



NHPF RESIDENT SERVICES

Book of Stories

Over the past decade, weaving in and out of the data, the metrics and the measurable outcomes, a treasure of stories surface that you made possible. We are grateful to our investors and thank them for contributing to years of success.

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Dear NHP Foundation Contributor,

A colorful ceramic sign hanging on a wall behind my desk is inscribed with a quotation attributed to Albert Einstein, “Not everything that counts can be counted; not everything that can be counted counts.” Like many other professionals, social service providers are continually asked to show the data that proves that they are making a difference. How many clients have you served? How many of your clients are considered low-income? What is the ethnic breakdown of your clients? How many hours per week do you spend doing direct service to your clients? What are your measurable outcomes?

At The NHP Foundation, we are committed to helping our residents realize their dreams of becoming self-sufficient by providing high-quality, innovative and comprehensive programs and services through our Operation Pathways resident services division. We also believe that we need to measure our own success and the impact we have on our residents. We collect and analyze data and measure our impact to make informed programmatic decisions, as well as provide updates and reports to our stakeholders, like you.

This book was created to help you understand how your gifts and donations have benefitted residents of NHPF housing communities over the years. Our on-site resident services coordinators have touched so many lives and have given so many people the hope of realizing their own dreams. Einstein and many others have understood that the human condition is complex and human development cannot always be measured or understood in quantifiable data. That’s why we’ve called this our “book of stories.” Weaving in and out of the data, the metrics and the measurable outcomes are the stories and faces of hope, kindness, pride, self-esteem, dreams, empowerment, trust, and a host of other things that count but can’t be counted.

Your contributions have made a world of difference in the lives of so many. Please take this storybook as our gift to you to remind you of the things in life that truly count.

With gratitude,

Ken White

Vice President, Resident Services



The Operation Pathways' community centers, located within our properties, are outwardly focused with a purpose to be a place for the community at large to experience community. We want our neighbors and friends to find our centers inviting places, bringing people together as we focus on educational, health and wellness, and financial well-being programs. Building on the strength of your contributions and the commitment of our resident services coordinators, strong communities are being created. Your contributions have been a tremendous help in making this possible.



Your Partnership: Effective and Highly Valued

The value of your financial support is priceless. It is as priceless as the many lives transformed by the myriad of programs and services offered to the residents who call NHPF properties home. Your support has enabled a 25-year-old organization to flourish and its resident services program to positively affect the lives of thousands.

In a quarter-century, NHPF has realized extraordinary achievements in the preservation and creation of value-added affordable housing. Since its incorporation as a nonprofit in 1989, NHPF has operated with both a charitable mission and businesslike financial discipline, preserving 57 multi-family properties, comprising a total of 11,156 apartment units. Building on that foundation, NHPF has earned a reputation for solid accomplishments in providing clean, safe, affordable housing for low- to moderate-income families and seniors.

NHPF provides the means to grow and a place to grow, and all of the means we provide to grow are delivered under the umbrella of Operation Pathways Resident Services, a division of NHPF.



Growth is accomplished through the tireless effort of our resident services coordinators (RSCs), who direct site-based programs and services in community centers located on NHPF properties. With site-based RSCs serving as program directors and partnership managers, NHPF's Operation Pathways provides a variety of programs and services focused on health, education, and financial-literacy training, resulting in an enhanced quality of life.



Operation Pathways has received accolades from national resident services and affordable housing industries for providing innovative and high-quality programs. Two of our programs have been featured as best practices in *Creating Opportunities for Families Through Resident Services: A Practitioner's Manual*, published by NeighborWorks America and Enterprise Community Partners. The comprehensive array of programs and services offered by Operation Pathways fit together, delivering impactful, innovative, and in-house solutions to many of life's sometimes overwhelming issues. Operation Pathways becomes an invaluable asset to the lives it touches; each program would not exist without your contribution.

Please permit us to share with you how your investments affect thousands of lives. Shown in the blue **RESIDENT VOICES** pages are amazing stories, demonstrating how you have made life better—and, on occasion, actually saved lives

Academic Achievement

Brighten-Up Afterschool Program

Your financial assistance has enabled our Brighten-Up Afterschool Program to flourish. This program is designed for school-age children during out-of-school time. It has four primary components that work together to improve in-school achievement, each producing measurable results, increasing academic success.



