

  
**Pathways** to Housing  
**Annual Report 2013**

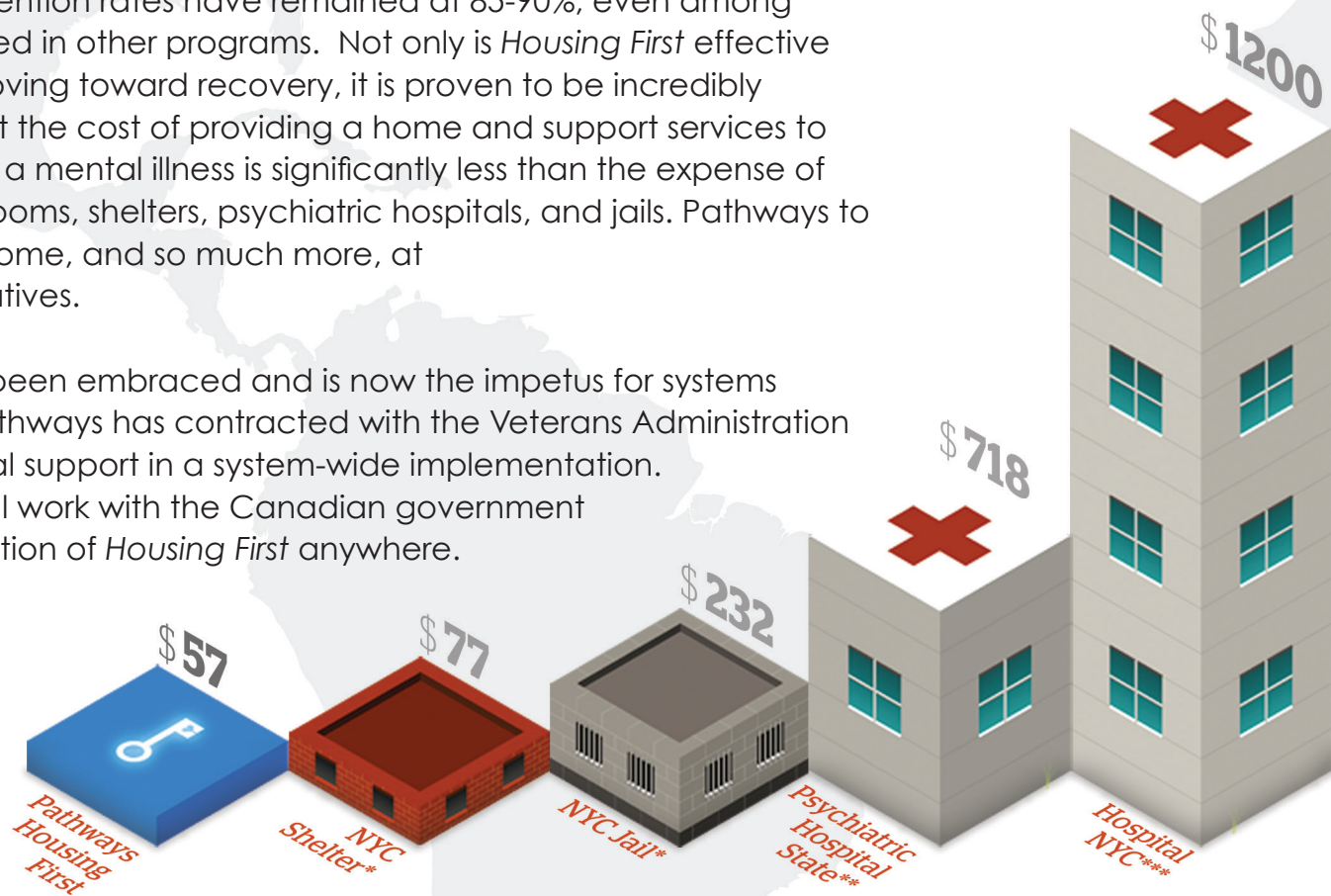
Ending homelessness and transforming lives  
[www.pathwaystohousing.org](http://www.pathwaystohousing.org)

# The Pathways Model

Pathways to Housing is widely credited as the originator of the revolutionary *Housing First* model of ending homelessness. The Pathways *Housing First* model is simple: provide housing first, and then combine that housing with supportive treatment services in the areas of mental and physical health, substance abuse, education, and employment to facilitate recovery and integration into the community.

