



# ENOUGH FOR EVERYONE

*A Vision for More Justice Housing<sup>®</sup>*





***“We believe there ought to be enough of everything for everyone: enough housing, enough education, enough food, enough joy. With this strategic plan, we believe the neighborhoods of Adams Morgan, Mount Pleasant, and Columbia Heights can be a place where this vision is possible, realized, and meant to be.”***

Jim Knight

President and CEO, Jubilee Housing





# From Our *Founding*

For 50 years, Jubilee Housing has been revolutionizing what it means to be good neighbors.

It all started in 1973 with the purchase of two dilapidated apartment buildings in the heart of the Adams Morgan neighborhood of Washington, D.C. In the five decades since, Jubilee has grown and expanded with the neighborhood.

Through our signature Justice Housing® framework, Jubilee provides access to consistently high-quality and affordable housing, healthcare, education, and the arts.

**50 years after our founding, we are more than just housing and more than just a community nonprofit. We have proven what is possible when each community resident is welcomed with access to the supportive resources they need to thrive.**

Today, our Jubilee community includes more than 1,000 people, yet we are moving quickly to meet the needs of approximately 1,600 people by 2030.

Approximately 90% of the current Jubilee community resides within a 8-block radius—in one of the many properties Jubilee owns and operates. The remaining 10% of our community engages in Jubilee’s sought-after programs and services: after-school and summer programs for school-aged children, college preparation and scholarship support, and digital competency programming.

We welcome individuals and families, longtime residents and newcomers, citizens returning from incarceration, and those seeking fresh starts. Together, we are a community for all.

## What is Justice Housing®?

Justice Housing® is a term coined by Jubilee Housing in 2015 to describe deeply affordable housing located in high-opportunity neighborhoods. Justice Housing® features on-site and nearby programs and services. These supportive services are person-centric—designed and evaluated with input from residents and participants and tailored to meet their needs and expectations.

## OUR 2030 STRATEGY AT A GLANCE

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# To Our Future

Now entering our 52nd year, we begin a joyful and focused Jubilee Year, inspired by the transformational vision of the Jubilee Year, first articulated in ancient scripture more than 2,000 years ago.

In this next chapter of our journey, we will scale the impact of our efforts, further demonstrating the power of community development that centers **thriving for all**.

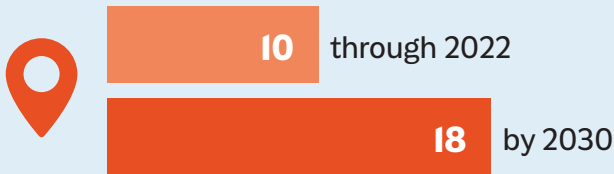
- We will **joyfully advance and scale** ecosystems for thriving in our community, while continuing to counter and correct discriminatory systems and practices that distance people from well-being.
- We will **expand opportunities** for individuals and families in this community to prosper.
- Most importantly, **we will keep inviting people into this sought-after community, believing that we all have a place.**

Jubilee Housing is entering the most important period of its history. We must now pursue the difficult task of fulfilling current obligations, while building the resources—from talent to finances—that will help us succeed.

