Opening New Doors
You’re helping us end homelessness.

Founded in 1988, Virginia Supportive Housing (VSH) was the first nonprofit in Virginia to develop and provide permanent supportive housing for single adults experiencing homelessness. We follow the “Housing First” model, which calls for housing individuals first, then providing supportive services to help them maintain housing stability.

We customize those services according to each person’s needs, ensuring they have the support necessary to set up and maintain their home, manage and improve their health, and develop the skills to live independently. Services include: helping new residents acquire household essentials; helping them secure benefits, insurance, and income; providing counseling and skills training; addressing mental or physical health needs; helping individuals overcome substance use disorders; connecting clients to primary health care; and helping clients develop a range of independent living skills—from budgeting to transportation to medication management.

Our evidenced-based supportive housing model works: 97% of individuals we serve do not return to homelessness.

The mission of Virginia Supportive Housing is to end homelessness by providing permanent housing and supportive services to the most vulnerable individuals in our society.
Dear Partners,

We have declared 2017 our year of Opening New Doors—for how we serve our clients, measure our results, run our organization, and support our staff. Most important, we opened new doors for 80 residents who moved into Church Street Station Studios in Norfolk in November. Every one of these doors attaches to a foundation we established almost 30 years ago, the Housing First model of ending homelessness.

In this year’s report, Jim Banta, board member and past chair, describes how our founders embraced the model and ran with it, which led to unprecedented growth over the past decade—excellent context for today’s work: build sustainability and ensure ongoing success.

To see how the Housing First model changed the way we think about solving homelessness, read the story shared by Sharon Patrick, who serves on our Mission Advancement Council. The opening of Church Street Station Studios demonstrates how far we’ve taken that thinking. We thank Kevin Mosely, one of its first residents, for sharing his story, which affirms the life-changing potential of the Housing First model.

The model succeeds because of our staff who work with our clients, and those who provide support from our home office. For a realistic look at Housing First in action, we highlighted our team at The Crossings at Fourth and Preston in Charlottesville. Their story drives home why it’s critical for VSH to achieve sustainability. We’re grateful our supporters share that vision. In May 2017, we were humbled to receive an unsolicited gift of $1 million from an anonymous donor, the largest single gift VSH has ever received at one time from an individual. The funder stated a desire to make a meaningful difference, and also draw attention to the difference VSH is making in the lives of those we serve.

Our goal is to serve our clients today—and serve more tomorrow—in a way that always meets the highest standards of care. To that end, in 2017 we:

- Worked with industry experts to improve the way we gather and report data and bill for services.
- Retooled our financial processes to support the multi-million-dollar organization we’ve become.
- Created clearly defined paths to help our staff continually grow and develop by establishing a transparent philosophy supported by online tools and competitive salary ranges.

Your support for our work is making a difference. Over the past ten years, the most recent counts indicate that the number of chronically homeless individuals in the regions we serve has dropped by approximately 37 percent. Thank you for helping VSH contribute to those results—and for sticking with us. With your help, we’re getting closer to ending homelessness in Virginia.

Sincerely,

Allison Bogdanović
Executive Director
You helped provide permanent housing and supportive services to

985
formerly homeless individuals

98
low-income individuals*

You helped position our team as a leading provider of rapid rehousing and supportive services to veterans and their families

466
served through Supportive Services for Veterans Families (SSVF)

* Individuals earning 50% or less of area median income. For these individuals, affordable rental housing is the primary tool that decreases their chances of experiencing homelessness.
Of the formerly homeless clients who receive permanent supportive housing...

Almost all remain permanently housed.  
97% remain in stable, permanent housing.

Many gain access to benefits.  
85% report securing or maintaining mainstream benefits for which they are eligible.

Almost all choose to stay with us for at least a year.  
98% stay at least one year.

On average, they choose to stay several years.  
4.33 years is the average length of stay.

Their income improves.  
$190 average increase in monthly income per client, compared to move-in income.

And some build on their strengths to the point that they can “move on.”  
55 successfully moved into permanent housing and live independently.*

* Their transition out of VSH properties creates availability of much-needed permanent supportive housing units for individuals experiencing homelessness who require intensive supportive services to maintain housing stability.
Two years ago, when the City of Norfolk and Virginia Supportive Housing were breaking ground for Church Street Station Studios, Kevin Moseley was sleeping on the couch of a friend and had a dream; he said “God told me that He was going to make my mess a message.”

That “mess” was the life Kevin had been living as a “functional addict.” For almost two decades, his goal each day was to get money for crack. “I would steal from my mom and my brothers. I would lie to everyone. I lost my job and my home. My family didn’t want to be bothered with me anymore. I had
nowhere to go.” From 1995 to 2006, Kevin lived on the streets of Norfolk, sleeping anywhere, from benches to bus stop shelters.

