



5101 16th Street, NW • Washington, DC • 20011

T 202.291.5535 F 202.291.0192 www.thcdc.org

Transitional Housing Corporation Organizational Resume

Organizational Overview

Transitional Housing Corporation (THC) was founded as a faith-based homeless services organization through a partnership between several Episcopal and Lutheran DC organizations and Christ Lutheran Church, DC. Created in 1990, its mission is to provide housing and comprehensive support services to homeless and at-risk families so that they can make transformational changes in their lives. Over the last 24 years, THC has become Washington, DC's largest Episcopal housing agency serving homeless families. THC has families living in every ward in Washington, DC except wards 2 & 3. Our families live in both the residential buildings that we own and/or provide services to and in apartments across the city. Transitional Housing Corporation houses nearly 500 families in Washington, DC through a continuum of housing options ranging from temporary transitional housing to more permanent options such as rapid rehousing, permanent supportive housing, and affordable housing. Recognizing that affordable housing with supportive services is the key to ending homelessness, THC also carries out the mission of developing affordable housing for low and moderate income families, individuals, and seniors coupled with resident services that are vital to sustaining stability and independence. THC is a qualified developer under the Washington, DC's Site Acquisition Funding Initiative (SAFI) program and in 2011 completed two award-winning mixed-income, affordable, and historically preserved housing developments, Fort View and Webster Gardens. Combined, these two properties provide 114-units of affordable housing, including 34-units that have sponsor based local rent supplement program (LRSP) dollars serving families at or below 30% of area median income (AMI). The remaining 80 units are available to families earning at or below 60% AMI.

In addition to the recent completion of our signature properties with Somerset Development, Fort View and Webster Gardens, THC has continued to increase its capacity in the provision of services. Our resident services staff continues to be valued in the market, and we currently provide resident services to Somerset Development at Faircliff Plaza East.

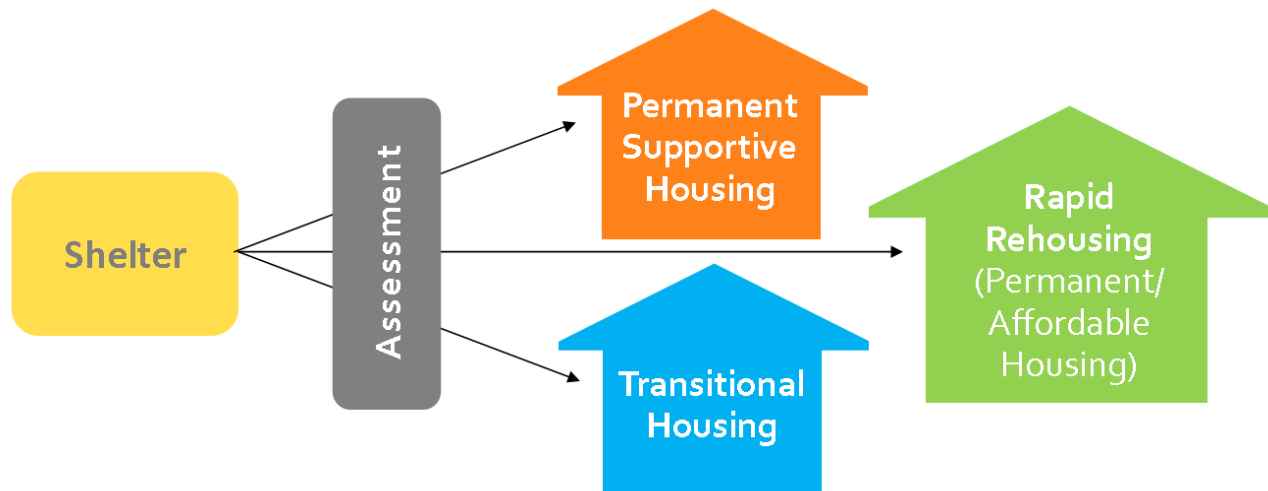
THC has been recognized by the Freddie Mac Foundation as one of the leading non-profit agencies providing rapid re-housing and supportive housing services to families by receiving a \$500,000 award to provide services to an additional 75 families and work with the DC Department of Human Services to implement a nationally recognized assessment tool to better deliver the appropriate housing and support services specific to each family who is entering the DC homeless system. Additionally, THC was recognized as a finalist for the Washington Post's 2014 Award for Excellence in Nonprofit Management. Polly Donaldson has served as THC's Executive Director since 2004 and THC is governed by an 18 member board of directors.

THC's Core Expertise

THC's core expertise is (1) the development and management of multifamily properties for use in transitional, permanent supportive and affordable housing programs and (2) development and operation of effective supportive services. The results of practicing our expertise can be seen in the number of families supported and stably housed.

(1) Housing Families:

Transitional Housing Corporation houses nearly 500 families in Washington, DC through a continuum of housing options ranging from temporary transitional housing to more permanent options such as rapid rehousing, permanent supportive housing, and affordable rental housing.



After an assessment process, families are matched with the housing option that best fits their needs. THC has families living in every ward in Washington, DC except wards 2 & 3. Our families live in both the residential buildings that we own and/or provide services to and in apartments across the city,

(2) Transforming Lives:

Coupling housing and supportive services is a powerful combination that provides a safe home so that families have the space and stability to thrive and grow. Every family is paired with a case management team that works with them to create a plan and set achievable goals. The team consists of a case manager and a representative from each of our supportive services which include Clinical Services, Employment Services, Housing Counseling, Life Skills, Resident Services, and Youth Services.





