



2016 ANNUAL REPORT

A year of **building**





JIM KNIGHT

“We came to understand our work to provide housing and services as helping to bring about justice—in the face of growing inequity.”

Message from the **Executive Director and President**

2016 was a year of building for Jubilee—within our organization and on behalf of the community we serve. We saw the need in our community escalate with increased gentrification, sky-rocketing rents, and families being displaced from neighborhoods where they’ve lived for years—even decades. We responded by preparing for the next season of housing production and service provision.

As we fought the intensifying gentrification and the roadblocks put up by those eager to convert the Maycroft apartments to market-rate units, we came to understand our work to provide housing and services as helping to bring about justice—in the face of growing inequity.

We initiated efforts to reach the goals outlined in our 2016–2019 strategic plan, starting with deepening our infrastructure and capacity. We created a vice president level among our staff to invest in strategic leadership for our mission, and we promoted a handful of directors into these new positions. We established an evaluation function within the team and brought on a staff member with expertise in measuring impact. We hired other new staff to round out the set of skills needed to achieve our objectives.

In conjunction with these steps, we undertook several projects to improve our support to the community. Through the Jubilee Manna Community Development Enterprise, we secured \$15 million in New Market Tax Credits to finance multiple affordable housing projects, and we funded the first of those projects—23 affordable homes for purchase, which will be developed by Habitat for Humanity of Washington, D.C. We completed renovation of the Ontario Court Apartments, upgrading homes for 27 families with low incomes. We secured \$8.5 million of interim financing in preparation for closing on the Maycroft apartments, where we will preserve



affordable homes for 64 families with few financial assets. We launched a partnership with Joseph's House to provide supportive housing for 10 formerly homeless D.C. citizens.

As we deepened the link between the provision of housing and services, we developed a two-pronged approach to helping residents improve their credit scores and position themselves to access credit when needed. We also launched a parenting program designed to help close the growing gaps middle-school-aged children and their parents experience and create the strong bond needed to keep children on the pathway to success.

We did all this while maintaining the stellar quality of our service to nearly 500 residents in 10 properties under Jubilee's management.

We are proud to report on these efforts and on the continued stability of our operations. We couldn't have made these strides without the support of our many champions. We thank you for your gifts of time, money, expertise, and goodwill.

We look forward to engaging with you and with other committed individuals, in new and impactful ways, in the year ahead as we choose *justice* to define our future.

Sincerely yours,

Jim Knight
Executive Director and President

Mission

Jubilee Housing builds diverse, compassionate communities that create opportunities for everyone to thrive.

Approach

Jubilee couples housing, in resource-rich neighborhoods, with services that support residents as they pursue educational and career attainment and build assets for themselves and their families. These opportunities for personal growth are designed to reduce inequity, which is often exacerbated by gentrification. While integrated and overlapping, these opportunities generally fall into four areas.



Resident Services

Along with affordable homes, Jubilee offers financial capability programs, community advocacy opportunities, leadership development occasions, and connections to other neighborhood resources to enable residents to work towards their long-term success.



Re-entry Housing

Staff work with program participants on finding employment, rebuilding networks of support, and maintaining long-term recovery. To date approximately 80 men and women have participated in the initiative, with only two instances of recidivism.



Family Resource Center

The center hosts multi-generational programs, including parenting classes, sessions on school choice options, and coaching to identify long-term life goals. These services help families become stable, reach their potential, and contribute positively to their community.



Youth Services

Jubilee offers K-12 after school and summer programs that engage entire families in helping young people build strong foundations for school and life. For the past six years, every child who graduated from these programs also graduated from high school and went on to college.

Our Community

In 2016, Jubilee continued to provide housing and services for racially/ethnically diverse families with few financial resources—as the population of Washington, D.C., grew less diverse and more affluent.