But he did have a friend—a pastor who invited Kevin to sleep on her couch while he figured things out. That’s when Kevin had the dream that prompted him to commit his life to the ministry. Not long after, he learned that Church Street Station Studios was accepting applications. “I couldn’t believe it. I filled out the paperwork and pulled together the deposit and rent. The day I got my own key was incredible!”

The supportive services team in the 80-unit building helped Kevin rebuild his life. “I didn’t even know how to use a debit card. They took me to the machine and showed me how to use it.”

In November, Kevin, along with 79 others who had been homeless or who have very low incomes, moved into Church Street Station Studios. Two months later, Kevin was a featured speaker at the official grand opening ceremonies, sharing his story and his gratefulness to be home with supporters and dignitaries from across the region.

His passion and energy brought the crowd to its feet. After the morning’s activities, photos, and multiple interviews, Kevin sat quietly in his apartment with his Bible on a table, open to where he had left it before the ceremony. When asked how he would describe his life today, he thought for a moment and found two perfect words. “Peace and serenity. I don’t have to hustle and bustle. When people see me now, they don’t see the old Kevin. They see a man with integrity and character.”

“THE DAY I GOT MY OWN KEY WAS INCREDIBLE!”
Permanent supportive housing...

**CHARLOTTESVILLE**

64 individuals served with permanent supportive housing.*

THE CROSSINGS AT FOURTH AND PRESTON
Built in 2012 · 60 units

**CENTRAL VIRGINIA**

953 individuals served

487 clients served with permanent supportive housing.*

466 veterans (includes immediate family) received rapid rehousing, prevention, and supportive services.

NEW CLAY HOUSE
Built in 1992 · 47 units

STUDIOS AT SOUTH RICHMOND
Built in 1996, renovated in 2016 · 39 units
Expanded in 2011 · 21 units
60 units total

BLILEY MANOR
Built in 1998 · 8 units

STRATFORD HOUSE
(Cherokee Hill)
Built in 1998 · 8 units

THIRD AVENUE APARTMENTS
Built in 2002 · 4 units

CARY STREET APARTMENTS
Built in 2004 · 4 units

CHESTNUT HILL APARTMENTS
Built in 2004 · 4 units

INDEPENDENCE HOUSE
Built in 2005 · 6 units

JAMES RIVER APARTMENTS
Built in 2008 · 14 units

VETERANS APARTMENTS
Built in 2008 · 4 units

**HAMPTON ROADS**

532 individuals served with permanent supportive housing.*

GOSNOLD APARTMENTS
Norfolk
Built in 2006 · 60 units

CLOVERLEAF APARTMENTS
Virginia Beach
Built in 2008 · 60 units

SOUTH BAY APARTMENTS
Portsmouth
Built in 2010 · 60 units

HERON’S LANDING APARTMENTS
Chesapeake
Built in 2013 · 60 units

CRESCENT SQUARE APARTMENTS
Virginia Beach
Built in 2016 · 80 units

CHURCH STREET STATION STUDIOS
Norfolk
Built in 2017 · 80 units

* Clients live in an apartment building that Virginia Supportive Housing (VSH) owns and operates, or in “scattered site” apartments made available through VSH’s partnership with private landlords who lease apartments to our clients.
...serving the most vulnerable among us.

Of those formerly homeless clients receiving permanent supportive housing:

**MOST ARE CHRONICALLY HOMELESS UPON INTAKE**
- Chronically homeless: 58%

**MOST HAVE A DISABILITY**
- Chronic physical disability: 31%
- Chronic mental health condition: 51%

**MOST ARE OLDER**
- Under 18: 5%
- 18-24: 4%
- 25-44: 15%
- 45-61: 62%
- 62+: 14%

**SOME ARE VETERANS**
- Veterans: 10%

**MOST ARE BLACK**
- Black: 66%
- White: 28%
- Hispanic: 2%
- Other: 4%

**MOST ARE MALE**
- Male: 62%
- Female: 38%
When Jim Banta and his family moved to Richmond in 2011, the self-described corporate nomad was ready to put down roots and reconnect with the sense of community that had shaped his life growing up in New Jersey. Capital One, happy to help its newest executive make that connection, suggested he visit Virginia Supportive Housing (VSH). Banta had no experience in solving homelessness but got involved anyway. “I’ve learned to take the opportunity in front of you, which isn’t always what you think you’re supposed to be doing.”

