



Celebrate **HOME**

VIRGINIA 
supportive
housing

2023 IMPACT REPORT



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 adults experiencing homelessness. We follow the “Housing First” model, which calls for housing individuals first, then providing services to help them maintain housing stability. We customize those services according to each person’s needs. Services include: connecting participants to primary healthcare; helping them secure income, insurance, and benefits; providing case management, counseling, and skills training; assisting with mental or physical health recovery; and helping individuals overcome substance use disorder. Our evidence-based supportive housing model works: **94% of individuals we serve do not return to homelessness.**

VSH is particularly focused on serving the subset of the homeless population most in need: individuals experiencing chronic homelessness. People who are chronically homeless have experienced homelessness for at least a year — or repeatedly — while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability.



THE MISSION OF VIRGINIA SUPPORTIVE HOUSING IS TO END HOMELESSNESS BY PROVIDING PERMANENT HOUSING AND SUPPORTIVE SERVICES.

IS HOMELESSNESS SOLVABLE?

It's an idea so radical that people have a hard time believing it's possible. But when we began Virginia Supportive Housing (VSH) 35 years ago, we did believe. So we built that radical idea a home, a home so sturdy it rests not on one foundation, but on three—Real Estate Development, Property Management, and Services. Three foundations with one shared purpose: solving homelessness.

In this year's Impact Report, we celebrate the teams that form these foundations. As you will see in the following pages, each of these teams is excellent in its own right, but solving homelessness the VSH way means harnessing their combined excellence to create truly deep and transformative impact in the lives of our residents and program participants and the communities in which they live. Our three foundations are inextricably connected to one another and to the success of our mission:

- **Real Estate Development** plans, finances, and builds around the needs of our residents, but their success depends on working closely with Property Management and Services to produce purpose-built communities designed to welcome our unique residents.
- **Property Management** ensures the smooth and sustainable operation of our facilities, but their success depends on working closely with Services and Real Estate Development to utilize our spaces to uplift our amazing residents.
- **Services** surrounds our residents and program participants in a network of care and empowerment, but their success depends on working closely with Real Estate Development and Property Management to elevate these already welcoming and uplifting spaces into environments of true life healing and transformation for our resilient residents and program participants.

Our three foundations are strong, and so is the organization we built upon them, and when people move in, they turn our buildings into homes. Homes for good. Homes for life. Homes that stabilize and empower them to the extent that 94% of our residents and program participants remain stably housed over the long term.

So, yes, Virginia, homelessness is solvable. We have thirty-five years of results to prove it. Even better, we have thirty-five years of transformed lives to prove it. Healed lives that began with a radical idea, and three foundations strong enough to hold and to heal all the futures our residents and program participants dare to dream.

Allison Bogdanović

—Allison Bogdanović, Executive Director



“ Each of our teams is excellent in its own right, but solving homelessness the VSH way means harnessing their combined excellence to create truly deep and transformative impact.”

2022



1,672 people lived at home

instead of on the street,
thanks to your support.

You helped provide permanent
housing and supportive services to:

928

formerly homeless individuals

176

low-income individuals*

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

491

served through Supportive Services for
Veteran Families (SSVF)

*Individuals earning 50% or less of the Area Median Income. For these individuals, affordable rental housing is the primary tool that decreases their chances of experiencing homelessness.

Of the formerly homeless participants who receive permanent supportive housing...



Almost all remain permanently housed.

94%

remain in stable, permanent housing



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

98%

stay at least one year



Their income improves.

\$540

average increase in monthly income for those who improve their income



On average, they choose to stay several years.

6 years

is the average length of stay



Many maintain or increase their income.

68%

of our residents reported maintaining or increasing their cash income



And some build on their strengths to the point that they can “move on.”

4

successfully moved into permanent housing and live independently*

**Their transition out of VSH properties creates availability of much-needed permanent supportive housing units for homeless individuals requiring intensive services to maintain housing stability.*

Permanent supportive housing...

