Annual Management Report 2017

January 2018
Pathfinder Village started the Program Office Expansion (left), to support key staff who provide vital clinical services to residents and students. The Village also bought the Mill Creek site (above) in Edmeston, to serve as a hub for our expanding Adult Day services.

Along with these projects, we kept our focus on staff development. The 2017 Workforce Summit was the first regional meeting that focused on human service employment challenges. Hamdi Ulukaya, Founder & CEO of Chobani, Inc. (left), was featured, along with other non-profit leaders.

Splash Path, (left)our largest on-campus event, was a success and attracted hundreds of visitors. Next May’s run, the fifth annual, will expand on Pathfinder’s message of community inclusion.
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January 31, 2018

Dear Families and Friends,

I am happy to share with you our Annual Management Report. This is an opportunity for you to learn about our day-to-day operation and progress with the organization’s strategic plan. We are very fortunate to have such a talented team of leaders who are passionate about Pathfinder and gifted in their respective professions. Many thanks go out to this group for their hard work!

2017 was another exceptional year of growth and accomplishments. Some notable achievements include:

2. Significant workforce enhancements and engagement activities.
4. Commencement of the Program Office renovations.
5. Purchase of St. Alban’s Church in downtown Edmeston for our community day services program.
6. Workforce Summit sponsored by the Kennedy Willis Center.
7. Successful navigation of government transformation activities, such as HCBS Waiver requirements and managed care.

These are interesting times as we experience dramatic change as a nation, region and Village. Life is not static; it is fluid and the strength of an organization is its ability to evolve while sustaining its core values and mission. Our founding slogan—“...that each life may find meaning”®—provides us with all the guidance we need, and I am grateful for all that Pathfinder provides to our families, staff and community.

Thank you for your continued support and faith. We look forward to working with you in 2018.

Warm regards,

Paul C. Landers
Chief Executive Officer
STRATEGIC VISION 2017-2020

“...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.
- Present realistic job previews to candidates reflective of the rewards and challenges of human service responsibilities.
- Invest in education and training, focusing on three core competencies: Knowledge, Skills and Attitudes.
- Re-invest in Direct Support Professionals through the development of an on-site credentialing program designed to recruit and retain quality direct support staff.
- Build and 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.
• Expand endowments to address the need for residential 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 a maximum community experience while maintaining personal safety and security.
• Build a diverse organization that fosters inclusiveness, achieving common ground where everyone succeeds.

PERSON CENTERED SERVICES
• Support people and families through services so they achieve the outcomes they desire.
• Provide people and families the abilities to make decisions about their lives, including where they live and who provides services.
• Deliver exceptional health, wellness and enrichment services reflective of peoples’ needs and interests.
• Incorporate comprehensive risk assessments for all individuals to be used to develop person-centered life plans.

EXTERNAL RELATIONS
• Incorporate the input of all stakeholders in designing and managing all services and supports.
• Establish a family advisory committee and expand the scope of the resident advisory group, “Council Rock.”
• Demonstrate the value of services and supports to recipients; quality measurements are vital to this process.
• Enhance public awareness and recognition of the organization.
• Extend community networking and fund raising activities at Pathfinder and in strategic locations throughout the country.
• Expand activities through the Kennedy Willis Center in developmental research, community education, and professional best practices.
CAPRICE ECKERT – CHIEF FINANCIAL OFFICER

As CFO, I am responsible for all financial aspects of the Village, Foundation and Cooper Transport. I also manage the Human Resources Department which includes providing leadership, problem solving and support to employees who have questions or experience difficulties accessing and understanding benefits. In addition to these departments, I oversee the Maintenance Department.