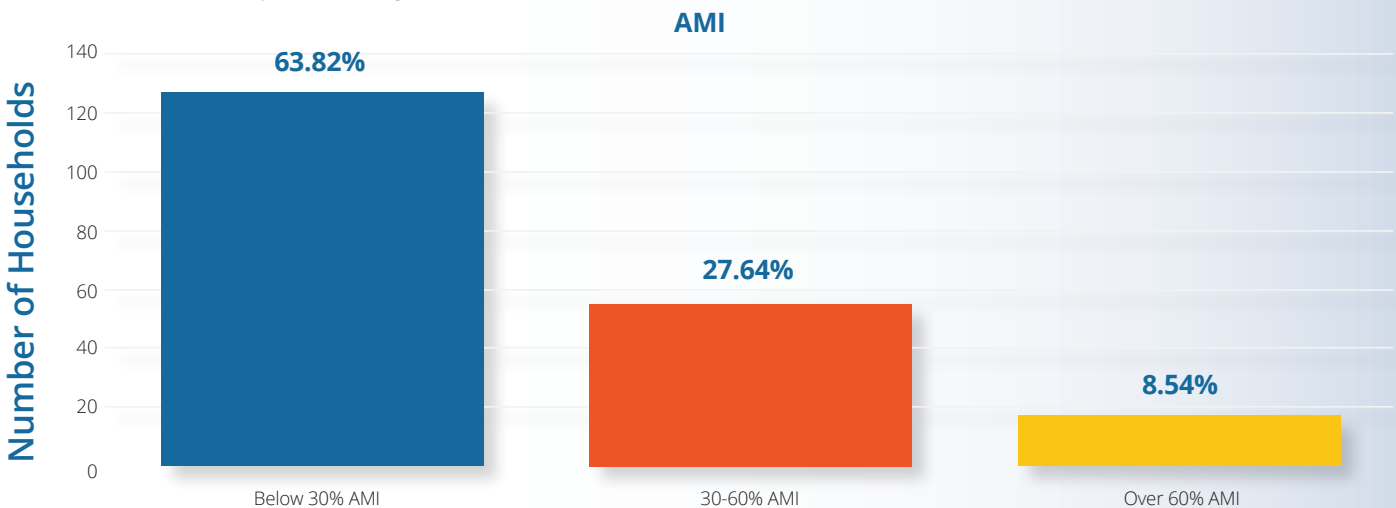
The vast majority (nearly 64 percent) of Jubilee residents made less than \$33,000—less than 30 percent of the median income of households in the Washington, D.C. area. Plus, more than a quarter of Jubilee residents (about 28 percent) earned between \$33,000 and \$66,000, or between 30 and 60 percent of median income for area households.

To put those statistics in some context, in 2015, D.C.'s median income was about \$75,625, up nearly \$20,000 from just 10 years earlier when the median income was just over \$56,000. Despite this significant rise in household income, D.C.'s poverty rate remained high at 17.3 percent in 2015—well above the national average of 13.5 percent.

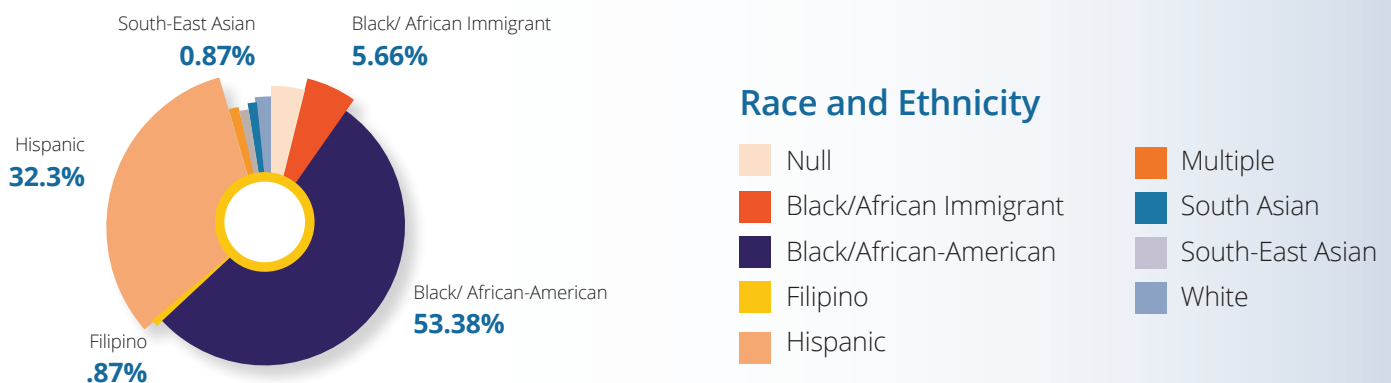
Meanwhile, as the Urban Institute found, “In 2000, DC’s population began growing again. Roughly 50,000 more whites, 9,700 more Latinos, and 7,900 more Asians called the city their home over the next 10 years. Black households continued to leave, but the combined number of new residents reversed the city’s population decline.” The African-American population declined by 9 percent in the same decade.

