead>
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<tr>
<td>Current Liabilities</td>
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<td>Long Term Debt</td>
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<td><strong>Total Liabilities</strong></td>
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<td><strong>30,788</strong></td>
<td><strong>2,092,255</strong></td>
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### Net Assets

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</thead>
<tbody>
<tr>
<td>Without Donor Restrictions</td>
<td>23,474,023</td>
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<td>With Donor Restrictions</td>
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<td>10,539,388</td>
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<td><strong>Total Net Assets</strong></td>
<td><strong>34,317,010</strong></td>
<td><strong>13,582,217</strong></td>
<td><strong>47,899,227</strong></td>
<td><strong>44,446,773</strong></td>
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**Total Liabilities and Net Assets**: 36,378,517 | 13,613,005 | 49,991,522 | 46,721,006

## Revenue

<p>| | | | | |</p>
<table>
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<tr>
<td>Tuition &amp; Maintenance</td>
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<td>Grants/Donations</td>
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<td>Other Income</td>
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<td>433,570</td>
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<td>Investment Income</td>
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<td>971,012</td>
<td>1,906,985</td>
<td>2,957,672</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>13,637,597</strong></td>
<td><strong>1,644,200</strong></td>
<td><strong>15,281,797</strong></td>
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## Expenses

<p>| | | | | |</p>
<table>
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<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
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<td>32,334</td>
<td>716,358</td>
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<td>288,013</td>
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<td><strong>Total Expenses</strong></td>
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<td><strong>831,715</strong></td>
<td><strong>12,797,075</strong></td>
<td><strong>12,001,454</strong></td>
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</table>

**Change in Interest in Assets of PVF**: 967,732 | - | 967,732 | 3,062,076

**Change in Net Assets**: 2,639,969 | 812,485 | 3,452,454 | 8,083,525
2020 PV EXPENSES

- Salary & Benefits 76%
- Food 5%
- Depreciation 7%
- Utilities 1%
- Repair & Maintenance 2%
- Supplies 4%
- Insurance 1%
- Other 4%
KELLY MEYERS – CHIEF PROGRAM OFFICER

The Chief Program Officer is responsible for admission activities as well as the provision of residential, behavior support, and enrichment services at Pathfinder Village. To ensure quality services are planned, delivered, and maintained, collaboration with other departments is essential. At Pathfinder Village we are fortunate to have an inspiring and inclusive Leadership Team to provide direction and support. Collectively, as an organization, we are effective and efficient when we work together.

In 2021 Pathfinder Village staff demonstrated the ability to maintain a positive, engaging, and safe home environment for all. Despite the promise of uncertainty, staff supported individuals and responded to changing needs promptly, professionally, and while maintaining a sense of calm. The theme of “person-centered” practices was prevalent in all discussions and took the form of advocacy and creative and collaborative problem solving.

We enter 2022 determined to resume operations and re-engage with the community. We are confident that this can be done safely through thoughtful and ongoing planning.

2021 ACCOMPLISHMENTS

Admissions:

- Facilitated four residential admissions in 2021.
- Opened a second self-directed apartment setting and welcomed three new tenants.
- Welcomed and on-boarded an Admissions and Placement Coordinator.
- Resumed in-person tours in March 2021.

Residential:

- Continued in capacity of Chief Deputy COVID Officer on Pathfinder Village’s COVID-19 Committee.
- Effectively operated a quarantine site in the Village Inn.
- Collaborated with COVID Screening Team to sustain screening in employees who either traveled, reported COVID exposure or reported COVID symptoms.
- Operated in cohorts to minimize exposure and number of contacts and educated all about effective COVID mitigation strategies.
- Maintained 12-hour schedules for DSPs and expanded the role of DSP to support provision of day services in the home and community settings.
- Maintained front half, back half schedule to ensure consistent staffing on weekends.
• Collaborated with residential, clinical, enrichment and day services staff to coordinate efforts to support individuals and ensure quality of life.
• Established recurring clinical house meetings as a venue for collaboration among team members to address acute and changing needs of a diverse Village.
• In partnership with the Chief Financial Officer refined personal allowance spending procedures.
• Collaborated with the Human Resources department to recruit, hire, and retain direct support professionals.
• Ensured direct care staff were recognized for their flexibility and dedication.
• Employed a tiered Direct Support Professional (DSP) model through formal training initiatives.
  ○ Six DSPs completed the 2.0 credentialing program which provided enhanced training in person-centered services.
  ○ Six DSPs completed the 3.0 credentialing program, which provided specialty training on aging in people with intellectual disabilities.
• Promoted one DSP 2.0 to a House Manager.
• Promoted two DSP 3.0s to House Managers.
• Expanded family visits to include weekend departure and return.
• Supported internal IRA moves in response to individuals’ needs.
• Offered two sessions of a modified Camp Pathfinder in July and August of 2021. Maximized use of our campus to offer a variety of enrichment activities while observing room capacity limits.
• Enhanced variety of enrichment services to include drumming circles, visits by a therapy dog, and virtual art classes to support the physical and mental well-being of individuals.
• Included quality assurance personnel in formal and informal oversight activities and trainings to identify opportunities for improvement of systems and service delivery.
• Celebrated successful audits conducted by external surveyors and acknowledged the contributions of frontline workers.

2022 INITIATIVES

• Continue to facilitate a culture of continuous learning.
• Launch a robust on the job training program for new employees.
• Increase House Manager, DSP 2.0, and DSP 3.0 engagement through targeted training.
• Increase person-centered services within homes.
• Expand advocacy role of DSP 2.0 and DSP 3.0.
• Improve responsiveness to families and external stakeholders.
TINA HEYDUK – SR. DIRECTOR, SUPPORT SERVICES

As Corporate Compliance Officer, I am responsible for the oversight of our agency Corporate Compliance and Quality Assurance programs which uphold our mission, values and commitment to professional integrity and ethical behavior through all our business activities. I also supervise our Adult Day Service Program and IT Department.

While we did discover and capitalize on some silver linings because of the pandemic, there is no denying it has wreaked havoc on our operations, upended many department procedures, and disrupted our focus on quality. I am hopeful the pandemic’s end may soon be on the horizon and that we can now turn our attention towards restoring the most vital components of our vibrant community. With that goal in mind, below are some progresses made towards that effort and some upcoming initiatives we look forward to rolling out over the next year.

2021 ACCOMPLISHMENTS

Compliance/Quality Assurance

- Hired Incident Management and Quality Coordinator to further promote initiatives.
- Updated Corporate Compliance Plan.
- Enhanced staff trainings focusing on supporting DSPs in their vital roles.
- Provided on-going data as mandated by state regarding COVID vaccinations.
- Maintained agency operating certificates, state licenses, safety inspections, etc.

Adult Day Services

- Steadily re-opened day program sites and community-based learning as able.
- Received approval to be a Supported Employment Provider and assisted 3 residents in resuming their paid employment with local businesses.
- Utilized this opportunity to reimagine and innovate our day service model.
- Continued to operate our Produce Market, mobile deliveries, and food distribution activities to provide fresh produce to the most vulnerable people in our community.
- Obtained a grant from Chobani to purchase a portable kitchen cart to further enhance our food program and vision of a resident-led microbusiness.
• Partnered with Bassett Healthcare to submit for a grant which would support a food
prescription pilot program at Edmeston and Sherburne clinics to benefit 125 patients
with identified chronic health conditions.

IT Department
• Assumed oversight in June of this year.
• Focused on my own learning—about our IT systems, internal/external processes, how to
communicate with IT technicians (and understand!), etc.
• Collaborated with our external vendor and all Depts. to evaluate and identify technology
needs and address “gaps.”
• Primary focus has been to maintain connectivity with remote workers, minimize
disruption of vital equipment/software during the pandemic and made cyber security
enhancements with increased traffic.