2017 ACCOMPLISHMENTS

- Participated on a committee to create our first semi-independent apartment which will be funded through OPWDD’s Self-Directed program. Pathfinder Village will support three individuals as their property landlord and Community Hab service provider. This new living arrangement required extensive discussion and planning, and is different from our traditional homes in many ways.
- Presented a balanced budget for 2018 that incorporated minimum wage increases for several employees, as well as maintained DSP 2.0 wages, competitive wages for House Managers, and full benefit packages.
- Two vacancies in my areas were filled with internal transfers. Training has gone well and I’m confident the employees will be successful in their new roles.
- The Maintenance Department remains busy with renovation and building projects.

2018 INITIATIVES

- Employee engagement and satisfaction is a top priority for 2018. Historical data shows our turnover rate is higher during the first 6-9 months of employment. Our focus will be on engaging new employees early in their tenure.
- Develop fiscal strategies to manage new federal and state workforce wage policies.
- Explore and recommend strategic growth options to maximize revenue opportunities.
- Create a strategic plan for physical plant maintenance and renovation.
DAN OSBORN – SR. DIRECTOR, ANCILLARY & QUALITY SUPPORT, CORPORATE COMPLIANCE OFFICER

Oversight and management of all Ancillary Services including Dietary, Bakery, Inn, Housekeeping and the Produce Market. Oversight and compliance with Incident Management and all Corporate Compliance regulations, which includes all certifications, permits, and licensing within the Village. Expansion of additional program sites and navigation of DQI Protocols have been lead projects in 2017.

2017 ACCOMPLISHMENTS

- **Corporate Compliance and Quality Assurance**
  - Navigated first Site Review Protocol surveys for all homes.
  - Regulation requirements met in all areas of needed compliance in Village with 36 external regulatory reviews with varying state agencies.

- **Facility Planning**
  - Physical Plant addition to Mohawk House.
  - Completed development, redesign, and regulation compliance of new community IRA home in West Burlington. Regulation compliance in purchase of new community IRA home in Edmeston.
  - Completed design and development of new Program Office addition.

- **Bakery, Café, Inn, Produce Market**
  - Explored possibilities of initiating a mobile Produce Market.
  - Hoop House product sales to outside venues.

- **Dietary**
  - Re-worked weekday school lunch menus.
  - Explored less expensive but nutrition filled products for Village menu.
  - Offered purchasing opportunities at Produce Market for each of our homes.

2018 INITIATIVES

- **Corporate Compliance and Quality Assurance**
  - Initiate 360° internal audit processes for new state protocols.
  - Quality Improvement Plan to include HCBS standards to be met.
  - Develop quality assurance metrics for service delivery.
  - Pre-opening compliance requirements for new Edmeston IRA.
• Facility Planning
  o Planning and execution of residential and school infrastructure upgrades included in the NICIP Grant.
  o Renovation planning for Adult Day Services site in downtown Edmeston.
• Bakery, Café, Inn, Produce Market
  o Continue with Bakery/Café customer base increase.
  o Innovative and dynamic marketing strategies for cottage businesses.
  o Increase Hoop House sales of fresh products to area food venues.
  o Explore alternate uses for Inn.
• Dietary
  o Initiate easy-to-make recipes and explore oven-ready items for houses.
Kelly Meyers – Sr. Director of Admissions

The Admissions Department, with support from the Development Office, implements various outreach activities throughout the year to market and increase awareness of Pathfinder Village. Recruiting efforts are ongoing and focus on establishing new relationships as well as nurturing existing relationships with families and community partners. In 2017 we experienced an increase in private inquiries, namely by siblings seeking residential placements for their loved ones and campers interested in experiencing Pathfinder Village through short summer stays. We plan to place greater emphasis on school age referrals, educating school districts and other stakeholders of the diverse student body and enhanced clinical supports at Pathfinder School today.

