

Our progress to goal

Miriam's Kitchen has accomplished significant work over the past nine months. We are either on track or close to on track in many areas. Across the board, Miriam's Kitchen staff work hard to achieve as much as we can, and we set goals accordingly. While our goals are not unrealistic, they are stretches from prior performance.

In the areas where we are close to on track, we have surpassed last year's numbers. We have housed 23% more guests than this time last year (including housing 18 guests in the month of June alone), helped secure unprecedented funding for Permanent Supportive Housing (PSH) in the DC Council's FY 17 budget, and have raised 6% more in revenue for the critical work to end chronic homelessness in DC

We are proud to have 7 residents move into a new building on Girard Street in DC. Many of these residents are guests from our dining room and will be supported by our PSH team. We will have one staff person on location part-time and are excited for this expansion into single-site housing support.

The city's progress to goal

Although we saw important wins for the city's work to end chronic homelessness in DC's FY 17 budget, it does not fund the full need to end chronic homelessness by 2017. We knew upon entering this recent budget season that the availability of funding was limited and with big investments made last year, another large investment this year would be a challenging ask. With an estimated 3,190 total housing placements needed over the next year and a half to end chronic homelessness, receiving just 566 housing placements in the next budget cycle puts us far off track to meet our goal. Implementation of the Interagency Council on Homelessness' strategic plan is steady, but not moving fast enough to achieve the goals of the plan on time.

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. Chronic homelessness has been consistently declining (6% in the last year and 28% in the last 5 years) because city-wide strategies are working and housing investments are continuing to significantly increase year after year. We believe it's our job to be a catalyst in moving us closer to reaching this vision.

As we work to achieve our vision, it's important that we be transparent about where our work stands and the impacts your investments are having on ending chronic homelessness in DC. If there is a question this report doesn't answer for you, please don't hesitate to contact our Chief Performance Officer, Jennifer

Roccanti, at jenn@miriamskitchen.org.

How you can help

- Volunteer:
 - Your nutrition expertise to help engage our guests around the food they're eating
 - Your event planning expertise to help our advocacy team plan our next Advocacy Day
 - Your organization and computer skills to assist our outreach team complete their administrative tasks
 - Your people skills to assist our case management team help our guests find the resources they need
 - Your business or social work skills to be a mentor to our new class of volunteer corps members
- Help identify and connect us with individuals who influence the Mayor



to end chronic homelessness by 2017



miriam's kitchen



to meet Fiscal Year 2016 goals

October 1, 2015 - June 30, 2016

3,190 Estimated number of individuals that will need to be housed to end chronic homelessness in DC by 2017.

255 Number of chronically homeless individuals housed throughout DC through May 2016. Goal: 1,788 individuals

14% Percentage to goal of chronically homeless individuals housed throughout DC through May 2016.

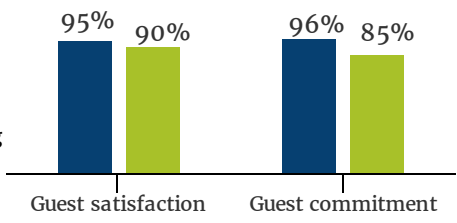
Miriam's Kitchen will end chronic homelessness in DC by prioritizing and monitoring the following work:

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**

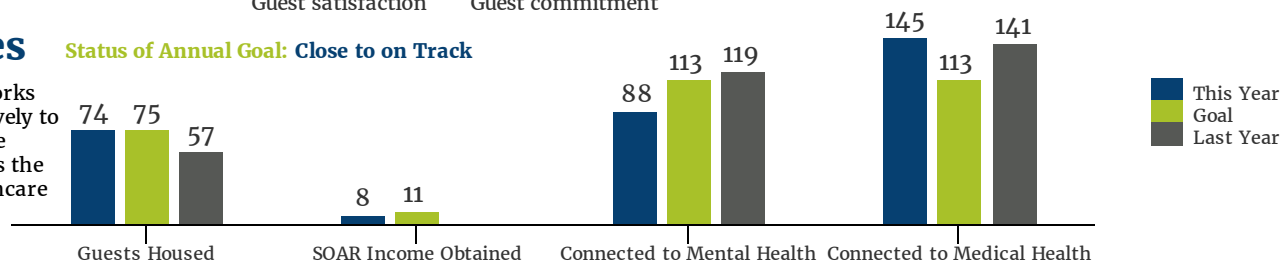
The meals team works to ensure quality food is available for individuals who are chronically homeless, and to provide guests with an appealing entry point to our social services.



100% of MK Plate project complete
Goal: 75%

Social Services **Status of Annual Goal: Close to 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: On Track**

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 for the year:
 2,035 Guests served 3,555 This time last year 48,964 Meals served 59,445 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.