CHARLOTTESVILLE

113 individuals served

43 individuals served with permanent supportive housing.*

23 with affordable housing and access to supportive services.**

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

THE CROSSINGS AT FOURTH AND PRESTON

Built in 2012 · 60 units

CENTRAL VIRGINIA

928 individuals served

414 individuals served with permanent supportive housing.*

74 with affordable housing and access to supportive services.**

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

NEW CLAY HOUSE

Built in 1992, renovated and expanded in 2019 · 80 units

STUDIOS AT SOUTH RICHMOND

*Built in 1996, renovated in 2016 · 39 units
Expanded in 2011 · 21 units
60 units total*

BLILEY MANOR

Acquired in 1998 · 8 units

STRATFORD HOUSE

*(Cherokee Hill)
Acquired in 1998 · 8 units*

CARY STREET APARTMENTS

Built in 2004 · 4 units

INDEPENDENCE HOUSE

Built in 2005 · 6 units

JAMES RIVER APARTMENTS

Built in 2008 · 14 units

HAMPTON ROADS

631 individuals served

471 individuals served with permanent supportive housing.*

79 with affordable housing and access to supportive services.**

57 with street outreach services.

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



* Program participants 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 participants.

** Affordable housing units serve individuals earning 50% or less of the Area Median Income. For these individuals, affordable rental housing is the primary tool that decreases their chances of experiencing homelessness.

...solving homelessness for our neighbors.



Of the formerly homeless individuals receiving permanent supportive housing:

MANY ARE CHRONICALLY HOMELESS UPON INTAKE

Chronically homeless 62%

MOST HAVE A DISABILITY

Physical disability or chronic health condition. 36%

Chronic mental health condition or substance use 60%

MOST ARE OLDER

Under 18 3%
 18-24 3%
 25-44 15%
 45-61 51%
 62+ 29%

SOME ARE VETERANS

Veterans 9%

MOST ARE BLACK

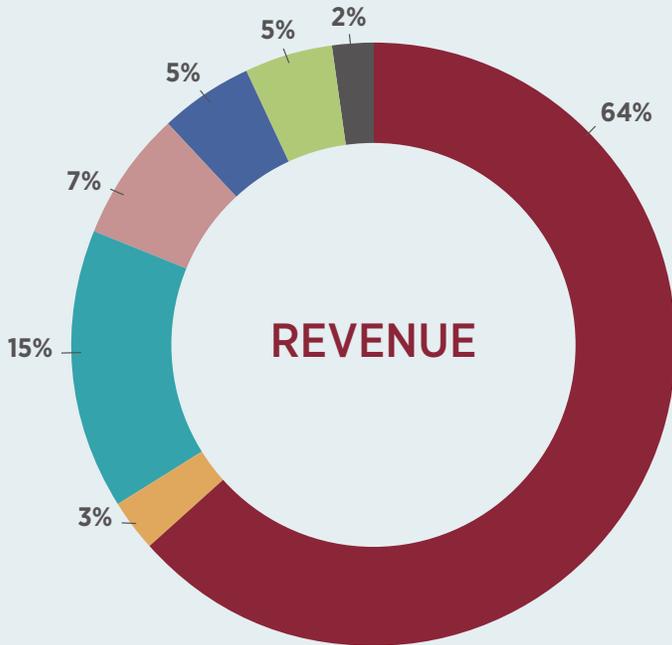
Black 70%
 White 25%
 Hispanic 2%
 Multiracial/Other 4%

MOST ARE MALE

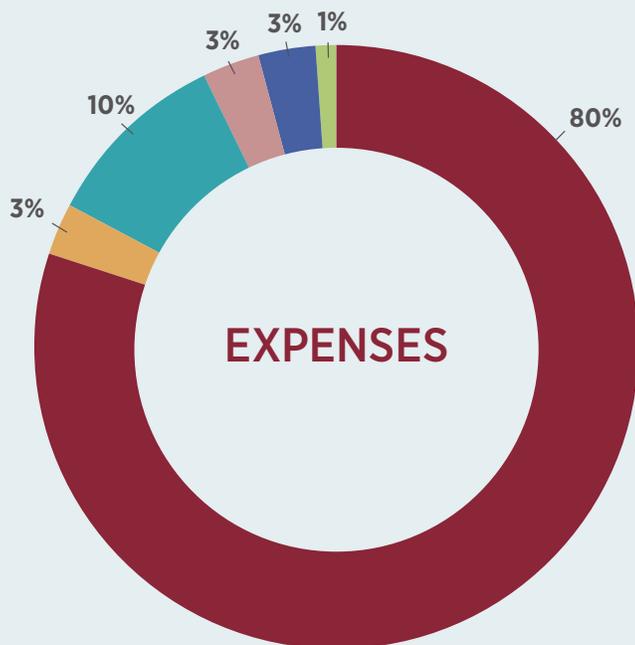
Male 63%
 Female 37%

These percentages include three transgender people.