2022 INITIATIVES

Quality Assurance
• Revise Agency Quality Improvement Plan with a restorative focus.
• Implement a new QA schedule and performance measurement tools/reports to help
monitor our restorative efforts.
• Resume training in areas of compliance, quality, and best practices.
• Reevaluate our electronic documentation platform with the goal of creating more
efficiency and reduce staff burden in this area.

Adult Day Services
• Expand Supportive Employment Activities with a goal of attaining paid employment
opportunities for those who desire to work.
• Continue to expand community-based learning opportunities as able.
• Collaborate with Bassett Healthcare to implement food prescription pilot program.
• Continue to expand and cultivate community partnerships to offer mobile kitchen cart
food education program.

IT Department
• Complete fiber line project to improve our technology infrastructure (digital quality
telephones, audio/video conferencing, HD quality video streaming, faster and more
reliable internet speeds, to support other apps used by residents/family on personal
devices, etc.).
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 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.

2021 ACCOMPLISHMENTS

- Pathfinder School remained open for in-person special education and related services for the entire year, except for brief closures due to COVID-19 precautions. Our continued collaboration with families, and their support of our health and safety protocols, was a major factor in this achievement.
- Successfully relocated our school-age program to Edmeston Central School during the Extended School Year (Summer 2021) while our existing building was renovated to include: enhanced classroom and therapy spaces, updated kitchen and bathrooms, full replacement of our HVAC system to comply with COVID-19 recommendations for air quality and control, and new flooring, ceilings, and LED lighting.
- Maintained enrollment of 21-22 students, with the addition of a waitlist for our Pre-Academic 6:1:2 and Life Skills 8:1:2 classrooms.
- Re-structured our Pre-Vocational Training and Community-Based Learning transition programming due to COVID-19 protocols and precautions.
- Modified the Otsego Academy program to operate in a safe and engaging environment, including virtual partnerships with Colgate University and the creation of a student-led production of Disney’s Frozen.

2022 INITIATIVES

- Continued development of Pathfinder School’s expansion project, including a new entryway, secure entrances and enhanced security, and the addition of classroom and therapy spaces adjacent to the back gymnasium. Pre-school services will continue to be explored as regional need is assessed.
• Expanded partnership with Access Therapy Group to offer enhanced therapeutic services and evaluations to the greater community.

• Exploration of alternative funding sources for Otsego Academy to make our post-secondary transition programming more accessible for local individuals and their families; updated marketing and recruitment to better reflect the evolution of this program.

• Re-instating important university partnerships, such as Colgate’s alternative spring break program (Colgate Leadership Week with Otsego Academy).

• Additional staff development trainings as my team works to meet the complex needs of our students, including Fragile X Syndrome, Juvenile Tay-Sachs Disease, and autism.

• Continued support of Pathfinder School and Otsego Academy faculty and staff as we work to create a positive work environment, and promote the physical, mental, and emotional well-being of all employees.

It has been one of the most difficult 2 years I’ve experienced in the educational setting. My team has been flexible, taken on additional tasks and responsibilities, and gone above and beyond to ensure our students have a safe, engaging learning environment. I cannot express enough how grateful I am for their support, collaboration, and willingness to move forward—even when the path ahead is filled with so many unknowns. I feel truly blessed to be a part of this Pathfinder Village community.
**Stephanie Beams, RN – Director of Health Services**

I am responsible for overseeing the healthcare services for Pathfinder residents, school students, day service participants and campers. The nursing department works closely with community care partners to promote and deliver quality preventative and acute care services. As community nurses, we provide staff with the training and tools to deliver home health services across a wide spectrum of healthcare needs.

