



2014 Annual Report

2014 was a year of growth for Miriam's Kitchen. It was a year in which we measured our progress towards new, more efficient and effective strategies, invested in new positions and employees, and – above all else – recommitted ourselves to our mission to end chronic homelessness in Washington, D.C.

As part of that commitment, we were proud to announce the biggest expansion of services in the history of Miriam's Kitchen: to provide supportive services to the residents in the District of Columbia's Permanent Supportive Housing program.

In doing so, we believe that we have brought our services full circle. While we continue to provide the highest quality meals and case management services in the city, our Permanent Supportive Housing program allows us to fully live by our tagline: *"Guiding People Home."*

It is our honor and our privilege to stand in partnership with Western Presbyterian Church as we continue our mission. In fact, in 2014 we were proud to work more closely than ever with key members of the Western Presbyterian Church community.

In 2014, we welcomed **Clark Talkington** to the Miriam's Kitchen Board of Directors, while **Jennifer Druliner** was named Treasurer of our Board. Meanwhile, **Mallory Price** joined our team as a Presbyterian Church USA Young Adult Volunteer, sharing her placement between Miriam's Kitchen and Western Presbyterian Church. **Moreover, for several years, many of our most dedicated volunteers and supporters have been members of this congregation.**

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

Miriam's Kitchen made significant investments in its future in 2014 – not only in terms of new programs and personnel, but also to ensure that we are consistently executing against our mission.

For that reason, in 2014 we created a Strategic Operations department. This new department will manage and monitor Miriam's Kitchen's performance against its goals. Through this increased focus on measurement, we are confident that Miriam's Kitchen can continuously improve on its past performance.

We also created eight new positions to build out our Strategic Operations and Permanent Supportive

Housing teams, and also enhance our Development and Communications capabilities.

Meanwhile, Miriam's Kitchen continues to retain senior staff at an impressive rate; 100 percent of Miriam's Kitchen's leadership team has been with the organization for more than five years, and 70 percent have been on staff for ten or more years. This ability to attract and retain top talent has been fundamental to our ability to serve our guests.

While we prepare for a successful 2015, please take a look at what your support helped make possible in 2014.

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 2014 we experienced an increased demand for our services, as **we served 86,709 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.

The Meals Program is staffed by Senior Director of Meals and Volunteer Engagement, Steve Badt; Director of Kitchen Operations, Emily Hagel; and Assistant Director of Kitchen Operations, Ciji Wagner. It is supported by more than **2,500** volunteers who provided **16,810** hours of service in 2014.

Miriam's Kitchen uses healthy meals to welcome guests, and encourage them to access critical services that focus on 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 their most urgent needs. Once a guest sits down for a meal served with dignity and respect – a fresh meal that not only sustains, but nourishes – it is easier for a Miriam's Kitchen Case Manager to make contact, build a trusting relationship and begin a conversation about those needs. We believe that a great meal is an invitation; it is an investment in reclaiming an individual's core dignity, and in building a relationship with them.

Miriam's Kitchen's innovative kitchen model continues to be one of the greatest examples that the entire community has a role to play in addressing chronic homelessness. Through our strong relationships with grocers, farms, farmers markets and other food industry partners, Miriam's Kitchen is able to consistently create high-quality meals at low costs; thanks to wonderful individuals and groups who collect donations for us year round, we never have to buy coffee, cereal, oatmeal, pasta or dry grains. One specific donation in 2014 – a gift of three new refrigerators and freezers – has had an incredible ripple effect. We can now accept and store far more fresh ingredients, to meet the rising demand for nutritious meals.

Case Management

Our Case Management Program served **5,752** guests in 2014. While this is an increase over the previous year, the real story is how our case managers became more purposeful and targeted in how they connect with our guests. In 2014, our Case Managers worked toward more long-term permanent solutions for our guests. And that resulted in several dramatic life changes.

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.

Mental health treatment is one of the most pressing needs in our dining room. In the last year, our team worked to ensure that our guests received consistent care in a more purposeful way. They not only referred 50 guests to services, but also linked 90 people back to their mental health teams. Our staff psychiatrist continued to provide on-site mental health treatment and dispense medications to our guests in 2014. In total, **148** treatment sessions were provided to our guests.