AREA MEDIAN INCOME (AMI)

Resident income compared to regional median income



POPULATION BY RACE AND ETHNICITY





JACKIE REYES-YANES

Executive Director, Mayor's Office on Latino Affairs

“You get what you need from Jubilee and then you move on, so someone else can benefit.”

Jackie Reyes-Yanes and Jubilee: Succeeding with Housing Plus Opportunities

A Jubilee resident since 2011, this year **Jackie Reyes-Yanes moved out of Jubilee's Sorrento property and into a home she owns** in Washington, D.C.,'s Ward 7. She credits Jubilee's support—in the form of an affordable home, leadership development coaching, and youth programming—with enabling her to achieve her goal.

“Being a single mother, the services were critical for me,” said Reyes-Yanes. She recalled one workshop she attended that required her to create a five-year life plan. “Even though I already had a job in government, creating that plan helped me,” she said. “Sometimes we are so stressed and overwhelmed, we can't see. We can think we're going in the right direction, but we have to slow down to see the full picture.”

Reyes-Yanes described the plan as a roadmap that helped her a great deal. What also helped were Jubilee opportunities available to children, including a scholarship to attend the University of the District of Columbia that Reyes-Yanes' oldest daughter received.

Yet, an affordable home was the foundation for Reyes-Yanes and her family. During her time in the Sorrento, Reyes-Yanes paid no more than 30 percent of her income for housing. “We came to a place we could afford,” she said. “That changed my life and my children's lives. I could barely make ends meet before we moved into Jubilee.”

Now she's moved on. “You get what you need from Jubilee and then you move on, so someone else can benefit,” she said. She recommends anyone looking to support D.C. citizens with low incomes start with housing and services. “We need to keep Washington affordable to everyone,” she admonished.



PHIL BROOKS

Volunteer, Joseph's House

“Affordable housing helps people to live a less stressful life and gives kids a safe environment where they can have a good upbringing.”

Phil Brooks and Jubilee: Fighting to Maintain Affordable Homes in D.C.

As Jubilee battled forces that would have converted the Maycroft apartments from affordable to market-rate, **Jubilee resident Phil Brooks helped lead the charge for affordability.** His perseverance and patience are paying off. Jubilee ended 2016 poised to start renovating the property and make it available for 64 D.C. families earning low incomes.

“Buildings like the Maycroft are important for those who have dreams, who have kids they want to see go on to college, and for others who can’t afford to pay the high rate of rent in D.C.,” said Brooks, who served as co-leader of the Maycroft’s 1474 Unbreakable Tenants Association.

“Once I moved into the Maycroft and started paying rent that I could afford—instead of paying so much rent, like I was doing before—I was able to look at how I could do more in my life,” he said.

Brooks returned to school to finish his education at the Academy of Hope adult public charter school. After he receives his GED, Brooks said he plans to get certified as a youth counselor, so he can help steer others to a better life. In the meantime, he volunteers every day at Joseph’s House, which provides supportive programs for homeless men and women.

After the Maycroft’s renovation, 41 units will be available at an average rent of approximately \$600, which is affordable on an hourly wage of approximately \$12. Fifteen of those units will be available for families leaving chronic homelessness.