He joined the board of directors during the time VSH was taking the Housing First model into new territory. “We went looking for
organizations we could learn from. Other than one in New York and another in New Mexico, we were it—or at least among the top five.”

“Even before people started intellectually acknowledging the success of the Housing First model, VSH was seeing its success despite all the disparate pieces the model required. VSH is one of the few that does it all. We build housing, manage it, and provide needed social services.” Within a few years, VSH grew from a small nonprofit to an organization with $60 million in properties and more than 120 employees.

Jim credits that growth to the team’s ability to turn complexity into action. “And it’s not like the model is predictably complicated; it’s unpredictably complicated. But once we have folks housed, we can provide the services they need to stay housed more cost-effectively. It works 95 percent of the time, and we save an average of $10,000 a year per resident for the community.”

But when Jim describes his work as a VSH volunteer, the focus is on people, not numbers. “The scary realization is that homelessness is not that far away from any of us. If you’ve worn through your support network, and you have three pieces of bad luck, odds are good that you might end up on the street.” That may explain why the Housing First model seems to make a difference from the beginning. “You can see the ‘shocking gratitude’ that somebody actually cared—the shock that they’re housed and the gratitude that they have a home.”

Jim brings it back to the community. “There are two ways of thinking—the inward way of ‘what about me?’ and the outward way of ‘what about others?’ The more you can turn your dial towards the outward, which means connecting with the community, the more you want to make things better. There are plenty of problems to solve—we’re not going to solve them all. But if everybody starts working on the problem in front of them, things start getting better fast.”
Sharon Patrick says her heart was racing when she walked into Gosnold Apartments, the Hampton Roads region’s first supportive housing community. Sharon was a member of the 2016 LEAD Hampton Roads cohort. The leadership group was touring community resources, and because the Housing First model was not widely known at the time, they assumed Gosnold was a homeless shelter. “I’m expecting to see something depressing—people lying around on the floors, or on cots—looking pitiful.” Instead, she saw “people who were happy, involved in activities, socializing. I didn’t see anything that looked depressing!”
The surprises continued when she visited one of the apartments. “It was nice! With a full-size stove and refrigerator. A nice bathroom. I was completely impressed. I was like, ‘You know what? I could stay here.’”

The people, the building, and ultimately, the solution, were all unexpected. “Before seeing it for myself, I imagined a homeless shelter. Now I see it as a permanent solution to end homelessness. That’s a huge difference.” After the tour, Sharon couldn’t get Virginia Supportive Housing (VSH) out of her mind. So, she called and asked how she and her company could get involved.

Within a few weeks, the VSH board invited Sharon to join the organization’s Mission Advancement Council. “That fits my wheelhouse because the goal is to create awareness. We go out into the community and educate businesses and organizations about Virginia Supportive Housing.” In addition to overseeing rental sales for Enterprise Holdings in Virginia, Sharon plays an important role with two of her company’s Cultural Compass initiatives for the region, which develop and strengthen relationships among civic and nonprofit partners across the areas served by Enterprise. Upon joining VSH as a volunteer leader, one of Sharon’s first activities was to invite employees to a casual gathering and information session to learn more about VSH. “For me, an important part of the program is educating our employees, especially our younger employees, that Enterprise does more than rent cars. We truly value our communities.”

The agency’s fast pace is a perfect match for Sharon’s energy and passion. Sharon and the Mission Advancement Council played a key role in the opening of Church Street Station Studios in November 2017. “VSH doesn’t just sit and savor its accomplishments. We’re already talking about bringing more supportive housing to the region. There are so many people out there who need assistance. There’s plenty of work to do, and we need to get on it!”

“...I IMAGINED A HOMELESS SHELTER. NOW I SEE IT AS A PERMANENT SOLUTION TO END HOMELESSNESS.”
The Crossings is home to 60 people and during an average week, most of them seek out Tawanda or Ben for help or advice, or simply to share what’s on their minds. “It’s not always work-related,” Tawanda Martin, the property manager, explains. “It may be something like, ‘My son’s children are being taken away. I can’t do anything about it, but this is how I’m feeling.’”

Other times, it’s good news. “We’re like family. When something good happens, they share it.” Ben Houchens, the community’s full-time case manager, cited a recent example. “The other day, a resident came in smiling and said, ‘Isn’t this great—I won $20 in the lottery!’”

Rebuilding lives
Along with Tawanda and Ben, The Crossings team includes a part-time caseworker, four front-desk clerks (who provide coverage every day, 8 a.m. until midnight), and a maintenance technician. Together they serve the building’s 60 residents, which includes 40 who were chronically homeless upon intake. Tawanda speaks for everyone when she says, “You never worry about having a dull moment. Something’s going to happen every day. Good or bad, something’s going to happen!”

