



Building on Community



2021 IMPACT REPORT

MESSAGE FROM THE PRESIDENT & CEO



Another year for the record books. What began as an existential crisis slowly shifted into a “managed catastrophe.” As COVID-19 vaccines became available, many businesses began

to reopen, and it felt like we were starting to emerge from the worst of the pandemic. Then came the first of what would prove to be several variants.

During this previously unimaginable journey, we continued to see that the same inequities that persisted during the height of the pandemic continued in this new phase. The disproportionate health impacts of COVID-19 on DC’s Black and Latino residents took on a new dimension — inequitable access to vaccines. Economic resource gaps also continued to widen. From 2020 through 2021, while millions of everyday people reckoned with the impacts of lost income, the number of total billionaires in the US reportedly grew by more than 700.

Yet even as we were reminded of the difficulties created by the disparities among us, we witnessed the power of the human spirit and the desire to give beyond oneself expressed in beautiful ways.

Our Property Management team never missed a day. Resident Services, Youth Services, and partners such as Food Rescue US and the National Capital Area Food Bank ensured

food was available to our community. Local restaurants such as Medium Rare and Baked by Yael reached out with offerings of meals and baked goods.

Numerous concerned volunteers and donors contacted us and asked what residents needed most, contributing directly toward food support, gift cards, and rent relief.

We were also reminded that the same communities most impacted by the pandemic are leading the way in showing us what mutual support means. Residents responded to the crisis with courage and vigor. Clara Velasquez helped lead Early Start program activities, prepared after-school snacks and dinners for kids, and tirelessly supported neighbors. Romaine Johnson, 2021 Resident Champion, helped Jubilee host its first vaccination clinic and ensured seniors were aware of the opportunity to receive boosters.

It is these moments of resiliency that knit us together and it is these moments upon which we should build.

Just as we looked to each other to sustain ourselves through the worst of the pandemic, we must look to each other now to ensure that ongoing practices of sharing and solidarity carry on. We need this on the individual level, and we need it on the systemic level, to begin to undo the effects of long-term discrimination. We can do this together. Indeed, we must!





With gratitude,

A handwritten signature in dark ink, appearing to read 'Jim Knight'.

Jim Knight
President & CEO

THE JUBILEE HOUSING COMMUNITY

Deeply affordable. Thriving 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.



552

RESIDENTS

752

PEOPLE SUPPORTED
WITH HOUSING
& SERVICES

EUCKAL MOVES FORWARD

In March 2021, Mayor Muriel Bowser and the Department of Housing and Community Development (DHCD) announced the selection of Jubilee Housing's EucKal project to advance to the next stage of underwriting, helping the District advance towards its goal of creating 12,000 affordable homes by 2025.

EucKal includes two properties: 1724 Kalorama Road NW and 1460 Euclid Street NW. Combined, they will create 50 units of *justice housing* in Ward 1's Adams Morgan and Columbia Heights. The properties were acquired in 2018 using acquisition financing from United Bank, LISC DC, and the Justice Housing Partners Fund.

1460 Euclid Street NW was acquired under DC's Tenant Opportunity to Purchase ACT (TOPA). Through TOPA, tenants must be notified when a landlord wishes to sell and be given time to form a tenant association to match a third-party offer. The Euclid tenant association assigned their rights to Jubilee to purchase and redevelop the property. This new addition to Jubilee's community will preserve 25 units of deeply affordable housing for families in Columbia Heights, including five 3-bedroom and two 4-bedroom units.



“As we begin to rebound from the pandemic, it is critical to invest in initiatives that provide access to prosperity for residents with fewer financial resources. Locating deeply affordable housing in resource-rich neighborhoods helps connect residents to greater opportunity, while promoting greater inclusion and equity for the city as a whole.”

