



**DELIVERING ON
THE PROMISE OF
JUSTICE HOUSING[®]**

2022 IMPACT REPORT

MESSAGE FROM THE PRESIDENT & CEO



2022 marked many milestones, and for us at Jubilee Housing it notably included the closing of our Five Year Plan for *Justice Housing*®.

When we created the plan, no one imagined the COVID-19 pandemic around the corner. And yet, while the global health crisis reframed what some of our goals looked like in action, Jubilee staff and board held ourselves accountable to the plan's critical framework.

Not only did Jubilee's *Justice Housing* model take root and have impact beyond our own community, the period led to a **near doubling** of our mission output. We also recognized potential areas of improvement, such as continuing to evolve programs and services to better meet the needs and goals of residents.

What an ordeal we have been through together. We are grateful to have worked with our extended partner community to adapt to pandemic realities and remain on course to reach these important milestones and to see the effect of doubling unfold within the next few years.

While we reflect on our successes and areas of growth for last year, we are also looking ahead. We will enter our 50th anniversary year — Jubilee's *Jubilee Year* — and we are excited to embark on a next strategic planning process that will set direction for the next season of impact.

We could not do this work without your support and partnership! We pray you will be inspired by our collective impact in 2022 and that you will join us again for the season ahead.

Jim Knight
President & CEO

EXECUTIVE LEADERSHIP TEAM *As of December 2023*

Jim Knight

President and Chief Executive Officer

David Jefferson

Chief Operating Officer

Kenneth Burton

Chief Financial Officer

Darrel Droblich

Vice President of Institutional Advancement

Jilian Johnson

Vice President of Human Resources

Martin Mellett

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Shelia Davis

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Gina Daye-Williams

Director of Reentry

Miya Morris

Director of Resident Services

Robert Mannon

Director of Real Estate Development

Terry McMillon

Director of Maintenance

Justin Spees

Director of Development

Audrey Walker

Director of Youth Services

SCORECARD: FIVE YEAR PLAN FOR *JUSTICE HOUSING*[®]

Goal	Result
<p>Increase the number of high-quality, affordable housing units in Jubilee Housing's portfolio by 30%</p> <p>by raising flexible capital that enables the organization to be responsive to the market in footprint, and plan for, acquire, and develop new properties for <i>Justice Housing</i>.</p>	 <p>Launched two <i>Justice Housing Partners Funds</i> that attracted more than \$13 million in impact investment and enabled the purchase of seven properties totaling 285 units, including four locations under construction and three tenant-occupied buildings, that will double Jubilee Housing's mission impact.</p>
<p>Generate the necessary human, financial, and social capital to deliver <i>Justice Housing</i></p> <p>by increasing the number and quality of connections among the community of residents, community members, volunteers, investors, and staff that actively engage in and support the effort.</p>	 <p>Built a continuum of donor engagement through the lens of mutuality ("moves management"); set targets and expanded the pool of resources to support <i>Justice Housing</i>; and implemented a robust plan for impacting policy for <i>Justice Housing</i> citywide through advocacy and community relations.</p>
<p>Build a culture that fosters a high-performing staff that is both visionary and operational</p> <p>with increased knowledge, skills, and capabilities for the execution of a "resident-centric," data driven, and operationally efficient <i>Justice Housing</i> Action Plan.</p>	 <p>Gathered staff feedback to inform and begin building a culture of greater transparency, appreciation, trust, and respect; hired a COO; created annual goals and quarterly work plans for all processes, programs, and services; and rolled out reorganization of staff to align with the plan.</p>
<p>Create a "resident-centric" experience for individuals and families of Jubilee Housing</p> <p>so that they are seamlessly and equitably supported in their efforts to achieve success through <i>Justice Housing</i>.</p>	 <p>Began expanding listening mechanisms, focus groups, and surveys for resident input. The pandemic impacted program delivery in some cases rerouting activities entirely. More work is needed to expand and right-size opportunities in our four primary domains of programming Housing Stability, Economic Mobility, Health and Wellness, and a Sense of Community.</p>

BOARD OF DIRECTORS

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Engagement Coordinator,
Georgetown University
Resident, Jubilee Housing

Liz Wainger

President, Wainger Group

THE JUBILEE HOUSING COMMUNITY

Deeply affordable housing. Resource-rich neighborhoods. Nearby services.

-  CURRENT JUBILEE HOUSING
-  COMING SOON
-  PROGRAM PARTNER
-  NEIGHBORHOOD AMENITY

Jubilee Housing also manages two transitional housing properties for individuals returning from incarceration.