2022 Financial Highlights



■ Government grants	\$10,432,666
■ Property management and service fees	\$572,312
■ Contributions restricted for capital projects	\$2,480,000
■ Contributions for program expenses	\$1,091,084
■ Developer fees	\$778,463
■ Contract fees	\$775,993
■ Investment earnings & other revenue	\$279,776
TOTAL	\$16,410,294



■ Services	\$9,394,294
■ Property management	\$333,429
■ Management and General	\$1,157,146
■ Mission Advancement	\$381,869
■ Multi-family development	\$375,854
■ Depreciation	\$115,688
TOTAL	\$11,758,280

The above revenue and expense items reflect Virginia Supportive Housing's 2022 IRS Form 990. To view VSH's full IRS Form 990, please visit [ConnectVA.org](https://connectva.org).



Sincerest thanks

TO ALL OUR DONORS AND VOLUNTEERS.

It takes each of us to build a future in which homelessness doesn't exist. Virginia Supportive Housing could not build properties and provide services at the rate and quality that we do without your generosity and selflessness. Your steadfast commitment to ending homelessness ensures that we can provide our residents and program participants with the highest quality housing, facilities, services, and support, both today and in the future. Thank you for your contribution - together, we are making homelessness history.

As part of our ongoing efforts to increase sustainability and reduce our environmental impact, we've shifted the list of our 2022 donors from print to our website. Use the QR code below to open the webpage.

<https://www.virginiassupportivehousing.org/about/financial-info/2022-supporters/>

LIST OF DONORS



Celebrate Home:

REAL ESTATE DEVELOPMENT

It would be fair to say that Real Estate Development is where it all begins.

The VSH mission model is Housing First. But before people experiencing homelessness can be housed there must be, well, houses. Which requires money. And land. Not to mention an almost alchemical mix of partnerships and rental subsidies and community support to make our projects sustainable, welcoming, and affordable to VSH residents.

of existing VSH properties (New Clay House in Richmond and, soon, Gosnold Apartments in Norfolk). In each case, Real Estate Development is the team that brings vision into three-dimensional reality.

If you think that sounds like a tall order, you're right. "The average project is five years from start to finish," says Julie Anderson, Director of Real Estate Development, "with an average budget of about \$20 million per project."

"stack" (an ever-changing mix of low-income housing tax credits, state and local funding, and low-interest loans from Virginia Housing), securing rental subsidies to ensure affordability, selecting the project architect and general contractor, managing the construction process and budget until the project is finished.

It's not work that occurs in a silo. The Real Estate Development team relies on Property Management and Services at many points along the way. "The Services team helps us ensure that government funding compliance requirements are consistent with our service delivery," says Julie. "Property Management's great at maintaining our buildings - our reputation as a good neighbor makes localities more receptive to new or expanded projects."

“ Real Estate Development is the team that brings vision into three-dimensional reality.”

And then there are the different types of projects. New construction (Premier Circle in Charlottesville). Adaptive reuse (Cool Lane Commons in Richmond). Renovation and expansion

Julie ticks through a high-level list of tasks required to bring projects to successful completion: working with localities to identify and acquire VSH building sites; assembling the funding

Cool Lane Commons in Richmond/Henrico. Opens spring 2024.