2017 Accomplishments

• Increased number of private prospects, working with adult siblings and aging parents to explore residential opportunities at Pathfinder Village.
• Increased Camp Pathfinder enrollment resulting in seven weeks of summer camp.
• Supervised Otsego Academy Program Coordinator, maintained collaborative activities with Colgate University and SUNY Oneonta.
• Established relationship with Hamilton College, resulting in collaborative activities with Otsego Academy students and Pathfinder Village residents.
• Coordinated photo shoot with Vibrant Creative resulting in library of photos to refresh marketing materials.
• Collaborated with the Development Department and Vibrant Creative to ensure the content of on-line advertisements and printed materials for Camp Pathfinder and Pathfinder School resonate with relevant audiences.
• Completed outreach activities in New York, Massachusetts, Connecticut, and California to recruit for Pathfinder School, Camp Pathfinder, and Otsego Academy.
• Leveraged #DsRocks public awareness campaign to engage area college students.
• Self-directed residential opportunity for graduates of Otsego Academy was approved in 2017.

2018 Initiatives

• Targeted recruitment for Pathfinder School, Camp Pathfinder, and Otsego Academy.
• Regional and national engagement efforts to increase public awareness of Pathfinder Village.
• Local outreach to explore projects with existing and new community partners.
• Chair Family Advisory Committee.
• Update printed marketing materials.
Taylor Brose – Director of Residential Services

I lead the Residential Services Department, which also includes Behavioral Services, where I have emphasized collaboration and teamwork as paramount to our ongoing growth and success.

2017 Accomplishments

- Opened Seneca Community IRA, Pathfinder’s first off-campus home for four Pathfinder School graduates.
- On-boarded and trained a new Program Specialist in Residential ISP goal plan writing and staff development.
- Successfully transitioned to an online service documentation system, Therap®, in all residential settings.
- Completed the first full year of the DSP 2.0 Program, graduating 20 participants with an 80% retention rate.
- Consistently reexamined alternative ways to bring new niche demographics to the residential workforce.
- Worked exclusively with the Mohawk Valley Resource Center for Refugees to bring five Burmese refugees to Pathfinder Village in an alternative DSP capacity assigned to weekend shifts.
- Assisted with organization of the 2017 Workforce Summit at Pathfinder Village.
- Analyzed results of internal audits to recommend reasonable plans of corrective action in accordance with HCBS regulations.
- Continued working with local Boards of Cooperative Educational Services (BOCES) to foster partnerships with their Health Occupation Departments, to promote career paths for future Direct Support Professionals.
- Hired three new House Managers.
- Hired an additional Residential Team Leader/Behavioral Specialist to support residential growth.
- Hired a Program Coordinator of Independent Living to manage Otsego Academy and our new Self-Directed Residential Program at the Butler House apartment.
- Reorganized Residential Teams and responsibilities within the department to capitalize on individual strengths, maximize productivity, and increase efficiency.
2018 Initiatives

• Workforce
  o Recruitment/Alternative workforce, reexamining job descriptions and OPWDD regulations.
  o DSP 2.0/3.0 Credentialing Programs: Expanding the pool of 2.0 internal candidates and initiate DSP 3.0 specialties in the areas of aging, autism and self-direction.
  o Participate in regional employment task force committees, sponsored by the Kennedy Willis Center.
  o Mid-level management training for House Managers and Residential Team Leaders.
  o Find new ways to engage staff.

• HCBS
  o Continue to implement plans of corrective action.
  o Continue to educate middle management on HCBS regulations.
  o Continue to involve residential staff in person-centered planning process and personal goal development.
  o Promote individualized service delivery through periodic resident-centered service interviews with DSPs and House Managers.

• Saranac House
  o Open four-bed off campus IRA for four Pathfinder School graduates.

• Service Documentation
  o Monitor online service documentation and record keeping within the Residential and Behavioral Departments.

