



2012 Annual Report

We continue to dream and plan for a day when homelessness as we know it is a memory. **Fortunately, this idea of making homelessness a chapter in DC's history is indeed possible.** Extensive research and experiences in several other cities suggest that there is a solution to chronic homelessness: permanent supportive housing.

Permanent supportive housing programs provide affordable housing paired with supportive services such as mental health and substance abuse treatment, health care, and other ongoing support.

In 2012, we began to publically articulate our vision to end chronic homelessness in DC and the future we hope to see for our guests.

What Won't Change

Even as we move forward, some things will not change at Miriam's Kitchen:

- Miriam's Kitchen will continue to serve two healthy meals a day. We believe meals are critical relationship-building tools that also meet a basic need for our vulnerable guests: good nutrition.
- Miriam's Kitchen will continue to offer intensive case management and other services at our current location.

But now:

- Miriam's Kitchen will continue to grow our advocacy presence through even greater coalition presence and independent work.
- Miriam's Kitchen will explore how and when we will partner with housing providers and directly provide the support services for individuals in permanent supportive housing.
- Miriam's Kitchen will reorganize staffing – including creating a senior leadership team – to maintain our strong organizational culture and provide more support to our programs during a time of intense growth.

Staffing Changes

Why the change?

- Miriam's Kitchen will need to invest heavily in its infrastructure to meet the vision of ending chronic homelessness in Washington, DC. To do this, we need to change as an organization.
- The changes are intended to provide more support for our current staff and programming as we grow. This includes better coordination among programs and more attention to organizational culture and values, diversity, and personnel support.
- This also means that some of the staff needs to look externally because we do not believe that that Miriam's Kitchen can end chronic homelessness in Washington, DC alone. To support this external focus, we need

to change as an organization with a more efficient and strategic senior management structure while maintaining our fantastic programs.

- With these changes, we'll be able to take advantage of new opportunities engaging organizations in this vision of ending chronic homelessness and implementing Miriam's Kitchen's strategic plan. We hope to be a recipient of local and/or federal funds in order to do our upcoming work in permanent supportive housing.
- We are growing; we need more folks to make this work! We hope to begin a PSH program in 2013. This and other changes will bring us from 28 staff and contractors and \$2.3 million budget to 46 staff and contractors and a \$3.2 million budget in 2013 (about 40% growth.) We grew similarly in 2010 when we started our evening programs (30% growth). By 2017, we may have doubled our current size. We need to prepare for that as well.

There will be 11 director-level positions, which include the creation of and/or change to 5 positions:

- President and CEO (new) - Scott Schenkelberg
- Executive Director (from Deputy Director) - Catherine Crum
- Senior Director of Meals and Volunteer Engagement (new) - Steve Badt
- Chief Program Officer (new) - Adam Rocap
- Chief Development and Communications Officer (new) - Sara Gibson

We will also be promoting people into some vacated positions:

- Director of Kitchen Operations - John Murphy
- Development Director - Jennifer Roccanti

Also, Kurt Runge will remain Advocacy Director. We'll be hiring to fill the Director of Social Services position.

And, we'll be hiring a Director of Communications in the first part of 2013 and a Director of Housing when the PSH program starts.

Starting in January 2013 there will be two management groups - a Leadership Team and a Management Team. The Leadership Team will consist of Adam Rocap, Catherine Crum, Sara Gibson, Scott Schenkelberg and Steve Badt. The Management Team will be those five staff plus Kurt Runge, John Murphy, Jennifer Roccanti, the Director of Social Services, the Director of Communications, and the Director of Housing.

While we prepare for a busy and exciting 2013, please take a look at what your support helped make possible in 2012.

Healthy Meals

Open every weekday since October 1983, Miriam's Kitchen continues to be a reliable source for a healthy meal for men and women who are homeless.

The Meals Program is staffed by Director of Kitchen Operations Steve Badt, Assistant Director of Kitchen Operations John Murphy and Kitchen Assistant Jose Monterossa, and is supported by **2,176** volunteers who provided **16,784** hours of service in 2012.

Miriam's Kitchen uses healthy meals to attract guests to critical services that focus upon longer-term solutions. This is especially true for many of our guests who suffer from mental illness and would be reluctant or unable to reach out for help regarding drug or alcohol addictions, housing, legal counseling and medical care. Once a guest enters our dining room and sits down for a meal, it is easier for a Miriam's Kitchen Case Manager to make contact and begin a conversation.

In 2012, we served **71,948** healthy meals to our homeless guests.

Case Management

Our Case Management Program served **4,300** guests in 2012, a 20 percent increase from 2011!