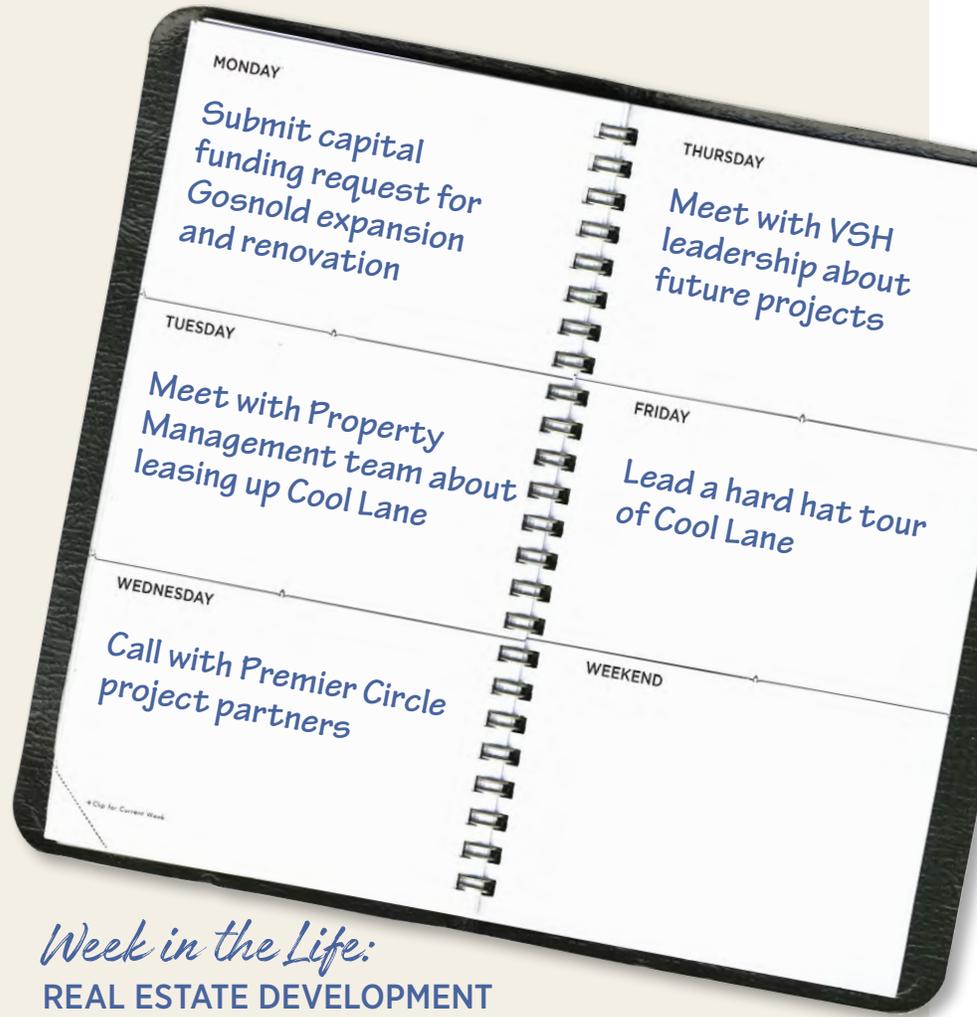


Gosnold Apartments II in Norfolk. Construction begins 2024.

But the best team overlap is the day Real Estate Development puts the keys in the hands of Property Management and the building opens its doors to become a home. "It's an exciting day," says Julie, and then Real Estate Development is off and working again, building the homes that help solve homelessness.

Want to learn more? Check out this video about our Real Estate Development team and process on our Youtube!

<https://www.youtube.com/watch?v=WBLokGKXtdU>



Week in the Life: REAL ESTATE DEVELOPMENT



Julie Anderson and Elizabeth Nice (Associate Dir. of Real Estate Development) outside Cool Lane Commons

Premier Circle in Albemarle. Construction begins 2024.



Celebrate Home:

PROPERTY MANAGEMENT

Sharon King blooms where she works, her hat and Converse sneakers buoyant shades of wildflower orange.

Where she works is the front desk at VSH's The Crossings in Charlottesville, but it's why she works that's key to so much of VSH's success. Front desk workers are part of VSH's Property Management team, which is responsible for all aspects of operating and maintaining VSH facilities. It's a duty everyone in Property Management takes seriously. VSH properties are always beautiful, clean, and well maintained. Why Sharon works is because of the people who live in these properties.