• Program Development/Expansion
  o Residential Department will take on administrative and program oversight and delivery of both Self- Directed Programs, Otsego Academy and Butler Apartment.
  o Work with Jefferson University faculty to implement a new 18-month aging initiative training and mentorship program for residential staff at Pathfinder Village.
With such significant state-mandated changes looming on the horizon, this year has been a year of unrest and uncertainty for many. One thing remains certain: There is a growing necessity for more flexible and comprehensive services that support the holistic needs of each individual. I believe Pathfinder Village and its leaders have held true to our mission and core values while carefully navigating the complexities of these challenges. As we close out the year having made several enhancements to our programs and services, our community has been strengthened and we have a renewed determination to ensure all individuals live a life full of meaning, purpose and dignity. Below are some highlights of our efforts over the past year and some upcoming initiatives.

2017 ACCOMPLISHMENTS

• Developed additional volunteer opportunities for people through collaborative partnerships with local businesses throughout the area.
• Tailored individualized day programs for people who are aging and/or have more comprehensive needs.
• Added an additional site option for those enrolled in our Adult Day Services programs; this new site allows us to offer more diverse programming.
• Successfully advocated for the use of state funding to support people, who otherwise wouldn’t qualify, in accessing various day programs.
• MSCs assisted families in advocating for critical supports and services.
• Received approval to pilot a Self-Directed Apartment program model.

2018 INITIATIVES

• Expand our adult community pre-vocational program and enhance curriculum.
• Focus on employment and creating more paid work opportunities for adults.
• Develop Recreational Respite program to support the needs of caregivers.
• Promote future program development to meet the evolving needs of individuals.
• Support families as we transition MSC services to care managers through regional care coordination organizations.
**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 plus acute care services.

### 2017 Accomplishments

- Restructured nursing department positions and responsibilities.
  - Created medical secretary position to streamline administrative tasks allowing nurses to spend more time with residents and staff.
  - Established new medication management protocols to improve quality control and expenses.
  - Established new medical appointment protocols to improve efficiencies and timely follow-ups.
- Recruitment
  - Hired two new RN Case Managers.
  - Developed a new orientation process to be more resident focused, requiring extended time spent in the homes during the first 60 days of employment.
- Initiated monthly clinical and rounds with Pathfinder Medical Director and Nurse Case Managers.
- Implemented electronic health care records.
- Achieved an electronic partnership with Bassett Healthcare, providing nursing staff full access to Bassett’s electronic records and messaging system.

### 2018 Initiatives

- Maintain strong nursing personnel.
- Maximize partnerships throughout the Village to meet the healthcare needs of all individuals.
- Increase education for staff in the areas of nursing care plans, delegated nursing duties and specialty healthcare interventions.
- Improve access to therapeutic services for adult population.
- Obtain national instructor training certification from the National Task Group on Aging, Dementia and Intellectual Disabilities for caregivers.
- Improve communication and cooperation with external healthcare providers.
- Seek greater involvement in the state’s Disability Nurses Association–District 4.
- Improve dental care for residents through increased staff training and oversight.
MAURA lORIO – SENIOR DIRECTOR OF EDUCATION

As the Director of Education I oversee students’ programming, provide direct support to classroom teachers and service providers, work closely with students’ families, and run the day-to-day operations at Pathfinder School. For the 2016-2017 school year, I have returned to the classroom part-time, working closely with our Behavior Department to support one of our most behaviorally and therapeutically complex classrooms.

2017 ACCOMPLISHMENTS

- Full implementation of PILOTS (Planning, Independence, Life Skills, Options, Transition, Self-Advocacy), our comprehensive transition planning program which offers students and families a menu of services to meet their unique needs beyond traditional vocational training. Under the direction of our Transition Coordinator, students have the opportunity to participate in Community Based Learning, Health and Wellness classes (in collaboration with our Adaptive Physical Education Teacher), School to Work, and developmentally appropriate assessments to assist students in determining the supports they will require after exiting school.

- In conjunction with PILOTS, we offered our second annual Parent Night to our school families to provide Transition Planning information and resources. This year we were joined by a former Pathfinder School parent whose son recently transitioned from school to adult services; this allowed current families to hear from someone who had been through the process.

