



# Where You Live Matters

Fiscal Year 2016 Annual Report

# Operation Pathways

An Affiliate of the NHP Foundation

## Mission

Operation Pathways provides and coordinates place-based programs and services for residents in affordable housing communities to increase quality of life.

## Vision

Vibrant housing communities where residents are engaged, empowered, and supported to live to their fullest potential.

# Where You Live Matters

2016 marks the first full year that Operation Pathways is an independent not-for-profit corporation and an affiliate of The NHP Foundation (NHPF). That milestone seems an appropriate occasion to highlight the work of our Resident Services Coordinators (RSCs) and spotlight some of the NHPF residents whose lives have been made better in the past year.

Our RSCs serve as conduits for change. Change that communities envision and residents personally seek to realize. RSCs tailor programs to meet specific resident needs. Working hand in hand with our residents, they focus on improving areas of concern, while creating a stable environment from which real progress can be made. Through their dedication and thoughtful efforts, RSCs have innovated new strategies to bring people together, bridge generational gaps, and improve the lives of all residents.

Here we'd like to demonstrate how our organization is guided by the thoughtful work of our RSCs and the capacity of our residents to challenge themselves and each other. You will read some of their stories in this annual report, and in this letter, we'd like to tell you about one resident.

Joy is a single mother of two living at Bayview Towers in Stamford, Connecticut. For several years, she and her children moved among different family members' homes, just trying to keep a roof over their heads. Joy had been on a waiting list for a Section 8 voucher, but she had been waiting for more than a year and was now faced with having to move out of her cousin's apartment.

With the help of Bayview staff and RSC Kimberly, Joy qualified for a rent subsidy on a unit at Bayview Towers. Being at Bayview meant that she could have a permanent address to list on her resumé and job applications and broadened the radius for her job search. Joy was able to secure a human resources position in New York City.

Here Joy shares her story in her own words: "When I was able to live on my own and provide for my own children at Bayview Towers, it gave me the motivation to push forward towards my goal of being a homeowner someday. I'm on a learning ladder. I have had many life lessons, each one giving me another step up and I still have work to do. I am not where I want to be yet, but I will get there. Without the help of Kimberly and other Bayview staff members, I believe I would still be jumping from home to home and job to job. I have a steady job now and we no longer just have a place to lay our head, but a place to call home."

For NHPF residents like Joy and others you will meet in the pages of this annual report, one truth seems very clear—where they live matters. We sincerely thank the Operation Pathways' RSCs for their hard work and dedication, and salute all the NHPF residents availing themselves of Operation Pathways' life-affirming programs.

**Richard F. Burns**

President, Operation Pathways, Inc.  
President & CEO, NHP Foundation

**Kenneth D. White**

Executive Director  
Operation Pathways, Inc.

# Operation Pathways: 2016 By the Numbers



**7,139**  
individuals served



**11,074**  
hours of programs and services delivered



**811**  
collaborating organizations



**5,932**  
volunteer hours strengthened programs at our community centers



**\$50,365**  
worth of in-kind donations helped us run our programs more efficiently

## Pathway to Academic Achievement



**10**  
sites offered Operation Pathways' afterschool programming and served  
**262**  
children



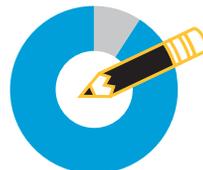
**37%**  
of children scoring below grade level in math improved their math skills by at least 1.5 grade levels



**62%**  
of children scoring below grade level in reading raised their reading skills by at least 1.5 grade levels



**10**  
Operation Pathways' Brighten Up Summer Camps provided  
**321**  
children with an educationally enriched program



**91%**  
of children showed no sign of summer learning loss in math



**93%**  
of children showed no sign of summer learning loss in reading

## Pathway to Financial Stability



**2,129**

participants joined us for financial education programming



**218**

individuals participated in workforce development programming



**321**

participants in America Saves Week took part in learning about the importance of saving



**\$15,620**

in savings by

**83**

participants who pledged to save for seven months



**86%**

of teen internship program participants opened their first bank account

TEEN  
INTERNSHIP  
PROGRAM



**100%**

of those who completed the teen internship program met their savings goal

## Pathway to Healthier Living



**1,603**

participants increased their intake of fruits and vegetables



**19,885**

nutritious meals served



**709**

individuals participated in physical fitness programming



**1,276**

participants increased their physical activity



**2,864**

participated in health and wellness programs



**18**

individuals quit smoking cigarettes



## Pathway to Academic Achievement

Through our Pathway to Academic Achievement, we feature educational programs for residents of all ages. Programs are also offered for lifelong learners. These classes are especially popular for those adult residents wanting to improve their skills and employment prospects.

