2018 HIGHLIGHTS

Family Weekend provided special significance for Down Syndrome Awareness Month, and featured a talent show with participation from all residents and students. Plans began to come together for a new Mobile Market which will expand the reach of Pathfinder Produce in our communities.

Otsego Academy graduated its third class in 2018. Pathfinder also celebrated the growth of its staff who earned DSP 2.0 credentials through a course of independent study, hands-on training, and case management, in concert with Village initiatives in addressing Work Force needs in the I/DD field.

The Community Trick-or-Treat Event included a Haunted House at the Village Commons. Students from Hamilton College came to lend a hand and be part of this new tradition for local families and Pathfinder Village.
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January 31, 2019

Dear Families and Friends,

I am happy to share with you our 2018/2019 Management Report. Many thanks go out to our management team for their expertise, attention to detail, and passion for Pathfinder Village.

2018 was another busy year addressing our strategic goals and responding to external influences. Here are a few highlights:

1. Finished year one of a two-year $1.3 million infrastructure project that will address needs from home fire suppression systems to paved roadways.
2. Completed county-wide employer survey as part of our community employment initiative to find jobs for Pathfinder residents who have been displaced with recent sheltered workshop closures.
3. Pathfinder Produce secured grants to launch a regional Mobile Market. This micro-business venture will deliver and sell fresh produce to rural communities in surrounding counties and provide additional employment opportunities for Pathfinder residents.
4. Navigated the transition of Pathfinder Village service coordination to LifePlan, CCO care coordination. The Kennedy Willis Center will provide additional support to families as we move into Medicaid managed care.
5. Robust year of fundraising and community outreach.

Thank you for your continued support and faith. We look forward to working with you in 2019.

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.

2018 ACCOMPLISHMENTS

- Renewed the Human Resources Committee to focus on employee engagement, recognition and satisfaction. A subcommittee was formed to concentrate on Direct Support Professional recruitment.
- Presented a balanced budget for 2019 that incorporated significant wage increases for our Direct Support Professionals.
- Joined the New York Non-Profit Benefit Exchange Consortium to purchase health insurance benefits for 2019. This membership allows us to purchase insurance at a lower cost and offer more plans.
- The Maintenance Department remains busy with extensive renovation and building projects.

2019 INITIATIVES

- Continue to work with the HR Committee and recruitment subcommittee. The main area of focus will continue to be recruitment and retention of front line staff.
- Work with the residential department to evaluate and implement competitive wages to promote staff retention and professional development.
- Create a long range strategic plan for physical plant maintenance and renovation.
- Create internal protocols for OPWDD service delivery documentation and billing practices.
I am responsible for oversight and management of all Ancillary services including Dietary, Bakery, Inn, Housekeeping and Produce Markets. I am also responsible for oversight and compliance with Incident Management and all Corporate Compliance regulations which includes all certifications, permits, and licensing within the Village. Expansion of Quality Assurance Audits has been the lead project in 2018.

**2018 ACCOMPLISHMENTS**

**Corporate Compliance, Incident Management and Quality Assurance**
- Intensified 360 Audit Process for Residential Homes due to scrutiny of state reviews.
- Prepping and narrowing in on QA for Medicaid Care Coordination requirements.
- Incident Management and investigations as needed and appropriate.

**Facility Planning**
- Sprinkler system design and installation in remaining on-campus homes.
- Completed development, redesign, and regulation compliance of new IRA home in Edmeston.
- Completed design of new HVAC, lighting, and flat roof replacement at School Gym.

**Bakery, Café, Inn, Produce & Mobile Market**
- New Mobile Produce Market planning and ordering of new vehicle.
- Exploring Bakery product sales to outside venues for resale.

**Dietary**
- Reduced cost of food purchases approximately by one-third from 2017 expenditures.
- Homes ordering fresh produce from market on weekly basis.
2019 INITIATIVES

Corporate Compliance and Quality Assurance
- Initiate 360 Internal Audit and QA processes for Person-Centered Review Protocols.
- Quality Improvement Plan to include Person-Centered/HCBS standards to be met.
- Develop updated Quality Assurance metrics for service delivery.

Facility Planning
- Planning and execution of infrastructure upgrades included in the Nonprofit Infrastructure Capital Investment Program (NICIP) Grant.