- Updated Pathfinder School’s policies and procedures related to the Justice Center and Part 200.15 of the Regulations of the Commissioner of Education to better align with our current practices.

- Two formal observations were incorporated into professional staff members’ annual evaluations, including pre- and post- meetings to discuss strengths and areas of need. This includes teachers as well as related service providers.

- Investment in a LiteGait® system that supports individuals with limited independent mobility to improve their posture, balance, flexibility, motor planning, and overall strength. Under the direction of our Physical Therapist, students have made impressive gains in the few months we have been able to utilize this technology.
• Recruitment and hiring of a strong clinical team including a full-time Speech Therapist, Occupational Therapist, Adaptive Physical Education Teacher, and increased contracted hours with a part-time Physical Therapist.

2018 INITIATIVES
• Working closely with our BOCES RSE-TASC (Regional Special Education Technical Assistance Support Center) representative and other special education leaders in our area to develop a more comprehensive and developmentally appropriate approach to sex education in the special education setting.
• Increased collaboration between classroom teachers and related service providers through purposeful information sharing sessions to assist teachers and classroom support staff in carrying over skills and programming from therapy sessions.
• Exploration of alternative ways to present former, current, and potential Pathfinder School families with information about Transition Planning such as webinars.
• Working closely with our Admissions Department to recruit and screen potential Pathfinder School day and residential students.
• Provide continuing professional development opportunities for myself, teachers, other professional faculty members, and support staff.
PAULA SCHAEFFER – DIRECTOR, ENRICHMENT SERVICES

The goals of Enrichment programming are twofold: to support each individual's access to the benefits of community living in the most integrated setting appropriate to his or her needs, and to welcome the community to Pathfinder Village by being a resource for inclusive activities utilizing the physical and professional resources of Pathfinder Village.

The Enrichment Program will seek to provide individualized support to all persons who reside in the Pathfinder Village community as they take part in events in the greater community. The focus will be on the nature and quality of the individual’s experience. Also, continued inclusion within the long-standing and strong Pathfinder Village community will be maintained as desired by the individual. Collaboration with Residential Services, care coordinators, and individuals will ensure that the quality of community integration and support provided to each individual is consistent and well-documented.

In serving to bring the community to Pathfinder Village, the Enrichment Department staff will organize special events such as dance groups, musicians, puppet shows, and other entertainment open to the public. Community classes (currently called “OVER 21!”) will be held at Pathfinder for Village members as well as members of the broader community.

2017 ACCOMPLISHMENTS

- Provided afternoon, evening and weekend activities for all residents of Pathfinder Village, including Special Olympics training clubs, and special activities as requested.
- Coordinated trips to concerts and events outside of Pathfinder Village.
- Continued the positive relationships with the SUCO and Colgate sports teams.
- Supported college volunteers from Colgate, Hamilton, Hartwick and SUCO in Enrichment activities at PV, as well as coordinating activities with two groups of Graduate students from the Cooperstown Graduate Studies Program.
- Held sessions of popular community-integrated “OVER 21!” classes at Pathfinder Village in spring.
- Scheduled, supervised, and staffed all Camp Pathfinder day activities for the expanded seven weeks of camp.
- Organized community integrated events at Pathfinder: summer concerts, the ice cream social, holiday band concert, “OVER 21!” classes, dance recitals, and drumming sessions.
• Led the Handbell Choir in many performances, including those at the National Baseball Hall of Fame, the Monarch Club, Colgate University’s evening of Lessons and Carols, the Holiday Bell celebration at the First United Methodist Church, Oneonta, and others.
• Scheduled community use of the Pathfinder Gym, soccer field and chapel for community use.
• Offered special drumming therapy sessions for Chenango House and Pathfinder School.

