



The **NHP** Foundation  
Preserving America's Affordable Housing



*Where*

Where You Live Matters

*you live*

*matters*

# Our Mission



WOODS AT ADDISON, MARYLAND



HERITAGE SQUARE, TEXAS

**THE NHP FOUNDATION** is a nonprofit organization dedicated to making investments that preserve and create affordable multifamily housing for low- to moderate-income families and seniors. We provide a comprehensive array of programs and services to enhance the quality of life for our residents.

# The NHP Foundation believes that “where you live matters ...” This is a basic precept of NHPF, one that drives all our activities.

**EVERY INDIVIDUAL ON THE PLANET** requires three essentials to survive—food, clothing, and shelter. The NHP Foundation (NHPF) believes shelter—a clean, safe, and affordable place to live—is a necessity for every American, and should be their right regardless of income level.

Yet, affordably priced housing is out of reach for many American families and seniors. At NHPF, we want to help those who are trying to help themselves. Low- and moderate-income families working at or even above the minimum wage cannot fight the market forces that drive rental-housing costs beyond their reach. The same holds true for seniors living on a small fixed income.

NHPF’s goal is to make a difference. Since 1989, NHPF has created and preserved quality affordable housing for thousands of working families and seniors. We apply our expertise, energy, relationships, and fiscal discipline to improve affordable housing, both in the preservation of existing properties and the construction of new units.

We encourage you to support this work. Please read about the apartment complexes and communities we proudly describe in this brochure, and learn about others by visiting [www.nhpfoundation.org](http://www.nhpfoundation.org).

**Richard F. Burns**

NHPF President & Chief Executive Officer



# Our Business Model



THE ROUNDTREE RESIDENCES, WASHINGTON



**OUR BUSINESS MODEL** combines a charitable mission with businesslike management and financial discipline. As a result, we are skilled at creating multifamily residential communities that thousands of Americans are happy to call home. We strive to be recognized as an organization that efficiently and effectively accomplishes its mission. At NHPF, we are committed to quality in all aspects of our work—quality properties, quality services for our residents, and quality employees to make it all happen.

NHPF’s holistic housing approach goes beyond providing “bricks and mortar.” We enhance our affordable housing with an active resident services program—Operation Pathways—which provides a wide variety of services including education, health and wellness, financial literacy, and enrichment programs not only for our residents, but also for residents surrounding our properties. NHPF is fundamentally committed to the process of community building that strengthens neighborhoods and helps families prosper over time. By focusing on housing as well as the services that individuals and families need to raise children, remain healthy, and grow financial stability, NHPF’s properties effectively serve as anchors in each of the cities and towns in which we are located.

We are one of the few nationally focused nonprofits that preserve and create service-enriched affordable, multifamily housing to those with low-to-moderate incomes.

We acquire a majority of our properties from financial institutions and private owners, financing them with commercial bank financing, permanent tax-exempt bonds, and Low Income Housing Tax Credits, among other sources. These investments stimulate the improvement of surrounding properties and help stabilize neighborhoods in many of the communities in which we are located.



# Our History of Success



WALNUT SQUARE, LOUISIANA



## **NHPF:**

- Has a portfolio of over 30 properties located in Connecticut, District of Columbia, Florida, Illinois, Louisiana, Maryland, Massachusetts, Missouri, New Jersey, New York, Ohio, Pennsylvania, Texas and Virginia
- Completed the construction of two new affordable housing properties and six Low Income Housing Tax Credit rehabilitations, totaling \$248,839,960 in value, since 2012
- Created a \$50 million equity fund for the acquisition of properties to be redeveloped and preserved as tax credit properties by 2019
- Is one of the 12 founding nonprofits of the Housing Partnership Equity Trust (HPET), an \$80 million private REIT for the acquisition and preservation of affordable housing
- Through a joint venture, NHPF with Urban Atlantic, established a \$10 million revolving line of credit to provide equity for investments in work force housing.
- Launched a new initiative to preserve affordable housing—the “Affiliates Program,” which works with nonprofit affordable housing developer/ owners, housing authorities, tenant associations, and other municipal and community organizations who lack the resources, manpower, expertise and/ or financial statement to renovate existing assets or develop new properties
- Measures and tracks outcome-based programs and services to continuously seek the best results for our residents and demonstrate to our funders the tangible value added by our programs

# Strategic Planning



HOLLY SPRING MEADOWS, MARYLAND

**BUILDING ON OUR 25-YEAR HISTORY** of accomplishment, NHPF recently launched a comprehensive 5-Year Strategic Plan to be executed through 2019. It positions our work for the long-term, keeping NHPF on the cutting edge of the rapidly changing affordable housing business environment.