Over the past year, as the team helped residents rebuild their lives, they also helped them deal with minor inconveniences—such as damage caused by a resident leaving water running—and major events. In 2017, six residents passed away due to illnesses. Sheila Parker, director of property management, says the deaths hit the staff and residents hard, but adds, “The losses seem to have brought everyone even closer together.” And happily, two other residents moved on to permanent housing after regaining stability. The property’s vacancy rate for 2017 was only 3.3 percent. “This is phenomenal,” Sheila explained, “especially since the statewide vacancy rate was 6.7 percent.”

When The Crossings does have the rare vacancy, the low-barrier Housing First model, which enables residents to move directly from the street, may sometimes mean they arrive without any basic necessities. Ben recalls one woman who came with nothing—“only the clothes she was wearing. We went through our shelves and the pantry and found the things she needed to get by.” After he gave her linens, a few kitchen utensils, and some food, he handed over her key. “She sat down and cried. I asked if something was wrong, and she said, ‘Oh no, no. I’m just looking around, and I can’t believe this is my home.’ That’s the way it is here every day—you see you’re a part of something bigger than yourself.”
Sincerest THANKS to all our donors

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**Financial Highlights**

### Revenue

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<tr>
<th>Description</th>
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<tr>
<td>Government grants</td>
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<td>Property management and service fees</td>
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<td>Contributions restricted for capital projects</td>
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<td>Contributions for program expenses</td>
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### Expenses

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<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Supportive services</td>
<td>$6,452,003</td>
</tr>
<tr>
<td>Property management</td>
<td>$106,301</td>
</tr>
<tr>
<td>Management and General</td>
<td>$653,388</td>
</tr>
<tr>
<td>Mission advancement</td>
<td>$422,386</td>
</tr>
<tr>
<td>Multi-family development</td>
<td>$172,168</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$41,915</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,848,161</strong></td>
</tr>
</tbody>
</table>

The above revenue and expense items reflect Virginia Supportive Housing’s 2017 IRS Form 990. To view VSH’s full IRS Form 990, please visit GiveRichmond.org.
2017 Volunteer Roster

GROUPS

Access Aids
Advantage Solutions
Aetna
All Saints Catholic School
Altrusa
American Cancer Society
Anthem
Briggs Home Health Agency Suffolk
Bryant & Stratton College
Capital One
Centura College
Chi Eta Phi Nursing Sorority
Clark Nexsen
College of William and Mary
Collegiate School
Comcast
Connect Hearing
Cortech
Delta Sigma Theta
Diamondz Are Forever
Dominion Energy
Eastern Michigan University
Eastern Virginia Medical School
ECPI
Eggleston
Enterprise Holdings, Inc.
Glen Allen Cultural Arts Center
Goodwill VA
Hampton University
HandsOn Greater Richmond
Help Heal Veterans
Hermitage Wealth Management
JenCare
JT Inspire, LLC.
LGBT Life Center
Marsh & McLennan Agency
Mary Kay
Microsoft
Norfolk Public Schools
Norfolk Sheraton
Norfolk State University
Ocean Marine LLC
Old Dominion University
Pay It Forward Outreach
Petersburg City Public Schools
Poe Enterprises
Portfolio Recovery Associates
Portsmouth Health Department
Portsmouth Public Schools
PRA Group
Richmond Association of Realtors
Ricoh
Saint Leo University
Sentara
St. Catherine’s School
Step Up Inc.
Suntrust
Teen Impact
Tidewater Builders Association
Tidewater Tech Trades
Timmons Group
Two Men and a Truck
UMFS (United Methodist Family Services)
University of Richmond
Virginia Department of Health
Vanderbilt Alternative Spring Break

22 | Opening New Doors
VCU Health Systems
VCU Office of Community Engagement
VCU Theta Tau Fraternity

VHDA
Virginia Alcoholic Beverage Control
Virginia Department for Aging and Rehabilitative Services
Virginia Tech
Virginia Wesleyan University
VSH Board Members
VSH Junior Board
Wells Fargo
William & Mary Alternative Spring Break
Woodforest National Bank
YMCA Richmond
Young Christian Explorers
Young Democrats Metro Richmond Area
Zeta Pi Zeta