Over the past 22 years, housing retention rates have remained at 85-90%, even among individuals who have not succeeded in other programs. Not only is *Housing First* effective at keeping people housed and moving toward recovery, it is proven to be incredibly cost-effective. Research shows that the cost of providing a home and support services to someone who is homeless and has a mental illness is significantly less than the expense of cycling in and out of emergency rooms, shelters, psychiatric hospitals, and jails. Pathways to Housing provides the dignity of a home, and so much more, at a fraction of the cost of the alternatives.

Since its inception, our model has been embraced and is now the impetus for systems change on an enormous scale. Pathways has contracted with the Veterans Administration to provide assistance and technical support in a system-wide implementation. Similarly, evidence of our successful work with the Canadian government led to the first national implementation of *Housing First* anywhere.



\* NYC Mayors Report 2012: [http://www.nyc.gov/html/ops/downloads/pdf/mmr0912/0912\\_mmr.pdf](http://www.nyc.gov/html/ops/downloads/pdf/mmr0912/0912_mmr.pdf)

\*\* NRI, Inc. Revenue and Expenditure Reports: [http://www.nri-inc.org/projects/Profiles/Prior\\_RE.cfm](http://www.nri-inc.org/projects/Profiles/Prior_RE.cfm)

\*\*\* Corporation for Supportive Housing: [http://documents.csh.org/documents/pubs/full\\_new\\_beginnings.pdf](http://documents.csh.org/documents/pubs/full_new_beginnings.pdf)

# Letter From Our Founder & CEO

Dear Friends:

2013 was Pathways to Housing's second year as a national organization, and it was an exciting one! Our annual report represents the state of the agency which began in 1992 as an experiment in lower Manhattan and is now a network of affiliates: Pathways NY, Pathways DC, Pathways PA, Pathways VT and Pathways National. In 2013, our local programs continued their critical on-the-ground work of ending homelessness and supporting recovery in their communities by providing housing and services in New York, Washington DC, Philadelphia, and Vermont. And Pathways National made important strides in dissemination, training, and conducting research on ending homelessness through our *Housing First* model.

Innovation, evidence, and client choice have always been the backbone of Pathways. And in 2013 we saw the impetus for systems change to *Housing First* on a national scale. The Veterans Administration partnered with Pathways and embraced *Housing First* as part of its commitment to end Veteran homelessness by 2016. Since our introduction and dissemination of *Housing First* within the VA three years ago, Veteran homelessness has decreased by over 20%. Pathways PA and Pathways DC have partnered with the VA in Philadelphia and Washington DC with targeted Veteran programs providing critical support services for those who have served. North of the border, Pathways' role as the lead trainer for the Mental Health Commission of Canada on their *Housing First* demonstration project was so successful that in March 2013, the Canadian government shifted funding to a *Housing First* approach, effectively making Canada the first national implementation of *Housing First* anywhere.

While the groundswell of support for *Housing First* and the work of the Pathways Network is exhilarating, I am inspired every day by those who have truly achieved success – our clients who, despite severe disabilities and histories of homelessness, are now thriving members of their communities. Because of their continued success and recovery, we are witnessing a national understanding that, through *Housing First*, ending chronic homelessness is within our grasp.