Bakery, Café, Inn, Produce & Mobile Market
- Continue with Bakery/Café customer base increase.
- Innovative and dynamic marketing strategies for Cottage Businesses.
- Explore alternate uses for Inn.

Dietary
- Initiate easy-to-make recipes and explore oven-ready items for houses.
The Admissions Department, with support from the Development Office, implements various outreach activities to market and increase awareness of Pathfinder Village. Recruiting efforts are ongoing and focus on studying new models of access and funding as well as building and nurturing relationships with stakeholders. We continue to see an increase in private inquiries, namely by siblings seeking residential placements for their aging loved ones. At the same time our short-term programs continue to attract young adults seeking a supportive environment that facilitates independence and provides opportunities for meaningful friendships. These programs include Pathfinder School, Camp Pathfinder, and our post-secondary program Otsego Academy.

2018 ACCOMPLISHMENTS

- Maintained number of private prospects, working with adult siblings and aging parents to explore residential opportunities at Pathfinder Village.
- Maintained Camp Pathfinder enrollment to support seven weeks of summer camp.
- Leveraged Pathfinder School’s summer program to recruit new day students.
- Identified prospects for future self-directed residential opportunities.
- Transitioned oversight of Otsego Academy to Pathfinder’s Education Department.
- Maintained relationships with college partners including Colgate University, SUNY Oneonta, and Hamilton College.
- Established collaboration with SUNY Oneonta’s Best Buddies Club.
- Coordinated video shoot with Vibrant Creative resulting in the creation of sibling testimonials for use on our website and in online advertisements.
- Collaborated with the Development Department and Vibrant Creative to refresh our website and printed materials.
- Together with Senior Director of Education developed and executed targeted recruitment campaign for Pathfinder School.
• Completed outreach activities in New York, Massachusetts, Florida, Texas, and Washington, DC to raise awareness of and recruit for Pathfinder School, Camp Pathfinder, and Otsego Academy.
• Collaborated with NYCM Insurance to establish a network of volunteers to support special events at Pathfinder Village.

2019 INITIATIVES

• Targeted recruitment for Pathfinder School, Camp Pathfinder, and Otsego Academy.
• Engage prospects for self-directed residential opportunities.
• Regional and national engagement efforts to increase public awareness of Pathfinder Village.
• Local outreach to explore projects with existing and new community partners.
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.

2018 ACCOMPLISHMENTS

Workforce
- Developed Tiered Employment model to address Recruitment/Retention needs for Pathfinder.
- Continued to bolster and reexamine DSP 2.0 Credentialing Program.
- Presented Pathfinder’s workforce initiatives at the state and national level.
- Mid-level management training for House Managers and Residential Team Leaders.
- Found new ways to engage staff through enhanced support and recognition efforts.
- Orchestrated summer training series for frontline supervisors to better meet the needs of a younger workforce.
- Strengthened relationship with ONC BOCES; was the 2018 Commencement Speaker.

HCBS
- Continued to implement plans of corrective action.
- Continued to educate middle management on HCBS regulations.

Saranac House
- Opened four bed off-campus IRA.

Service Documentation
- Monitored online service documentation and record keeping within Residential and Behavioral Departments.

Program Development/Expansion
- Self-Directed Butler Apartment fully operational.
- Created policies and procedures to meet new Self-Directed services.
2019 INITIATIVES

- Bolster DSP 2.0 Program: Partner with other organizations in region to pilot program.
- Fully implement frontline supervisor training and evaluative tools to meet the needs of young workforce demographic.
- Restructure Residential Department to meet the changing landscape of service delivery & government regulations.
- Bolster auditing practices and protocols in Residential Department.
- Reduce turnover in homes through improved new-hire orientation practices.
- Develop a universal care philosophy to improve daily interactions between staff and the people we support.
- Implement the Jefferson University Aging model completely throughout the Village.
TINA HEYDUK - SR. DIRECTOR, SUPPORT SERVICES, INTERIM DIRECTOR KENNEDY WILLIS CENTER

As the Senior Director of Support Services, my focus is making sure individuals and their families can appropriately navigate and access various programs, supports and services that are essential to meeting their unique needs. I directly oversee the Service Coordination and Adult Day Services programs. As the Interim Director of The Kennedy Willis Center, my focus is to provide education and outreach opportunities, which not only support our mission but continue to advance the I/DD field by promoting standards of Best Practice based on solid research. Below are some highlights of our efforts over the past year and some upcoming initiatives.