Tests and other tools are used to measure outcomes:

- **77%** of children enrolled in Operation Pathways' afterschool program improved their reading performance by 1.5 grade levels after initially testing below their grade level
- **72%** of children enrolled in Operation Pathways' afterschool program improved their math performance by 1.5 grade levels after initially testing below their grade level
- **88%** of children in the program who initially tested at or above grade level improved their reading skills by at least another grade level
- **86%** of children in the program who initially tested at or above grade level improved their math skills by at least another grade level



These are tracked and verifiable results, demonstrating concrete outcomes in the lives of hundreds of children.



The success of Operation Pathways' Brighten-Up Program rests on four pillars:

- **Home-School Connection:** Capitalizing on the proximity of our programs to children's homes, our out-of-school time instructors act as liaisons to increase communication between home and school, which is vital for a student's success
- **Homework Habits:** Supervising homework completion, Brighten-Up staff teach beneficial study skills and techniques to children
- **Virtual Vacation:** Developing a project-based learning curriculum incorporating math, reading, arts, and science to increase participants' cultural awareness and sensitivity
- **Exploration Station:** Specializing in hands-on educational games and activities for children struggling in math and/or reading to increase an interest in learning



Brighten-Up Summer Camp Program

In the summer, this program serves school-age children during daytime hours. All summer camps have both academic and health components. Here, children keep their minds and bodies active, decreasing and even eliminating the possibility of summer learning loss, while staying physically fit.

THE EXPLORATION STATION



At Forest Park—in New Orleans, Louisiana—one young man came to our program as a 3rd-grader, after having moved four times during the school year. He was failing academically and showed some negative behaviors. Becoming a regular participant in The Exploration Station, our small group and one-on-one tutoring component, he participated in math and reading intervention twice a week. He loved the hands-on academic games and the freedom to return to course work he had not mastered from the 1st and 2nd grade. Now he is the lead organizer of our weekly Chess Club and continues to participate in The Exploration Station regularly, succeeding in all of his subjects.



On average, students lose approximately 2.6 months of grade-level equivalency in reading and math computation skills over the summer months. Studies reveal the greatest areas of summer learning loss for all students, regardless of socioeconomic status, are in factual or procedural knowledge—and low-income children experience greater summer learning loss than their higher-income peers.

From pre-test to post-test, according to the *Brigance Comprehensive Inventory of Basic Skills*, our goal is to have children show no signs of summer learning loss in math and reading.

In 2013, children, ages 6 through 14 excelled:

- **86%** of participating children in Operation Pathways' summer camps showed no signs of summer learning loss in math
- **81%** of participating children in Operation Pathways' summer camps showed no signs of summer learning loss in reading



Supplies / Helps

Children in our programs need school supplies to help them succeed in the new school year. At Foxwood Manor—in Levittown, Pennsylvania—children received much-needed backpacks before the start of the school year. Elsewhere—at Washington Dodd, in Orange, New Jersey—children and parents received *Hooked on Phonics Master Reader* kits to accelerate the pace toward excellent reading skills.

Health and Wellness



Pathway to Healthy Living

Your contributions paved the way to develop a multi-faceted program devoted to healthy living. The Pathway to Healthy Living is specifically designed as a resident services program focused on the health needs of individuals from low-income households. This program includes a large variety of activities and instruction aimed at promoting lifestyles leading to physical, psychological, and emotional wellbeing.



In place at a number of NHPF community centers, gardening projects combine activity with instruction, producing organic, healthy fruits and vegetables. In some locations where a community garden is not in place, our community partner, Sodexo Remote Sites, provides healthy snacks.

The Pathway to Healthy Living provides many different avenues for enhancing healthy lifestyles. Activities include aerobics, yoga, Pilates, Zumba, step training, line dancing, weight training, and other imaginative ways to promote participation, such as field days, and local Olympic competitions. Instruction includes nutrition classes, cooking workshops, and healthy recipe sharing.



Our New Orleans-based N.O.W. Matters program is the first health and wellness initiative using a resident services program to create healthy lifestyles for families living in affordable housing communities. Using a broad range of health behaviors, especially physical activity and nutritional choices, N.O.W. Matters is more than a program. Resident volunteers, known as Fitness Captains, encourage others to participate, answering questions and teaching them how to use fitness center equipment.