1,090+
individuals
were supported
with housing and
services in 2022.



800+

residents lived in Jubilee's deeply affordable housing at the end of 2022.

The Property Management Promise:

PROVIDE HIGH QUALITY, DEEPLY AFFORDABLE HOUSING

In 2022 Jubilee said a bittersweet goodbye to our first COO, Bill Highsmith, who advanced our Five Year Plan and spearheaded pandemic operations, but welcomed new COO David Jefferson and many other team members with open arms. We also welcomed new community members, as we started the year with five hundred residents in ten properties and ended with more than eight hundred residents in thirteen properties!

Professionalizing Property Management

Our expanded Property Management team introduced professional best practices, including annual Fair Housing training for all employees and online portals for residents to pay rent or request maintenance.

Welcoming New Tenants

In October, three new properties in the Mount Pleasant Preservation Project joined our community after tenants exercised their rights under DC's Tenant Opportunity to Purchase Act and assigned their right to purchase to Jubilee, who will renovate them and maintain affordability.

Pursuing Stability

Staff reviewed ledgers and actively pursued Housing Stabilization Grants for back rents. This project was a win-win, ensuring that Jubilee could both fund its programs while providing residents a fresh start following the challenging economic climate of the past several years.



\$76,488 in Housing Stabilization Grants were awarded to bridge the gap in rental support.



~900

residents are expected to join our growing Jubilee community between 2022 and 2025.

The Property Development Promise:

BUILD NEW JUSTICE HOUSING® FOR FUTURE JUBILEE FAMILIES

Jubilee Housing continues to grow! In a big year, our three major projects encompassing seven properties reached significant milestones, advancing our goal to significantly expand and preserve deeply affordable housing in Adams Morgan, Columbia Heights, and Mount Pleasant.

OntKEB Project

Advanced to underwriting in 2022

Ontario Place and **King Emmanuel Baptist Church** (OntKEB Project) was selected by Mayor Muriel Bowser and the Department of Housing and Community Development (DHCD) to advance to the next stage of underwriting. OntKEB will expand on our successful Reentry Transitional Housing Program, including long-term units for program graduates, making Jubilee the first organization with a **complete housing continuum** for returning citizens in DC. Ontario Place will also provide **job training** programs in a **commercial kitchen** and innovative **aquaponics farm**, that will produce **13,000 fresh fruits and vegetables** per month for residents and the surrounding community.

EucKal Project

Broke ground in 2022, completion est. 2024

Euclid II and **Kalorama** (EucKal Project) broke ground in November 2022, with both properties expected to open in 2024. Kalorama's ground floor will serve as space for **Sitar Next Door**, an expansion of Sitar Arts Center focusing on youth arts education and workforce development.

52 families will find their 2, 3, and 4 bedroom homes at OntKEB and EucKal as Jubilee works to address a citywide need for affordable family-sized apartments and ensure that families with low incomes can access the opportunities of Ward 1.

Mount Pleasant Preservation Project

Joined Jubilee in 2022

We successfully returned the first half of the **Justice Housing Partner Fund (JHPF)** to investors and utilized its successor, **JHPF 2.0**, to purchase **Sarbin Towers**, **Park Marconi**, and **Richman Towers**. The Mount Pleasant Preservation Project additions were made possible through a partnership with tenants under the Tenant Opportunity to Purchase Act, and thanks to financing from our longtime partner United Bank, Amazon's Housing Equity Fund, and the Local Initiatives Support Corporation DC. Jubilee staff met with resident families to assess household composition and income, which is guiding architectural design, unit reconfiguration, post-rehab rent levels, and subsidies.



1,466

service touchpoints supported

264

unique individuals.

The Resident Services Promise:

CONNECT JUBILEE RESIDENTS TO GREATER PROSPERITY

To accommodate Jubilee's growing community, Resident Services underwent significant expansion in relationships, activities, and partnerships. Our philosophy of care highlights four main areas: housing and resource stability, financial security, community, and health and wellness.

Housing & Resource Stability

Offered free **infant and toddler layette bags** to residents through a partnership with Christ Child Society.

Provided weekly **free bread distribution** through a partnership with Food Rescue.

Community & Civic Engagement

Organized five **meet and greets from local politicians** on the November ballot, including two mayoral candidates and a candidate for US House of Representatives.

Assisted residents in **registering to vote**, including a new citizen who was able to vote for the first time.

