



JERICHO ROAD
EPISCOPAL HOUSING INITIATIVE

2019-21 Impact Report

A Special 15-Year Celebration of Culture, Community and Progress



“The stars
aligned for
me with
this house.”

Homeowner Everlyn Carlton

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“ The highlight of my work at Jericho Road was always when I had the privilege of getting to know a community member on a basic human level...relating to their struggles living in New Orleans, empathizing with their desires to provide a good home for their family and a solid vision for their future and providing tangible resources that change lives. ”

Holly Hubbard
Former Director of Operations and Communications



BOARD CHAIR MESSAGE



Fall 2005, Hurricane Katrina's toxic floodwaters still lapped at the foundations of much of New Orleans' residential housing stock when I began discussions with Episcopal Relief and Development around the preservation of affordable housing in our City.

Thanks to the financial generosity of Episcopalians around the Country who had provided significant resources to support the region's recovery, and to the forward-looking folks leading our Churches' principle charitable engine, we were now ready and willing to step into the chaotic waters of 2005 and become crucial partners as we began to chart a course to a more equitable future for all New Orleanians.

Over the intervening past 15 years, we have been supported by many funding partners representing multiple facets of our society: Faith communities; federal, state and city governments; private foundations; individual donors; colleges and universities, just to name a few. We have also been blessed with many dedicated staff members, committed board members, and selfless volunteers along the way.

As our work has unfolded, we have incorporated neighborhood organization, vacant land management, and workforce development into our constantly evolving mission; however, affordable, high-quality housing remains our core business. Our Genesis stems from Dr. Martin Luther King's 1967 speech "Beyond Vietnam."

On the one hand, we are called to play the Good Samaritan on life's roadside; but that will be only an initial act. On the other hand, one day we must come to see that the whole Jericho Road must be transformed so that men and women will not be constantly beaten and robbed as they make their journey on Life's highway. For true compassion is more

than flinging a coin to a beggar; it is neither haphazard nor superficial. It comes to see that an edifice which produces beggars needs restructuring.

In 2018, upon acquiring our sister developer, Project Homecoming, we enlarged our footprint from Central City to the Gentilly Community, and also incorporated many of their loyal stakeholders as well as their skilled staff and work crew into the Jericho Road Family.

This measured expansion continues as our Community Housing Development Organizations (CHDO) designation allows us to work in ever-widening parts of our state and region. It is a source of incredible joy to me that we have been able to touch and improve the lives of hundreds of families over these first 15 years.

With the continued support of so many of our friends and partners, I am confident that the next 15 years will be even more transformational.

With deepest gratitude for your continued prayers and support I remain faithfully yours,



David Allard duPlantier

The Very Reverend David Allard duPlantier
Chairman



EXECUTIVE DIRECTOR'S MESSAGE

Jericho Road is proud to celebrate our 15th Anniversary!

Our entire board and team would like to thank our community and philanthropic partners. Because of your continued support over the years, we have been able to advance and expand our mission of providing affordable housing opportunities, financial education and workforce development programs to low-income and working families throughout Southeast Louisiana. None of this would be possible without your vital partnership. Over my 25+ years in this profession, I have witnessed the challenges that low-income and Black, Indigenous and People of Color (BIPOC) communities face when navigating the homebuying process. Long-term systemic inequities and barriers make it difficult for all people to experience the “American dream” and live a thriving life. For the past 15 years, our work at Jericho Road has been focused on opening doors to homeownership for low-income and working families while keeping equity-centered, comprehensive, community revitalization, community voice, and culture at the center of our work.

Between 2019-2021, the world experienced major challenges due to the COVID-19 Pandemic and a series of catastrophic hurricanes. We witnessed various health and economic inequities experienced by low-income individuals and People of Color throughout the COVID-19 Pandemic. During that time, the global crisis necessitated (mandated) that people stay home; thus, having a home was of the utmost importance. This caused a toll on the people who make our economy go, scores of hospitality and service industry employees were placed in the most vulnerable position imaginable. This made the work that we do, providing affordable housing options for working individuals and families, much more crucial. Despite these unprecedented events, our team remained committed to serving our clients and community. The spirit of this commitment led us to accomplish many of our organizational goals during the past three years. In 2019, we saw three workforce development cohorts graduate and receive competitive industry certifications. We expanded into Jefferson Parish with the rehabilitation of three affordable homes renovated by our Workforce Development Construction Crew. We also fortified our financial coaching and capability programming to support families in achieving their financial goals and creating pathways to increase economic mobility.