We have discovered one of the most important components of helping to stabilize a family and support long-term prosperity is to teach healthy behaviors and skills to promote long-term health. Studies show this type of instruction limits the adverse impact of chronic diseases—such as hypertension, diabetes, depression, arthritis, and heart disease. This pathway can also maximize opportunities for success at work and in school, improving residents' quality of life.



Health and wellness success is often perceived as requiring extensive will power. We believe this approach can limit success. We see the key to health and wellness success is "skill power," one of the main goals of Operation Pathways' health and wellness program.



For some time now, we as a nation have been talking about how to extend evidence-based, scientifically sound strategies to improve personal welfare in communities. However, low-income, working class, and the elderly are often left out. The Pathway to Healthy Living seeks to rectify that.

MOBILE WELLNESS CENTER



Some decisions don't just affect your life, they might just save it.

Ruth Anne, a Bayview Towers resident, had a healthcare history that is all too common. With no health insurance, regular medical care was not an affordable option.

Knowing this, her neighbors encouraged her to join them in taking advantage of an important Operation Pathways partnership.

Working with the Stamford Hospital Mobile Wellness Center, Operation Pathways facilitated free mammogram screenings and OB/GYN exams

for financially challenged women. Thankfully, resulting in early detection, Ruth Anne's breast cancer was discovered at a relatively early stage where it could be completely removed surgically. Had it not been for this Operation Pathways partnership, her cancer may not have been detected and treated until a much later stage and the outcome could have been much different.



Practical Skills / Physical Fitness



Field Trips and Hands-on Experience

Beyond academic success, your generosity enables Operation Pathways to give children a practical skill set and a chance to have fun. Children enjoy and learn from experiencing various exciting locations. Field trips include major science centers, county and state parks, large corporations, and utility centers. At one such field trip, students learned what makes water drinkable. Another field trip taught children how to respond to emergency situations, including making a pretend 911 call, seeing

how their local fire department works, and with the department's guidance learn about safe fire-escape procedures, putting out fires, and what fire department equipment looks like and feels like—up close.



Fitness is Fun

Operation Pathways helps children develop physical fitness, as well as academic fitness. We teamed up with the President's Challenge—the premier program of the President's Council on fitness, sports and nutrition—

to help “people of all ages and abilities increase their physical activity and improve fitness through research-based information, easy-to-use tools, and friendly motivation” (presidentschallenge.org). Our program involves children in 15 to 20 minutes of physical exercise, each afternoon.



FITNESS PROGRAMS



The Crawford family is more physically active because of the fitness options offered in the health & wellness programs at Walnut Square. Mrs. Crawford attended the group fitness

classes and has participated in the walking club since 2010. Over this time she lost weight and is thankful for the energy she gained back since becoming physically active. Mr. Crawford and his son started using the fitness center as soon as the equipment arrived. Although his son returned to college, Mr. Crawford still uses the fitness center on a regular basis. He lost weight, lowered his cholesterol, and is eating healthier to make sure all of his hard work is not lost. He even finds time to volunteer, coaching football for children who attend our afterschool programs. Because of our fitness programs, the Crawford family is getting more exercise and leading a healthier life.



- **100%** of children tested in our program were above the 50th national percentile, using the President's Challenge fitness test as a measurer.
- **97%** of children improved over pre-testing conducted at the start of the school year.



An important element of physical fitness is playtime on safe playground equipment. We have partnered with KaBooM!, utilizing equipment they provide to create safe play-spaces. To make this happen, the children were involved right from the start, designing and outlining the space that would become their own.



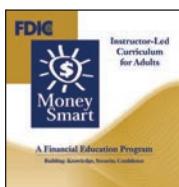
Our kids needed a playground and not only do they get one, they were able to design it. It is something that we all can be proud of for a long time. It was really nice meeting at the community center and seeing everyone come out and help.

—Jeannette Smith, KaBOOM!
Design Night participant



Transitions and Smart Living

Operation Pathways operates on the principle that success can be taught and skills can be learned. Through your financial investment, we provide the setting and the programs that impart those skills. When specialized skills are needed, Pathways also provides the assistance that benefits residents in a variety of ways.