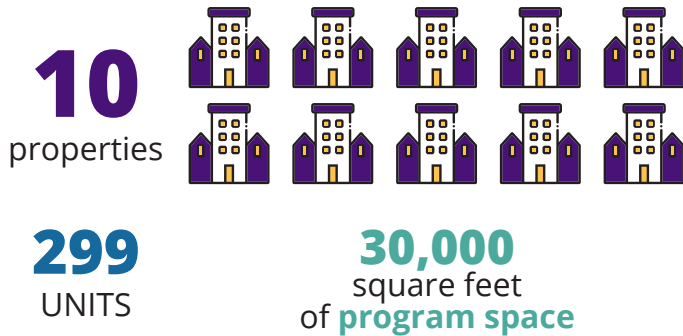
—Jubilee Housing CEO Jim Knight

1724 Kalorama Road NW is a 22,000 square foot vacant commercial building that will be redeveloped into a five-story mixed-use building offering affordable multi-family housing and valuable community services. Two-thirds of the 25 units will be 2- and 3-bedroom units, addressing a citywide need for family size apartments. The 6,000 square foot ground floor will allow Sitar Arts Center to expand.

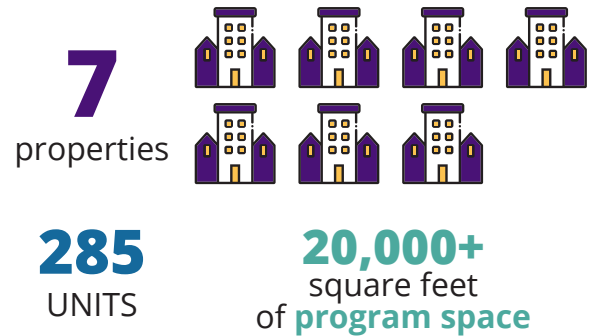
DHCD's selection of EucKal in 2021 preceded their selection of Jubilee's Ontario Place and King Emmanuel Baptist Church (OntKEB) project in 2022 and the acquisition of three new properties through TOPA. Altogether, Jubilee is primed to build on its commitment to justice housing thanks to the support of our community of staff, residents, volunteers, funders, and supporters.

BUILDING A FUTURE WITH JUSTICE HOUSING

MANAGED NOW



ON THE WAY



ADVOCACY



19
TESTIMONIES
given alongside partners, peers,
and community members

\$5M
increase in
OUT-OF-SCHOOL
TIME FUNDS

\$12M
increase for
JUSTICE GRANTS

\$475K
in Targeted
AFFORDABLE HOUSING
VOUCHERS FOR
RETURNING CITIZENS

\$250M
invested in the
HOUSING PRODUCTION
TRUST FUND

\$42M
for Local
RENT SUPPLEMENT
PROGRAM



REIMAGINING RESIDENT & FAMILY SERVICES

by Miya Gaskins, Director of Resident Services

Resident and Family Services reimagined and renewed its programs in 2021. Our philosophy of care for residents tied in Maslow's Hierarchy of Needs with a wraparound services approach.

We served **physiological needs** by adding free bread distribution, an onsite food bank and bimonthly fresh food box deliveries for seniors, a coat drive and distribution, and a Thanksgiving meal.

We addressed **safety needs** by infusing individualized stabilization services such as resource navigation for financial, employment, and housing security; onsite vaccination clinics; and weekday walk-in hours for residents.

We supported **social needs** by resurrecting services for monthly senior workshops and check-ins, creating a Jubilee Parent club, offering support meetings and goal plans for parents whose children attend our afterschool programming, and hosting community wide social events.

At the Teen Center, we added staff to our team, increased partners, increased attendance, and built stronger programming related to career, college, and entrepreneurship pathways.



We also increased our commitment to language justice by ensuring materials and services were offered in both English and Spanish.

It was my privilege to join the Jubilee Housing family last year and offer a fresh perspective on resident services. In the year ahead, we hope to build on our 2021 offerings and enhance **esteem needs** by encouraging civic engagement, financial literacy, as well as resident advisory, feedback, and volunteer opportunities.

30-40 people
per week came to **WALK-UP PROGRAMS** such as **FOOD**
and **COAT DISTRIBUTIONS**

\$372,472
in **rent assistance**
for **97 HOUSEHOLDS** was achieved
through **STAY DC** with the support of a
DEDICATED APPLICATION NAVIGATOR

19 STUDENTS
were **supported** with
JUBILEE TO COLLEGE SCHOLARSHIPS
through **JUBILEE'S TEEN CENTER**

REENTRY BUILDS ANEW

by Gina Daye-Williams, Director of Reentry

In 2021, the Reentry Transitional Housing and Supportive Services Program was focused on building capacity internally and externally through continuous collaboration with the Bureau of Prisons, DC correctional facilities, the READY Center, behavioral health providers, treatment facilities, and local shelters.