Throughout the past 15 years, Jericho Road formed many invaluable partnerships and initiatives that propelled our organization and our community forward. It has been remarkable to see the accomplishments and overall growth of the organization since our founding. We have seen our mission evolve to include workforce development, a robust financial capability program and intentional community engagement. In response to the critical blight issue our communities faced, we created our Vacant Land Management Program. We increased in size with the acquisition of Project Homecoming Inc., another affordable housing nonprofit whose history was remarkably similar to Jericho Road. Additionally, over the years, our geographic footprint has expanded beyond our anchor neighborhood of Central City to other New Orleans neighborhoods and the multi-parish region. This organizational and geographic expansion enabled us to exponentially increase the overall impact and reach of our work.

As we look toward the future, we are excited to continue serving our clients and communities in Southeast Louisiana in the following ways: expanding affordable homeownership opportunities for low-income and working families; furthering the development of our financial education and coaching programs to support families in achieving their goals and creating generational wealth; developing strategic partnerships to continue to stabilize the communities we serve; and advocating for equity in housing and economic development. In the upcoming year, we will embark upon new and transformative projects.

Our entire team anticipates this exciting future, we remain prayerful, hopeful, and confident in the commitment and resiliency of our organization and the communities we serve. We invite you to join or continue with us in this vital work. We cannot do this without your partnership.

With my warmest thank you,

Nicole Barnes
Executive Director



RESIDENTIAL DEVELOPMENT



9

**New single-family
homes built**

2

**Restored
historic homes**

11

Homes Sold

Since our inception, Jericho Road recognized the desperate need in the New Orleans housing market for a lead nonprofit residential housing provider.

Jericho Road develops high-quality, affordable homes for low-income and working families throughout the Greater New Orleans area. We provide plausible and practical solutions to many of the challenges to affordable housing.

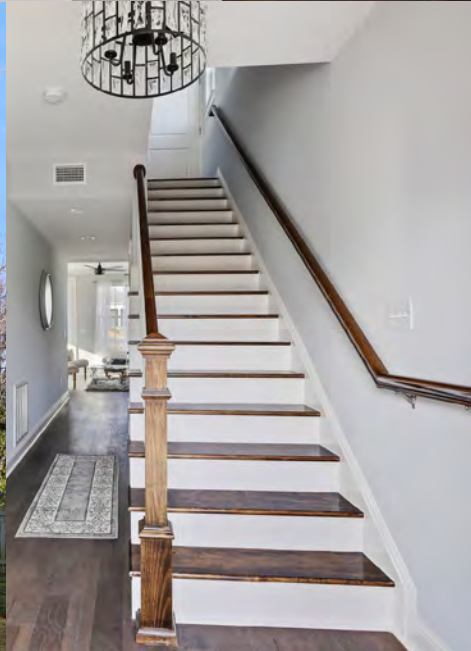
Some of these challenges include: increased home prices, rising construction costs, and increased insurance premiums and property taxes which have made ownership very difficult in this market – almost unattainable for families who make less than 80% of the Area Median Income (AMI). In New Orleans, housing is becoming less affordable to the average resident. According to the Data Center, 27% of New Orleans residents are spending more than 50% of their income on housing costs.

Through our mission, we have found that one of the most effective ways in which we can support our clients in building generational wealth is by providing opportunities for them to become homeowners.

During 2019-2021, Jericho Road's residential development was expanded from the Central City community to other areas in the New Orleans Metro. Through partnerships with government agencies, philanthropic and community partners, we have sold 11 homes to low-income and working families including nine newly constructed homes and the restoration of two historic homes in the Central City and Algiers neighborhoods.

During the COVID-19 Pandemic, with so many families losing jobs and suffering hardships, it was proven how vital it is that we provide affordable, high-quality, healthy and stable housing for families, especially for communities of color.





A SPECIAL 15-YEAR CELEBRATION OF

“We (The Episcopal Church) set out to preserve the level of quality housing for low-to-medium income in the New Orleans area... and keep it from becoming gentrified and morphing into something else.”

William Christopher Beary
Co-Founder, Jericho Road Board
and Treasurer, Grace at the Greenlight

115

Single-Family
Homes Built and
Rehabilitated

282

Owner-Occupied
Projects

21

Workforce Development
Program Graduates

- Jericho Road was founded
- Brad Powers became the founding executive director

- Community Engagement Program established

- Jericho Road completed its first full-scale renovation
- Three neighborhood associations were created in Central City

- Nicole Barnes named executive director
- Housing Sustainability and Post-Purchase Programs established

2006

2007

2008

2009

2010

2011

2012

- First homes built in Central City

- Co-development of Muses Apartments, a mixed income housing development

- Vacant Land Management Program established
- Development of Saratoga Square Subdivision featuring 14 homes on 5 facing blocks



CULTURE, COMMUNITY AND PROGRESS

263

Co-developed Rental
Units

7

Historic Homes
Renovated

5,000

Volunteers Hosted

\$46M

Total Investments

30+

Workforce Development
Crew Employed

“We saw that we needed to plant seeds of economic development. It’s about local people taking ownership.”