## **OUR STRATEGIC PLAN SETS THREE PRIORITIES:**

### **Provide more Housing that is Affordable to Low- and Moderate-Income Families and Seniors**

This unlimited need, at the heart of NHPF's mission, will always be a goal.

### **Build a Sustainable Platform for Continued Success**

While NHPF has stable finances, it must continue to build solid financial viability as we grow.

### **Maximize the Impact of Resident Services**

Enhancing our residents' quality of life is key to NHPF's mission and the viability of our properties.



*“NHPF has an expanding and valuable role to play in strengthening the affordable housing field in this country.”*

—RALPH F. BOYD, JR.,  
CHAIRMAN, NHPF BOARD OF TRUSTEES

# Strategic Priorities



STONE RIDGE, TEXAS



**OUR PATH TO ACHIEVING SUCCESS** in these priority areas will take full advantage of recent accomplishments that provide the structure for us to move forward:

### **Growing the Affiliate Program**

NHPF has recently added over 700 housing units to its growing portfolio through the growing Affiliate Program, which acquires and partners with other non profits, housing authorities and tenant groups.

### **Expanding our Redevelopment Efforts**

NHPF has redeveloped more than \$248 million of affordable housing since 2012, producing excellent results for residents and development fees and goodwill for NHPF.

### **Identifying New Alliances and Capital Partners**

These alliances include good work being done with the National Housing Preservation Fund jointly sponsored by NHPF and Urban Atlantic. The Fund provided \$50 million for the acquisition and development of properties. Through a joint venture, NHPF with Urban Atlantic, established a \$10 million revolving line of credit to provide equity for investments in work force housing. The Housing Partnership Equity Trust is an \$80 million REIT formed by NHPF and 11 other non-profits for the acquisition and preservation of affordable housing.

### **Focus on Portfolio Performance**

Occupancy and cash flow continue to be strong, and careful attention to each of our assets has produced excellent results in overall portfolio performance.

# Our Beliefs

BAYVIEW TOWERS, CONNECTICUT

## NHPF BELIEVES IN:

- The dignity of our residents
- The value of safe, clean, functional housing that low-to-moderate income residents can afford
- The inclusion of comprehensive resident services that provide important support for residents of all ages, builds communities, and stabilizes occupancy

*“We congratulate The NHP Foundation for taking their ground-breaking ideas and turning them into solid outcomes. They are actively shaping neighborhoods across the country with their ideas, passion and commitment. Their efforts have created bright futures for communities where safe, secure housing is needed most.”*

—ELLEN ROGERS, SENIOR VICE PRESIDENT,  
COMMUNITY DEVELOPMENT BANK,  
BANK OF AMERICA MERRILL LYNCH



*“The community center is the heartbeat of our housing community.”*

—A RESIDENT

# NHPF Affiliates Program



WINTER HILL APARTMENTS, VIRGINIA



THE ROUNDTREE RESIDENCES,  
WASHINGTON

**GROWING OUT OF OUR BELIEFS**, and central to our strengths and results, is the NHPF Affiliates Program.

The best-intentioned local housing nonprofits sometime need additional resources to effectively carry out their missions. It is from that reality the NHPF Affiliates Program was born. Created in 2011, the Affiliates Program partners with mission-aligned local nonprofit housing organizations and, where appropriate, government partners and tenant groups.



VIRGINIA VILLAGE, VIRGINIA

The NHPF Affiliates Program seeks to partner with local nonprofits committed to preserving their communities' affordable housing—particularly those facing financial and organizational challenges. The overarching goal of the NHPF Affiliate Program is to bolster local organizations by offering them financing, development, asset management, resident services, fundraising support, and the ability to expand their local footprint.



ALPHA TOWERS, OHIO

Those who have affiliated with NHPF have gained a strong financial partner, realized cost savings, and gained the expertise needed to support, and in many cases grow, their operations. We invite interested organizations to learn more about becoming an NHPF Affiliate.