Which explains her colorful wardrobe. "I might be the first person they see, and I want them to feel good when they see me," she says. When asked about the most important part of her job she doesn't name record-keeping or telephone efficiency or

any of the other customary front-desk services. "Listening," she says. "A lot of the people who live here just need someone to talk to."

“ This is more than a property or a building, it's a home for 60 people.”

Ben Houchens, Senior Services Specialist at the Crossings, affirms the value of listening. "Sometimes the best support I can offer a resident is to let them talk. Often when they talk a challenge out, they find their own solution. They do it themselves."

Sharon's and Ben's shared response is not coincidental, even though Sharon is on the Property Management team and Ben is on the Services team. La'Toya Jackson is the Crossings' Property Manager, and she says that coordination between the teams is a top priority. "This is more than a

property or a building, it's a home for 60 people. They see us taking pride in maintaining the property, they also want to take pride in maintaining

their apartments. And when we see someone struggling, we let Ben know. It's all focused on the wellbeing of our residents."

Ben gives the example of a resident who, for reasons of behavior or falling far behind on rent, is placed on "termination notice." The goal is not to have the resident removed, but to get their attention in a way that inspires the resident to access the services that will help them stay housed. Property Management issues the notice, but works with Ben to ensure the resident successfully addresses the issues.

Desk Clerk Sharon King (right) and a resident.



Senior Services Specialist Ben Houchens.