Abigail Nelson
Executive VP
Epsicopal Relief and Development

2016

- Community Revitalization Volunteer Program expanded
- Central Circle established

2017

- Jericho Road acquisition of Project Homecoming, Inc. Workforce Development
- Construction Program relaunched
- Workforce Development Crew completed construction of first home

2018

- First home rehab outside of anchor of Central City
- Expansion into the Historic 7th Ward Neighborhood
- Expansion into the Gentilly Neighborhood

2019

- Expansion into Jefferson Parish.
- A 21-person cohort graduated from Workforce Development training in partnership with Delgado Community College
- Jericho Road’s WFD construction team was established

2020

- Expansion of financial capacity and coaching program

2021

- Expansion in multi-parishes across the Southeast Louisiana Region



WORKFORCE DEVELOPMENT PROGRAM



7

Crew members hired

21

Program graduates

1,824

Professional certification hours

Jericho Road's Workforce Development Program (WFD) is committed to skills development and increasing the availability of affordable housing by employing a whole system approach. This program focuses on training, certifying and employing previously underemployed young adults in the construction of affordable homes in their communities. Many residents in New Orleans are prevented from upward mobility by three main issues: a skills gap stemming from a low-educational attainment rate, a cycle of low-wage jobs with little-to-no opportunity for promotion and a lack of affordable homeownership options and therefore a lack of access to wealth building in the form of a home. In order to combat these underlying issues, residents must be able to access career training in industries with both high demand for workers and high wages that allow for upward progression.

From 2019-2021, we celebrated the success of 21 graduates from our Workforce Development Program in partnership with Louisiana Workforce Commission, JOB1, Delgado Community College, plus an additional graduate from our partnership with New Orleans Technical Education Provider. Graduates completed over 80 hours of training and earned MC3, NCCER, OSHA Level 1 and moisture control certifications. Upon graduating the training program, three participants were hired to join Jericho Road's construction crew and the rest were connected with job opportunities through the Central-South Carpenters Regional Council and Job 1. From 2019-2021, we hired a total of seven crew members to join our construction team. During this time the crew gained new skills and sharpened techniques learned during the training cohort under the direction of our certified onsite construction supervisor while building affordable housing in their communities.

Our crew works a regular and stable schedule, earn a living wage and can participate in Jericho Road's financial wellness program.

Our workforce development crew builds high-quality homes that feature traditional New Orleans design elements and include energy efficient and green infrastructure interventions to provide homebuyers with a safe home to live and grow in. The homes are sold affordably to buyers making 80% under the area median income (AMI). In 2020, the crew completed the rehabilitations of our first affordable housing projects outside of Orleans Parish in Westwego, Louisiana. These homes were sold to first-time homebuyers hoping to start families. While 2020 proved challenging due to the Pandemic, our crew was able to master new skills and build much needed affordable housing and repairs in and around New Orleans. Four of our crew members participated in on-the-job financial coaching with Jericho Road. Two of our crew and their families completed Jericho Road's homebuyer training course: one after increasing his credit score by 30 points and saving \$5,000; and another one became a first-time homeowner. Now their families can grow and accumulate transferrable wealth for a very optimistic future! Our WFD program sets our crew members up for long-term success in a career in construction or to start their own business.

Through challenges resulting from COVID-19, the Jericho Road Workforce Development crew completed 20 projects between 2019 and 2021 including full builds, owner-occupied rehabilitations and small-home repair projects. Our Workforce Development program enables participants to earn higher wages and find long-term financial stability, while also fulfilling our mission of providing affordable housing opportunities for low-income and working families.



COMMUNITY ENGAGEMENT



12

**Canvassers
Employed**

60

**Candidate Forum
Participants**

45

**Census Learning
Participants**

111

**Businesses, Nonprofits,
and Community
Partners Engaged**

30

**Community
Events**

Jericho Road Community Engagement efforts work to advance thriving communities and address residents' needs through community revitalization initiatives and strategic partnership building. We believe that engaged and informed citizens are the core building block of communities. Through innovative programming we support citizens across the city in becoming more civically engaged to ensure that their voices are heard. We also believe that the community has the right to be at the center of decision-making at all levels. We build partnerships that support the creation of systems that build on the resources and solutions within the communities across the Greater New Orleans region. We disseminate useful resources and information around relevant community issues and host regular meetings of neighborhood stakeholders to address citywide and community issues.