Expanding our commitment to financial empowerment, we partnered with the DC Credit Union to implement the Reentry Financial Capabilities Program and educate residents on financial wellness. Reentry staff also assisted 12 residents with DC Cares applications to ensure they would receive a \$1,000 payment for those released from incarceration during the pandemic.

Adding to our administrative capacity, Reentry created a resident handbook designed to provide a clear understanding of program rules and phase transition requirements. Additionally, we became certified in the District of Columbia Address Confidentiality Program, administered by the Office of Victim Services and Justice Grants, to assist people at risk of harm by shielding their residential address from public records.

Most critically, Reentry resumed in-person meetings with residents to enhance rapport and professional relationships. Beyond programs and numbers, the moments we celebrate are often defined by the successes of individuals. One resident graduated from the Inmates to Entrepreneurs Program, which supports returning citizens interested in starting a business. Another resident was accepted into a long-term Jubilee Housing apartment — she cried tears of joy and shared that this was the first time she had keys of her own.



32 returning citizens were supported through
JUBILEE'S REENTRY TRANSITIONAL HOUSING

25%
of program participants
achieved their
OWN LEASE upon departure,
a notable achievement
in the Reentry field

75%
of residents
GRADUATED WITH
EMPLOYMENT OR BENEFITS



YOUTH SERVICES: FROM ONLINE TO ONSITE

*by Audrey Walker, Director of Youth Services
& 2021 DC Action Youth Champion of the Year*

Youth Services' year began with hybrid virtual and in-person learning, including our summer camp. Designing safe, supportive hybrid programs was a heavy lift, but it prepared us for our next major step: returning fully in person.

Our team created effective COVID-19 protocols, connected with students to help them return, and collaborated with community partners to share resources. We incorporated high impact one-on-one tutoring, utilized tailored tools to foster a love of learning, and assessed progress and interest. We also met with families through our wraparound services to set academic goals, determine resource needs, and provide referrals.

Beyond our walls, I testified in front of the DC Council alongside my colleagues in DC Action's Out-of-School Time Coalition and a Jubilee student. The DC council increased the FY22 out-of-school time budget by \$5 million more than the prior fiscal year, reflecting the collective power of our coming together.

Youth Services' work continues to be vital, as students in DC and nationwide have experienced profound loss of learning due to the pandemic. Our achievements last year were made possible by our incredible team who adapted and facilitated programs, our volunteers who extended their time, and our network of partners and donors. We are blessed with this support, which enriches what we do day in and day out.

32 students enrolled
in **JUBILEE YOUTH SERVICES (JYS)** programming
during the 2020–2021 school year

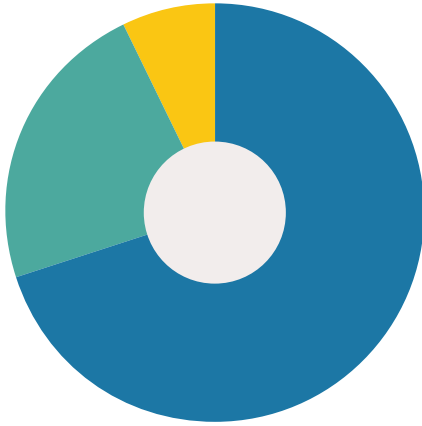


3/4 JYS PROGRAM PARTICIPANTS
increased their **MATH**
GRADES or **MAINTAINED** an **A**

