



**Jubilee
Housing**



EXPANDING JUSTICE THROUGH HOUSING



**ANNUAL
REPORT 2019**

MESSAGE FROM THE PRESIDENT AND CEO



Life often reminds us that there is a season for everything, and, if we plant our seeds and tend them carefully, in time they will sprout and mature. In 2019, we reaped the benefits

of seeds we had sown the prior year as well as some we had sown several years back. As a result, we realized progress on each goal of our five-year plan for *justice housing*[™].

The plan, “Justice Housing in Action,” calls for the creation of a more just and inclusive city that offers opportunity to all. The starting point and foundation for this city is *justice housing*: deeply affordable homes, with onsite or nearby supportive services, located in thriving neighborhoods.

In 2019, **we opened 64 new units in the Maycroft** (Goal 2). The property includes money-saving solar rooftop panels and a new Teen Center (Goal 1). The solar panels, operating in conjunction with the city’s Solar for All Program, cut in half the electricity bills of 100 residents across Jubilee properties.

Also, Jubilee purchased two properties to convert to justice housing — the former King Emmanuel Baptist Church at 1721 Kalorama Road NW and the combined package of 2326–2328 Ontario Road NW. Once redeveloped, both sites will offer affordable, high-quality homes to D.C. residents who are struggling with low

incomes or returning from incarceration (Goal 2). The new purchases were made possible through the Justice Housing Partners Fund, LP, which Jubilee closed in 2019, after raising \$5.2 million in fast-strike acquisition capital (Goal 3).

Jubilee also hired William Highsmith Jr. as its new and first-ever chief operating officer to help us operate more efficiently and effectively (Goal 4).

With your support, Jubilee has made great strides in providing safe, stable, and affordable housing for D.C. residents with low incomes. But our work is far from finished. As we continue to focus on those who face the greatest barriers to thriving, we must also strive to understand and respond to racial disparities, including those that have led to the mass incarceration of people of color — especially black men — largely for nonviolent crimes.

Ahead of us lie new opportunities for justice. As we strengthen our efforts to foster inclusion and equity through justice housing, we look forward to working side by side you in the season to come.

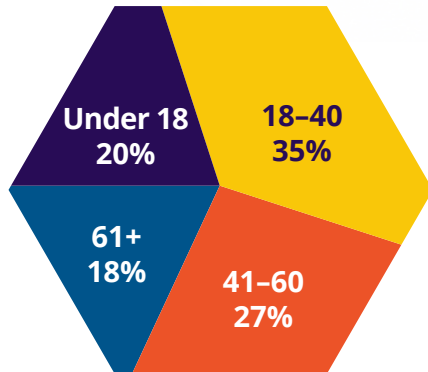
A handwritten signature in black ink, appearing to read "Jim Knight". The signature is fluid and cursive, written on a white background.

Jim Knight, *President and CEO*

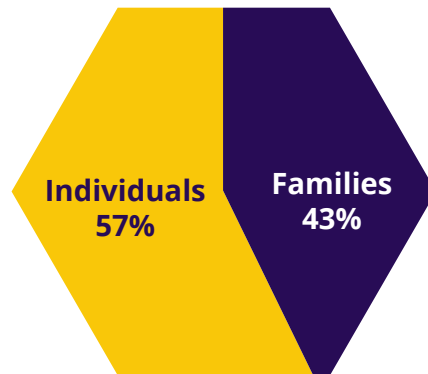
JUBILEE HOUSING'S IMPACT BY THE NUMBERS

RESIDENT DEMOGRAPHICS

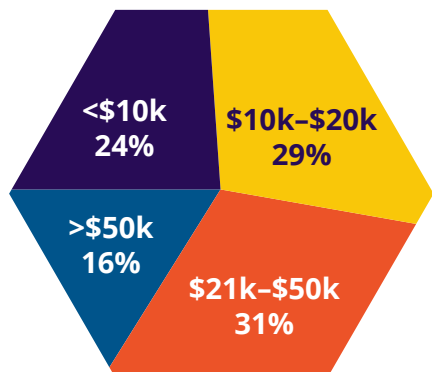
AGE



HOUSEHOLDS



INCOME



KEY OUTCOMES

PROPERTY DEVELOPMENT

- \$5M** raised to buy new buildings
- 2** buildings purchased
- 4** buildings under development

