

# 2018

ANNUAL REPORT



## **ADVANCING JUSTICE HOUSING™**

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

## MESSAGE FROM THE PRESIDENT AND CEO

2018 was a breakthrough year for Jubilee Housing.

As research increasingly demonstrated that the neighborhood where we live directly affects our future success and that D.C. has experienced more intense gentrification than any city in the country, Jubilee redoubled its focus on *justice housing*™ to level the playing field for families who might otherwise be pushed out of neighborhoods where they have built their lives.

We turned our rallying cry for justice housing into a direction, with the development of our new five-year plan to create more justice housing and promote greater equity for all D.C. residents. Holding ourselves accountable to the plan, we realized initial fruits of our efforts.

The plan's first two goals center around expanding justice housing and linking programs more explicitly to the interests and needs of residents.

We undertook listening sessions to understand how to better support residents. We partnered with five community organizations to launch the Platform of Hope, which offers services that enable participants to build on their skills and talent to meet their life's goals. We sponsored a club formed by Jubilee's senior residents to plan activities that bring them together. (Goal 1)

We created Justice Housing Partners, LP (the Fund) and raised \$3.075 million. Through the Fund, we leveraged financing to purchase properties at 1460 Euclid Avenue NW and 1724 Kalorama Road NW. (Goal 2)

Establishing more justice housing depends on growing our base of support — investors, partners, dollars, and volunteers — and on a committed, effective staff and board stewarding our work, as outlined in the plan's second two goals.

To showcase justice housing in action we initiated tours of the Maycroft and other Jubilee properties. Interested neighbors, future volunteers, and potential contributors experienced Jubilee's deeply affordable homes and supportive services while hearing from Jubilee residents and leadership. (Goal 3)

We surveyed staff members on their satisfaction with and ideas for our work environment. With that information, we began to enhance Jubilee's culture and operations. (Goal 4)

In all we accomplished, we relied on individuals and institutions in the private, philanthropic, and public sectors for ideas, time, and backing. Together, we made justice housing happen. Our 2018 achievements positioned us to broaden our impact, with you in our corner, in 2019.



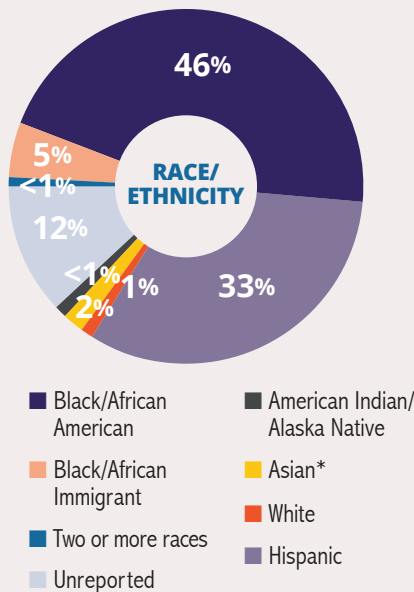
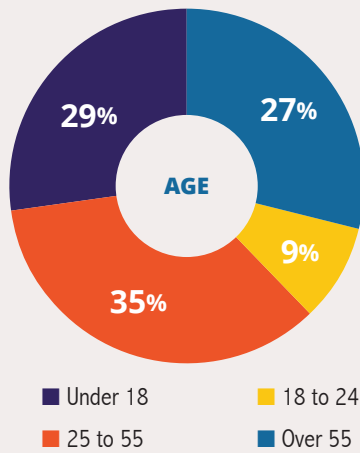
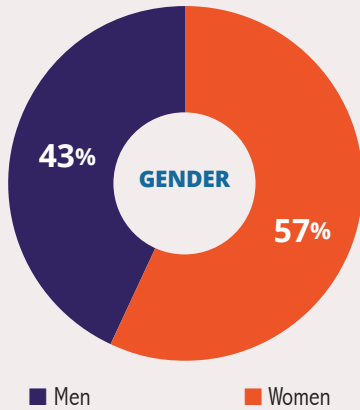
Jim Knight, *President and CEO*