With gratitude,



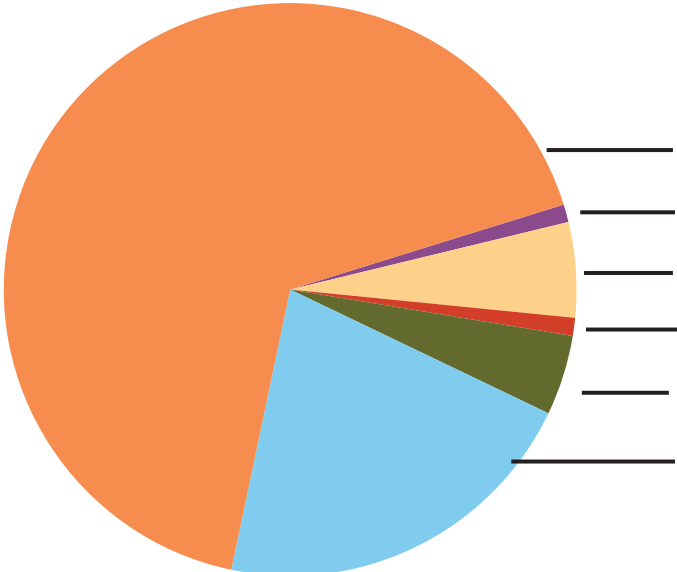
Sam Tsemberis, PhD  
Founder & CEO



# Consolidated Financial Statements

## Operating Revenue by Source

Government Contracts	\$24,354,498
Medicaid	\$7,710,913
Client Income	\$1,645,011
Training Contracts	\$369,782
Private Contributions	\$1,954,396
Other Income	\$364,537
<b>Total Revenue</b>	<b>\$36,399,137</b>

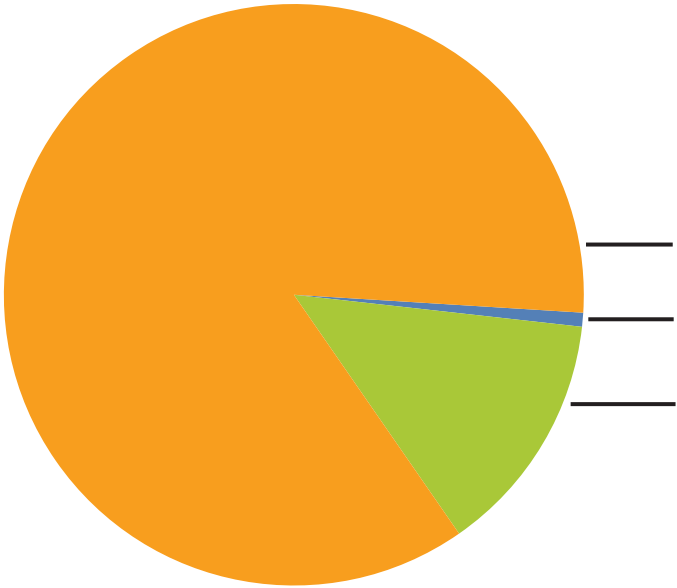


## Operating Revenue

Government Contracts	67 %
Other Income	1 %
Private Contributions	5 %
Training Contracts	1 %
Client Income	5 %
Medicaid	21 %

## Operating Expenses

Total Program Services	\$30,308,040
Administration	\$4,808,035
Fundraising	\$274,538
<b>Total Expenses</b>	<b>\$35,390,613</b>



## Operating Expenses

Total Program Services	86 %
Fundraising	1 %
Administration	14 %

Net Surplus (deficit) \$1,008,524  
 Intercompany material transactions excluded

## Pathways National Board of Directors

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## Pathways National Staff Leadership

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 Juliana Walker, Director of Training

## Operating Revenue by Source

Training Contracts	\$ 369,782
Affiliate Income	\$ 733,922
Private Contributions	\$ 318,206
Other Income	\$ 32,068

**Total Revenue** **\$1,453,978**

## Operating Expenses

Total Program Services	\$ 958,651
Administration	\$ 340,094
Fundraising	\$ 112,894

**Total Expenses** **\$ 1,411,639**

Net Surplus (deficit) \$ 42,339  
 Intercompany material transactions included



**Housing First Institute**

## Highlights

Pathways National was established on July 1, 2011, in order to make our vision of becoming a national leader in homelessness and recovery a reality. National's role is to support a network of Pathways affiliates with strong, distinct local identities, and to disseminate, train and partner with others to further *Housing First*.

A transformative three-year grant from the Oak Foundation means we can disseminate the *Housing First* model to 100 new sites, making enormous strides toward our ultimate goal of creating systems change that will improve the way that communities implement and operate

programs to end homelessness, and support recovery for community members with complex needs.

National continues our ground-breaking partnership with the Veterans Administration in an innovative public/private initiative that is ending homelessness for Vets.