PARKCHESTER, WASHINGTON

# Our Strengths



## NHPF HAS:

- A thorough knowledge of real estate fundamentals
- An understanding of resident needs and programs to address them
- More than a quarter-century of experience in affordable housing investment
- An expert in-house team of professionals, able to quickly evaluate the multitude of factors that go into successful investment decisions;
- Senior Management experienced in both market rate and affordable multifamily real estate investing
- The ability to tailor resident services programs to fit each new property acquisition
- An Investment Committee composed of seasoned real estate professionals from our Board of Trustees
- A business model that combines a focused charitable mission with the business and financial discipline of a for-profit enterprise



# Our Experience



ALPHA TOWERS, OHIO



THE HIGHLANDS, TEXAS

**THROUGHOUT ITS HISTORY**, NHPF has been a leader in preserving deteriorating affordable properties at risk of conversion to market-rate rental units. This helps to improve neighborhoods and guarantee permanent affordability for low- and moderate-income renters. Having in-house expertise equal to that of market-rate housing developers continues to be essential in achieving the results NHPF is known for industry-wide.

NHPF's team of real estate professionals carries out all phases of housing development, including:

- Site identification and acquisition
- Selection and coordination of the development team
- Predevelopment, construction, equity, and mortgage financing
- Entitlements, including environmental clearances
- Constituency communications to build community acceptance
- Value engineering and project bidding
- Oversight of land development and project construction
- Compliance with all applicable laws and regulations

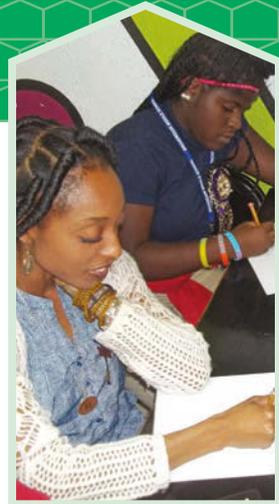
The NHPF Development Team is always looking for land parcels and under-developed properties that can be upgraded to value-added affordable housing communities. We invite potential sellers and their agents to share investment opportunities with NHPF.

# Sound management produces the kind of attractive, sustainable properties to which we are committed.

**NHPF MANAGES ITS PROPERTIES WITH CARE.** We not only renovate and create units of affordable housing, but also maintain them to a high standard, so that they are attractive additions to local communities and neighborhoods, places where families live with pride and that neighbors see as community assets.

NHPF is committed to “greening” its portfolio and has taken on several initiatives towards that goal:

- Since 2008, we have constructed and redeveloped more than 1,500 units with high-efficiency Energy-Star appliances
- More than 1500 single-pane windows have been replaced with double pane, low-e windows
- 750 housing units have been converted from central boiler/window air-conditioner systems to high-efficiency central HVAC systems
- In recent years NHPF has replaced 11 flat, built-up roofs and 20 asphalt shingle roofs with new, highly-insulated roofing systems



# Water conservation is a hallmark of NHPF's sustainability program.



COPPER RIDGE, LOUISIANA

**IN OUR MOST RECENT** year-to-year comparison, NHPF's portfolio-wide water usage has dropped by 12%. The most striking results were seen in seven NHPF properties where water conservation programs were recently implemented. The combined annual water consumption savings on these seven properties alone is estimated to exceed **70 million gallons**.

## **NHPF'S "GREENING" EXAMPLES INCLUDE:**



MAGNOLIA TRACE, LOUISIANA

A 200-unit property with a major rehab completed including new roofs, windows, appliances, AC units, and plumbing fixtures.

**Water usage decreased by 42%**

**Electricity usage decreased by 27%**

**Gas usage reduction 30%**



THE GROVE AT TRINITY MILLS, TEXAS

A 252-unit property rehab qualified for New Jersey's WARM Advantage Program, an energy rebate program run by the New Jersey Clean Energy Program and administered by Honeywell. The rebates are paid for the installation of qualified energy efficient components such as furnaces and hot water heaters.

A 94-unit property in Washington, DC achieved the Enterprise Green Communities certification. Future District acquisitions will include green amenities such as solar electricity, solar hot water, energy star appliances and fixtures, and other storm water retaining features via our relationship with DC Sustainable Energy Utility (Green Building Arm of DC Council).