*Cover photo: Mural at the Martha's Table playground at the Maycroft.*

# JUBILEE'S IMPACT BY THE NUMBERS

## RESIDENT DEMOGRAPHICS



\*Including South Asian, Southeast Asian, Filipino

## KEY OUTCOMES

**299** units managed in 10 buildings

**98%** of families maintained stable housing in Jubilee properties

**568** people served with housing, programming, or both

**74** people engaged in financial empowerment offerings

**15,000** hours of youth programming provided to young people

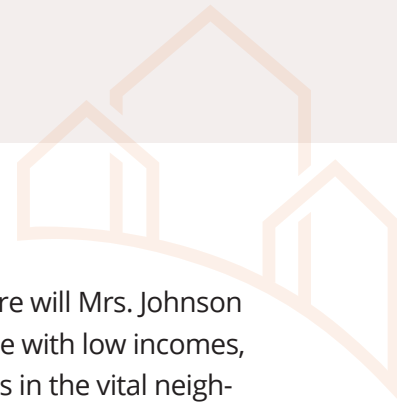
**85%** of residents in Jubilee's reentry program for at least 90 days exited with employment

**5,218** healthy dinners served to youth in the afterschool program

**43** support sessions on maintaining stable housing provided to 17 families

**13** recipients of Jubilee to College \$2,500 scholarships

## 2018 KEY ACCOMPLISHMENTS



### A CREATIVE IDEA FUNDS JUSTICE HOUSING™

The idea arose from a neighbor's plea shared by a member of the board. Where will Mrs. Johnson go if Jubilee doesn't purchase her building and keep rents affordable for people with low incomes, the board member asked. Mrs. Johnson's home — like so many other buildings in the vital neighborhoods where Jubilee Housing works — was on the market and likely to be converted to high-end units. Jubilee's board decided to pursue the property but lost out to a market-rate developer.

Recognizing the critical need for quick-strike acquisition capital to compete against market forces, Jubilee created the Justice Housing Partners, LP (the Fund).

Within nine months, the Fund attracted 14 investors and raised \$3 million. By Jubilee's estimates, each dollar raised will leverage \$6 more in funding during the acquisition phase and \$25 more in funding during development. The Fund fuels Jubilee's efforts to create new justice housing under Goal 2 of its new five-year plan.

### EXPANDING JUSTICE HOUSING

Largely through the Justice Housing Partners, LP (the Fund), Jubilee was able to purchase two nearby properties and maintain their affordability for families with low incomes.

While still attracting investors to the Fund, Jubilee used Fund capital to purchase **1724 Kalorama Road NW**. There Jubilee will develop 25 deeply affordable homes for families as well as space for Sitar Arts Center to expand its teen workforce development programming.

Although Jubilee initially lost **1460 Euclid Avenue NW**, the building that sparked the Fund's creation (see above), a second chance came around when the residents there formed a tenants' association to pursue their right to purchase the building under D.C.'s Tenant Opportunity to Purchase Act. After getting to know Jubilee's work, the association assigned its right to purchase to Jubilee Housing. Jubilee drew on the Fund to buy the building, preventing the residents from being displaced.

The two buildings — deeply affordable, in thriving neighborhoods, and near supportive services — expand justice housing and deliver on Goal 2 of Jubilee's new five-year plan.

**DISTINGUISHED INSTITUTIONS RECOGNIZED THE RESULTS AND PROMISE OF JUBILEE HOUSING'S WORK, HONORING JUBILEE WITH THE:**

*Washington Business Journal C-Suite Award*

City First Bank Resiliency Award

TD Bank Housing for Everyone Award

## 2018 KEY ACCOMPLISHMENTS

### STARTING TO MEET NEW, FIVE-YEAR ORGANIZATION GOALS

Jubilee Housing's new five-year strategic plan was barely finished before Jubilee had established Justice Housing™ Partners, LP (the Fund) and purchased two new properties to renovate for future justice housing communities. Already Jubilee was on its way toward realizing the plans four goals.

**Goal 1:** Create services and programs that respond directly to needs and interests of Jubilee residents as they work to achieve their goals.

**Goal 2:** Increase the number of Jubilee's justice housing homes by 30 percent, creating more than 100 new affordable units. **Goal 3:** Develop the human, financial, and social capital to deliver new justice housing. **Goal 4:** Enhance Jubilee's culture and operations to enable the organization to sustain its justice housing communities.

Created by Jubilee's staff, management, and board, the plan describes the impetus for each goal and tactics to achieve it.

### COMPREHENSIVE LAUNCHPAD HELPS FAMILIES REACH THEIR GOALS

After a significant period of community engagement and development — led by the alliance of Capital Area Asset Builders, For Love of Children, Jubilee Housing, Jubilee JumpStart, Mary's Center, and Sitar Arts Center — the Platform of Hope\* (POH) initiative kicked off its pilot program in September.