Financial Literacy

NHPF's Pathway to Financial Success is designed to help participants become self-sufficient, build assets, and increase wealth. This 16-week program utilizes FDIC's Money Smart® program as the primary vehicle of the financial literacy curriculum.

Residents in this program are coached by staff and volunteers who help guide them through lessons. With this education, residents are able to build budgets and begin saving for their futures.



Fraud Prevention

The elderly are frequently taken advantage of—they can be tempting targets for financial fraud.

According to the Senior Law Resource Center, those who exploit come in many forms: a family member wanting to collect an early inheritance; a professional overcharging for service or charging for services not performed. Scammers know these vulnerabilities.

Operation Pathways' resident services coordinators educate senior residents about the types of fraud they may encounter. If it appears that any of our senior residents are being preyed upon, the resident services coordinators respond quickly with assistance. This assistance has kept NHPF senior residents from becoming victims of fraud and has enabled authorities to keep scammers from creating more victims.

FRAUD PROTECTION



At 92, Edmund is the oldest resident of Ships' Cove, in Fall River, Massachusetts. Edmund knew exactly where to turn when he received a deeply disturbing phone call. He greeted his Resident Services Coordinator with the exclamation “Oh thank God you’re here!” Edmund shared that the caller wanted him to send money through Western Union to help Edmund’s granddaughter, apparently injured in Canada.

The RSC acted quickly to confirm to Edmund and his family that the call was part of a criminal hoax; his granddaughter was safe and had been at her United States workplace, all along. The RSC helped Edmund file a police report. She also called the Canadian number, informing the scam artists they had been reported to the authorities and not to harass her client any further. Edmund and Dot—his sister, also a Ships’ Cove resident—were greatly comforted, happy that knowledgeable staffers were there to help them.

Tax Return Assistance

Your financial assistance has helped to provide tax return assistance for those residing in NHPF properties who cannot afford the needed expertise. This service is greatly appreciated by those receiving help, as it has proven to save and return to them thousands of hard-earned dollars they would otherwise not have had access to.



Assistance sometimes comes on an individual, as-needed basis. It is also provided through a community-based Volunteer Income Tax Assistance (VITA) program.

One such program—provided at our Foxwood property, in Levittown, Pennsylvania—has been tremendously successful. The program is known as Buck\$Back, and is implemented by Pathways, in conjunction with the Bucks County Opportunity Council.

Each year, volunteers help hundreds of taxpayers improve their financial situation. Tax preparation volunteers receive online and classroom training to prepare a limited scope of tax returns. Beyond knowing that they have helped those in need, volunteers have benefited as well, with the opportunity to receive real-life experience and to enhance their résumés.

Since its beginning in 2004, Buck\$Back volunteers have produced measurable results, enabling residents to save and purchase in areas previously unknown to them. At Foxwood:

- **More than 7,000** tax returns have been completed through the program
- **\$12.5 million** has been generated, through refunds, credits, and preparation fee savings

The program returns to taxpayers more than \$32 for every dollar invested.

TAX PREPARATION



We had a couple come into our community center to have their taxes prepared. It was a difficult start because they were very upset, due to their current situation. They had recently been homeless and living in a shelter. They



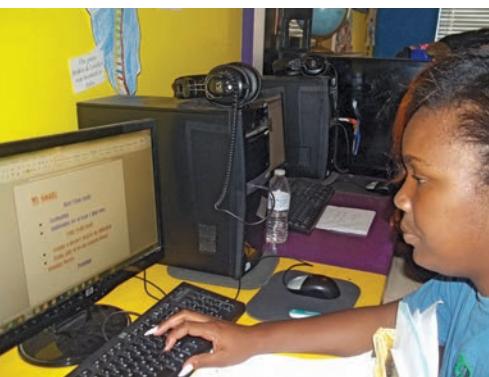
did not own a car and had to rely on others to help them get around. They came to our center without an appointment, requesting our help in getting their taxes done because they

had no money to go elsewhere. Our director greeted them with a smile, sat down with them, and talked with them for over an hour. The couple needed to have six years of taxes prepared, eventually receiving a refund for \$12,272.