36 students
enrolled in
2021 SUMMER CAMP

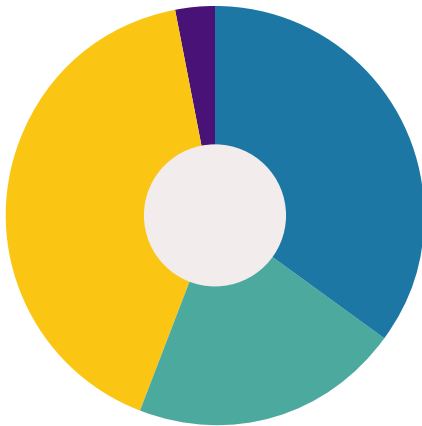


2021 FINANCIALS



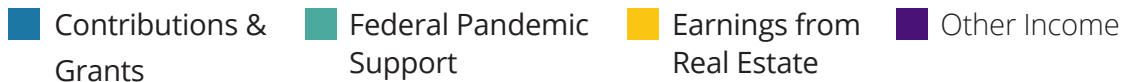
EXPENSES

Program Services	\$ 4,122,194
<i>Housing</i>	\$ 2,185,181
<i>Resident Services</i>	\$ 1,937,013
Management & General	\$ 1,386,039
Fundraising	\$ 445,696
TOTAL	\$ 5,953,929



REVENUE

Contributions & Grants	\$ 2,052,465
Federal Pandemic Support	\$ 1,214,227
Earnings from Real Estate	\$ 2,411,777
Other Income	\$ 181,169
TOTAL	\$ 5,859,400



ASSETS

In addition to the financial activity reflected above, Jubilee closed the year with \$127,682,156 in total assets under management, including four LIHTC Partnerships totaling 279 units of housing, an impact investment fund totaling \$5.27M in assets (JHP), an affordable housing loan fund totaling \$868K in assets (JH CMF SPE), and a New Markets Tax Credit entity with \$15M in assets (JM CDE). Innovative financing is critical to Jubilee's success in providing justice housing, and to expansion activities underway.

Jubilee's financial statement from the 2021 audit is available at jubileehousing.org/financial-reports



2021 DONORS

We are deeply grateful to all who chose to support the work of Jubilee Housing in 2021. Every bit of support — financial and in-kind — helped the organization sustain the critical work of building *justice housing*.

\$100,000+

DC Office of Victim Services and Justice Grants
E*trade Financial / Morgan Stanley
Norbert Hornstein & Amy Weinberg
Sari Hornstein
Office of the State Superintendent of Education (21st Century)
Sinai House

Mayor's Office on Latino Affairs
Raymond & Rita McGovern
Nurmi Family Foundation
Alex Orfinger & Calvert Bowie*
Joanne Schehl & William Stratton
Share Fund
TD Charitable Foundation
Wells Fargo Foundation

Daniel Fine & Sarah Snyder
Scott & Tiffany Fireison
Myra Peabody Gossens & Charles Kogod*
Goulston & Storrs
James Greenwell & Emily Magal
Jacques & Susan Hadler
Hannon Armstrong Capital
Bart Harvey
Karen Haughney

Laurence Platt & Clare Herington
Hines

Joseph & Lynne Horning
Glen & Lauren Howard
Jeffrey Huggett & Diane Lindquist
James Iker & Hayes Nuss
JBG Smith

Reverend Albert E. Jenkins & Nancy G. Jenkins Charitable Trust
Jockey Hollow Foundation
Leonard & Hilda Kaplan Charitable Foundation

Andrew Katz
Kayne Family Gift Fund
Jim & Wendy Knight
Debra Kraft & Rob Liberatore
Ann Lordeman
James Gray & Henry Louie
Jane & John Mahaffie
Scott Martinson
Patricia Mathews*
Kevin McHale
Barbara F. Meeker

\$25,000–\$99,000

The Arcana Foundation
Bank of America Charitable Foundation
Diane and Norman Bernstein Foundation
The Morris and Gwendolyn Cafritz Foundation
DC Housing Finance Agency
DC Social Justice Fund
Local Initiatives Support Corporation
J. Willard and Alice S. Marriott Foundation

\$1,000–\$9,999

ANC 1C
Laura & John Arnold
ASB Real Estate
Susan Bell
Blake Biles & Laura Sessums
Joseph Black & Lisa Olson*
Bonstra Haresign Architects
Diane Brennehan
Andy & Huntington Brown
Sonya Brown
Rhonda Buckley-Bishop & Kelley
Bishop Edward Bunch
Lyles Carr*
Stacy Cloyd
Cooper Carry Charitable Foundation
Brian Coulter
Daniel Cunningham
James G. Davis Construction Corp.
Marva J. Dawn
Edes Home Foundation
Glenn Ferguson