Aligned with Goal 1 of Jubilee's five-year plan, POH provided holistic, self-directed support to cohorts of families experiencing economic vulnerability. POH facilitated a collaborative approach to enabling families to find stability, connect to one another, and thrive. Alliance partners provided resources to help families achieve their goals.

The first 20 POH families met monthly for coaching, networking, and training. The group "helped me stay focused on my most important goals...looking into opportunities, through their personal leads, that will help me get a scholarship," one participant said.

*\*Learn more about POH at [platformofhopedc.org](http://platformofhopedc.org).*



## 2018 DONORS

*Jubilee Housing thanks the many individuals, families, organizations, and institutions whose investments have made possible our work to provide deeply affordable homes, with nearby supportive services, in thriving neighborhoods. Space constraints kept us from listing all of our donors. We are grateful for every contribution — big, small, and in-kind.*

### \$100,000+

A. James & Alice B. Clark Foundation  
D.C. Office of Victim Services and  
Justice Grants  
E\*Trade Financial  
The Eugene and Agnes E. Meyer  
Foundation  
TD Charitable Foundation  
United Way of the National  
Capital Area

### \$25,000–\$99,999

Bank of America Charitable Foundation  
The Diane and Norman Bernstein  
Foundation  
The Morris and Gwendolyn Cafritz  
Foundation  
Local Initiatives Support Corporation  
Pepco  
Share Fund

### \$10,000–\$24,999

Richard Cooper & Judith Areen  
Tilden & Mary Edwards  
Enterprise Community Partners, Inc.  
The John Edward Fowler Memorial  
Foundation  
The Richard E. & Nancy P. Marriott  
Foundation  
Mayor's Office on Latino Affairs  
Alex Orfinger & Calvert Bowie\*  
The Stonesifer Kinsley Family Fund  
United Bank

### \$1,000–\$9,999

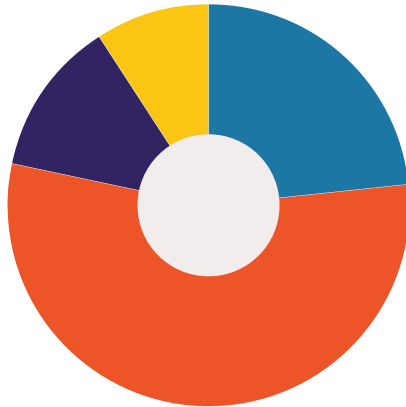
Greg Albright\*  
David Alexander  
America's Charities  
American Gas Association  
Mark Bellingham  
Carolyn Berkowitz  
Blake Biles & Laura Sessums  
Joseph Black & Lisa Olson\*  
Bill Bonstra\*  
Blair Bowie\*  
Hadley Boyd\*  
Diane Tipton Bradt & David Bradt\*  
Bread of Life Church  
Abigail Brokaw  
Sonya Brown  
Rhonda Buckley-Bishop &  
Kelley Bishop  
Landon Butler\*  
Buvermo Investments, Inc.  
Lou Cardenas\*  
Lyles Carr\*  
Dickson & Rives Carroll\*  
Christ House  
Dean & Susan Cinkala  
Gordon Cosby 2011 Living  
Waters Trust  
The Coulter Family Foundation  
D.C. Housing Finance Agency  
Luz Lopez Driscoll  
Luz Lopez Driscoll, DDS, PLLC  
Enterprise Holdings  
Glenn Ferguson  
Scott & Tiffany Fireison  
Vicki Gersten\*  
Allen & Janelle Goetcheus  
Myra Peabody Gossens

Thomas Grasso & Linda Whelihan  
Bart Harvey III  
Heritage Presbyterian Church  
Joseph & Lynne Horning  
Jeffrey Huggett & Diane Lindquist  
HYL Architecture  
Jockey Hollow Foundation  
The Leonard and Hilda Kaplan  
Foundation  
Sarah Kenney\*  
The Daniel Lynch Foundation  
Jane Mahaffie  
Diana Martin & Frank Burgess  
Patricia Mathews  
Kevin McHale  
David McMeans  
Joseph & Augusta Moravec  
The Helen Wardman Naselli  
Memorial Fund  
Laurence Platt & Clare Herington  
Wayne & Ursula Quin  
Rebecca Rawls  
Ryan Samuel\*  
Linda Schakel  
Joanne Schehl  
Seyfarth Shaw LLP  
Francis Smith  
Elssa Solomon\*  
Robert Stewart  
Erin Talkington  
Stan & Alison Voudrie  
Liz Wainger\*  
WashREIT  
Lynn Wheeler  
Keirston Woods