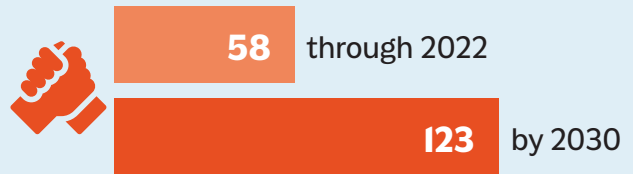


## Where We Were & Where We're Headed

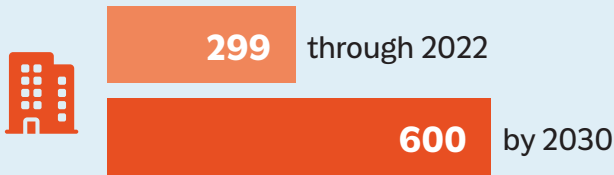
### PROPERTIES



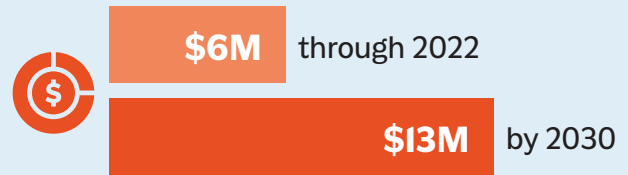
### JUBILEE HOUSING TEAM



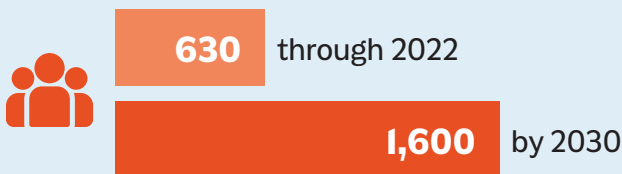
### RESIDENTIAL UNITS



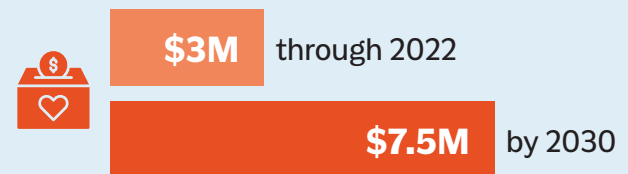
### ANNUAL BUDGET



### PEOPLE SERVED



### ANNUAL FUNDRAISING





# The Challenge of Now

This five-year plan is our most ambitious growth plan yet. With it comes equally tough questions and challenges:

- How do we balance significant growth with efficiency and sustainability?
- How do we generate enough resources to fuel and sustain greater impact?
- How do we navigate an increasingly challenging ecosystem in D.C. that makes it more difficult to create and sustain affordable housing for its residents?
- What ways can Jubilee Housing best expand impact in the future beyond our core neighborhoods? Do we partner with others to adopt the Justice Housing® model elsewhere?



## STRATEGY IN ACTION

### Jubilee Farms & Communal Kitchen

*The average grocery store produce will travel 1,500 miles from farm to table. Here at **Jubilee Farms and Communal Kitchen**, we will grow food for our residents in house—from rooftop farm to table.*

One of Jubilee's most ambitious initiatives yet, Jubilee Farms & Communal Kitchen is a multi-property affordable community that demonstrates our Justice Housing® model by providing a place where residents returning from incarceration can thrive. The project will include 70 deeply affordable homes, onsite and nearby programming and services, and a groundbreaking aquaponics farm and communal kitchen, which will provide jobs and nutritious foods to Jubilee residents and members of the community.



***"Jubilee Farms brings a creative, forward-thinking, and hyper-local approach to addressing the needs of our neighbors. It is a vibrant and vital workforce solution for residents returning from incarceration, while simultaneously providing an abundance of fresh produce for the community."***

Tim Tutt, Managing Director, Jubilee Farms



## OUR MISSION

To build diverse, compassionate communities that create opportunities for everyone to thrive.

## OUR VISION

A joyful community where access to resources and opportunities are available to all people and where people live out these opportunities in a supportive environment.

# The Place Where Possibility Begins: A Plan For Our Next Five Years

*We are confident in this plan because we are confident in our community.*

## By 2030, Jubilee will have:

- Thirteen **newly built or renovated properties** for a total of 600 homes, serving 1,600 people.
- 44 **new homes** for residents returning home from incarceration for a total of 75 new homes.
- A groundbreaking new **aquaponics farm** providing more than 13,000 nutritious **food-producing plants** per month for residents and the community
- A new **communal kitchen** providing three daily meals 365 days a year to residents
- A thriving **workforce development initiative** to increase community employment
- New **classrooms** for out-of-school and summer programming with increased support for our Jubilee to College scholarship program
- New and improved **resident services** for households of all ages

Our work and our impact will be joyfully advanced from the center of Adams Morgan, at the corner of 18th Street and Columbia Road. From a prominent corner once closed to the public to an enhanced community plaza that will soon serve as a hub of activities and community events, and a haven for neighbors and friends to gather.