2018 INITIATIVES
• Research best practice therapeutic recreation models.
• Build partnerships with House Managers and DSPs to plan enrichment activities in line with each individual’s ISP, residential habilitation plan and work plan, bringing activities into houses when indicated.
• Track Therap® data and offer periodic summaries to House Managers.
• Broaden community class offerings.
• Plan, staff, and implement Camp Pathfinder day programs.
Irene Valmas – IT Systems Administrator

My department’s responsibilities include engineering and managing all server systems, network security, and physical and wireless networks (guest, resident, and staff), as well as providing hardware and software helpdesk assistance for all AV, administrative, and resident technology supports.

Overall, Pathfinder Village has a comprehensive, progressive technology environment. Here are past highlights and future initiatives:

2017 Accomplishments

- **Electronic Health Records – Therap®:**
  - In 2017, Pathfinder Village's residential and other programs have undergone a significant transition to electronic health records. Overall, this cultural and behavioral shift is gradually improving our workforce in numerous ways, leading to better care for our individuals.
  - Behavior tracking, enrichment and community outings, habilitation plans and goal tracking, incident reporting, individualized plans of protection, health tracking, healthcare appointments, medication administration records, nursing assessments, and documentation related to these items are all now stored electronically.

- Successful implementation of electronic signatures through DocuSign for payroll and all purchase requisitions.

- Successful hire of an IT Assistant Administrator, who is now a valued team member.

- Installed a Virtual Reality (HTC Vive) system in Pathfinder School.

- Improved network speeds with the installation of a Ubiquiti airMAX network, replacing unreliable virtual private network connections for offsite locations.

- Upgraded the Village's internet backbone, allowing for 10x faster speeds.

- Replaced core fiber networking equipment.

- Upgraded home networks' firewall systems for enhanced cybersecurity.

- Migrated from McAfee SaaS Email and Web Gateway to Proofpoint Essentials.

- Purchased a DJI Maverick Pro drone and subsequent training for staff.

- Custom built a closed medication inventory platform, which will result in significant time- and cost savings.
- Installed security surveillance systems in Finance and at Pathfinder School.
- Completed major hardware and software upgrades at the Pathfinder School computer lab, and in support of Enrichment Department services.
- Replaced multi-function copy/print/scan production machines through the Village.

2018 INITIATIVES
- Migration to Voice over IP services (VoIP).
- Integrate smart home technology.
- Migration to streaming services for television viewing, dispensing with expensive broadband cable.
- Initiating mobile device management (MDM) with Sophos Central, to allow “bring your own device.”
- Continuous upgrades and audits of existing IT infrastructure.
- Continuous development of IT Policies and Procedures.
HELEN STEPOWANY – SENIOR DIRECTOR, KENNEDY WILLIS CENTER

The Kennedy Willis Center supports and coordinates internal and external research projects, undergraduate and graduate level internships, and continuing education and life planning activities for families. During 2017, the KWC focus centered on several strategic priorities including: coordination of Pathfinder Village project team preparation and submission of the required Heightened Scrutiny materials for six residential sites, expansion of university and community partnerships, planning and implementation of the 2017 Human Services Workforce Summit, and collaboration with the National Task Group on Intellectual Disabilities and Dementia Practices of the American Academy of Developmental Medicine and Dentistry, as well as with clinical experts on aging and dementia from Jefferson University in Philadelphia, Pennsylvania.

2017 ACCOMPLISHMENTS

- Presentation of a national NTG webinar on the life planning process for families of people with intellectual disabilities.
- Coordination of HCBS Heightened Scrutiny Project materials preparation in conjunction with members of the Pathfinder Village Senior Leadership team.
- Completion of a workforce survey of Pathfinder Village Direct Support Professionals (DSPs), with the support of a 10-week Summer Field School Fellow from the Upstate Institute at Colgate University. The DSP Survey and a related report examined key factors that impact recruitment, retention and job satisfaction of direct support professionals through individual interviews with a 20 representative members of the Pathfinder Village staff.
- Coordination of the planning and implementation of the 2017 Workforce Summit held at Pathfinder Village on October 20, 2017. The Summit attracted more than 150 leaders from the fields of education, health care, business, and human services. Speakers from Minnesota, Ohio, and New York State addressed a variety of topics regarding the workforce gap that faces providers of health and human service throughout the United States. A highlight of the one-day Summit was a luncheon keynote discussion between Hamdi Ulukaya, founder and CEO of Chobani, Inc. and Pathfinder Village CEO Paul C. Landers regarding the value and importance of our workers in achieving successful business outcomes.
2018 Initiatives

