



2015 Annual Report

It is our honor and our privilege to stand in partnership with Western Presbyterian Church as we continue our mission. We're grateful that **Clark Talkington** and **Jennifer Druliner** continue to serve on the Miriam's Kitchen Board of Directors. **Mallory Price** finished her term as a Presbyterian Church USA Young Adult Volunteer, sharing her placement between Miriam's Kitchen and Western Presbyterian Church and now **Mara Sawdry** is our 2nd YAV – sharing her placement with **Miriam's** and **The Office of Public Witness**.

2015 was a year of growth and change for Miriam's Kitchen. However, it was a year in which our programs grew faster than our revenue, so we had to exercise some fiscal restraint. It was a year that saw some expected, and unexpected, staff changes. And it was a year when we developed a strategic plan to carry us from 2016-2018 and to help us achieve our mission to end chronic homelessness in Washington, D.C.

We believe that our mission to end chronic homelessness in Washington, D.C. serves as an extension of values shared by Miriam's Kitchen and Western Presbyterian Church: that all human beings deserve to be treated with dignity; that communities of belonging create the greatest opportunities to do good; and that with the proper support, we are all capable of creating positive change in our lives and in the lives of those around us.

Strategic Operations

During this fiscal year, we developed and finalized a strategic plan that will carry us forward for the next three years. Our Board, staff and major stakeholders all had a voice in developing this plan. The final documents are quite extensive, but it boils down to three focus areas: housing, connection and leadership.

1. Housing
 - a. We will maintain and expand the supportive services we provide through our Permanent Supportive Housing (PSH) program.
 - b. We will consider adding a new type of housing – Rapid Rehousing.
2. Connection
 - a. We will strengthen and improve our current services and the connections we make with our guests every day in the dining room.
 - b. We will explore new ways to provide services to support our guests.
3. Leadership
 - a. We will continue to be a voice for ending chronic homelessness.

If you're interested in reading the full Strategic Plan, please contact Scott Schenkelberg and he'd be happy to get you a copy. You can email him at scott@miriamskitchen.org

While we prepare for a successful 2016, please take a look at what your support helped make possible in 2015.

Healthy Meals

Open every weekday since October 1983, Miriam's Kitchen continues to be known as a place where homeless individuals can enjoy a fresh, nutritious meal, in a safe community of belonging. In FY2015 we experienced an increased demand for our services, as **we served 79,107 meals to our homeless guests**. Thanks to generous in-kind donors and community partners, we were able to meet this demand while lowering our food costs.

2015 was the year of lots of staff change in the kitchen. After 14 years in the kitchen, Steve Badt made a career change and left us at the end of July. We celebrated him in a variety of ways and are so grateful for the wonderful farewell that you had for him too. Chef Emily took over the reins, but then she and her husband decided to return to the Midwest at the end of the year. So Chef Ciji Wagner now has the new title of Executive Chef and is putting together a new kitchen team. Tae Min Kim is Manager of Kitchen Operations and Volunteers, Cheryl Brown is the Executive Sous Chef, Jonathan Copeland is Assistant Sous Chef and we're in the midst of hiring one more part-time Assistant Sous Chef. Through all of this transition, the quality of our meals has remained extremely high and volunteers have made all the difference. In 2015, **1,809 volunteers** filled **7,483 shifts**, providing **15,237 hours** of service.

Case Management

Our Case Management Program served **4,451** guests in FY2015. However, the real story is how our case managers became more purposeful and targeted in how they connect with our guests. In FY2015, our Case Managers worked toward more long-term permanent solutions for our guests. And that resulted in several dramatic life changes. Please refer to the update at the end of this report to see all that they achieved.

The Miriam's Kitchen case management program is staffed by clinical social workers, case managers, an art therapist and a psychiatrist. These staff members are present at every meal as a resource for our guests to address their immediate, short-term and long-term needs. Our services include everything from providing clean clothing and assistance obtaining identification cards, to connecting them to mental health care and links to available housing. Through these services, and by being a constant presence in the dining room, we reinforce the trusting relationships that are the key to helping our guests.

Finally, we also offered Art Therapy, creative writing workshops, mental health support groups, resume assistance and yoga through Miriam's Studio – all in an effort to build a community of belonging with our guests. And we're finding that participation in Miriam's Studio is a key part of helping guests move on to housing of their own.

Permanent Supportive Housing

In FY2015, our new Permanent Supportive Housing Program grew from **70 clients to 95**, and we added **two new staff members**, so we now have a team of seven. The services we provide, offered through a contract with the Department of Human Services, allow our case managers to directly help clients maintain long-term housing and achieve the highest level of self-sufficiency possible.

Advocacy and Systems Change

Our citywide advocacy efforts continued in FY15. We helped pilot and institute best practices, and significantly assisted in writing and implementing the city's blueprint for ending chronic homelessness. As part of this effort we helped convene, lead and organize advocacy efforts throughout the city. And we were able to hire Jesse Rabinowitz as an Advocacy Specialist, bringing our advocacy team to four members.