Recognizing our *Housing First* model as a critical part of the solution, the VA mandated that housing support teams across the United States transform to Pathways' *Housing First* model of care. Our Housing First Institute is now working

with 25 VA centers nationwide to expand *Housing First* and give thousands of Veterans a home.

Through our philanthropic initiative "A Place to Call Home", we brought together organizations such as Fannie Mae, CSH, and Melville Charitable Trust in providing additional resources to house and support Veterans in targeted cities. Today, we're poised to end Veteran homelessness, at a fraction of the cost of the alternatives.



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 Neil Harbus, Program Director, Resource Center

## Operating Revenue by Source

Government Contracts	\$12,787,317
Medicaid	\$5,545,900
Client Income	\$1,117,120
Private Contributions	\$ 1,330,592
Other Income	\$ 338,836

**Total Revenue \$21,028,178**

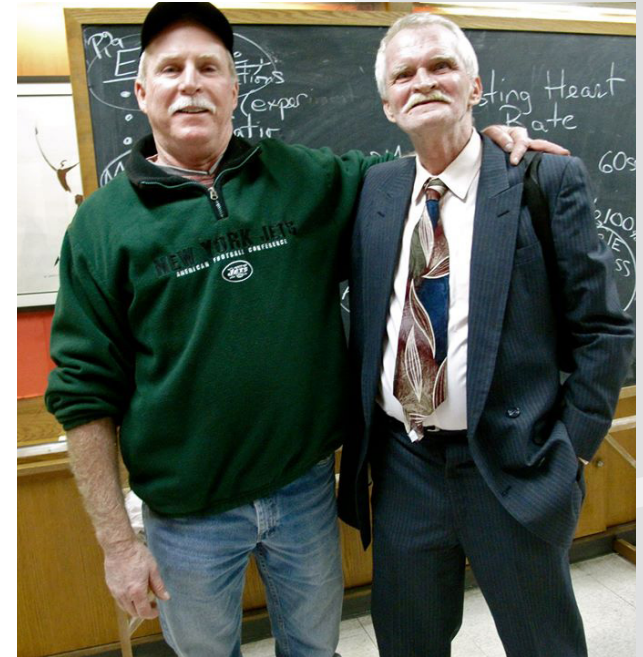
## Operating Expenses

Total Program Services	\$ 17,566,170
Administration	\$ 2,755,436
Fundraising	\$ 350,000

**Total Expenses \$20,671,606**

Net Surplus (deficit) \$448,159

Intercompany material transactions included



## Highlights

For more than two decades, Pathways NY has been ending homelessness for some of our most vulnerable New Yorkers – those who have been experiencing mental health challenges and living on the city streets for years.

We have lived first-hand the transformation that takes place when we treat our fellow New Yorkers with respect, dignity, and humanity, by providing *Housing First* and client-driven support services.

For the first time in the history of our program, five individuals graduated out of our

programming entirely, to be independent in their communities. These men and women, for the first time in years, are proudly fully paying their own rent, managing their own lives, and living independently in their own homes.

In this first pilot year of our Community Connections for Recovery and Employment program, made possible by funding from the Rona and Randolph M. Nelson Foundation, we are proud to have reached a 17% placement rate of individuals gaining competitive employment here in the City.

This is nearly double the national average employment rate for the mental health population, and a success that will only grow as this new program continues to thrive.

## Pathways DC Board of Directors

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 Adam Maier, Director of Housing  
 Terrance Pollard, Director of Human Resources  
 Dwight Ward, Controller  
 Hannah Zollman, Director of Development

## Operating Revenue by Source

Government Contracts	\$3,772,647
Medicaid	\$2,163,759
Client Income	\$0
Private Contributions	\$ 379,387
Other Income	\$ 15,469
<b>Total Revenue</b>	<b>\$ 6,331,262</b>

## Operating Expenses

Total Program Services	\$ 5,340,575
Administration	\$ 828,295
Fundraising	\$ 86,511
<b>Total Expenses</b>	<b>\$ 6,255,381</b>
Net Surplus (deficit)	\$75,881
Intercompany material transactions included	



## Highlights

Now in its ninth year, Pathways DC has helped hundreds of Washingtonians with serious mental illnesses, health conditions, and co-occurring addictions break the cycle of chronic homelessness. Today, we offer permanent housing and wraparound support services to approximately 500 individuals.