“Affordable housing helps people to live a less stressful life and gives kids a safe environment where they can have a good upbringing.”



2016 MAJOR ACCOMPLISHMENTS

Strategic Plan Implementation

We set about work on the supporting objectives outlined under the four goals of our 2016–2019 strategic plan. Those four overarching goals are:

INCREASE

Increase the availability of affordable homes and supportive opportunities in resource-rich neighborhoods, so families with few financial assets have the tools we all need to succeed.

STRENGTHEN

Strengthen Jubilee's infrastructure and capacity.



STRIVE

Strive to create systemic change.



GROW

Grow and diversify Jubilee's revenue sources.



Preparations to Evaluate Jubilee's Impact

We created a new department responsible for evaluating Jubilee's programs and hired a dedicated staff member, with evaluation experience, to capture and analyze the data. We put a new, more robust data management system in place. We made all the necessary preparations to begin benchmarking our programs next year and monitoring our progress in the years ahead.



RENDERING OF ONE OF THE HABITAT SITE EXTERIORS

New Market Tax Credits and Habitat for Humanity-Developed Homes

We joined forces with Manna, Inc. to leverage our respective experience to address more of the ever-increasing need for affordable homes in D.C. Under the auspices of the Jubilee Manna Community Development Enterprise (CDE), we secured \$15 million in New Market Tax Credits to fund \$8 million in affordable homes for purchase and \$7 million in affordable units for rent. The Jubilee Manna CDE deployed \$8 million to Habitat for Humanity of Washington, D.C., in 2016 to develop 23 units that first-time home buyers earning between 30 and 65 percent of area median income could afford. The finished homes will be available starting in 2017.