Operation Pathways helps young residents bridge the achievement gap that often separates them from children in higher income families. The Brighten Up Afterschool and Summer Programs are the heart and soul of our Pathway to Academic Achievement programming. By encouraging positive childhood and teen-aged development, we help participants

build brighter futures. Our young residents are often faced with high school dropout rates five times greater than those seen among students from more financially stable families. Programs like those offered by Operation Pathways set our young residents on a course for improving their academic performance and optimizing their lifelong earning potential.

Please read about five wonderful program participants from Texas. Andrew, Adrian, Anderson, Alisson and Carol are five of the 262 children for whom the Operation Pathways' Brighten Up Afterschool Program made a huge difference in their behavior and academic performance in 2016. Great job, kids!

# Pathways



## Where Perla and Her Sons Live Matters

Perla and her family live in the Heritage Square Apartments in Dallas. Her sons—Andrew, Adrian, and Anderson—participate in the Brighten Up program. Recently, Perla asked to meet with her RSC, Natalia, to discuss her sons' behavior. Since the boys were making so much progress in the afterschool program, Natalia was surprised to hear from Perla. As it turned out, nothing was wrong. On the contrary, Perla wanted to know what was going on in the afterschool program to bring about so many positive changes in her boys. Perla told Natalia that, since joining the afterschool program, her sons

were picking up after themselves at home without being asked to do so. They were putting their toys away and washing their hands before eating. They were even helping her with errands around the house. Last month, Perla attended a parent-teacher conference and her sons' teachers reported that all of them have shown improvement in the classroom. Since the only significant difference in their lives was enrolling in the afterschool program, Perla gives credit to NHPF and Operation Pathways for bringing about such a welcome new chapter for her children and their family life.



## Where Carol and Alisson Live Matters

Second-graders Alisson and Carol are twins whose school ranks in the bottom 25% of North Texas schools. The student-to-teacher ratio is high, the operating budget is low, and only 58% of the students met state reading standards last year. Luckily, Alisson and Carol are enrolled in Operation Pathways' afterschool program overseen by RSC Alexandra at The Grove at Trinity Mills in Dallas. The twins' family only speaks Spanish at home, but the Brighten Up program is helping the sisters excel in their English skills. They are both avid readers and their test scores

show it. This year alone, Carol has improved her reading by one grade level putting her in the fifth grade for reading. Alisson gained two grade levels and is now reading at the seventh-grade level. Many new immigrant families struggle to assimilate while also trying to provide for their children's basic needs. NHPF and Operation Pathways work together to help immigrant families live in safe and stable housing they can afford, while building the skills they need to become successful, self-sufficient citizens. Alexandra has no doubt that Alisson and Carol are on that path.



## Pathway to Healthier Living

The Pathway to Healthier Living brings fitness, nutrition, wellness, and health resources and programming to our residents. Low-income families and individuals often suffer from limited access to healthy food choices and a lack of understanding about how healthy choices improve their long-term wellness and everyday lives.

Through these Operation Pathways programs and services, we're helping residents make positive changes to improve their overall health. Making healthy choices increases longevity and decreases preventable diseases and injuries, relieving the

burden of high healthcare costs that can challenge already struggling families. By sharing findings that link poor diet, lack of exercise, smoking and obesity to significant health challenges, our holistic approach fosters positive changes for all our residents.

Congratulations to the 2,864 residents—including Percy—who participated in Operation Pathways' health, wellness, and fitness programming in 2016. Operation Pathways is proud of the role we play in engaging residents to live their healthiest and happiest lives.