We also provide services to an additional 1,500 District residents, who are homeless or are at risk for homelessness, through several other key programs including Homeless Street Outreach, Supportive Services for Veteran Families and our Urgent Care Clinic in the DC Superior Court.

Most significantly we've expanded services offered by our *Healthworks!* program. Now in its third year, this program continues to provide integrated mental health and primary care services to our clients through an on-site, walk-in Unity Healthcare clinic, as well as through the use of peer health specialists and a nutritionist.

Through this program we have seen increases across the board in the number of preventive care visits (981 visits), the percentage of clients linked to primary care providers, adherence to diabetes management, adherence

to follow-up medical appointments and medication, healthy eating behaviors, social support, and a decrease in substance use.

### Pathways PA Board of Directors

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 Mark Salzer, PhD , Secretary  
 Cassie Ehrenberg, Esq.  
 Rober Hunn, Esq.  
 Sam Tsemberis, PhD.

### Pathways PA Staff Leadership

Christine Simiriglia, MS, Executive Director

### Operating Revenue by Source

Government Contracts	\$ 6,931,469
Medicaid	\$ 0
Client Income	\$ 527,891
Private Contributions	\$ 63,464
Other Income	\$ 61,714

**Total Revenue** **\$7,584,538**

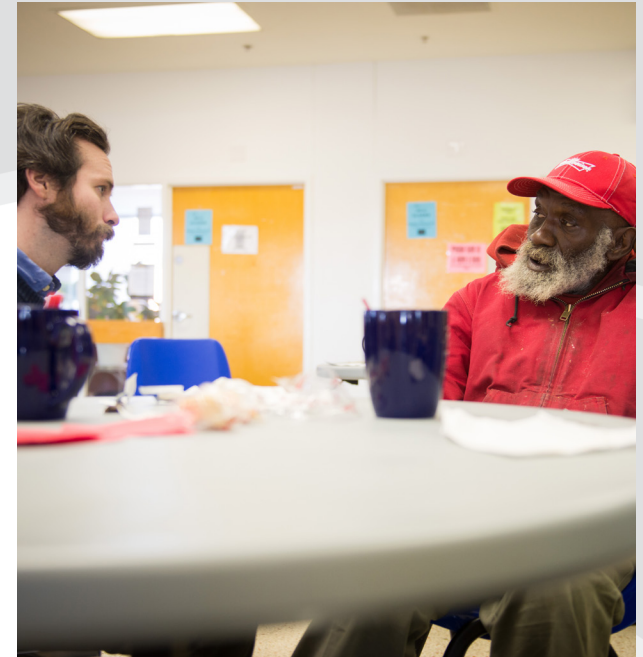
### Operating Expenses

Total Program Services	\$ 6,121,100
Administration	\$ 826,655
Fundraising	\$ 123,448

**Total Expenses** **\$7,071,203**

Net Surplus (deficit) \$513,335

Intercompany material transactions included



## Highlights

2013 was a remarkable year filled with growth and service. Over 300 people are housed, eating regularly, getting new glasses, seeing doctors, reuniting with family, joining churches, adopting pets, and doing all the things that should happen in a life well lived! Our clients have moved from sleeping on our city's sidewalks to a safe warm place to call home, with a key of their own.

Pathways brought its *Housing First model* to Philadelphia in September of 2008 with a contract to house and serve 125 of the city's most vulnerable folks. Five years later we are

successfully housing and serving more than 300 people, including those with severe mental illness, crippling addictions, HIV and AIDS.

This past year we took on housing and serving 75 of our nation's disabled and chronically homeless Veterans, and have become the Veterans Administration national model for ending Veterans homelessness in America. We are now doubling those services.

We host visitors from other cities and nations; we've helped Philadelphia take a lead role in the national 100,000 Homes Campaign;

we've joined coalitions and partnerships that empower each other to set higher goals and create bigger breakthroughs. Pathways to Housing PA has become a leader in housing provision and clinical excellence in our community.