PROPERTY MANAGEMENT

- 299** units in 10 buildings
- 552** residents in deeply affordable homes

YOUTH SERVICES

- 46** students in out-of-school-time programming
- 20%** of students increased their confidence in STEM subjects

FAMILY SERVICES

- 47** students used the new Teen Center
- 6** students on Jubilee to College scholarships
- 30** residents participated in financial empowerment programming

REENTRY SERVICES

- 38** returning citizens in Jubilee transitional housing
- 2** returning citizens transitioned to Jubilee apartments



2019

HOUSING ACHIEVEMENTS

THE MAYCROFT

Jubilee Housing was thrilled to open the Maycroft last spring. With the invaluable support of multiple community partners and D.C. agencies, Jubilee completed renovations on the historic Maycroft building and **welcomed families into 64 new, deeply affordable apartments.** Four of these units have been set aside for Permanent Supportive Housing, long-term and supportive homes for people leaving chronic homelessness.

At the Maycroft, **Jubilee partners with Martha's Table to provide critical onsite services** as part of Jubilee's *justice housing* model. Recognizing the need to continue serving Ward 1 even as it expanded to other parts of the city, Martha's Table coordinates early childhood education, a no-cost healthy food market, and its mobile food service McKenna's Wagon through program space at the Maycroft.

EXPANDING JUSTICE HOUSING

In the fall of 2019, Jubilee acquired King Emmanuel Baptist Church and five other parcels of land on Ontario Rd NW. The

church, along with a new building to be constructed in the adjoining lots, will expand our current transitional housing for returning citizens and include both immediate and long-term housing options. The new acquisitions add 75 units of deeply affordable housing to Jubilee's development pipeline, for a total of **125 new and preserved units across four properties under development.**

In the next four years, Jubilee will develop these properties with a focus on two D.C. populations that face the greatest challenges finding affordable housing — families and returning citizens. More and more D.C. families are living in overcrowded apartments due to escalating rents. Meanwhile, returning citizens are coming home from incarceration to an extremely competitive housing market with the double burden of limited incomes and past convictions.

Jubilee's new properties will include **two-, three-, and four-bedroom apartments for growing families** and will reserve at least **27 long-term units for returning citizens.**

PERSPECTIVE FROM A RESIDENT

Danica Benson speaks softly, but her love of the Adams Morgan community rings through in everything she says. After serving nonprofits in the D.C. area for almost 10 years, she started working at Jubilee Jumpstart eight years ago. Her commute from Maryland was often over an hour both ways.

Benson searched for an apartment near work for a long time and kept coming up short. The average one-bedroom unit in the Adams Morgan area costs about \$2,200 per month.

As a childcare worker, that price was way out of Benson's reach.

Three years ago, Benson's supervisor suggested she put her name on the Jubilee Housing waitlist. She did and waited. In 2019, she heard that Jubilee Housing was opening a new building, and it had an apartment with her name on it.

Benson moved into the Maycroft in the spring of 2019. "I couldn't believe how big my apartment was," she said. "It felt so good to have a place of my own." This was her first time living in an apartment without roommates or family.

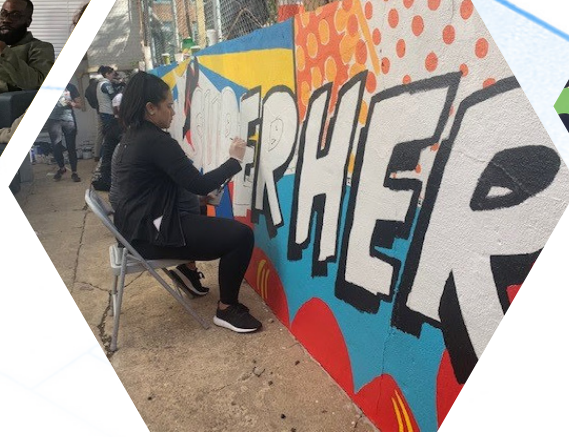
When she stopped commuting two hours a day, so many opportunities opened up for Benson. She found a church home, after searching for years. She started writing and was able to participate in a writer's group that met within walking distance of her apartment. She said she "kept finding places that felt like home."