2018 ACCOMPLISHMENTS

- Monitored New York State OPWDD systems transformation related to Care Coordination and managed PV-specific transition activities over the past year.
- Certified as a trainer by the American Academy of Developmental Medicine and Dentistry National Task Group on Intellectual Disabilities and Dementia Practices.
- Partnered with Jefferson Elder Care to provide professional development training for our staff that are supporting individuals with dementia.
- Coordinated informational seminars for families during PV Family Weekend.
- Utilized a Colgate University Summer Research Fellow who conducted an employer survey as part of an employment initiative for those with I/DD.
- Developed an internship opportunity for a SUNY Morrisville student.
- Provided educational tours for SUNY Broome students studying our Village model.

2019 INITIATIVES

- Expand Kennedy Willis Center outreach activities with an emphasis on Life Planning.
- Coordinate internal case management and advocacy services to ensure quality.
- Develop curriculum enhancements to our adult prevocational program.
- Focus on developing community partnerships with local businesses to offer more competitively paid work experiences for adults with I/DD.
- Promote future program development to meet the evolving needs of individuals.
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.

2018 ACCOMPLISHMENTS

- Psychiatry Clinic: Takes place at the William F. Streck Health Center every month and currently serves 43 individuals. Having the Clinic on campus is more convenient and facilitates opportunities for a team approach to care.
- Podiatry Clinic: Takes place at Pathfinder Village every three months with licensed podiatrist from Bassett. Follow-up appointments are at Bassett as needed.
- Dental Clinic: Moved to West Winfield office of Dr. Dudek in early 2018. This change was made to accommodate more patients per visit and to provide immediate treatment if exams warranted. This strategy has led to more timely dental treatments with most residents current in their treatment plans.
- Total appointments: 2018 - 1400; 2017 - 1284. Please note these numbers do not include podiatry, dental or flu clinics.
- The addition of the Medical Secretary position has been instrumental in meeting increased healthcare appointments needs. It has also improved relations with external healthcare providers.
- Had a productive year with Pathfinder’s Medical Director, Dr. Haswell. Completed routine monthly medical reviews, triage home visits and family consultation when needed.
- Pathfinder retained a new pharmacy provider, Pharmacy Alternatives, in July. The new provider offers us a much-improved medication ordering and delivery system, electronic administration platform and monitoring analytics. With 38,000 medications administered per month, safety and reliability are paramount. In addition, we updated our health insurance database to reduce unnecessary expenses to families and Pathfinder.
• Three nurses attained Diabetes 360 certification to address case load needs.
• I attended the I/DD New York State Nursing Conference.
• Nursing is more visible in homes through acute response, audits and staff meetings.
• The Nursing Department assumed responsibility for the PPD Clinic for new employees, improving the hiring process for all departments.

2019 INITIATIVES
• Follow aging and dementia Best Practices through Jefferson University Aging Model.
• Implement Plans of Nursing Services (PONS) for all residents and providing ongoing education and monitoring of staff.
• Provide ongoing medication administration education and outreach to staff.
• Conduct medication audits and provide staff with timely feedback.
• Monitor new medication administrative program with Pharmacy Alternatives.
MAURA IORIO – SR. 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. In September 2018, I began working with Otsego Academy, developing and implementing assessments and evaluations, creating academic coursework, and organizing vocational programming for our post-secondary students in collaboration with School and Residential staff members.

2018 ACCOMPLISHMENTS

- Successful completion of a comprehensive State Education Department audit (Special Education Quality Assurance Private Residential/Day School Review).
- Revitalizing the Otsego Academy’s systems of assessment and coursework, including on-boarding professional and clinical staff members to provide direct instruction to post-secondary students in the program.
- Taught in our Pre-Academics Classroom for the 2017-2018 school year to bring structure and support to behaviorally and therapeutically complex students.
- Continued research and collaboration with our BOCES Regional Special Education Technical Assistance Support Center to provide students with disabilities comprehensive and developmentally appropriate curriculums that address sex education and social/emotional learning.
- Increased professional development opportunities for teachers and clinical staff to ensure students are receiving high quality instruction.
- Increased recruiting efforts through marketing strategies, networking, and school visits.