# Pathways



## Where Percy Lives Matters

Eight year-old Percy and his family live at the Walnut Square Apartments in New Orleans. He participates in Operation Pathways' afterschool and summer programs under the direction of RSC Tiffany. When he first joined, Percy's least favorite part was the daily physical fitness activities. He was visibly overweight and often teased by his classmates at school. In addition to the health concerns associated with childhood obesity, Percy also suffered from the emotional stress brought on by bullying and harassment. Percy's lack of self-confidence was having a negative effect on his academic performance.

Over the last year, Percy's willingness to participate in Operation Pathways fitness

activities gradually increased. He was encouraged by the staff and his fellow participants in a supportive and bully-free environment. This allowed Percy to feel comfortable engaging in activities that were new and challenging for him. Now, Percy not only participates in, but fully enjoys the fitness component of our program and his new attitude towards physical activity is showing through our fitness evaluation. He continues to show improvement in all three fitness areas we monitor and assess—push-ups, sit and reach, and shuttle run. Percy has gained self-confidence, is doing better in school, and just finished his first season of football with the New Orleans youth football league. Way to go, Percy!



## Pathway to Financial Stability

Residents rely on the Pathway to Financial Stability to receive financial education and workforce development programming. Working families are faced with difficult financial sacrifices on a constant and relentless basis. Operation Pathways programs help residents take critical steps in stabilizing their individual financial situations.

Budgeting assistance, credit repair services, and savings programs are all ways residents are encouraged to build a stronger financial future. With 25% of all renting American families living a paycheck

away from homelessness, financial security is a critical concern and never-ending worry. Residents can use our programming to gain access to financial institutions. Like Leonard, they can learn the skills necessary for securing more stable, higher paying employment.

Operation Pathways is particularly proud of our teen interns. Like Shalimar, every single one of the Operation Pathways interns—100% of them—met their savings goals in 2016. Well done!



## Where Leonard Lives Matters

Leonard is a resident at St. Luke's Plaza in St. Louis. He came to the St. Luke's community center seeking help from his RSC, Jean. Leonard was struggling financially with only a part-time job. He was paid poorly and didn't offer health insurance benefits.

Over the next few weeks, Jean worked with Leonard to design and draft a resume and cover letter, and to practice interview skills. Jean also helped Leonard find and apply for new job

opportunities. While he hoped that his job search would be a quick and easy process, it didn't turn out that way. Leonard felt like giving up along the way, but Jean encouraged him. After six months, Leonard's persistence paid off and he was offered a full-time position as a custodian—a position that offered better pay and health insurance benefits.

"I'm really glad Jean was there to help me and make it work," Leonard said. So are we, Leonard.



## Where Shalimar Lives Matters

Shalimar is sixteen and lives in Ship's Cove, an NHPF property in Fall River, Massachusetts. One day Pam, the Ships' Cove RSC, ran into Shalimar in the lobby. Though Shalimar had been an intern the summer before, Pam hadn't seen her in several months. Shalimar reported that she has been very busy working her full-time job, while also attending college. She's currently in a certificate program to become an interpreter and plans to continue her education towards a bachelor's degree in business management. Shalimar told Pam that she's working hard to achieve her goal to buy a house someday, and because of her internship with Operation Pathways, she understands the planning and effort needed to make her dream come true.

Shalimar thanked Pam for helping her manage her income last summer, teaching her the importance of saving and prioritizing expenses. "Now I look at those sunglasses, that shirt, that milkshake . . . and I think, that's one hour of work!" Shalimar also had a positive influence on her family, who she claims never understood the importance of saving money. This year, they will go on their first family vacation because Shalimar encouraged everyone to make monthly contributions to a family vacation fund. She is also encouraging her younger sister to be responsible with money. Shalimar told Pam hopes her sister can also enter the internship program when she turns sixteen.

# 2016 Supporters

Operation Pathways publicly acknowledges and sincerely all our 2016 supporters listed here. Without the generous contributions of these partnering corporations, foundations, and individuals, all that we achieved in the last year would not have been possible.