In 2019-2020, Jericho Road supported voters in making their voice heard so that our elected structures effectively represent our communities and their needs. In partnership with Power Coalition for Equity and Justice and Xavier Political Science Departments, our staff and 12 hired canvassers encouraged voters in the Central City community. We hosted a candidate forum where over 60 residents engaged directly with candidates on relevant issues. During this time, we also partnered with Orleans Parish Complete Count Committee and Ashe' Cultural Arts Center to lead the Complete Count Initiative for the U.S. Census. Jericho Road promoted the census, disseminated information and hosted two learning sessions where over 45 of community members participated. These efforts helped to ensure that all community members had the opportunity to participate in the U.S. Census, with the goal of providing adequate funding in communities that historically experience

underinvestment, and supporting the data collection to influence fair representation.

In 2020, Jericho Road commemorated Hurricane Katrina 15th Anniversary by hosting a virtual town hall, "Bridging the Racial Wealth Gap, 15 Years After Hurricane Katrina." During the town hall, over 100 participants attended sessions that included policy experts and social justice advocates who addressed the issue of displacement of long-term residents and explored strategies to mitigate further economic and racial segregation in New Orleans. The town hall discussed the intersectionality of housing, gentrification, displacement and the racial wealth divide in New Orleans. Participants had the opportunity to discuss community-based solutions to protect the well-being and economic mobility of low-income and working residents.

In response to the COVID-19 Pandemic, we shifted hosting our in-person monthly Central Circle meetings to virtual to expand access during the Pandemic. These key meetings provided a space where over 111 residents, developers, city government, nonprofits and neighborhood organizations networked and collaborated on solutions to community issues. We published our "TOP 5 at 5" information eblasts daily to support residents in finding resources throughout COVID-19 and Hurricane Ida in 2021. Jericho Road partnered with the Jefferson Parish Office of Community Development to coordinate volunteers and disseminate supplies post Hurricane Ida.

Through strategic partnerships, we lead a comprehensive community development approach to address our residents' needs and create sustainable places to live, work and visit.

FINANCIAL EDUCATION PROGRAM



97

**One-on-One
Coaching Sessions**

21

**Financial Wellness and
Homebuyer Workshops
Conducted**

120

**Attending Homebuyer
Education Workshops**

50

**Clients Attending
Financial Wellness
Workshops**

Jericho Road's Financial Education Program supports low-income and working families through the homeownership process, while advancing their economic mobility. These services include one-on-one coaching sessions, financial wellness workshops, and access to online programs and resources to aid families in building savings and financial assets to realize future goals. To further support our clients in the challenging process of becoming homeowners, we created a Financial Coaching Program to supplement existing financial education offered by our team.

In 2019-2020, Jericho Road began and further developed partnerships with Capital One and Money Management International to host monthly financial wellness workshops that provided interactive learning opportunities for our clients to learn about savings, credit management, mortgage lending, and managing finances during a crisis. These workshops directly support our clients as they navigate the homebuying process. During the Pandemic in 2020, we transitioned our programming virtually to continue our services in the Greater New Orleans Region and beyond.

To strategically innovate our programming, our team participated in the Greater New Orleans Foundation (GNOF) Community of Practice, a cohort of financial coaches from local organizations. Our team attended weekly train-the-trainer sessions with the cohort to brainstorm on local issues and resources on financial coaching. Our team continued our partnership with GNOF by utilizing and learning about

ChangeMachine, and continued training and classes on the platform throughout the year. ChangeMachine is a subscription-based software service (SaaS) and financial coaching platform for social service organizations and public agencies to embed effective financial coaching practices into their work with clients. Our team utilized the ChangeMachine financial coaching platform to track client goals, savings, and credit. We expanded our financial coaching client base and were able to continue financial coaching virtually after the Pandemic began. We also partnered with Money Management International (MMI), a financial counseling and education organization offering a catalog of financial education programming. These partnerships allowed us to further develop our clients' money management skills and expanded our organization's reach.

Jericho Road's Financial Education Programming empowers our clients to become homeowners through personalized and ongoing financial coaching and regular financial wellness training opportunities. Jericho Road meets clients where they are and works with them to develop their financial assets through the homebuying process and afterwards so that they can protect their investment. By guiding our clients to homeownership and providing financial education, we help them to establish and safeguard their greatest asset –their home, which can be passed on to future generations and reduce the persistent racial wealth gap in our communities.

