



# Performance Management Report

October 1, 2015 – March 31, 2016  
Quarter Two

## Our progress to goal

Miriam's Kitchen has accomplished significant work over the past six months. Not only are we on track to meet most of our FY 16 goals, we're exceeding expectations in some critical areas.

While we're serving fewer individuals overall (in part because of a planned reduction in our identification and birth certificate services), we're serving the nearly 2,000 individuals in our care more deeply.

And as we focus on connecting our guests with housing, income and healthcare, our outcomes are improving. We've housed 22% more guests than this time last year, have maintained 100% retention for our permanent supportive housing residents, and have raised 15% more in revenue for the critical work to end chronic homelessness in DC.

Finally, we've recently expanded our services to respond to the urgent need to end chronic homelessness in DC. Our new outreach program, launched in March, mirrors the critical work done in our dining room each day but takes our quality case management services to the community to meet individuals where they are—under bridges, on park benches and on the streets. It is our hope that by connecting with the hardest-to-reach individuals in their own space, we'll be able to get them off the streets and into a home of their own more quickly.

## The city's progress to goal

DC is not on track to end chronic homelessness by 2017. Between competing priorities for city funding and an ambitious and challenging implementation plan for the Interagency Council on Homelessness' strategic plan, the city has had to make difficult decisions about where to invest its resources. And despite full funding of the plan to end chronic homelessness last year, we're facing the prospect of the city allocating less than one quarter of the funding necessary to end chronic homelessness this year. With an estimated 3,262 total housing placements needed over the next two years to end chronic homelessness, receiving just 400 housing placements in the next budget cycle puts us far off track to meet our goal.

## What happens next?

We face an uphill battle city-wide to ensure the funding and systems necessary to end chronic homelessness are in place. Our dedication and prioritization of this work doesn't waiver however, and there is hope. At least 217 chronically homeless individuals have been housed city-wide in the last six months and 150 more are in the process of being matched to housing. While the city is not on track to reach the ambitious goal of ending chronic homelessness by 2017, we believe it's our job to be a catalyst in moving us closer to reaching this vision.

## How you can help

- Join us in advocating to the DC Council for the funding necessary to end chronic homelessness by 2017.
- Connect us with who you know at the *Washington Post* or *Washington City Paper*.
- Connect us with landlords willing to accept vouchers from DHS to house our guests in NW Washington.
- Lend your expertise on the DC budget process or Medicaid to help discover creative ways of raising revenue for the work to end chronic homelessness.
- Connect us with individuals who influence the DC City Council's budget vote.

**DC Not on Track** to end chronic homelessness by 2017

# miriam's kitchen

**MK On Track** to meet Fiscal Year 2016 goals

October 1, 2015 – March 31, 2016

**3,262** Estimated number of individuals that will need to be housed to end chronic homelessness in DC by 2017. **217** Number of chronically homeless individuals housed throughout DC so far this year. Goal: 1,502 individuals **14%** Percentage to goal of chronically homeless individuals housed throughout DC so far this year.

Miriam's Kitchen will end chronic homelessness in DC by prioritizing and monitoring the following work:

## CONNECTION

Quality, guest-centered outreach, engagement, assessment, and housing placement exists for individuals who are, or are at risk of becoming, chronically homeless.

### Meals **Status of Annual Goal: On Track**

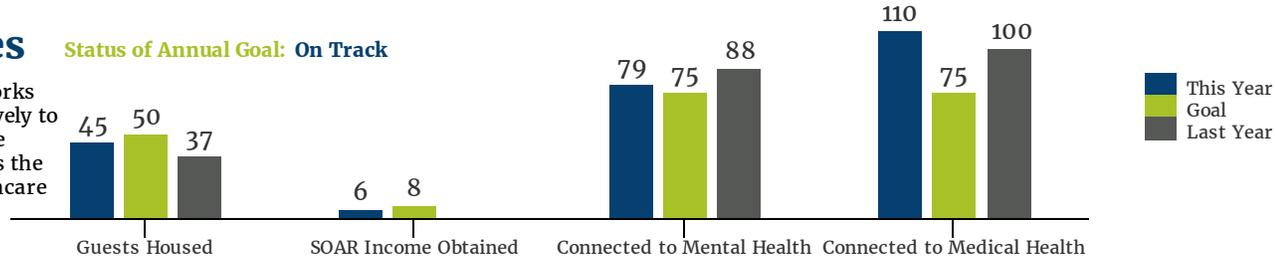
The meals team works to ensure quality food is available for individuals who are chronically homeless, and to provide guests with an appealing entry point to our social services.