MANSUR ABDUL-MALIK	TANNER FINNAN	ANDREW PAGTAKHAN
ROBERT ABRAMS	FOX POOL MANAGEMENT	JESSIE PAGTAKHAN
MECKY ADNANI	FOXWOOD FUNDRAISER	GARY PARKINSON
RAMON AGGABAO	MICHAEL FRANKLIN	AVANI PATEL
AGM FINANCIAL SERVICE INC	PATRICK FRY	PNC FOUNDATION
AHC INC.	GIVING BACK WRAPPING PARTY	TIM PRYOR
AMAZON FOUNDATION	MARY GOCHUICO	ANDREA QUIMOYOG
PAMELA ANDERSON-LIVINGSTON	CARLOS GONZALES	CLARITA RAMOS
DEPARTMENT OF HEALTH & HUMAN SERVICES / ASSETS FOR INDEPENDENCE (IDA PROGRAM)	GPOA FOUNDATION	REGINELLI'S PIZZERIA / NEW GARDEN DISTRICT CAFÉ
PAULINE BACULI	STEPHEN GREEN	T. PEYTON & ETHEL ROBINSON
BAKE SALE EVENT	DAWN GUTIERREZ	PAMELA ROBINSON
BANK OF AMERICA	HALLKEEN	MEADE RHODES
SCOTT BARKAN	CAROLYN HARDAWAY	KELLIHER SALZER
JOSEFINA BARREDO	HILLCREST FOUNDATION	CHERIE SANTOS-WUEST
LATTER & BLUM	DONALD & NANCY HESS	SHEHZ ENTERPRISES, INC. / SUBWAY
RALPH BOYD	JOHN HOFFER	SIRUS FUND
CHARLENE BRISCO	LISA HOUNSHELL	JAMIE SMARR
AL BROWNE	EVELYNN HOWELL	IAN SOBEL
BUCKS COUNTY OPPORTUNITY COUNCIL	COREY JOHN	JOSEPH SPERLAZZO
RICHARD BURNS	BEVERLY JOHNSON	JEFF MACDONAGH & KENDRA STENSVEN
TOM & LESLIE CARR	JORDAN JOHNSON	FRANK L. SULLIVAN, JR.
LIVI CENTENO-MCNULLA	JENNIFER JU	SWEETS & SOURS EVENT SALES
FRANK CERBINI	KLEIN HORNIG LLP	RON TIENZO
CLAUDE CHOW	PHILIP LANDICHO	TOMLINSON FOR STATE SENATE
CHILDREN & FAMILY LEGACY FUND	JAY LEGASPI	UNITED WAY OF METRO DALLAS
CHIPOTLE FUNDRAISER	KEVIN LEWIS	THOMAS VACCARO
CMQ FLOOR COVERING	ERYKA LINDSEY	AMANDA WALZ
CRAIG EMDEN ON BEHALF OF BOCARSLY	TIFFANY MARTINEZ	JOYCE WALZ
PATRICIA DIAZ DENNIS	CAROL-ANN MASON	KEN WHITE
DOLLAR GENERAL LITERACY FOUNDATION	MASSMUTUAL MATCHING GIFT	JOE & MARY WIEDORFER
NEAL DROBENARE	FRED MITCHELL	SAM WILDHALM
SHAY DUGAN	JOYCE MOSKOVITZ	WINN RESIDENTIAL
EPNO	NIAGARA CARES	CARRIE YEAGER
CHRISTY FOREMAN	ELIZABETH ORTMANN	YOURCAUSE.COM
EDGEWOOD	JOHN ORTMANN	AMANDA YU
EMDEN COWAN ESMALL & ARNDT LLP	KEITH & SUSAN ORGERON	



Pathways



**Operation  
Pathways**

AN AFFILIATE OF THE NHP FOUNDATION

**NEW YORK HEADQUARTERS**

122 EAST 42ND STREET, SUITE 4900  
NEW YORK, NY 10168 • 646.336.4940

**WASHINGTON, DC**

1090 VERMONT AVENUE, NW, SUITE 400  
WASHINGTON, DC 20005 • 202.789.5300

**CHICAGO**

150 N. MICHIGAN AVENUE, SUITE 2800  
CHICAGO, IL 60601 • 312.216.5103

[www.operationpathways.org](http://www.operationpathways.org)