# Housing Acquisitions



CLEME MANOR, TEXAS

## CLEME MANOR APARTMENTS

**5300 Coke Street, Houston, TX 77020 (284 units)**

Situated on 12.8 acres located east of downtown Houston in the Greater Fifth Ward-Finnegan Park Neighborhood, Cleme Manor Apartments were originally constructed in 1970. Its 24-building garden style community is composed of 24 one-bedroom units, 112 two-bedroom units, 120 three-bedroom units, 24 four-bedroom units, and 4 five-bedroom units. The surrounding neighborhood is in the midst of a comprehensive City of Houston redevelopment with over \$35 million in streetscape improvements, multifamily construction, single family rehabilitations, and renovation of a community center. The community center provides after-school and summer youth programs, senior health and recreation services, a computer lab, e-library and social services. The property is supported 100% by a US Department of Housing and Urban Development Housing Assistance Contract.



CLEME MANOR, TEXAS

*“In formalizing this NHPF Affiliates Program we are bringing energy, relationships, fiscal know how, and expertise to those who might not be able to continue without it. This is a meaningful way of meeting our mission, making an even deeper commitment to the field of affordable housing, and acknowledging, as our slogan says: ‘Where you live matters.’”*

—THOMAS A. CARR, CHAIRMAN OF NHPF BOARD INVESTMENT COMMITTEE



PARKCHESTER, WASHINGTON



PLAZA BORINQUEN APARTMENTS,  
NEW YORK

### **PLAZA BORINQUEN**

**471 E. 137th Street, Bronx, NY 10454 (88 units)**

Located in the Mott Haven section of the Bronx, Plaza Borinquen was constructed in 1975. The property clusters triplex townhomes on three sites. Great for larger families, there are 52 four-bedroom units. The buildings feature a shared open courtyard, and well landscaped and gated patio areas.

The purchase and rehabilitation of Plaza Borinquen was financed by NHPF investment and a loan from the New York City Acquisition Fund LLC, major foundations and New York's public and private investment groups. The transaction was made possible with the assistance of Enterprise Community Loan Fund, Inc., the New York City Department of Housing Preservation and Development, the New York City Housing Development Corporation, and the New York office of the U.S. Department of Housing and Urban Development.



PARKCHESTER, WASHINGTON

### **PARKCHESTER APARTMENTS**

**2704 Wade Road SE, Washington, DC 20020 (94 units)**

Originally constructed in 1952, Parkchester Apartments is located in Washington, DC's Ward 8 community. Residents enjoy excellent views of the Anacostia and Potomac rivers, and the national monuments rise on their skyline. Directly across from a state-of-the-art recreational center, Parkchester is an ideal address for families. Residents' work commute is streamlined with direct access to the Metro bus line and a nearby Metro subway station. This garden style community is composed of 63 one-bedroom units, 19 two-bedroom units, and 12 three-bedroom units. Tenants are able to enjoy the convenience of on-site management, state of the art security systems, and on-site laundry. The property is fully supported by a U.S. Department of Housing and Urban Development Housing Assistance Contract.

# Development Expertise



BAYVIEW TOWERS, CONNECTICUT

## BAYVIEW TOWERS

**300 Tresser Boulevard, Stamford, CT 06901 (200 units)**

Located in downtown Stamford, Connecticut, Bayview Towers features several larger units, making it a critical affordable housing resource for working families in Fairfield County. The property is located within minutes to bus and rail public transportation and has easy access to Interstate 95. Completed in 1973, the property was in need of substantial repairs. A substantial renovation program began in 2012, including kitchen and bathroom upgrades, energy-efficient appliances, new flooring, plumbing upgrades, new windows, new electrical panels, new air conditioning units, new roofs, exterior concrete repairs and re-enforcements, energy-efficient lighting, and a new look for the exterior of the buildings. The renovation program also resulted in the conversion of a number of the apartment units to be handicap accessible.

## FOREST PARK

**3708 Garden Oaks Drive, New Orleans, LA 70114 (284 units)**

Forest Park is a 284-unit community in Algiers, Louisiana. This multi-family property was re-built after it sustained major damage from Hurricane Katrina. The complex is comprised of 19 buildings and includes 42 one-bedroom units, 160 two-bedroom units and 72 three-bedroom units.