Being able to walk to work and grocery stores has changed Benson's life and health for the better. She is more active than ever before and is able to spend more time outdoors.

Benson is enjoying her apartment and the perks of having nearby services and a resident-centric property management team. The sense of community and the beauty and cleanliness of the buildings stands out to her. She plans on taking advantage of Jubilee Housing's financial empowerment workshops and wants to volunteer at holiday events such as the Elf Store.

"It is hard to put into words the positive impact that moving into a Jubilee Housing property has had on my life," said Benson. "It's been overwhelming in the most beautiful way."





2019

PROGRAM ACHIEVEMENTS

2019 marked a big year for Jubilee Housing. Along with purchasing two buildings, we took strides to make our programming more resident centric and prepare for growth. With 200 to 300 new residents projected to be added to our community over the next few years, we focused on increasing the capacity of programming to support a larger community.

REIMAGINING OUR TEEN CENTER

The opening of the Maycroft made possible the launch of a new Teen Center that was reimagined with input from students and families. The new center is designed for older students and emerging young adults, ages 12 to 24. A new curriculum **helps students successfully transition to high school and prepare for college and/or career.** Research suggests that positive transitions correlate strongly with successful graduation rates, a trend that starts as early as moving from fifth to sixth grade.

EXPANDING OUR REENTRY PROGRAM

Jubilee has operated a transitional housing program for returning citizens since 2011. The program has served more than 200 residents returning from incarceration, all of whom faced the same challenge at the program's conclusion — finding an apartment they could afford. Responding to the increasing need, in 2019 Jubilee embarked on a bold plan to create **an expanded, four-phased program that includes outreach plus immediate, transitional, and long-term housing.**

BRINGING BACK THE JUBILEE HOUSING WORKDAY

Jubilee was excited in the fall of 2019 to bring back one of our community's most treasured experiences — the Jubilee Housing Workday. In one day, **WashREIT undertook a \$30,000 renovation of Jubilee's Youth Services space.** The WashREIT team updated years of wear and tear to deliver fresh, beautiful areas for Youth Services participants. As soon as the next day, program staff members noticed the difference. They said the renovated Activity Zone felt like a whole new center. Parents and children also love the look and feel of the new space and enjoy coming there every day.



AN EXPANSION FOR **RETURNING CITIZENS**

By Kevin Sharps, *Vice President of Programs*

For returning citizens, uncertainty is debilitating. Being removed from society for decades and deprived of opportunities for personal and professional growth, only to be dropped off on a street corner with no place to turn, is destabilizing in every way possible. Further, homelessness or over-crowded shelters are unwelcoming and unsupportive options for a clean start.

As a result, **one in five returning D.C. citizens will be homeless within three months of their release.** This bleak reality creates the kind of desperation and hopelessness that keeps recidivism rates predictively high and consistent.

For nine years, Jubilee's Reentry Housing Initiative has provided safe, stable, and supportive housing for up to a year after incarceration. Unfortunately, **the lack of affordable housing in our city combined with the stigma returning citizens carry has made it increasingly difficult for them to find a home** after the program ends.

More than 2,800 returning citizens¹ come back to D.C. every year. Expanding Jubilee's Reentry Housing Initiative will address the

severe housing challenges they face. We will create **immediate housing where 20 returning citizens can stay for the first few months after incarceration**, adjust to a changed city, focus on physical and mental health needs, and plan their next steps.

New long-term housing will be mixed in with units for families. Half of the 54 units in the redeveloped Ontario site will be reserved for families. The other half will be reserved for returning citizens graduating from Jubilee or other qualified transitional housing programs.

Both the immediate and long-term housing expansion will be located within Jubilee's Adams Morgan footprint, helping returning citizens maintain a consistent, supportive community of peers and professionals.

For many, Jubilee's expanded reentry housing and services will be the game-changing difference between a life with hopeful certainty or a return to frustration, desperation, and re-incarceration. Through our Reentry Housing Initiative, returning men and women have a better opportunity to live, work, and thrive.