Resident retention
Goal: 95% retention
This time last year: 100% retention
1 resident lost her voucher due to eviction and is not currently eligible for rehousing in the PSH program



No residents returned to homelessness and needed to be rehoused so far this year
Goal: 90 days to rehouse individuals returning to homelessness

Current caseload: 93

LEADERSHIP

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

Advocacy **Status of Annual Goal: Close to on Track**

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

The DC council approved an unprecedented **\$8.5 million** in new funding to house **566** individuals - **55%** of our stretch ask and **27%** of the total needed to end chronic homelessness by 2017. 100% of the need at the time was funded last year



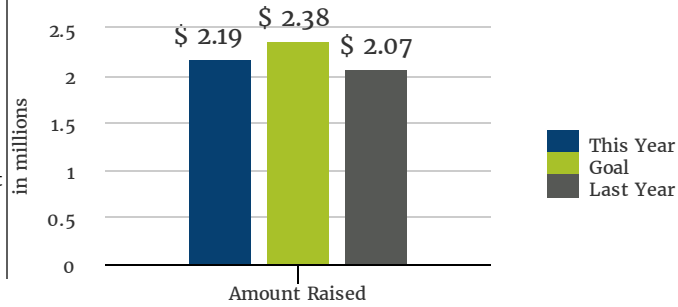
While progress in implementing DC's FY 16 plan is slow but steady, Miriam's Kitchen has helped ensure progress in 3 key areas: 1. Landlord Outreach Workgroup 2. Ending Veteran Homelessness 3. Coordinated Assessment & Housing Placement



392 Advocacy actions taken by people served by Miriam's Kitchen
Goal: 75 actions
26 People served by Miriam's Kitchen engaged in leadership advocacy activities
Goal: 16 people

Development **Status of Annual Goal: Close to 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

We held our first Chef's Table this past quarter to allow guests an opportunity to provide input and feedback on our meals to our Executive Chef. Because of their feedback, we've made improvements already. One example is the changes to breakfast potatoes - we heard they were sometimes dry. We now boil and brown the potatoes rather than roast them to avoid drying out the potatoes. We have heard positive feedback from guests about the change.

We also implemented more labeling of the meal components, especially pork. We also note the alternative options if a guest doesn't eat pork and increased our messaging to volunteers about the different options available.

We love 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. In addition to using the tool to rate the quality of each meal, we also add nutrition information to the menu board and have a nutrition intern in the dining room multiple times a week. Her role is to answer guest questions and engage guests in conversation about their diet and why we serve certain food.

Another project that we were proud to complete this past quarter was the standardization of all recipes. This is not only to have a similar look to each recipe but also to add more details to each recipe, including the kitchen equipment needed. We enjoy having so many recipes in our repertoire but some are very similar and sometimes a challenge to explain to volunteers. For example, an eggplant fritter needs a smaller scoop of eggplant than the eggplant burger. With this completed, the preparation for each meal is more efficiently and consistently each time.

Our goal outlook

We are confident we will meet our FY 16 goal. We continue to focus on guest engagement and acting on feedback. We have fully developed and communicated the MK Plate, and have seen value in the use of scores internally to rate each meal and improve menu planning.

Our resource needs

- A volunteer with nutrition education available to engage guests

Our planned work to accelerate success

Over the next three months, we will be prioritizing the following work: continuing to refine MK Plate by meeting with the advisory committee to review scores and utilization thus far; continuing to serve good, quality ingredients and diverse menus; and continuing to hold Chef's Table sessions to communicate with guests.

Social Services

Status of Goal: Close To On Track

Our proudest moments

We have recently seen great changes after housing two of our Mission Possible guests, a list of guests who are the most vulnerable and have the most barriers to housing to overcome. One guest has been coming to Miriam's Kitchen for close to 8 years and while always pleasant and respectful, he wouldn't always engage in conversations about income or housing. After years of building his trust and ultimately a deeper relationship, we were able to work with him to get Social Security benefits and discuss his housing options. Things were aligned when we started to help guests move into the new Girard Street building. He was open to it, completed all the tasks and moved in a couple weeks ago. We remember him coming to Miriam's Kitchen in shorts during the winters, his legs red and frozen. It's great to see him improve and change now that he is inside. When he received his keys upon lease-up he asked, "What time do I have to be in?" He was pleasantly surprised to learn that he can now decide when he comes and goes.

The other guest has been a focus of many staff members; from completing the Vi-SPDAT assessment outside with a case manager typing answers on a cell phone to Unity Health Care, one of our healthcare partners, supporting her during her hospital stays. It was great to see her joy when she moved into her home. We continue art therapy in her house and love seeing the change in her – mentally and physically. She shows her art work and talks about what it means to her. She has also been able to reconnect with her sister. They went to Red Lobster and got her hair done on her birthday and are planning a trip to Jo-Ann fabric soon. She is also planning a party and wants to invite all Miriam's Kitchen staff members.