BAYVIEW TOWERS, CONNECTICUT  
(BEFORE)



FOREST PARK, LOUISIANA

# New Construction



THE ROUNDTREE RESIDENCES, WASHINGTON



THE ROUNDTREE RESIDENCES,  
WASHINGTON

## THE ROUNDTREE RESIDENCES

**2515 Alabama Avenue, SE, Washington, DC 20020 (91 units)**

Construction of this senior housing development began in January, 2012 and was completed in March, 2013. The Roundtree Residences are owned in partnership with Vision of Victory CDC (VOV), which is a part of Allen Chapel AME Church, a pillar of the community in Southeast Washington. NHPF served as developer of the property in partnership with VOV and District Development Group, LLC, a local for-profit development company. The property includes a community room, internet café, exercise room, and potentially an onsite medical clinic for residents. NHPF is committed to having this project contribute to local economic development. 65% of construction sub-contracting was provided by local Ward 8 small or disadvantaged businesses, and 15% of labor-hours were performed by local residents. Both of these are well in excess of local requirements.



WALNUT SQUARE, LOUISIANA

## WALNUT SQUARE

**8501 I-10 Service Road, New Orleans, LA 70127 (209 units)**

Walnut Square was completely destroyed by Hurricane Katrina in 2006. NHPF undertook new construction, rebuilding on the former site, and making it possible for residents to return home to safe, attractive, and affordable homes.

The Walnut Square property includes an on-site community center that provides residents a business office, full fitness center, computer lab, and an array of education, health, civic education, and financial literacy programs. All residents, from children through seniors, are part of an active, welcoming community committed to healthy lifestyles, personal development, and civic participation.

# NHPF preserves and upgrades existing housing stock.

WASHINGTON DODD APARTMENTS, NEW JERSEY

## WASHINGTON DODD

**587 Carroll Street, Orange, NJ 07050 (300 units)**

Located in Orange, New Jersey, Washington Dodd is a unique property providing a comfortable lifestyle in a wooded park-like setting. This property is located within minutes of public transportation and provides easy access to major commuter corridors such as Garden State Parkway and Route 280. Built in 1964, Washington Dodd was in need of substantial repairs and renovation. Significant renovations began in 2012, including kitchen and bathroom upgrades, replacing all electrical panels and smoke detectors, installing new HVAC units, adding access ramps for disabled residents, replacing the central boilers with new, individual hot water heaters, adding new waterproofing and insulation to all basements, and replacing all interior lighting with new energy-efficient fixtures.

## FOXWOOD MANOR

**2180 Veterans Highway, Levittown, PA 19056 (304 units)**

Built in 1972, Foxwood Manor was well maintained but in need of a comprehensive renovation program. The project includes a full upgrade of the mechanical infrastructure, together with significant interior improvements, including new doors and flooring, major updating of kitchens and baths, and new paint and carpeting throughout the complex. In addition, 5% of the apartments are being made accessible to those with disabilities, in full compliance with the Americans with Disabilities Act.

The Foxwood Manor property includes an on-site community center that provides residents a computer lab and an array of education, health, civic education and financial literacy programs. All residents, from children through seniors, have access to life-enriching programs at Foxwood Manor.



WASHINGTON DODD APARTMENTS,  
NEW JERSEY



FOXWOOD MANOR, PENNSYLVANIA

# Preservation



ST. LUKE'S PLAZA, MISSOURI



ST. LUKE'S PLAZA, MISSOURI

## ST. LUKE'S PLAZA

**5602 Enright Avenue, St. Louis, MO 63112 (216 units)**

Located in the Central West End neighborhood of St. Louis, St. Luke's Plaza is one of NHPF's most substantial rehabilitation properties. With thousands of people working at nearby hospitals and medical centers, as well as in a variety of corporate and nonprofit settings, there was a need for affordable housing in an area viewed as vibrant, historic, and expensive. St. Luke's Plaza, a multi-family property, was built in 1929 and was in need of substantial repairs and renovation. The rehabilitation work was conducted in 2010 and 2011, featuring new individual HVAC systems; upgraded kitchens, new bathrooms, carpet, and paint. Exterior work included new roofs and front entrances; major tuck pointing, repaired balconies, replaced waste lines, and a renovated and expanded management office.