Thanks to our collective efforts, Miriam's Kitchen and our partners in The Way Home campaign succeeded in building the public will to make homelessness a true priority among District residents and secured significant resources. Mayor Muriel Bowser and the DC Council approved a city budget (including the city's appropriation of \$27 million dollars for homeless services) that **made historic investments to end homelessness for over 1,200 individuals and 500 families**. Miriam's Kitchen has also been a leader in the push to end Veteran Homelessness in Washington, DC – a goal we think we will achieve in the next few months.

Fundraising and Communications

In FY2015 we had a budget of 3.7 million. Despite aggressive fundraising and communications, we were unable to make our revenue projections for fiscal year 2015. In 2013, we built up reserves to help support our strategic expansion (about \$2.2 million). The board approved an investment of \$450,000 in funding from our reserves in 2013, and we had planned to draw down \$400,000 in 2014, but didn't need to dip into reserves because fundraising exceeded our goals and we held expenses below budget. In 2015 instead of using \$300,000 from reserves, we ended up allocating \$393,356. In 2016 we are budgeting \$200,000 from reserves and in 2017 we have planned on spending \$100,000 as fundraising catches up with our planned expansion.

As a result of this revenue shortfall, in September we had to make the difficult decision to eliminate the position of Director of Communication. We are currently adjusting our staffing roles to keep telling the story of Miriam's Kitchen. Then in December, Sara Gibson, our Chief Development Officer, followed her heart to take a new job and work in the area of early childhood education.

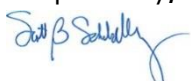
We were especially grateful to celebrate our Western Presbyterian Church supporters at our third annual MK Sunday in November 2015.

During this past year we were very excited to get a brand new website, thanks to our partnership with CRAFT. As we moved into FY16, we were thrilled to receive a \$200,000 Bank of America Neighborhood Builder grant and to also have a terrific news story on ABCNews about our guest, Tony (pictured with White House Correspondent, Jon Karl).

All of us at Miriam's Kitchen remain deeply grateful for the ongoing support from Western Presbyterian Church, our amazing volunteers, generous donors and dedicated staff.

Together, we are guiding people home.

Respectfully,



Scott Schenkelberg
President and CEO



2015 Board Members

Officers

Chair, Amber Romine, MA, Paravis Associates

*Secretary, Jennifer Druliner, MA, Director, Governance, U.S. Green Building Council,
Member of Western Presbyterian Church*

Treasurer, Scot Janssen, CPA, KPMG

Chair-Elect, Will Johnson, JD, VP & Associate General Counsel, Verizon

President & CEO, Scott Schenkelberg, Miriam's Kitchen

Members

Rene Baiorunos, MBA, Director, Community Wealth Partners

Geoff Dudgeon, Senior Manager, Upmarket Spender Rewards, CapitalOne

Melanie Gobourne, CSA, President, Washington, D.C. Healthcare Advocates

Richard Lindahl, MBA, CFO, Corporate Executive Board Company

Maureen P. McCausland, DNSc, RN, FAAN, Senior Vice President & Chief Nursing Officer, MedStar Health

Ruthanne G. Miller, JD, Chair, District of Columbia Alcoholic Beverage Control Board

Brian C. Smith, JD, Senior Associate, Wilmer Cutler Pickering Hale & Dorr, LLP

Scott Spector, Principal and Co-founder, Kodiak Properties, LLC

John Stroud, MBA, Director, Highline Wealth Management

*Clark Talkington, MPA, Consultant, Advanced Resources International,
Member, Western Presbyterian Church*

Mary Van Hoose, Chief Talent Officer, The Advisory Board Company

Adam Weers, MBA, Principal, Trammell Crow

Muriel Maignan Wilkins, MBA, Managing Partner & Co-founder, Paravis Associates



MK Board of Directors volunteering in the kitchen.

2015 Staff Members

Solomon Abawi, *Senior Case Manager, Permanent Supportive Housing*
Kate Baasch, *Senior Case Manager*
Steve Badt, *Senior Director of Meals and Volunteer Engagement*
Sue Bell, *Senior Foundation Relations Officer*
Cheryl Brown, *Executive Sous Chef*
Allie Busching, *Advocacy and Communications Intern*
Emily Buzzell, MA, MPH, *Senior Case Manager*
Rebeca Carvajal, *Art Therapy Intern*
Tyrone Coe, *Security Manager*
Catherine Crum, *Executive Director*
Lindsey Curtin, *Case Manager*
EJ deLara, *Case Manager*
Diana Diaz, *Art Therapy Intern*
Monica Aznar Diaz, MS, *Case Manager*
Kyla Dixon, *Advocacy Specialist*
Margaret Hannigan Dominguez, LGSW, *Senior Case Manager*
Sekou Fraser, *Case Manager, Permanent Supportive Housing*
Sara Gibson, *Chief Development Officer*
Anne Giebel, *Case Manager/Intern*
Bob Glennon, LICSW, *Director of Social Services*
Eliot Gold, *Case Manager, Permanent Supportive Housing*
Sherry Grayson, *Art Therapy Intern*
Daniel Griffin, *Case Manager, Permanent Supportive Housing*
Kathy Guillaume-Delmar, *Major Gifts Officer*
Emily Hagel, *Director of Kitchen Operations*
Derrick Howell, *Case Manager/Intern*
Mike Howell, *Security Officer*
Darrell Jones, *Security Officer*
Tae Min Kim, *Manager Kitchen Operations and Volunteers*
Helen King, *Advocacy Intern*
Rebecca Koppel, *Case Manager*
Ashley Lawson, *Director of Corporate Partnerships*
Sarah Leonard, *Case Manager*
Amalya Lewin, *Case Manager*
Ching Lin, *Art Therapy Intern*
Hannah Linde, *Art Therapy Intern*
Catherine Moster, *Art Therapy Intern*
Tom Murphy, *Director of Communication*