Our case managers were also more purposeful in how they helped guests with housing needs. We referred **146** guests to permanent housing, met with **123** people for motivational interviews encouraging them to consider housing and helped **93** guests to complete housing applications. **As a result, we helped twice as many guests obtain housing in 2014 as we did in 2013.**

We also helped our guests with services that empower them to take the next steps in their lives. In 2014, we helped **2,141** guests obtain identification documents – a service that allows them to search for employment, collect benefits they may be eligible for, and access needed social services. We provided our guests with **2,722** bus tokens help them get to job, legal or medical appointments in 2014.

Sometimes the best way we can offer services is to partner with community providers like the Washington Legal Clinic for the Homeless and Unity Health Care, to bring their services to our dining room. Unity Health Care provided guests with on-site medical treatment **640** times, and the Washington Legal Clinic for the Homeless provided **119** guests with legal services.

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. In 2014, **686** guests attended Miriam's Studio groups.

Permanent Supportive Housing

In 2014, Miriam's Kitchen announced a major expansion to become a provider of case management services for individuals in District's Permanent Supportive Housing Program. The services, 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.

Through this program, five Miriam's Kitchen Case Managers provide supportive services to an estimated 70 individuals, who live in Permanent Supportive Housing units scattered throughout the city. Long-time Miriam's Kitchen Senior Case Manager, Kierstin Quinsland, leads this team in the new position of Director of Housing.

Individuals served by the program may have any number of barriers common to people who are chronically homeless, including mental illness, substance abuse, chronic health problems and trauma. **Providing case management services to individuals with these challenges is an area of expertise for Miriam's Kitchen,** drawing on our 31 years of experience working with Washington's chronically homeless community.

Once connected with housing, clients work with our team to comply with lease provisions and local laws. Miriam's Kitchen serves as a coordinator and advocate between clients, their landlords and service providers – an essential strategy for long-term success.

However, **Permanent Supportive Housing isn't just about having a home; it's about having the expert supportive services that will help a person stay in that home.** Case managers assist clients with a broad spectrum of other services, ranging from monitoring their health and safety; helping them set and keep appointments with medical professionals and counselors; developing budgeting and daily living skills; assisting them in efforts to find employment and benefits; and providing other more intensive physical and psychological interventions. Case managers will also support clients' goals for returning to an active life in the wider community.

This new offering is a natural extension of our mission: Housing offers people a fundamental level of dignity, safety and stability.

Advocacy and Systems Change

We know that our mission to end chronic homelessness in Washington, D.C. is ambitious.

We also know that we can't accomplish it alone. For that reason, we worked throughout 2014 to enlist the entire community to partner with us behind the effort to change Washington's homeless services system.

We collaborated with nonprofit organizations, government agencies, and private sector allies across the city to advocate for the expansion of Permanent Supportive Housing, to make Washington's homeless services system for efficient, and to embrace the policies that ultimately can end chronic homelessness in our city. We and our advocacy partners were thrilled that in 2014 the D.C. Council passed a budget that brings the District closer to this goal. It includes:

- \$4.7 million in funding for Permanent Supportive Housing to help end Veteran Homelessness
- \$2.3 million in Permanent Supportive Housing to serve 80 families
- \$1.5 million for rapid re-housing to end homelessness for approximately 200 people

Unfortunately, much work remains. Homeless services in Washington, D.C. still don't operate as efficiently as they need to, so we continue to partner with other agencies to ensure the city is investing its resources in the best way possible, and allocating those resources to those most at risk.

Meanwhile, our Advocacy team help found **The Way Home Campaign** in 2014, a grassroots advocacy campaign to end chronic homelessness in the District of Columbia by 2016. It is composed of a community network of non-profit organizations, faith-based communities, and concerned citizens. **It was our distinct honor to have Western Presbyterian Church sign on as one of the early partners in this campaign.**

Today, Western Presbyterian Church is joined by 40 other organizations and more than 3,300 individuals who have signed on to support The Way Home, united in a commitment to make homelessness a priority issue in the District.

Most recently, our Advocacy team has been excited to work with with Washington's new Mayor, Muriel Bowser. We are encouraged that Mayor Bowser made homelessness an immediate priority upon taking office, and we heartily endorse her appointee to head up the Department of Human Services, Laura Green Zeilinger (a long-time Miriam's Kitchen volunteer). We were equally honored that the Mayor selected Miriam's Kitchen to host the press conference where this appointment was announced!

Fundraising

Miriam's Kitchen did more in 2014, because we saw that our guests needed more – and our development efforts reflect that increased demand. Our development staff and board of directors have continued to aggressively work to secure needed resources, and to provide the wise stewardship that will best enable us to achieve our mission.