2019 INITIATIVES

- Working collaboratively with our Admissions Department to expand the number of school districts familiar with our programs for school-age children and to recruit both day and residential students.
• Continue to develop our Planning, Independence, Life Skills, Options, Transition, Self-Advocacy (PILOTS) program to address the increasingly complex Transition Planning needs of our students. Our staff will continue to work with our Transition Coordinator, Teachers, and Therapists to provide students with full-circle programming.

• Collaborating with our Behavior and Residential Departments to develop and implement new behavior management trainings that will help foster a culture of understanding, acceptance, and positivity at Pathfinder Village.
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.

2018 ACCOMPLISHMENTS

- Offered a variety of afternoon, evening and weekend activities for all residents of Pathfinder Village.
- Coordinated individualized trips to concerts and events outside of Pathfinder Village.
- Welcomed the greater community to Pathfinder Village through summer concerts, the ice cream social, cruise-in, holiday band concert, “OVER 21!” classes, weekly ZUMBA classes, dance recitals, and drumming sessions.
- Sponsored a popular kid-friendly Haunted House and trick or treating at Halloween for the community.
- Supported college volunteers from Colgate, Hamilton, Hartwick and SU CO in Enrichment activities. This support also extended to Colgate’s Leadership Week and the three-day Hamilton College HAVOC program.
- Held two sessions of popular community-integrated “OVER 21!” classes at Pathfinder Village. This year’s class offerings included bookbinding, marbling on paper, hand painted silk scarves, woven baskets, farmhouse frames, and nature prints.
- Scheduled, supervised and staffed all Camp Pathfinder day activities for the seven weeks of camp.
- Led the Hand Bell Choir in many performances, including those at the Golf and Tennis Tournament, The National Baseball Hall of Fame, Woodside Hall, the Monarch Club, Colgate University’s Evening of Lessons and Carols, The Plains at Parish Homestead, the Holiday Bell celebration at the First United Methodist Church, and others.
- Offered drumming therapy sessions for Chenango House and Pathfinder School.
2019 INITIATIVES

With the significant state-mandated changes that are now in place, Enrichment programming will be transitioning to a more flexible and comprehensive support role for each individual while maintaining and strengthening Pathfinder’s original community model. The following initiatives are planned for 2019:

- Implement a Life Coach approach to programming.
- Build partnerships with House Managers and DSPs to plan enrichment activities in line with each individual’s Life Plan, working 1:1 when indicated, and bringing activities into houses when warranted.
- Strengthen social connections across the Village by supporting friendships within the Pathfinder community through small integrated activities.
- Research and/or receive training in therapeutic recreational activities.
- Research Best Practices for dementia care to support individuals with I/DD.
- Resident Art will be displayed at the Community Gallery at the Fenimore Art Museum from September 13 – October 6, with an opening on Thursday, September 12th.
IRENE VALMAS – IT SYSTEMS ADMINISTRATOR

The goal of my department is to create a progressive yet supportive technology environment within Pathfinder Village.

2018 ACCOMPLISHMENTS

• Completed administrative migration to Voice over IP services (VoIP), and began integration into residential homes.
• Installed new fiber optic networks to all on-campus residential homes to streamline internet services, wireless home networks, and phone services.
• Installed and configured Ubiquiti AirMax technology to replace antiquated VPN systems at wide-area network locations.
• Integrated Smart Home technology.
• Migrated to streaming services for television viewing, dispensing with expensive broadband cable.
• Purchased high quality drone for marketing and recreational activities, and my assistant obtained FAA-certification as a licensed drone pilot.
• Added progressive staff development to orientation, with a focus on health record privacy.

2019 INITIATIVES

• Staff development surrounding appropriate use of technology in the workplace.
• Disaster recovery upgrades and improvement.
• In-home technologies for assistance with independent living.
• Develop a technology lab for staff orientation, training, and resident recreation.
• Ongoing upgrades and audits of existing IT infrastructure.
• Continuous development of IT Policies and Procedures.
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 a separate Board of Trustees, which sets policies for the management of the Foundation’s endowments/named funds, scholarship funds, and major fund-raising campaigns.

