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Personal Care · Quality Assistance · Individual Options

Subject: Update on Executive Director transition - A Message from the PAO Board of Directors

Dear PAO Team, Participants, Families, and Partners,

The past few months we have all been thinking about the future of PAO due to the change of the executive director, and through it all, we've been deeply grateful for the patience, dedication, and continued support shown by our employees, participants and their families, and our payers. Despite the transition, everyone has continued PAO's mission seamlessly, and your dedication is inspiring.

We especially want to honor Kathy Allen for her exceptional leadership and generosity in returning as Interim Executive Director. Kathy's thoughtful, steady guidance during this time has helped PAO regain momentum and reaffirm its strength. Her service and unwavering belief in PAO's work have been a gift to us all—and we thank her wholeheartedly.

As we looked ahead to the future, the Board took time to evaluate how best to move forward with the leadership of PAO. Our goal was simple and based on the principles that guide the operation of PAO: to ensure that PAO continues to deliver exceptional services to participants, provide rewarding employment for staff, and manage our resources with transparency and efficiency for all funding partners.

Through conversations with other community living service providers, we discovered an exciting partnership opportunity and are pleased to announce that the board has entered into an agreement to receive executive director administrative and managerial oversight from Arnold Center. We want to be clear that **this is not an ownership of PAO change**, rather, this arrangement allows PAO to leverage resources and improve service delivery, while remaining its own independent nonprofit entity governed by its Board of Directors.

This transition will be effective **July 28, 2025**, and will mark the conclusion of Kathy Allen's role as Interim Executive Director. The executive director role of PAO will be provided by **Jennifer Grace, President & CEO of the Arnold Center**, who will report to the board of directors of PAO.

We know that this announcement will not answer all the questions that you have, and we ask for your continued patience while a thoughtful onboarding process is executed. Beginning the week of **July 21**, Jennifer and members of the Arnold Center leadership team will be present on-site to meet staff, learn about PAO's culture, and begin a smooth, collaborative transition from Kathy to Jennifer. The goal of this onboarding process is to listen, support, and work side-by-side to strengthen what already makes PAO exceptional. Jennifer will be preparing additional communications to help answer questions and provide clarity for all stakeholders throughout her onboarding.

We want to assure you that your roles remain secure and respected. There will be no disruption to services, staffing, or relationships. Our collective focus is on continuity, care, and building on the outstanding foundation you've created.

PAO Mission: Providing support to individuals with differing abilities based on their personal needs and goals.



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Together with the Arnold Center, we look forward to this new chapter with optimism and gratitude.
Thank you for being the heart of PAO.

With appreciation,

Mark Gandy

**President, Board of Directors
Personal Assistance Options (PAO)**

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