Provided **workshops and resources for parents** of students in Jubilee Youth Services' out-of-school-time programs.

Financial Security

Earned a grant from Credit Builders Alliance, which trained staff to bring free **rent reporting** to Jubilee residents. This innovative credit building opportunity unique to affordable housing and allows participating residents to build credit through rental payments.

Health & Wellness

Partnered with a mental health provider to offer onsite opportunities for residents to connect to services.

Offered an onsite **COVID-19 vaccination** clinic in partnership with the Department of Health (DOH) and selected as the host site for the Director of DOH and a Deputy Mayor's press conference on the need for community collaboration on vaccinations during the COVID-19, flu, and RSV tripledemic.

Partnered with Trauma, Loss and Healing ministry and Glory to Glory outreach to offer monthly **spiritual micro services** called Hour of Power.



Aging & Activism in Place

Resident Services' philosophy of care is applied to all ages and stages, including programs for seniors. In 2022, we coordinated 330 Hungry Harvest fresh produce boxes plus monthly shelf stable food boxes for more than 50 seniors per month; engaged seniors in monthly workshops; and conducted monthly wellness checks for nearly 100 senior households.

While we have many cherished stories, one of our 2022 favorites is when a neighborhood participant in Jubilee's senior programs and food bank ran for local political office. While she did not win her election, we were extremely proud of her! We love the opportunity to witness individuals thrive and become change agents.

The Youth Services Promise:

CREATE PROGRAMS WHERE KIDS & TEENS CAN THRIVE

Jubilee Youth Services had a safe and successful transition to fully in-person programming in 2022, retaining staff and participants throughout the year. Despite the profound strain the COVID-19 pandemic had on mental health and education, participants continue to thrive and grow.

High-Impact Tutoring

Our continued implementation of high-dosage tutoring with American University increased academic excellence among Teen Center participants.

Socioemotional Support

Mental health activities provided students with broader self-understanding, teaching healthy ways to cope and speak words of self-affirmation, while physical activities such as yoga helped with relaxation and de-stressing.

College Connection

Jubilee to College (JTC) scholarship recipients successfully maintained scholarship participation throughout their entire college tenure, and Jubilee staff worked to encourage new applications from eligible students.



60 students
engaged in year-round
out-of-school-time
programs.

**21 students earned a
JTC scholarship... a
15% increase over 2021!**

STUDENTS SHINE

Hera

Early Start (Grades K-3)

In summer 2022, Early Start implemented a socioemotional program called Kindhearted Kids where students care for stuffed dogs with unique stories and characteristics. Hera was a sweet rising 2nd grader who often struggled with navigating her emotions. Through lessons and journaling, Hera and other students learned values such as kindness, respect, and empathy, and taught those lessons to their dogs. By the end of the summer, Hera was doing a lot better navigating her emotions and sharing before reacting. She also had a lot of fun!

Jamel

Activity Zone (Grades 4-6)

Jubilee resident and Activity Zone participant Jamel had joined his elementary school's basketball team. When Activity Zone learned about their weekly games, we coordinated a field trip to cheer him on! At the game, the support of his peers gave Jamel visible added motivation and endurance, and we collectively celebrated his team's victory. The experience was so well-received by students that AZ scheduled multiple field trips to the games before the end of the season.

Hana

Jubilee to College (JTC)

Hana's journey from her native Ethiopia to high school and college in the United States is a testament to the transformative power of the JTC scholarship. For Hana, the scholarship was more than just financial aid; it ensured that she could focus on her studies without worrying about finances. And whenever the pressures of her journey seemed overwhelming, she found community and support in her JTC peers. Hana's drive to succeed, amplified by the financial freedom the scholarship provided, has propelled her on a promising academic trajectory.



The Reentry Promise:

BE THE BRIDGE TO SUCCESS FOR RETURNING CITIZENS

The Reentry Transitional Housing and Supportive Services Program has worked to provide housing, community support, and comprehensive services to returning citizens for 11 years. This year, Jubilee Reentry focused on improving our accountability, independence, and collaboration. As one of the few programs offering housing to returning citizens in the DC area, our goal is to enable maximum inclusion so returning citizens can live, work, and thrive. Their success is our success.

Vouchers for Success

We are proud to be one of only four agencies selected to receive housing vouchers from the Mayor's Office on Returning Citizen Affairs. These vouchers help residents transition from our program to safe, affordable housing throughout the city.