# Our Strategic Imperatives

This ambitious plan requires that we double our footprint while rolling out innovative new programs to meet demand and continue to prove our model. Getting to this vision will require significant resource growth, from financial resources to human talent—roughly doubling our 2025 resources. To achieve this plan, we will focus on five strategic imperatives that will shape our work for years to come.

Through these imperatives, we will continue to center our people, ensuring that residents always come first with each decision we make and that they are involved in and contribute to the future of this neighborhood.

1. We must effectively manage growth against available resources.
2. We must ensure scalability in the business model.
3. We must ensure greater alignment and support between the Board and the business.
4. We must assess and continuously improve programs and services to deliver consistently high value to residents.
5. We must develop and implement a talent plan that prepares the organization for long-term success.

## STRATEGY IN ACTION

### Expanding Access to Affordable Homes and New Creative Career Training Programs

Justice Housing® is made possible through collaborations® with our partners. And with those partners, in Washington D.C.'s Ward 1, we are expanding access to family-sized, affordable homes to a community where few affordable homes previously existed. One of our newest buildings in Ward 1 is a testament to our **partnership with Sitar Arts Center**, which is part of a Low-Income Housing Tax Credit (LIHTC) development.

The 1460 Euclid property will provide homes for families and will feature Jubilee Housing's **first 4-bedroom units**. Partnering again with New Partners Solar, it will have several green building features and participate in the same Community Solar program as another one of our existing developments, [The Maycroft](#). In addition, the ground floor of our Kalorama development will host operating space for Sitar Next Door, an expansion of Sitar Arts Center. The space will offer arts career training for young adults as well as affordable afterschool and summer art programs, with a recording and sound engineering studio, a S.T.E.A.M. lab, flexible performance space, and new arts learning studios.





# Delivering Enough for *Everyone*

To keep connected to our strategic imperatives, we have outlined the following priority actions that represent the heart of our five-year plan as we aim to scale the impact of our entire effort at once.

STRATEGIC IMPERATIVE	AMONG OUR PRIORITY ACTIONS
We must effectively manage growth against available resources.	<ul style="list-style-type: none"><li>• Expand Reentry Programming, launch Jubilee Farms</li><li>• Expand K-12, Jubilee to College and Resident Services to meet the needs of our growing community</li><li>• Deliver 600 new or renovated homes</li></ul>
We must ensure scalability in the business model.	<ul style="list-style-type: none"><li>• Build systems, processes, and procedures that promote consistency and efficiency</li><li>• Increase revenue and contributions to achieve our ambitious goals.</li><li>• Diversify and deepen revenue streams</li></ul>
We must ensure greater alignment and support between the Board and the business.	<ul style="list-style-type: none"><li>• Build the Board of the future</li><li>• Develop and work toward a sustainable succession plan</li></ul>
We must assess and continuously improve programs and services to deliver consistently high value to residents.	<ul style="list-style-type: none"><li>• Expand/create engagement activities that promote resident leadership, social connections, and build community</li><li>• Promote economic mobility and overall wellbeing</li></ul>
We must develop and implement a talent plan that prepares the organization for long-term success.	<ul style="list-style-type: none"><li>• Align required organizational capabilities, skills, and competencies with the needs of the business and its anticipated growth</li><li>• Acquire and/or develop additional executive-level leadership capability to support the CEO and Board in the execution of strategy and achievement of goals</li></ul>



***“When organizations scale well, they focus on moving a thousand people forward a foot at a time, rather than moving one person forward by a thousand feet.”***

**Robert I. Sutton and Huggy Rao**  
Authors, *Scaling Up Excellence*

*Acclaimed recording artist and activist John Legend touring Jubilee Housing with members of the Jubilee team as part of his HUMANLEVEL initiative in collaboration with Brookings, the National Fair Housing Alliance, Economic Architecture, and the DC Mayor’s office.*



# Join Us

This next phase of our growth serves as a promise of what's possible when there is enough of everything, for everyone.

As we come together in service of this plan, we are and always will be more than just neighbors.

Together we are advancing a community that works for us all, and benefits us all.



[jubileehousing.org](http://jubileehousing.org)