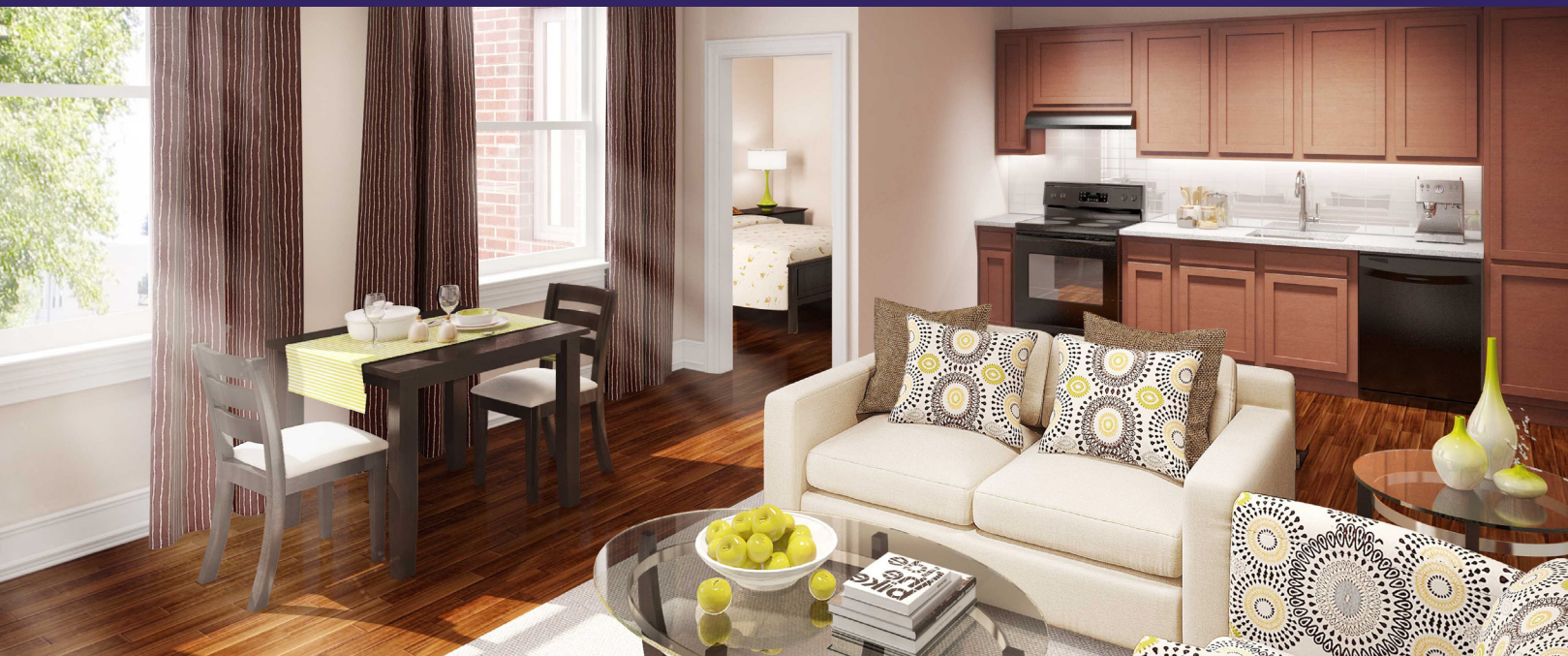
ONTARIO COURT RENOVATION

Ontario Court Renovation

We completed a renovation on the Ontario Court Apartments that included upgrades to all 27 units, plus adaptations to make five of the units handicapped accessible, ramps to enable handicapped access from the sidewalk to the units, and solar panels to establish a more ecofriendly footprint. Each unit received new hardwood flooring, paint, lighting, kitchen appliances, and bathroom fixtures. Three units are now accessible for individuals with disabilities, and two units are fully UFAS accessible, offering the additional benefit of lowered cabinets and countertops for individuals confined to wheelchairs. New solar roof panels pay for approximately 80 percent of the electricity in the common indoor and exterior areas. Improved security, lighting, and landscaping round out the renovations to the property. These units are available to families making 60 percent or less of area median income and will produce a rent savings for residents of more than \$7.5 million against market rents over 10 years.



ONTARIO COURT RENOVATION



RENDERING OF A RENOVATED UNIT INTERIOR

\$8.5 Million in Interim Maycroft Project Financing

We secured \$7.5 million of interim financing from the D.C. Department of Housing and Community Development (DHCD) Housing Production Trust Fund and \$1 million in working capital from the Local Initiative Support Corporation (LISC) to buttress the Maycroft project in the face of a legal battle from those looking to convert the units to market rate. The funds also enabled Jubilee to prepare to close on the building in 2017 and begin renovation on homes that will be affordable for 64 families with few financial resources. Forty-one of those families will earn 30 percent or less of area median income, including 15 families leaving chronic homelessness. To ensure that the homes are easily accessible to opportunities we all need to thrive, Martha's Table will offer three of its community services on the Maycroft's renovated ground level: Healthy Start, McKenna's Wagon, and a Lobby Market. In addition, Jubilee will relocate its Teen Renaissance Program and Family Resources Center to the Maycroft. The funding from DHCD and LISC—coupled with continued commitments from multiple city offices, federal agencies, donors, stakeholders, and supporters—enabled Jubilee to conclude the year poised to close on the Maycroft in 2017.



MAYCROFT FACADE



FINANCIAL EMPOWERMENT CLASS

Innovative Credit Building

Working with partners Life Asset, CAAB, and Jubilee Jobs, we initiated a dual strategy for helping Jubilee residents improve their financial literacy and access to credit, as necessary. We paired ongoing financial education with a modest credit-building loan from Life Asset. Then, Jubilee reported resident's monthly loan payments to Transunion Credit Bureau, helping improve their credit scores. Participants also received dollar-for-dollar matching funds for each on-time payment they made, if they completed requirements for individual credit coaching and group financial coaching. In addition, Jubilee residents who paid their rent on time for the six previous months could enroll in a rent-reporting program through which Jubilee reported their rent payments to Transunion each month. To be eligible for rent reporting, residents met twice with a financial empowerment coordinator to set financial goals, create a budget, and plan for meeting their goals.