**2021 ACCOMPLISHMENTS**

- In early 2021, the focus was getting Covid 19 vaccines in the arms of the Individuals and Staff and the remainder of the year was spent on prevention and education.
- Community Collaboration was strong during these times, Otsego County Public Health department, Bassett Outpatient Pharmacy and Fox Hospital’s state site were who helped facilitate the vaccines.
  - Boosters were accomplished later in the year for individuals and staff through Basset Healthcare.
- Summary of Medical Appointments:
  - 55 My Bassett video appointments, 184 Zoom Video appointments
  - 48 Acute face-to-face visits
  - 778 Regular face to face visits
  - 124 Lab draws
  - 226 Clinic appointments
    - Podiatry 4 Clinics = 96 appointments
    - Dental 14 days = 130 appointments
  - 46 provider visits on Campus, mostly on-site speech therapy
  - 140 Covid Vaccines
- Psychiatry Clinic remained remote in 2021.
- Medical Director meetings continued virtually. Dr. David Haswell was a valued resource during these trying times reviewing processes, plans of care, and specific concerns with individuals.
- 2021 Pathfinder experienced 3 losses (age-related), many of those being longtime residents of Pathfinder Village.
• The nursing team refined its monitoring activities by developing a healthcare site report card. Monthly reviews are conducted across domains, results tabulated, and reports are sent to each site and management staff. Overall, sites performed well, and feedback received positively with good follow-up actions.

• Mileage Club was a huge success in 2021. 3139.5 miles walked/rolled which is up from 2020 but not quite to the 2019 total of 3326.25 miles. Themes were a big hit. Two of the top favorite mileage club themes were: “on the farm” and “water works.” Keeping residents active and facilitating fun themes helped tremendously with their mental and physical health during COVID-19.

• Win with water (hydration campaign) continued in 2021. Unfortunately, due to the challenges with COVID-19 data collection was unsuccessful. We will continue this important healthcare campaign, confident that adequate hydration improves chronic issues, such as constipation, urinary tract infections, skin integrity and overall good health.

• The new dental provider partnership with Hamilton Dental, part of Bassett Healthcare Network is developing nicely. This provider offers Pathfinder exclusive clinics for an entire day allowing residents a more conducive environment for successful dental care. This has been an excellent addition to our numerous healthcare partners.

2022 INITIATIVES

• Continue to provide families with comprehensive healthcare services.

• Continue Mileage Club and Win with Water, programs that our individuals, families and even Healthcare providers verbalize benefits to both physical and mental health to the people we serve.

• Transition to a new pharmacy provider, Tarrytown Expocare, out of New Jersey. Tarrytown provides exclusive pharmacy services to the I/DD population.

• Vigilant oversight of COVID-19 preventative practices and responsiveness to positive cases.

• Continue to deliver healthcare feedback to care sites through our report card and training and retraining as warranted.

• Transition to a new Director of Health Services as I plan to retire in mid-2022. I will always treasure the time here and the experiences I have had.
Brittany Goodrich – Director, The Kennedy Willis Center

I am excited to continue to support individuals, families, and the greater community in four core areas: advocacy, education, research, and life planning. We have all faced new and different challenges this past year; so, looking into 2022, I plan to focus the Center’s activities around expanding and promoting best-care strategies to support both the acute and long-term needs of individuals, and continue to engage current and new partnerships that will help inform and deliver quality person-centered care and services.