**99%** Guest satisfaction (guests indicating they will come back to Miriam's Kitchen) Goal: 90%  
**92%** Guest commitment (guests indicating they will bring others in need to Miriam's Kitchen) Goal: 85%

**75%** of MK Plate project complete Goal: 50%

### Social Services **Status of Annual Goal: On Track**

The social services team works proactively and collaboratively to support individuals who are chronically homeless access the housing, income and healthcare services they need.



### Outreach **Status of Annual Goal: New**

The outreach teams works in the community to support individuals experiencing chronic homelessness access the housing, income, and healthcare services they need.

**1** engagement per client per week

**In addition to the above goals, we are also monitoring two important connection trends:**  
 1,665 Guests served 2,825 This time last year 16,816 Meals served 19,544 This time last year

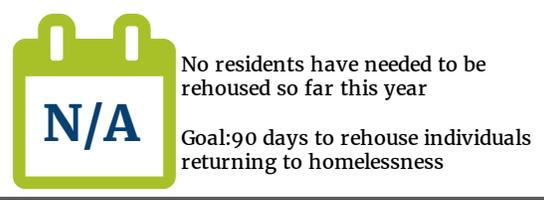
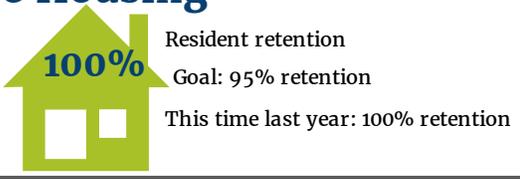
## HOUSING

Enough quality housing is provided through Coordinated Entry and with the Housing First philosophy to individuals who are, or are at risk of becoming, chronically homeless.

### Permanent Supportive Housing **Status of Annual Goal: On Track**

The PSH team works to ensure their PSH residents, and in particular—those scoring highest on the SPDAT assessment, remain housed.

Current caseload: 81



## LEADERSHIP

Quality, consistent, and diverse leadership works to ensure ending chronic homelessness is prioritized and evaluated system wide.

### Advocacy **Status of Annual Goal: Not on Track**

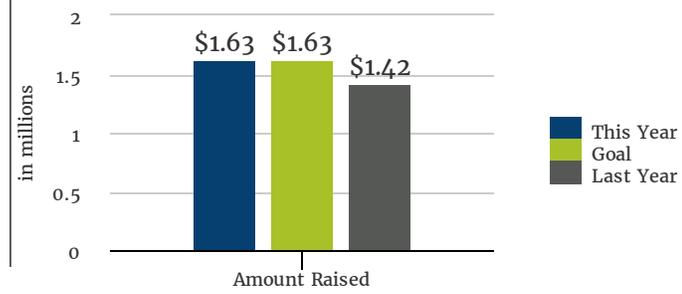
The advocacy team works to ensure that DC creates, funds, and implements the strategy necessary to end chronic homelessness in DC.

The Mayor proposed \$6 million in new funding to house 400 individuals - 36% of our ask and 18% of the total funding needed to end chronic homelessness by 2017. Fully funded last year  
 Implementation of DC's FY16 plan is moving forward, but not fast enough to meet the goal.

**251** Advocacy actions taken by people served by Miriam's Kitchen Goal: 50 actions  
**17** People served by Miriam's Kitchen engaged in leadership advocacy activities Goal: 8 people

### Development **Status of Annual Goal: On Track**

The development team works to ensure Miriam's Kitchen has the non-contract revenue necessary to operate effectively.



# Meals

Status of Goal: On Track

## **Our proudest moments**

Guest feedback has played an integral role in our work over the last three months. This quarter, we hosted our first Chef's Table—an opportunity for guests to sit down with Executive Chef Ciji Wagner and hear updates on the work of our kitchen, provide input on proposed changes to our meal service, and offer suggestions for menu items. And throughout the last three months, we've been using guest suggestions to inform our menus. Split pea soup, spaghetti and meatballs, tomato soup with grilled cheese, hash browns, sweet grits and an oatmeal bar have been just some of the meals served in response to guest requests.

We've also been hard at work on MK Plate. This innovative project, modeled after the USDA's MyPlate, is designed to provide our team with a tool to measure quality and quantify the work we do to meet the unique nutritional needs of our guests. MK Plate is currently being piloted in our kitchen and has already resulted in a significant change. After seeing our scores for whole grains were lower than recommended, we began adding more diverse sources of grain like quinoa and freekeh to our meals.

And our hard work seems to be paying off. We're not only seeing high guest satisfaction and commitment rates, but we're also hearing positive feedback from guests. On the night our newest chef (Sam) debuted his first start-to-finish dish at Miriam's Kitchen, a guest commented that it was the best macaroni and cheese she's ever had. And we recently heard from a new guest that the first meal he had at Miriam's Kitchen was the best meal he'd had in the last six months.