Our goal outlook

We had a tremendous month, getting 18 people into housing in June! This is the most we have housed in one month in a very long time. However, this trend will be hard to continue through the end of the year. We have about 10 applications in the cue for SSI/SSDI Outreach, Access, and Recovery (SOAR) benefits but it's not likely they will all come through during this fiscal year due to the long review process. We believe the lower number of guests connected to mental health services is due to our intensive work with guests and their Assertive Community Treatment (ACT) teams. Many of our guests are now adequately connected with services and over time, the ratio of services per guest has dropped. This could speak to the effectiveness of our efforts cultivating relationships with guests, the Department of Behavioral Health, and ACT providers. We should reach our medical health goal, however.

Our resource needs

- Dedicated volunteers to help staff our case management desk and provide guests with information and referrals
- Mentors for our FY 17 service corps members to help develop professional skills. These mentors could be current or former social workers, or professionals willing to share 'professionalism 101' wisdom with our new volunteer corps class.

Our planned work to accelerate success

Over the next three months, we will be prioritizing the following work: tracking progress of our in-process SOAR applications; conducting an internal SOAR training for all program staff; asking guests about their current housing situation to better understand who is housed and who is in need of housing services; and ensure data quality.

Outreach

Status of Goal: On Track

Our proudest moments

In the first three months of the program, we are proud of the collaboration that has happened within Miriam's Kitchen. For example, a while ago one client had a SPDAT completed by Miriam's Kitchen's Social Services team and scored for Permanent Supportive Housing (PSH). However, he was often in a crisis when he came to Miriam's Kitchen and did not have much bandwidth for pursuing housing without significant assistance from the Social Services team. As soon as our department began, we sought him out and continued the relationship developed in the dining room by helping with his crisis management. He then was able to focus more on housing and we started to gather the documents he needed for his housing application. During a trip to the DMV, our SOAR specialist went along to talk about the possibility of submitting applications for income through SOAR and a housing application. He was open to both and on that same trip we were able to start to collect the information needed for the applications. It was a great day when he was matched to Miriam's Kitchen's PSH team for housing. He has signed a lease and is excited to go shopping for his new apartment.

We are also proud of the number of people we have reached and how we have been able to build trust. We have had to be creative in some cases: providing a Sudoku puzzle book, showing photos of potential apartments, or handing out sunscreen. It really helps to build trust when someone asks for something during our first interaction and we have the ability to provide these small things.

Our goal outlook

We are confident that we will meet our FY 16 goal. We have developed strong relationships with individuals and will continue to maintain those. We also have a number of tools to help us engage and build trust with individuals who are more hesitant to talk to us. As we continue our work, we will learn more about what works and ways we can provide support during the housing process.

Our resource needs

- Weekly assistance with completing general office tasks like creating client assessment packets, filing, data entry and tracking follow-up client assessment dates.

Our planned work to accelerate success

Over the next three months, we will be prioritizing the following work: finalizing our internal system to track and report data; continuing to engage and build trust with individuals; completing assessments required by our grant; and continuing to work with DBH on tracking and reporting data in their systems.

Permanent Supportive Housing

Status of Goal: On Track

Our proudest moments

We are super excited for the 7 residents moving into a new building on Girard Street. The building is in total 25 units and 7 of those were reserved for our residents. This is the first single-site housing development we are supporting (rather than supporting residents in housing scattered across the city) and we will have one staff member on-site for part of her time. We are excited to see this aspect of our program grow.

We have a strong team and are proud of a couple relocations we helped facilitate to ensure residents remain housed. These relocations were challenging but necessary to prevent eviction or improve our residents' quality of life. Maintaining strong relationships with landlords and being creative with new units is key in this work. In one case, we are hoping that by relocating a resident to a unit with utilities included in the rent payment, it will help the resident stay current with his bills.

We are excited about the new city-wide Emergency Rental Assistance Program (ERAP) grant that we can utilize for our residents. This ERAP grant is less strict than past grants and covers costs for relocations, back rent, security deposits, or the first month's rent. This will be a great help with our relocation and eviction prevention work.

Our goal outlook

We are confident that we will meet our FY 16 goal. While eviction prevention is a priority in our work, we did have one case this past quarter that we were not able to prevent. Due to her eviction, she also lost her voucher and may not be rehoused. We are continuing to look at options for her while she lives at her partner's apartment.

Our resource needs

- All needs are currently being met

Our planned work to accelerate success

Over the next three months we will be prioritizing the following work: our proactive relocation and eviction prevention, and engaging residents in life stability conversations and goal setting; onboarding a new staff member and intern; preparing for a potential FY 17 expansion of our caseload; and hosting a resident picnic in September.