2021 ACCOMPLISHMENTS

• Provided private case management services for twenty-six Pathfinder Village residents who did not qualify for formal Care Coordination services.
• Continued to support family members with resources and information related to Life Planning activities including Guardianship, Special Needs Trusts, End of Life Support, and referrals to clinical and legal resources.
• Extended a comprehensive contract with LIFEPlan CCO to provide independent consultation and meeting facilitation, informative webinars, linkages to subject matter experts and access to quality resources for individuals, families, Care Managers, and service providers who serve individuals with Down syndrome.
• Maintained an active partnership with Thomas Jefferson University of Philadelphia to support capstone experiences for Occupational Therapy Doctoral (OTD) students, who through clinical practice and research development, further enhance the lives of those facing aging-related changes. The OTD students also continued to engage with our direct support professionals (DSPs) utilizing their Skills4Care® curriculum and completed a systematic review of a baseline dementia screening tool we use on site for individuals over the age of 35.
• Collaborated with our residential department to assist with the development of the DSP 3.0 Ongoing Learning Program; a year-long continuing education program that focuses on professional development and quality service delivery for aging residents.
• Engaged new community service providers and provided virtual and in-person consulting which provided innovative strategies and solutions to address changes in functioning for people experiencing aging-related changes.
• Provided ongoing staff training in the areas of Resident Rights and Person-Centered Planning to support the overall quality of service planning and delivery for all residents.

2022 INITIATIVES

• With the support from Thomas Jefferson University, the Center will complete an agency-wide needs assessment focusing on our aging residents at Pathfinder Village. This needs assessment will look at three different stakeholder groups to gather information to promote the development of new resources for family caregivers.
• Connect with more Down syndrome support groups to develop stronger relationships with more individuals and families across the country.
• Expand outreach and engagement activities with academic, clinical, and professional partnerships to promote innovative practices and trainings for Pathfinder staff and families.
LORI V. GRACE – DIRECTOR OF DEVELOPMENT, PATHFINDER VILLAGE FOUNDATION

The Pathfinder Village Foundation is a non-profit organization that educates the public about Pathfinder Village, advocates for people with intellectual disabilities, and raises funds for services and programs. The Foundation is a liaison to many audiences; it supports Pathfinder’s public outreach, planned giving and grant initiatives. The Foundation is overseen by an independent Board, which sets policies for managing the Foundation’s endowments, scholarship funds, and fundraising campaigns.

Much of our department’s work was focused in restoring key fundraising and public events which were “on pause” during 2020. Our donors and community partners eagerly joined our efforts to support Pathfinder through their steadfast engagement and support in 2021.

2021 ACCOMPLISHMENTS:

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<td>Temporarily Restricted</td>
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<td></td>
<td>Permanently Restricted</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,489,950</strong></td>
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Unrestricted Gifts: $1,020,188

A measure of a non-profit’s health is the unrestricted donations it receives; these gifts present organizations enhanced flexibility in funding core programs. In 2021, the Foundation’s donors expressed their trust and confidence in Pathfinder through supporting a broad array of Village needs through their $1,020,188 in unrestricted gifts. This total includes $41,420 in wire transfers and gifts of appreciated securities and reflects the many ways our valued donors support Pathfinder’s mission.

Public & Private Grant Applications (Temp. Restricted): $77,380

- Received $77,380 in grant awards, with $10,000 in pending requests.
- Successfully filed through the Community Foundation for South Central New York to the Chobani Community Fund in support of the new Food Prescription Project, which is expected to yield data supporting insurance-funded food prescriptions as a successful health management strategy.
• Successfully presented to officials at Chobani for the purchase of a “Kitchen on the Go” Mobile Kitchen to prepare for public cooking and food education demonstrations by Pathfinder’s Adult Day Services.

• Successfully filed applications for Pathfinder School renovations to the Otis Thompson Foundation; received $350,000 in preliminary approvals for the Preschool Expansion Project through the Empire State Development Corporation (not reflected in category total).

• Successfully filed grants for Enrichment programs for art and music programs.

**Events (Temp. Restricted):** $166,450

The Department rebooted its in-person events to re-engage the public and replenish essential program funding. Modified, successful events were held, including the Summer Concert Series in July & August; the Doubleday Baseball Clinic with Baseball Miracles on Aug. 15; the Pathfinder Village Tennis Classic on Sept. 11; the Pathfinder Village-Baseball Hall of Fame Golf Invitational with Hall of Famer Fergie Jenkins on Sept. 15; and the Splash Path 5k & Fun Walk and Family Day, both on Oct. 2. The Department helped plan and engaged Village families in support of the Employee’s Holiday Party, a drive-through event held on Dec. 3.

