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. Ben Evans is our 3rd YAV – sharing his placement with Miriam’s and Western.

Overall, FY 2016 was a strong year for MK. We raised more money than the year before, kept our expenses low and only used $126,000 from our reserves, instead of the $200,000 we had budgeted. FY 2016 was also a year of beginning to implement our new strategic plan. We had three notable accomplishments:
1. The creation of our Street Outreach Team.
2. The expansion of our PSH program with the opening of the Girard Street Senior Apartments.
3. The increase in the city’s commitment to PSH with funding for 425 more units.

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

In FY 16 we continued working on our strategic plan. The document is 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 2017, please take a look at what your support helped make possible in 2016.
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 FY2016 we served 69,942 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. A new component to our meals program is MK Plate, a tool to help us develop menus that better respond to the chronic health challenges our guests face.

Chef Ciji Wagner served as Executive Chef along with her kitchen team. Tae Min Kim is Manager of Kitchen Operations and Volunteers, Cheryl Brown is the Executive Sous Chef and Sam Stephenson is Assistant Sous Chef. The quality of our meals has remained extremely high and volunteers have made all the difference. In 2016, 1,498 volunteers filled 6,556 shifts, providing 13,482 hours of service.

Case Management

Our Case Management Program served 2,368 guests in FY2016. This is a decrease from previous years and is directly tied to the fact that we now only pay for ID and birth certificates for guests we’re working with, not for anyone from across the city. However, the real story is how our case managers became more purposeful and targeted in how they connect with our guests. In FY2016, our Case Managers have focused on health, income and housing outcomes, which lead to 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.

Outreach Team

In June of 2016, Miriam’s Kitchen launched our new Outreach Team. Emily Buzzell leads a five person team that seeks out and supports the most vulnerable and hard-to-reach people experiencing homelessness.

Our focus is to work with clients in the following neighborhoods: Foggy Bottom, Georgetown, near the State Department and the National Mall. Our team locates these clients and helps them move into permanent housing, while connecting them to mental and physical health services, social security benefits and employment. Already they have helped 12 people to move into housing and are proving to be an essential link in connecting people living on the streets with the services that can change their lives.
Permanent Supportive Housing

In FY2016, our Permanent Supportive Housing Program grew from 95 clients to 102, as the new Girard Street Senior Building opened in June. 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.

To improve program quality Kierstin Quinsland, the Director of our PSH program, created and launched a city-wide Training Institute to provide foundational and best-practice knowledge for case managers in all DC Permanent Supportive Housing agencies. The trainings were each attended by over 40 case managers from across the city. And we are delighted to report that our program was identified as one of the best nationwide (and the only one in DC) by the Corporation for Supportive Housing.

Advocacy and Systems Change

Our citywide advocacy efforts continued in FY16. 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.

In March, we helped coordinate a Fulfill The Promise Rally to push for more affordable housing. The City Council approved funding for 425 more units of Permanent Supportive Housing in the FY17 budget. We are proud that our leadership is recognized by our peers: "If it weren't for Miriam's Kitchen and their leadership of the Way Home Campaign, there would be no one at the table advocating for funding to end chronic homelessness for individuals. You all are the reason we've made the progress we've made. We are happy to partner with you in this work and appreciate your leadership." -Kate Coventry, Policy Analyst, DC Fiscal Policy Institute

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 2017.

Fundraising and Communications

In FY2016 we had a budget of $3,852,200. 20% of that budget is government grants for the PSH and Outreach teams, but the rest is privately funded. During this past year we were very excited to get a new pro bono video, thanks to our friends at EMIC Films.

We were especially grateful to celebrate our Western Presbyterian Church supporters at our fourth annual MK Sunday in November 2016.

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
2016 Board Members

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Chair, Will Johnson, JD, VP & Associate General Counsel, Verizon
Secretary, Jennifer Druliner, MA, Director, Governance, U.S. Green Building Council,
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2016 Staff Members

Solomon Abawi, Senior Case Manager, Permanent Supportive Housing
Kate Baasch, Senior Case Manager
Sue Bell, Senior Foundation Relations Officer
Sarah Berlinski, Case Manager
Amy Bleasdale, Case Manager
Cheryl Brown, Executive Sous Chef
Maureen Burke, Senior Case Manager
Emily Buzzell, MA, MPH, Director of Outreach
Tyrone Coe, Security Manager
Teresa Crawford, Advocacy Intern
Catherine Crum, Executive Director
Lindsey Curtin, Clinical Outreach and Engagement Specialist
Kyla Dixon, Advocacy Specialist
Margaret Hannigan Dominguez, LICSW, Senior Case Manager
Summer Elliott, Case Manager
Laura Elsey, Incoming Director of Corporate Partnerships
Ben Evans, Case Manager
Lindsey Frechou, Case Management Intern
Bob Glennon, LICSW, Director of Social Services
Eliot Gold, Case Manager, Permanent Supportive Housing
Kathy Guillaume-Delmar, Major Gifts Officer
Darrell Jones, Security Officer
Anna Kanterova, Development Intern
Tae Min Kim, Kitchen Operations and Volunteer Manager
Ashley Lawson, Director of Corporate Partnerships
Adriana Lopez-Piper, SOAR Specialist
Fahimeh Meidani, Art Therapy Intern
MacKenzie Milon, Case Management Intern
Angela Owczarek, Case Manager, Permanent Supportive Housing
Carmen Paulson, Art Therapy Intern
Mei Yeh Powers, Director of Development & Marketing
Lara Pukatch, MA, Director of Advocacy
Kierstin Quinsland, Director of Housing
Jesse Rabinowitz, Advocacy Specialist
Adam Rocap, Chief Program Officer
Jennifer Roccanti, Chief Performance Officer
Robin Roche, Clinical Case Manager, Permanent Supportive Housing
Andrea Scallon, Data and Performance Manager
Scott Schenkelberg, President & CEO
Rachael Schultz, Case Manager
Brenda Segal, Development Manager
Ger Skerrett, Outreach and Engagement Specialist
Angela Smith, Peer Outreach and Engagement Specialist
Sam Stephenson, Assistant Sous Chef
Dr. Steve Steury, Psychiatrist
Sara Taylor, Permanent Supportive Housing Intern
Albert Townsend, Case Manager, Permanent Supportive Housing
Katherine Tucker, Art Therapist
Ciji Wagner, Executive Chef
Brittney Washington, MS, Senior Art Therapist
Malika Watkins, Senior Case Manager, Permanent Supportive Housing
Martha Wolf, Communications Manager
Miriam's Kitchen 2016 Annual Report