Advocacy

Status of Goal: Close To On Track

Our proudest moments

We are incredibly proud of our advocacy to secure funding for ending homelessness in DC this past year. In June, the DC Council allocated funding for Permanent Supportive Housing (PSH) for 425 individuals, the largest amount for PSH ever in one fiscal year. In a tough fiscal climate and with big budget increases for housing just last year, we knew budget advocacy would be very challenging. By forging consensus throughout the advocacy community, *The Way Home* Campaign was able to mobilize supporters around a unified budget ask. Despite the challenges, felt our budget asks gave us the chance to get the most investments in critical housing programs possible.

We are thrilled with the outcome and impact of our Advocacy Day held in April, which brought 140 individuals and 28 partner organizations to Councilmembers' offices. We had great diversity across individuals with lived experience of homelessness and saw how personal stories mixed with data and knowledge of the issue had a powerful impact on Councilmembers. In addition to Advocacy Day, we also mobilized 8 partner organizations to testify before DC's Health and Human Services Committee with coordinated budget messaging and spearheaded a call-in day to Chairman Mendelson. The Chairman referenced *The Way Home* Campaign's budget asks as those representing the homeless advocacy community, a sign that shows the Council recognizes Miriam's Kitchen's and *The Way Home* Campaign's role as leaders in bringing advocates together to end chronic homelessness in DC.

Finally, we saw the power of input and innovation at Miriam's Kitchen this quarter. An idea to engage our guests more deeply in social justice was born between our Advocacy and Miriam's Studio staff members, brought to our Guest Engagement Working Group, and then presented at our quarterly guest Town Hall for feedback. We are currently working on the next steps and are excited for a new integrated program to create change within and for our guests.

Our goal outlook

Despite tremendous effort and unprecedented funding for PSH, the funding approved by the DC Council is not enough to end chronic homelessness in 2017. We have completed significant work in key areas of implementing the FY 16 work plan from the DC Interagency Council on Homelessness' strategic plan, though progress is slow and not all strategies are adequately funded. We continue to exceed our goal of engaging guests in our advocacy work.

Our resource needs

- Help identifying and connecting with people who influence the Mayor
- Support with advocacy event planning

Our planned work to accelerate success

Over the next three months, we will be prioritizing the following work: identifying additional funding streams to supplement DC's efforts to end chronic homelessness; convening organizational and governmental partners to ensure the proper implementation of such funding; continuing to lead ICH efforts to address barriers to housing; laying the groundwork for next year's budget advocacy; and rolling out the Miriam's Studio and Advocacy guest engagement plans.

Development

Status of Goal: Close To On Track

Our proudest moments

We are excited to see the continued growth and depth of relationships with our donors. A few key milestones demonstrated improved donor relations:

- A few donors have committed significant multi-year pledges that will bring more than \$200,000 in FY 17—a strong start to fundraising next year.
- One major donor gave an additional gift of \$25,000 on top of a generous outstanding pledge.
- Continued collaboration between our Director of Corporate Partnerships and Senior Foundation Relations Officer has secured first-time pledges, such as from CareFirst BlueCross BlueShield.
- We have a more robust cultivation and stewardship plan for our monthly donors, which has already recovered \$487/month from re-engaged donors, and brought in 9 new donors (totaling \$480/month).

Additionally, we competed with other non-profits for a pro-bono film by EMIC films and won! Through the stories of three former guests, we hope to show how Miriam’s Kitchen is much more than a soup kitchen, and provides “More Than A Meal” with the support of our donors. We look forward to sharing the final product in late July.

Finally, we are thrilled to have a year-long Atlas Corps fellow, who has been a great help in the few weeks she has been here—helping to translate for guests, leveraging her design skills, and drafting successful pitches.

Our goal outlook

We are cautiously optimistic that we will meet our FY 16 goal. We will have a better sense after several key meetings occurring in July. We have set the groundwork throughout the year, and we will follow-up with all outstanding solicitations and lapsed donors. We hope the pro-bono video and a couple of fundraising events hosted by partners will spur additional giving in the remaining months of the fiscal year.

Our resource needs

- Board of Directors and Leadership Council prioritizing meeting their fundraising goals over the next three months.
- Continued availability of staff to join donor tours and think of ways fundraising can link to their planned work.
- Staff members continuing to share stories of Miriam’s Kitchen’s impact with communications staff and to share those stories with their networks once shared publically.

Our planned work to accelerate success

Over the next three months, we will prioritize the following work: supporting the Board of Directors and Leadership Council in soliciting their networks; following up on solicitations made earlier in the year; scheduling breakfast tours; sharing our new video; hosting small-scale fundraising events; optimizing our donation webpage; and identifying additional ways to engage with lapsed donors.