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A key element of the supportive services program, **Housing Counseling**, provides each family with guidance along the entire path of accessing and maintaining stable and permanent housing. The core steps in this process include:

- Housing Assessment and Planning
- Housing Search Assistance
- Lease-Up and Move-In Assistance
- Housing Education

THC's Impact:

Example: Housing Counseling and Resident Services

In 2011, THC successfully partnered with Somerset Development Company to complete two award-winning mixed-incomes, affordable, and historically preserved housing developments, Fort View and Webster Gardens. Fort View and Webster Gardens serve as exemplary properties that showcase THC's abilities to develop affordable housing and transform the lives that are housed within through wraparound services. The historic renovations completed transformed Fort View and Webster Gardens from community liabilities to community assets. The work included electrical upgrades, environmental remediation, all new kitchens and baths, new community spaces and a computer lab, new lighting and landscaping, handicapped accessible apartments, and additional three-bedroom units, merging some studios with two-bedrooms. Enterprise's Green Communities standards have been met. The previously vacant and blighted buildings are now important assets for the Brightwood and Petworth neighborhoods and homes to 62 working families of moderate incomes and formerly homeless families of very low-incomes. THC provides resident services which include employment workshops, computer classes, budgeting workshops, youth enrichment activities, and English as a second language classes.

Webster Gardens, specifically called upon THC's housing counseling and resident services experience to help execute the logistics of relocation during and after development and maintain a warm personable relationship that allowed for effective resident service provision once families had resettled. After many months of meetings and discussions with 28 residents who would remain in Webster Gardens after development, Somerset, THC, and the Webster Garden Tenants Association (WGTA) entered into a Memorandum of Agreement (MOA) to preserve the affordable rents so that no tenant would be displaced, to provide a program of resident services, to substantially renovate the long neglected buildings, and to address the environmental hazards. These Webster Gardens residents enjoyed the consistent, proactive presence of THC's Resident Services Manager throughout the entire relocation process.

Program Performance Metrics

THC has consistently met or exceeded its housing program and employment services objectives which have allowed it to expand exponentially each year. In 2013, THC served 477 families in transitional housing (59), permanent supportive housing (100), rapid rehousing (204), and affordable housing (114) programs. Of THC's 363 formerly homeless families, 99% maintained stable housing and 53% gained or maintained employment. Specifically:

- Of the 59 transitional housing families served, 61% moved into permanent housing, 46% gained/retained employment, and 30% of employed families increased their income.



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- Of the 100 permanent supportive families served, 100 maintained stable housing, 76% developed employment readiness skills, 32% gained/retained employment and 31% of employed families increased their incomes.
- Of the 204 rapid rehousing families served, 99% maintained stable housing, 100% participated in employment services or career counseling, 65% gained/retained employment, and 31% of employed families increased their incomes.
- Of the 335 families coming to THC from the homeless system, we provide housing location, relocation and counseling services to over 150 families.

THC and THCAH Property Portfolio

Partner Arms I - 935 Kennedy Street NW, Washington, DC - In 1990 THC purchased and renovated a long vacant, dilapidated apartment building located at 935 Kennedy Street NW, into Partner Arms a 14-unit apartment building to service 14 homeless families. The building contains 3 one-bedroom, 6 two-bedroom and 5 three-bedroom units. The building was originally constructed in the 1930s and substantially renovated in 1992. Transitional Housing Corporation operates the Partner Arms I building as Permanent Supportive Housing. The program receives HUD McKinney Act funds for operating expenses and local DHS funds for the supportive services.

Partner Arms II - 4506 Georgia Avenue NW, Washington, DC - In 2000, the process was repeated again with the renovation of a boarded-up and abandoned apartment building at 4506 Georgia Avenue NW. Partner Arms II opened in July 2003, providing housing and supportive services for 13 formerly homeless families and doubling THC's capacity to house homeless families. DHCD provided a \$611,000 grant of HOME funds for this \$1.5 million dollar project. The three-story, 13-unit apartment building contains 2 one bedrooms, 9 two-bedroom and 2 three-bedroom units. The building was originally constructed in the 1920s and substantially renovated in 2002. THC operates the Partner Arms II transitional housing program with supportive services at the building. The program receives HUD McKinney Act funds.

Fort View and Webster Gardens Apartments - Developed through a joint venture with Somerset Development Company, LLC the two-property, six-building, 114-unit project was redeveloped using 26 sources of acquisition and construction funding. Total development costs for both properties were \$32.63 million. Both properties are on the National Register of Historic Places and were beautifully restored with 114 apartments, community spaces, and computer labs. Both properties offer a suite of resident services provided by THC staff. This project won the 2011 Best Large Affordable Housing Project by the Housing Association of Nonprofit Developers.

Delta Commons at Benning Road – Our most recent development, Delta Commons at Benning Road, is a substantial rehabilitation project scheduled for completion in September 2015. Using 9% LIHTC equity syndicated by LISC's National Equity Foundation, a permanent mortgage from TD Bank, and grant funding, we are transforming a vacant and blighted apartment building in Southeast, Washington, D.C. into a 36 unit multi-family complex that will provide housing for homeless families and low income tenants. The project is also being constructed in accordance with Passive House standards—the highest standard in green building nationally.