\$10,000–\$24,999

Greg & Cindy Abell
William S. Abell Foundation, Inc.
The Albertsons Companies Foundation
Greg Albright & Wes Combs*
Amazon
Bread of Life Church
Dean & Susan Cinkala
Clark Construction Group
Richard Cooper
Tilden & Mary Edwards

2021 DONORS

Ellen & Russell Miller
F. Joseph & Augusta Moravec
Chris Morrison*
Susan Nickey
Nonna Noto*
Joan & Max Nuxoll
Jo Perry
Wayne & Ursula Quin
Rebecca Rawls
RCLCO Foundation, Inc.
Hope Richardson*
Susan Ross
Safeway
Jim & Katie Sebastian
Denise Schlener & George Bren*
Cleo Schneider
Ellen Schneider
Seyfarth Shaw LLP
Ruth Shinn
Anthony Shop & Thomas Sanchez
The SK&A Group
Francis Smith
Herbert & Jane Stevens
Robert Stewart
The Stonesifer Kinsley Family Fund
Erin Talkington*
United Bank
Sean Warfield
Bill & Nancy Weare
John Schnitker & Elizabeth Weaver
Hasan Tuluy & Andree Wynkoop*

JUSTICE HOUSING PARTNERS, LP INVESTORS

Sheperdson & Kathryn Abell
William S. Abell Foundation
Armani Holdings
Shalom Baranes
Diane and Norman Bernstein Foundation
Joseph Black & Lisa Olson
Diane Tipton Bradt
City First Enterprises
Jessica Clark
Tilden & Mary Edwards
Norman Glasgow
Myra Peabody Gossens
Cynthia Guill
Joseph & Lynn Horning
Glen Howard
Charles Kogod
Joseph Lemense
Jane Mahaffie
Alex Orfinger
William Rose
Share Fund
United Bank
VB3

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

—Danica, Jubilee Housing Resident



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

JUBILEE HOUSING

Listings as of December 31, 2021

2021 EXECUTIVE LEADERSHIP TEAM

Jim Knight

President and Chief Executive Officer

William Highsmith

Chief Operating Officer

Rebecca Ely

Vice President of Institutional Advancement

Jilian Johnson

Vice President of Human Resources

Martin Mellett

Vice President of External Affairs

Uloma Nwauche

Vice President of Finance

Quiana Bridgett

Director of Property Management

Christopher Bulbulia

Director of Development

Gina Daye-Williams

Director of Reentry

Miya Gaskins

Director of Resident and Family Services

Jennifer Heipp

Director of Research, Evaluation, and Impact

Robert Mannon

Director of Real Estate Development

Lori Naydock

Director of HR and Administration

Audrey Walker

Director of Youth Services

2021 BOARD OF DIRECTORS

Alex Orfinger, *Chair*

Washington Business Journal

Patricia Mathews, *Vice Chair*

Northern Virginia Health Foundation

Jim Knight, *President*

Jubilee Housing

Joseph Black, *Treasurer*

The Cullen Law Firm

Clint Mann, *Secretary*

Urban Pace

Anthony Avery

Jubilee Housing

Transportation Research Board

Samuel Buggs

Jubilee Housing

Terry Flood

Founder, Jubilee Jobs

Myra Peabody Gossens

Chair Emerita

Jim Gray, Jr.

Lincoln Institute of Land Policy

Rev. Donald Isaac

DC Corrections Information Council

Khulud Khudur

Jubilee Housing

Ronnie Middleton

Jubilee Housing

Barbara Moore

Co-Founder, Jubilee Housing

Jim Mustard

Kastle Systems

Carmen Reyes

Jubilee Housing

Karen Salmeron

Georgetown University

Liz Wainger

Wainger Group

1631 Euclid St., NW, #P-5, Washington, DC 20009

jubileehousing.org | P 202-299-1240 | F 202-299-1246