**FAITH COMMUNITIES**

All Saints Episcopal Church
The Balm in Gilead
Bayside Presbyterian Church
Bible World, An Apostolic Church
Brook Baptist Church
Calvary Revival Church
Catholic Heart Youth Service Camp – St. Bridget’s
Chalice Christian Church (Disciples of Christ)
Christ Community Church
Christ Empowered Christian Church
Christ the King Lutheran Church
The Chapel
Elbert Gaither Ministries
First Baptist Church of South Hill
God’s Love In Action Ministry
Grove Avenue Baptist Church
Grove Baptist Church
The Heights Church
Homeland Disciples
Mt. Gilead Full Gospel International Ministries
New Galilee Church
Redeemed Christian Fellowship
Redemption Hill Church
Salvation Army
Spring Creek Baptist Church
St. James’s Episcopal Church

**INDIVIDUALS**

LaDell Adams
Anita Archer
Charles Banks
Minister Margie Bell
Cheryl Bemis
Steve Bialowas
Christal Carter
Scott Castro
Deja Coley
Lauren Cossel
Mike Feggans
Jennifer Forsythe
Channy Franko
Scott Fresco
Elbert Gaither
Olivia Garrett
Pam Goggins
Terri Gorman and local artists
Angela Green
Debbie Hailes
Cliff Hedgspeth
Sheree Hilliard
In memoriam

JOHN P. McCANN
1944-2018

McCann Realty Partners, LLC
Chairman Emeritus, Principal and Founder

Board of Directors, Virginia Supportive Housing
Member & Treasurer, 2016-2018

Virginia Supportive Housing lost a beloved member of our family with the passing of John McCann on January 22, 2018.

John was a leader in every sense of the word. More than forty years ago, he founded the first apartment real estate investment trust in the country. Today, McCann Realty Partners, LLC is among the top ten apartment owners and apartment managers in the country.

And by generously sharing his compassion and counsel with Virginia Supportive Housing, he led us to become a smarter and more successful organization. John taught us about the business of affordable housing, while continually reminding us that real estate development is about creating homes, and homes enable people and communities to thrive.

We have taken great care to ensure the accuracy of this list and regret any errors or omissions. Please contact Jonathan Etheridge, jetheridge@virginiasupportivehousing.org, regarding any corrections or possible mistakes in this list.
BOARD OF DIRECTORS

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Ripley Heatwole Company, Inc.

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Thomas-Hines Interiors

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Martin Horn, Inc.

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Wells Fargo Advisors

Sharon L. Payne
Virginia Wesleyan University

Jason Snook, PhD
CapTech Ventures, Inc.

Allison Bogdanović
Virginia Supportive Housing

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Imad Damaj
Virginia Muslim Coalition for Public Affairs

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Virginia Community Capital, Inc.

W. Barry Hofheimer
CB Richard Ellis

Kelly King Horne
Homeward

Laura Lafayette
Richmond Association of REALTORS®

Penny Johnson McPherson
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Gilbert M. Rosenthal
The Rosenthal Foundation

Robert Sledd
Pinnacle Ventures

T.K. Somanath
Community Volunteer

Wallace Stettinius
Retired Chairman, Cadmus Communications

Nancy B. Stutts
Wilder School of Govt. & Public Affairs, VCU

James Ukrop
New Richmond Ventures

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Candice Burton
Foodbank of Southeastern Virginia and the Eastern Shore

Anne Kincaid-Luna
Community Volunteer

Ruth Mashburn
Community Volunteer

Sharon Nusbaum
Community Volunteer

Greg Ott
Chalice Christian Church (Disciples of Christ)

Sharon Patrick
Enterprise Holdings

Neil Walsh
Sacred Heart Catholic Church

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Timmons Group

Matthew Morgan, Vice President
project: HOMES

Madeline Petrie, Chief Information Officer
project: HOMES

Rachel Bates
Scott Insurance

Scott Castro
Virginia Department of Behavioral Health and Disability Services

Dêja Coley
PRA Group/Girls Like Me

Olivia Garrett
Big Brothers Big Sisters

Adam Jackson
Hanover County Social Services

Shawn Jackson
CORT Furniture

Sarah Jones-Anderson
Virginia Housing Development Authority

Heather Myers
Capital One

Gabrielle Pearman
Homeward
Thank you to our donors, volunteers, community supporters, and dedicated staff. You’re helping end homelessness in Virginia.
We welcome gifts of cash, stock, and bequests, as well as annual gifts or installment gifts. Donate at virginiasupportivehousing.org. To discuss further or learn more, please contact:

**Greater Richmond and Charlottesville**
Chris Edwards
cedwards@virginiasupportivehousing.org
804-788-6825, ext. 307

**Hampton Roads**
Arden Reed
areed@virginiasupportivehousing.org
757-355-0508

We also have volunteer opportunities for individuals and groups. To discuss further or learn more, please contact:

Jonathan Etheridge
jetheridge@virginiasupportivehousing.org
804-788-6825, ext. 314

Your SUPPORT helps us open doors all year long.