With a budget of \$3.3 million in FY2014, we've continued to rely on the tremendous support of individual donors (who provide nearly half of our funding). To help us stay connected with all of those donors, in 2014 we hired a new Major Gifts Officer, Ms. Kathy Guillaume-Deleamar. We were especially grateful to celebrate our Western Presbyterian Church supporters at our second annual MK Sunday in February 2014.

Nearly a quarter of our funding came through our 2014 *Mission Possible* gala, the biggest night in MK fundraising history, which raised more than \$650,000 for our work to end chronic homelessness in D.C. Building off of that great success, we are now focusing even more of our efforts on developing meaningful corporate partnerships.

As a strategic shift, Miriam's Kitchen changed our fiscal year in 2014 to run from October 1 – September 30. This helps us to better align our budget with the D.C. government budget as we manage our new Permanent Supportive Housing contract.

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

2014 Board Members

Officers

Chair, Amber Romine, Isis Associates
Immediate Past Chair, Nicole Levine, Polaris Project
Secretary, Jennifer Druliner, MAUS, U.S. Green Building Council, Member of Western Presbyterian Church
Treasurer, Scot Janssen, CPA, KPMG
President & CEO, Scott Schenkelberg, Miriam's Kitchen

Members

Geoff Dudgeon, Deloitte
Melanie Gobourne, CSA, D.C. Healthcare Advocates
Will Johnson, JD, Verizon
Joe Kochan, Widely
Anne Large, MBA, Pioneer Ventures
Richard Lindahl, MBA, Corporate Executive Board Company
Maureen McCausland, DNSc, MedStar Health
Ruthanne Miller, JD, Sullivan, Styles and Barros, LLP
Robert Musslewhite, JD, The Advisory Board Company
Brian Smith, JD, Wilmer Hale
Scott Spector, Kodiak Properties
John Stroud, MBA, Highline Wealth Management
Clark Talkington, Advanced Resources International, Member, Western Presbyterian Church
Adam Weers, MBA, Trammell Crow
Ex Officio Member, Scott Schenkelberg, MK President & CEO

2014 Staff

Solomon Abwi, Case Manager, Permanent Supportive Housing
Jean Badalamenti, Advocacy Specialist
Steve Badt, Senior Director of Meals and Volunteer Engagement
Sue Bell, Grant Writer
Allie Busching, Advocacy Intern
Tony Butts, Security Officer
Emily Buzzell, MA, MPH, Senior Case Manager
Rebeca Carvajal, Art Therapy Intern
Tyrone Coe, Security Manager
Catherine Crum, Executive Director
Claire Cumberland, Case Manager
Lindsey Curtin, Case Manager
Jennifer Dean, Development and Program Assistant
EJ deLara, Case Manager
Monica Aznar Diaz, MS, Case Manager
Kyla Dixon, Advocacy Specialist
Sekou Fraser, Case Manager, Permanent Supportive Housing
Sara Gibson, Chief Development & Communications Officer
Bob Glennon, LICSW, Director of Social Services
Sherry Grayson, Art Therapy Intern
Kathy Guillaume-Delmar, Major Gifts Officer
Emily Hagel, Director of Kitchen Operations
Meg Hannigan, LGSW, Senior Case Manager
Darrell Jones, Security Officer
Kelley Kidd, Case Manager
Helen King, Advocacy Intern
Rebecca Koppel, Case Manager
Ashley Lawson, Director of Corporate Partnerships
Sarah Leonard, Case Manager
John Murphy, Director of Kitchen Operations
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
Lissa Ramsepaul, Senior Case Manager
Adam Rocap, Chief Program Officer
Jennifer Roccanti, Director of Strategic Operations
Kurt Runge, Director of Advocacy

2014 Board Members

2014 Staff

Andrea Scallon, *Data Manager*

Scott Schenkelberg, *President & CEO*

Samantha Stayton, *Case Manager*

Dr. Steve Steury, *Psychiatrist*

Samira Tella, *Case Manager*

Kelly Trimble, *Senior Case Manager*

Lindsey Vance, *Senior Art Therapist and Case Manager*

Brittney Washington, MS, *Senior Case Manager*

Ciji Wagner, *Assistant Director of Kitchen Operations*

Malika Watkins, *Case Manager, Permanent Supportive Housing*

Martha Wolf, *Communications Manager*

Amelia Zakour, *Art Therapy Intern*