## **Our goal outlook**

We're feeling confident that we'll meet our FY 16 goal because our team is bought in, on board and on the same page about what we're here to do—serve healthy, high-quality meals to ensure our guests meet their nutritional needs and feel like they belong at Miriam's Kitchen. This passion for our work translates into continuous improvement based on guest feedback and program data, and so far—increased guest satisfaction and commitment.

## **Our resource needs**

- Assistance in developing a robust plan for communicating planned changes and MK Plate to guests.
- Assistance in evaluating and refining our survey tool.
- A strong restaurant partner willing to host our quarterly volunteer happy hours for the next year.

## **Our planned work to accelerate success**

Over the next three months, we'll be prioritizing communication--with guests about how we plan to improve based on their feedback, with food partners about their impact on our work and how they can continue to support us, and with staff, volunteers and guests about MK Plate. We'll also be reviewing our survey tool to ensure we're gathering the right information and feedback we can use to improve our program. Finally, we'll be developing a long-term replacement plan for kitchen facilities and equipment.

# Social Services

Status of Goal: On Track

## **Our proudest moments**

Guest-centered work is the foundation of our social services approach. By prioritizing housing, income and healthcare, we're able to do the most good for those who need us.

And as we prioritize these critical drivers of successful housing placement and retention, we're often collaborating with our PSH team. One example of this strong partnership is the work we've done over the last six months to house a mother and her adult son. Faced with many challenges, including severe mental health issues, we've worked with the PSH team to not only identify the right housing for this family but also encourage them to sleep in their apartment during the coldest winter nights. As we cleared the hurdle of moving them off the streets and addressing the mental health issues that were preventing them from taking advantage of their new apartment, we then turned our attention to increasing their income so that housing stability and meeting basic needs was possible. In collaboration with their case manager from the PSH team, we've helped both mother and son apply for social security benefits.

This is just one example of the hard work we've done to house 45 guests over the last six months, and why collaboration across Miriam's Kitchen is critical to our guests' success.

## **Our goal outlook**

We're feeling confident that we'll meet our FY 16 goal, though we're a bit nervous about our ability to meet our goal for number of guests receiving benefits through SOAR (Social Security Income / Social Security Disability Income Outreach Access and Recovery.) The result of this months-long process is largely out of our control, and often dependent on a fluid set of criteria.

And as always, we worry about housing our guests. We are confident we'll be in the ballpark of our goal to house 100 guests this year, particularly with the addition of MK's new outreach staff. But, we've also heard that the number of PSH vouchers available city-wide is limited for the rest of the fiscal year.

## **Our resource needs**

- A better understanding of the potential social services staffing models Miriam's Kitchen could financially support in the future.
- Support from the Data and Performance Manager to report on and analyze social services data.
- In-depth SOAR process expertise and training.

## **Our planned work to accelerate success**

Over the next three months, we'll be prioritizing the following work: identifying MK's pending SOAR applications and connecting our SOAR data with the city's database to allow for better tracking of in-process applications; working with MK's outreach team to identify ways to collaborate around SOAR; better aligning Miriam's Studio with the work of the social services team by identifying Studio's purpose, evaluating its impact and better tracking data; developing an ideal social services staffing model proposal to present for future funding; and developing a robust case manager training program to better facilitate staff transitions.

# Permanent Supportive Housing

Status of Goal: On Track

## **Our proudest moments**

Eviction prevention is a critical, and difficult, part of our work. It requires strong relationships and close and timely collaboration with both residents and their landlords. While the majority of our residents aren't in the position of facing eviction, two of our guests over the last three months were. With these residents, we worked to address the issues related to the threat of eviction, identify new apartments to move into, and delay the eviction process from occurring. If not for Miriam's Kitchen advocating for these residents, covering their moving and security deposit costs, and supporting them through hard times, they would be homeless again. Instead, both will be moving into new apartments soon.

We've also worked to assess the progress each of our residents has made. Using the SPDAT assessment tool, we've been able to identify a few of our residents who might be good candidates for graduation from the PSH program. Graduating from PSH means a resident is able to live on their own without supportive services and can then receive just a voucher to cover housing costs. This frees up funding to move more individuals into PSH—a very positive outcome.

## **Our goal outlook**

We're feeling confident that we'll meet our FY 16 goal. We have strong relationships with both our residents and their landlords which makes eviction prevention a bit easier. Our team also prioritizes resident retention and regularly communicates about and addresses resident issues that might impact housing stability. This constant communication means we're usually out in front of issues and have more time to problem solve.

## **Our resource needs**

- Additional emergency financial assistance to help our guests obtain and maintain housing. We currently have \$10,000 set aside in our budget, but could use up to \$20,000. This emergency assistance is used for resident needs including application fees for apartments, household items for new residents and emergency rental assistance.
- Landlords willing to accept vouchers from DHS to house our guests in NW Washington.