Performance Management Report  
October 1, 2015 – September 30, 2016  
Quarter Four

Our progress to goal
In total, we met eight of our fifteen fiscal year 2016 goals. While we fell short on seven of our goals, we did surpass last year’s performance in most areas. Highlights of our work include:

1. MK Plate, an innovative tool to measure the quality of the meals we’re serving, has become an important method for ensuring our guests get the nutrients they need.
2. The number of guests and meals served has decreased. We were prepared for this to occur as we shifted away from providing ID and birth certificate funding for non-MK guests and instead focused on housing, income, and health outcomes. This shift has allowed us to provide more intensive services to individuals who have experienced homelessness the longest.
3. Engaging those served by Miriam’s Kitchen in advocacy efforts surpassed expectations. These activities are key to changing the systemic barriers that keep people homeless. Some examples of advocacy opportunities for guests include employment as an Advocacy Fellow; membership on our Guest Engagement Working Group; meeting with DC’s elected officials; and participating in our Storytelling Program.
4. The Development team raised about $100,000 more than last year to ensure sustainability of our programs.

Our stories of impact
Our relationships with guests often start over a healthy meal in our dining room. As those relationships develop, our goal is to help our guests find the housing they need. It’s often not an easy process, but it’s one that is always worth the reward in the end.

One example of this started two years ago, one of our case managers met a guest while working at a partner agency. Together they completed a vulnerability assessment in the hope of finding the right housing solution. The guest shared he was looking for another case manager with whom he had worked about 10 years prior. Our case manager knew exactly who the guest was looking for and reintroduced them. The guest was very happy to be working with someone familiar, while also beginning to work with our case manager.

After about a year working together through the housing process, the guest was matched to a voucher and assigned to Miriam’s Kitchen’s Permanent Supportive Housing program. His fragile health, significant legal issues, mistrust of people, and inability to be located easily were all hurdles along the way. But after several months of intensive work to address these hurdles he moved into his own apartment. He’s now enjoying his apartment and is getting help from his case manager to maintain access to critical medical services.

Maintaining housing stability is also an important part of our work. We maintain strong relationships with landlords to ensure we stay on top of any issues our residents are facing that could lead to eviction. In some cases the decision to relocate a resident is made to maintain their quality of life. A recent example of this is from a guest who was attacked by a neighbor’s guests on his front stoop. He became very fearful of returning to his own apartment and started sleeping at a shelter. His case manager did a lot of work to help him locate a new apartment in a safer neighborhood and will be moving into that apartment soon.
**What happens next**
Moving into an apartment is not easy for our guests. There are many hurdles to overcome even once a guest has received a housing voucher from the city or are matched to a housing provider. The limited supply of available units and landlords accepting housing vouchers greatly impact our guests’ ability to move into safe housing quickly. These all contribute to guest anxiety and disbelief that they will ever be housed.

Given these city-wide challenges, we are grateful that more money than ever was allocated in the city’s budget this year for the types of housing we know will end chronic homelessness. In addition, our Advocacy team continues to work alongside members of the Interagency Council on Homelessness to improve implementation of the city’s strategic plan to make homelessness rare, brief and non-recurring.

Despite strong investments in housing over the last two years, the city is not on pace to end chronic homelessness by 2017. More money is needed to be invested in this work by the DC Council and the city’s systems for ending chronic homelessness need to work more efficiently. This is work Miriam’s Kitchen will be deeply focused on in FY 17.
Miriam's Kitchen will end chronic homelessness in DC by prioritizing and monitoring the following work:

### CONNECTION

**Meals**
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.

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

In addition to the above goals, we are also monitoring two important connection trends for the year:

- 1 engagement per client per week
- Goal: 1 per client per week

### HOUSING

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

Current case load: 102

- **Resident retention**
  - Goal: 95% retention
  - This time last year: 100% retention

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

### LEADERSHIP

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

- 394 advocacy actions taken by people served by Miriam's Kitchen
- 30 people served by Miriam's Kitchen engaged in leadership advocacy activities

### Development

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

- **In millions**
  - This Year
  - Goal
  - Last Year

- **Amount Raised**
  - $2.85
  - $2.94
  - $2.72