Partnership to Support D.C. Citizens Leaving Chronic Homelessness

We established a partnership with Joseph's House, which provides services to homeless men and women, and the D.C. Department of Health to offer supportive housing to 10 formerly homeless D.C. individuals or families at Jubilee's Maycroft property. Rents cost no more than 30 percent of these residents' monthly income. The 2016 pilot was such a success that the partners hope the program may be expanded in the future.



KEEP CONNECTED CLASS

Strengthening Relationships Between Children and Parents

We were among five organizations from across the country selected by Search Institute to help create a workshop that would strengthen the bonds between middle-school-aged children and their parents. Search Institute provides developmental resources for families and youth. Like Jubilee, Search Institute believes that the relationships among families significantly affect young people's success in life. The program focused on keeping children in middle school, who are transitioning to adolescence, connected to their parents. Jubilee conducted two sessions of the 12-week workshop. Participants—parents and children alike—as well as Search Institute researchers and Jubilee staff credited the program with improvements in engagement, interaction, and communication among families. Jubilee will continue the program on its own going forward.

“We look forward to engaging with you and with other committed individuals, in new and impactful ways, in the year ahead as we choose justice to define our future.”

—Executive Director Jim Knight

2016 Donors

Jubilee thanks the following individuals, families, organizations, and institutions for their support during 2016. Your contribution mattered greatly to us and ensured that we were able to offer affordable homes and opportunities for growth and development to as many vulnerable D.C. residents as possible.

\$100,000+

William S. Abell Foundation, Inc.
D.C. Justice Grants Administration
E*trade Financial
Housing Opportunities for
Persons with Aids
Eugene and Agnes E. Meyer Foundation
The Open Road Alliance

\$50,000-\$99,999

The Morris and Gwendolyn Cafritz
Foundation
The Philip L. Graham Fund

\$25,000-\$49,999

F. Baker
Bank of America Charitable Foundation
Diane and Norman Bernstein Foundation
Enterprise Community Partners
Mayor's Office on Latino Affairs
National Capitol Affordable Housing
The Porter Family Foundation
United Way of the National Capital Area

\$10,000-\$24,999

Clark Construction Group
Richard M. Cooper
Jane Diefenbach
Tilden Edwards
Share Fund (Greater Washington
Community Foundation)
The Stonesifer Kinsley Family Fund

\$5,000-\$9,999

Christ House
James G. Davis Construction Corp.
Myra Peabody Gossens
Jockey Hollow Foundation

KBR Foundation
The McGeehin Educational
Foundation Inc.
F. Joseph & Augusta Moravec
Nixon Peabody LLP
Alex Orfinger
Perkins & Will
Whayne & Ursula Quin
Skanska USA
StonebridgeCarras, LLC
United Bank
Washington Business Journal

\$2,500-\$4,999

America's Best Local Charities
Joseph Black & Lisa Olson
Bonstra Haresign Architects LLP
Boston Properties
Cinkala Family Fund
Bart Harvey
John Hisle
Leonard and Hilda Kaplan Foundation
Jim & Wendy Knight
Jane Mahaffie
Martha's Table
Kayla McClurg
Ellen G. Miller
Monarc Construction, Inc.
R4 Capital
Seyfarth Shaw LLP

\$1,000-\$2,499

Jim & Lynn Alexander
John Bellingham
John M. Benziger
Bernstein Management Corporation
Louise Boulton-Lear

Bryant, Miller & Olive P.A.
Rhonda Buckley & Kelley Bishop
Joshua Carin
Marcia Carmada
Tim & Merrill Carrington
Rives Carroll
Christ Church Parish, Georgetown
William Clark
Rhonda Dahlkemper
Marva J. Dawn
D.C. Housing Finance Agency
Jim & Grace Dickerson
ECS Corporate Services, LLC
Enterprise Community Partners, Inc.
Enterprise Holdings
Forest City
Goulston & Storrs
Greater Washington Community
Foundation (formerly CFNCR)
Hamel Builders
Holland & Knight
Joseph F Horning, Jr.
Glen & Lauren Howard
Jeffrey Huggett & Diane Lindquist
Tom Ihm
Jubilee Church
Daniel Lynch Foundation, Inc.
James P. Marsh, Jr.
Patricia Mathews
Patrick A. & Roseann McGeehin
Elizabeth McMeekin
Miles & StockBridge P.C.
Laurence & Jinks Millspaugh
Charles Restivo
Jim Rice
Thomas Sanchez