- Continue to partner with the National Task Group on Aging and Developmental Disabilities (NTG) of American Academy of Developmental Medicine and Dentistry (AADMD) to expand the resources of Pathfinder Village in the area of aging and dementia supports for people with intellectual and developmental disabilities.
- Provide joint leadership to the Jefferson University Aging Resources Project in collaboration with the PV Director of Residential Services and other members of the Senior Leadership team.
- Oversee internship and volunteer development in collaboration with the key college and university partners including the Cooperstown Graduate Program, Colgate University, Herkimer Community College, SUNY Morrisville, and SUNY Oneonta.
- Provide resource and training supports/linkages for Pathfinder Village staff and families in identified priority areas including aging and dementia information/supports, life planning, workforce development, and other areas as determined.
- Provide leadership as a member of the Central New York Regional Workforce Task Group with the goal of improving the pipeline of direct support professionals at Pathfinder Village and in similar settings that support people with intellectual and developmental disabilities.
- Develop a 2018 KWC Community Education Series for families and area disability professionals interested in pertinent topics in the field of intellectual and developmental disabilities.
- Facilitate the successful transition of Pathfinder Village MSC services to a new Care Coordination model of service that will be implemented in NYS in 2018.
- Guide the evolution of Kennedy Willis Center strategic priorities to meet new and emerging opportunities in light of today’s changing disabilities and healthcare environment, including movement toward managed care for people with disabilities.
The Pathfinder Village Foundation is a separate non-profit organization that was founded to educate the general public about the work of Pathfinder Village, to advocate for individuals with intellectual disabilities, and to raise funds in support of Pathfinder Village services and programs. The Foundation acts as a liaison to donors, businesses, charitable foundations, and other organizations; it supports Pathfinder’s public relations, marketing and grant-seeking initiatives. The Foundation is overseen by a separate Board of Trustees, which sets policies for the management of the Foundation’s endowments, scholarship funds, and capital and planned giving campaigns.

The Development Department staff works diligently to maintain the trust of those who support and give so generously in support of Pathfinder Village and its services.

2017 Accomplishments:

- Filed and administered New York State grants:
  - Completed paperwork to receive final $120,000 from the Empire State Development Corporation for the Streck Health Center; the grant contract ($240,000) should be concluded in 1Q 2018.
  - Completed all grant requirements for closing out $45,000 NYS Office of Mental Health Grant, which was used to implement Electronic Health Records (Therap®) throughout Village programs.
  - Worked with the Administration to meet pre-requirements and file the Grant Disbursement Agreement for NYS Dormitory Authority NICIP Grant ($714,000) to support infrastructure work at Village (home fire suppression systems, furnaces, emergency generator upgrades, and updates to Pathfinder Gym).
  - Filed preliminary paperwork with Empire State Development-Mohawk Regional Office for $30,000 in regional monies to fund a parking area and capital improvements at Mill Creek Adult Day Services site.

- Sought other grants and sent out direct fund-raising appeals:
  - Successfully completed grants to Utica National Insurance Group Foundation ($25,000) for start-up costs of the Mill Creek Adult Day Services site at 34 North St., Edmeston; and to the Gladys Brooks Foundation ($100,000) in support of the Nursing Wing and Program Office Expansion (a total of $206,250 has been raised for the project to-date).
Successfully completed annual grants with the Chenango County Council of the Arts Decentralization Grant, Stewarts’ Shops, WGY Christmas Wish, Excellus BlueCross BlueShield, American Heart Association, and Otsego County in support of Village programs and services.