HOLLYBUSH GARDENS, NEW JERSEY

## HOLLYBUSH GARDENS

**252 Hollybush Gardens, Glassboro, NJ 08028 (252 units)**

Hollybush Gardens offers well-priced one-, two- and three-bedroom apartments with private entrances, fully equipped kitchens, plush carpeting, ample storage, off-street parking, and green space with mature trees. NHPF's Operation Pathways coordinates a variety of activities for children, adults and seniors. The residents and management recently celebrated the creation of the new Hollybush Gardens Community Center. The convenient property location on the NJ Transit Line is great for commuters, and helps seniors with shopping and errands.

# Fund Acquisitions



JOINTLY SPONSORED BY THE NHP FOUNDATION • URBAN ATLANTIC

**ONE OF NHPF'S** recent accomplishments is the creation of The NHP Foundation-Urban Atlantic Fund I, LLC.

Launched in 2012 with \$50 million in equity, the Fund was created by PNC Real Estate, Urban Atlantic, and NHPF. The Fund partners' respective goals and business models intersect to identify and preserve affordable housing developments that are both sound investments and enhancements to their communities. In its first three years, the Fund acquired almost 1,000 housing units in six properties, and actively pursues new acquisitions.

## **ALPHA TOWERS**

**525 E. Woodruff Avenue, Toledo, OH 43604 (165 units)**

Built in 1978, Alpha Towers sits on three well-landscaped acres. The nine-story building features one- and two-bedroom floorplans averaging 600 square feet. Each has a fully equipped kitchen, balcony, individually controlled heat, and bathroom safety features. Amenities are tailored to seniors, and include a meeting room, library, recreational room facilities, laundry room, BBQ grills, a controlled access system, social activities, and a business center with computers and free Wi-Fi.



ALPHA TOWERS, OHIO

## **WOODS AT ADDISON**

**6500 Ronald Road, Capitol Heights, MD 20743 (225 units)**

Minutes from shopping and public transportation, the Woods at Addison features a pool, picnic area, playground, controlled-access entrances, and on-site management and maintenance. All the garden-style one-, two-, or three-bedroom units have spacious floor plans, thermal windows, wall-to-wall carpeting, modern kitchens, balconies or patios, and large closets.



WOODS AT ADDISON, MARYLAND



HOLLY SPRING MEADOWS, MARYLAND



BOLTON NORTH, MARYLAND

### **BOLTON NORTH**

**1600 W. Mt Royal Avenue, Baltimore, MD 21217 (209 units)**

Bolton North is a high-rise senior housing community in an historic and thriving neighborhood. All units have balconies, wall-to-wall carpeting, individual HVAC, well-equipped kitchens, and 24-hour call buttons. Amenities include a community dining room, game room, and a courtyard.



LANCASTER CLUB, OHIO

### **LANCASTER CLUB APARTMENTS**

**160 Sells Road, Lancaster, OH 43130 (92 units)**

Built in 1978, this one-story cottage style property offers 48 two-bedroom units and 44 three-bedroom units. Just minutes from a shopping mall and public schools, Lancaster Club offers on-site management, on-call maintenance, private entrances, and a laundry facility.



CAPITAL COURTS, MARYLAND

### **CAPITAL COURTS**

**6936 Walker Mill Road, Capitol Heights, MD 20743 (200 units)**

Capital Courts is a garden apartment community on 9.1 acres. Well-located to the bus and rail lines, the property offers spacious one-, two-, and three-bedroom units with thermal windows, updated kitchens, central HVAC, and patios or balconies throughout. Features include controlled entry buildings, a large laundry facility, a playground, a swimming pool, and off-street parking.



HOLLY SPRING MEADOWS, MARYLAND

### **HOLLY SPRING MEADOWS**

**5521 Marlboro Pike, Forestville, MD 20747 (224 units)**

Beyond its secluded entrance lies a stunningly landscaped, garden-style community. Holly Spring Meadows offers one-, two- and three-bedroom. This well-lit community features 24-hour service and on-site public transportation.