Adapting to Change

In light of recent changes to GPS monitoring, Reentry worked to admit and support returning citizens with active GPS installation, absent curfew and prohibited area restrictions. For the safety and comfort of all residents, we implemented a six-month pilot program to determine feasibility and overall effectiveness.

Built to SUCCEED

Lastly, Jubilee was thrilled to partner with CAI Global to offer Substance Use as Chronic Condition Engagement and Education (SUCCEED) training to our community. SUCCEED supports residents as they gain employment; continue recovery from substance use, mental illness, trauma, or similar challenges; build savings; and obtain permanent housing of their own.

11 Reentry Residents graduated from the SUCCEED program.



COMING HOME: GUY'S STORY

Guy is a Jubilee Reentry and SUCCEED program graduate who leveraged the resources and tools in the programs to reorient to society outside of prison, establish himself financially, rebuild strong social bonds with loved ones, and maintain his sobriety.

In his SUCCEED graduation speech, Guy said, *"Not only has this program helped me, but it in turn helped others in my life. My ability to effectively communicate better comes from these classes. Specifically, my relationship with my daughter has improved, as I realized I need to be a better listener and I have shared these tools with her as well. With that, I hope that this will be the beginning of breaking the cycle, so that she can teach her children these tools when that time comes."*

Since graduating from the program in 2022, Guy has become a proud new homeowner.

46 returning citizens left incarceration and moved into Jubilee's safe, supportive transitional housing



The Advocacy Promise:

USE OUR VOICE FOR EXPANDED IMPACT

Budget Wins



Affordable Housing

\$450M

invested in the Housing Production Trust Fund for FY23 — an increase of \$250M from FY22

\$38M

for the Local Rent Supplement Program (LRSP) over the next three years to be used for project-based and sponsor-based vouchers and the production of deeply affordable housing (0-30% FMI) units

\$3M

increase to project-based and sponsor-based LRSP funding for FY23



Out of School Time

\$5M

one-time increase in local funds to support out of school time grants and ensure continuity of services after the reduction in federal American Rescue Plan Act Funds from FY22



Reentry

\$16M

increase in local funds to support reentry housing

\$1M

one-time increase in the Justice Grants program provided by the Office of Victim Services and Justice Grants

\$480K

for 20 Targeted Affordable Housing vouchers for returning citizens identified by the Mayor's Office on Returning Citizen Affairs



Legislative Wins

Local Rent Supplement Program (LRSP) Eligibility Emergency Legislation Approved

This lowered eligibility barriers to LRSP for immigrants and returning citizens.

New Market Tax Credit (NMTX) Projects Exempted

Deed/recordation/real estate taxes were eliminated for NMTX-supported development projects, which provide targeted support for low-income communities.

Migrant Care Department Approved

The new Migrant Care Department was founded and provided \$20M to assist recently arrived immigrants.

25 hearings

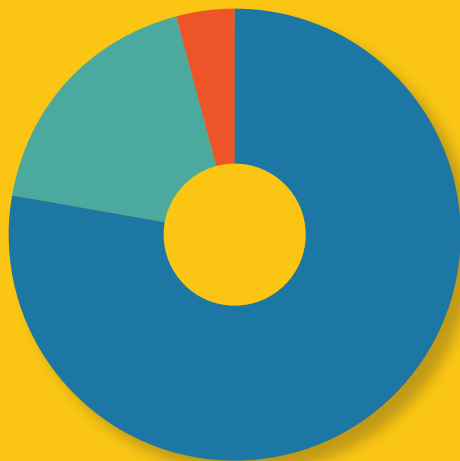
were attended and

16 testimonies were

provided by Jubilee staff and residents alongside

community partners and peers.

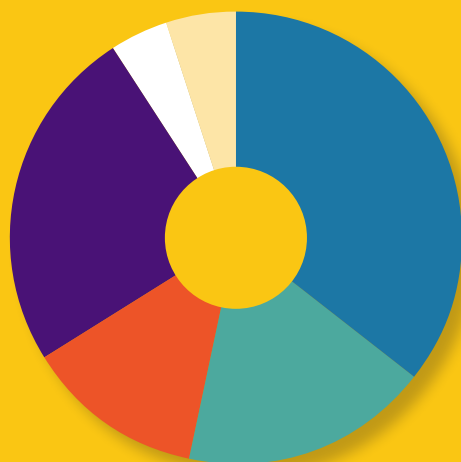
2022 FINANCIALS



EXPENSES

Program Services	\$	8,168,588
<i>Housing</i>	\$	4,697,759
<i>Resident Services</i>	\$	3,470,829
Management & General	\$	1,911,908
Fundraising	\$	515,711
TOTAL	\$	10,596,207