¹<https://orca.dc.gov/sites/default/files/dc/sites/orca/publication/attachments/GW%20Report%20%281%29.pdf>



ADAPTING FOR IMPACT

Delivering our *justice housing* vision requires constant adaptation to market realities. Fortunately, deeply affordable housing is fertile ground for new resources and opportunities. In 2019, Jubilee cultivated some bold experiments and planted seeds for others.

JUSTICE HOUSING PARTNERS FUND

How do modest nonprofits compete with market-rate developers for a diminishing supply of properties? In 2019, Jubilee fully capitalized the innovative **Justice Housing Partners Fund, LP** at \$5.2 million. Launched in 2018, the Fund allowed Jubilee to acquire four new properties for additional *justice housing* and an expansion of our Reentry Housing Initiative. Thanks to expert pro-bono support from Arnold & Porter and investments from individuals, foundations, and financial institutions, Jubilee advanced its mission in an increasingly competitive environment.

ENVIRONMENTAL JUSTICE

How can low-income residents benefit from green energy? Jubilee joined forces with **New Partners Community Solar** to install community solar panels on the Maycroft. Working with D.C.'s **Solar for All** program and **Department of Energy and Environment**, New Partners turns renewable energy into financial credits. Through this initiative, 100 Jubilee households receive approximately

\$50 in monthly savings on their utility bills. Additionally, in the case of a grid-wide electricity blackout, the solar panels can power a battery backup at the Maycroft's **Resiliency Center powered by Pepco** for up to three days.

TREE OF LIFE



How can nonprofits create sustainable sources of income? How can they provide upwardly mobile career paths for returning citizens? Answering these questions led Jubilee Housing to jointly create the **Tree of Life**, a for-profit alternative staffing company, with Jubilee Jobs and Recovery Café DC. The model connects individuals stalled in low-income careers to companies and industries that help employees advance in their careers in return for a pipeline of qualified employees.

WHAT'S NEXT?

Where there's a challenge, there's an opportunity. Throughout our history, Jubilee has perpetually explored new ways to create opportunity for residents while advancing positive system change. Among future possibilities are aquaponics in upcoming housing developments, collective impact efforts, and pooled social impact investment funds. Stay tuned and join us!

2019

DONORS

The Jubilee Housing community thanks all those who invested in our residents through your participation in our housing and service initiatives. We wish we could list all of our contributors. We are deeply grateful for every bit of support you provide — financial and in-kind.

\$100,000 +

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

MESSAGE FROM THE CHAIR OF THE BOARD



2019 marked the second year of our ambitious five-year plan to expand *justice housing*[™]. Thanks to the generous and enduring support of stakeholders like you, we have made tremendous progress.

As we prepared this report on the past year, we were reckoning with the severe blow COVID-19 dealt to organizations, families, and individuals. **At least one-third of our residents were furloughed or lost employment**, and 74% of people who died from COVID-19 across D.C. were Black/African American. In the midst of this, we witnessed the murders of George Floyd, Breonna Taylor, and Ahmaud Arbery.

We are in a moment where it is impossible to ignore the decades of systemic racism that impact every aspect of life, especially health and wellbeing. The horrific acts of violence further underscore the degree to which our institutions and we, as people, continue to be trapped by racism.

Looking into the future, we know that **our city — now more than ever — needs a new foundation of equity and justice**. From slavery to mass incarceration, controlling

where and how Black people and people of color can live has been a key aspect of structural racism. To set a new foundation, we must remove the barriers that prevent residents from moving into, and allow them to be forced out of, thriving neighborhoods with access to resources and opportunities.

In June 2020, as we finish this report, we are eagerly awaiting a funding decision from the District's Department of Housing and Community Development, so we can start construction on 1460 Euclid Street NW and 1721 Kalorama Road NW. Approval would allow us to start construction at the end of 2020 and add a new foundation for justice to our community.

I hope the stories in this report inspire you to support Jubilee in making our city a place where no neighborhood is out of reach for those seeking affordable homes, where no resident is cut off from life-giving resources, and where all residents have access to D.C.'s incredible opportunities.

Join us in building a just city where we all can thrive!

A handwritten signature in black ink, appearing to read 'Alex Orfinger'.

Alex Orfinger, *Chair of the Board of Directors*



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