# NHPF's Operation Pathways: Where you live matters . . . and how you live matters even more.



**HOW YOU LIVE MATTERS** and the programs and services offered to residents are critical components of achieving the NHPF mission. Through Operation Pathways, we transform our housing into homes and our apartment complexes into thriving communities.

Operation Pathways' successful approach is based on our philosophy of opportunity-driven proprietary program delivery that is:

**Impactful:** With the goal of improving quality of life, we benchmark our programs and services to measure our success. In doing so, we look for the positive, authentic outcomes of our work on the residents and the community.

**Innovative:** We create powerful learning experiences in dynamic settings and engage participants in meaningful and effective programs and services. When our residents want to be part of our programming, they are more likely to engage in a variety of ways and stay involved.

**In-House:** The community center's close proximity to the home eliminates transportation and cost barriers that often prevent low-income families from participating in programs and services. Our programming is customized to address local needs and service gaps and offered right where residents can easily access it.

*"I like coming to the community center because of fun events, like the science fair we had."*

# Operation Pathways



**EACH OPERATION PATHWAYS PROGRAM** is managed by an on-site resident services coordinator who serves as a case manager for individuals, a programs manager for the site, and a relationship manager for our community partners. The resident services coordinators are trained professionals who bring their own unique creativity and innovation to Operation Pathways' structured, evidence-based programs. Our resident services coordinators truly become the heartbeat of our communities and through their expertise, NHPF's Operation Pathways program changes lives.

**RESIDENT INVOLVEMENT** is a hallmark at all levels of Operation Pathways' leadership and decision-making. At each property, an Operation Pathways Community Council (OPCC) meets regularly to discuss residents' changing needs in the community and evaluate the effectiveness of Operation Pathways' programs and services. Residents are also given opportunities to take on leadership responsibilities and use their skills to benefit their community. By engaging and empowering residents, they build their skills while helping to increase quality of life in their community.



**OPERATION PATHWAYS'** comprehensive programming offers core components that are implemented to meet the needs of the residents at each property. Within each of these standardized service components, we have programming that is still flexible to meet the community's needs. At our seniors properties, these components are all implemented with the goal of maintaining a high quality of life for seniors as they age-in-place. At our multifamily properties, we offer educational content for youth and their parents to address their educational and health needs to improve their quality of life.

Within each component, residents are presented with concrete opportunities to advance their future. It is this opportunity-driven focus that is central to the Operation Pathways philosophy. In turn, positive outcomes occur when participants themselves choose the pathways to advance and enrich their own lives.



*“The community center makes math and reading become creative and more exciting for kids. The lessons get brought to life! The afterschool program encourages my granddaughter to see more in her homework and give it more effort.”*

*“I love when we eat grapes and yogurt at the community center because they taste so great together.”*



**Pathway to Academic Achievement** focuses on the lifelong educational needs of residents as means to help break the cycle of poverty. With our signature program, Brighten Up, we meet the educational needs of our youth.



**Pathway to Healthy Living** promotes lifestyle choices that lead to physical, psychological and emotional wellbeing for individuals and their communities. Our programming offers a holistic approach that focuses on several essential areas of health and wellness, including: physical fitness, emotional well-being, access to healthcare, and lifestyle and diet choices.



**Pathway to Financial Stability** educates residents on financial management skills as a means to increase financial independence. We focus on financial practices to increase income, decrease expenses, and build assets. The program also includes workforce development components to help build skills and secure higher paying employment opportunities, as a means to increase stability.

**Service Coordination** is the one-on-one resident guidance, case management, and referral process implemented by the resident services coordinator at each property. This helps residents identify additional community resources and services that address obstacles and strengthen their families.