### Pathways VT Board of Directors

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### Pathways VT Staff Leadership

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 Rebeka Lawrence-Gomez, Assistant Director  
 Tom Simpatico, MD, Medical Director  
 Mandy McDermott, Business Manager

### Operating Revenue by Source

Government Contracts	\$ 2,636,777
Medicaid	\$ 1,254
Client Income	\$ 0
Private Contributions	\$ 17,331
Other Income	\$ 8,037

**Total Revenue** **\$2,663,399**

### Operating Expenses

Total Program Services	\$ 2,321,630
Administration	\$ 252,097
Fundraising	\$ 0

**Total Expenses** **\$2,573,727**

Net Surplus (deficit) \$ 89,672

Intercompany material transactions included



## Highlights

The past year has proven pivotal in Pathways Vermont's development. Now in the fifth and final year of our SAMHSA grant funding, there is plenty of evidence that the *Housing First* model is working in Vermont.

Since opening our doors in 2009, we've housed more than 250 individuals in 15 communities, during that time there has been a 30% decrease in chronic homelessness across the state. The success of Vermont's *Housing First* program has not gone unnoticed. After five months of aggressive advocacy at the State House, Pathways Vermont was awarded

conditional designation as a Specialized Services Agency by the Department of Mental Health. This will allow us to bill Medicaid — a privilege that was previously reserved only for the state's community mental health agencies. Receiving this designation ensures Pathways' sustainability beyond the end of our grant funding in October 2014.

Pathways Vermont continues to pioneer other innovative approaches to mental health and other life challenges— this includes the launch of our Supportive Services for Veteran Families program, a collaboration with Vermont

Veterans Services that began in October of 2013. With the foundation of a certain future in place, Pathways Vermont looks forward to advancing toward our goal of eliminating chronic homelessness in our state.

# Contributors

We recognize that we can't do this important work alone and extend a warm thank you to our friends, partners, and advocates that make our work possible. We're especially grateful to all of our individual donors who play such a key role in sustaining our programs and mission.

## Pathways to Housing National

### Foundation Support

CSH  
Fannie Mae Foundation  
Fifth Pacific Foundation  
Mazzei, Polk and Associates  
The Oak Foundation

## Pathways to Housing NY

### Foundation, Corporate, and Faith Supporters

142 Associates  
1588 Amsterdam, LLC  
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Alyssa Gray Realty Corporation  
Amanda's Cove  
Aux Delices Gourmet Foods  
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BCY LLC  
Con Edison  
Corcoran Group Cares  
Cort Business Services Corporation  
CRP Management  
Fifth Avenue Presbyterian Church  
Janitorial Supplies Plus, Inc.  
The Rona & Randolph M. Nelson Foundation  
Nippon Steel USA, Inc.  
Rexford Fund, Inc.

Sassoon Realty Management  
Sirios Construction  
UBS  
West 177th Street Holding  
Zara Realty

### Government

NYC Department of Health and Mental Hygiene  
HUD  
New York State Office of Mental Health  
SAMHSA  
Westchester County Department of Social Services

### In-Kind Support

Costco  
Pathmark

## Pathways DC

### Foundation, Corporate, and Faith Supporters

The William S. Abell Foundation  
The Morris and Gwendolyn Cafritz Foundation  
Church of the Epiphany  
Eugene and Agnes E. Meyer Foundation  
Fannie Mae Foundation  
First Congregational United Church of Christ  
First Potomac Realty Investment  
GreenLine Real Estate  
Kehila Chadasha  
Miriam's Kitchen  
Rapoport Family Foundation  
Share Fund of the Community Foundation for the National Capital Region  
St. John's Church, Lafayette Square  
TJX Foundation  
Wells Fargo

### Government and Other Funders

DC Department of Human Services  
DC Department of Mental Health  
DC Housing Authority  
Department of Veterans Affairs  
Downtown DC Business Improvement District  
Golden Triangle Downtown Business  
HUD  
Improvement District  
SAMHSA  
The Community Partnership for the Prevention of Homelessness

### In-Kind Support

GIFTS for the Homeless  
Keys for the Homeless  
Relman, Dane & Colfax, PLLC  
Sirius XM Satellite Radio  
Washington Nationals  
University of the District of Columbia

## Pathways PA

### Foundation, Corporate, and Faith Supporters

The Barra Foundation  
Dermody Properties Foundation  
Enterprise Holdings  
Evolve IP  
Fannie Mae Foundation  
Generocity Community Alliance  
MCM Management Solution Corporation  
PBM Properties  
Seven Summits Therapy & Fitness, LLC  
Sherick Project Management, Inc.