Rachel Ourada, *Case Manager*
Audrey Pallmeyer, *Case Manager, Permanent Supportive Housing*
Mei Yeh Powers, *Director of Development*
Mallory Price, *Case Manager*
Lara Putach, MA, *Advocacy Specialist*
Kierstin Quinsland, *Director of Housing*
Jesse Rabinowitz, *Advocacy Specialist*
Adam Rocap, *Chief Program Officer*
Jennifer Roccanti, *Director of Strategic Operations*
Robin Roche, *Clinical Case Manager, Permanent Supportive Housing*
Kurt Runge, *Director of Advocacy*
Mara Sawdy, *Case Manager*
Andrea Scallon, *Data Manager*
Scott Schenkelberg, *President & CEO*
Sabrina Sieg, *Case Manager*
Dr. Steve Steury, *Psychiatrist*
Albert Townsend, *Case Manager, Permanent Supportive Housing*
Brittney Washington, MS, *Senior Art Therapist*
Ciji Wagner, *Executive Chef*
Malika Watkins, *Senior Case Manager, Permanent Supportive Housing*
Maia Wise, *Case Manager/Intern*
Martha Wolf, *Communications Manager*
Amelia Zakour, *Art Therapy Intern*



MK Staff celebrating Halloween!



FY 15 SMART GOAL UPDATE

October 1, 2014 - September 30, 2015

We're making great progress to ending chronic homelessness in DC. Here's a look at some of our achievements in this year.

ADVOCACY

The DC Mayor and City Council will fund and support the budget and policy priorities of The Way Home Campaign and People for Fairness Coalition, while the advocacy department will engage 10 formerly homeless PSH residents in advocacy efforts

\$22.8 million
allocated to ICH strategic plan implementation (full funding!)



mayoral support for ICH strategic plan secured



9
PSH residents engaged
90% of annual goal

CASE MANAGEMENT

Provide 7,000 core case management services, facilitate 600 connections to mental health services, complete 125 VI-SPDAT assessments and house 75 MK guests


8,501
core case management services provided
121% of annual goal

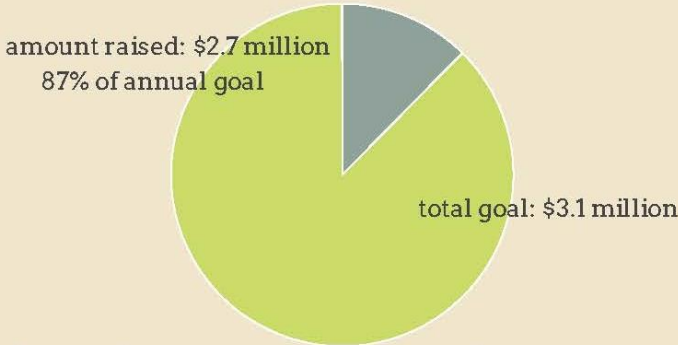

752
connections to mental health services
125% of annual goal


331
VI-SPDATs completed
265% of annual goal


88
guests housed
117% of annual goal

DEVELOPMENT

Raise \$3.1 million from individuals, corporations, foundations and non-contract government sources for MK's operations, while building a blueprint for moving private investments to the city's work to end chronic homelessness in DC

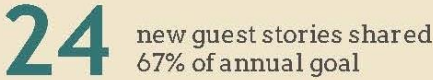


Private Investment Blueprint



COMMUNICATION

Feature 3 new guest stories per month through MK communication channels



MEALS

Serve high-quality, balanced, 5+ item meals costing no more than \$55,000 in food costs, while developing a pilot Meals Program for Miriam's Kitchen's PSH residents



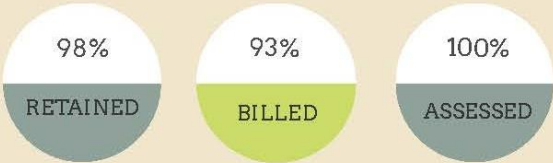
PSH Meals Pilot

*estimated amount



PERMANENT SUPPORTIVE HOUSING

Maintain 95% housing retention and billing abilities each month, while demonstrating declining client acuity through consistent SPDAT assessments



STRATEGIC OPERATIONS

Increase staff-reported satisfaction with information sharing from 50% to 70%, and staff-reported satisfaction with their involvement in decision making from 70% to 90%



satisfaction with decision making