# Financial Partners

Amerigroup Corporation  
Amerigroup Foundation  
Archdiocese of Philadelphia  
AT&T Foundation  
Azar Foundation  
Bank of America Merrill Lynch  
Best Buy  
Bottom Dollar Food Store  
Bucks County Food Bank  
Bucks County Opportunity Council  
Bush Clinton Katrina Fund  
Caleco  
Capital One  
Center for Health  
Children and Family Legacy Fund  
Children and Family Services of Jacksonville  
Citigroup Foundation  
City of Falls Church  
City of Falls Church CDBG  
City of Falls Church Community Service Fund  
City of Falls Church HUD EDI  
City of Houston  
City of Orange, NJ  
CMQ Flooring  
Columbia Baptist Church  
Darien Community Fund  
Department of Housing and Urban Development  
Deustch-Khana Family Fund  
District of Columbia Housing and Community  
Development Fund  
Dollar General Literacy Foundation  
Dublin United Methodist Church  
Emergency Food and Shelter Program, CT  
Energy Wise  
Essex County, NJ  
Every Kid a King Foundation  
Exxon Mobil  
Fannie Mae  
Federal Home Loan Bank of Atlanta  
Federal Home Loan Bank of Dallas  
First Book Philadelphia  
Food Bank of South East Jersey  
Freddie Mac Corporation  
Freddie Mac Foundation  
Greater New Orleans Foundation  
Gulfsouth Youth Action Corps/Americorps  
Hamel Builders, Inc.  
Healthy City Fall River  
Heron Foundation  
Hewlett Packard  
Home Depot Foundation  
HomeFree USA

Hudson Housing Capital  
Iberia Bank Mortgage Company  
Inspire Credit Union  
JPMorgan Chase  
JPMorgan Chase Foundation  
Junior League of Baton Rouge  
Just Give  
Kaboom!  
Kiss Electric, L.L.C.  
Latter & Blum  
Louisiana Disaster Recovery Foundation  
Louisiana Housing Finance Agency  
Mass Mutual  
MetLife Foundation  
Missouri Housing Development Commission  
NAHMA Educational Funding  
NeighborWorks America  
New Jersey Housing and Mortgage Finance Agency  
New Jersey Shares  
Niagara Bottling / Niagara Cares  
Pennsylvania Housing Finance Agency  
People's United Community Foundation  
Philabundance  
PNC Bank  
Prince George's County  
Prudential Financial  
Qatar Katrina Fund  
Redniss & Mead  
Renew Our Music Fund, Inc.  
Sam's Club  
SBC Foundation  
Share Our Strength  
Sharp's Landscaping, Inc.  
ShopRite  
Sodexo Remote Sites  
Southern University and A & M College  
State of Louisiana/Office of Community  
Development/Disaster Recovery Unit  
St. John's Community Foundation, Inc.  
Suntrust United Way Campaign  
Texas Department of Housing & Community Affairs  
The David and Minnie Berk Foundation  
The Ford Foundation  
The Frost Foundation  
The John D. and Catherine T. MacArthur Foundation  
The Meadows Foundation  
The Wachovia Foundation  
The William Penn Community Foundation  
Wal-Mart  
Washington Gas and Light  
Wegman's  
William Penn Bank Foundation

# Memberships & Associations



FOREST PARK, LOUISIANA

## NHPF IS A MEMBER OF:

- Affordable Housing Tax Credit Coalition (AHTCC)
- Affordable Rental Housing A.C.T.I.O.N
- Association of Fundraising Professionals (AFP)
- Coalition for Nonprofit Housing and Economic Development (CNHED)
- District of Columbia Business Industry Association (DCBIA)
- Housing Association of Non-Profit Developers (HAND)
- Housing Partnership Network (HPN)
- Illinois Housing Council (IHC)
- Institute of Real Estate Management (IREM)
- National Affordable Housing Trust (NAHT)
- National Association for County Community and Economic Development (NACCED)
- National Council of State Housing Agencies (NCSHA)
- National Housing and Rehabilitation Association (NH & RA)
- National Housing Council (NHC)
- National Leased Housing Association (NLHA)
- National Low Income Housing Coalition (NLIHC)
- National Multifamily Housing Council (NMHC)
- New York State Association for Affordable Housing (NYSFAFH)
- Ohio Community Development Corporation Association (OCDCA)
- Ohio Housing Council (OHC)
- Ohio Preservation Network (OPN)
- Pension Real Estate Association (PREA)
- Stewards of Affordable Housing for the Future (SAHF)
- Supportive Housing Network of NY (SHNN)
- The Texas Affiliation of Affordable Housing Providers (TAAHP)
- Urban Land Institute (ULI)



The NHP Foundation is a 501(c)(3) organization overseen by a Board of Trustees. It is committed both to its mission and to sound fiscal management of all its properties and of its overall administration. It has extensive experience in creating and maintaining affordable housing. Gifts are deductible for income tax purposes to the extent allowed by law.

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