

Operation Pathways Fiscal Year 2018 Annual Report



How You Live Matters



Operation
Pathways

AN AFFILIATE OF THE NHP FOUNDATION

Building on the Strengths of Residents



Richard F. Burns

2018 was a year of remarkable recognition and transformation for Operation Pathways.

Early in the year, our organization was designated as the first CORES certified resident services provider in the country. CORES Certification recognizes organizations that have developed a robust commitment, capacity, and competency in providing resident services coordination in affordable rental housing.

This recognition inspired the Operation Pathways team to create more productive and meaningful relationships with our residents; leveraging our mutual strengths as creative, capable and resourceful partners to problem-solve together.

We believe that the traditional, transactional relationship of helping a resident fix a problem, while well-intended, falls short in bringing about long-term positive lifestyle changes. Residents achieve more for themselves and their families via “family-centered coaching” which focuses on their strengths and the value that they bring to the table. The results of this approach have included important breakthroughs in the daily lives of the people who live in our properties.

For example, Ms. Williams had a family emergency and needed to travel out of state. She spent her rent money on her travel and found herself and her 3-year old son in danger of eviction. Our resident services coordinator (RSC) immediately helped Ms. Williams find an agency to pay the rent and late fee. The focus had been: find a solution to the problem, “check the box” for eviction prevention, case closed.

But through our own investment in training, we decided to adopt a more holistic approach.

Ms. Williams recognized her need for a financial safety net for situations like these so that she wouldn't spend her rent money on emergencies. The RSC offered her financial coaching and Ms. Williams started working towards that goal. The RSC recognized her strengths (steady work, childcare, a network of friends and family) and Ms. Williams did the rest.

This is just one of the transformative stories our residents have to tell. Through this process, Operation Pathways has come to realize that recognizing our residents' strengths makes us all stronger.



Kenneth D. White

Richard F. Burns
President & Chief Executive, NHPF

Kenneth D. White
Executive Director, Operation Pathways

Bettering the Bottom Line



Pathway to Financial Stability

Resourceful Resident Services Programs Provide Cost Savings

Economically challenged families residing in affordable housing often rely on social services to achieve stable housing and increase their financial standing. These services vary from adult education and employment assistance programs intended to locate a job or advance in a career, to supplementary after-school programs designed to provide wraparound academic guidance to ensure scholastic success.

However, research also illustrates that resident services in affordable family properties, working in combination with local social services, can reduce rental property management costs. Reductions in turnover and nonpayment of rent have been observed, likely as a result of families becoming more financially stable. This is often the result of forming relationships with a network of reliability beginning with resident services coordinators, and an overall stronger sense of community. This data demonstrates how properties and owners can better their bottom lines, by implementing resident services programs.

By comparing family properties with resident services to family properties without resident services, Operation Pathways was able to determine that resident services programs reduced property vacancy losses, legal fees, and bad debts. Our organization's analysis also shows that Operation Pathways' residents services programs decrease the number of skips and evictions. These results indicate that **83% of evictions** and skips were from households that were not enrolled in resident services programs.

This information underscores the importance of resident services programs and their often overlooked and underappreciated value. Resident services programs, like those provided by Operation Pathways, expand opportunities to residents, improve life outcomes for adults and children, allow seniors to age in place, and provide a financial benefit for property owners and management.

Resident services decrease the chances of skips and evictions, lower the costs of vacancy losses, legal fees, and bad debts. The evidence is clear, properties where Operation Pathways is present, realize substantial cost-savings per unit, in comparison to those properties that do not provide resident services programs.

The Heart of Resident-Centered Coaching



Charles and Gennifer Ratliff

Operation Pathways has embraced family-centered coaching as an effective means for creating meaningful and productive partnerships between our resident services coordinators and residents.

Charles and Gennifer Ratliff of Forest Park Apartments in New Orleans represent another shining example of the coaching at its best. Over five years the couple has built a strong and trusting relationship with their resident services coordinator, Tiffany Martinez. Using techniques she learned in Family-Centered Coaching, Tiffany assessed the Ratliffs' readiness to partner with her to help achieve their goals.

The Ratliffs began by partnering with Tiffany to uncover short-term objectives that would help them eventually achieve their larger goals of maintaining financial security throughout retirement. Of utmost importance to the Ratliffs was identifying a new, affordable prescription plan that would cover Gennifer's medication costs to treat the chronic diabetes that has confined her to a wheelchair.

The Ratliffs worked with Tiffany to find ways to keep medication costs and copays at a manageable rate given their fixed income. Through active listening and asking powerful questions, Tiffany and the Ratliffs made a plan, researched prescription programs and reached out to vendors. Within a few weeks, they had signed up for a new prescription plan that they could afford. During this time, Tiffany was conducting weekly check-ins with them and began to connect them to other residents in the community.

These experiences led the couple to seek guidance in designing a monthly budget for their finances, so that they could be ready for future unexpected expenses. Together, the Ratliffs and Tiffany created a workable household budget.

Both Charles and Gennifer began to participate in community events and meet their neighbors. Previously, they would keep to themselves and were socially isolated from other residents. Mr. Ratliff started attending weekly fitness classes, and his doctor noted his decreased blood pressure levels.

Charles and Gennifer are perfect examples of the capable, creative, and resourceful individuals who live in affordable housing communities. Family-centered coaching reminds us that it is not our job to empower our residents. In fact, the power already resides in them. It is our duty to walk alongside them as they work towards their own goals, and coach them along the way.

Financial Partners

AARP	Department of Housing & Urban Development	Jennifer Ju	Senator Tom Tomlinson
Mansur Abdul-Malik	Deutsch-Khanna Family Fund	Junior League of Baton Rouge	Share Our Strength
Robert Abrams	Patricia Diaz Dennis	Kelliher Salzer	Sharps Landscaping, Inc.
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Amazon Smile	Essex County, NJ	Kevin Lewis	Southern University
Amerigroup Corporation	Every Kid a King Foundation	Eryka Lindsey	Southern University Sub Contract CDBG
Amerigroup Foundation	Exxon Mobil	Louisiana Pizza Kitchen	Joseph Sperlazzo
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Al Browne	HallKeen	Avani Patel	US Bank
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Bucks County Opportunity Council	Healthy City Fall River	Philabundance	Wal-Mart
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