## **Our planned work to accelerate success**

Over the next three months, we'll be prioritizing the following work: identifying which of our residents don't have income and working with them to apply for benefits; training our staff on the SOAR model of obtaining benefits; hosting a community-building resident activity in June; advocating for and working to locate more units in NW Washington available for our guests; conducting a resident satisfaction survey in June; and hosting a landlord appreciation lunch.

# Advocacy

Status of Goal: Not on Track

## **Our proudest moments**

We've done a considerable amount of work in partnership with the city and other nonprofit agencies to ensure implementation of the plan to end chronic homelessness in DC is done well. Our team has been deeply engaged in work that includes drafting policies for Targeted Affordable Housing and Rapid Rehousing implementation; working to identify landlords across the city willing to rent to PSH residents; helping to develop a new Veterans Now program manager position and onboard that new staff member; organizing events to engage veterans who stay at shelters and helping to create a system to identify and engage veterans more quickly; and engaging in the city's work to use Medicaid and other Federal funding sources to pay for PSH support services.

We've also prioritized engaging individuals with lived experience of homelessness in our advocacy work. The *Fulfill the Promise Rally* in March, co-hosted by *The Way Home Campaign* (a city-wide advocacy collective co-founded by Miriam's Kitchen) and the Coalition for Nonprofit Housing and Economic Development, was a powerful example of this collaborative work with our guests. It resulted in one of our former guests and current Advocacy Fellows sharing his story with the DC Mayor. Forty of our guests and 1,000 supporters attended this standing-room only event which not only caught the attention of the Mayor but also built our list of advocates by 500 individuals.

## **Our goal outlook**

Despite tremendous effort, we will not meet our goal of ensuring the FY 16 work plan from the DC ICH's strategic plan is fully implemented. Though progress has been made, a lot of work remains to be done. And while DC will fund some of the plan to end chronic homelessness by 2017, we are not on track to secure full funding. We are on track to meet our goal of engaging guests in our advocacy work, however.

## **Our resource needs**

- Support in advocating for our budget priorities to the DC Council.
- Press coverage in the *Washington Post* or *Washington City Paper* about what needs to be done to end chronic homelessness in DC.
- Assistance from individuals familiar with the DC budget to help us discover creative ways of raising revenue for the work to end chronic homelessness.
- An understanding of who DC Council Chairman Mendelson listens to and assistance in connecting with those individuals.
- Assistance from individuals familiar with Medicaid to help us shape the policy and program recommendations for PSH implementation.

## **Our planned work to accelerate success**

Over the next three months, we'll be prioritizing the following work: participating in a Veterans Now boot camp to accelerate progress toward ending veteran homelessness; engaging key council members and hosting an advocacy day before the final budget vote; and continuing to assess the capacity of providers to increase housing with the goal to provide a draft recommendation and dispel any concerns council members have to expand the program due to capacity limitations.

# Development

Status of Goal: On Track

## **Our proudest moments**

We continue to prioritize donor cultivation, solicitation and stewardship, and we've seen positive results over the last three months. We're building stronger donor partnerships by sharing our progress to goal and compelling guest stories, and inviting our supporters to invest in the parts of our work they most connect with. One donor recently increased her annual gift from \$15,000 to \$50,000, showcasing what can happen when we prioritize partnership.

We're also tremendously proud of the work of our Leadership Council. Made up of business professionals from across the city, the Leadership Council is fully engaged in our work to end chronic homelessness and is connecting us with the right people and resources to make our vision possible.

Finally, we're proud of the work we're doing together as a team. Our corporate and foundation fundraising is coming together in new ways, resulting in additional revenue from untapped sources. This type of collaborative work is possible because of the relationships we've built among our team members and the drive we have to reach our goal together.

## **Our goal outlook**

We're feeling optimistic that we'll meet our FY 16 goal. We believe we have a pipeline of donors that can support our revenue needs for the rest of the year, and also feel like we have the right team doing the right work. The next six months will be a test for our fundraising capacity, but with strong Board and Leadership Council support, and focused solicitation of our major donors—we believe we can meet our goal.

## **Our resource needs**

- Assistance in creating a strong one-page case statement for investing in MK's work to end chronic homelessness in DC, and one for each of our programs.
- Time from the Data and Performance Manager to train the development staff on Salesforce.
- Time from program staff, when available, to participate in donor meetings.

## **Our planned work to accelerate success**

Over the next three months, we'll be prioritizing the following work: renewing our lapsed monthly donors; thanking our workplace donors and creating a sustainable thank you plan for these donors moving forward; developing a more organized repository for guest stories to allow for easier sharing; engaging our supporters through Classy peer fundraising; completing a kitchen remodel to better highlight our supporters; surveying our donors to identify their interests and building a tailored segmentation plan based on the results; mailing a solicitation letter in May; and soliciting major gifts from individuals, corporations and foundations.