■ Program Services
 ■ Management & General
 ■ Fundraising



INCOME

Contributions & Grants	\$	4,984,248
<i>Without Donor Restrictions</i>	\$	4,717,998
<i>With Donor Restrictions</i>	\$	266,250
Rental Income	\$	2,272,114
Other Real Estate Earnings	\$	1,708,631
Gain on Sale	\$	3,417,442
In-Kind Contributions	\$	510,016
Other Income	\$	719,463
TOTAL	\$	13,611,914

■ Contributions & Grants
 ■ Rental Income
 ■ Other Real Estate Earnings
 ■ Gain on Sale
 ■ In-Kind Contributions
 ■ Other Income

ADDITIONAL INFORMATION

In order to develop *Justice Housing*, Jubilee Housing uses the Low-Income Housing Tax credit (LIHTC) program to access private equity to fund development costs. As part of the development process, once tax credits have been awarded to the project Jubilee Housing sells the properties to a new LIHTC entity, which Jubilee controls as general partner. The financial statements for these Partnerships are reported separately, not in Jubilee's consolidated financial statements. Jubilee currently manages four tax credit Limited Partnerships with 91 units in operation and 120 units under development. Assets total \$99,460,794 and operating activities total \$3,846,898 for these properties. Jubilee wholly owns two other LIHTC Limited Partnerships with 188 units in operation that are part of its consolidated financial statements.

In order to make financing of *Justice Housing* more feasible, Jubilee has created several financing vehicles that support its work. Jubilee Manna CDE is a joint venture with non-profit developer Manna, Inc., that receives allocations of New Markets Tax Credits and invests proceeds in projects that deliver affordable housing and community service facilities. **Justice Housing CMF SPE** is a revolving loan fund that Jubilee owns that lends capital to predevelopment and construction activities of its projects. **Justice Housing Partners** and **Justice Housing Partners 2.0** are impact investment funds that Jubilee manages as owner of the general partner of each fund Partnership. The assets and operating activities for each of these funds are part of Jubilee's consolidated financial statements.

Jubilee's financial statement from the 2022 audit is available at jubileehousing.org/financial-reports

2022 DONORS

We are deeply grateful to all who chose to support Jubilee Housing in 2022. Your contributions helped the organization sustain the critical work of creating more equitable communities through *Justice Housing*®.

\$100,000+

The Morris and Gwendolyn Cafritz Foundation
Amazon
DC Office of Out of School Time Grants and Youth Outcomes
DC Office of Victim Services and Justice Grants
Norbert Hornstein & Amy Weinberg
Sari Hornstein
Estate of Jacqueline Kienzle
National Fair Housing Alliance

\$25,000-\$99,000

William S. Abell Foundation
Bank of America Charitable Foundation
Diane and Norman Bernstein Foundation
DC Housing Finance Agency
District Social Justice Fund
Enterprise Community Partners
John Edward Fowler Memorial Foundation
J. Willard and Alice S. Marriott Foundation
Metropolitan Washington Council of Governments
Morgan Stanley Share Fund
United Planning Organization

\$10,000-\$24,999

Beatrice L. Barsoum Trust
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Clark Construction
Clark-Winchcole Foundation
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Credit Builders Alliance
Tilden & Mary Edwards
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Jenkins Charitable Trust

\$10,000-\$24,999

Mayor's Office on Latino Affairs
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Joanne Schehl & William Stratton
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TD Charitable Foundation
United Bank
Vesta, Inc.
Wells Fargo Foundation

\$1,000-\$9,999

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Wainger Group
Sean Warfield
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Shalom Baranes
City First Enterprises
Diane and Norman Bernstein Foundation
Joseph Black
Diane Tipton Bradt
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Jessica Clark
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Norman Glasgow, Jr.
Myra Peabody Gossens
Greater Washington Community Foundation
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Glen Howard
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Jane Mahaffie
Alex Orfinger
William Alfred Rose
United Bank
VB3

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Shalom Baranes
Diane and Norman Bernstein Foundation
Joseph Black
Diane Tipton Bradt
Andrew Brown
A. James & Alice B. Clark Foundation
Jessica Clark
EagleBank
Mary & Tilden Edwards
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Joseph & Lynne Horning
Norbert Hornstein and Amy Weinberg
Sari Hornstein
Glen Howard
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United Bank