**Campaigns & Other Projects/Programs (Temp. Restricted)** $215,635

• Raised $25,500 for the Garden State Fund, to celebrate the involvement of New Jersey families at Pathfinder.

• Received $123,052 in donations for the West Campus Walkway project, which will improve access for all Pathfinder residential homes, service sites, and improve infrastructure at Pathfinder Farm. An additional $69,200 was received in new private pledges for campus capital projects (not reflected in category total).

• Other temporarily restricted project and program donations totaled $67,084.

**Gifts in support of Traditional Programs & Scholarships (Perm. Restricted)** $10,296

We received donations from loyal, long-time donors to support traditional Village programs and permanently restricted scholarships; many heartfelt gifts were made in tribute to residents, family members, friends, and colleagues.

**Foundation Board & Committees:**

The Foundation Board and its Committees met in-person and virtually during the year; the Foundation distributed $113,794 in resident and student scholarships for 2021, with commitments for $139,497 for 2022. The Finance Committee actively worked with our Investment Manager to prudently grow the Foundation’s investment funds.
In August, Stephanie Patrick joined the Board of Trustees; in November, Trustees Stephanie Fadale and Michael Perrino were elected as new members of the Village Operating Board. At year-end, new Trustees Erin Quirk and Pete Smith were elected to join the Foundation Board.

**Publications:**
Completed the publication and distribution of the 40th anniversary journal, *A Decade of Distinction*. Planned, researched, wrote, photographed, edited, and oversaw the printing/distribution of publications, including the 2020 Gift Book annual report, the 2021 West Campus Walkway Appeal, the Fall newsletter for the Kennedy Willis Center, mailers for the Splash Path 5k, Family Day, and golf and tennis events, and the 2021 Holiday Appeal Card.

**Marketing & Additional Activities:**
- Posted regularly to the Pathfinder Instagram account, which has 540 followers (2020: 432 followers). Oversaw Facebook posts: 10,346 likes for Pathfinder Village (2020: 10,109); 371 likes for the Academy (2020: 355).
- Worked with the Vibrant Creative marketing team on promotions, outreach materials and updating the Village, Otsego Academy, and Kennedy Willis Center websites.
- Continued to grow and manage Village-branded clothing sales, created new products, and maintained systems for the online Pathfinder store. Ran a successful pop-up store on Family Day ($1,500 in sales).
- Photographed and videotaped many events and programs in support of public relations goals.
- Transitioned decades of contact and donation data from former vendor’s platform to Fund E-Z program; this major transition will streamline data entry and gift acknowledgements while reducing costly program subscription expenses. We continue to work closely with the Finance Department and the Administration on Best Practices for donor engagement and retention.

**2022 INITIATIVES:**
- To work closely with donors and encourage participation in the Visionaries Planned Giving Initiative. Legacy gifts for scholarships, workforce development, and infrastructure will diversify Foundation revenues and share the gift of Pathfinder with future families.
- To fully restore our annual events as safety protocols permit; to promote additional online giving opportunities.
- To continue to support Village operational and administrative functions through the photography, videography, editing, organizing, and writing talents of our team members.
## Contact Information

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In Memory of
Daniel P. Osborn
1958 – 2021
Senior Director of Ancillary Services and
Corporate Compliance Officer

On behalf of the management team, we dedicate the 2021-2022 Management Report in Dan’s memory. A 38-year career that exemplified hard work, loyalty, and personal growth, Dan was initially hired as a cook in Pathfinder’s central kitchen. From there, he moved up the ranks and joined the leadership team in 2003. He was a highly organized manager who clocked long hours and selfless dedication to the Village community.

Dan truly lived the Pathfinder tag line, “…that each life may find meaning.”