- Contributed to successful annual fund-raising events:
  - 35th Annual Otseoga Hotel Seniors Open & Pro-Am: Managed all aspects of these weeklong tournaments, which included 100 amateurs, 85 pros, and a new group of volunteers. The event netted $50,000 for scholarship support.
  - 8th Annual Chobani Foundation Tennis Classic & 3rd Annual Juniors Tennis Classic: Coordinated registration and logistical aspects of tourneys held at the Cooperstown Country Club, with 20 adult players and 20 youth participants. Realized $25,000 in support of scholarships.
  - 4th Annual Splash Path 5K & Fun Walk: Worked closely with the Event Committee to market and manage the annual event and pre-event training program, “Dash to the Splash.” The 5K event had 750 participants, 40 key sponsors, and 30 vendors, and netted $13,658.

- Foundation and Staff:
  - The Foundation Board of Trustees welcomed four new members in 2017—Victoria Johnson of Edmeston, Deborah Cox LeCates and Carolyn Lewis of Cooperstown, and Thomas Novack of Norwood, NJ. Charles Dhanraj was also added as a member of the Finance Committee.
  - The Development Office welcomed new Development Assistant Sally Trosset in November. Sally also will work part-time as an Executive Assistant for Paul Landers.

- Publications: Planned, researched, wrote, photographed, designed, edited, and oversaw printing and distribution of these major marketing items in support of Village/Foundation programs.
  - Pathfinder Magazine/Tournament Edition
  - 2018 Pathfinder Village Calendar

- Initiated Planned Giving Program: Working with consultants from Constellation Advancement, New Hartford, the Development Office convened the Planned Gifts Committee, created essential program documents, and established legacy giving policies and procedures. Initial donor research essential to the program launch was completed, and hand-out materials were drafted for donor visits that will be taking place in 2018.
• Marketing and Additional Activities:
  o Marketed key events including SplashPath, the 20th Summer Concert Series, Pathfinder Produce, and fund-raising tournaments. Created an online registration page and extensively promoted the 2017 Workforce Summit at Pathfinder Village held on October 20.
  o Worked as part of the marketing team with Vibrant Creative on Camp Pathfinder recruitment, Otsego Academy marketing, and Pathfinder’s online advertising presence. Started planning for major website revisions in 2018.
  o Made regular edits to both websites, including regular updates to employment postings, news items, and adding electronic publications.
  o Oversaw daily updates on Facebook. We are up to 8624 likes for the Pathfinder page (2016: 7741); 222 likes for Otsego Academy (2016: 182). We marketed regular Village happenings and special events through posts, videos, picture essays, etc. Started Facebook Group Page for #DsRocks group (313 members).
  o Photographed many key events and programs in support of marketing and publicity goals.
  o Researched, planned, and upgraded online donation portal through a partnership with Network for Good; this has resulted in increased online gifts in the 4Q 2017.

2018 INITIATIVES
• To continue steady progress with the Planned Giving Committee, in support of bequests and deferred gifts in support of Foundation endowments for scholarships, workforce development, and to preserve/enhance the Village infrastructure.
• To work with Pathfinder staff, hired contractors, and DASNY officials to roll-out campus-wide infrastructure projects as approved in the $714,000 NICIP grant.
• To train our part-time Development Assistant to increase local and online exposure through press releases, Village newsletters, social networking, etc.
• To work with other departments to successfully coordinate and promote key events: 36th Annual Otesaga Hotel Seniors Open, the Tennis Classics, 5th annual Splash Path 5K, and Family Weekend 2018.
• To develop current operations/logistics manuals for Foundation fund-raising events.
• To promote and steer donors toward online giving opportunities through social networking, and to grow the numbers of new and returning donors.
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