HOUSING SUSTAINABILITY PROGRAM



35

**Clients and Homeowners
Attended Post-purchase
Workshops**

Jericho Road's Housing Sustainability Program provides information and resources to assist our clients during their journey as a homeowner. We recognize that there are many challenges associated with homeownership that our clients will face beyond the closing process, especially low-income, working and Black and Brown families. The program components include post-purchase workshops, resource and information sharing, and access to annual education events. The post-purchase workshops address preventative maintenance and major repairs solutions and insurance issues. By providing clients with resources and information about maintenance and repairs, homeowners are able to save money in the long run and prevent their homes from being unhealthy, unsafe or uninhabitable. The workshops also allow participants the opportunity to directly engage with professionals to learn skills for navigating available government programs and legal issues. In 2019-2021, over 120 participants attended home maintenance workshops.

Additionally, clients participated in Jericho Road's Financial Education Program which supports money management skill building. This provides clients with information and tools to stabilize their finances and advance their economic mobility. Jericho Road understands the need for a comprehensive approach to support clients in protecting the affordability of their home and building wealth.

In 2019-2021, Jericho Road hosted our Annual Homeownership Summit virtually, where over 550

550+

**Attendees at Annual
Homeownership Summits**

local leaders, officials and community members gathered to address topics and issues that impact homeowners, specifically, during the COVID-19 Pandemic. These summits featured lively discussion on the state of homeownership in New Orleans and allowed our partners to promote strategies and solutions to create equity in the local housing market. Additionally, Jericho Road's Housing Sustainability team conducted the COVID-19 Homeowners' Needs Assessment Survey to understand the impact of the Pandemic upon our clients and homeowners across New Orleans to develop strategies and solutions to better serve them. These findings led to the creation of a regular resource e-newsletter designed to provide up-to-date information related to unemployment, taxes, assistance programs, debt reduction and savings tips. The COVID-19 Pandemic presented significant challenges to our homeowners, which led to Jericho Road becoming a key source to connect our homeowners with information and resources to navigate programs offered by the government and local organizations.

Jericho Road's Housing Sustainability programming is a critical part to fulfilling our mission of providing affordable homeownership opportunities for low-income working families. These efforts support our clients by protecting and investing in their most valuable asset. This work ensures that residents with limited income have the resources to continue to afford their homes, a vital asset for generational wealth building and stability.

Community Investment

\$3,278,000

Residential
Development

\$82,000

Land Stewardship

\$297,000

Community
Engagement

\$961,000

Workforce
Development

\$4,618,000

Total Community
Investments

Funding

\$1,814,000

Home Sales

\$608,000

Government
Grants

\$777,000

Other Home
Development Funds

\$734,000

Foundation and
Corporate Grants

\$710,000

Individual and
In-Kind Donations

\$4,643,000

Total Funding

1920



FUNDERS

Baptist Community Ministries
Capital One
Delta Regional Authority
Ella West Freeman Foundation
Emerging Philanthropists of
New Orleans (EPNO)
Entergy
Enterprise Community
Partners
Greater New Orleans Foundation
Hancock Whitney
Louisiana Workforce
Commission
RosaMary Foundation
United Thank Offering
United Way of Southeast
Louisiana
Wells Fargo
William Keith Kellogg Foundation
(W.K. Kellogg Foundation)
Women of Trinity Church

PARTNERS

Ashé Cultural Arts Center
Central South Carpenters
Regional Council
Change Machine
(formerly The Financial Clinic)
City of New Orleans -
JOB1 Program
Clayton Ventures
Colmex Construction
Cure Violence New Orleans
Delassize Neighborhood
Association
Delgado Community College
Energy Smart
Greater New Orleans
Housing Alliance
Hoffman Triangle
Neighborhood Association
Home Bank
Hope Community Credit Union
Iberia Bank
Investar Bank
Jefferson Parish Community
Development Department
Justine Petersen
Kingsley House
Luke's House Community Clinic
Neighborhood Development
Foundation
Neighborhood Housing Services
NewCorp
New Orleans Area Habitat
for Humanity
New Orleans Business Alliance
(NOLABA)
New Orleans Office of
Neighborhood Engagement
New Orleans Recreation
Department Commission
New Orleans Redevelopment
Authority (NORA)
New Orleans Technical
Education Provider (NOTEP)
New York Life
Orleans Parish Complete Count
Committee
Power Coalition for Equity
and Justice
Prosperity Now
Regions Bank
Swanson Insurance
Total Community Action
Urban Strategies, Inc.
Volunteers of America

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