The program is staffed by clinical social workers, an Art Therapist, case managers, and a psychiatrist. These staff members are present at every meal as a resource for our guests. Our services include everything from providing clean clothing and assistance obtaining identification cards to mental health care and links to available housing. Through these services, and by being a constant presence in the dining room, we work to build trusting relationships with our guests.

We helped **858** guests obtain identification and **3,142** bus tokens were provided to help our guests get to job, legal or medical appointments in 2012.

Beyond these shorter-term needs though, we aided **477** of our guests in obtaining food stamps and other public benefits. Case Managers enrolled **3** people in intensive drug and alcohol rehab programs, while **8** were enrolled in mental health treatment programs. We helped **22** guests find employment and moved **39** people into housing.

Sometimes the best way we can offer services is to partner with organizations like the Washington Legal Clinic for the Homeless and Unity Health Care to bring their services to our dining room.

We maintained our partnerships with community providers in 2012, allowing us to further provide on-site services to our guests. Unity Health Care provided guests with on-site medical treatment **574** times. **205** guests received legal services provided weekly by the Washington Legal Clinic for the Homeless.

Mental health treatment is one of the most pressing needs for our guests. We now have a psychiatrist on staff to provide on-site mental health treatment and to dispense medications to our guests. In total, **221** treatment sessions were provided to our guests.

We also offered Art Therapy and creative writing workshops, yoga sessions, mental health support groups and resume assistance through Miriam's Studio--all in an effort to build a strong community and relationships with our guests. Without these trusting relationships, our work wouldn't be possible. In 2012, **648** guests attended Miriam's Studio groups.

Advocacy

Advocacy is one of the most powerful ways we have to end chronic homelessness.

We believe that advocacy that is informed by those who have experienced homelessness is integral to achieving this vision.

Therefore, given our direct experience with addressing the needs of chronically homeless individuals and hearing firsthand about their experiences, we have a unique voice in the advocacy world. Our official advocacy work was launched in 2011.

Our advocacy program model is made up of three parts:

1. Public Policy--Our public policy agenda is geared toward creating solutions to chronic homelessness, including the production of sufficient permanent supportive housing units in Washington, DC. Our goal is to engage elected officials in the policy cycle, and frequently have a presence at city council hearings.
2. Guest Involvement--Our advocacy program empowers and trains our guests to use their experiences, voice and talents for advocacy efforts. We encourage our guests' involvement in executive and legislative branch activities, city coalitions, and peer groups. The People for Fairness Coalition, a guest-led advocacy group comprised of currently and formerly homeless individuals hosted at Miriam's Kitchen, is central to this work.
3. Mobilizing Supporters--Our supporters, staff and board of directors are untapped resources for advocacy. Educating, empowering and mobilizing our supporters to become actively engaged in advocacy is essential to ending chronic homelessness in Washington, DC.

Fundraising

Miriam's Kitchen has continued to weather the recession well. Our development staff and board of directors have done a superb job of marshaling resources as we work to end chronic homelessness in Washington, DC.

The tenth annual *100 Bowls of Compassion* was our most successful fundraiser yet! Run largely by Miriam's Kitchen volunteers, the event took place on May 10th at the National Building Museum and raised **\$530,000**—nearly one quarter of our budget!

Individual supporters continue to be the backbone of our organization, providing us with nearly half of our revenue each year.

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 making an important, life-changing difference in the lives of our guests.

Respectfully,



Scott Schenkelberg
President and CEO

2012 Board Members

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Immediate Past Chair, Vincent Renner, MBA, MA, Story House

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Ex Officio Member, Scott Schenkelberg, MK Executive Director

2012 Staff

Kate Baasch, Senior Art Therapist and Case Manager

Jean Badalamenti, Advocacy Specialist

Steve Badt, Director of Kitchen Operations

Sue Bell, Grant Writer

Tony Butts, Security Officer

Tyrone Coe, Security Manager

Catherine Crum, Deputy Director

Jennifer Dean, Development and Program Assistant

Sara Gibson, Director of Development

Laura Heller, Case Manager

Darrell Jones, Security Officer

Ashley Lawson, Corporate Relations and Volunteer Manager

John Murphy, Assistant Director of Kitchen Operations

Audrey Pallmeyer, Case Manager

Sheryl Perkins, Case Manager

Kierstin Quinsland, Senior Case Manager

Lissa Ramsepaul, Senior Case Manager

Adam Rocap, Director of Social Services

Jennifer Roccanti, Assistant Director of Development

Kurt Runge, Director of Advocacy

Scott Schenkelberg, Executive Director

Dr. Steve Steury, Psychiatrist

Kaitlyn Uhl, Case Manager