Pathway to Work

Résumé Preparation Assistance

Resident services coordinators assist in any way they can, including résumé preparation.



Summer Intern Program

Your investment is having a direct, positive impact on the lives of the teenagers, age 16-19, living on NHPF properties. Through our Summer Internship Program, teens are filling their career toolbox with an array of skills that enable them to succeed.

The program is designed to provide a meaningful work experience, coupled with coursework in job readiness, career exploration, and financial literacy.

The interns report to maintenance supervisors and the RSCs who assign them a job and give coursework to help them experience a daily work routine. This opportunity improves participants' chances for success before they start out in the working world.

The interns' coursework enables them to fulfill the program's two primary goals: preparing them for the world of work and teaching financial responsibility. Within these goals, a broad range of skills are instilled, including:

- Résumé writing, interviewing, and finding job openings

RÉSUMÉ WRITING



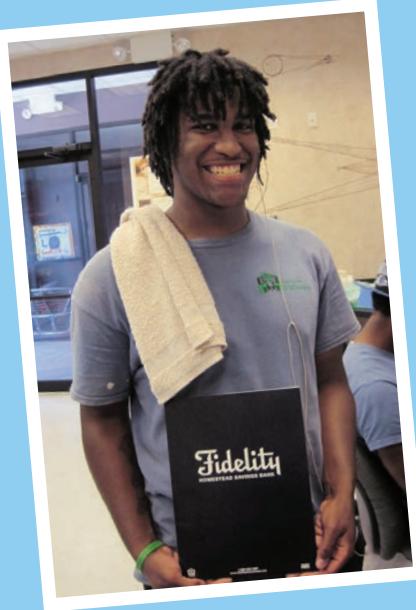
The RSC at Washington Dodd knew Stanley was in need, and she was able to help him when he needed support. Stanley was laid off when the factory he was working in burned down. Stanley needed her help in writing a résumé and finding a job, conveying his skills as a machinist was a challenge. A month later Stanley proudly announced he had a new job—one that paid three times the salary of the job he lost. As an added bonus, it is right down the street from Washington Dodd Apartments, so he can walk to work.





- Connecting career and personality with talent
- Prerequisites for jobs / careers
- Education and training options
- Positive work behaviors and etiquette
- Labor law
- Banking, saving, credit, and lending
- Investments / assets
- Budgeting
- Cost comparisons / analysis
- Values analysis

Operation Pathways lays a solid foundation in the lives of interns who are active in the program. On that groundwork, teenagers become responsible and contributing members of society and, in turn, mentor others along their way.



Terry and his family are Hurricane Katrina evacuees who settled at Copper Ridge. After being active in Operation Pathways for eight years Terry graduated high school. Before beginning college Terry participated in our Pathway to Work Summer Internship Program,

experiencing his first paid employment.

“Operation Pathways pushed me in school,” said Terry, “so that I could graduate and have my own voice in life.” Terry’s family and neighbors are proud to see he is now pursuing his dreams as a college student at Southern University.

Social Events



NHPF Community Centers

are the heartbeat of our housing communities. They are places where neighbor meets neighbor, occasions of all kinds are celebrated, residents and neighbors showcase their talents, dinners are sometimes provided, and memories are made.

RSCs are our ambassadors, speaking of the difference Operation Pathways makes by providing a multitude of opportunities for socialization, encouragement, and growth.



One of our new residents from Tennessee was so excited. She told me this was the first Mother's Day event she ever attended. She mentioned that she had two daughters and no one had ever celebrated her that way before.

For our Father's Day social, a "Papa's Picnic" was created. Since we didn't want to go outside and deal with the ants and sun, we had an indoor picnic with red and white tablecloths, watermelon, a tin tub for sodas and ice, and a build-your-own sandwich deli bar with all the fixings. For a homey touch, we baked a cake.

We hosted a "Name That Tune" social activity where we played over 100 old television theme songs: Green Acres, Million Dollar Man, Starsky & Hutch, The Lone Ranger, and others. The challenge was rewarding in two ways: it was a morale booster since they were competing with each another and it was therapeutic, as memories were being stirred. Everyone's face displayed positive expressions as they strolled down memory lane.