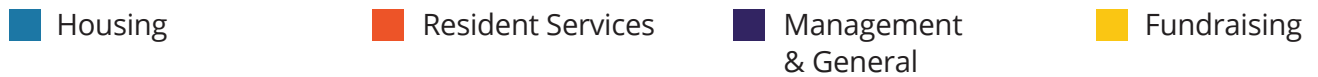
*\*Justice Housing Builders have committed to giving a minimum of \$1,000 per year for three years.*

# 2018 FINANCIALS

## EXPENSES

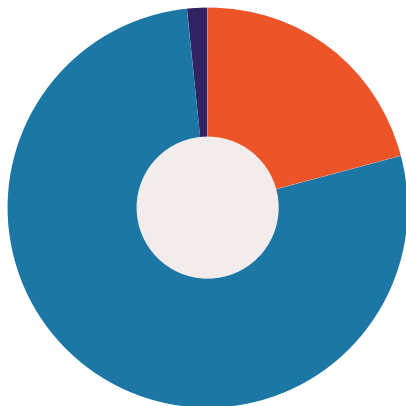


<b>EXPENSES</b>	<b>\$ 4,624,057</b>
Housing	\$ 1,080,490
Resident Services	\$ 2,548,511
Management & General	\$ 572,930
Fundraising	\$ 422,126

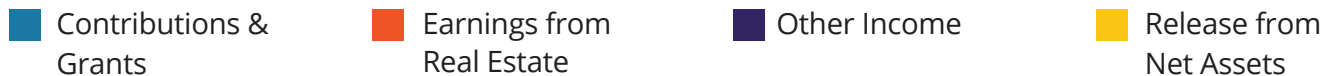


In addition to the financial activity reflected above, Jubilee has **\$110.5 million** in total assets under management, including: **\$46.2 million** in 279 units through four Low Income Housing Tax Credit limited partnerships; **\$15 million** in a New Market Tax Credit allocation through Jubilee Manna CDE; and **\$3.2 million** of investment capital through Justice Housing Partners, LP.

## REVENUE & PUBLIC SUPPORT



<b>REVENUE &amp; PUBLIC SUPPORT</b>	<b>\$ 5,179,034</b>
Contributions & Grants	\$ 3,005,805
Earnings from Real Estate	\$ 2,132,429
Other Income	\$ 40,800
Release from Net Assets	\$ 0



<b>CONTRIBUTIONS AND GRANTS BREAKDOWN</b>	<b>\$ 3,005,805</b>
Corporate Contributions	\$ 499,905
Grants	\$ 2,132,667
Government Contributions	\$ 133,550
Individual Contributions	\$ 239,683

See Jubilee's Financial Statement from the 2018 Audit under Financial Reports at [www.jubileehousing.org](http://www.jubileehousing.org).



## JUSTICE HOUSING PARTNERS, LP INVESTORS

*Justice Housing Partners, LP is an innovative social investment fund that provides quick-strike acquisition capital. The partners below were critical in the acquisitions of two new properties.*

Diane & Norman Bernstein Foundation  
Joseph Black and Lisa Olson  
Diane Tipton Bradt and David Bradt  
Norman and Joan Glasgow  
Myra Peabody Gossens  
Glen Howard  
Jubilee Housing, Inc.

Charles Kogod  
Jane Galbraith Mahaffie  
Alex Orfinger and Calvert Bowie  
Alfred Rose  
An Affiliate of the Share Fund  
United Bank

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## MANAGEMENT

**Jim Knight**, *President and CEO*

**Rebecca Ely**, *Vice President of Institutional Advancement*

**Dorothy Larimer**, *Vice President of Property Management and Development*

**Martin Mellett**, *Vice President of Strategic Initiatives*

**Kevin Sharps**, *Vice President of Programs*

**Jonathan Small**, *Vice President of Administration and Human Resources*

## BOARD OF DIRECTORS

**Myra Peabody Gossens**, *Chair*

**Jim Knight**, *President*

**Barbara Moore**, *Vice President*

**Joseph A. Black**, *Treasurer*

**Samuel Buggs**, *Secretary*

**Lizzie Bebber**

**Charletta Cowling**

**Jane Diefenbach**

**Khulud Khudur**

**Gilma Merino**

**Ronnie Middleton**

**Jim Mustard**

**Alex Orfinger**

**Audrey Proctor**