### Public and Partner Support

Action AIDS  
Department of Veterans Affairs  
HUD  
Philadelphia Community Behavioral Health  
Philadelphia Department of Behavioral Health

Philadelphia Office of Addiction Services  
Philadelphia Office of Supportive Housing  
Project HOME

## Pathways VT

### Foundation Support

Hoehl Family Foundation

### Government

SAMHSA  
Vermont State Department of Mental Health  
Vermont State Department of Corrections  
Vermont Veterans Services

### In-Kind Support

Alla Vita  
American Flatbread - Middlebury Hearth  
Art of Murf  
AT&T  
August First  
Backer Metal Art  
Bagitos  
Barge Canal Market  
Bella Boutique  
Ben & Jerry's  
Best Western Hotel, Waterbury  
Bobcat Cafe and Brewery  
Body Le Bronze  
Branch Out Burlington  
Burlington Bagel Bakery  
Burstein Art  
Cafe Provence  
Champlain Housing Trust  
Champlain Leather  
Cheese Traders and Wine Sellers  
Chez Bohème  
Chipotle  
City Market  
Costco

Country Driving Tours of Vermont  
Daily Chocolate  
David Bennett Photography  
Dobra Tea  
Dostie Bros  
Essex Culinary Resort & Spa  
Essex Family Fun & Entertainment Center  
Five Guys  
Flynn Center  
Friendly's  
Frog Hollow  
Gardener's Supply  
Georgia Boothe  
Great Harvest Bread  
Green Mountain Inn  
Guitar Sam's  
Gulliver's Doggy Daycare  
Hampton Inn  
Healthy Living Market  
Hen of the Wood Burlington  
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Jesse Bluma  
Julie Keaten-Reed  
Just Dancing Gardens & Greenhouse  
Katie's Jewels  
King Arthur Flour  
Lake Champlain Chocolates  
Lake Champlain Maritime Museum  
Lauren Sales  
Leunigs  
Maple Grove Farms  
Martha Stewart  
Martinique Art  
Montstream Studios  
Northern Lights Rock & ice  
Nunyuns  
Oak 45  
Otter Creek Brewing Company & Wolaver's

Penny Cluse Cafe  
Perrywinkles  
Petra Cliffs  
Phoenix Books  
Pizzeria Verità  
Prescott Galleries  
Richmond Photography  
Salt  
Sandra Miller Fine Art  
Sarducci's  
Seventh Generation  
Shelburne Craft School  
Shelburne Farms  
Shelburne Museum  
Shelburne Supermarket  
Shelburne Vineyards  
Smugglers' Notch Resort  
Starbucks  
Steve Gill Art  
Stowe Mountain Resort  
Sweet Basil Cards  
Sweet Clover Market  
Syd Johnson Sundby  
The Alchemist  
The Bees Knees  
The Body Shop  
The Edge  
The Lobby  
The Mad Taco  
The Whip Bar & Grill  
Three Penny Tap Room  
Tradewinds  
Vermont Honey Lights  
Vermont State Parks  
Vermont Teddy Bear  
Village Wine and Coffee  
Vintage Inspired Lifestyle Marketplace  
VT Smoke & Cure  
WB Mason  
Woodbury Mountain Toys  
Yolo Snacks  
Bill Wood & Carmen Allen

# Our Mission

As originators of the *Housing First* model, Pathways to Housing believes housing is a basic human right. Our mission is to transform the lives of people experiencing mental health challenges and homelessness by supporting self-directed recovery and community integration. We work to change mental health and housing systems by:

- Providing immediate, low-barrier access to permanent housing, without preconditions
- Setting the standard for services that support recovery and community integration
- Advocating for the right to live free from stigma and discrimination
- Conducting research to find innovative solutions and best practices for those who are experiencing homelessness and psychiatric disabilities, addictions, or complex medical issues

 **Pathways** National

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