2016 Donors

continued

\$1,000-\$2,499

continued

Search Institute
The SK&A Group
Francis Smith
Stan & Alison Voudrie
Wainger Group
Lynn G. Wheeler

\$500-\$999

Michael Akin
Tim Bakos
Lesley Block
Glenn Boledovich
David Bowers
Megan Brown
Dickson Carroll
Kathryn & Douglas Cochrane
Avram Fechter
Scott Franklin
Erika J. Gilmore
Christine & John Gordon
Laura Handman
Charlene Holler
Aaron Knight & Kimberly Adler
Charles Kogod
Joseph Lemense
David Lowenstein
Anna Major
Patrick Nalls
Carolyn Parr
Russell & Leila Phillips
Franz R. Rassman
Trini Rodriguez
Rhett & Jennifer Tatum
Joanne Vineyard
Liz Wainger
Keirston R. Woods
Katie P. Yanushonis

Sustaining Us Through the Maycroft Challenges

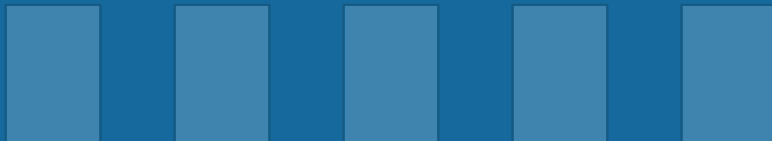
Our resolve for justice was tested in an extraordinary way with the Maycroft this year. We greatly appreciate the many partners who helped sustain us in the face of challenges to renovate and preserve the Maycroft for families with few financial assets.

Institutional Supporters

William S. Abell Foundation
Diane and Norman Bernstein Foundation
Christ House
Cohen Foundation
Graham Fund
LISC
Meyer Foundation
Open Road Alliance
Porter Family Foundation
United Way

Individual Supporters

Lizzie and Eric Beber
Charles Boone
Dixcy and Noland Bosley-Smith
Jane Diefenbach
Chip Glasgow
Myra Peabody Gossens
Jim and Wendy Knight
Kayla McClurg
Alex Orfinger





Management

Jim Knight

Executive Director and President

Fritz Gutwein

Vice President of Institutional Advancement

Dorothy Larimer

Vice President of Property Management and Development

Martin Mellett

Vice President of Strategic Initiatives

Sylvia Stokes

Vice President of Programs

Board of Directors

Myra Peabody Gossens

Chair

Jim Knight

President

Barbara Moore

Vice President

Kayla McClurg

Secretary

Jane Diefenbach

Treasurer

Alan Akers

Lizzie Bebber

Samuel Buggs

Charletta Cowling

Terry Flood

Gilma Merino

Ronnie Middleton

Jim Mustard

Audrey Proctor

Liz Wainger

Margaret Wanjui

2016 Financials

EXPENSES



EXPENSES	\$ 4,564,473
Housing	\$ 1,208,228
Resident Services	\$ 2,565,417
Management and General	\$ 557,505
Fundraising	\$ 233,323

- Housing
- Management and General
- Resident Services
- Fundraising

REVENUE & PUBLIC SUPPORT



REVENUE & PUBLIC SUPPORT	\$ 4,496,145
Contributions & Grants	\$ 2,073,001
Earnings from Real Estate	\$ 2,097,903
Other Income	\$ 24,173
Release from Net Assets	\$ 301,068

- Contributions & Grants
- Other Income
- Earnings from Real Estate
- Release from Net Assets

See Jubilee's Financial Statement from the 2016 Audit under Financial Reports at www.jubileehousing.org.



1640 Columbia Road, NW, Washington, DC 20009
jubileehousing.org | P 202-299-1240 | F 202-299-1246