In the Community

Operation Pathways' community centers, located within our properties, become a place for the community at large to experience community. To make an invitation to those around us, we often hold events outdoors, attracting many from the surrounding community. This has taken various shapes, depending on the location and the time of year.



National Night Out Against Crime

One of Operation Pathways' partners is the nation's premiere crime prevention network, National Association of Town Watch (NATW). This is a nonprofit organization dedicated to the development and promotion of various crime

prevention programs, including neighborhood watch groups, law enforcement agencies, state and regional crime prevention associations, businesses and civic groups, and individuals devoted to safer communities. Pathways, along with NATW, works with law enforcement officials and civilian leaders to keep crime watch volunteers informed, interested,



involved, and motivated. Participating in America's Night Out Against Crime, Operation Pathways helps to promote involvement in crime prevention activities, police-community partnerships, and neighborhood camaraderie, and send a message to criminals that neighborhoods are organized and fighting back.



Community Gardens

As part of our Health and Wellness program, we have begun community gardening. While most gardens are on our properties, one is situated across the street from St. Luke's Plaza, in St. Louis, Missouri; Bentill's Community Garden has become an important community partner.

Blood Pressure Screenings

Resident services coordinators use outdoor activities to provide blood-pressure screenings performed by a registered nurse.



Mobile Health

Among the hundreds of partners affiliated with Operation Pathways, Tulane University Medical Center in New Orleans and the Stamford Hospital, The Regional Center for Health in Connecticut, have mobile medical units that have made house calls

NUTRITIONAL COUNSELING



Sarah learned she had been overmedicated for hypertension and it was causing her multiple problems. She was told to go on a low-sodium diet. Sarah came to the Operation Pathways staff asking how to lower her sodium intake and change her unhealthy eating habits.



She really didn't know what was in the foods she was eating or how to cook healthy meals for herself and her family. After receiving one-on-one nutritional counseling, she is now skilled in

reading food labels and is trying new foods and recipes. She is regularly using a treadmill and is on her way toward a healthier lifestyle. Perhaps best of all, Sarah is passing this knowledge on to her granddaughter.

to our properties, providing mammogram screening, and other health diagnostics.

Medical units such as these help residents and neighbors focus on their health and diagnose potentially serious issues. In one instance, the unit from Stamford helped to save the life of one who was screened for breast cancer and diagnosed in time for the proper measures to take place.

Your generosity enables Operation Pathways' light to shine beyond the walls of our residences and onto the streets that surround us, improving the health awareness of hundreds. We thank you, and the many affected positively by these successful outreaches also thank you.



Letter from the CEO

Dear Friends,

The NHP Foundation (NHPF) is proud of the services we provide to our residents. Our goal is to improve their lives in numerous ways. In doing so, we not only achieve a goal that is central to our mission, but we are able to create more stable properties that, in turn, provide our residents with a better living experience.

Over the past quarter-century, NHPF has realized extraordinary achievements in the development and preservation of affordable multifamily housing. Since its incorporation as a nonprofit in 1989, NHPF has operated with both a charitable mission and businesslike financial discipline, developing and preserving 57 multifamily properties with over 11,000 apartment units. Today, NHPF has a portfolio of approximately 6,000 units located in Connecticut, District of Columbia, Florida, Louisiana, Maryland, Massachusetts, Missouri, New Jersey, New York, Ohio, Pennsylvania, Texas, and Virginia.

We start with the premise that our housing is *the delivery system of community services*, allowing us to provide varied programs for children, young adults, families, and seniors. In order to best fulfill our mission, we believe it is necessary to take a holistic approach to affordable housing, holistic in the sense that we start with clean, safe, affordable housing and then enhance the lives of our residents with a robust array of programs and services. These programs also extend to the communities surrounding each of our properties to build better neighborhoods.

We are eternally grateful for the support of our funders. Because of your generosity, we feel we owe you more than a description of the good works we do through our various programs. It is incumbent upon us to also provide you with metrics that tell you how these programs are producing results. Internally, these metrics allow us to continuously measure the programs that are working up to their potential and those that need to be enhanced. In this way our residents can enjoy the most benefit.

We thank you for funding our programs and hope you enjoy the stories on these pages, made possible through your generous support.

Richard F. Burns

CEO, The NHP Foundation



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