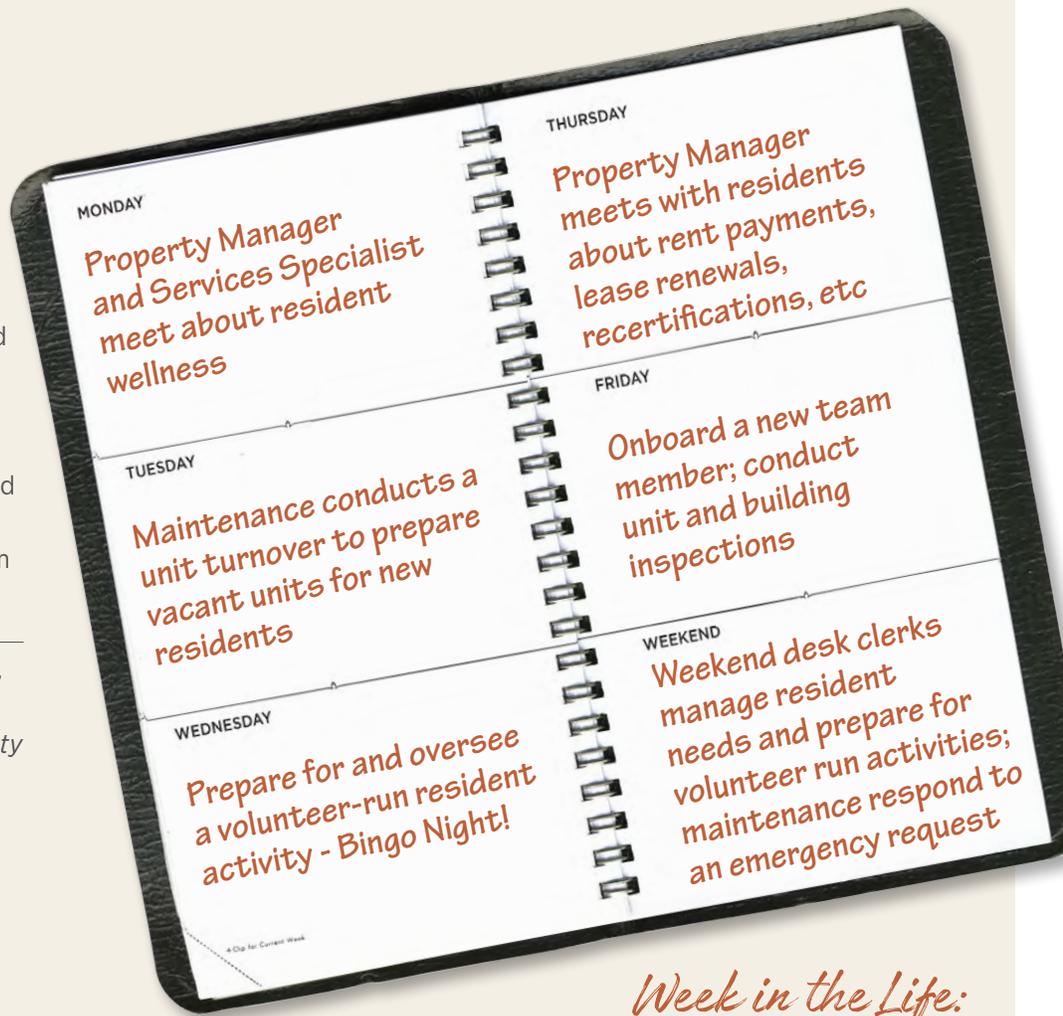


And, Ben says, “We are 99% successful because of this team approach.”

It’s people like Sharon and Ben and La’Toya, who have different job titles and even work on different functional teams, but who all believe first and foremost in VSH’s mission of ending homelessness, who contribute to VSH’s long-term record of having 98% of residents never return to homelessness. Like Sharon they bloom where they are.

To hear more about life in a VSH building, from the amenities offered to the team onsite, check out this video about Property Management on our Youtube!

<https://www.youtube.com/watch?v=xmKmT3tHfFk>



Week in the Life:
PROPERTY MANAGEMENT - THE CROSSINGS



Property Manager La’Toya Jackson.



Celebrate Home:

SERVICES

When it comes to compassionate care that meets people where they are, the VSH Services team goes the extra mile. Or two. Or twenty.

VSH serves residents and program participants in three ways: on-site in our buildings, through mobile case management in our scattered-site programs, and in special populations, including individuals with traumatic brain injuries or serious mental illness.

“Services are grounded in compassion, respect, and the belief that everyone has the right to live with dignity.”

This flexibility is designed to meet people where they are with services tailored for their individual needs, and is a huge contributor to VSH’s long-term record of having 98% of residents never return to homelessness.

Regardless of the way in which services are delivered, Jennifer Tiller, Director of Services, says everything is “grounded

in compassion, respect, and the belief that everyone has the right to live with dignity.” Services cover the spectrum of financial, health, daily living, education, and vocational support. In short, Tiller says, “anything that helps a person maintain stable housing and improve their overall well-being.”

On-site services specialists work with residents in VSH buildings such as The Crossings in Charlottesville,

New Clay House in Richmond, and Gosnold Apartments in Norfolk. Mobile case management specialists serve participants in scattered-site programs, who live in the wider community, in apartments whose landlords partner with VSH. These programs often cover large geographic footprints.

In Hampton Roads alone, VSH’s

scattered site team serves an area encompassing Norfolk, Chesapeake, Western Tidewater (including Smithfield and Franklin/Isle of Wight Country), and Portsmouth. Sharonita Cousin, Associate Director of Scattered Sites says mobile case managers can easily travel 30 or 45 minutes to reach program participants.

“Some participants achieve more life success outside of the typical VSH residential environment,” says Cousin, adding that mobile case management also allows VSH to serve more people. “We go where they need us to be.”

VSH residents and program participants are covering a lot of personal ground as they journey from homelessness to their personal vision of thriving in stable housing. The Services team covers a lot of ground to support them on the journey.

“We hear many stories about life on the streets,” Tiller says, “and a common theme is feeling overlooked and unseen. They tell us that VSH has

Associate Director of Services Aaron Alexander speaks with a New Clay House resident.



TBI Program Manager Stephanie Peaco (second from left) eats breakfast with Independence House residents.

helped them feel seen and valued as human beings who have dignity.”

Consider the power of the operative words in that last sentence: seen, valued, human, dignity. When a person is willing to invest themselves in achieving those qualities in their life, the Services team goes the distance to support them on their way.

Want to learn more about the Services VSH provides, from properties to programs to special populations? Check out this video on our Youtube!

<https://www.youtube.com/watch?v=Rk2lucj9bLU>



Week in the Life:
**SERVICES - HAMPTON ROADS
HOUSING FIRST**

Services department leadership. Clockwise from left: Director Jennifer Tiller; Associate Director Aaron Alexander; Associate Director Sharonita Cousin; Associate Director Delpheon Davis.