2018 ACCOMPLISHMENTS

New York State Grants & Grants Gateway: $104,030

- Received preliminary approval from the Empire State Development-Mohawk Regional Office for renovations and parking improvements at the Mill Creek Adult Day Services site.
- Granted $54,000 in support of the DSP 2.0 Workforce Training Program through the New York State Department of Labor through the Consolidated Funding Application.
- Filed a request through Department of Homeland Security for safety and security improvements at Pathfinder School.

Sought other grants and sent out direct fund-raising appeals: $452,500

- Filed grants in support of the Pathfinder Produce Mobile Market to CSX, the Black Family Foundation, and the Blanding Foundation. If received, these will add to the grant received by Pathfinder Village from the Leatherstocking Collaborative Health Partners (DOH) for Mobile Market food vouchers and transportation costs.
- Successfully applied for grants as follows: Scriven Foundation (Mill Creek & Program Office projects); McDonald Foundation (Mill Creek); Otis Thompson Foundation (Mobile Market); NYCON (incorporation of the Kennedy Willis Center); Parisian Memorial Scholarship Foundation and the O'Connor Foundation (camperships).
• Successfully filed for annual grants in support of: Summer Concert Series (Chenango Arts Council, WGY Christmas Wish, Stewarts’ Shops); Residents’ Clark Sports Center memberships (Excellus BC/BS), Splash Path sponsorships & marketing (Otsego Co. IGA, Excellus); Residents’ skiing program (EDD Memorial Fund).

Annual fund-raising events: $96,000

• 36th Annual Otesaga Hotel Seniors Open & Pro-Am: Managed all aspects of weeklong tournaments, which included 104 amateurs and 83 pros, with host Carlton Fisk.
• 5th Annual Splash Path 5K & Fun Walk: Worked with Committee to market/manage event and Dash to the Splash program. With inclement weather, event attendance was down, but sponsorship and vendor participation was near 2017 levels. Proceeds were designated for the new Mobile Market.

Foundation Board of Trustees
• Distributed over $141,000 in resident and student scholarships; elected Philip Lewis of Cooperstown, and Christy Zajack of Oxnard, CA, as Emeriti Trustees at Annual Meeting.

Publications
• Re-branded and updated layout and typography to refresh aesthetic of ongoing publications.
• Assisted with other brochures, flyers, and newsletters in support of Otsego Academy, the Kennedy Willis Center, Workforce Development, 2018 Family & Friends Weekend, and other programs.

2020 Visionaries Planned Giving Campaign
• Secured “quiet phase” pledges from committed donors, which will help raise $1 million in initial legacy gifts of as part of the campaign.
• Worked with designers from Vibrant Creative to develop and publish Planned Giving materials to facilitate donor visits by President and CEO Paul Landers in 2019.
• Continued to refine tiered prospect lists and legacy gift policies and procedures.
Marketing & Additional Activities:

- Marketed key events including Splash Path, Summer Concerts, and fund-raising tournaments.
- Promoted Pathfinder Produce through weekly blog, email price list, advertisements and Facebook.
- Worked as part of the marketing team with Vibrant Creative for online advertisements.
- Completed major website revisions in 1Q 2018. Made regular edits to Village and Academy websites, including regular updates to employment postings, news items, and publications.
- Oversaw daily updates on Facebook: 9,113 likes for Pathfinder Village (2017: 8,624); 268 likes for the Academy (2017: 222); marketed Village events and news through posts, videos, picture essays, etc.
- Photographed many events, programs, and visits in support of publicity goals. Initiated archival photo storage project with IT Department to better manage Village historical imagery and server storage.
- Continued research and attending Best Practice webinars for online donation portal through Network for Good; realized a modest gain in online giving in 2018 using the NfG platform.

2019 INITIATIVES:

- 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 work with Pathfinder staff and grants administrators to continue progress in infrastructure improvements; to meet reporting requirements for $1.3 million in grants secured by the Foundation.
- To seek online training through a variety of sources to stay current with Development Best Practices.
- To promote online giving opportunities.
- To transition donor tracking program to cloud based NXT platform in compliance with Village IT and financial protocols and policies.
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