Hampton Roads Housing First (HRHF) Team Lead Rene Faulkner (right) speaks with HRHF program participant Carolina Wilder.

Celebrate Impact

MARK FINSTER

Mark Finster is talking about a rock. Throat cancer—or more specifically the radiation used to treat his throat cancer—ravaged his vocal cords, so his voice is barely more than a whisper, but, lifted up on his buoyant spirit, it still seems to fill the room.

“Some nights I’d lie on that rock,” he says, “and I’d pray, ‘Lord, when will it be my time for something good?’”

This was during his ten years living on the streets. Years during which he was arrested hundreds of times for public intoxication. When he lost scores of his friends to the dangers that constantly stalk the unhoused.

Mark’s prayers were answered in 2014, when he was the only person who stayed after a church feeding program to learn about an organization called Virginia Supportive Housing. “They said if I was interested, come back the next morning at 7:00am and we’d find a place to live,” recalls Mark.

Mark was there at 5:30am.

VSH serves Mark in its Hampton Roads Housing First scattered-site program, where participants live in apartments in the greater community, supported



Mark Finster and Hampton Roads Housing First Team Lead Rene Faulkner

caner,” he says, detailing the ways his case managers helped with insurance, treatments, transportation, and moral support at every step.

“Some nights I’d lie on that rock and I’d pray, ‘Lord, when will it be my time for something good?’”

by VSH mobile case managers, and Mark says having a home and the support of VSH saved his life in more ways than one. “I would have died on the streets, or I would have died of

His case manager, Rene Faulkner, says Mark is too humble to talk about it, but he gives back to help others as well, pointing out how he contributes to Dominion Energy’s EnergyShare

program to help people who need utility assistance.

Mark’s tidy apartment—its cleanliness a sign of how much he values it—is a long way from that rock, but sometimes the past literally comes knocking. One day recently a policeman who knew Mark from his unhoused years knocked on his door. But unlike the old days, he wasn’t there to take him to jail.

“He stopped by to tell me how proud he is of me. He said he always thought I’d find a way to make it. And thanks to all the people at Virginia Supportive Housing, he was right.”

VANCE BANKS

Of all the memories Vance Banks has lost as a result of his traumatic brain injury (TBI), the date of the accident remains with him. “August 19, 2011,” he recalls of the day he was hit by a car while walking home from work. He “flew a hundred feet in the air” before landing on his head. Vance spent months in a coma. His brain swelled so much doctors had to remove portions of his skull to relieve the pressure.

When he woke he couldn’t feel his legs. His body ballooned from 116 pounds to over 400. But the most catastrophic damage was to his memory. He couldn’t remember anything after the age of 14, including his own daughter. “The first time I saw her in person, she runs up and I’m hugging this child but I don’t remember this child.”

In short, the old Vance was gone. “That guy’s not with us,” he says, “and he probably never will be.”

Mountains of recovery lay ahead. Vance had to re-learn how to use his limbs. He had to re-learn who he was. Who his loved ones were. He spent years in a wheelchair. And another hurdle: he didn’t have consistent housing. Sometimes he stayed with a friend, sometimes with his parents, but none were a long-term solution. He couldn’t focus on recovery.

In 2016 Vance met Stephanie Peaco with VSH’s TBI program, and he moved into Independence House, one of VSH’s Richmond-based small group homes for TBI survivors. Thanks to

stable housing and the support of VSH, Vance’s recovery made strides—literally. He went from a wheelchair to a walker to a cane, and now walks with no assistance whatsoever. His weight is down to 220 pounds—with a target of 190. He’s got a steady job at Panera Bread.

Most important: His daughter. “She’s 15 now, and I wanna bring her down here for a good two weeks, let her be with Dad.”

Vance moves forward with gratitude and enthusiasm. “I’m glad that Virginia Supportive Housing exists, I’m glad that Miss Stephanie and this house exists,” he says. “I don’t really know where I’m going in the future, but I’m excited. I believe I have the right people in my corner, and everything’s going to be okay.”

“ I don’t really know where I’m going in the future, but I’m excited. I believe I have the right people in my corner, and everything’s going to be okay.”



Vance Banks at Independence House



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